التحقيق في تأثير المناخ الأخلاقي، خصائص الوظيفة وممارسات إدارة الموارد البشرية على السلوك ...

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التحقيق في تأثير المناخ الأخلاقي، خصائص الوظيفة وممارسات إدارة الموارد البشرية على السلوك المنحرف في مكان العمل: دراسة للعاملين في الشركة العامة للأسمدة

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المستخلص:

الادب الحـالي يكشف عن فجوة في المعرفـة التجريبيـة على السلوك المنحرف لمكان العمل فـي المنظمات. تهدف هذه الدراسة بشكل خاص إلى أولا، التحقيق في العلاقة بين المناخ الأخلاقي والسلوك المنحرف في مكـان العمل؛ثانيا، التحقيق في العلاقـة بين الخصائص الوظيفيـة والسلوك المنحرف في مكان العمل؛ وثالثا، التحقيق في العلاقة بين ممارسات إدارة الموارد البشرية والسلوك المنحرف في مكان العمل. أجري مسح شمل توزيع استبيانات على 107 موظفا من جميع الفئات الوظيفية، وهما الإدارية والتنفيذية وغير التنفيذيـة في الشركة العامة لصناعة الأسمدة الكيمياوية، التي تقع في محافظة البصرة . تمـت معالجـة البيانـات الكميـة باستخدام الحزمـة الإحصائية للعلوم الاجتماعية النسخة 19.0، والتي تتضمن الإحصاء الوصفي، وارتباط بيرسون. بالإضافة إلى ذلك، تم استخدام الانحدار المتعدد لاختبار فرضيات الدراسـة. تشير النتائج إلى وجود علاقة معنويـة وسلبية بين المتغيرات. والنتائج ايضا دعمت فرضيتين فقط.

Abstract

Existing literature reveals a gap in the empirical knowledge on workplace deviant behavior in organizations. This study specifically aims to firstly, investigate the relationship between ethical climate and workplace deviant behavior; secondly, investigate the relationship between job characteristics and workplace deviant behavior; and thirdly, investigate the relationship between human resource management practices and workplace deviant behavior. A survey was conducted involving distribution of questionnaires to 107 employees from all job categories, namely managerial, executive and non-executive, in general company for chemical fertilizer industry, located in the state of Basra. Quantitative data were processed using the Statistical Package for Social Science version 19.0, which includes descriptive statistics, and Pearson correlation. Additionally, multiple regression were used to test the study hypotheses. The results suggest a significant and negative relationship among of the variables. The results also supported only two hypotheses.

Keywords: ethical climate, job characteristics, HRM practices, deviant behavior

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1. Introduction

In the contemporary business environment, employees and managers alike are with numerous pressures to perform the corporate expectation. These pressures are often created by highly competitive business environments, which impose continues change and internal redesign or even progressing job responsibilities which create stress full working environment and create positive and negative workplace deviant behavior.

A positive behavior among employees will bring productive result and enhance the work environment in the organization. However, organizations have to accept the fact not all employees embrace positive behavior; some may commit negative behavior in the course of employment. Indeed, negative behavior that has gained a growing attention among scholars and practitioner is workplace deviant.

Researchers have given the behaviors many different names including workplace deviant (Bennet & Robinson, 2003) counterproductive behavior (Mangione & Quinn, 2007), employee deviance (Sackett & Devore, 2001), organization misbehavior (Ackyrod &Thompson, 1999). In essence, behavior is deemed deviant when an organization's custom, policies or internal regulations are violated by an individual or a group that may jeopardize the well being of the organization or its citizens (Robinson, 1995).

For example, according to Henle et al (2005), nearly 95 percent of all companies report some deviance related experience within their respective organizations. This line of argument is supported by Harper (1990) as cited in Robinson (1995), who estimates that 33 to 75 percent of employees have engaged in at least one form of deviant behavior such as theft, computer fraud, embezzlement, vandalism, sabotage and absenteeism.

2. Problem Statement

In Iraq, workplace deviant behavior issue has become main concern to the employers and the organization. Workplace deviant such as sexual harassment, fraud, sabotage, fraudulence and absenteeism have been frequently reported in newspapers and other media. Although the number of cases is still under controllable, this does not mean that employees' acts of deviant are declining. Being one of the largest sectors of the Iraq economy the manufacturing sector should be highly concerned with work deviant.

