

Impact Of Work From Home On Deviant Workplace Behaviour In Educational Institutes During Covid 19: A Conceptual Study

Madhumita Roy¹, Dr. Anirban Mandal², Dr. Sanmitra Sarkar³

¹Research Scholar, Brainware University, Kolkata

²Associate Professor, Brainware University, Kolkata, Director (Ph.D Department), Head of the Department (Management), Brainware University, Kolkata.

³General Manager of renowned IT Company and Post Doctoral Fellow in Marketing at Indian Institute of Foreign Trade (IIFT-Deemed University under Ministry of Commerce & Industry, GOI), India.

Email id: ¹madhumitaroy07@gmail.com, ²am.mgmt@brainwareuniversity.ac.in, ³sanmitra.sarkar@gmail.com

Abstract

The purpose of this paper is to study prior research work on work from home and deviant workplace behaviour and to come up with a conceptual model that can be empirically validated. A keyword approach has been used to study early research work done on work from home and deviant workplace behaviour. The paper mainly focused on the impact of work from home during pandemic situation of Covid 19. The study included conceptual papers, empirical papers and review literatures published in English language journals. Educational institutes took a drastic change of work process from offline mode to online mode. Work from home through digital platform has become the new normal. Factors which impacted work from home are internet connectivity, limitation of geographical boundary, demotivation, psychological breach of contract, stress, communication gap, distraction, abusive leadership. Work from home has a significant relationship with deviant workplace behaviour. Employee engagement is the mediating variable between work from home and deviant workplace behaviour and abusive supervision is the moderating variable between work from home and deviant workplace behaviour. This is the first paper on deviant workplace behaviour due to work from home in educational institutes. This paper has included all the researches done during pandemic situation of Covid 19 and has studied the various factors that impacts the employees during work from home and how employee engagement acts as a mediating factor between work from home and deviant workplace behaviour.

Key Words: Work from home, Deviant Behaviour, Organisation, Employees

1. INTRODUCTION

The teaching staffs who are the employees of the educational institutes are the frontline workers without whom educational institutes cannot function. These employees faced a drastic change in the teaching method during pandemic situation in COVID 19 with the new concept of online work mode. Teaching through digital platform was not very

popular in India, so the employees were also not trained enough to teach and carry out other job related work through online in digital platform in new normal situation (Amit Josh, 2020). This transition in new normal has allowed distorted observation against the teachers at times which has been studied by the researcher (Andy Hargreaves, 2020). On the other hand researcher studied there is lot of

distraction, poor infrastructure; lack of communication is a hindrance to carry out the job smoothly and effectively by the teaching staffs (Wong, The impacts and success factors of a work-from-home servicelearning internship during COVID-19 , 2021). This resulted in ineffective implementation of work which has impacted the society as education sector plays a vital role in building a healthy society by sharing knowledge and ethical values through its work process. The factors which are responsible for ineffective implementation of work in new normal impacting the society are distraction in home environment, ineffective communication and management practice, low work efficiency and quality, poor infrastructure, lack of learning opportunities and task variety (Wong, 2021). These are the challenges faced by the employees in new normal maintaining social distance while carrying out the job. Since educational institutes are neither NGO nor completely profit earning organisations, it needs to balance its system to run the organisation amicably to maintain its financial liabilities and also contributing to develop a healthy society through implementation of proper learning procedure. These institutes are the victim of the present pandemic situation of COVID 19 and facing deviant workplace behaviour in context of typology of production deviance, political deviance and personal aggression. These typologies are extracted and linked from the four typologies of deviant workplace behaviour studied by the researcher (Robinson, 1995) which are property deviance, production deviance, political deviance and personal aggression. (Michael Olalekan Adeoti, 2021) These deviances are triggered by job pressure, overload of work, dissatisfaction and unethical climate. (Kaur, 2021) Concluded regarding teaching community with respect to work from home as absolutely a new concept where there is a complete transition of work process as compared to other sectors which still has

used virtual mode in their work process. Moreover contribution towards building a healthy society facing workplace deviance is a great concern of the educational institutes which other sectors is not liable of. This additional responsibility of the educational institutes towards the society is a great challenge faced by the education sector. Lack of training and familiarity with the new normal led to job insecurity which caused stress among the teaching staffs as a consequence there is decrease in loyalty and commitment towards the organisation affecting their morale. This complete transition of work process of educational institutes in new normal in COVID 19 created a special attention in context to the challenges it is presently facing and its consequences which is impacting the educational institutes as well as the society of a nation.

