INTERACTING EFFECT OPENNESS TO EXPERIENCE AND PERCEPTION OF ORGANIZATIONAL POLITICS ON WORKPLACE DEVIANT BEHAVIOUR

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Abstract: *This study investigated the interaction effect between openness to experience (one of the personality traits) and perception of organizational politics on workplace deviant behaviour. This research was conducted by collecting 263 responses from the civil servants in Pekanbaru, Riau. Applying the latest PLS 3.0 analysis tools the results of this research identified a positive correlation between openness to experience and perception of organization politics to workplace deviant behaviour. The hypothesis of interaction effect is not supported, but the result got the opposite one.*
Keyword: *Workplace deviant behaviour; personality; openness to experience; perceptions of organizational politics.*

Introduction

The workplace deviant behaviour (WDB) is not a new phenomenon in the organization and have continued to attract of interest of organizational researchers over last three decades (Nielsen, Glaso, & Einarsen, 2017; Farhadi, Omar, Nasir, Zarnaghash & Salehi, 2015; Colbert, Mount, Harter, Witt & Barrick, 2004). WDB is employee behaviour who violates significant organizational norm and in doing so threaten well-being the organization, the worker or both (Robinson and Bennett, 1995). Deviant behaviour is the negative behaviours such as taking company's property without permission, insulting colleagues at the workplace, or falsify work related matters in return for financial gain. Studies in the United States had quantified the losses caused by these behaviours to incur losses up to $50 million (Dineen, Lewicki, & Tomlinson, 2006). Understanding the magnitude of losses caused by deviant behaviour has triggered continues research in industrial psychology to understand the causes of these behaviours.

From the previous study, there is evidence of some of the factors that may contribute to the occurrence of workplace deviant behaviour, these factors of which came from individual factors and situational factors (Colbert, et. al; 2004; Farhadi, Fatimah, Nasir & Shahrazad, 2012 & Diefendorff & Mehta, 2007). Individual factors are factors that are within the individual person as a person's personality differences, age, sex and so forth while situational factors include organizational factors, social factors and interpersonal relationships (Robinson & Greenberg, 1998).

Several studies have been investigated relationship between personality factors to WDB (Salgado, 2002; Bodankin & Tziner, 2009; Lima, Teha & Fah, 2016; Bowling & Eschleman, 2010). Salgado (2002) conducted a meta-analysis which studied the relationship of the big five personality factors towards counterproductive work behaviour/CWB (a form of deviant behaviour of employees in the workplace found the big five factors of personality have become a predictor for absenteeism among counterproductive work behaviour, and turnover. Results of the study found that conscientiousness has become a predictor of turnover and deviant behaviour, while extraversion, agreeableness, emotional stability and openness to experience has become a predictor of the turnover.

Moreover, Barrick and Mount (1991) and Hurtz & Donovan (2000) on predictive power and utility of openness experience have produced inconsistent result at best and generally show very low correlations between this construct and most organizational criteria. However, John and Srivastava (1999) identified individuals with high openness to experience an individual like to imagine, are more creative and interested to new experiences and arousing their curiosity.

Furthermore, Deary, Watson and Hogston, (2003) said that employees who are more openness to experience are the individuals who are more likely exposed to emotional exhaustion that may lead to CWB. Also, asserted by Bolton, Becker and Barber (2010) that individuals who have high openness to experience that will be connected to CWB.

In addition to using personality factors as predictors of WDB, some studies have also included factors such as the perception of organizational politics to counterproductive work behaviour (Zettler & Hilbig, 2010). The high perceptions of organizational politics may give a negative impact to decrease of organizational commitment and lead to greater job stress (Miller, Rutherford, & Kolinsky, 2008) so they concluded that the perception of political organizations may increase the occurrence WDB.

However, research on WDB has been done in western context, but very little study of WDB is related to Asian context (Farhadi,et, al., 2012), especially in the public sector context of Indonesia it never has been tested. So, the objective of the research in this study are:
a) To examine the relationship between personality of openness to experience and the perception of organizational politics to WDB.
b) To test moderating impact of the perception political organization for a relationship between openness to experience and WDB

