



AN EXPLORATORY STUDY OF MISCONDUCT BEHAVIOUR

Arfiyal Rosyad Prawiro Negoro¹, Ratno Purnomo²,
Refius Pradipta Setyanto^{3*}

^{1,2,3}Faculty of Economics and Business Jenderal Soedirman University

*Corresponding Authors

Article DOI: <https://doi.org/10.36713/epra13644>

DOI No: 10.36713/epra13644

ABSTRACT

Based on the results of researcher observations at one of the companies in Indonesia, in addition to cases of embezzlement of company money, there are several other misconduct behaviours that occur. Based on researcher observations as a courier operations supervisor in 2019, misconduct behaviour seems to have become a habit. There were 16 unscrupulous employees with 38 cases of misconduct behaviour that harmed the company financially. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analysing data inductively from specific themes to general themes, and interpreting the meaning of the data. Researchers will draw meaning based on data analysis that researchers have found by using an inductive style or drawing specific things to the general. The implementation of this research consists of 4 stages, namely the preparation, implementation, data processing and output stages. Misconduct behaviour is caused by frustration from employees due to a reduction in the reward system received. Although it has been conveyed to management, employees feel that their aspirations have never been fulfilled or only considered.

KEYWORD: misconduct, behaviour, reward

A. INTRODUCTION

The bigger a company is, the more likely problems occur, due to an increase in the number of workers (Bastian, 2017). The losses experienced by the company are caused by employees who act misconduct. The losses brought by the presence of misconduct behaviour are the basis for the company to focus on eradicating these problems (O'Leary-Kelly et al., 1996). According to Bennett & Robinson (2000), there are several types of misconduct behaviour that are classified as severe deviations, namely sabotage, embezzlement, and theft. Misconduct behaviour can cost the company a large amount (Rogojan, 2009) and misconduct behaviour can result from other deviations (Kidwell, 2005). Employee deviations against the company are due to a lack of employee trust in the company (Rahim & Nasrudin, 2008). Internal individual factors and the situation around the individual are the causes of misconduct behaviour (Hershcovis et al., 2007). The uncertainty and dynamics of employees' future regarding their employment status lead to low employee motivation in achieving the vision of work (Meyer et al., 2011), these circumstances have implications for employees with misconduct behaviour in the workplace (Spector & Fox, 2005). This study focuses on exploring the causes of misconduct behaviour in a company, the investigation was conducted in a company in Indonesia. According to Malik et al. (2021), there are several research variables that have been conducted to measure and test the influence of factors that cause misconduct behaviour in the workplace. The underlined number is an estimate of the number of studies that have been conducted on the variables listed in the table. Causal factors are divided into two categories, namely situational and dispositional. In accordance with Bennet & Robinson's statement that the concept of misconduct behaviour is more widely associated with the context of organizational management with 138 studies.

B. LITERATURE REVIEW

Workplace misconduct behaviour is an attempt or plan with malice that aims to disrupt the organization so that it causes important problems in the workplace (Utkarsh et al., 2019). Misconduct behaviour in the workplace is also considered inappropriate behaviour because of violations of norms, provisions or regulations that are being carried out so that it can have a negative impact on the organization (Ibrahim & Khatib, 2017). Misconduct behaviour in the workplace (workplace deviance) has become a common phenomenon and has become a central concept in both theoretical contexts and empirical analysis (Chen et al., 2016; Ferris et al., 2009; Thau et al., 2009). This theme raises various debates and is considered from different perspectives. So far, the concept of misconduct behaviour has been studied more in relation to the management context because it results in high cost loss consequences (Chen et al., 2016). Employees can also behave misconduct at work when they feel frustrated, stressed, angry or even when they are provoked by others (Robinson et al., 2019). Added according to Malik et al. (2021) psychological triggers, including workplace stress, personal injustice, and financial difficulties are also one of the factors causing misconduct behaviour. These are factors that are closely related to organizational structure, organizational status, culture, climate and job design. The discussion is related to macro-level organizational factors with the highest number of 138 studies. Studies on the influence of supervisors with a total of 65 and influence from teammates at work a total of 21 studies.