Previous studies on impact of work from home in new normal during pandemic Covid 19 have not referred in detail how teaching staffs of educational institution have faced the transition of work mode and what are the antecedents and consequences of work from home in educational institutes. This paper addresses this lacuna by validating the factors which impacted the work process of educational institutes in new normal pandemic situation during Covid 19. It also comments on various dimension of organisation which can initiate more positive deviant workplace behaviour and decrease the destructive deviance or negative deviant workplace behaviour and opening a new research area which can provide robust association between the theoretical approach and practical application and empirically validating the proposed conceptual model.

2 Literature Review and Hypotheses Development

2.1. Work From Home as organisational change due to COVID 19 and Deviant Behaviour.

The objective of this article is to study work from home and deviant workplace behaviour as organisational change during pandemic situation of Covid 19. This article would like to develop the hypotheses which are going to link the deviant behaviour during work from home that occurred in pandemic situation of Covid 19 period. (Purwanto, 2020) studied there are advantages as well as disadvantages of work from home which fetches job satisfaction as well as dissatisfaction in context of data security, internet connectivity and internet cost. (Nagel, 2020) Eventually there is a realisation among the workforce that digital work has more secured income in future than traditional work method. As studied dissatisfaction initiates workplace deviance, (Adeoti, 2017) Educational institutes need to modify the HR strategies to prevent deviant workplace behaviour. (Stich, 2020) explored work from home blurred and limited the geographical boundaries eventually facing threats of reduced social interaction, poor communication and deviant workplace behaviour. Communication gap is again a major concern in work from home. Perception of individuals due to communication gap varies from person to person depending on the individual psychology. Perceived interactional injustice and procedural injustice results in organisational deviance (Khattak, 2020). (AmitJoshi, 2020) lack of technical knowledge and motivation in digital platform decreases employee engagement. Decrease in employee engagement is shown by negative deviant workplace behaviour. On the other hand work from home has feeling of greater autonomy and gratitude among both employer as well as employee (Deirdre, 2020). Leadership plays an important role in building autonomy and trust. Responsible leadership builds trust and influences workplace deviance (Ahmad, 2020). Researchers studied employee engagement is increased by intrinsic motivation which

is initiated by creativity of the employees (Ghosh, 2020). It has been studied perceived interactional injustice results in interpersonal deviance and procedural injustice results in organisational deviance (Khattak, 2020). (Huang, 2020) concluded abusive supervision causes emotional exhaustion which causes psychological withdrawal behaviour. This withdrawal behaviour will result in deviant workplace behaviour. Employees working from home have more job satisfaction maintaining work life balance (Bellmann, 2020). This job satisfaction of the employees will drive towards positive deviant workplace behaviour. (Michael Olalekan Adeoti, 2020) the researcher concluded work load and work pressure is positively related with interpersonal deviance. This can be derived from this conclusion that lesser work load and work pressure can give positive deviant behaviour and negative deviant behaviour can be expected from more work load and more work pressure. (Muhammad Shakil Ahmad, 2020) Responsible leadership initiates positive deviant behaviour by building trust. Researchers also studied working condition during work from home for well being of the workforce need to be focused for successful remote work (Gomez, 2020). (Purwanto, 2020) This is another statement concluded by the researcher; work from home has both advantages and disadvantages. So, it can be assumed that advantages and disadvantages of work from home can result in both positive as well as negative deviant workplace behaviour. (McDaniel, 2016) studied self esteem is negatively correlated with counterproductive behaviour. Employees with high self esteem will not show negative deviant behaviour. (Li, 2016) studied work stress is positively correlated with negative deviant workplace behaviour. Work from home causes stress in case of excessive supervision and control which drive towards employee negative deviant behaviour. (Harvey, 2016) studied toxic workplace causes