Research Methodology

This study using three variables which is workplace deviance behaviour, personality trait and perception of organizational politics and before distributed to the respondent, all variables in this study done back translation process, and below will explain in detail:
WDB measurement: Workplace deviant behaviour is measured using Bennett and Robinson's (2000) Workplace Deviant Behaviour Scale, which consists of 19 items question and measured using a Likert scale of value from 1 to 7. Item questions will show how often respondents who engage in WDB. The higher score obtained showed the higher rate of occurrence frequency WDB. In contrast the lower the score obtained indicate the low frequency of occurrence of the workplace of deviant behaviour. Examples of workplace deviant item: 'Being racist", "drug use in working time"
Personality Traits Measurement: The construct was measured using Big Five Personality (BFI)

was adapted from John and Srivastava (1999). The 10-item question with 5 point Likert scale was used, respondent was asked to answer 1 to 5 from extremely inaccurate to extremely accurate. And the last measurement is perception of organizational politics adapted from Vigoda and Kapun (2005) consisting of 9 item question by using Likert scale. The respondents were asked to answer 1 to 5 from strongly disagree to strongly agree.

In line with the objective of this study; to examine the influence of openness to experience and perception of organizational politics to workplace deviant behaviour and to examine moderating impact from the perception of organizational politics to the relationship openness to experience and workplace deviant behaviour. The process of collecting data in this research is done by using proportionate random sampling by distributing questionnaires to 263 civil servants in Pekanbaru, Riau. Data were collected and analysed using Smart PLS 3.0. In the PLS analysis, the first step is to perform testing of the measurement model to get the reliability and validity of the data and the next step is to perform testing of structural models in order to test this hypothesis.

Results

Using PLS SEM analysis techniques, the first step is to develop the measurement model where the results of data analysis are shown in the table below:

3.1 Measurement Model

In the analysis using PLS-SEM testing measurement models is important because for measuring model is to ensure that the items measure a construct is valid and so proves the instrument is reliable. Besides the purpose of testing the measurement model is analyzed the relationship between the items to the constructs. This measurement model testing is essential to ensure the use of indicators that can be ascertained is suitable a construct to run well (Churchill, 1979).

Table 1. Measurement Model

Construct	Item		CRª	AVE
Workplace Deviant Behaviour (WDB)	WDB1	0.693	0.919	0.533
	WDB 2	0.561		
	WDB 3	0.683		
	WDB 4	0.817		
	WDB 5	0.816		
	WDB 6	0.764		
	WDB 7	0.761		
	WDB 8	0.748		
	WDB 9	0.643		
	WDB 10	0.778		
Openness to experience	O2	0.757	0.898	0.524
	O3	0.762		
	O4	0.677		
	O6	0.655		
	O7	0.725		
	O8	0.734		
	O9	0.721		
	O10	0.751		
Perception of Organizational Politics (POPS)	POPs1	0.902	0.796	0.511
	POPs2	0.728		
	POPs3	0.736		
	POPs4	0.415		

Based on the table for model measurement found that reliability indicator shows the loading of each item is between 0.415 and 0.902, while the loading number did not reach 0.4 is aborted in question items (Hair, Ringle & Sarstedt., 2013). Meanwhile, the value of the average variance extracted (AVE) of each item should exceed the number 0.50 (Bagozzi & Yi, 1988). So is the value of the composite reliability (CR) are above 0.70 (Hair, Babin and Black, 2010).

2. Structural Model

After measurement model of PLS Analysis is done, next step is calculating the structural model. In this study, applied standard bootstrapping method to obtain significant levels of any relationship between the construct. In the structural model is an important thing to determine the significant of path coefficients, Evaluating the level of R^2, then determine the effect size (f^2), determining the predictive relevance and last examine the moderating effect (Henseler, Ringle & Sinkovics, 2009). And the table below will show the results of structural model

Table 2. Structural Model

Hypothesis	Beta	t value	P value	Result	R^2	f^2	Q^2
open ->WDB	0.136	2.372	0.009	Support	0.156	0.029	0.068
pops -> WDB	0.345	7.422	0.000	Support		0.02	
Open*Pops->WDB	-0.195	1.804	0.036	Support	0.175	0.032	

From the table, there is a significant relationship between openness to experience and

WBD (β=0.136, t= 2.372, p <0.009), supporting H1. Result also suggest that there is a relationship

between perception of organizational politics and WDB (β=0.345, t= 7.422, p <0.000), and thus H2 was supported. Result also shows in the table that indicate the interaction effect perception of organizational politics and openness to experience to WDB (β=-0.195, t= 1.804, p <0.036) and H3 also was not supported

Furthermore, other criteria that are important in looking at the structural model is seeing the value of R^2 which is coefficients of determination (Hair, Sarstedt, Ringle & Mena., 2012, Henseler et, al., 2009). The R^2 value is symbolizes the proportion of variation in the dependent variables(s) that can be explained by the independent variable(s) (Hair et al., 2010). Although an acceptable value of R^2 depends on the context of study (Cohen, 1998) shows the value of 0.26, 0.13, 0.09 represent high, moderate and weak sequentially, but in this study, R^2 is considered moderate for 0,156 that mean as much as 15,6% explained the variance of WDB.

