

EXPLORING THE RELATIONSHIPS AMONG TRANSFORMATIONAL LEADERSHIP, DEVIANT WORKPLACE BEHAVIOR, AND JOB PERFORMANCE: AN EMPIRICAL STUDY**

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Abstract

The present study aims to explore the relationships among transformational leadership, deviant workplace behavior, and job performance. Data were collected with the help of a self administered questionnaire from 175 working executives in Bangladesh using convenience sampling technique. Data that have been collected were analyzed using descriptive statistics, bivariate correlation, and regression analysis. Results indicated a negative correlation between transformational leadership and deviant workplace behavior while a positive correlation was found between transformational leadership and job performance. It also reported that there is a negative correlation between deviant workplace behavior and job performance. The main implication is that the development of transformational leadership attributes of the executives will ameliorate the job performance and abate the deviant workplace behaviors. The important limitation was in using convenience samples that might limit the generalizability of the results. Future research directions are also discussed.

Keywords: Transformational Leadership, Deviant Workplace Behavior, Job Performance, Bangladesh.

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บทคัดย่อ

การวิจัยนี้ต้องการศึกษาความสัมพันธ์ระหว่างภาวะผู้นำเน้นการเปลี่ยนแปลงพฤติกรรมนอกกรอบในที่ทำงานและการปฏิบัติงาน การเก็บข้อมูลได้จากแบบสอบถามให้สำรวจตนเองจากผู้ทำงานระดับบริหาร 175 คนในบังคลาเทศ ด้วยวิธีสุ่มแบบง่าย ข้อมูลที่เก็บรวบรวมได้ถูกวิเคราะห์ด้วยสถิติเชิงพรรณนา สหสัมพันธ์ระหว่างสองตัวแปร และวิเคราะห์ถดถอย ผลการวิจัยพบว่ามีสหสัมพันธ์เชิงลบระหว่างภาวะผู้นำเน้นการเปลี่ยนแปลง กับพฤติกรรมนอกกรอบในที่ทำงาน มีสหสัมพันธ์เชิงบวกระหว่างภาวะผู้นำเน้นการเปลี่ยนแปลงกับการปฏิบัติงาน และมีสหสัมพันธ์เชิงลบระหว่างพฤติกรรมนอกกรอบในที่ทำงานและการปฏิบัติงาน ข้อค้นพบจากงานวิจัยนี้บ่งบอกว่าภาวะผู้นำเน้นการเปลี่ยนแปลง ช่วยให้พฤติกรรมการปฏิบัติงานดีขึ้น และช่วยบรรเทาพฤติกรรมนอกกรอบในที่ทำงาน ข้อจำกัดของงานวิจัยนี้มาจากการสุ่มตัวอย่างแบบง่าย ซึ่งอาจลดทอนอำนาจในการสรุปอ้างอิงและในบทความได้อภิปรายทิศทางการวิจัยในอนาคตด้วย

INTRODUCTION

Maximizing wealth of the organization to the stakeholders is something that makes the difference between profit and non-profit organizations. This objective is in a fierce dilemma confounded by rigorous competition in the industry and intra-conflict among the performers in the organization. The right leadership makes this riddle moderated by permeating into the right root of the causes. Transformational leadership is believed to be the right panacea which motivates followers by appealing to higher ideals and moral values. The topic of transformational leadership (TFL) has generated a great deal of interest in both researchers and academicians as it offers a new paradigm in the study of leadership. TFL is a process that motivates followers by appealing to higher ideals and moral values.

Organization occupies a wide-range of areas which entertain different forces to

perform their role rightly. If any of those key players fails to stage their actions according to their stipulated benchmark, it becomes a violation and deviation from the standard. Deviant workplace behavior (DWB) is voluntary behavior that violates significant organizational norms and, thus, is perceived as threatening the well-being of the organization or its members (Robinson & Bennett, 1997). Accordingly, managers are ever conscious about their employees' job performance (JP). Even a single issue related to JP is not being overlooked by the modern managers as they try to satisfy the stakeholders to capture the maximum market share in their respective business. Hence, the role of TFL in both DWB and JP should be recognized. TFL is an important competence for minimizing DWB and improving employees' JP.

