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Impact Of Covid 19 On Quality Of Work Life Leading To Deviant Workplace Behavior: A Qualitative Study In Health Care Sector

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Abstract-

Quality of work life is positively correlated with deviant workplace behaviour. There is a strong impact of quality of work life on deviant workplace behaviour. Satisfaction with quality of work shows positive deviant workplace behaviour whereas dissatisfaction with quality of work life leads to negative deviant workplace behaviour. Communication, motivation, organisational climate, job satisfaction, organisational support, compensation, career development and growth, flexible work arrangement, interpersonal relationship are directly proportional to the deviant workplace behaviour. Human resource practices need to be monitored and supervised to frame and check the deviance of quality of work life on a continuous basis based on the situation and restrict initiation of negative deviant workplace behaviour.

INTRODUCTION

Corona virus disease 2019 (COVID-19) is an infectious disease which causes Severe Acute Respiratory Syndrome Corona Virus (SARS-Co-2). It was first traced in December 2019 in Wuhan China and then spread globally, resulting in an ongoing pandemic. A pandemic is a Greek word where “*pan*” means “all” and “*demos*” means “people”. A pandemic is an epidemic which occurs on a scale that crosses international boundaries affecting people on a worldwide scale. Preventive steps to minimize the risk of infection is being maintained like remaining at home, avoiding crowded areas, maintaining distance from others, regular washing of hands with soap and water for at least 20 seconds, good respiratory hygiene and avoiding contact of the eyes, nose or mouth with unwashed hands. Social Distancing is the main preventive measure to check the spread of the coronavirus among the people and the society. As of 1st June 2020, more than 6.15 million cases in 188 countries and territories have been registered resulting in more than 371,000 deaths. To check this huge toll on death rate social distancing was adopted by the Government in the form of Lockdown. During this lockdown period organizations adopted work from home (WFH) to maintain social distancing as organizations cannot stop running, it has to carry on its show to maintain its survival in this highly competitive market and to maintain the economy of the country. Digital communication platforms like Zoom, Google Meet and Trello are used as a tool or media of communication while working in the concept of working from home (WFH). Employees are getting acquainted and familiar using these

tools for communication. Telecommuting resulted in increase in productivity. Reasons behind the progress include less distraction, better distribution of the hour and lower commuting stress.

There are also some drawbacks of working from home, especially when it happens for extended periods as it is now. Working from home maintaining isolation without socializing may affect workers' mental health negatively. A report from the ILO 2017 found that 41 percent of fully remote workers had high levels of stress, compared with 25 percent of regular office workers. The result not only originated from minimum social exposure but also from an obscure definition of working hours in which employees felt like they were working without time or space limitations. Remote work prevents creativity and team-based problem-solving activities, since they often involve continuous communication between teammates. Indian IT industry made employees "Work from Home" (WFH) according to government mandate during the lockdown. As a result, nearly 90 percent of workers worked from home, with 65 percent from metro homes, and 35 percent from small town homes. The IT industry moved to the WFH model during the lockdown very smoothly. The industry maintained business and served customers without reducing the quality of services or profitability. This was recognized by both the industry leaders and customers. Two strategies adopted by the IT industry to face and overcome this challenge of WFH are: Compliance and adherence to quality and proper communication and delegation.

Therefore WFH plays a great role in the process of working of the employees in a simulation setup thus fetches an impact on the Quality of Working Life of these employees. The term 'Quality of Work Life (QWL)' has originated from an international labour relations conference held at Columbia University in 1972 at Arden House, New York which was mentioned by Davis & Cherns in 1975. Quality of Work Life (QWL) refers to the favourability or unfavourability of a work environment for people working in an organization. The traditional management paid insufficient attention to human values. But now employee's need, desire and preferences have changed and are given priority accordingly. To meet the present status of employee's need and desire, employee's job need to be redesigned and modified. Both love for life and love for work should be present in one's life to make it healthy. The current period is an age of knowledge workers and the world we live in is known to be knowledge society. QWL is seen as the umbrella in which workers are fully happy with the working atmosphere and offer their full cooperation and support to the management to boost productivity and work climate. Luthans stated, "The overriding purpose of Quality of Work Life (QWL) is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life". QWL refers to the impact of the workplace on work-life satisfaction (job satisfaction), non-work-life satisfaction and overall life satisfaction.