negative impact on employees causing deviant workplace behaviour. (Demir, 2011) studied organisational justice and organisational trust has a positive relationship with organisational commitment and have a negative relationship with deviant workplace behaviour. (Stefano, 2017) studied Organisational culture with adhocracy and clan culture reports lesser deviant behaviour. Employees getting equal treatment and respect tend to show more commitment towards the organisation with lesser negative deviant behaviour. (Erkutlu, 2013) concluded in his study authentic leadership is negatively and significantly correlated with workplace deviance. Authentic leadership gives positive deviant workplace behaviour. (Lay, 2005) stated ethical climate encourages positive deviant workplace behaviour.

Work from home concept has increased job satisfaction of those who are happier to work from home and can maintain work life balance (Bellmann, 2020). This job satisfaction increases employee engagement which indicates the possibility of positive deviant workplace behaviour. Researcher have also studied that working digitally has been well accepted as secured source of income in present pandemic situation as well more in future than traditional work process (Nagel, 2020). On the other hand work from home has a negative impact with distraction, miscommunication, low work efficiency and quality (Wong, 2021) which drives towards negative deviant workplace behaviour. At the same time researcher also studied work from home reduces transportation cost, stress, more free time as well as it results in decrease in work motivation and data security problem (Purwanto, 2020) so we can observe there are reasons for satisfaction as well as dissatisfaction in work from home mode which can drive the employees either for constructive deviance or for destructive deviance. It was a real challenge for the

teaching staffs of educational institutes to cope up with the transition of work process without any prior training and simulation (Izumi, 2020). This can fetch psychological impact leading towards destructive deviance. It is also evident that work from home has greater autonomy and gratitude (Kelliher, 2020). Again the researcher have identified practice of work from home blurred the geographical boundaries and reduced social interaction and poor communication which caused stress and lead deviant behaviour (Stich, 2020). (Amit Josh, 2020) negative attitude towards work of the teaching staffs of educational institutes are caused due to lack of technical support, lack of training, poor communication, limited knowledge of online teaching through digital platform and lack of motivation. These factors are good enough for the employees to develop destructive deviance.

In this scenario of pandemic situation of Covid 19, unanticipated transition of work process of teaching staffs, it can be assumed that work from home mode have direct relationship with deviant workplace behaviour. Hence, we may propose that Work from Home (WFH) mode has a direct relationship with Deviant Workplace Behaviour.

2.2. Work From Home and Employee Engagement

Employee engagement is the passion of the employees towards their jobs and their commitment to the organization, and put maximum effort into their work. (Brown, 2020) Inspiring people to stay tuned with evidence-based practices and building habits through proper implementation of HRM by inspiring can help to accept change. This is relevant to the present scenario of pandemic situation of Covid 19 to accept the transition of work from home and remain committed to the work. Expectation of satisfaction if met in work from home mode, employees remain committed to their work hence developing employee engagement (Investigating the

Personal Factors that Impact University Faculty Members' Satisfaction towards Work From Home (WFH) Strategy , 2021). (Sathiamoorthy, 2021) In the transition of work from home employee expects organisational support in terms of communication and rewards which increases employee engagement. (VU1, 2020) studied work life balance positively related with employee engagement. Hence, if work from home mode supports work life balance employee engagement can be enhanced.(Chanana, 2020) Employee motivation during pandemic situation through online engagement activities like online counselling sessions, recognition and acknowledgment session, virtual challenges and competitions, online courses, communication exercises, live sessions for new-skill training, appreciation sessions etc. can increase employee commitment and hence increasing employee engagement. (Baumann, 2014) Negative interaction in work from home affects employee engagement negatively. (Nisha, 2020) studied various engagement activities can help keeping employees engages in their work during work from home mode. (Devi, 2009) engaged employees are more meaningful to the organisation with maximum contribution. Hence we can conclude employee engagement increases contribution with positive deviant workplace behaviour. (J., 2014) stated employee engagement has a significant relationship with employee performance. More engagement means more inclination towards positive deviant workplace behaviour hence increasing the productivity of the employees. (Ronald Busse, 2020) studied employee engagement can be achieved with transparent and motivational leadership from distant location. So, in work from home mode transparent and motivated communication can increase employee engagement. In addition to the previous study (Balwant, 2020) studied transformational leadership has a positive

