

Impact of Job-Family Preference Attribute over Project Success with Workplace Deviant Behavior as Moderator

Qaisar Iqbal, Khalid Iqbal

Abstract- This research aims to investigate, how Job-Family preference attribute put impact on the success of new project, by addressing two aspects-Jobs Preference Attribute and Family Preference Attribute. Analyzing the survey response from 225 employees belonging to various commercial Private Banks with help of Correlation and Regression Techniques using SPSS software, it was demonstrated that there is significant impact of employee's Job Preference Attribute on the success of Project but moderating role of Workplace Deviance Behavior lowers their relationship. Further, it was concluded that Family Preference Attribute is not detrimental to the success of project, directing not to look the impact of Workplace deviance over their relationship. This study emphasis focus at the time of induction, what an individual organization offers and what are the expectations, desires of individual to fulfill, aiming to get by joining. Managers should be able to apply various strategies to cope with conflicting preferences of employees to enhance the performance of departments. Future research direction may be extended towards the whole banking sector with more resources and time. This is first study conducted to examine the relationship of job-family preference attribute over project success with additional role of workplace deviance behavior as moderator in banking industry.

Index Terms- Job preference attribute, family preference attribute, work deviance behavior, project success, impact of preferences, employee's management, organizational behavior

I. INTRODUCTION

T1.1 Background of the study

There is a slightly difference for both male and female in their job attribute preferences. This difference is to some extent corresponds to their traditional role that has been investigated in past research as well. Man like the jobs where their earnings goes to up level however women like the jobs where working schedule are flexible, they are not required to working for long hours. Previous research suggests that division of working in family actually brings the difference in roles for man and women. Research shows that choice of people is dependent upon the job-family preference attributes which results in the adjustment of work within family domain.it is also obvious that that division of household work is pre-determined and gender take time to adjust their roles keeping in mind their job-family preference attribute. Some occupations require massive amount of travelling for longer period or at short notice. Occupations related to the on-site service, accountancy, architecture and selling goods are demanding travelling from their employees. Management at executive levels in many jobs is also required frequent travelling like in service industry comprises of financial and travelling

sector. These departments are seen as not coherent to family-friendly policies. If there is an attempt to make them family-friendly, there will be no vain. Certainly, mobile worker will be rewarded more than sedentary worker in these industries, on the basis of high experience and readiness for taking high responsibility. Such Careers eat family and personal time, have irregular work hours.jobs in these sectors are very attractive to the young, single people who relish stylish expense account of entertainment. They also constitute meeting a lot of people and late night events. These jobs are not fit for women having babies at home and can be rarely adapted family-friendly. Such careers, most women and some men would change their job after they have children.

Work load can be organized on any schedule at all i.e. part-time, alternating, term-time etc. today competitive nature of business work concludes that an employee who have full-time and permanent with his/her job will be high achiever than part-time worker. Mavericks may perform at peak but they are seen as unreliable in competitive environment. Dedication, commitment, creativity and work effort are the key of high achievement.in these fields part-time is not excluded but they have very less probability to be high achiever.one reason is ,many permanent employees do not work for their assigned schedule effectively and efficiently, like a part-time worker who work for 3-6 hours a day. Full time worker are found to be on the job for 24 hours either mentally or physically or both circumstances, they give priority to work than their family which build a momentum.In general job which offer time sovereignty-freedom to choose start and end time are also found to be with long working hours. Job consists of unpredictable working hours, are observed to be with long working hours attribute. Women who prefer to their family also look for job with short time or minimum with predictable time requirements.

When professionals face conflict in their organization, they adopt organizational deviance; we can say they adopt the unauthorized way to achieve their targets(Merton, 1957).Their objectives are conformity with or hostile to the surrounding values. According to (Hollinger & Clark, 1982) deviance in workplace comes from two corrective measures of management i.e. social control methods and enhancing-commitment strategies. Workplace deviance has been categorized into two categories – property deviance and production deviance. Property deviance or misuse of property is seen to be performed by skilled professionals, because they have a limited access to such materials for specific time period. These technical advices require special techniques to operate them. Productive deviance is considered as general deviance from/at work such as sluggish working, tardiness, use of drug at workplace, leave abuse are prevalent now a days.When there is invalid work conditions, employees have the options to leave the organization but circumstances like seniority-based benefits, unavailability of

alternative jobs and taking over of family definitely influence this option. If employee decides to stay in organization then he/she has to face the conflict in some way whether it is personal or professional. He/she does it by changing their expectations to compete with that of organizations. Other solutions to deal with conflict are to enhance/develop one's job, try to get transferred in to favorable location, move into management, and so on.

Normally deviant behaviors are considered to be harmful for both organization and individual. Professional deviant/adaptive behaviors Model clarifies that behavior is required to be measured against the degree of seriousness through four factors relevant to career such as oneself, career growth, working requirement and management. The model also posited one sided direction for all these elements.

While working in an organization, employees show various behaviors predicting their commitments and job satisfaction. These behaviors may/may not conform to expectations of management, policies of organization, on their behavior reactions is shown by administration. The basis of normative expectations and social reactions, workplace deviance have categorized into four categories-negative deviance, positive deviance, rate busting and deviance admiration.

Very little research has been done in connection of workplace deviance with work performance. Research admits that there is negative relationship of work deviance with overall efficiency of organization. Performance is considered as the conducts of team members who contribute to the goals of organization. so it is not difficult to differentiate whether the deeds/actions, shown at organization, would pay to goals of business unit or not. As a result overall performance of organization will go down.