Deviant workplace behaviour is the behaviour that is shown by the individual deviating from the assigned norms and regulations. This workplace deviant behaviour can be either positive or negative. Negative deviant behaviour is unacceptable by the organisation and harmful in nature whereas positive deviant behaviour is moving away from assigned rules and regulation in a positive way for betterment of the organisation. (Kura, 2017) explained that deviant behaviour is the consequence of psychology of individuals on breach of contract from the employer's side. Satisfaction in respect to quality of work life leads to positive deviant behaviour whereas dissatisfaction in respect to quality of work life results in negative deviant workplace behaviour.

FACTORS OF QUALITY OF WORK LIFE:

1. **Communication:** Communication plays a major role in achieving personal growth to a great extent in organization. Organizations could improve the quality of their working lives by improving the nature and quality of communication of their mission and vision. Proper communication during team briefings is the first step in the employee participation process. Organisation must have a proper communication channel as per organisational

hierarchy. Both horizontal as well as vertical communication is expected to be implemented in a specified manner.

2. **Employee Motivation:** There is a basic concept in human psychology behind attrition is unsatisfactory salary due to improper compensation management but this is not only the reason behind attrition though money is a big motivator. Hawthorne studies already stated that money is not only the motivator. There are environmental factors too that play a major role in employee motivation and increase performance. Every individuals have own set of tastes and preferences and parameters for employee motivation. Maslow's hierarchy of need theory already stated after fulfilling basic need, safety need people seek for esteem need and finally aims to achieve self actualization. These needs different motivational factors to remain motivated to achieve different level of needs. The motivational strategies adopted by the organizations improve quality of work life (QWL).
3. **Organisational Climate:** There are three aspects of organisational climate, they are affective, cognitive and instrumental as mentioned by (Wanous, Reichers & Austin, 2000; Spreitzer, Kizilos & Nason, 1997; Carr Schimdt, Ford & DeShon , 2003). *Affective* includes the quality of relationships that exists within the members of the organization. This is the most critical component of organisational climate. The *cognitive* environment dimension consists of a sense of intrinsic rewards arising from one's work consisting of meaningfulness, competence, self-determination, influence and interaction with the work-family. Meaningfulness has been described as the "driver" of empowerment, which gives the feeling that you are doing something that is worth your time and effort, and is worthwhile in the broad range of things; competence is the confidence that you feel in your ability to do your job well; the right to choose whether to do your job is self-determination; and the effect means the feeling that the mission is going on and that you are really doing it and making a difference in the company. The *instrumental* climate facet is defined as follows: work processes, structure, and extrinsic rewards (Carr Schimdt, Ford & DeShon, 2003) also includes access to organisation's resources and time control. These aspects if perceived to be satisfactory enhance QWL of the human capital of the organisation.
4. **Job Satisfaction:** Job satisfaction is one of the central variables in the workplace and is seen as an important predictor of the quality of working life. Job satisfaction tells us about the extent of satisfaction in one's own job. Job satisfaction is a big motivator that influences an employee and drives employee to put more effort and increase his performance resulting in enhancement of performance of the organisation. It plays a major role in QWL of an employee in an organisation. Retention strategies include job satisfaction as one of the weapon to stress on. More job satisfaction more retention and lesser turnover of the employees. It has been already studied by Herzberg's two factor theory, the happiness derived from job satisfaction of an employee, which overall affects the QWL.
5. **Organisational Support:** The support provided by the organisation practised in the organisation climate is an image of QWL of an organisation. This is a crucial factor in affecting employee engagement, job satisfaction, and overall quality of work life. The relationship between perceived organizational support and the quality of workers' work-life has been shown to have a positive effect on organizational participation, performance of employees and job satisfaction.
6. **Compensation:** Personal desires and wants are fulfilled when an organization's benefits such as compensation, promotion, acknowledgement, and growth meet the individual's goal, results in enhancement of QWL. Employees are likely to view their job in a favourable way if certain working conditions exist within the system. The requirements the