Past studies have examined various antecedents of employee deviant behavior. Empirical research categorized these variables under personal, organizational and environmental factors. Personal variables encompass individual differences, attitudes and personality traits (Bolin & Heatherly, 2001; Vigoda, & Golembiewski, 2005).

Organizational factors include perceived support, organizational justice, leadership style, psychological contract violation, organization climate and organizational politics (Lau, Au & Ho, 2003; Vigoda, 2002). Work related

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variables include work stressor and job attributes (Fox, Spector & Miles, 2010; Lau et al, 2003).

Environmental factors comprised of culture, ethical infrastructure, organizational constraints and environmental uncertainty (Carmeli, 2005; Greeberg, 2009; Fox et al, 2001). Therefore, in comparison with past researches, this study aims to extend the array of predictors of workplace deviant behavior. Specifically, the effect of organizational variables (ethical climate), work related variables (job characteristics and human resource management practices) on workplace deviant behavior will be studied.

According to problem statement the present study attempts to achieve the following objectives:
1.   To investigate the relationship between ethical climate and workplace deviant behavior.
2.   To investigate the relationship between job characteristics and workplace deviant behavior.
3.   To investigate the relationship between human resource management practices and workplace deviant behavior.

In order to understand the cause, impact and solutions of these issues, this research study intends to answer the following questions:
1.   What is the relationship between ethical climate and workplace deviant behavior?
2.   What is the relationship between job characteristics and workplace deviant behaviors?
3.   What is the relationship between human resource management practices and workplace deviant behavior?

3. Review of Literature
3.1. Workplace Deviant Behavior
Workplace deviant behavior is referred to in the literature in many different names, among others, counterproductive behavior (Mangione & Quinn, 2007), antisocial behavior (Giacolone & Greenberg, 2004), withdrawal behaviors (Fox & Spector, 2008) organizational misbehavior (Vardi & weitz, 2004), and employee misconduct (Kidder, 2005).

Bennett and Robinson's (2003) study identified two facets of workplace deviance: (1) interpersonal deviance directed at other employees, and (2) organizational deviance targeted at the workplace. Interpersonal deviance takes the form of behaviors directed at fellow employees and can include abuse, rudeness and physical assault. Organizational deviance represents intentional behaviors engaged in by organizational members that are contrary to the norms or the organization, and which carry the potential to harm the organization (Bennett & Robinson, 2003). They defined workplace deviance as "voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both" (Robinson & Bennett, 1995, p. 556). Behavior is deemed deviant when an "organization's

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customs, policies, or internal regulations are violated by an individual or a group that may jeopardize the well-being of the organization or its citizens" (Robinson & Bennett, 1995, p. 556). Specific behaviors such as stealing from the organization or from other employees, sexually harassing other people, sabotaging production, gossiping, behaving violently, using alcohol or drug on the job, staying home from work without cause, and taking unauthorized or extended breaks (Bennet & Robinson, 2003), not following the manager's instructions, intentionally slowing down the work cycle, arriving late, committing petty theft as well as not treating co-workers with respect and/or acting rudely with co-workers (Galperin, 2003) are categorized as deviant behaviors since these behaviors are against the organizational norm.

All behaviors mentioned above are unethical, irresponsible and some are criminal, which contravene organizational policy and committed by the employee voluntarily. This unacceptable behavior exists in most organizations and need to be curbed and manage properly because it not only affects the performance of the organization but also the citizens of the organization. If a large number of organization are unable to control and handle this behavior properly, than the whole nation will bear the consequences of this deviant act.

3.2 Ethical Climate

According to Cullen and Victor (1988) defined organizational ethical climate as "the prevailing perceptions of typical organizational practices and procedures that have ethical content". Ethical climate is one of the prime factors shaping intra organizational relationships and employee attitudes, thereby also having considerable impact on the organizational. Understanding the relationship among the organizational ethical climate and employee attitudes and behaviors is therefore an important research area. The first typology of ethical climate was presented by Cullen and Victor (1988). They develop a theoretical basis according to which the ethical climate is a category of the organizational climate and, as so, captures the perception of the employees about practices and procedures of ethical content adopted by the company. In addition, the ethical climate in an organization refers to shared perceptions of what ethically correct behavior is and how ethical issue should be handled (Elci & Alpkan, 2009). Furthermore, ethical climate is important because it is believed that varying dimensions of ethical climate may be associated with very different types of ethical behavior (Schwepker, 2001).

