

# INFLUENCES OF WORK PRESSURE, TASK AUTONOMY AND ORGANIZATIONAL SUPPORT ON DEVIANT BEHAVIOUR IN THE ROYAL MALAYSIA POLICE (PDRM)

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**Abstract :** *This research delves into the key work-related factors that could lead to deviant behaviour among Royal Malaysia Police (PDRM) officers at Bukit Aman. Its goal is to decipher the intricate relationship between different workplace elements and their influence on employee behaviour, with a focus on deviant actions. The first hypothesis investigates the relationship between high job pressure and challenging tasks, and the likelihood of increased deviant behaviour among officers. It is based on the idea that officers under significant stress, whether due to heavy workloads or complex tasks, might be more prone to deviant actions. This hypothesis suggests a direct correlation between the intensity of work demands and deviation from standard behavioural norms. The second hypothesis examines how organizational support, or its absence, can influence deviant behaviour. It proposes that insufficient organizational support, including both material and emotional resources, can significantly predict such behaviour. This highlights the vital role of a supportive work environment, noting that the lack of proper resources and emotional support can lead to negative behavioural patterns among employees. The third hypothesis considers the effects of limited autonomy and creative freedom in performing tasks on deviant behaviour. It posits that employees, especially those in policing roles, who feel overly restricted or micromanaged, might respond negatively, including engaging in deviant behaviours. This view stresses the importance of a balanced approach to task management, advocating for enough autonomy to promote positive work attitudes and diminish deviant tendencies. Overall, this study aims to offer a detailed understanding of the factors that contribute to workplace deviance among PDRM officers at Bukit Aman. By*

*exploring these hypotheses, it seeks to uncover the root causes of such behaviours and provide insights for possible interventions or policy modifications to alleviate these issues, ultimately encouraging a healthier and more efficient work environment.*

**Keywords:** *Workplace deviant behaviour, Task Autonomy, Organization Support, Job Pressure, General Strain Theory, Conservation Theory*

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## **Introduction**

Workplace deviance has become a focal point for researchers, HR professionals, and organizational leaders due to its significant impact on organizational effectiveness and employee well-being. This study aims to conduct a thorough exploration of deviant behaviours in the workplace, examining their complex aspects, underlying causes, and the resultant impact on both individuals and the organization. Workplace deviance encompasses a range of behaviours, from minor issues like extended breaks and casual gossip to more serious misconduct such as theft, sabotage, or harassment. These actions not only impose a substantial financial burden on organizations but also negatively affect the work environment, often leading to emotional and psychological distress for employees. Understanding the precursors to workplace deviance is vital for devising more effective and specific interventions (Kura et al., 2023).

This research aims to bridge the gap by focusing on intrinsic workplace factors like task design, work pressure, and organizational support, and their role in prompting deviant behaviours among employees. The challenge lies in comprehensively understanding how these specific workplace elements affect employee behaviour, leading to actions that are detrimental to both the organizational ethos and productivity. With the growing complexity of work environments and the varied nature of tasks and organizational structures, it is essential to explore and establish a clear connection between work nature and deviant workplace behaviours. Addressing this issue is key to developing strategies that promote a positive, ethical, and productive workplace culture. The proposed study aims to fill this research gap by formulating hypotheses linking specific work-related factors to the occurrence of workplace deviance, providing insights that could be crucial in shaping organizational policies and practices.

## **Problem Statement**

In organizations like the Royal Malaysia Police (PDRM), workplace deviant behaviour represents a distinct and significant challenge. Such behaviours not only compromise the efficiency and morale of the force but also have extensive repercussions on public trust and safety. Despite this, there is a notable lack of understanding regarding how specific work-related factors in law enforcement settings contribute to these behaviours. This research seeks to fill this gap by examining the intrinsic aspects of the law enforcement work environment. It focuses on the intensity of work pressure, the nature of law enforcement tasks, and the level of organizational support provided to officers. A key issue is the insufficient comprehension of how these elements collectively impact deviant behaviours within the high-stakes, high-pressure context of the PDRM. This problem is particularly urgent due to the complex nature of law enforcement duties and the vital role that these officers play in upholding public order and safety. The study aims to establish a clear relationship between the nature of work in law enforcement

and the occurrence of deviant behaviours . The goal is to uncover insights that could be critical in developing effective strategies and interventions. These measures are intended to reduce workplace deviance and improve the effectiveness and ethical standards of law enforcement agencies like PDRM.