employees expects includes having fair expectations, high intrinsic and extrinsic incentives, good social support, freedom on decision-making in the workplace and utilising resources which are necessary to carry out the job. Quality of working life is based on satisfaction with one's own jobs, working hours and working conditions, working environment, fair and equal pay, equal opportunities for employment, advancement opportunities etc., thus compensation contributes a major role in building good QWL.

7. **Career Development & Growth:** The aim of career preparation as part of an employee development system is not just to make workers feel like their employers are invested in them, but also to help people navigate the various facets of their lives and cope with the fact that there is a clear route of promotion. Trace of career development and growth opportunity plays a huge motivational role among the workforce of an organisation. Skilled, semi skilled as well as unskilled workers can visualise the place they can acquire and enjoy in near future based on their competency. Organisations offering good career development and growth opportunity become an employer of choice. This increases the retention of the workforce and builds good QWL in the system where both employer as well as employee is focused in the common goal.
8. **Interpersonal relationship:** It was proposed that emotional support at work helps to balance work and family responsibilities, as it contributes to the energy level of the employee. A supportive supervisor can help raise the energy level of an employee by addressing family problems, improving the employee's positive self-image by providing input and reducing stress by showing appreciation of the employee's family life. Emotional services tend to improve the job results of workers more as they replace services that are missing in the home. This altruistic approach of supervisors fetches a great impact on QWL of the employees.
9. **Flexible Work Arrangement:** It is believed that flexible work arrangements (flexitime and telecommuting) lead to job satisfaction and commitment. They also allow the employee to make more efficient use of time by scheduling activities in a way that best suits his or her situation. In fact, telecommuting saves the employee's time, as it saves time of travelling which can rather be used for work or family activities.
10. **Family-Responsive Culture:** The culture of the company in balancing work and family roles is relevant for employees pursuing work-family balance. A positive work environment offers emotional supports for the employee, such as empathy, guidance and appreciation. When organizations accepts the fact that employees who have equal responsibilities to work and perform family roles, employees are unlikely to worry about career opportunities if they reduce their working hours because of family responsibilities. This enhances QWL of the employees working in this system where trace of employee friendly environment exists.

LITRERATURE REVIEW

Arun Vijay Subbarayalu, Ahmed Al Kuwaiti (International Journal of Educational Management 2019), studied Quality of work life [QoWL] of faculty members in Saudi higher education institutions: a comparison between undergraduate medical and engineering program. The study aimed at understanding the relationship between different dimensions QWL. The study concluded that there is no significant difference in QWL in the two programmes but there is significant difference between the different dimensions of the two programmes.

Tommy Foy, Rocky J. Dwyer, Roy Nafarrete, Mohamad Saleh Saleh Hammoud, Pat Rockett (International Journal of Productivity and Performance Management 2019), studied Managing job performance, social support and work-life conflict to reduce workplace stress. The researchers concluded that social support and workplace stress is

negatively correlated and work–life conflict and workplace stress is positively correlated, job performance and workplace stress is negatively correlated.

Pavitra Dhamija, Shivam Gupta, Surajit Bag (Benchmarking: An International Journal 2019), studied Measuring of job satisfaction: the use of quality of work life factors. The researcher tried to explore the association of job satisfaction with the quality of work life factors of bank employees. The researcher concluded that unconducive work environment has strong negative association with job satisfaction.