A study done by Henle, Giacalone and Jurkiewicz (2005) showed that employees higher in idealism will be less likely than those lower in idealism to engage in workplace deviant directed at both the organization and individuals within it. Individuals high in idealism are more concerned with the welfare of others, and in particular, maximizing positive outcomes for all impacted by decision or behavior. As shown in this study, employees differ in their decision to participate in workplace deviant depending on their personal ethical ideology. Correlation analyses indicated that idealism was negatively related to both organizational and interpersonal deviance. In other study by Cullen and Victor (2011) suggested that while some of the nine ethical climate types may

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influence some work satisfaction positively, some may exert negative effect and yet some are not even related to satisfaction. Based on those finding, manager may influence work satisfaction by ensuring that the organization has a law and professional codes ethical climate.

A study by Agarwal and David, (2013) towards 1016 teachers from 35 schools affiliated with a large technology high school network in USA shows that teachers' perception of caring climate was related to the value of caring and teachers who perceive their school climate as focused on either caring or formal ethics are more likely to attend work than to be absent. This study is focused on the relationship between voluntary absence of high school teacher and aspect of organizational ethical climate (caring and formal) .

3.3 Job characteristics

Researcher reported in the management literature determines that work content and work context are two critical job characteristics that could explain the relationship between work status and job satisfaction (Conway & Briner, 2005; Krausz, 2005).

A study was done by Renn and Vanderberg (2008) towards 90 policy processing and customer service employees of a major Southeastern insurance company. The critical issues to conduct this research about the significance contribution to the job characteristic model's ability to explain basic process or are the critical psychological states (CPS) an unnecessary component of the job characteristics model to maximize work outcomes. The findings did not support the requirement that all three CPS need to be experienced to maximize the explanation of work outcomes. In other study by Nuhrita at el, (2010) indicated that the overall teaching role characteristics gave significant positive influence to all the three work outcomes. The teachers perceived that the higher level of their characteristics (in term of skill variety, autonomy, task importance, level of feedback and task identity) in their pedagogical, managerial, technical and subject design aspects, they experience higher degree of work outcomes. As a result indicated that the influence of the teachers teaching role attributes on their work outcomes was further enhanced by the sense of meaningfulness which served as the mediating variables.

Conway and Coyle-Shapiro, (2006) developed empirical study that work characteristic will influence psychological work adjustment factors that ultimately affect employee health and well being. These study an important first step to understanding how organizational actions impact employees. The importance of the interpersonal aspects of work and emphasize how much they influence the nature of work and the employment relationship. The social domain of work is probably the most intriguing and least understood of the construct studied and yet has a major influence on the efficiency and effectiveness of the organization.

3.4 Human Resource Management Practices

There is very limited research done so far on the influence of human resource management practices on workplace deviance even though many studies have been done on the effect of human resource management practices on the positive work outcomes (Bawa, 2010; Becker&Huselid,2005;

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Fey&Biorkman,2001; Gelade &Ivery, 2003; Ichniowski & Shaw, 2005; Khatri, 2007; Paul &Anantharaman, 2003). These studies conclude that either certain human resource management practices or a combination of human resource management practices improves organization bottom-line through an increase in employee productivity and commitment to the organization. This is supported by Ostroff and Bowen (2007) which found that the implementation of human resource management practices helped increase employee identification with the company and elicit employee commitment to the organization.

In strategic human resource management practices most studies have that human resource management practices systems, including extensive use of selection mechanism, in-house training, job enrichment, pay for performance and employee empowerment, have a positive impact on firm performance, measured by various indicators such as turnover (Batt, 2002: Shaw et al., 2008), financial performance (Huselid, 2005), and employee productivity (Huselid, Jackson, & Schuler. 2007). For example, effective selection mechanism helps the organization to prepare for manpower requirement by engaging highly qualified and suitable candidate for employment to meet its operational need and there is evidence that selectivity in staffing is positively related to firm performance (Becker &Huselid, 2002). With qualified employee, organization can immediately deploy human resource to perform the job with less supervision and training upon entering the job.

Even with qualified and talented employee on board employment, equally important after the selection process is for the organization to stress on the continuous improvement of the employee by providing systematic and well planned education and training to equip the employee with necessary knowledge, skill and attitude to function autonomously and responsibly (Guest, 2002) and the ability to perform the job competently. Considerable evidence suggests that investments in training produce beneficial organizational outcomes (Bartel, 2004; Knoke &Kalleberg, 2003). There is extensive evidence that investment in employees training enhances the human capital in the organization, and subsequent organizational performance (Koch & McGrath, 2007). Furthermore, it improves retention and enables the employees to cope with change in the work environment (Guest, 2002). Research also indicates that employees with the right skills and training are better prepared to handle increased workloads and can better cope with job stress (Brkich, Jells & Carless, 2002; Singh &Greenhaus, 2004). Human resource management literature also suggests that on-the-job learning figures prominently among practices that enhance employee motivation and commitment (Huselid et al., 2007).

