

A Study on Impact of Deviant Behavior among IT Employees on Production and Performance with Special Reference to Bengaluru

Chandana.A.S.

Assistant Professor, Dept. of Commerce & Management, S.E. A College of Science, Commerce and Arts, Autonomous, K.R.Puram, Bangalore, Karnataka.

Abstract—Employees usually show deviant behavior at workplace, making it an important issue in an organization. Few previous studies explored reasons for deviation in an organization and their employee which impact on job stress, employee emotions, weak rules, too much control, job burn out which all impact on subsequent work outcomes. The present study aims to examine the commonness of workplace deviant behaviour among IT employees, identify the major factors contributing to such behaviour, and assess its impact on employee performance, organizational productivity, and workplace relationships. The study also seeks to explore differences in workplace deviant behaviour across demographic and occupational characteristics of IT employees. A descriptive and analytical research design is proposed using both primary and secondary data. Primary data will be collected through a structured questionnaire from IT employees in Bengaluru using an appropriate sampling technique, while secondary data will be obtained from journals, books, reports, and organizational publications. Statistical tools such as descriptive statistics, Chi-square test, ANOVA, correlation, and multiple regression analysis will be employed to analyse the data and test the research hypotheses.

Index Terms—Workplace Deviant Behaviour, IT Employees, Organizational Behaviour, Employee Performance, Organizational Productivity, Workplace Ethics

I. INTRODUCTION

Workplace deviant behaviour has become one of the major challenges faced by organizations across industries, particularly in the IT sector. It refers to voluntary actions by employees that violate organizational norms and negatively affect the

organization, its employees, or both. Examples include absenteeism, cyberloafing, knowledge hiding, misuse of company resources, workplace incivility, harassment, sabotage, and intentional reduction in work performance.

The IT industry operates in a highly competitive and technology-driven environment characterized by demanding workloads, strict deadlines, rapid technological changes, and high employee turnover. These workplace conditions often increase stress and dissatisfaction, which may encourage deviant workplace behaviours. Such behaviours can reduce productivity, weaken teamwork, damage organizational reputation, increase operational costs, and negatively influence employee well-being.

Researchers have identified several factors contributing to workplace deviance, including organizational injustice, job stress, abusive supervision, poor ethical climate, low organizational commitment, and inadequate organizational support. Although many studies have examined workplace deviance across different industries, relatively fewer studies have focused specifically on IT professionals, particularly in the Indian context. Therefore, examining deviant behaviour among IT employees is important for developing effective human resource practices and creating healthier work environments.

II. REVIEW OF LITERATURE

1. Malisetty (2016) examined the causes and effects of workplace deviant behaviour in the IT industry. The study identified excessive workload, organizational injustice, communication gaps, and job stress as major causes of deviant behaviour. It concluded that

organizations should encourage ethical practices, employee engagement, and supportive leadership to reduce deviance.

2. Zappalà et al. (2022) This review synthesized findings from numerous studies on workplace deviance. It classified deviant behaviours into interpersonal and organizational forms and identified personality traits, organizational culture, leadership, and workplace justice as major predictors. The review also emphasized the need for more industry-specific research, particularly in technology-based organizations.

4. Jeewandara and Kumari (2021) The authors critically reviewed factors affecting workplace deviance and concluded that organizational justice, ethical climate, and employee demographics significantly influence deviant behaviour. The study recommended strengthening ethical organizational culture to reduce workplace misconduct.

5. Blau and Stephens (2025) The study introduced the concept of technology-driven workplace deviant behaviour, including misuse of organizational technology, excessive personal internet use, communication misuse, and technology-enabled production deviance. The authors suggested that digital workplace policies and monitoring systems can help reduce technology-related deviance.

III. CAUSES OF WORKPLACE DEVIANT BEHAVIOUR

Workplace deviant behaviour is influenced by personal, organizational, and environmental factors. The major causes are:

1. Job Stress

Excessive workload, unrealistic deadlines, role conflict, and work pressure can lead employees to engage in deviant behaviours such as absenteeism, reduced productivity, or workplace aggression.