Deviant employees are less efficient and thereby least productive in achieving the goals of the organization (Spector, Fox, &

Domagalski, 2006). Deviant behavior causes to huge costs in terms of lost productivity, decreased job satisfaction, lower organizational commitment, and decreased performance (Mulki, Jaramillo, & Locander, 2006) to the organizations. It becomes the prime concern for management and corporate citizens how to remove this deviation from their organizations. It is found that perfect leadership, for example, transformational leadership (Bogler, 2001) can be associated with reduced DWB and improved JP in the leader's work group.

It is believed that TFL can neutralize the DWB and inspire employees to perform most for the betterment of the organization by giving purpose and meaning to the end results of the organization. TFL is related positively with subordinate satisfaction, motivation, and performance (Bass, 1996; Rahman, Ferdousy, & Uddin, 2012a; Rahman, Ferdousy, & Uddin, 2012b). Moreover, Sparks and Shenk (2001) found that TFL did indeed transform followers by encouraging them to see the higher purpose in their work.

The above discussion reveals that there has been relatively little empirical research examining the relationships among TFL, DWB, and JP in Bangladesh. Although Bangladeshi scholars, researchers, and academicians have an enormous interest in this proposed topic, the empirical research on this topic is mostly absent here. This research gap has instigated the researchers to undertake the present study to fill the vacuum by introducing some new understanding into the ocean of knowledge.

LITERATURE REVIEW

1. Transformational Leadership

TFL is the instilling of pride, self-respect and faith in the leader and is centered on the articulation of a vision for the organization (Masi & Cooke, 2000). Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performances (Bass & Riggio, 2006). Conversely, transactional leadership is characterized by the exchange of one thing of value for another between leader and subordinates and careful correction of mistakes by the leader (Masi & Cooke, 2000). Transformational leaders can easily connect the conviction, commitment, and behavior of employees with the organizational commitment to reach the end state because of their faithful identification with the organization (Wehrich & Koontz, 2000).

2. Deviant Workplace Behavior

DWB is a common phenomenon in organizations. Researchers have given these behaviors many different names which are a partially overlapping set of harmful acts including workplace deviance (Bennett and Robinson, 2003), counterproductive behavior, aggression, deviance, and antisocial behavior (Giacolone & Greenberg, 1997). DWB happens when individual or group behavior violates the organizational set rules, tasks, or other pre-supposed behavior. These behaviors jeopardize the individuals, groups, and the organization

(Spector & Fox, 2002) through theft, sabotage, verbal abuse, lying, destruction, doing work incorrectly, abusing sick day privileges, taking long breaks (Boye & Slora, 1993), and sexual harassment.

3. Job Performance

JP is an individual contribution to the organization which is supposed to discharge the work plan which represents a set of behaviors that is relevant to the goals of the job or the organization (Austin, 1964). In addition, “the domain of JP includes a wide range of behaviors such as teamwork, customer service, and organizational citizenship, which are not always necessary to accomplish the specific tasks in an individual’s job, but are absolutely necessary for the smooth functioning of teams and organizations” (Murphy & Shiarella, 1997, p. 826). It refers to the scalable actions, behavior, and outcomes that employees engage in or bring about that are linked with and contribute to organizational congruent goals (Viswesvaran & Ones, 2000).

4. Development of Hypotheses

4.1 Transformational leadership and deviant workplace behavior

Leaders are expected to regulate, influence, instigate, and manage the way the employees behave. Among the leadership styles, TFL is sufficiently associated with reduced deviance in the leader’s work group. Transformational leaders transform the followers into being committed, obedient, goal oriented, and effective towards work for the betterment of the organiza-

tion (Lee & Feng, 2008). TFL has a significant direct influence on frustration and optimism. Work place deviance is a function of frustrations (which can be negated by TFL) caused by reduced autonomy, threats to social identity, and feelings of injustice (Sims, 2010). Organizations that were perceived as fair, transparent, and supportive through sound leadership practices had fewer employee absences and tardy incidents, less employee theft, and less workplace violence. Hence, the following hypothesis can be developed:

$H_1 =$ There is a negative relationship between transformational leadership and deviant workplace behavior.