On the other hand, having poor human resource management practices or poor implementation of the practices in the area or staffing, training and development, compensation and benefit and performance appraisal might make the employee feel frustrated, less motivated and demoralized (Lepak &Snell, 2009). Poor staffing and career development practices could be when the employee is not given room to be promoted or move up within organization.

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Promoting employees from within the firm is likely to provide a strong motivation for the employee to work harder in order to be promoted (Pfeffer, 2004). Thus, without this opportunity, the employee might give less effort in his work or even resort to negative behavior. Poor compensation and benefit practices could be when the organization with financial capability is unwilling to improve its compensation and benefit packages compatible to current market practices. Therefore, it is important to ensure that compensation should be legal and ethical, adequate, motivating, fair and equitable, cost- effective, and able to provide employment security (Huselid, 2005). Poor training and development practices could be when insufficient training program is provided to the employee to fill or reduce the skill gap. Poor performance appraisal policy could be when the implementation of this practice is not consistent, not acceptable by the majority of the employees and seen as not fair. All this would be worse if the organization is not implementing the practices in accordance with what is available in writing or with what that has been promised earlier to the employee (Bartel, 2004; Koch & McGrath, 2007).

Human resource management practices should have the strength such as suggested by Bowen and Ostroff (2004) when they introduced the concept of the strength of human resource management practices system. In that study, they stated that employee perceptions of human resource management practices would influence their commitment and accumulation of human capital and this in turn affect employee job performance. They proposed eight characteristics that determine human resource management practices system strength: visibility, clarity, acceptability, consistency of administration, effectiveness of administration, internal consistency of human resource management practices and intensity of the human resource management practices system, and inclusiveness. Without these characteristics, human resource management practices can be considered as poor practices. If this situation exists in the organization, it can be expected that it might produce negative attitude and behavior such as deviance by the employee that might affect the overall performance of the organization.

4. Methodology

4.1 Research Framework and Hypothesis

After careful consideration of the research questions and objectives of this study, and review of relevant literature, the theoretical framework and research model is developed, and hypotheses are formulated to identify and test the relationship between the various variables identified based on the literature review presented earlier, certain investigative relationships among the study variables are accomplished.

Theoretical framework is a logical diagrammatic representation of the relationship between independent and dependent variables (Sekaran & Bougie, 2010). There are three independent variables in this model namely ethical climate, job characteristics and human resource management practices. The dependent variable is deviant workplace behavior. Figure 1 show the relationship between ethical climate, job characteristics and human resource

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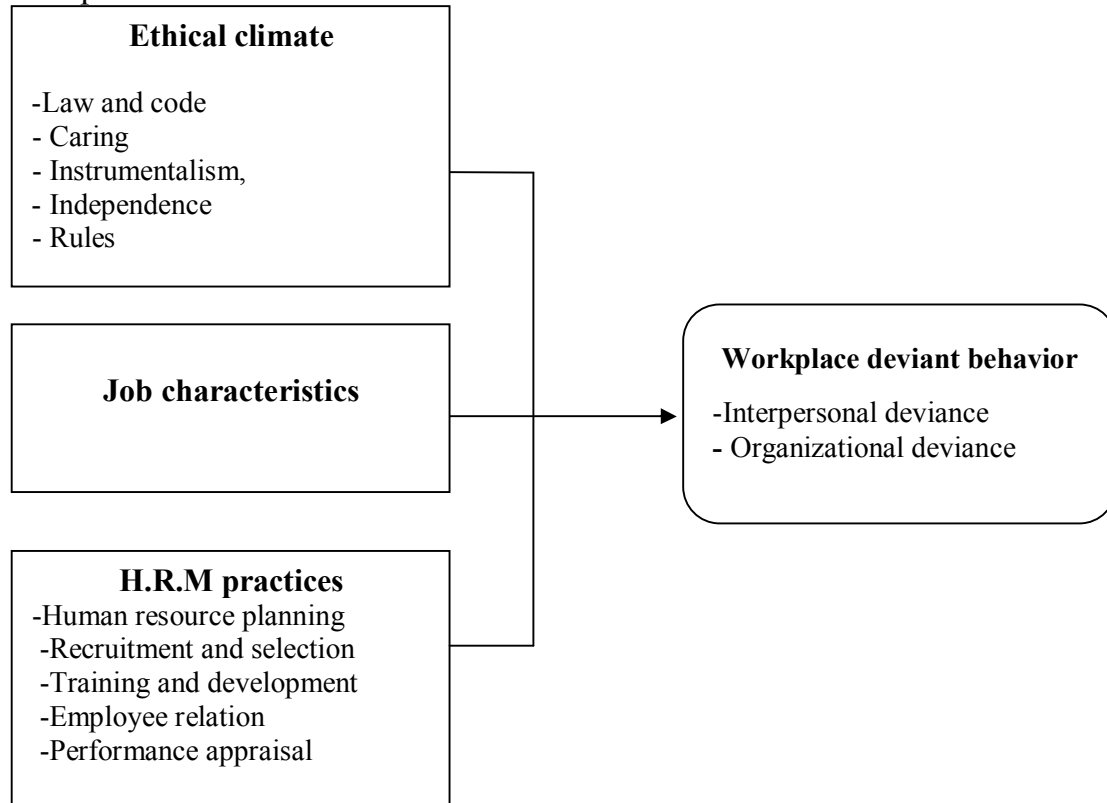management practices as independent variables on workplace deviant behavior as dependent variable.