Figure 1 Typology Workplace Deviance Bennett & Robinson (2000)



Political deviance is a misconduct act that tends to lead to political motives such as showing more partiality to certain parties in the organization, spreading false and misleading information, making accusations of wrongdoing to other individuals. Personal aggression is more aimed at targeting other individuals in the organization. Examples of these misconduct actions such as committing acts of persecution and threatening other coworkers. According to O'Leary-Kelly et al. (1996) that research has found that employee theft results in losses of \$5-10 Billion annually in the United States. Fraud that occurs in the company causes customers to be reluctant to transact with the company again, thus giving a bad image to the company.

C. RESEARCH METHOD

1. Research Design

In terms of various aspects related to this research, researchers use qualitative research methods in order to understand the problems and find more in-depth answers related to the research topic written. The research focused on employees who had engaged in misconduct behaviour that was detrimental to the company. The informants consisted of 16 employees and former employees of a shipping company in Indonesia who had been detected to have misconduct behaviour. This research was conducted in one of the regency cities in Indonesia during 2022.

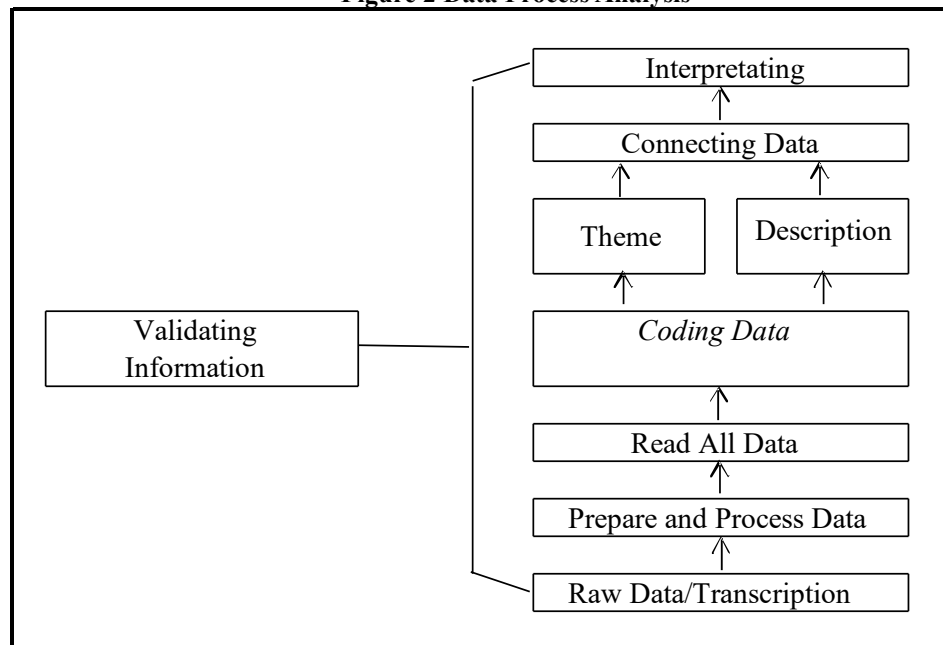
2. Data Sources and Data Collection Techniques

This research in determining data sources uses a purposive sampling approach, namely by adjusting the research objectives or certain considerations of researchers (Satori & Komariah, 2010). The data obtained comes from people who are considered to know information and problems of misconduct behaviour, to obtain this data, researchers collect by interviewing sources, field observations by observing activities when employees work in the company, and literature study on documents that have been recorded at companies related to this research.

3. Data Analysis Technique

This research analyzes qualitative data by collaborating general procedures with specific steps. The analysis process is shown in the figure below.