impact on employee engagement. So, if it is implemented in work from home mode it can increase employee engagement. (Shaik, 2019) studied culture intelligence increases employee engagement in virtual work set up. From the above studies we can well understand there are different factors which influences employee engagement. Work from home, the new normal work mode is influenced by these factors as well. So we can conclude work from home has a direct relationship with employee engagement. Hence, we may propose that Work from Home (WFH) is directly related to Employee Engagement.

2.3. Mediating Role of Employee Engagement between Work From Home and Deviant Behaviour

Employee engagement is the extent to which an employee is committed towards his job and the extent to which he is passionate about his job. Employee engagement increases the contribution towards the organisation. This commitment towards the organisation can be portrayed as positive deviant workplace behaviour. (Neha Bellamkonda, 2020) studied employee engagement has a mediating effect on goal clarity and trust in management. Goal clarity and trust increases retention of the employees. This trust and goal clarity drives towards positive deviant behaviour in the organisation. (J., 2014) the researcher stated employee engagement has a positive relationship with performance of the employees. Increase in performance can be derived as the outcome of positive deviant behaviour. (Nisha, 2020) stated different kinds of employee engagement practices and activities need to be implemented during work from home to maintain the pace of performance of the employees. (Swaminathan Maniand, 2020) studied HR Practitioners need to leverage non monetary benefits to increase the employee engagement to keep employees motivated. (Delina, 2020) studied if employees are satisfied with the employee

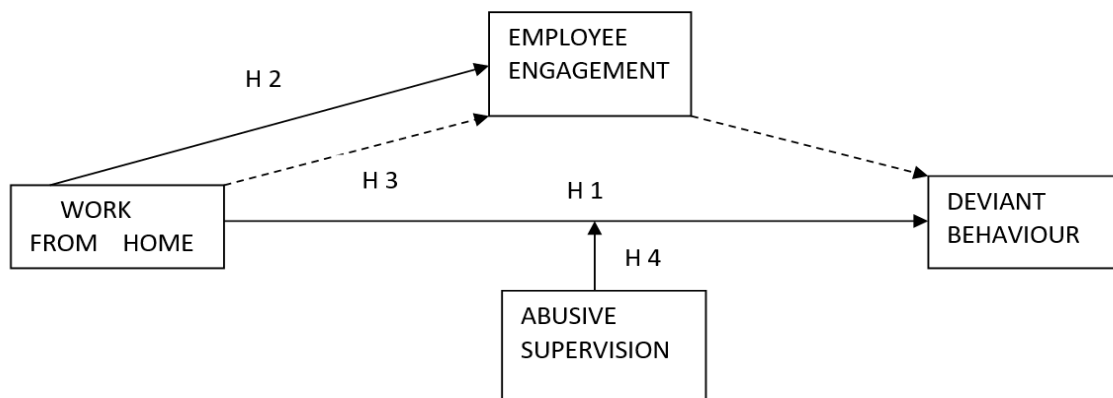
engagement initiative, it increases job satisfaction. (Delina, 2020) Also mentioned employee engagement includes vigour, dedication and absorption which mediate job satisfaction. Vigour points to a strong degree of energy and mental resilience in the workplace and the determination to invest and to continue facing barriers. Dedication is characterized by involvement in the task and so creates a sense of pride, meaning and passion. Absorption is defined by being "mentally present" at work; those who are taken up in their job are so taken over that time goes fast at work, and it is difficult to disengage them from work. However, because of this transition, the chances of increased employee engagement may be witnessed if the employees receive positive response from the employer. So the authors proposed that the employee engagement can act as a mediating variable between work from home and deviant behaviour. Hence we may propose that the relationship between Work from Home (WFH) and Deviant Behaviour is mediated by Employee Engagement.