### **Research Question**

Building on the previous discussion and focusing on the Royal Malaysia Police (PDRM) as the context, here are three research questions where the independent variables are work pressure, task autonomy, and organisational support:

#### **1. How does work pressure within the Royal Malaysia Police (PDRM) influence the prevalence and nature of deviant behaviour among police officers?**

The question investigates the impact of work pressure on the frequency and type of deviant behaviour among officers in the Royal Malaysia Police (PDRM). It aims to determine if there is a correlation between the level of work pressure experienced by PDRM officers and an increase in deviant behaviours . Additionally, it seeks to identify which specific types of deviant behaviour are most common under high-pressure conditions. This inquiry is crucial for understanding how the pressures inherent in law enforcement work can potentially influence the conduct of police officers, thereby affecting both the internal dynamics of the police force and its public perception.

#### **2. To what extent does task autonomy impact the likelihood of deviant behaviour among officers in the Royal Malaysia Police?**

This question delves into the influence of task autonomy, defined as the extent of control and discretion officers have over their tasks and decisions, on deviant behaviours within a law enforcement setting. It seeks to explore whether higher levels of task autonomy can decrease the likelihood of such behaviours, or conversely, if it can unintentionally create circumstances that might lead to deviations from standard protocols and ethical guidelines. The inquiry is essential in understanding how the balance of autonomy in task management affects officer conduct and the adherence to established norms and ethics in law enforcement.

#### **3. What is the relationship between organisational support provided to PDRM officers and their engagement in workplace deviant behaviour?**

This question centres on the impact of varying degrees and forms of organisational support—including resources, emotional backing, recognition, and professional development opportunities—on police officers' tendencies towards deviant behaviour. It aims to assess whether inadequate support is a significant predictor of such behaviours . Furthermore, the question seeks to identify which types of organizational support are most effective in preventing deviant behaviours among police officers. This exploration is crucial for understanding the role of organizational support in shaping officers' conduct and determining effective strategies to promote adherence to ethical standards and protocols within law enforcement agencies.

### **Concept of Workplace Deviant Behaviour**

Workplace deviance encompasses a range of professional misconduct, from minor actions like extended breaks, disparaging colleagues, or early departures, to more serious offenses like theft and sabotage. The impact of such deviance is far-reaching, affecting employees, HR professionals, management, stakeholders, and the broader community (Baharom et al., 2017; Bennett et al., 2018). Scholarly research has

extensively explored the multifaceted nature of workplace deviance, examining factors like breaches in psychological contracts, emotional intelligence levels, individual personality traits, perceptions of unfairness within organisations, organisational oversight, workplace environment, and goal achievement perceptions, particularly in the context of both interpersonal and organisational deviance (Michel & Hargis, 2016). Bennett and Robinson (2000) provide a thorough analysis, highlighting the importance of examining prevalent causes. Factors such as personal dissatisfaction, perceived injustices, or disenfranchisement can drive individuals to exhibit deviant behaviours as forms of retaliation or coping mechanisms. The culture within an organisation is also pivotal. In settings where deviant behaviours is either ignored or implicitly condoned, employees may feel encouraged to act inappropriately without fear of consequences. Additionally, personality traits and past experiences greatly influence an individual's tendency towards workplace deviance. Those with a history of rule-breaking or specific personality disorders may be more inclined toward such behaviours.

The consequences of workplace deviance extend beyond the direct victims or the organisation itself. Colleagues witnessing these behaviours often face lowered morale, increased stress, and diminished trust in management and the organisation. This can result in decreased productivity, higher turnover rates, and a toxic workplace environment. Therefore, tackling workplace deviance demands a comprehensive approach. Organizations should cultivate an open communication culture where employees feel safe to report deviant behaviour. Regular training and awareness programs can help sensitize employees to the implications of such actions. Additionally, incorporating behavioural analysis and background checks in the hiring process can help identify potential concerns in candidates. By understanding, anticipating, and addressing the roots of deviant behaviour, organizations can create a more positive, productive, and harmonious workplace.