Figure 1: The model relating ethical climate, job characteristics and human resource management practices on workplace deviant behavior

Specifically, the present study hypothesized that:

H_1: There is a negative relationship between ethical climate and workplace deviant behavior

H_2: There is a negative relationship between job characteristics and workplace deviant behavior.

H_3: There is a negative relationship between human resource management practices and workplace deviant behavior

4.2 Study Sample and Procedure

To achieve the objectives of the study, a survey was conducted in the state company of fertilizers, located in the state of Basra, southern Iraq. Survey is used because it is the most common approach employed in studies assessing the relationship between human resource management practice and employee work-related attitudes (Cooper & Schindler, 2008; Zikmund et al., 2014). Questionnaires were distributed with the assistance of human resource departments. Because this technique of distributing the questionnaires could compromise the honest opinions of the participants, the researchers guaranteed their anonymity.

Simple random sampling method was used to select the sample and the primary respondents were full time employees from all job categories, namely managerial, executive and non-executive. The employees were selected from the list given by the human resource department of company. This sampling design is used because in simple random sampling, every element in the

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population has a known and equal chance of being selected as a subject (Sekaran &Bougie, 2010, p. 270) and this sampling design is best when the generalizability of the findings of the whole population is the main objective of the study (Sekaran &Bougie, 2010, p. 278).

A total of 200 questionnaires were distributed to employees from all job categories in the state company of fertilizers. The completed questionnaires were collected back after four weeks. Only 107 usable questionnaires were returned, yielding a response rate of 54 percent.

4.3 Measurement of Variables

In this study, ethical climate, job characteristics and human resource management practices were the independent variables whereas workplace deviant behavior the dependent variable. The original questionnaire was prepared in English. However, since not all participants were able to understand the questions in English and because the language is not widely spoken in Iraq, the questions were translated into the Arabic language. Sekaran and Bougie (2010) suggested that the research instrument must in the language preferred by each respondent to avoid response errors. Thus, the questionnaire was translated using the back-translation method to ensure that an equivalence of measures is achieved in both Arabic and English (Brislin, 1970).

Ethical climate were measured using an instrument containing 19 items, which were adopted from Victor and Cullen, (1997). A five dimensions of ethical climate that is, law and code, caring, instrumentalism, independence and rules. Some examples of the items include, "In this company people expected to strictly follow legal or professional standards" and "Everyone is expected to stick by company rules and procedures". To analyze of ethical climate, respondents will rate each item on a 5 point Likert Scale ranged from l=strongly disagree to 5=Strongly Agree. To measure job characteristics a total the 18 item scale includes, which were adopted from Sheng & Yu (2008). A five-point Likert-type scale ranging from 1 = strongly disagree to 5 = strongly agree was employed to measure all items. Sample item was "My job is usually interesting enough to keep me from getting bore" and "My job is like a hobby to me".