Figure 2 Data Process Analysis



Source: Rossman & Rallis (2011)

Figure 2 illustrates a linear and hierarchical approach built from the bottom up, but in practice the researcher sees this approach as more active, the various stages are interconnected and do not always have to fit the order that has been presented. The approach can be described in more detail by transcribing data in the form of writing from conversations, reducing data according to the needs of researchers, and data displaying data according to what has been obtained which is then condensed and seen in relation to one another. According to Miles & Huberman (1994) in the validity of qualitative data, it needs to be displayed in good conditions such as in graphs, tables, and diagrams. The final step is drawing conclusions from the data obtained. As stated by Creswell et al. (2012) that qualitative validity is an effort to check the accuracy of research results by applying certain procedures.

D. DISCUSSION

1. Informant Profile

The preparation stage has been carried out since 2022, by asking the company's leadership for approval to conduct research. After obtaining approval from the company, the researcher made a schedule of interview activities with informants which were carried out directly face-to-face and online (virtual), so as to obtain the following sources:



Table 1 Informant Profile

No	Informant Code	Gender	Age	Tenure (years)	Informant Group	Description
1	Wn	L	30	10	Group 1	SP 1
2	Hy	L	27	5	Group 1	SP 1
3	Fi	L	28	2	Group 1	SP 1, SP 2
4	Hi	P	52	30	Group 1	SP 1, SP 2, SP 3 (PHK)
5	Hs	L	27	2	Group 1	SP 1
6	Aa	L	29	4	Group 1	SP 1, SP 2, SP 3 (PHK)
7	Ng	L	32	n.a	Group 1	SP 1, SP 2
8	Di	P	40	17	Group 2	Management
9	Ai	L	40	15	Group 2	Management

The identity of informants in this study is changed into the initial and final letter code of the informant's nickname. The number of social situations presented in Table 1 for group 1 informants is 16 people who are distinguished by the acquisition of a letter of reprimand, 7 informants have 1 letter of reprimand and 9 others have more than 1 letter of reprimand, for the sample used is a total of 7 employees and or former employees.

2. Discussion

The results of this study are the reduction of interview data in the form of audio files that have been transcribed. The results of the transcripts of audio file interviews with informants are then analysed through the process of coding, classification, and described to explore concepts in misconduct behaviour that occurs in a company in Indonesia. The phenomenon of misconduct behaviour that occurs is dominant with actions related to COD (Cash on Delivery) services. This COD money is a levy on goods charged to the recipient during delivery. The deviation is in the form of using funds received from COD for personal purposes, so there are still employees who do not provide deposits to the company.

The action was justified by Hy, "sometimes the money in the bag but the cod money we use temporarily and to be paid the next day" and also by Hs, "misconduct behaviour using money is COD money that should be deposited but held several times".

The use of COD money is motivated to fulfil personal needs during the trip such as buying gasoline and food.

As expressed by Hy, "sometimes we need to fill up the gas tank on the road or get hungry, so sometimes we use the money in the bag instead of the cod money temporarily", and Aa's answer, "the lack of welfare has caused some people to act outside the limits".

The use of customer money is not the only deviation that occurs in the company, online gambling activities prohibited by the government are also carried out by employees of the company, even worse, the capital used for gambling comes from company money which should be the company's assets. Recognition of online gambling activities was conveyed by Fi, "if our superiors are even bigger for the amount of money but if for the deviation 11 12 (the same)".

The answer was also conveyed by Hi, "Never and know because I myself know that the money is lacking and then answered yes for this but it was immediately closed anyway".

Even worse, there are employees who openly carry company money or harm the company.

This was conveyed by Ng, "There is an employee named Mr. Z, he has retired early so the story is that he ran away with 50 million and then he was arrested".



In 2022, the same case was repeated with a very fantastic nominal. One of them was reported in serayunews.com that the former head of the Rembang Purbalingga sub-branch office fled with company money worth 394 million rupiah. The events that have been conveyed above are experiences carried out by the informants themselves or researcher documentation studies. Based on the executive manager's letter regarding the recapitulation of work irregularities according to Hy, Wn, Fi, Hi, Aa, and Ng realized that they had committed misconduct behaviour that harmed the company financially.