### **The General Strain Theory**

Workplace deviant behaviour, often referred to as "counterproductive work behaviour," is a significant area of focus in organizational psychology and management. Among the theories explaining the origins and dynamics of such behaviours, three are particularly notable for their profound implications and wide recognition. The General Strain Theory, adapted from the field of criminology, argues that individuals experiencing stress or strain at work are more prone to engage in deviant behaviours as a way to cope or retaliate (Agnew, 1992). Ideally, employees should adopt adaptive coping mechanisms like seeking support, problem-solving, or relaxation techniques. However, not everyone has access to or tends towards these positive strategies. In such instances, they might resort to maladaptive coping, which manifests as deviant behaviours in the workplace. For example, an employee overwhelmed by an excessive workload might begin cutting corners, falsifying reports, or even stealing office supplies as a form of retribution against the organization. Likewise, someone dealing with continuous interpersonal conflicts might engage in rumor-spreading or other sabotage forms to manage the emotional distress. Perceived injustices, whether from biased treatment, lack of recognition, or other forms of organizational unfairness, can intensify these deviant tendencies. When employees feel that their strain originates from the organization or its representatives, they may justify their deviant actions as legitimate retaliation. The General Strain Theory emphasizes the need to understand workplace deviance's root causes. It suggests that organizations can mitigate such behaviours by addressing the strains and stresses employees encounter, creating an environment where

grievances are acknowledged and proactive steps are taken for employee well-being. Consequently, organizations can diminish the likelihood of deviant behaviours, fostering a more positive, unified, and productive work environment.

### **Conservation of Resources (COR) Theory**

The study of workplace deviance in law enforcement, particularly in organizations like the Royal Malaysia Police (PDRM), is significantly enhanced by the Conservation of Resources (COR) Theory. Initially proposed by Stevan Hobfoll, this theory suggests that individuals strive to acquire, maintain, and protect their resources. Stress arises when these resources are under threat, are lost, or when there is a failure to gain adequate resources after substantial investment. This essay discusses how COR theory offers a solid framework for understanding the precursors of workplace deviance among law enforcement officers, with a focus on work pressure, task autonomy, and organizational support as key factors (Halbesleben et al., 2014).

In the PDRM context, work pressure is a constant element. COR theory implies that such pressure could threaten an officer's resources, including time, energy, or psychological well-being. Officers might resort to deviant behaviours as a coping mechanism when they perceive their resources as overextended or at risk. These behaviours could take the form of reduced commitment, neglect of duties, or unethical practices. COR theory thus elucidates how the persistent pressure of law enforcement work, perceived as a drain on resources, can lead to counterproductive behaviours (Hobfoll, 2018).

Task autonomy in law enforcement is nuanced. According to COR theory, autonomy can be beneficial, providing officers with a sense of control and self-efficacy. When officers have the freedom to make decisions and exercise discretion, they often experience a sense of resource gain, which can enhance job satisfaction and diminish the likelihood of deviant behaviour. However, excessive autonomy might result in resource mismanagement, where officers may misuse this freedom, leading to deviance due to inadequate structured guidance. Applying COR theory in this context offers insights into how task autonomy must be carefully balanced to prevent deviance.

Organizational support is crucial in the COR theory framework. For PDRM officers, support from the organization can manifest as emotional backing, sufficient resources for job completion, and professional development opportunities (Hobfoll, 2016). In COR terms, such support is a vital resource pool that helps counteract resource loss and threats. Insufficient organizational support can be perceived as a significant loss, driving officers toward deviant behaviours to express dissatisfaction or compensate for perceived resource shortages.