Chandranshu Sinha (2012), studied factors affecting quality of work life: Empirical Evidence From Indian Organizations, the factor analysis of the component ‘quality of working-life experiences’ extracted 3 factors from different organizations. The three factors were “relationship-sustenance orientation”, “futuristic and professional orientation” and “self-deterministic and systemic orientation”. These factors play an important role based on the needs of the employees and employed managers at different levels to develop unique and inimitable quality of work life.

T S Nanjundeswaraswamy, Swamy D R (2013), studied the perception of employees of technical institutions towards QWL and the way to enhance the same by the management. Research revealed that Adequacy of Resources are more correlated with Quality of Work Life and Training & Development are less correlated with Quality of Work Life in teaching staffs and in case of non teaching staffs, Compensation & Rewards are more correlated with Quality of Work Life and Work Environment is less correlated with Quality of Work Life.

R.Gayathiri, Dr. Lalitha Ramakrishnan (2013), attempted to identify the concept of QWL and measure variables and its link with satisfaction and job performance. Job satisfaction and Performance is linked with QWL. The researchers concluded that QWL fetches impact on perception of one’s job satisfaction and job satisfaction plays role on the performance of the employees. If QWL is good, Job Satisfaction will be high which will lead to high performance and vice versa.

Nahid Dehghan Nayeria, Tahmineh Salehib & Ahmad Ali Asadi Noghabib (2011), studied Quality of work life and productivity among Iranian nurses, the researchers concluded that excessive workload and poor working condition is the main issue among nursing staffs. QWL and Organization’s productivity are directly proportional to each other. Organisations should adopt and implement appropriate policies and enhance the QWL to get better service and hence increase productivity.

Dev Raj Adhikari Dhruba Kumar Gautam (2010), studied Labor legislations for improving quality of work life in Nepal, the study concluded that Government, employers, and union leaders has to take initiative to check the deterioration of QWL and attempt to create a sound and proper industrial relations to carry out the working process smoothly.

Jean-Pierre Martel and Gilles Dupuis (2006), studied Quality of Work Life: Theoretical and Methodological Problems and Presentation of a new Model and Measuring Instrument, concluded that Quality of Life (QOL) is linked with Quality of Work Life (QWL) and developed Quality of Working Life Systemic Inventory (QWLSI).

IMPACT OF COVID-19 ON QUALTY OF WORK LIFE LEADING TO DEVIANT WORKPLACE BEHAVIOUR

1. Communication: COVID-19 is a new term not only for the non medical person but also for the medical professionals. Hence lot of curiosity, lot of threats are associated with this term when WHO has declared it as “Public Health Emergency of International Threat” on 30th January 2020. Medical professionals including doctors, nurses, laboratory technicians, sweepers and other associated health workers are the personnel who faced it from close contact in order to treat the affected patient and facilitate them. Proper and constant flow of communication escalates the normal and smooth flow of their job. Quality of wok life (QWL) in respect of communication was maintained optimally facing the situation and overcoming it. Medical professionals also faced real and drastic problem while treating patients online implementing the concept of WFH. It has been noticed trace of miss

communication between the doctors and patients leading to improper treatment. This improper treatment created mental dissatisfaction in the mind of the doctors and patients as well resulting in negative deviant behaviour by the workforce. In this scenario quality of work life (QWL) was hampered due to improper communication or trace of communication gap leading to deviation of actual or expected behaviour from the workforce in the organisation.

2. Employee Motivation: Medical or health workers are self driven and self motivated which are associated automatically with their job description. Facing life threatening communicable disease needs a greater level of motivation to deal with. Health workers remained motivated constantly by the supervisors, the Government and the administrative authority. Though there was lot of hindrance which apparently acted as a demotivating factors like: temperature of our country brought difficulty to carry Personal Protective Equipment (PPE) during exposure to the contaminated patients, improper supply of medicines due to lockdown which imposed restrictions of transport, lack of conveyance or transport of the health workers from their residence to their respective hospitals, shortage of supply of PPE, cutting down of transport allowance though they were managing their transport in an expensive and hard manner, improper supply of test kits, poor infrastructure of our country which has been evident by negligible availability of ventilators, shortage of health workers which lead to over pressure and stress to the existing workforce, non cooperation from the society with the fear of getting contaminated from the health workers etc. These are the basic demotivating factors during COVID-19 that are faced by the health industry holistically which affected badly the quality of work life (QWL) leading to deviant workplace behaviour of the employees of the health sector.