Relative effects of openness to experience and perception of organisational politics on WDB were evaluated using Cohen's (1988) effect size (f^2). Effect size f^2 is the impact given by variable exogenous (independent) specific to the variable endogenous (dependent) to see how big the contribution of variable exogenous specific to variable endogenous (Chin, 1998). Effect size values of 0.02, 0.15 and 0.35 that suggest small, medium and large effect, respectively (Henseler et al, 2009). The table shows effect size 0.02 for openness to experience to WDB and 0.029 for a perception of organizational politics to WDB, and both effect sizes were medium (Cohen, 1988). With applied Stone Geisser's Q^2 (Geisser, 1974) blindfolding procedure is used to determine the predictive relevance of the research model. A value greater than zero indicates relevant model (Henseler at al.,2009). The table shows Q^2 to WDB is 0.068, indicating models is accepted

The final aspect is looking at the strength of moderating using Cohen's (1988) effect size formula. The power of moderation is assessed by comparing the proportion of variance explained (as expressed by the coefficient of determination R^2) from the main effect model (i.e., the model without moderating effect) and R^2 from full model (i.e., model with moderating effect) (Henseler and Fassott, 2010). Effect size ($f^{2)}$ from 0.02, 0.015, and 0.35 suggest small, moderate, and large effect,

respectively (Cohen, 1988). The table show f^2 effect size of 0.032, a weak finding.

DISCUSSION

From the results, there are two hypotheses found a direct relationship to workplace deviant behaviour. Openness to experience and workplace deviant behaviour have a positive relationship to workplace deviant behaviour, H1 is supported, the result of this study for openness to experience was similar with the previous study made by Kozoko, Safin, and Rahim (2013) and Deary, et.al., (2003). And for H2 the result a perception of organizational politics is a positive relationship to workplace deviant behaviour, H2 also is supported. The result of this study for a perception of organizational politics was similar with the previous study made by Zettler and Hilbig (2010).

This study has focused on the importance of understanding workplace deviant behaviour. Although perception of organizational politics has been tested to CWB (Zettler and Hilbig, 2010) and personality trait and workplace deviant behaviour (O'Neill, Lee, Radan, Law, Lewis and Carswell, 2013) but research has not examined the joint effect of personality and perception of organizational politics on workplace deviant behaviour. This model proposes to test interaction effect perception of organizational politics and openness to experience to workplace deviant behaviour because that negative perception about the organization will lead to deviant behaviour in the workplace.

From the developing H3 that expected interaction between perceptions of organizational politics and openness to experience to workplace deviant behaviour, that perceptions of organizational politics can moderate the relationship between openness to experience and workplace deviant behaviour, meaning that it shows that the strengthen relationship openness to experience to workplace deviant behaviour is getting stronger when high perceptions of organizational politics among employees and vice versa, but this situation happens the opposite, where the influence of this has negative beta coefficient (β = -0195, t = 1,804, p <0.036), it can probably be explained to the individual who has a personality that is high in openness to experience where the individual tendency to easily adapt to change and creative in solving complex problems (Lepine, Colquitt, & Erez, 2000). Additionally, they are described as individuals who like to

imagine, very tolerant of ambiguity and amenable new ideas. Furthermore, their desire to solve complex problems creatively will increase when they find themselves in political situation in which the presence of perceptions of organizational politics among workers, makes this situation as a challenge and opportunity to those who will open their curiosity so that higher openness to experience and the higher perception of organizational politics they will reduce to engage deviant behaviour in the workplace.

IMPLICATIONS, RECOMMENDATIONS AND LIMITATIONS

There are several limitations to this study. Firstly, there is limitation in terms of time and the presence of financial constraints during data collection in the field the data has limited the external validity of these results. Furthermore, the study was restricted to three variables openness to experience, perceptions of organizational politics and workplace deviant behaviour providing avenue for more variables to be studied towards reducing workplace deviant behaviour. The third is that the study relies only to civil servants in the city of Pekanbaru limiting the generalizability to broader scope because there may be differences of organizational culture in the respective places. Therefore, for future research might be able to replicate and extend again the scope of the study, especially in different work environments.

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