

## Analysis of Nurses' Organizational Deviant Behaviour: An Example of a University Hospital

**Gamze BAYIN**

Hacettepe University  
Faculty of Economics and Administrative  
Sciences, Department of Health  
Administration, Ankara, Turkey  
[gamzebayin@gmail.com](mailto:gamzebayin@gmail.com)

**Gözde TEREKLİ YEŞİLAYDIN**

Ankara University  
Faculty of Health Sciences,  
Department of Health Care Management,  
Ankara, Türkiye  
[gterekli@gmail.com](mailto:gterekli@gmail.com)

### Extensive Summary

#### 1. Introduction

In today's rapidly changing and evolving competitive environment for the success of organizations are competitiveness power. The most important element to compete is the human factor. For achieving organizational success, employees exhibited behavior for organization, rules, values and norms is quite important. As for the health sector, patient-employee relationship is intense and so employees of health institutions negative behaviors may affect the organization in a bad way.

Deviant behaviors are each type of behavior that do not comply with the legal regulations, rules, values, norms, social culture, customs, and traditions (Demir, 2009, p. 43). Description of deviance in the dictionary is that "a person exhibit behavior and attitude except the accepted social standards" (American Heritage, 2000). Absenteeism, misappropriation, do wrong in a conscious way, work slowdowns, leave work early, damage to the materials used, unauthorized use of the materials organization, aggression, disobedience, verbal attacks (insults), blame colleagues, gossip, sexual harassment, sabotage, spreading rumors within the organization, theft, lying are examples of deviant behaviour (Kidwell and Kochanowski, 2005, p. 137; Hunter et al., 2007; Dunlop and Lee, 2004, p. 69; Anchor, 2009, p. 43; Spector and Fox, 2002, p. 271).

Especially in health sector, health workers' unusual or exhibit negative behaviors for colleagues or organization will have a negative impact on patient and patient relatives or may damage their beliefs. Therefore, health managers examination of the

behavior of colleagues, to identify negative or deviant behavior and and to effort for eliminating this behavior is very important.

In recent years, negative workplace behaviors referred as "Deviation" are observed to be a lot of interest by researchers and academics (Ferris et al., 2009, p. 279). However, organizational deviation issues is a relatively new subject in Turkey and more work needs to be done about it.

## 2. Methodology

The aim of this study is to determine the level of organizational deviance of nurses working in a university hospital, to expose differentiates of this level according to the descriptive characteristics, to detect the dimensions of organizational deviance and to evaluate the relationship between these dimensions. With the empirical supports from the related literature reviewed the research model was designed and the research questions below were proposed.

- Is organizational deviance behavior of the nurses in the study, high?
- Does organizational behavior deviation vary according to the age?
- Does organizational behavior deviation vary according to the gender?
- Does organizational behavior deviation vary according to the educational status?
- Does organizational behavior deviation vary according to the working year?
- Does organizational behavior deviation vary according to the position?
- Is there a significant relationship between organizational deviation and interpersonal deviation? If there is, what is the direction and strength of this relationship?

Population of the study is nurses working at a University Hospital in Ankara. The sample is not selected and tried to reach all the nurses working at this hospital. However, 244 nurses were reached (%48,12). To measure organizational deviance, "Measure of Workplace Deviance Items" which developed by Bennett and Robinson (2000) and adopted and re-arranged by Demir (2009), Avcı (2008), Tütüncü et al. (2008), İyigün and Çetin (2012) was used. This scale is assessed with 5-point Likert scale and its' Cronbach's alpha coefficient was 0,94.

## 3. Findings and Discussions

This study is presenting the results of a questionnaire survey on a university hospital with the aims to reveal the relationships among dimensions of organizational deviance and to determine the level of organizational deviance of nurses .

As a result of the study, the mean score of nurses' organizational deviance was found  $1.85 \pm 0.718$ . It can be said that this mean score is considerably lower than the mean value. There were no significant relationship between nurses' organizational deviance and descriptive characteristics of nurses. In addition, statistically significant, positive and moderately strong correlation was found between the two dimensions of organizational deviance (deviation between individuals and deviation to the organization) ( $R= 0.701$ ,  $p = 0.000$ ).

According to the findings, in the hospital which research was carried out, it is observed that the level of organizational deviance is lower than the mean value. However, especially in the health sector, even a small amount of deviance may lead to irreparable consequences. It can be suggested that health care managers should identify reasons and the ways of preventing of individual behaviour deviance. Thus, managers may prevent behaviour of deviation to the organization.