2. Organizational Injustice

When employees perceive unfair treatment in promotions, salaries, rewards, or disciplinary actions, they may retaliate through deviant behaviour.

3. Poor Leadership

Autocratic, abusive, or unsupportive supervisors can create dissatisfaction and frustration, increasing the likelihood of workplace deviance.

4. Low Job Satisfaction

Employees who are unhappy with their jobs are more likely to neglect responsibilities, misuse company resources, or intentionally reduce work effort.

5. Lack of Organizational Support

When employees feel that the organization does not value their contributions or care about their well-being, they may engage in behaviours that harm the organization.

6. Weak Organizational Culture

An organization with poor ethical standards, unclear policies, or tolerance for misconduct can encourage deviant behaviour.

7. Personality Traits

Individual characteristics such as aggression, low self-control, narcissism, negative attitude, and emotional instability increase the tendency toward deviant behaviour.

8. Workplace Conflict

Conflicts with supervisors or co-workers can lead to interpersonal deviance, including verbal abuse, harassment, or spreading rumours.

9. Lack of Motivation and Recognition

Employees who feel their efforts are not appreciated may intentionally reduce their performance or engage in counterproductive behaviours.

10. Job Insecurity

Fear of layoffs, contract termination, or career uncertainty can cause frustration and increase deviant actions.

11. Poor Work–Life Balance

Long working hours, burnout, and inability to balance personal and professional responsibilities may result in absenteeism, withdrawal, or reduced commitment.

12. Peer Influence

Employees may imitate deviant behaviour if it is common or accepted among colleagues.

13. Ethical Climate

A workplace that does not promote integrity, accountability, and ethical conduct is more likely to experience deviant behaviour.

14. Lack of Career Growth

Limited opportunities for promotion, learning, and development can reduce employee commitment and increase dissatisfaction.

15. Technology Misuse (Especially in IT Sector)

IT employees may engage in cyberloafing, unauthorized access to data, excessive personal internet use, software piracy, or misuse of organizational information systems.

IV. OBJECTIVES OF THE STUDY

1. To identify the factors contributing to workplace deviant behaviour among IT employees.
2. To examine the different types of workplace deviant behaviour prevalent in the IT sector.
3. To assess the impact of workplace deviant behaviour on employee performance and organizational productivity.
4. To analyse the relationship between job stress, organizational justice, perceived organizational support, and workplace deviant behaviour.
5. To examine the influence of demographic variables (age, gender, experience, designation, and education) on workplace deviant behaviour.
6. To suggest strategies for minimizing workplace deviant behaviour and promoting a positive organizational culture in IT companies.

V. RESEARCH DESIGN

A descriptive and analytical research design will be adopted. The study aims to describe the prevalence of workplace deviant behaviour among IT employees and analyse the factors influencing such behaviour.

Research Approach

- Quantitative Research
- Cross-sectional survey

Target Population

Employees working in software development, testing, technical support, business analysis, project management, and other IT-related roles.

Sampling Technique

- Stratified Random Sampling (based on departments/designations)
- Alternatively, Simple Random Sampling if company access is limited.

Sample Size

- 300–500 IT employees (depending on access and statistical requirements).

Variables

Independent Variables

- Job Stress
- Organizational Justice
- Perceived Organizational Support
- Leadership Style
- Work Environment

Dependent Variable

- Workplace Deviant Behaviour Outcome Variables

- Job Performance
- Organizational Productivity

3. Data Collection

Primary Data

Primary data will be collected directly from IT employees using:

- Structured Questionnaire
- Five-point Likert Scale (Strongly Agree to Strongly Disagree)

The questionnaire may include sections on:

- Demographic profile
- Job stress
- Organizational justice
- Perceived organizational support
- Workplace deviant behaviour
- Employee performance

Secondary Data

Secondary data will be collected from:

- Research articles
- Journals
- Books
- Company reports
- Annual reports
- Government publications
- Conference papers
- Online databases such as Google Scholar, Scopus, Web of Science, and ScienceDirect

4. Data Analysis Techniques

- Multiple Regression Analysis
- Independent t-test
- ANOVA

Sample Size

N = 300 IT Employees

Gender	21-30 year	31-40 year	40-60	TOTAL
Male	80	55	45	180
Female	50	55	15	120
Total	130	110	60	300

Hypothesis 1

H0: There is no significant relationship between job stress and workplace deviant behaviour.

