

The Influence of Workplace Exclusion on Workplace Deviance Behaviors: The Role of Employee's Regulatory Focus

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Abstract

In this study it is being discussed that the influence of workplace exclusion on employee' deviance behaviors. Workplace exclusion is accepted as an independent variable and the employee' deviant behaviors are accepted dependent variable. Also employee' regulatory focus is tested as a mediating variable. Exclusion at workplace is related to a host of negative emotional states including sadness, loneliness, jealousy, guilt/shame, embarrassment, social anxiety (Leary, Koch, &Hechenbleikner, 2001). Some researches are shown that a direct relation between exclusion and increased desire to avoid future contact with perpetrators (Cheuk& Rosen, 1994; Pepitone&Wilpizeski, 1960), decreased prosocial behaviors, decreased ability to self-regulate one's behavior, and impaired cognitive functioning (Baumeister&Dewall, 2005). To the extent that exclusion decreases self-regulation it may serve to direct employee's toward short-term behaviors motivated by self-interest and away from more long-term behaviors focused on the future success of the organization (Parks & Kidder, 1994). Dependent variable of this study, deviance behaviors, is defined by Robinson and Bennett (1995). Robinson and Bennett (1995) defined WDB as 'voluntary behavior [of organizational members] that violates significant organizational norms and in doing so threatens the well-being of an organization, its members, or both' (p. 556). WDB can take many different forms from minor acts such as spreading rumors and embarrassing co-workers to serious acts such as theft and sabotage. There is a mediating variable of this study that is employee' regulatory focus. The concept of regulatory focus is receiving growing attention from researchers in various fields in psychology and has been found relevant for a variety of behaviors and motivational processes. This concept is discussed detailedby Higgins in literature. According to Higgins, the pleasure principle has been too dominant in the explanation of motivational processes and has ignored relevant underlying principles of these processes. In his regulatory focus theory, Higgins describes two distinct regulatory foci in self-regulation. Individuals with a promotion focus are primarily striving to fulfill their ideal self, their hopes and aspirations. They focus on possibilities for growth and development and strive to maximize positive outcomes. In contrast, individuals with a prevention focus are mainly concerned with fulfilling their "ought self", their obligations and responsibilities. They strive for security and aim to minimize negative outcomes.

This study is conducted in Turkey/Kayseri. Sample is 350 employees who work in industrial zone of Kayseri. The research is going on.