Human resource management practices were measured using an instrument containing 23 items was adopted from Delaney and Huselid (2006). All items employed a five point scale ranging from '1' "strongly disagree" to '5' "strongly agree". Five dimensions of Human resource management practices were examined, namely, human resource planning, recruitment and selection, training and development, employee relation and performance appraisal. Some examples of the items include "Employees in this job will normally go through training programs every few years," "Performance appraisals are based on objective, quantifiable results" and "Job security is almost guaranteed to employees in this job."

Deviant workplace behavior was measured using the workplace deviance questionnaire developed by Bennett and Robinson (2003).The 19-item instrument has been widely employed in previous studies (Omar et al, 2011) and have reported reliabilities ranging from .74 to .94 (Darrat, Amyx &

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Bennett , 2010). Deviant workplace behavior is categorized into two groups: interpersonal deviance and organizational deviance. Interpersonal deviance is characterized by norm-violating behaviors directed at co-workers, while organizational deviance refers to those counter normative behaviors aimed specifically at the organization itself (Bennett & Robinson, 2003). Out of 19 items, seven measured interpersonal deviance, and the remaining items organizational deviance. Participants were asked to indicate, while in the job, how often they know of any of their workmates, who, for example, "Made fun of someone (other workmates, guests, etc.) while at work," "Took property from work without permission," "Came in late to work without permission," and "Dragged out work in order to get overtime." The variable was measured on five-point scale, ranging from 1 never to 5 "all the time. Six questions covered gender, age, marital status, highest level of education, length of service with the company, and current job category. However, respondents were requested to give the exact figures for questions related to age and length or service with the company.

5. Findings

5.1 Descriptive statistics of participants' demographic characteristics

This section describes the demographic factors of the participants who participated in the study. Prior to reporting the main findings of the survey, the demographic characteristics of the participants must be identified. The detection of out-of-range values can be achieved using descriptive analysis and the frequency method (Bernard, 2006; Pallant, 2007). These methods were employed to provide an overall assessment of the population of employees in the state company of fertilizers

Demographic characteristics include gender, age, marital status, and education, length of service and job category. Table 1 indicates that   gender of the participants, most of them were male (69%), while only (31%) were female. This observation indicates the dominance of male employees in chemical fertilizer industries, which is similar to most Iraqi industries, such as the iron and steel, petrochemical, and oil & gas companies because of working conditions that are characterized by a high degree of risk and by considerable difficulty in the nature of work, which requires high energy, patience, and endurance. In the terms of age, results showed that the highest number of participants were 36 to 45 years old (45%), followed by the age group of 26 to 35 years old (27%), 46 to 50 years old (12%), Below 25(9%) and 51 years old and above (7%). Thus, majority of the participants had considerable work experience. For the marital status, majority of the participants (62%) were married, (38%) were single. For the education level of participants,(54%) of them had bachelor's degree, (30.9%) had higher school certificate, (13.1%) had diploma and (2%) master's degree.

As for length of service with the present company 34 respondents (32%) had been with the company between 16 and 20 years, 32 respondents (30%) had been with the company between 1-5 years, 23 respondents (21%) had been with

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the company for more than 20 years, 16 respondents (15%) had been with the company between 6-10 years, and 2 respondents (2%) had served the company between 11-15 years. Table 1 indicates also that majority of the participants were managerial (42%).Other participants were executive (34.6%) and non-executive level (23.4%).

Table 1: Descriptive statistics of participants' demographic factors

Demographic	Categories	Frequency	Percentage %
Gender	Male	74	69%
	Female	33	31%
Total		**107**	**100.0**
Age	Below 25	10	9%
	26-35	2 9	27%
	36-45	48	45%
	46-50	13	12%
	Above 51	7	7%
Total		**107**	**100.0**
Marital status	Single	41	38%
	Married	66	62%
Total		**107**	**100.0**
Education	Higher school	33	30,9%
	Bachelor's degree	58	54 %
	Diploma	14	13.1%
	Master's degree	2	2%
Total		**107**	**100.0**
Length of service	1-5	32	30%
	6-10	16	15%
	11-15	2	2 %
	16-20	34	32%
	Above 20	2 3	21%
Total		**107**	**100.0**
Job category	Managerial	45	42%
	Executive	37	34.6%
	Non-executive	25	23.4%
Total		**107**	**100.0**

5.2 Reliability Analysis

Reliability analyses allow the researcher to study the properties or measurement scales and the items that make them up. The reliability analysis procedure calculates the number of commonly coefficients that can be used to compute reliability estimates Cortina (1993). This is a model or internal consistencies, based on the average inter item correlation. The Cronbach Alpha values of each variable are illustrated in Table 2.