It is very complex phenomenon to manage an organization especially business-oriented organization. Management dedicate their efforts to daily operations in order to "do things right". On the other hand management also take action to predict the future of organization by "doing right things", to achieve the desired destination, there is position for project and project management to be implemented, which leads the management effort towards "doing the right things right". in today world, both academic and professional experts agree that projects are the only way to achieve the strategic business objectives.

As it is obvious that project are important for achieving strategic objectives of an organization. Projects and project management are means to achieve the strategic objectives of an organization so it's important understand the success of project on a large scale.

The customary way to take project successful is that when there is matching between achieved values of prime factors of project and predefined values. Hence project is successful if achieved values are accordingly to predefined values. Other project is failure if there worse difference between values of predefined and achieved.

From strategic perspective, the above mentioned criteria presents a narrow look of success i.e. project is successful if predefined values of project targets have been achieved, if results out run than predefined target then project is failure. The point of thinking is, whether project has achieved the strategic objective of organization or not, and whether project has been accepted by stakeholders with vested interest or not. Other facet

of project success is the matching of project with strategic objectives of organization.

The third feature of project success is attitude of stakeholders, vested interest in project success. Their attitude can play a vital role in the implementation of project.

1.2. Delimitation of the Study

We will study just keeping in mind role of work deviance behavior in project oriented environment on the relationship of project success and job preference attribute where employee prefers to work for employee rather than taking into consideration their family work load and situations where employee concentrate about their family issues rather than taking care of their future professional progress.

1.3. Significance of the Study

After our analysis, it would reveal that how much people is giving importance to their Job and Family and ultimately what are consequences, organization has to face in the shape of project success. Projects are considered to have a dynamic role in the achievement of strategic goals of an organization. Project management is supposed to perform the "do the right things right" that is the big reason for us to understand the importance of project success in terms of employee preferences. In banking industry of Pakistan, there are also launched projects of various types from time to time to enhance their capability of performance, capture big market, update their software or introduce a new product in industry to get edge over their competitors. Being an employee of a commercial bank, it has taken into consideration project success from the perspectives of banking employees as well.

1.4 Broad Problem Area

Extent literature work shows that Job and Family Preference Attribute should affect the success of project, as when preferences of an individual/employee gets changed then definitely there is impact on its performance. so we should not hesitate that with the increasing Job Preference Attribute, one would be putting more effort at his/her work, leading Project towards success. in other case, as employee will be losing concentration over his/her work, thus results in less input, decreases the probability of Project Success.

II. LITERATURE REVIEW

2.1 Job-Family Preference Attribute

Society is made by man and at least in short run, men are flexible in order to respond to rewards and penalty, and same has been suggested by extent literature.

2.2 Preference Theory

Preference theory is based on historically data, empirical analysis and perspective. This theory explains the preferences of women between family work and job work (Hakim, 2000) lifestyles preferences plays an important role in the preferences of family and job work. Other social factors such as dominance of men have a small impact on the preference of work (Public morality versus personal choice: the failure of social attitude surveys, 2003b). In today modern societies it has become a major determinant to choose between family works or job work. in current scenario still social structure and economic environment still exist as constraint while selecting between work-family preferences.

2.3 Theory of Reflexive Modernity

Giddens presented a theory of reflexive modernity in which he emphasizes on the individualism as a major factor leading towards change in modern society. Individuals are free from family, society in order to select for their own lifestyles, values, biography as there does not exist any model of good life in earlier late societies (Giddens, 1991).

Work-centered Employee

People (men and women) put their major focus on the activities within their work sphere to move forward such as careers, sports and politics. Their family is set around their career life. That's the reason most of the women in this category remain unmarried, or childless after marriage. They get their education and training as career investment as an insurance policy in adaptive category. The majority of men are work-centered compared to the group of women although women are professional career as well. (Hakim, 2003b)

Preference theory preference theory prophesies that it men who will survive in competitive career and will dominate as woman in

minority are prepared to prefer their job on their family. Thus in the long run just work centered men are able to be high achiever in competitive greedy jobs.

Family-centered Employee

Family centered workers leave employment offering high salaries over the time of family in the start of their mature life. While studying family-job preference attitudes, it must be in focus the difference between one's personal goals and his principle values. Assembly of the research topic must be considered as well. From both academic and practical perspective, there is clear distinction between one's personal goals and his preferences and this distinguish leads to their actions and social approaches. According to (Public morality versus personal choice: the failure of social attitudes surveys, 2003b), social approaches and values are normally supposed to be non-causal. While analyzing data, the difference between individual objective and social opinions, how one approaches to his own goals and then for aims of society has clear distinction, the selection criteria for one's own life and same for the society need strong follow up for conclusion. As suggested in the study conducted by Hakim (2000), both personal preferences and society norms do not have same borders but they display a minute link in their self.

2.5 Job Preference Attribute:

It can predict how much one is going to take part in his/her domestic works if one assumes how much employee is making choices about two different roles. This hypothesis is associated with the rationale action theories and expectancy models (Lynd-Stevenson, 1999; Sheppard, Hartwick, & Warshaw, 1988; Van Eerde & Thierry, 1996). If one gets a job entitles him/her good salary package, prestige and professional progress then would be required from him/her to justify his/her role by devoting significant time and energy. A permanent job offers much more than a part time job thus the employee is asked to sacrifice some of his/her family driven time and energy to the organization (Kalleberg, Reskin, & Hudson, 2000).