Applying COR theory to workplace deviance in the context of law enforcement, like the PDRM, offers valuable insights. It aids in understanding how perceived threats or losses of resources, whether from work pressure, mismanaged autonomy, or inadequate organizational support, can lead to deviant behaviours. This theoretical perspective is not only useful for comprehending the psychological bases of such behaviours but also in devising effective interventions. These interventions could focus on augmenting resources, enhancing support systems, and better managing work pressures and autonomy to reduce the risks of workplace deviance. Essentially, COR theory provides a comprehensive viewpoint for examining and addressing the complexities of

workplace behaviour in high-stress environments like law enforcement.

### **Job Affective Positive (JAP) Theory**

The Job Affective Positive (JAP) Theory, a concept within occupational psychology, emphasises the significance of positive emotional experiences at work, such as happiness and contentment, and their contribution to overall job satisfaction. While not a standard term in the field, JAP Theory appears to encapsulate the influence of positive emotions like joy, satisfaction, and enthusiasm on job performance and employee well-being. Key aspects of this theoretical framework likely include the effects of positive emotions on job satisfaction, motivation, and productivity.

This theory probably also investigates the role of a positive organisational climate in nurturing these emotions, leading to beneficial outcomes like heightened employee engagement and improved team dynamics (Işık, 2020). Additionally, JAP Theory might explore the interaction between positive and negative emotions in the workplace, suggesting that positive affect can serve as a protective factor against job stress and burnout.

Further elaborating on JAP Theory, it would likely delve into how positive emotional experiences influence cognitive processes and decision-making in the workplace. Employees experiencing positive affect tend to be more creative, receptive to new ideas, and adept at complex problem-solving, thereby fostering innovation and adaptability in dynamic work settings. The theory might also consider the long-term benefits of continuous positive work experiences, suggesting they can lead to enduring enhancements in job satisfaction and career progression (Havârneanu, 2019).

Moreover, the theory could address the phenomenon of emotional contagion in the workplace, where positive emotions can spread among team members, creating a more unified and supportive work environment. This aspect underscores the role of leadership in exemplifying positive behaviours and establishing an atmosphere conducive to positive affective experiences (Nimon et al., 2023). Additionally, JAP Theory could intersect with broader concepts in organisational behaviour, such as transformational leadership and organisational culture. Leaders who inspire and motivate in a culture that values and promotes positive emotional experiences can significantly boost organisational effectiveness.

In summary, as hypothesised, the Job Affective Positive Theory offers an extensive perspective on the role of positive emotions in the workplace, underlining their crucial impact on various individual and organisational outcomes. This approach is in line with the increasing acknowledgement in organisational psychology of the vital role of psychological well-being in driving success and satisfaction at work (Liu et al., 2020).

### **Job-Demand Resources (JD-R) Theory**

The Job Demands-Resources (JD-R) theory offers a holistic model for understanding the interaction between various workplace factors and their impact on employee well-being and performance. Central to this theory is the distinction between job demands and job resources. Job demands are those aspects of a job that require sustained physical or psychological effort and are linked to physiological and psychological costs. Examples include high workloads, tight deadlines, and emotional demands. Job resources are aspects that aid in achieving work goals, diminish job demands and their

associated costs, or encourage personal growth, learning, and development, such as autonomy, support from colleagues and supervisors, and opportunities for professional development (Bakker, 2023).

A key aspect of the JD-R theory is the emphasis on balancing these demands and resources. It suggests that employee well-being and performance are maximized in environments where available resources meet the demands faced. Excessive job demands, particularly with insufficient resources, can lead to exhaustion and stress-related outcomes like burnout, decreased job satisfaction, and diminished performance. In contrast, abundant job resources can mitigate high job demands and encourage engagement, creativity, and productivity (Bakker et al., 2014).

The JD-R theory has been applied across various sectors, proving its universal relevance. In high-stress environments, like healthcare, adequate resources are essential for managing the job's high demands, reducing burnout and turnover risks. This theory also acknowledges the dynamic nature of work environments, where demands and resources are not static and can evolve, urging organizations to continually assess and adjust these elements to maintain optimal employee functioning.

Integration of Job Affective Positive (JAP) and Job-Demand Resources (JD-R) theories provides a comprehensive understanding of employee behaviour in the workplace. JAP theory focuses on the role of positive emotions and job satisfaction, while JD-R emphasizes balancing job demands and resources. Together, these theories offer a holistic view, acknowledging the internal emotional states of employees and the external environmental factors of the workplace.

