



# Relationship between Openness to Experience and Perception to Political Organizations to Workplace Deviant Behavior

DWI HASTUTI<sup>1</sup>, IDRIS MOHD NOOR<sup>2</sup>, ABDULLAH OSMAN<sup>3</sup>

<sup>1,2</sup>Universiti Malaysia Perlis, Malaysia

<sup>3</sup>Universiti Insaniah Malaysia, Malaysia

## Abstract

This study aims to determine the relationship that exists between openness to experience (one of the personality traits) and perceptions of organizational politics to workplace deviant behavior. Research was conducted by collecting 263 responses from the civil servants in Pekanbaru, Riau. Applying the latest PLS 3.0 analysis tools the results of this research identified positive correlation between openness to experience and perception of the political organization to workplace deviant behavior. The perception of the organization politics has managed to moderate the relationship between openness to experience deviant behavior in the workplace.

## Keywords

Workplace Deviant Behavior (WDB); Personality traits; Political Organization; PLS-SEM analysis

## INTRODUCTION

The workplace deviant behaviour (WDB) is not a new phenomenon in the organization, researches on workplace deviant behavior has been increasing throughout the last three decades (Nielsen, Glaso, & Einarsen, 2017; Farhadi, Omar, Nasir, Zarnaghash & Salehi, 2015; Colbert, Mount, Harter, Witt & Barrick, 2004). Workplace deviant behavior is a voluntary behavior that violates organizational norms significantly and can threaten the well-being of an organization, its members, or both (Robinson & Bennett, 1995). Deviant behaviors are the negative behaviors such as taking company property without permission, insulting colleagues at workplace, or falsify work related matters in return for financial gain. Studies in the United States have quantified the losses caused by these behaviours to incur a losses up to \$50 million (Dineen, Lewicki, & Tomlinson, 2006). Understanding the magnitude of losses caused by deviant behaviors has triggered continues research in the area of industrial psychology in an effort to understand the causes of these behaviours.

From the previous study there is evidence of some of the factors that may contribute to the occurrence of workplace deviant behavior, these factors of which came from

individual factors and situational factors (Colbert, et. al; 2004; Farhadi, Fatimah, Nasir & Shahrazad, 2012 & Diefendorff & Mehta, 2007). Individual factors are factors that are within the individual person as a person's personality differences, age, sex and so forth while situational factors include organizational factors, social factors and interpersonal relationships (Robinson & Greenberg, 1998).

Several studies was also conducted to look at the relationship between personality factors against workplace deviant behavior (Salgado, 2002; Bodankin & Tziner, 2009; Lima, Teha & Fah, 2016; Bowling & Eschleman, 2010). Salgado (2002) conducted a meta-analysis which examined the relationship of the big five personality factors (extraversion, agreeableness, conscientiousness, emotional stability and openness to experience) towards counterproductive work behaviour/CWB (a form of deviant behavior of employees in the workplace). In this study the big five factors of personality has managed to become a predictor for absenteeism among counterproductive work behaviour, to deviant behavior and turnover. Results of the study found that conscientiousness has managed to be a predictor of turnover and deviant

✉Correspondence to:

<sup>1</sup>Universiti Malaysia Perlis, E-mail: [dweehastutihasan@yahoo.co.id](mailto:dweehastutihasan@yahoo.co.id)

<sup>2</sup>Universiti Malaysia Perlis, E-mail: [idris@unimap.edu.my](mailto:idris@unimap.edu.my)

<sup>3</sup>Kolej Universiti Insaniah, Malaysia, E-mail: [abdullahosman@insaniah.edu.my](mailto:abdullahosman@insaniah.edu.my)

Received: November 14, 2016

Revised: November 28, 2016

Accepted: December 19, 2016

behavior, while extraversion, agreeableness, emotional stability and openness to experience has managed to be a predictor of the turnover.

According to John and Srivastava (1999) identified individuals with high openness to experience an individual likes to imagine, are more creative and interested to new experiences and also arousing their curiosity. Furthermore Deary, Watson and Hogston, (2003) said that employees who are more openness to experience are the individuals who are more likely exposed to emotional exhaustion that may lead to CWB. Also asserted by Bolton, Becker and Barber (2010) that individuals who have high openness to experience that will be connected to CWB.

In addition to using personality factors as predictors of WDB, some studies have also included factors such as the perception of organizational politics to counterproductive work behavior (Zettler & Hilbig, 2010). The high perceptions of organizational politics may give a negative impact to decrease of organizational commitment and lead to greater job stress (Miller, Rutherford, & Kolodinsky, 2008) so they concluded that the perception of political organizations may increase the occurrence WDB.