2.4. Moderating Role of Abusive Supervision on Deviant behaviour

Supervisory role has an important part in an organization when it is implementing the new working environment. The pandemic situation affected the organizational working environment hence; the employees working in various educational institutes faced it as a challenge. (Rusdiana, 2020) studied increased supervision in educational institutes enhances the competency of the

employees. Contrary to this supervision can be abusive too which can impact the psychology in destructive manner. (Agarwal, 2020) abusive supervision leads to psychological breach of contract with outcome of cyberloafing. (Al-Hawari, 2020) abusive supervision turns the employees into silence which reduces the focus towards customer service. (Huang, 2020) the researcher studied abusive supervision leads to psychological withdrawal behaviour. This psychological withdrawal behaviour can be identified as destructive deviance. (Shen, 2020) concluded abusive supervision decreases creativity of the employees. (Azim, 2020) concluded supervisory support and organisational support increases psychological contract which reduces deviant workplace behaviour among the employees. The transition of work from home concept has come up with sharp increase in abusive supervision than under normal situation. It has been observed that abusive supervision created a breach of psychological contract among the employees which has driven them towards negative deviant workplace behaviour. On the other hand this abusive supervision are being accepted as a challenge by the employees who are dynamic and it has been observed that they remained more committed to their work to prove their competency. Hence we may propose that Abusive supervision positively facilitates the impact of Work from Home on Deviant Behaviour.

Thus, the proposed conceptual model is as follows:



The proposed conceptual model

3 CONCLUSION

General Discussion

This paper aimed at identifying the impact of work from home on deviant workplace behaviour in the new normal situation of pandemic during Covid 19. Educational institutes faced a drastic change in the work process in digital platform. This transition of work process carries some advantages as well as disadvantages. Advantages in terms of lesser hassel in travelling, time saving in transportation, cost cutting etc. and disadvantages like dependency on internet connectivity, communication gap, limitation of geographical boundary, strict supervision etc. These disadvantages are impacting the employees and initiating deviant workplace behaviour. It has been concluded from early researches that job satisfaction of employees drives towards positive deviant workplace behaviour and job dissatisfaction of employees drives towards negative deviant workplace behaviour. In this study the researcher has aimed at linking the present new normal situation of work process with the theoretical perspective of human resource management. In this research article the researcher has framed a conceptual model

and drawn four hypotheses which will be empirically tested and validated in further study.

Theoretical Contribution

This study aimed at significant contribution to work from home, deviant workplace behaviour, employee engagement and abusive supervision. *Firstly*, the impact of work from home in new normal pandemic situation of Covid 19 and deviant workplace behaviour of the employees were studied. *Secondly*, it was studied what are the psychological impacts of employees during work from home and their reasons for deviant workplace behaviour. The study aimed at relating the impacts of work from home with theories of human resource management that is driving the employees towards positive or negative deviant workplace behaviour. *Thirdly*, it was theoretically and conceptually validated that employee engagement plays a mediating role between work from home and deviant workplace behaviour. The more the employee engagement level the more is the evidence of positive deviant workplace behaviour and vice versa. *Fourthly*, it was again studied that abusive supervision is playing a moderating role between work

from home and deviant workplace behaviour. It was theoretically proved that abusive supervision throws challenge to the employees and people with high esteem accepts the challenge and remain more committed to prove the competency and increase productivity. At the same time in many situations abusive supervision drives towards negative deviance and increase turnover rate. Based on the conceptual model of the paper, further the study can be extended for developing human resource strategies to combat the obstacles in work from home mode and effectively manage the psychological contact to minimize the negative deviant behaviour and maximise the positive deviant behaviour of the employees in the organisation keeping employee engagement as the mediating factor.