When a paid role requires the worker to full bring into action his knowledge abilities then employee shows fully

commitment. When an employee feels intrinsically motivated from a job then he gives sacrifice of his/her family to the job /paid role requirements. Thus the workers who want to enjoy their work naturally will devote their time and energy to job rather than family labor. From other vista, people have restricted period and liveliness. People who want to give significant to their families will be definitely looking for the jobs where they could easily manage both roles. According to (Grandey & Cropanzano, 1999), Model of Conservation suggest that people try to try to reduce their anxiety and worries caused by their families by adopting the strategy of maximum spending of time in their office so that they could restore their energy. When demands of family and work roles become so heavy that it demands time and energy beyond the sources then there is occurrences of tension and pressure. The same results have been recommended in many studies as suggested by extent literature like (Carlson, 1999) (Carlson, Kacmar, & Williams, 2000).

This thinking is lucid with the energy and time allocation of (Becker, 1985) where he claims that family labor reduces the availability of time and energy for usage at job. On this basis, we may conclude that whenever people show trend for short working hours or want to have flexible working hours it means they are involved in the working of their domiciliary and are looking to reduce the roles, responsibilities associated with their job actively. Good relationship between supervisor and employee is also vital for combination of work and family easier, thus results in reduction of tension between family and work responsibilities (Thomas & Ganster, 1995).

Ultimately employees, who have decided to play their role in household activities greatly, would be seeking a job where comfortable working environment exists because physical tiredness draws out greater energy.

2.6 Family Preference Attribute:

Preferences do not always predict the behaviors as conditions always restrain the individual to perform their desires. People do not achieve their balance between family and work due to several reasons. A life partner may demand more time devoted to paid work or household labor than one's plan or needs, as concluded by (Stohs, 2000) and (Voydanoff & Donnelly, 1999). Downsizing, dismissal from service and other factor causing for job loss absolutely decrease one's ability to earn for his/her family on permanent basis. Factors that restrict one ability to meet his family and work life, causes the stress and strain (Buunk, Kluwer, Schuurman, & Siero, 2000). When employee do not find preferred job attributed then there is frustration which reduces the aspirations (Borg, 1991). Hence, people faced with burdensome family responsibilities might reduce the impudence's for job attributes that can only be attained by diverting effort away from the family. Hours devoted to family labor, then, may be related to reduced preferences for salary, benefits, and intrinsically enjoyable work and increased preferences for attributes that are attainable when one can devote only limited time and effort to paid work. People who must spend many hours on family labor may decide that what they really want from a job is short hours, a flexible schedule, pleasant relationships, and a comfortable working environment.

2.7 Work Deviance as moderator:

One is said to be involved in deviant behavior if he goes against the set standard of organization without wordlessly

communicated support or any clear instructions. It is likely about the existence of subculture of deviance if not so, then there is possibility that a group of people may unit to show their deviant behaviors having same aim purposes in order to change the whole society. Many hypotheses have been built rather than strong evidences about the involvement of people in mutual agreed deviant behavior: what were their attitudes before it, how their interest was developed in it, and what arrangements were made for them to show it, how they came to know about their behavior. However these speculations will play strongly in order to know various kinds of deviances rather than any hard data. What comprises "giving thought" or holding attitude for deviant behaviors, what are processes or structures leading towards such behaviors rather finding the reasons behind such type of action?

The movement from unconscious to conscious or bringing your thoughts into words or communications depends upon the complexity of possibility that's the reason our own behaviors sometimes surprises us and it holds the reason to look at the collected data through survey questionnaire to predict the future events. Thought is clearly different from fantasy. Fantasy is an alternate source of action than an opening to it. To progress beyond fantasy there is credibility whether action to be taken will be appraised, recommended or it is done before by people. After that there comes feasibility in a sense is arrangements available for people to perform the task or not. Such types of working lead towards the thinking about unthinkable. When this knowledge becomes open to public rather than private, elite then it is scarcely to avoid thinking about it. Be enough to say, legitimacy about source of public discussion is very important. Conditions need to be considered under what circumstances it will be launched. Company plays a vital role in success so must be kept in mind about whom it should be shared. Place and time both have their impact not less in any way from each other so seriously need to be analyzed.

Definition of deviance depends on individuals who are there to observe or define the deviant behaviors. The main point is reactions to behavior defines the deviancy rather than behavior itself pinpoint and categorize the deviant behaviors. Extant research describes the concept of deviant as a process in which members of group, society

- Explain various actions to be deviant
- Classify the persons who shows certain type of deviant actions
- Approve the punishment perceived to be appropriate for such deviants .

Deviating individual must be given more attention than to deviating behavior itself. (Schur, 1969:311). Many researchers have investigated the relationship between deviant behavior and the way time is spent. Research shows the negative relationship between deviant behavior and amount of time being spent in non-deviant activity. An old saying "idle hands are the devil's workshop" has been proposed to be associated with this hypothesis in the research work of Hirschi's (1969), where he presented social control theory. These results are consistent in the study of Hundleby's (1987) and (Agnew & Peterson, 1989)

According to (Hirschi, 1969) teenagers who watch television, give time to caricatures and sports are found to be law-breakers and wrongdoing at higher side. Found that adolescents who more habitually watch television, read comics, and play games exhibit

higher levels of delinquency, and Hundleby (1987) concludes in his research that outdoor activities like boating and camping have a positive relationship with deviant behaviors. In a different perspective it has been suggested that some activities are part of deviant culture refer to the research work of (Agnew and Peterson 1989) or a deviant lifestyle (Jensen & Brownfield, 1986). If sagging in a pool is favorite then people who do so, will be liked among those who encourage or provide arrangements for such displays" (Agnew and Peterson 1989:334).