However, research on WDB has been done in western context, but very little study of WDB is related to Asian context (Farhadi, et, al., 2012), leaving avenue for further exploration especially in the public sector context of Indonesia. So the objective of the research in this study is:

- a) To examine the relationship between personality of openness to experience and the perception of organizational politics to WDB.

To test moderating impact of the perception the political organization for a relationship between openness to experience and WDB.

## **METHODS**

This study using three variables which is workplace deviance behaviour, personality trait and perception of organizational politics and before distributed to the respondent of all variables in this study done back to back translation process, and below will explain in detail:

WDB measurement: Workplace deviant behaviour is measured using Bennett and Robinson's (2000) Workplace Deviant Behavior Scale, which consists of 19 items question and measure using a likert scale of value from 1 to 7. Item questions will shows how often respondents who engage in WDB. The higher score obtained showed the higher rate of occurrence frequency WDB. In contrast the lower the score obtained indicate the low frequency of occurrence of workplace of deviant behaviour. Examples of workplace deviant item: ' Being racist', " drug use in working time"

Personality Traits Measurement: The construct was measured using Big Five Personality (BFI) was adapted from John and Srivastava (1999). The 10 item question with 5 point likert scale was used , respondent were asked to answer 1 to 5 from extremely inaccurate to extremely accurate.

And the last measurement is perception of organizational politics adapted from Vigoda and Kapun (2005) consisting of 9 item question by using likert scale. The respondent were asked to answer 1 to 5 from strongly disagree to strongly agree.

In line to the objective of this study; to examine the influence of openness to experience and perception of organizational politics to workplace deviant behavior and also to examine moderating impact from the perception of organizational politics to the relationship openness to experience and workplace deviant behavior. The process of collecting data in this research is done by using proportionate random sampling by distributing questionnaires to 263 civil servants in Pekanbaru, Riau. Data were collected and analyzed using Smart PLS 3.0. In the PLS analysis, the first step is to perform testing of the measurement model to get the reliability and validity of the data and the next step is to perform testing of structural models in order to test this hypothesis.

## **RESULTS AND DISCUSSION**

Using PLS SEM analysis techniques, the first step is to develop the measurement model where the results of data analysis are shown in the table 1.

**Table 1 Measurement Model**

Construct	Item		CRa	AVE			
Workplace Deviant Behavior (WDB)	WDB1	0.693	0.919	0.533			
	WDB 2	0.561					
	WDB 3	0.683					
	WDB 4	0.817					
	WDB 5	0.816					
	WDB 6	0.764					
	WDB 7	0.761					
	WDB 8	0.748					
	WDB 9	0.643					
	WDB 10	0.778					
Openness to experience	O2	0.757	0.898	0.524			
	O3	0.762					
	O4	0.677					
	O6	0.655					
	O7	0.725					
	O8	0.734					
	O9	0.721					
	O10	0.751					
	Perception of Organizational Politics ( POPS)	POPs1			0.902	0.796	0.511
		POPs2			0.728		
POPs3		0.736					
POPs4		0.415					

**Measurement Model**

In the analysis using PLS-SEM testing measurement models is important because for the purpose of measuring model is to ensure that the items measure a construct is valid , and so proves the instrument is reliable. Besides purpose of testing the measurement model is analyze the relationship between the items to the constructs. This measurement model testing is essential to ensure the use of indicators that can be ascertained is suitable a construct to run well (Churchill, 1979).

Based on the table for model measurement found that reliability indicator shows the loading of each item is between 0.415 and 0.902, while the loading number did not reach 0.4 is aborted in question items (Hair, Ringle & Sarstedt., 2013). Meanwhile the value of the average variance extracted

(AVE) of each items should exceed the number 0.50 (Bagozzi & Yi, 1988). So is the value of the composite reliability (CR) are above 0.70 (Hair, Babin and Black, 2010).

**Structural Model**

After measurement model of PLS Analysis is done, next step is calculating the structural model. In this study, applied standard bootstrapping method to obtain significant levels of any relationship between the construct. In the structural model is an important thing to determine the significant of path coefficients, Evaluating the level of R<sup>2</sup>, then determine the effect size (f<sup>2</sup>), determining the predictive relevance and last examine the moderating effect ( Henseler, Ringle & Sinkovics, 2009). And the table below will shows the results of structural model.

**Table 2. Structural Model**

Hypothesis	Beta	t value	P value	Result	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>
open ->WDB	0.136	2.372	0.009	Support	0.156	0.029	0.068
pops -> WDB	0.345	7.422	0.000	Support		0.02	
Open*Pops->WDB	-0.195	1.804	0.036	Support	0.175	0.032	

From the table it can be seen that there is a significant relationship between openness

to experience and WDB (β=0.136, t= 2.372 , p <0.009), supporting H1. Result also

suggest that there is a relationship between perception of organizational politics and WDB ( $\beta=0.345$ ,  $t= 7.422$ ,  $p <0.000$ ), and thus H2 was supported. Result also shows in the table that indicate the interaction effect perception of organizational politics and openness to experience to WDB ( $\beta=-0.195$ ,  $t= 1.804$ ,  $p <0.036$ ) and H3 also was supported.