Managerial Implications

This study offers important implications for Human Resource professionals. Pandemic situation during Covid 19, itself is huge challenge for the entire human being in context to health and safety, economy, environmental and psychological. Education sector is one of the sectors which have faced a drastic change in the work process with a complete shift from offline mode to online mode through digital platform. This situation was never been anticipated or prepared to face. Employees, the teaching staffs faced many challenges during this transition starting from technical competency, distraction during work from home, communication gap, dependency on internet connectivity, stress, psychological breach of contract, demotivation, insecurity of losing job, pay cut, work life balance to family conflicts. The HR professional had to take a control on the overall issues to effectively utilize its human resources to maintain the pace of working of these employees. Several HR initiatives can be taken and activities to be implemented to overcome these challenges

faced by the employees during work from home which have initiated deviant workplace behaviour of the employees. (Nagel, 2020) commented digital mode of work will give more secured job in future. Such strategic challenges need to be accepted and face to overcome in this highly competitive market. Here the HR professional need to take initiative to prepare the employees to accept such challenges. (Adhitama, 2020) During the new normal situation employees frustration, anxiety and burnout were overlooked an ignored which influenced employee engagement and poor performance. In this situation organisation as well as the HR professionals need to take initiative to increase employee engagement and performance. (S, 2020) studied employee engagement has a positive relationship with employee psychological contract and psychological empowerment which decreases the turnover rate. The HR practitioner should focus on employee engagement to maintain the psychological contract the employees which will help to increase the performance as well as the retention rate. (Nisha, 2020) stated organisation including different engagement activities during pandemic situation of Covid 19 which increasing employee engagement at the same time increasing their skill and overall development also. (Wong, 2021) studied work from home during pandemic situation of Covid 19 caused ineffective communication, poor managerial practice, lack of expertise in working in digital mode, distractions at home environment and lack of learning scope. These impacted the performance of the organisation. Hence, if these areas are taken care of by the managers it can help the organisation to overcome these factors and maintain smooth flow of work. (Kakkar, 2020) concluded in his study that employee engagement is a mediating factor between performance management system and job satisfaction. So higher the job satisfaction, higher is the performance of the

employees. It also reduces employee turnover rate. (Luthia, 2021) suggested HR should focus on proper communication with the employee during work from home to keep the employees motivated and increase employee engagement through rewards and recognition. (Aboramadan, 2020) concluded in his study work engagement of employees is a mediating factor between performance appraisal and organisational commitment. So, work engagement can be achieved only through employee engagement. Hence to wrap up the managerial implication of this paper, it is suggested to focus on various activities, rewards, recognition and HR policies and procedures which will increase the motivation level of the employees during work from home in Covid 19, so that the employees accept the challenge of transition of work process and remain engaged in their job. This employee engagement will help the employees to remain committed to their work and hence initiating positive deviant workplace behaviour.

Limitations and future scope of research

This paper is based on impact of work from home during pandemic situation of Covid 19. So, the research was completely based on the early researches done by the researchers and secondary data. The research needs to be empirically validated for which survey was an important part which is difficult to conduct in this situation where educational institutes are closed. Online data collection could have been done but it was observed target respondents were difficult to hit to satisfy the target sample size.

This paper will be further stretched to validate the conceptual model drawn based on the literature review. The paper will be analyzed quantitatively using statistical tools to validate it empirically. Further research will be conducted *firstly*, to understand the strategies which need to be incorporated to increase employee engagement in the organisation and

escalate the positive deviant behaviour in the organisation *secondly*, to understand how to prepare the employees to face the strategic challenges and uncertainties and *thirdly*, focus should be given on how to modify the HR policies and procedures so that the organisation can effectively utilise its human resources to get the maximum output from them and both the employees as well as the organisation can achieve their common goal.

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Corresponding Author: Dr. Anirban Mandal