4.2 Transformational leadership and job performance

Empirical studies demonstrate that there is a positive correlation among different leaderships, especially TFL and employees’ attitudes and performance (Avolio, Zhu, Koh & Bhatia, 2004; Leroy, Palanski, & Simons, 2012). TFL is effective in promoting positive follower and organizational results (Bruursema, 2004) which is positively related with subordinate satisfaction, motivation, and performance (Bass, 1996). These leaders have a high sense of charisma, integrity, empathy, optimism, and visionary thought which can thereby easily drive the enthusiastic, devoted, and obedient followers toward the destined goal, mission, and performance. Thus, it is suggested that TFL influences JP positively. Hence, the following hypothesis can be derived:

$H_2 =$ There is a positive relationship between transformational lead-

ership and job performance.

4.3 Deviant workplace behavior and job performance

DWB entails the notion of violent work behavior of the organizational employees which is not within the construct of the defined norms, policies, values, and rules. This type of untapped behavior causes severe consequences to the fulfillment of organizational goals (Dunlop & Lee, 2004; Peterson, 2002). Bourke (1994) highlights the negative role of DWB which is hampering the overall efficacy of the organization in terms of equipment sabotage, compensation payments for injury, and losing productivity. This serious negative impact can be neutralized with the absence of DWB (Dunlop & Lee, 2004). Available literature suggests that DWB is a quite common occurrence in organizations having a tremendous negative impact on both organizations in terms of lost productivity, increased insurance costs, lost property, and increased turnover. From the above discussion, the following hypothesis can be suggested:

H_3 = There is a negative relationship between deviant workplace behavior and job performance.

A hypothetical model was developed to exhibit the relationships among TFL, DWB, and JP as follows:

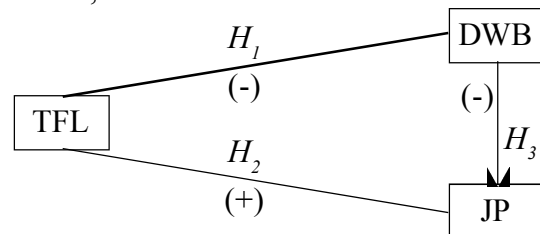


Figure 1: Hypothetical Model

RESEARCH METHODS

1. Participants

Survey instruments were administered among the respondents through a personal visit. Around 175 usable responses (70%) were received from 250 respondents who have been working in different organizations. They were asked to rate their co-workers' or supervisors' TFL, DWB, and JP respectively. Organizations were classified into manufacturing, merchandising, financial, service, and others. Their positions were categorized into top level, mid level, and bottom level. Respondents were assured that information would be kept confidential and used only for academic purposes.

Of the respondents, 38 respondents (21.7%) were female and 137 respondents (78.3%) were male. Respondents were serving different organizations at different levels, i.e., top level (8.6%), mid-level (78.3%), and lower level (13.1%). Educational information shows that they were all literate comprising 16 (9.1%) respondents had completed undergraduates study, 30 (17.1%) respondents had completed graduate study, 125 (71.4%) respondents had completed masters degree, and the rest 4 (2.3%) respondents had completed other degrees. They are serving different organizations, i.e., manufacturing (17.7%), merchandising 34.3%, financial institutions (28.6%), services (9.1%), and others (10.3%) in different departments, i.e., human resources (25.1%), production (13.1%), quality control (13.7%), marketing (12.8%), finance and accounts (6.3%), and others (29.1%).

2. Survey Instruments

2.1 Transformational Leadership

This was measured with 12 items adapted from the Multifactor Leadership Questionnaire (Bass & Avolio, 2000) and used by Rahim et al, (2006). The respondents were asked to rank each item on a 7-point Likert scale (7 = strongly agree.....1 = strongly disagree). The scale was computed by averaging the responses to the items. The higher the ratee scores, the better the position is.

2.2 Deviant Workplace Behavior

Appelbaum, Iaconi, and Marousek (2007) have used 20 selected items from the study of Robinson & Bennet's (1995) Multidimensional Scale (MDS) to measure the employees' work deviant behavior. The items were arranged on a 7-point Likert scale (7 = strongly agree.....1 = strongly disagree). The scale was computed by averaging the responses to the items. The more the score of employees, the more deviant the employees are.