Furthermore other criteria that are important in looking at structural model is seeing the value of  $R^2$  which is coefficients of determination (Hair, Sarstedt, Ringle & Mena., 2012, Henseler et.al., 2009). The  $R^2$  value is symbolizes the proportion of variation in dependent variables(s) that can be explained by independent variable(s) (Hair et al., 2010). Although an acceptable value of  $R^2$  depends on the context of study (Cohen, 1998) shows the value of 0.26, 0.13, 0.09 represent high, moderate and weak sequentially, but in this study  $R^2$  is considered moderate for 0,156 that mean as much as 15,6% explained the variance of WDB.

Relative effects of openness to experience and perception of organisational politics on WDB were evaluated using Cohen's (1988) effect size ( $f^2$ ). Effect size  $f^2$  is the impact given by variable exogenous (independent) specific to the variable endogenous (dependent) to see how big the contribution of variable exogenous specific to variable endogenous (Chin, 1998). Effect size values of 0.02, 0.15 and 0.35 that suggest small, medium and large effect, respectively (Henseler et al, 2009). The table shows effect size 0.02 for openness to experience to WDB and 0.029 for perception of organizational politics to WDB, and both effect size were medium (Cohen, 1988). With applied Stone Geisser's Q2 (Geisser, 1974) blindfolding procedure is used to determine the predictive relevance of the research model. A value greater than zero indicates relevant model (Henseler et al.,2009). The table shows Q2 to WDB is 0.068, indicating models is accepted

The final aspect is looking at the strength of moderating using Cohen's (1988) effect size formula. The power of moderation is assessed by comparing proportion of variance explained (as expressed by coefficient of determination  $R^2$ ) from the main effect model (i.e., the model without moderating effect) and  $R^2$  from full model (i.e., model with moderating effect) (Henseler and Fassott, 2010). Effect size ( $f^2$ ) from 0.02, 0.015, and 0.35 suggest small, moderate,

and large effect, respectively (Cohen, 1988). The table show  $f^2$  effect size of 0.032, a weak finding.

## Discussion

From the result there are two hypothesis found to have direct relationship to workplace deviant behavior. Openness to experience and workplace deviant behavior have positive relationship to workplace deviant behavior, H1 is supported, the result of this study for openness to experience was similar with previous study made by Kozoko, Safin, and Rahim (2013) and Deary, et.al., (2003). And for H2 the result perception of organizational politics is positive relationship to workplace deviant behavior, H2 also is supported. The result of this study for perception of organizational politics was similar with previous study made by Zettler and Hilbig (2010).

This study has focused on the importance of understanding workplace deviant behavior. Although perception of organizational politics has been tested to CWB (Zettler and Hilbig, 2010) and personality trait and workplace deviant behavior (O'Neill, Lee, Radan, Law, Lewis and Carswell, 2013) but research has not examined the joint effect of personality and perception of organizational politics on workplace deviant behavior. This model proposes to test interaction effect perception of organizational politics and openness to experience to workplace deviant behavior because that negative perception about organization will lead to deviant behavior in the workplace.

From the developing H3 that expected interaction between perceptions of organizational politics and openness to experience to workplace deviant behavior, that perceptions of organizational politics can moderate the relationship between openness to experience and workplace deviant behavior, meaning that it shows that the strengthen relationship openness to experience to workplace deviant behavior is getting stronger when high perceptions of organizational politics among employees and vice versa, but this situation happens the opposite, where the influence of this has negative beta coefficient ( $\beta = -0.195$ ,  $t = 1,804$ ,  $p <0.036$ ), it can probably be explained to the individual who has a personality that is high in openness to experience where the individual tendency to easily adapt to change and creative in solving complex problems (Lepine, Colquitt, & Erez,

2000). Additionally, they are described as individuals who like to imagine, very tolerant of ambiguity and amenable new ideas. Furthermore, their desire to solve complex problems creatively will increase when they find themselves in political situation in which the presence of perceptions of organizational politics among workers, makes this situation as a challenge and opportunity to those who will open their curiosity so that higher openness to experience and the higher perception of organizational politics they will reduce to engage deviant behavior in the workplace.