Table 2: Instrument Reliabilities

Variables	No of Items	Items Dropped	Cronbach's Alpha
Deviant behavior	19	0	0.876
Ethical climate	19	0	0.744
Job characteristics	18	0	0.739
H R M practices	23	0	0.876

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The above table shows the Cronbach Alpha values for both dependent and independent variables which are considered high. According to Sekaran and Bougie (2010), reliabilities with less than 0.60 are deemed poor while those in the range of 0.70, is acceptable and those above 0.80 is considered as good. In the present study reliability analyses were run on four main measures namely, deviant behavior, Ethical climate, job characteristics and HRM practices. Table 2 highlights the reliability coefficients of the measure. As can be seen from table, the measure are all reliable given the high value of Cronbach's alpha, which allow for further data analysis.

5.3 Descriptive Analysis (Mean and Standard Deviation)

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 3.

Table.3: Descriptive Analysis for Major Variables

Variables	Means	Standard Deviation	N
Deviant behavior	3.14	.373	107
Ethical climate	3.57	.291	107
Job characteristics	3.86	.313	107
HRM practices	4.07	.432	107

All variables are evaluated based on a 5 point scale. The results show that the mean of workplace deviance behavior was (3.14) with a standard deviation of (.373). The mean of ethical climate was (3.57) with a standard deviation of (.291). The mean of Job characteristics was (3.86) with a standard deviation of (.313). Finally, the mean of H R M practices was (4.07) with a standard deviation of (.432).

5.4 Pearson Correlation Coefficients

A correlation test is conducted to determine the relationship between workplace deviance behavior as dependent variables and ethical climate, Job characteristics and human resources management practices as independent variables. The correlation matrix between workplace deviance behavior and ethical Climate, Job characteristics and human resources management practices is exhibited in Table 4 below. The finding from the analysis is then compared against the hypotheses developed in this study.

Table.4: Correlation Matrix between Ethical Climate, Job Characteristics and HRM Practices on Workplace Deviance

Variables	Workplace deviance	Ethical climate	Job characteristics	HRM practices
Workplace deviance	1	-.I 22	-.050	-.321**
Ethical climate		1	-.380**	.097
Job characteristics			1	.295
H R M practices				1

** Correlation is significant at the 0.01 level (2 tailed)

H_1: There is a negative relationship between ethical climate and workplace deviant behavior

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The relationship between ethical climate is tested against workplace deviant behavior. The results indicate that there is a negative relationship between two variables (r = -.122, n=107, p<0.01). The relationship between two variables is significant. Therefore hypothesis 1 is accepted. The result means that employees lower in ethical climate were more likely to commit in deviant behavior.

H₂*: There is a negative relationship between Job characteristics and workplace deviant behavior*

The relationship between job characteristic and workplace deviance behavior is tested. The results shows no significant relationship between the two variables (r= -.050, n=107, P<0.01). The results shows that job characteristic not influence employee behavior in the organization. The hypothesis H2 is not accepted.

H₃*: There is a negative relationship between human resource management practices and workplace deviant behavior.*

As shown in Table 4, when the relationship between human resource management practices is tested against workplace deviant behavior, the result indicates that the two variables are negatively related (r = -.321, n=107, p < 0.01). This means that the better the human resource management practices in the organization the less likely that the employee will engage in deviant behavior. Hence, hypothesis 3 is accepted.

5.5 Multiple Regression Analysis

Multiple regression analysis provides a means of objectively assessing the degree and the character of the relationship between the independent variables and dependent variable; the regression coefficients indicate the relative importance of each of the independent variables in the prediction of the dependent variable (Sekaran &Bougie, 2010). The result for regression analysis is depicted in Table5.

Table 5: Results of Regression Analysis pertaining Ethical Climate, Job Characteristic and H R M practices on Deviance Behavior

Variables	Dependent Variables – Workplace deviant (Standardized Beta)	Significant
Ethical Climate	-.134	.182
Job characteristic	.096	.365
H R M practices	-.270	.013
F Value	4.51	
R Square	.137	
Adjusted *R* Square	.103	

Note: *p<.05, **<.01

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The result indicates that only 13.7% of the variance (R square) in workplace deviance behavior is significantly explained by ethical climate, job attributes, and H R M practices. The remaining percentages of the variance are being affecting by other factor that has not been studied in this research. The results show that ethical climate, H R M practices are significantly having negative relationship with workplace deviance behavior. The coefficient value for ethical climate (P=-.134), and H R M practices (P=-.270). According the beta value among the two variables, H R M practices are the most influential independent variable on workplace deviance behavior with significant 0.013.