Situational motivation:

If you observe the routine activities of a person it would reveal that deviance comes on the basis of motivation where major role is played by situational motivation. (Briar & Piliavin, 1965) states that deviance is based on the situational factor rather than personality attributes. This concept is similar to be given by Matza's (1964) where he claims that wrongdoing emerges from "drift" an open condition to deviate the values but it does not offer to reject the values as well. Similarly resemblances of delinquency stated by Gold's (1970:92-99) to "pickup game" of basketball or baseball exerts force for spontaneous deviance.

Time with Peers:

Favorable situations to deviation increases in the presence of peers, amount of time spent with them. Gold's (1970) "pickup game" analogy put emphasis on the group nature of deviance and fit to the conclusion drawn in the work of Erickson & Jensen, (1977) where they say that crime are mostly done in the shape of groups or company. The reason is in this case situational probability increases due to peer presence making deviance easier. Peers play a role of strong resource. Friends are very cheap source of banned drugs. When you have a company your danger of challenging to opponent for fight increases. It also increases the chances of theft as you are being looked out by your companion. Deviant behavior in presence of friends also increases the status as being very brave, adventure-some, daring heroic. Gold's (1970:98) "pickup game" analogy in this mood, peer presence provides you the appreciative audience as deviance is seen as performance. We conclude here that simply spending your time with peers and friends enhances probability of deviances thus leading towards higher rate of deviation.

The Absence of Authority Figures:

According to (Cohen & Felson, 1979), the last element for destructive crime is the absence of guardians. Guardianship does not mean to have some special skills or security arrangements e.g., presence of a person in home reduces the possibility of robbery. The word "guardianship is proper for greedy crimes but it is less pertinent to other types of deviances.

(Felson, 1986) addressed this issue by the prelude of a new term "absence of a Handler" means a person who has a social control over the potential wrongdoer. The role of handler differs from guardian in a way that has some social bonding to the offender rather than some worthy things or object.

(Gibbs, 1981) social control theory is very associated with rate of delinquency. Gibbs's (1981) defines the social control a like use of social means to control the behaviors of others.

Structured Versus Unstructured Activities:

Unstructured activities have no plan to be carry on thus time is spent on more activities that are favor able to deviance. Just because of two reasons. First structured activities are organized

give a role to each person for some social control thus reducing time for deviance related activities e.g. each team needs a coach for their performance, organized clubs have officers, at restaurants and theatres workers are called with assigned orders. Second structured activities offer fewer opportunities for deviance. Clearly a person cannot absorb a deviant act without at least a single chance for deviance. As (Gottfredson, 1981) made clear, the routine activity perspective directs our attention to relative exposure to opportunities, as reflected in how much time a person spends in situations conducive to deviance. The amount of structure in an activity is relevant here because greater structure means that more time will be spent in designated ways, and this time will not be available for deviance. This is not to say, however, that spending time in structured activities reduces deviance (as in Hirschi's [1969] concept of involvement). As (Felson, 1986) notes, participation in organized activities may as easily increase as decrease time spent in other activities that are conducive to deviance. Time in organized activities could take away from low-risk pursuits, such as watching television or doing household chores.

2.8 Project Success

There is an assumption that if a project completes on time, meet the quality standard, within stipulated budget then it is successful, known as "golden triangle". But research shows that it is very far from the truth. Thus there is need to pay attention to the some critical success factors in order to fulfill the challenges posted by globalization (Toor & Ogunlana, 2005: 154). The project lifecycle is the framework upon which project is carried out. Project manager is all and all, and is responsible for get the success factors achieved for project. Critical success factors are dependent upon the distinctive nature of projects in one industry, cannot be implemented in other industry.

In the context of project, success is defined as the gaining of harmony among the group of employees on the basis of worthy skill as concluded by Jugder and Muller (2005). project triumph is area which is over emphasis in the management field but very difficult to build consensus upon (Dvir & Shenhar, 1992). project success may not be even agreed upon among different stakeholders ((Rad & Ginger, 2002)). For example, an architect would take the success from artistic point of view however an engineer would see succeeds feature in relations to technicality. The constraints for project success are defined on the type of project and its specifications. According to Rockart (1976), success factors of the project are areas if results are found to be satisfactory then it will ensure successful performance. Satisfaction is the difference between perception of stakeholders about project and their expectations how it will deliver (Maylor, 2003). countless project success aspects have been acknowledged in diverse projects by different scholars in the sphere. (Morris & Hughs, 1987) suggested that participation of stakeholders, political stability; objectives of your project, financial strength, legislative department, your technical expertise, time scenario are very crucial dynamics for any project success. (Cooke-Davie, 2002) found that objective management, monitoring performance, team work, risk management, stakeholder's management, project size and duration have a significant impact over the success of a project. According to (Muller & A., 2005), your project success is dependent upon various aspects like ,your criteria for selection of project, how your plan your project what

are your tools and techniques to control the project, how project performance will be monitored, cooperation among your team members and inter-departmental coherence, ownership associated with project. There is also relationship between employee attitude and organizational performance (Ostroff, 1992) .this relationship has been shown more strong on basis of study conducted by (Jones, 1991) .

Project professionals are required to meet the budget, time and quality requirements in order to achieve the objectives as considered being triple constraint. Besides keeping issues of people aside, project success is dependent upon the tools and techniques to be used. Human resource has a central role in project success. With increasing complexity of project, there is emphasis on the development of people skills. People skills constitute of effective communications, resolution of individual differences, motivation strategies specific to individual, active management of professionals issues.