In contrast to Hs, according to him, "At that time there was a miscommunication and for deterrent effect I was given a witness by the company".

This leads to the conclusion that not all statement letters or reprimands have a direct impact that harms the company financially. According to Bennett & Robinson, (2000) misconduct behaviour has a systematic negative impact on the organization. From the informants' statements, misconduct behaviour has several mechanisms that can be said to have become a work system or bad habit.

According to Ng, "For example, today there is a cod deposit, it is held for a day and then tomorrow it is paid using the money just received tomorrow so just dig a hole to cover the hole". The statement was justified according to Company Supervision 1, "The levy has been taken by the officer, but in the system, he updates the status with a statement of re-delivery".

The things conveyed are misconduct behaviour in the workplace that falls into the category of property deviance (sabotage and stealing equipment belonging to the organization). Sabotage is mostly done against shipments with COD services. Theft is also carried out by several unscrupulous employees whose nominal value is tens or even hundreds of millions. Not all misconduct behaviour for which a letter of reprimand is made turns out to have an element of intent in practice. There was a misunderstanding experienced by the informant, when asked about the background of the misconduct actions taken.

According to Wn, "There was no intention of using the money".

Wn's action is an example of miss communication. In contrast to Wn's statement, Hi justifies the behaviour of unscrupulous employees who use company money for their personal interests. This is due to the lack of salary received, which is only 2 to 3 million per month. The economic factor is an influence mentioned several times by the informants. Even the company money used is to buy gasoline and other needs.

The same thing was felt by Aa, according to him "The results and expenses incurred when working are almost far from expectations".

The level of employee welfare that is considered minimal makes misconduct behaviour such as using company money. Informants from the management point of view conveyed the same thing that the reason for unscrupulous employees to commit misconduct actions in relation to company money was mostly due to economic difficulties.

According to Company Supervision 2 "The background of misconduct actions is usually mostly economic factors or family needs".

This economic disruption also has several causes including family problems, personal problems or others.

Similar to the statement of Company Supervision 1 who emphasized "Still motivated by economic factors".

Of course, the supervisory or management level understands the actions taken by its staff, from work responsibilities as well as superiors have an obligation to detect and anticipate and follow up on these events.

The reason for misconduct actions was mentioned by Hy peri, "for operational needs" and according to Fi, "for gas money".



Their actions were the result of a rule change that eliminated the gasoline claim mechanism. According to Aa, "For those who are married, it is still lacking".

Thus, it can be seen that the abolition of the gasoline claim provides insufficient incentives for operational costs and family living expenses. Based on the informants' experiences, it is known that the most dominant causal factors are economic hardship and workplace stress caused by the company's accommodation that is not balanced with its operational expenses. This is very relevant to the statement of Malik et al. (2021), namely psychological triggers, including workplace stress, personal injustice, and financial difficulties are causes of misconduct behaviour.

E. CONCLUSSION

There are several things that influence the occurrence of misconduct behaviour at the Purbalingga branch office. Referring to several informant statements that have been submitted, the majority of COD embezzlers are motivated by economic factors. Research on the influence of misconduct behaviour in the workplace also provides information that external factors are the most dominant research conducted. One of the external factors in question is economic factors which are also a problem in the company. Starting from economic needs that continue to increase over time, employees must be charged again with a reduced reward system. As conveyed by the informant to meet his daily needs by misusing company assets. The reward system received by employees, especially for employees who have status other than permanent employees, tends to decrease. This is caused by salary payment incentives that are adjusted to the amount of productivity, so that it will be directly proportional to the company's sales activity. This condition has been expressed to the company leadership, but did not get a response. As a result, employees are disappointed with the lack of follow-up on the proposals submitted, so they are forced to allow any means to make ends meet.