JAP theory suggests that positive emotions are crucial for high job satisfaction and that employees experiencing positive emotions are more likely to exhibit constructive behaviours. JD-R theory adds another dimension by focusing on the work environment, highlighting the need to balance job demands and resources. High job demands can lead to stress and burnout, while adequate job resources can mitigate these effects and enhance job satisfaction and performance.

This integrated approach recognizes that employee behaviour results from the complex interplay between internal emotional states and external work conditions. Positive emotional experiences can enhance coping with high job demands, and a supportive work environment can foster positive emotional states, creating a virtuous cycle that benefits both individuals and organizations.

In high-stress professions like law enforcement, specifically in the Royal Malaysia Police (PDRM), this integrated approach is invaluable. Understanding and applying these theories can effectively reduce workplace deviance and improve officer well-being. The integration of JAP and JD-R theories offers a comprehensive framework for understanding and influencing employee behaviour, highlighting the importance of considering both emotional and environmental aspects of the workplace. This approach can lead to more effective management strategies, promoting a healthier, more resilient workforce.

### **Work Pressure and Workplace Deviant Behaviour**

Work pressure, a prevalent issue in modern workplaces, has been a subject of considerable research, particularly regarding its association with deviant workplace behaviour. This type of behaviour, defined by acts that contravene organizational norms and potentially harm the organization or its members, poses a significant challenge for management. This literature review compiles and analyzes key findings from various studies to better understand the connection between work pressure and deviant workplace behaviour.

Several studies have indicated a positive correlation between work pressure and different forms of workplace deviance. For example, Adeoti et al. (2021) discovered a significant link between work overload, a type of work pressure, and both organizational and interpersonal deviance. Adekanmbi & Ukpere (2019) noted the adverse impact of work pressure on deviant behaviours. Additionally, psychological strain has been identified as a mediating factor in the relationship between work pressure and workplace deviance (Alias et al., 2013).

In specific sectors like law enforcement, the interaction between work pressure and deviance becomes more complex. Research focusing on policing has shown that work pressure, intensified by the high-stakes nature of the job, can result in both internal deviance (such as absenteeism) and external deviance (like misuse of authority). The literature clearly suggests that work pressure is a significant predictor of deviant workplace behaviour. This relationship is intricate and can be affected by a variety of individual, organizational, and environmental factors.

It's especially critical to understand this relationship in high-pressure environments like law enforcement, where the consequences of deviant behaviour can have extensive implications. Based on the findings discussed, the researcher proposes that in environments like the Royal Malaysia Police (PDRM), measures to manage and alleviate work pressure could be instrumental in reducing the incidence of deviant workplace behaviours. This approach could involve strategies for workload management, stress reduction, and employee support systems. By addressing the root causes of work pressure and its impact on behaviour, law enforcement agencies can potentially foster a more ethical, efficient, and effective work environment

***H1: There is a positive relationship between work pressure and workplace deviant behaviour***

### **Organization Support and Workplace Deviant Behaviour**

The relationship between the level of support an organization provides to its employees and the manifestation of deviant workplace behaviours is complex and significant. This connection is primarily understood through the concept of Perceived Organizational Support (POS). When employees feel that their efforts are recognized and their well-being is valued by the organization, they tend to exhibit more positive work attitudes and behaviours (Azim et al., 2020; Singh, 2020). This sense of support often translates into increased job satisfaction, enhanced engagement, and a willingness to contribute positively to the organization. As a result, environments with high POS are generally associated with lower incidences of deviant behaviours (Chen, 2016).

Conversely, a lack of perceived organizational support can lead to negative outcomes. Employees who feel undervalued or neglected by their organization may experience



feelings of alienation, which can manifest in harmful behaviours such as absenteeism, reduced productivity, and in more severe cases, acts like theft or sabotage (Alias & Rasdi, 2015). These behaviours are often a response to perceived injustices or neglect within the workplace.