People skills are supposed to a general term besides defining it with reference to some specific point. People skills are considered to be helpful in achieving win-win situation while negotiating. Keeping in mind different job and family attribute preferences, seven strategies have been established to avoid any bad impact over project success.

- Interpersonal communication skills especially communicating with individual
- Leadership styles based on needs of stakeholders
- Framework dependent upon Individual style and differences
- motivation strategies according to individual needs
- active management of conflict among team members
- self-management of own's worries
- competency in active management skills

There is principal credence that people skills can be adopted, and improved. Everyone can easily utilize these skills provided he/she is ready to do basic three things-readiness's to implement rules, use of sense of humors and lacking seriousness, learn things from people around him/her what is useful for them.

2.9 Gap Analysis

On the extensive above literature review, we found that extant work is lacking about the impact of workplace Deviance Behavior on the relationship of project success and family-job attribute preferences. Very rare literature exists about the relationship of Job-Family Attribute Preferences and Project Success. We found out in the literature review that work deviance is caused by preferences of individuals. People are found to be categorized into family preferred and job preferred/career focused which make circumstances for them to show their attitude in the shape of actions and behaviors.

2.10 Problem Statement

We have taken this study into consideration to gauge, is there any relationship between project success and Job Attribute Preferences and Family Attribute Preferences, how work deviance is affecting their relationship.

III. PROPOSED RESEARCH FRAMEWORK

3.1 Research framework

On the basis of extensive literature review, we proposed framework for our study, keeping in mind, Job Attribute Preferences and Family Attribute Preferences as Independent Variables, and Project Success as Dependent Variable. We will be studying role of Work Deviance Behavior as Moderator.

3.2 Hypothesis:

From the above framework, we made four hypotheses as given below,

H1: there is positive relationship between Job Attribute Preferences and Project Success.

H2: Work Deviance Behavior will moderate the relationship between Job Attribute Preferences and Project Success.

H3: there is negative relationship between Family Attribute Preferences and Project Success.

H4: Work Deviance Behavior will moderate the relationship between Family Attribute Preferences and Project Success.

IV. RESEARCH METHODOLOGY

4.1 Research Design

Our study is descriptive based on the cause-effect relationship. In this study we will investigate the impact of organizational justice on organizational commitment and job satisfaction. We also studied the mediator impact of organizational trust on the relationship of organizational justice and organizational commitment and job satisfaction.

In order to analyze the data collected we used software SPSS 20.0 version to conclude our study. We will also use the Correlation and Regression Analysis for determine the relationship between variables and strength of their relationship, method proposed by Barron and Kenny.

4.2 Instrument Development:

On the basis of extensive literature review ,keeping in mind different dimension of work attribute preferences ,family attribute preferences, work deviance behavior and project success we choose the instrument already developed and used in previous work.

- **Job Attribute Preferences:**

The questionnaire developed by Gutek, Searle and Klepa(1991) was used in our research to measure the job attribute preferences in our study on the basis of five point likert scale.

- **Family Attribute Preferences:**

The six item scale developed by Gutek, Searle and Klepa (1991) was used in our research to measure the family attribute preferences on five point likert scale.

- **Work Deviance Behavior:**

We used the 24-item scale developed by Hollinger & Clark's (1982), although modification was made in it by Rebecca J. Bennett & Sandra L. Robinson to measure the work deviance behavior on five point likert scale.

- **Project Success:**

On the deep study about project success we selected the 13-item scale used by (Cooper & Kleinshmidt, 1987; Dvir &

Shenhar, 1992; Pinto & slevin, 1988; Stuckbruck, 1986) to gauge this variable in our research.

4.3 Population and Sample

Population consists of employees working in several private banks of Pakistan. We will collect their viewpoints about concerned variables through survey. We have floated 250 questionnaires, out of which response rate is 225.

4.4 Sampling Technique

We selected three commercial banks for our data collection purpose. We used convenience sampling approach, because our data collection was dependent on the permission granted by banks to gather collection from their employees. We have chosen three leading commercial banks; MCB, HBL and JS Bank. We distributed our questionnaire among employees of these three banks. Feedback was taken from 225 employees.

4.5 Pilot study

We sent our questionnaire to prominent, central employees of banks before doing pilot study of our research. On their feedback and recommendation we made modification in our instruments. We initially sent our questionnaire to 30 employees and gathered data, which led us towards pilot study of questionnaire. This processing helped us to enhance consistency and accuracy of instruments used.

4.6 Unit of Analysis

In our case unit of analysis is individual employee of bank because we are taking into consideration results of each employee for our study.

4.7 Data collection

Data was collected from selected three banks using questionnaire, which have four parts, demographics constitutes of age, gender, experience and qualification, Job Attribute Preference, Family Attribute Preference, Workplace Deviance Behavior and Project Success.

V. DATA ANALYSIS AND FINDINGS

5.1 Reliability Test:

Reliability Statistics

Construct	Number of items	Alpha Value
Job Attribute Preferences	6	0.764
Family Attribute Preferences	6	0.620
Workplace Deviance Behavior	23	0.896
Project Success	13	0.795

Reliability of our proposed model is shown in above model. All variables-job attribute preferences, family attribute preferences, workplace deviance behavior and project success parade satisfactory reliability with internal consistency values of 0.764, 0.620, 0.896, and 0.795 respectively which is higher than an Cronbch's alpha value of 0.60.