3. Organisational Climate: As discussed earlier three aspects of organisational climate which are affective, cognitive and instrumental, aligning these parameters with the present situation portrays there is good relationships exists within the members of the organization which says that the organisational climate is affective, there is presence of cognitive aspect based on which they are determined, confident based on their competency but there is no trace of instrumental aspect because there is no extrinsic reward for the health workers who are devoted or professionally assigned to deal with COVID-19. There is no trace of instrumental aspect as there is no extrinsic reward for the health workers, work process turned to be more complicated and lengthier. Therefore overall organisational climate was affected negatively during COVID-19 which decreased job satisfaction of the employees of medical industry. This job dissatisfaction initiated deviant workplace behaviour showing unnatural and unacceptable behaviour in the organisation.

4. Job Satisfaction: COVID-19 is not an easy matter to deal with. High risk factor is associated to those who are dealing with it in close contact. Certain factors leading to high job dissatisfaction of the health workers like poor infrastructure which has become a big hindrance in their workplace, shortage of manpower, lesser number of personal protection equipment (PPE), lesser number of test kit, improper supply of medicines etc. These factors fetched a great impact on the job satisfaction of the medical industry. Due to these factors attrition of many workforces took place. Attrition rate was high and respective retention strategies were also not adopted to check it. This created excessive pressure on those who are continuing their service in the present workplace. Job dissatisfaction lead to high attrition rate in the medical industry which ended with providing poor service to its customers during this emergency situation. Moving back to Maslow's Hierarchy of needs, after satisfying with the basic needs human psychology tends to achieve safety needs. In this case safety needs played an important role for attrition. There was pay cuts, taking away the travelling allowance, there were no medical insurance for the private health workers etc. Lack of safety needs paid in terms of attrition resulted in declining the overall performance of the health industry. This job related dissatisfaction creates a psychology of breach of contract in the employee's mind that drives the workforce against the organisation and gives rise to deviant workplace behaviour.

5. Compensation: Instead of rigorous extended work hour bearing all the risk factors to life health workers are not provided any extra compensation benefits to them instead there were pay cuts by removing transport allowance, withdrawing Dearness Allowance (DA) of the Central Government. Ministry of Health Affairs initially declared that it will pay a compensation of Rs 4 lakh to families of deceased infected COVID-19. Within hours of such declaration, it issued a revised circular and deleted the compensation clause. There is a drop of 90 percent patients in the OPD consultation that is a huge amount the consultant doctors earns as well as gives business to the private hospitals. This has effected on pay cut of 25-30 percent from the consultant doctors. The Union Ministry of Labour and Employment as well as State Labour Department directed all the Chief Secretaries that private sector health employees should not be terminated from their service or their wages should not be reduced in the name of lockdown, still attrition in the form of self resignation or termination was evident during the lockdown period. In Kolkata and Howrah over 300 nurses left their job and went to their respective homes. Approx 277 nurses left for Manipur, 32 left for Odisha, 43 left for Tripura and 2 left for Jharkhand. The Association of Hospitals of Eastern India tried to identify the reason and took initiative to check the situation with the help of the Chief Secretary. Compensation contributed in arising dissatisfaction among the health workers affecting the quality of work life (QWL) that ended with attrition in the medical industry. Dissatisfaction in context of compensation leads to financial instability initiating deviant workplace behaviour affecting the performance as a whole.