2.3 Job Performance

For appraisal of the employees' JP, 6 items identified by Tusi, Pearce, Porter, and Tripoli (1997) were adapted. All items were arranged on a 7-point Likert scale (7 = strongly agree.....1 = strongly disagree). The mean score can also be generated following the aforesaid method. The more the score of employees, the more committed the employee are.

3. Data Collection Procedure

Convenience sampling technique has

been applied to collect the responses from respondents. In collecting these responses, researchers visited respondents from June 15, 2012 to September 30, 2012 and briefed the respondents how to fill it up. The authors distributed nearly 250 questionnaires and of which 175 (70% of total respondents) responses have been received. The raw data were then entered into the SPSS 16.0 data editor for generating required results.

4. Reliability and Validity of the Study

Reliability is an indicator of a measure's internal consistency. A measure is reliable when different attempts at measuring something converge on the same result (Zikmund & Babin, 2007). Cronbach's alpha (α) is the most commonly applied estimate of a multiple item scale's reliability. It (α) is the most widely used method to measure the reliability of the scale (Hair, Anderson, Tatham, & Black, 2003; Zikmund & Babin, 2007; Malhotra, 2002). Scales with a coefficient α between 0.80 and 0.95 are considered to have very good reliability. Scales with a coefficient α between 0.70 and 0.80 are considered to have good reliability (Zikmund & Babin, 2007, p.322). In this study, reliability measurement was used to assess the consistencies of the items used in transformational leadership, deviant workplace behavior, and job performance scales. It is found that the reliability scores of TFL, DWB, and JP were 0.81, 0.92, and 0.89 respectively.

Saunders et al (2009, p.157) defined validity as "validity is concerned with whether the findings are really about what they appear to be about". Researchers dis-

cussed all the instruments before throwing them to the respondents end. To give them correct sense, these instruments which have been used here were delivered with careful design of individual questions with two language options (both Bangla and English); clear and pleasing layout of the questionnaire; lucid explanation of the purpose of the questionnaire; and carefully planned and executed administration.

FINDINGS

The mean (M) and standard deviation (SD) calculated for the TFL, DWB, and JP are presented in Table 1. Correlations

between TFL, DWB, and JP are also presented in Table 1.

Examination of Table 1 shows that there was a significant negative correlation (moderate) between TFL and DWB while a significant positive correlation (strong) was found between TFL and JP. A moderate negative correlation was also found between DWB and JP. Thus, all three hypotheses were supported by the results.

An analysis of Table 2 implies that only 4%, 9%, and 5% of the variance in TFL, DWB, and JP are explained by socio-demographic factors (such as experience, age, gender, number of employees, position, department, education, and nature of organization). The presence of unexplained vari-

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

Variables	Mean	Standard Deviation	α	Correlations		
				1	2	3
1. TFL	4.46	1.07	0.81	1		
2. DWB	2.23	0.98	0.92	-0.46**	1	
3. JP	4.85	1.28	0.89	0.64**	-0.52**	1

N.B.: ** Correlation is significant at the 0.01 level (2-tailed); N = 175; TFL = Transformational Leadership; DWB = Deviant Workplace Behavior; JP = Job Performance.

Table 2: The summary of regression analysis of potential covariates with TFL, DWB, and JP

Covariates	Co-efficients (β)			Standard Error (β)			Value of t-statistic			Value of R ²			Value of F-statistic		
	TFL	DWB	JP	TFL	DWB	JP	TFL	DWB	JP	TFL	DWB	JP	TFL	DWB	JP
Experience	-.02	.04	-.01	.04	.04	.05	-.56	1.18	-.25	.04	.09	.05	.91	1.96	1.06
Age	.03	-.05	.03	.03	.03	.04	1.04	-2.03	.81						
Gender	-.03	.17	-.09	.21	.18	.24	-.13	.94	-.39						
No. of employees	-.14	-.03	.07	.10	.09	.12	-1.35	-.029	.54						
Position	.16	-.18	.16	.20	.18	.24	.76	-.98	.72						
Department	-.02	.06	-.11	.05	.04	.06	-.41	1.43	-1.95						
Education	.24	-.12	.13	.14	.12	.16	1.73	-.98	.80						
Nature of organization	.01	-.20	.17	.08	.07	.10	.07	-2.79	1.80						

Note: * Correlation is significant at the 0.01 level (2-tailed); N = 175; TFL = Transformational Leadership; DWB = Deviant Workplace Behavior; JP = Job Performance.

ance suggests that there were other implied variables that could account for variations in TFL, DWB, and JP.