5.2 Descriptive Statistics:

It is revealed that respondents in our study considered highly strong level of project success (mean=3.6826 with a maximum score of 4.69),highly strongly level of workplace deviance behavior (mean=3.1252 with a maximum score of 4.83).Respondents also perceived to be job attribute preferences with highly moderate level(mean=3.3092 with a maximum score of 5.00).Participants also professed moderate level of family attribute preferences (mean=3.0946 with maximum value of 5.0).

Descriptive Statistics

	N	Min	Maxi	Mean	Std. Deviation
Project Success	174	2.38	4.69	3.682	.5568
Work Deviance Behavior	165	1.04	4.83	3.125	.7524
Job Attribute Preferences	207	1.33	5.00	3.309	.7534
Family Attribute Preferences	208	1.17	5.00	3.094	.8677
Valid N (listwise)	123				

Collectively ,we can say that participant think project success to be strongly critical factor, whereas workplace deviance behavior to be strongly effective. Independent variables-job attribute preferences and family attribute preferences found to be at highly moderate level.

5.3 Correlation coefficient

Correlations

		Project Success	Work Deviance Behavior	Job Attribute Preferences	Family Attribute Preferences
Project Success	Pearson Correlation	1	.199*	.331**	.118
	Sig. (2-tailed)		.020	.000	.134
	N	174	136	162	164
Work Deviance Behavior	Pearson Correlation	.199*	1	.290**	.385**
	Sig. (2-tailed)	.020		.000	.000
	N	136	165	154	157
Job Attribute Preferences	Pearson Correlation	.331**	.290**	1	-.249**
	Sig. (2-tailed)	.000	.000		.000
	N	162	154	207	194
Family Attribute Preferences	Pearson Correlation	.118	.385**	-.249**	1
	Sig. (2-tailed)	.134	.000	.000	
	N	164	157	194	208

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

The above table unveil that all variables of our study are positively correlated. There is highly positive correlation between job attribute preferences and project success(r=0.331).However, there is very little positive correlation between family attribute preferences and project success(r=0.118).

5.4 Testing of Hypothesis, impact of Job Preference Attribute on Project Success

Our first alternate hypothesis is ,there is positive impact of job preference attribute over the project success.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Job Preference Attribute ^b	.	Enter

- a. Dependent Variable: Project Success
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.331 ^a	.109	.104	.52883

- a. Predictors: (Constant), Job Preference Attribute

There is 0.204 value of R Square which shows that there is 20.4% variation in Project Success due to the presence of Job Preference Attribute and Work Deviance Behavior.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.490	1	5.490	19.629	.000 ^b
	Residual	44.746	160	.280		
	Total	50.235	161			

- a. Dependent Variable: Project Success
- b. Predictors: (Constant), Job Preference Attribute

Our above table shows that F Statistic is significant at the significance level of 0.005, which means there is 95% chance for real existence of linear relationship between project success and predictors-job preference attribute and work deviance behavior.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.848	.197		14.419	.000
	Job Preference Attribute	.255	.058	.331	4.431	.000

- a. Dependent Variable: Project Success

Above table shows that there will be 0.255 percent change in project success if 1% increase is found in Job Preference Attribute in employees. Value of P is less than 0.05% it means that there is significant impact of job Preference attribute over Project success thus H1 is accepted.

5.5 Testing of Moderating impact of Work Deviance Behavior on Job Preference Attribute and Project Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.452 ^a	.204	.185	.51475

- a. Predictors: (Constant), Int1, Job Preference Attribute, Work Deviance Behavior

There is 0.204 value of R Square which shows that there is 20.4% variation in Project Success due to the presence of Job Attribute preferences and Work Deviance Behavior.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

	Regression	8.414	3	2.805	10.585 ^b	.000 ^b
1	Residual	32.856	124	.265		
	Total	41.270	127			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Int1, Job Preference Attribute, Work Deviance Behavior

Our above table shows that F Statistic is significant at the significance level of 0.005, which means there is 95% chance for real existence of linear relationship between project success and predictors-Job Preference Attribute and Work Deviance Behavior.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.020	.872		5.754	.000
1 Job Attribute Preferences	-.459	.252	-.542	-1.817	.072
Work Deviance Behavior	-.818	.300	-1.101	-2.729	.007
Int1	.258	.084	1.717	3.058	.003

a. Dependent Variable: Project Success

When we regressed project success on the interaction term of both Job Preference Attribute and Work Deviance Behavior, results turned down into positive as value of B is 0.258. Value of significance is 0.003. Hence our hypothesis H3 is accepted concluding there is significant moderating impact of work deviance behavior over project success and Job Preference Attribute.

5.6 Testing of Hypothesis, impact of Family Preference Attribute on Project Success

Third alternate hypothesis in this research is, there will be significant negative relationship between family preferences attribute and project success.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Family Preference Attribute ^b	.	Enter

a. Dependent Variable: Project Success

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.118 ^a	.014	.008	.54644

a. Predictors: (Constant), Family Preference Attribute

there is 0.204 value of R Square which shows that there is 1.40% variation in Project Success due to the presence of Family Preference Attribute.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.678	1	.678	2.272	.134 ^b
1 Residual	48.372	162	.299		
Total	49.050	163			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Family Preference Attribute

Our above table shows that F Statistic is non-significant at the significance level of 0.005, because significance value is .134, which means there is no chance for real existence of linear relationship between project success and predictors-Family Preference Attribute and Project Success.