6. Flexible Work Arrangement: Flexible work arrangement was an attempt made to combat the work stress of the health workers. The flexible work strategies adopted by the department are:

(1) Float Pools: To cover the deficiency of staffing, hospitals have created full time float teams which allowed other nurses/doctors/other health workers to take a break as and when required.

(2) Job Sharing: There are nurses/doctors/other health workers available who can take up part time job. These part time health workers can share the work load of the other health workers who are on the payroll of the private hospitals.

(3) Per-diem registered nurses/doctors/other health workers: These professionals fill the shortage of health workers on leave or to manage the additional assistance that is required to maintain the excess number of patients.

(4) Alternative Scheduling: The employees are proved relaxation in scheduling their shifts of work as long as their job remains unaffected. They can come early or leave early or come late and leave late without hampering the work process of the system.

(4) Telecommuting: Telecommuting is a new concept in health industry. Administrative tasks like maintaining MIS, charting, roster scheduling, recruitment etc. can be done through telephonic communication.

The above strategies facilitated the flow of the work process in this critical situation of COVID-19. These strategies fetched positive impact on quality of work life (QWL) of the workers of the medical industry. These positive QWL initiates the employees to show positive deviant behaviour in the organisation.

7. Family responsive culture: The goal of family responsive culture during COVID-19 focused on:

(1) Respecting the role of family members of health workers as care partners.

(2) Collaborating family members of health workers and health care team.

(3) Maintaining family integrity.

To combat COVID-19 pandemic, family presence of the health workers are supported in nonphysical manner to achieve the above mentioned goals of the family responsive culture. Technological up gradation helped to bridge the gap with the use of smart phones, computers, stable internet connection and technological literacy. These added positively to the quality of work life (QWL) of the workforce of health care industry leading to positive

deviant workplace behaviour in the organisation.

8. Organisational Support: The organisational supports that are expected by the workforce during COVID-19 are: Basic needs which include personal safety like PPE, On-Site showers, toiletries, laundry services, scrubs etc., family safety, transportation and parking facility, proper supply of food and water during working shifts, proper communication and supportive supervisors, peer support, subordinate’s support etc. There was much hindrance in transportation during lockdown, proper supply of medical equipments faced obstacles, improper supply of food and water due to closure of food joints in lockdown to maintain social distancing, improper supply of PPE during close contact with COVID-19 cases. Health industry faced lack of proper supply of resources which directly impacted on the workforce of the health industry creating a big problem and critical situation. These worsened the quality of work life (QWL) of the employees of the medical or health industry experiencing negative deviant workplace behaviour which has become an alarming issue to deal with and keep the workforce satisfied with the organisational support they are getting. This will automatically increase the retention of the present workforce the main capital of the health industry and hence enhancing positive deviance.

Research Design

Research Sample

Affected by the epidemic, this study used online questionnaires to collect and obtain data. The survey objects are employees working in the company. The survey content includes event strength, emotional exhaustion, constructive deviant behavior, destructive deviant behavior, and basic personal information, including gender, age, education, income, industry, etc.

In order to ensure the validity, authenticity and reliability of the information obtained in the research, this research has adopted a number of control measures to strictly control all links in the research process. First of all, the survey participants were informed about the academic purpose of the survey in the initial guidance of the questionnaire, and promised that all materials will be used only for academic research, and the content of the answers will be strictly anonymous and confidential, thereby eliminating the concerns of the survey participants; Secondly, this survey used the questionnaire star and the platform of the Marketing Research Office of Peking University to collect data, and adopted the “snowball” method to collect questionnaires. “Snowball” means that the researchers contacted the staff of institutions, state-owned enterprises, and private enterprises in the Tianjin-Beijing-Hebei region, asking them to fill in the questionnaire, and then send it to their friends or other colleagues in their organization to participate in the survey; Finally, setting the answering time, controlling each item to be no less than 3 s, and counting the time it takes to answer the entire questionnaire, and eliminate the questionnaires that are not filled in carefully. A total of 700 questionnaires were returned in this survey. After excluding invalid questionnaires due to factors such as too short answering times, incomplete filling, and continuous answering with the same number, 628 valid questionnaires were obtained, for an effective response rate of 89.71%. The descriptive statistical information is shown in Table 1.