Moreover, the presence or absence of organizational support can influence how workplace stressors impact employee behaviour. In supportive environments, stressors may have a less significant effect on negative behaviours, whereas in environments lacking support, the same stressors could lead to a higher incidence of deviant behaviours (Tuzun, 2017; Kalemchi et al., 2019). It's also important to acknowledge that cultural and individual differences play a role in how organizational support is perceived and how it affects employee behaviour.

In light of this understanding, the researcher proposes the following hypothesis: The degree of perceived organizational support within an organization is inversely related to the frequency and severity of deviant workplace behaviours. In essence, higher levels of perceived support are likely to correlate with lower instances of deviance, whereas lower levels of support may correspond with higher instances of such behaviours. This hypothesis underscores the critical importance of fostering a supportive work environment to cultivate positive employee behaviours and reduce the likelihood of negative or deviant actions.

***H2: A negative relationship exists between perceived organisational support and workplace deviant behaviour.***

### **Task Autonomy and Workplace Deviant Behaviour**

Job autonomy, which refers to the degree of control and discretion employees have over their tasks and decisions, is a significant factor in reducing workplace deviant behaviour. The beneficial effects of autonomy are primarily due to its ability to enhance job satisfaction and engagement. Employees who perceive a higher level of control over their work are typically more satisfied and engaged, which can lead to a decrease in negative behaviours such as absenteeism, tardiness, and other forms of workplace deviance.

One of the key ways autonomy contributes to this reduction is through its impact on stress and burnout, which are often precursors to deviant behaviour. When employees have the freedom to make decisions about their work, they tend to experience lower stress levels. This reduced stress makes them less likely to exhibit negative behaviours due to frustration or feeling overwhelmed (Galperin, 2003).

Furthermore, job autonomy fosters a sense of responsibility and accountability. Employees who are entrusted with the freedom to manage their tasks are more likely to take ownership of their work and its outcomes. This sense of responsibility can discourage them from engaging in deviant behaviours, as they feel more directly connected to the consequences of their actions. Additionally, a positive work environment where employees feel responsible and accountable can significantly reduce workplace deviance.

Autonomy also enhances employee morale and improves workplace relationships, creating a culture that naturally discourages negative behaviours (Wilson et al., 2015).

It encourages personal growth and skill development, as employees have the opportunity to explore different methods and approaches in their work. This reduces the likelihood of deviant behaviours that stem from boredom or stagnation, as employees develop new skills and grow professionally, leading to greater job satisfaction.

Moreover, autonomy allows employees to align their work more closely with their personal goals and values. This alignment increases intrinsic motivation and decreases the probability of engaging in harmful behaviours against the organization. Additionally, reduced need for close surveillance and micromanagement fosters a more respectful and less adversarial relationship between employees and management, further diminishing the incentives for deviant behaviour.

In conclusion, by creating a more engaging, responsible, and satisfying work environment, job autonomy plays a crucial role in mitigating workplace deviant behaviour. Its influence extends across various aspects of employee experience, from reducing stress and fostering a sense of ownership to aligning work with personal values and encouraging professional growth.

***H3: A negative relationship exists between task autonomy and workplace deviant behaviour.***

### **Conceptual Framework**

Developing a conceptual framework to map out the proposed hypotheses creates a clear visual and theoretical representation of the relationships between work pressure, perceived organizational support, task autonomy, and workplace deviant behaviours. This framework helps to articulate and understand the complex dynamics within workplace behaviours and the organizational environment.

Hypothesis 1 suggests a direct correlation where an increase in work pressure leads to a higher tendency for employees to engage in deviant behaviours. These behaviours can range from absenteeism and reduced productivity to more serious misconduct. Hypothesis 2 reveals that higher levels of perceived organizational support are expected to correlate with lower instances of deviant behaviours. The rationale is that employees who feel valued and supported by their organization are less likely to exhibit negative behaviours. Hypothesis 3 proposes that increasing task autonomy (granting more control and independence to employees) leads to increased job satisfaction and engagement, thereby reducing the likelihood of deviant behaviours.