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.440	.157		21.901	.000
1	Family Preference Attribute	.074	.049	.118	1.507	.134

a. Dependent Variable: Project Success

Above table shows that there will be 0.074 percent change in project success if 1% increase is found in Family Preference Attribute in employees. Value of P is 0.134 greater than 0.05% it means that there is non-significant impact of Family Preference Attribute over Project Success thus H3 is rejected.

5.7 Testing of Moderating impact of Work Deviance Behavior on Family Preference Attribute and Project Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355 ^a	.126	.106	.52758

a. Predictors: (Constant), Int2, Work Deviance Behavior, Family Attribute Preferences

While analyzing Family Preference Attribute, there comes 0.126 value of R Square which shows that there is 12.6% variation in Project Success due to the presence of Family Attribute preferences and Work Deviance Behavior.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5.110	3	1.703	6.120	.001 ^b
1 Residual	35.349	127	.278		
Total	40.459	130			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Int2, Work Deviance Behavior, Family Attribute Preferences

Our above table shows that F Statistic is significant at the significance level of 0.005, which means there is 95% chance for real existence of linear relationship between project success and predictors-Family Attribute Preferences and Work Deviance Behavior.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
(Constant)	5.337	.778		6.859
Family Attribute Preferences	-.705	.257	-1.032	-2.747
Work Deviance Behavior	-.624	.253	-.823	-2.464
Int2	.245	.079	1.860	3.122

a. Dependent Variable: Project Success

When we regressed project success on the interaction term of both Family preference Attribute and Work Deviance Behavior, results turned down into positive as value of B is 0.245.value of significance is 0.002.Hence our hypothesis H4 is accepted, means there is presence of moderation.

VI. DISCUSSION, CONCLUSION AND RECOMMENDATION

6.1 Limitation of Research

There is issue in generalization of our result as it has been conducted in District Attock of Pakistan, just representing the viewpoint of a particular class and that only belongs to banking industry. Other limitation in our research is time constraint, as we have to complete the task within four months as directed by our

university to fulfill academic requirement. People in our culture also hesitate to share their colleagues and other the reason is trust deficit, thus it may biasness in fulfilling the questionnaire reducing the reliability of our result.

6.2 Future direction of Research study

As we just conducted in specific jurisdiction of banking sector, people with time and resources may extend this research present the full image of employees working in this field, in other fields as well. Role of workplace as mediator can be checked in this proposed diagram. Comparative study of job-family attribute preferences across Pakistan and western world can be done to differentiate the discordant of culture.

Impact of workplace deviance can be gauged as moderator among the project success and various aspects of job attribute preferences. Similarly a study may be conducted to analyze the relationship among the numerous aspects of family attributes and project success. Individual parameters of project success like triple constraint budget, schedule and quality can be taken into consideration separately to analyze impact of job attribute preferences and family attribute preferences.

6.3 Conclusion

This study was sought to reveal the impact of Job-Family Preference Attribute on Project Success through the moderation of workplace deviance behavior. While the previous research has mainly investigated the workplace deviance behavior associated with the job satisfaction, organizational commitment and organizational citizenship behavior (OCB).our result reveal that there is significant relationship between jobs attribute preferences and project success. Specifically we found that workplace deviance behavior moderates the effect of job attribute preferences on project success.in other words, workplace deviance behavior lead to lower the probability of project success. Furthermore workplace deviance behavior is not only detrimental to project success but also directly influences the job attribute preferences of employees.

This study also provides important implications to HR Practitioners at the time of new induction by measuring various attribute of job and level of violation. While managing the workforce manger must be aware that workplace deviance behavior is very disgusting for integration process among team members and it brings the distance among them which ultimately decreases the efficiency and effectiveness of input thus weakens the chances of project success. Projects are naturally challenging and success of projects need concrete efforts of the whole team. Work deviances can damage overall good performance of team. These findings have been interpreted in the light of data collected. Further research imitated by testing the same hypothesis on wide perspectives and using a various success factors of projects.

From above data analysis and interpretation of results we concluded that

H1: there is significant positive relationship between Job Preference Attribute and Project Success. **Accepted**

H2: Work Deviance Behavior will moderate the relationship between Job Preference Attribute and Project Success. **Accepted**

H3: there is negative relationship between Family Preference Attribute and Project Success. **Rejected**

H4: Work Deviance Behavior will moderate the relationship between Family Preference Attribute and Project Success.

Accepted

VII. DISCUSSION

Project professionals are required to meet the budget, time and quality requirements in order to achieve the objectives as considered being triple constraint. Besides keeping issues of people aside, project success is dependent upon the tools and techniques to be used. Human resource has a central role in project success. With increasing complexity of project, there is emphasis on the development of people skills. People skills constitute of effective communications, resolution of individual differences, motivation strategies specific to individual, active management of professionals issues.

People skills are supposed to a general term besides defining it with reference to some specific point. People skills are considered to be helpful in achieving win-win situation while negotiating. Keeping in mind different job and family attribute preferences, seven strategies have been established to avoid any bad impact over project success.

- Interpersonal communication skills especially communicating with individual
- Leadership styles based on needs of stakeholders
- Framework dependent upon Individual style and differences
- motivation strategies according to individual needs
- active management of conflict among team members
- self-management of owns worries
- competency in active management skills

There is principal credence that people skills can be adopted, and improved. Everyone can easily utilize these skills provided he/she is ready to do basic three things-readiness's to implement rules, use of sense of humors and lacking seriousness, learn things from people around him/her what is useful for them. Literature exhibit that there are four interpersonal skills important to handle preferences of people-cross cultural considerations and limitations, open ended questions, active listening, tracking the discussion, reframing the discussion. Now a days project are managed with the diverse team, so a good manager must keep in mind what is most effective to what values and norms belonging to individual. Similarly we must talk to our team members in the way of open ended questions to emerge their inner heat. While having discussion a good manager is required to show active listening skills –helps in enhancing the trust of supervisor in the eyes of employees, their sayings is listened, given preferences. Also to keep analyzing preferences of people manager must maintain the record of discussions to show his/her actions for implementation in order to feel employees their preferences settled.