### CONCLUSION

There are several limitations to this study. Firstly, there is limitation in terms of time and the presence of financial constraints during data collection in the field the data has limited the external validity of these results. Furthermore, the study was restricted to three variables openness to experience, perceptions of organizational politics and workplace deviant behavior providing avenue for more variables to be studied towards reducing workplace deviant behavior. The third is that the study relies only to civil servants in the city of Pekanbaru limiting the generalizability to broader scope because there may be differences of organizational culture in the respective places. Therefore for future research might be able to replicate and extend again the scope of the study, especially in different work environments.

### REFERENCES

- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), 74-94.
- Bowling, N. A., & Eschleman, K. J. (2010). Employee personality as a moderator of the relationships between work stressors and counterproductive work behavior. *Journal of occupational health psychology*, 15(1), 91.
- Bodankin, M., & Tziner, A. (2009). Constructive deviance, destructive deviance and personality: how do they interrelate. *Amfiteatru Economic Journal*, 11, 549-564.
- Bolton, L. R., Becker, L. K., & Barber, L. K. (2010). Big Five trait predictors of differential counterproductive work behavior dimensions. *Personality and Individual Differences*, 49(5), 537-541.
- Chin, W. W. (1998), "The partial least squares approach to structural equation modeling", in Marcoulides, G. A. (Ed.) *Modern Methods for Business Research*, Laurence Erlbaum Associates, Mahwah, New Jersey, pp. 295-336
- Churchill Jr, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of marketing research*, 64-73
- Cohen, J. (1988), *Statistical power analysis for the behavioral sciences*, Lawrence Erlbaum Associates, Hillsdale, N
- Colbert, A. E., Mount, M. K., Harter, J. K., Witt, L. A., & Barrick, M. R. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology*, 89(4), 599.
- Deary, I., Watson, R., and Hogston, R. (2003). A longitudinal cohort study of burnout and attrition in nursing students. *Journal of Advanced Nursing*, 43, 71-81.
- Diefendorff, J. M., & Mehta, K. (2007). The relations of motivational traits with workplace deviance. *Journal of Applied Psychology*, 92(4), 967.
- Dineen, B. R., Lewicki, R. J., & Tomlinson, E. C. (2006). Supervisory guidance and behavioral integrity: relationships with employee citizenship and deviant behavior. *Journal of Applied Psychology*, 91(3), 622.
- Farhadi, H., Fatimah, O., Nasir, R., & Shahrazad, W. S. (2012). Agreeableness and conscientiousness as antecedents of deviant behavior in workplace. *Asian Social Science*, 8(9), 2.
- Farhadi, H., Omar, F., Nasir, R., Zarnaghash, M., & Salehi, M. (2015). The role of demographic factors on workplace deviant behavior. *Journal of Social Sciences and Humanities*, 2, 32-39.
- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 101-107.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective* (Vol. 7). Upper Saddle River, NJ: Pearson
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science*, 40(3), 414-433.

- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Editorial-partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing* (pp. 277-319). Emerald Group Publishing Limited
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In *Handbook of partial least squares* (pp. 713-735). Springer Berlin Heidelberg.
- John, O. P., & Srivastava, S. (1999). The Big Five trait taxonomy: History, measurement, and theoretical perspectives. *Handbook of personality: Theory and research*, 2(1999), 102-138.
- Kozako, I. N. A. M. F., Safin, S. Z., & Rahim, A. R. A. (2013). The relationship of big five personality traits on counterproductive work behaviour among hotel employees: An exploratory study. *Procedia Economics and Finance*, 7, 181-187.
- LePine, J. A., Colquitt, J. A., & Erez, A. (2000). Adaptability to changing task contexts: Effects of general cognitive ability, conscientiousness, and openness to experience. *Personnel psychology*, 53(3), 563-593.
- Lima, L. C., Teha, C. J., & Chan-Yin-Fah, B. (2016). A Preliminary Study of the Effects of Personality Traits on Workplace Deviance in the Voluntary Sector. *International Review of Management and Marketing*, 6(7S).
- Nielsen, M. B., Glasø, L., & Einarsen, S. (2017). Exposure to workplace harassment and the Five Factor Model of personality: A meta-analysis. *Personality and individual differences*, 104, 195-206.
- O'Neill, T. A., Lee, N. M., Radan, J., Law, S. J., Lewis, R. J., & Carswell, J. J. (2013). The impact of "non-targeted traits" on personality test faking, hiring, and workplace deviance. *Personality and Individual Differences*, 55(2), 162-168.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, 38(2), 555-572.
- Robinson, S. L., & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. *Journal of Organizational Behavior* (1986-1998), 1.
- Salgado, J. F. (2002). The Big Five personality dimensions and counterproductive behaviors. *International Journal of Selection and Assessment*, 10(1- 2), 117-125.
- Vigoda-Gadot, E., & Kapun, D. (2005). Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors. *Policy & Politics*, 33(2), 251-276.
-