5.6 Summary of Findings
The summary of the analysis is exhibited in Table 6 below.

Table 6: Summary of Findings

Hypothesis		Result
H1	There is a negative relationship between ethical climate and workplace deviance behavior	Accepted
H2	There is a negative relationship between job characteristic and workplace deviance behavior	Not accepted
H3	There is a negative relationship between human resource management practices and workplace deviant behavior	Accepted

6. Discussion and Conclusion
6.1 Discussion
This study mainly aims to investigate the relationship between ethical climate, job characteristics and human resource management practices on workplace deviant behavior in the state company of fertilizers. Specifically, this study examines the direct relationship of ethical climate, job characteristics and human resource management practices with workplace deviant behavior. Toward this end, a number of research hypotheses have been formulated based on the research questions. This study has generally succeeded in establishing the determinants of deviant behavior. Following are discussions on each research question.

The first research question, ethical climate are hypothesized to have a negative effect on workplace deviant behavior [H1]. The results presented in Tables 4 and 5 supported the hypothesis [H1]. The result of this study indicates a negative relationship between ethical climate and workplace deviant behavior. This suggests that companies that have egoistic climates are not likely to have high levels of the other ethical climate characteristic but the characteristics of the utilitarian and empirical studies have shown that individual judgments

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about the morality of an action are strongly about the morality of an action are strongly correlated with intentions to engage in the action (Bass & Riggio, 2006). Organizational factors are likely to moderate this relationship.

The second research question, job characteristics are hypothesized to have a negative effect on workplace deviant behavior [H2]. The results presented in Tables 4 and 5 not supported the hypothesis [H2]. The result of this study found no significant relationship between job characteristic and workplace deviant behavior. Job characteristics can be defined as work related factors or attributes that include the nature of work itself and corresponding skills, autonomy, challenges, work environment, salary, benefit , job security, feedback, interpersonal relationship, knowledge learned and developmental opportunities. Additionally, Chen and Chiu, (2009) using scale showed that job characteristic of task identity, task significance and autonomy all had a positive influence on employee behavior.

The third research questions, human resource management practices are hypothesized to have a negative effect on workplace deviant behavior [H3]. The results presented in Tables 4 and 5 supported the hypothesis [H3]. The present study sought to examine the relationship between HRM practices and workplace deviance because little is known of whether HRM practices play a role in shaping employees' deviant responses at work. Based on correlation analyses run, the present study has provided empirical support for such relationship. As expected, HRM practices are negatively related to workplace deviance. When employees perceive that the organization is not implementing HRM practices favorably, they tend to engage in deviant behavior at work such as by making fun of someone (other workmates, guests, etc.), saying something hurtful, making an ethnic, religious or racial remark, cursing someone, and playing a mean prank on someone. The finding is consistent with previous study that found the effect of HRM system on interpersonal deviance at the organization level.

6.2 Conclusion
The present study has identified several gaps that still exist in the current workplace deviant behavior literature on the relationship of ethical climate, job characteristic and human resource management practices with workplace deviant behavior. Previous studies in this area did not address the following issues in their research: (1) examination of the effect ethical climate on workplace deviant behavior in the state company of fertilizers, (2) examination of the effect job characteristic on workplace deviant behavior in the state company of fertilizers (3) examination of the effect human resource management practices on workplace deviant behavior in the state company of fertilizers. This study has generally found the following:
Firstly, the present study has shown there was significant influence of ethical climate on workplace deviance exhibited by employees participating in this study. Secondly, there was no significant influence of job characteristic on

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workplace deviance exhibited by employees participating in this study. Thirdly, there was significant influence of human resource management practices and ethical climate on workplace deviance and human resource management practices came out to be the main and significant predictor of workplace deviance. As mentioned earlier in the study, deviant behavior is unethical and unacceptable which can harm the organization as well as its citizens. Therefore, serious effort should be made to eliminate or at least curb the behavior from spreading throughout the organization. Continuously improving human resource management practices and increasing the level of ethical climate of the employee would be some of the approaches toward this end. Without this negative behavior at the workplace, other productive activities can be conducted more effectively and efficiently which the end result would be positive organizational performance.

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