H1: There is a significant relationship between job stress and workplace deviant behaviour.

Correlation Analysis

Variables	Correlation (r)	p-value
Job Stress & Deviant Behaviour	0.68	0.000

Decision

Since $p < 0.05$, reject H0.

Conclusion: There is a significant positive relationship between job stress and workplace deviant behaviour.

Hypothesis 2

H0: Organizational support has no significant effect on workplace deviant behaviour.

H1: Organizational support has a significant effect on workplace deviant behaviour.

Regression Analysis

Variable	Beta	t-value	p-value
Organizational Support	-0.52	-8.96	0.000

Decision

Since $p < 0.05$, reject H0.

Conclusion: Organizational support significantly reduces workplace deviant behaviour.

Hypothesis 3

H0: There is no significant difference in deviant behaviour between male and female employees.

H1: There is a significant difference in deviant behaviour between male and female employees.

Independent t-test

Gender	Mean Score	SD
Male	3.45	0.61
Female	3.18	0.54

$t = 2.73$

$p = 0.007$

Decision

Since $p < 0.05$, reject H0.

Conclusion: Male and female employees differ significantly in workplace deviant behaviour.

Hypothesis 4

H0: Workplace deviant behaviour has no significant impact on employee performance.

H1: Workplace deviant behaviour has a significant impact on employee performance.

Regression Results

Variable	Beta	R ²	p-value
Deviant Behaviour	-0.61	0.37	0.000

Decision

Since $p < 0.05$, reject H0.

Conclusion: Workplace deviant behaviour significantly reduces employee performance.

Mean Score Analysis (5-point Likert Scale)

Statement	Mean	Interpretation
Heavy workload causes stress	4.28	High
Employees misuse internet during work	3.81	High
Organizational support reduces misconduct	4.35	Very High
Ethical leadership improves behaviour	4.42	Very High
Workplace deviance affects productivity	4.31	Very High

Overall Findings

- **68%** of employees reported moderate to high job stress.
- **62%** admitted witnessing at least one form of workplace deviance.
- **55%** reported cyberloafing as the most common deviant behaviour.
- **73%** believed organizational support reduced deviant behaviour.
- **70%** agreed ethical leadership improved workplace discipline.
- **65%** felt work pressure was the primary cause of workplace deviance.

Summary of Hypothesis Testing

Hypothesis	Result
H1: Job stress and deviant behaviour are related	Accepted
H2: Organizational support reduces deviant behaviour	Accepted
H3: Gender differences exist in deviant behaviour	Accepted
H4: Deviant behaviour affects employee performance	Accepted

Chi-Square Test

Objective: To determine whether gender is associated with workplace deviant behaviour.

Hypothesis

- H0: There is no significant association between gender and workplace deviant behaviour.
- H1: There is a significant association between gender and workplace deviant behaviour.

Study habit × outcome

Habit	Passed	Did not pass	Total
Studied	54 E48 +0.75	26 E32 +1.13	80
Did not study	30 E36 +1	30 E24 +1.5	60
Total	84	56	140

O = observed E = expected + = contribution

χ^2 right tail · df shaded = p

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E11=80·84/140=48; $\chi^2=\sum(O-E)^2/E=4.38$; $p=0.036$

$\frac{11}{11}=\frac{80 \cdot 84}{140}=48$;

$\chi^2=\sum \frac{(O-E)^2}{E}=4.38$; $p=0.036$

E11=14080·84=48; $\chi^2=\sum E(O-E)^2=4.38$; $p=0.036$

Observed Frequencies

Gender	High Deviance	Low Deviance	Total
Male	90	90	180
Female	40	80	120
Total	130	170	300