Table 1. Descriptive statistical analysis.

Items	Options	Quantity	Percentage	Items	Options	Quantity	Percentage
Gender	Male	289	46.1%				
	Female	339	53.9%				

		Income					
		1-2 K	56	8.94%			
		3-5 K	319	50.84%			
		Age					
30-40	138	21.79%	>10 K	41	6.42%		
40-50	96	15.36%	Student	63	10.06%		
		>50	140	22.35%	Teacher	82	13.13%
				College	161	25.70%	
Industry							
Civil servant							
96	15.36%						
		Education					
Bachelor	312	49.72%	Institutions	109	17.32%		
		Master	95	15.08%	Enterprise	253	40.22%
		PhD	60	9.50%	Freelance	25	3.91%

Measuring Tools

The questionnaire design part of this study mainly includes five aspects: the event strength scale designed by Morgeson ; the emotional exhaustion scale designed by Maslach ; the constructive deviant behavior scale designed by Galperin ; the destructive deviant behavior scale designed by Robinson and Bennett , shown in Table, and the basic demographic information of the respondents. Excluding the basic information, all the questionnaires in this study use Likert’s 7-point method. Interviewed employees need to score 1-7 on all the question items in the event strength scale and emotional exhaustion scale, 1 = “completely disagree”, 4 = “neutral”, 7 = “completely agree”. In the destructive deviant behavior scale and the constructive deviant behavior scale, the respondent was asked to score 1-7, 1 = “completely inconsistent”, 4 = “fair”, 7 = “completely consistent”.

Table 2. Scale items.

	Scales	Dimensions	Items
Event Novelty		Event Strength	There is a clear, known way to respond to this event (R) There is an understandable sequence of steps that can be followed in responding to this event (R)
		Event Criticality	

Event Disruption

Can rely on established procedures and practices in responding to the events (R)
 Had rules, procedures, or guidelines to follow when this event occurred (R)
 This event is critical for the long-term success of my company
 Dealing with emergencies is the primary event of my company
 Dealing with emergencies is an important event of my company
 This emergency destroyed the original work capacity (performance) of my company,
 making the work unable to be completed.
 This emergency made our company stop to think about how to deal with it.
 This emergency has changed our company’s usual response to emergencies.
 The occurrence of this emergency needs our company to change the previous working
 mode

Table 2. Cont.

Scales	Dimensions	Items
		I feel emotionally drained from my work I feel used up at the end of the workday
	Emotional Exhaustion	
	Destructive Deviance	
	Constructive Deviance	
	Emotional Exhaustion	
	Interpersonal Destructive Deviance	
	Organizational Destructive Deviance	
	Innovative Constructive Deviance	
	Challenging Constructive Deviance	
	Interpersonal Constructive Deviance	

- 1) Working with people all day is really a strain for me I feel burned out from my work
- 2) I feel I'm working too hard on my job I feel like I'm at the end of my rope
- 3) Made fun of someone at work
- 4) Said something hurtful to someone at work
- 5) Made an ethnic, religious, or racial remark at work Cursed at someone at work
- 6) Played a mean prank on someone at work Acted rudely toward someone at work Publicly embarrassed someone at work
- 7) Taken property from work without permission Spent too much time fantasizing or daydreaming instead of working
- 8) Falsified a receipt to get reimbursed for more money than you spent on business expenses
- 9) Taken an additional or longer break than is acceptable at your workplace
- 10) Come in late to work without permission Littered your work environment
- 11) Neglected to follow your boss's instructions Intentionally worked slower than you could have worked
- 12) Discussed confidential company information with an unauthorized person
- 13) Used an illegal drug or consumed alcohol on the job Put little effort into your work
- 14) Dragged out work in order to get overtime
- 15) Developed creative solutions to problems Searched for innovative ways to perform day to day procedures
- 16) Decided on unconventional ways to achieve work goals Departed from the accepted tradition to solve problems Introduced a change to improve the performance of your work group.
- 17) Sought to bend or break the rules in order to perform your job
- 18) Violated company procedures in order to solve a problem
- 19) Departed from organizational procedures to solve a customer's problem
- 20) Bent a rule to satisfy a customer's needs
- 21) Departed from dysfunctional organizational policies or procedures to solve a problem
- 22) Departed from organizational requirements in order to increase the quality of services or products
- 23) Reported a wrong-doing to co-workers to bring about a positive organizational change
- 24) Did not follow the orders of your supervisor in order to improve work procedures
- 25) Disagreed with others in your work group in order to improve the current work procedures