REFERENCES

- [1]
- [2] Agnew, R., & Peterson, D. M. (1989). Leisure and delinquency. *Social Problems*, 36, 332-350.
- [3] Becker, G. S. (1985). Human capital, effort, and the sexual division of labor. *Journal of Labor Economics*, 3, S33–S58., 3, 538-558.

- [4] Borg, I. (1991). On the relationship between importance and satisfaction ratings on job aspects. *Applied Psychology: An International Review*, 40, 81-92.
- [5] Briar, S., & Piliavin, I. (1965). Delinquency, Situational Inducements, and Commitment to conformity. *social problems*, 13, 35-45.
- [6] Buunk, B. P., Kluwer, E. S., Schuurman, M. K., & Siero. (2000). The division of labor among egalitarian and traditional women: Differences in discontent, social comparison, and false consensus. *Journal of Applied Social Psychology*, 30, 759-779.
- [7] Cohen, L., & Felson, M. (1979). Social change and crime rate trends: A routine activity approach. *American Sociological Review*, 44, 588-608.
- [8] Cooke-Davie, T. (2002). The "real" success factors on projects. *International Journal of Project Management*, 20, 185-190.
- [9] Dvir, D., & Shenhar, A. (1992). Measuring the success of technology-based strategic business units. *Engineering management journal*, 4(4), 33-38.
- [10] Erickson, M. L., & Jensen, G. F. (1977). Delinquency is still group behavior: Toward revitalizing the Group Premise in the sociology of Deviance. *Journal of criminal law and criminology*, 68(2).
- [11] Felson, M. (1986). Routine Activities, Social Control, Rational Decisions, and Criminal Outcomes. *The Reasoning Criminal*.
- [12] Gibbs, J. P. (1981). Norms, deviance and social control-conceptual matters. New York-Elsevier.
- [13] Giddens, A. (1991). *Modernity and Self-Identity: Self and Society in Late Modern Age*. Cambridge: Polity.
- [14] Gottfredson, L. S. (1981). Circumscription and compromise: A developmental theory of occupational aspirations. *Journal of Counseling Psychology*, 28, 545-579.
- [15] Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work-family conflict and strain. *Journal of Vocational Behavior*, 54, 350-370.
- [16] Hakim, C. (2003b). Public morality versus personal choice: the failure of social attitude surveys. *British Journal of Sociology*, 54, 339-345.
- [17] Hirschi, T. (1969). Causes of Delinquency.
- [18] Hollinger, R. C., & Clark, J. P. (1982). Formal and informal social controls of employee deviance. *The Sociological Quarterly*, 23, 333-343.
- [19] Jensen, G. F., & Brownfield, D. (1986). Gender, Lifestyle and Victimization: Beyond Routine Activity. *Violence and Victims*, 1, 85.
- [20] Jones, J. J. (1991). Earnings Management During Import Relief Investigations. *Journal of Accounting Research*, 29(2).
- [21] Kalleberg, A. L., Reskin, B. F., & Hudson, K. (2000). Bad jobs in America: Standard and nonstandard employment relations and job quality in the United States. *American sociological Review*, 65, 256-278.
- [22] Lynd-Stevenson, R. M. (1999). Expectancy-value theory and predicting future employment status in the young unemployed. *Journal of Occupational and Organizational Psychology*, 72, 101-106.
- [23] Merton, R. K. (1957). Priorities in scientific discovery: a chapter in the sociology of science. *American sociological review*, 22(6), 635-659.
- [24] Morris, & Hughs. (1987). The anatomy of major projects: a study of the reality of project management. 21-38 & 193-270.
- [25] Muller, R. A., & A., R. R. (2005). Cycles in fossil diversity. *Nature*, 434, 208-210.
- [26] Ostroff, C. (1992). The relationship between satisfaction, attitudes, and performance: An organizational Level Analysis. *Journal of Applied Psychology*, 963-974.
- [27] Public morality versus personal choice: the failure of social attitude surveys. (2003b). *British Journal of Sociology*, 54, 339-345.
- [28] Rad, P., & Ginger, L. (2002). The Advanced Project Management office, A Comprehensive look at Function and Implementation.
- [29] Sheppard, B. H., Hartwick, J., & Warshaw, P. R. (1988). The theory of reasoned action: A meta-analysis of past research. *Journal of Consumer Research*, 15, 325-343.
- [30] Stohs, J. H. (2000). Multicultural women's experience of household labor, conflicts and equity. *sex roles*, 42, 339-361.
- [31] Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of Applied Psychology*, 80, 6-15.
- [32] Van Eerde, W., & Thierry, H. (1996). Vroom's expectancy models and work-related criteria: A meta-analysis. *Journal of Applied Psychology*, 81, 575-586.
- [33] Voydanoff, P., & Donnelly, B. W. (1999). The intersection of time inactivities and perceived unfairness in relation to psychological distress and marital quality. *Journal of Marriage and the Family*, 61, 739-751.

AUTHORS

First Author – Qaisar Iqbal
Second Author – Khalid Iqbal