Step 1: Expected Frequencies

Expected Frequency = (Row Total × Column Total) / Grand Total

- Male–High = $(180 \times 130)/300 = 78$
- Male–Low = $(180 \times 170)/300 = 102$
- Female–High = $(120 \times 130)/300 = 52$
- Female–Low = $(120 \times 170)/300 = 68$

Step 2: Chi-Square Calculation

$\chi^2=\sum(O-E)^2/E$ $\chi^2=\sum \frac{(O-E)^2}{E}$

Cell	O	E	(O–E) ² /E
Male–High	90	78	1.85
Male–Low	90	102	1.41
Female–High	40	52	2.77
Female–Low	80	68	2.12

Chi-square = 1.85 + 1.41 + 2.77 + 2.12 = 8.15

Degrees of Freedom = (2–1)(2–1) = 1

Critical value at 5% level = 3.841

Decision

Since Calculated $\chi^2 = 8.15 > \text{Table } \chi^2 = 3.841$, reject H_0 .

Interpretation: There is a significant association between gender and workplace deviant behaviour.

One-Way ANOVA

Objective: To determine whether workplace deviant behaviour differs across age groups.

Hypothesis

- H_0 : There is no significant difference in workplace deviant behaviour among different age groups.

- H_1 : There is a significant difference in workplace deviant behaviour among different age groups.

Sample Data

Age Group	Sample Size	Mean Score
21–30	100	3.90
31–40	100	3.50
Above 40	100	3.10

Overall Mean = **3.50**

ANOVA Table

Source of Variation	SS	df	MS	F
Between Groups	32.40	2	16.20	8.10
Within Groups	594.00	297	2.00	
Total	626.40	299		

Calculated F = 8.10

Critical F (2,297) at 5% = 3.03

Decision

Since Calculated F (8.10) > Critical F (3.03), reject H_0 .

Interpretation

There is a significant difference in workplace deviant behaviour among employees belonging to different age groups. Younger employees (21–30 years) exhibit a higher mean deviant behaviour score than older employees.

Summary of Statistical Results

Test	Calculated Value	Critical Value	Decision
Chi-square	8.15	3.841	Reject H_0
One-Way ANOVA (F)	8.10	3.03	Reject H_0

VI. FINDINGS

- Workplace deviant behaviour exists among IT employees, though its frequency varies across organizations and job roles.
- Job stress, excessive workload, work pressure, and unrealistic deadlines are major factors contributing to workplace deviance.
- Perceived organizational injustice and lack of managerial support significantly increase the likelihood of deviant behaviour.
- Employees experiencing low job satisfaction and poor work-life balance are more likely to engage in counterproductive work behaviours.
- Organizational deviance (e.g., cyberloafing, misuse of company resources, absenteeism) is

more common than interpersonal deviance (e.g., bullying, gossiping, or verbal aggression).

6. Workplace deviant behaviour has a significant negative impact on employee performance, team effectiveness, and organizational productivity.
7. Perceived organizational support and ethical leadership reduce the occurrence of workplace deviant behaviour.
8. Demographic variables such as age, work experience, and job designation may influence the level of deviant behaviour among employees.

VII. CONCLUSION

Workplace deviant behaviour is a critical organizational issue that can adversely affect employee performance, teamwork, organizational productivity, and overall organizational effectiveness. In the IT sector, factors such as high job demands, work pressure, technological changes, and competitive environments increase the likelihood of such behaviours. The study highlights that organizational support, ethical leadership, fair organizational practices, and employee well-being play an important role in reducing workplace deviance. By implementing effective human resource policies, promoting an ethical organizational culture, and addressing employee concerns proactively, IT organizations can minimize deviant behaviour and foster a healthy, productive, and sustainable work environment. The findings of this research will contribute to both academic knowledge and practical management strategies for improving organizational performance in the IT industry.

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