Examination of Table 3 demonstrates that about 26% and 45% respectively of the variance in DWB and JP is explained by TFL.

DISCUSSION

The present study attempted to explore the relationships among TFL, DWB, and JP. *The hypothesis 1 portrays a negative relationship between TFL and DWB (-0.46)*. The theoretical relation exists because neither transformational leaders are deviant nor their followers do this kind of atrocious job activity either because of the leader's intense devotion to transform the organization with purposive and meaningful goal or the latter's firm belief in identifying themselves with the leader and the organization (Wehrich & Koontz, 2000). This hypothesis has been proved and supported by another research (Brown & Trevino, 2006).

The hypothesis 2 shows a positive relationship between TFL and JP. The hypothesis has been supported by this current analysis which is found to be positively

correlated (McColl-Kennedy & Anderson, 2002). Transformational leader is likely to be a pivotal role player in meeting JP very successfully. These findings are also supported by Bass (1996), Masi and Cooke (2000), Dunlop and Lee (2004); and Sparks and Shenk (2001).

The hypothesis 3 assumes that there is a negative relationship between DWB and JP. The theoretical hypothesis is supported by the analysis of the responses. The current findings show that similar results which were found in other studies by different researchers (Anderson & Pearson, 1999; LeBlane & Kelloway (2002), Rahman et al (2012). The result is important because employees who are deviant in nature are very much less perfect in attaining the goals of the organizations.

IMPLICATIONS OF THIS RESEARCH

This study provides valuable implications for professionals, students, researchers, and above all for all executives. It opens a new chapter in scrutinizing the hypothetical relationships among TFL, DWB, and JP. The findings will revamp the literature in the field of organizational behavior by means of providing empirical

Table 3: Summary of Regression Analysis regarding TFL, DWB and JP

Explained Variables	TFL (Predictor)				
	Co-efficients (β)	S.E. (β)	Value of t-statistic	Value of R^2	Value of F -statistic (ANOVA)
DWB	-.23	0.07	-3.39**	.26	11.47**
JP	-.28	0.09	3.19**	.45	10.17**

Note: **. Correlation is significant at the 0.01 level (2-tailed); N = 175; TFL = Transformational Leadership; DWB = Deviant Workplace Behavior; JP = Job Performance.

evidences. These proven relationships will aid professionals by uncovering the impact of TFL on DWB and JP and also DWB on JP. These findings will enhance their understanding of the significant impact of leadership, TFL, in moderating DWB and augmenting JP. Academics' faculty of knowledge will be engendered through these findings. It will also guide them to cement TFL characteristics and guard the DWB to reach the desired goal.

LIMITATIONS OF THIS RESEARCH

This research covers some selected industries in Bangladesh to explain the results under study. That is why this study cannot accurately portray the overall picture of the country because of its subjectivity in sample selection. Data have been collected using convenience sampling techniques over a three-month period. Random sampling methods or longitudinal methods in place of convenience sampling methods might be good for the generalization of research findings. The small sample size (N=175) is another limitation of the above study and the extended sample size will, of course, show more representative results for the generalizability of the study. Another limitation in this research is its inability to consider exhaustive factors, i.e., fiscal and non-fiscal incentives, to prove these relationships.

FUTURE DIRECTIONS OF THIS RESEARCH

Exhaustive research has to be conducted to get the findings out of the di-

lemma. Extensive research is necessary to accommodate the other factors which might affect JP of business organizations in Bangladesh. This research has specially focused on TFL impacting job performance while there are, so far, many other factors such as salary, job rotation, non-financial incentives, equity practices inside the organization, male-female composition in the workforce, internal working environments, employees' personal life et cetera which can influence DWB and JP. Research examining the relationships between DWB and JP mediated by TFL could exhibit more interesting findings. Another study could be tried on the relationships among TFL, DWB, JP, and gender.

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