REFERENCES

1. Bastian, D. R. (2017). *PENGARUH KEPEMIMPINAN, DAN BUDAYA ORGANISASI TERHADAP MOTIVASI DAN DAMPAKNYA TERHADAP KINERJA KARYAWAN PD. BANK PERKREDITAN RAKYAT (BPR) KAPETAKAN CIREBON (Thesis)*. [Universitas Pasundan]. <http://repository.unpas.ac.id/view/subjects/G.html>
2. Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology, 85*(3), 349.
3. Chen, L. L., Fah, B. C. Y., & Jin, T. C. (2016). Perceived organizational support and workplace deviance in the voluntary sector. *Procedia Economics and Finance, 35*, 468–475.
4. Creswell, J. D., Irwin, M. R., Burklund, L. J., Lieberman, M. D., Arevalo, J. M. G., Ma, J., Breen, E. C., & Cole, S. W. (2012). Mindfulness-based stress reduction training reduces loneliness and pro-inflammatory gene expression in older adults: a small randomized controlled trial. *Brain, Behavior, and Immunity, 26*(7), 1095–1101.
5. Ferris, G. R., Liden, R. C., Munyon, T. P., Summers, J. K., Basik, K. J., & Buckley, M. R. (2009). Relationships at work: Toward a multidimensional conceptualization of dyadic work relationships. *Journal of Management, 35*(6), 1379–1403.
6. Hershcovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupré, K. E., Inness, M., LeBlanc, M. M., & Sivanathan, N. (2007). Predicting workplace aggression: a meta-analysis. *Journal of Applied Psychology, 92*(1), 228.
7. Ibrahim, I. A., & Khatib, T. (2017). A novel hybrid model for hourly global solar radiation prediction using random forests technique and firefly algorithm. *Energy Conversion and Management, 138*, 413–425.
8. Kidwell, M. (2005). Gaze as social control: How very young children differentiate "the look" from a "mere look" by their adult caregivers. *Research on Language and Social Interaction, 38*(4), 417–449.
9. Malik, A., Sinha, S., & Goel, S. (2021). A qualitative review of 18 years of research on workplace deviance: New vectors and future research directions. *Human Performance, 34*(4), 271–297.
10. Meyer, U., Schwarz, M. J., & Müller, N. (2011). Inflammatory processes in schizophrenia: a promising neuroimmunological target for the treatment of negative/cognitive symptoms and beyond. *Pharmacology & Therapeutics, 132*(1), 96–110.
11. Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. sage.
12. O'Leary-Kelly, A. M., Griffin, R. W., & Glew, D. J. (1996). Organization-motivated aggression: A research framework. *Academy of Management Review, 21*(1), 225–253.
13. Rahim, & Nasrudin. (2008). *Percaya pada Perilaku Penyimpangan Organisasi dan Tempat Kerja*. *Jurnal Bisnis Internasional Gajah Mada, 10*(2), 211–235.
14. Robinson, M. D., Persich, M. R., Stawicki, C., & Krishnakumar, S. (2019). Deviant workplace behavior as emotional action: Discriminant and interactive roles for work-related emotional intelligence. *Human Performance, 32*(5), 201–219.
15. Rogojan, P.-T. (2009). *Deviant workplace behavior in organizations: Antecedents, influences, and remedies*. na.
16. Rossman, G. B., & Rallis, S. F. (2011). *Learning in the field: An introduction to qualitative research*. Sage.
17. Satori, D., & Komariah, A. (2010). *Metodologi Penelitian Kualitatif*.
18. Spector, P. E., & Fox, S. (2005). *The Stressor-Emotion Model of Counterproductive Work Behavior*.



19. Thau, S., Bennett, R. J., Mitchell, M. S., & Marrs, M. B. (2009). How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behavior and Human Decision Processes*, 108(1), 79–92.
20. Utakarsh, Sangwan, S., & Agarwal, P. (2019). Effect of consumer self-confidence on information search and dissemination: Mediating role of subjective knowledge. *International Journal of Consumer Studies*, 43(1), 46–57.