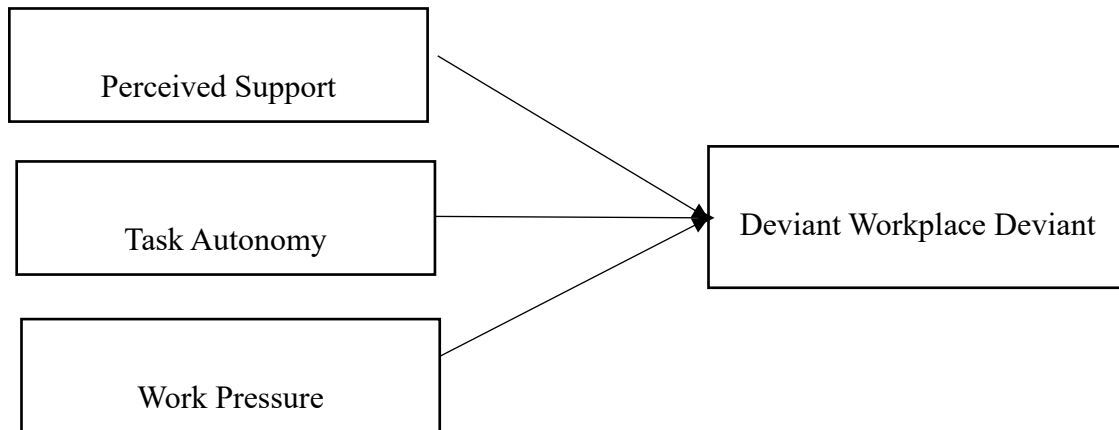


Diagram 1: Conceptual Framework

The diagram would visually represent the three hypotheses, showing work pressure with an arrow leading to an increase in workplace deviant behaviour (H1), perceived organizational support with an arrow leading to a decrease in deviant behaviour (H2), and task autonomy also leading to a decrease in deviant behaviour (H3).]

### Conclusion

The developed conceptual framework provides insightful perspectives on the dynamics of workplace behaviour, particularly emphasizing the influence of work pressure, perceived organizational support, and task autonomy on deviant workplace behaviours. A significant aspect of this framework is the identification of a potential positive correlation between increased work pressure and the escalation of deviant behaviours. This suggests that higher levels of work pressure might lead to an increase in negative behaviours within the workplace, encompassing a range of actions from minor misconducts like tardiness to more severe issues like sabotage or unethical practices.

Conversely, the framework posits a negative correlation between perceived organizational support and task autonomy with deviant behaviour. This indicates that when employees perceive a higher degree of support from their organization and enjoy greater autonomy in their tasks, there is a likelihood of a reduction in deviant behaviours. This implies that enhancing organizational support and providing employees with more control and discretion over their work can be effective strategies in minimizing workplace deviance.

This conceptual framework, therefore, highlights the complex interplay of various factors within the work environment that shape employee behaviour. It serves as a theoretical foundation for further empirical research and the development of organizational strategies aimed at fostering a healthier and more productive workplace environment. By understanding and addressing these dynamics, organizations can implement measures that not only reduce deviant behaviours but also enhance overall employee satisfaction and productivity.

The article's exploration of the relationships between work pressure, perceived organizational support, task autonomy, and workplace deviant behaviour could provide

several significant contributions. Firstly, it enhances the understanding of complex workplace dynamics, offering insights into how various factors interplay to influence employee behaviour. This knowledge is invaluable for organizations seeking to identify and address the root causes of deviant behaviours in the workplace. Secondly, the article can serve as a vital resource for guiding organizational policies and management practices. By highlighting the impact of work pressure, the importance of perceived organizational support, and the benefits of task autonomy, it can inform strategies aimed at reducing deviant behaviours and improving overall workplace morale and productivity. Additionally, the article's findings could contribute to academic literature, filling gaps in existing research and offering a foundation for future studies. It provides a nuanced perspective that enriches the understanding of workplace behaviour, which can be beneficial for scholars and practitioners in the fields of organizational psychology, human resource management, and business administration. In summary, the article's potential to influence both practical applications in organizational settings and theoretical advancements in academic research makes it a valuable contribution to the discourse on workplace behaviour and management.

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