Table 2. Cont.

Scales	Dimensions	Items
		Disobeyed your supervisor’s instructions to perform more efficiently Reported a wrong-doing to another person in your company to bring about a positive organizational change

1. Result Analysis

1.1. Homologous Deviation Test

In order to avoid the common method deviation from affecting the research results, SPSS 22.0 was used to perform Harman’s Single factor test. It was found that the variance explanation rate of the first factor separated out without rotation was 42.546%, which did not reach 50%. Therefore, the sample did not see common method deviation.

1.2. Reliability and Validity Test

The reliability and validity of the questionnaire were tested, and SPSS 17.0 was used to calculate the Cronbach’s α of each scale to measure the reliability of the scale. The results found that the Cronbach’s α of event strength scale, emotional exhaustion scale, constructive deviant behavior scale, and destructive deviant behavior scale were all above 0.8, which met the reliability standard, indicating that the questionnaire had good internal consistency. Through the Bartlett test, KMO > 0.8, and $p < 0.01$, indicating that the questionnaire has good structural validity.

1.3. Factor Analysis

The maximum variation method was used to rotate the factor load test, select the factors with characteristic root > 1, and perform exploratory factor analysis on the event strength scale, emotional exhaustion scale, constructive deviant behavior scale, and destructive deviant behavior scale. The event strength scale extracts three public factors, the emotional exhaustion scale extracts one public factor, the constructive deviant behavior scale extracts three public factors, and the destructive deviant behavior scale extracts two public factors, and the total interpretation degree of each scale extraction factor is much higher than 50%. Therefore, it is judged that the factors selected by each scale are representative and can explain the overall variables well.

In order to further test the models derived from exploratory factor analysis, this study further confirms factor analysis to compare the fit of competing models. AMOS 17.0 was used to test the discriminative validity between the factors of the model, and compare the nine factors (event novelty, event disruption, event criticality, emotional exhaustion, innovative constructive deviance, challenging constructive deviance, interpersonal constructive deviance, organizational destructive deviance, interpersonal destructive deviance) conducted confirmatory factor analysis and found that the fitting index of the nine-factor model ($\chi^2 = 898.42$, $df = 292$, $TLI = 0.967$, $CFI = 0.957$, $RMSEA = 0.027$) was significantly better than other competitive models. Each factor CR was >0.7 and AVE > 0.5, indicating that the questionnaire has good convergence validity.

1.4. Correlation Analysis

In order to avoid the collinearity problem of variables, the correlation coefficient between variables is tested first, and the mean and standard deviation of event strength, emotional exhaustion, constructive deviant behavior, and destructive deviant behavior are calculated. To judge the correlation between the variables, the correlation coefficient r tends to 1, the more relevant, the closer to 0, the less relevant. See Table for details. //

Table 3. Variable correlation analysis.

Variables	1	2	3	4	5	6	7	8
1. Gender	1							
2. Age	0.02	1						
3. Education	0.03	0.02	1					
4. Income	0.05	0.48 *	0.721 **	1				
5. Event strength	0.55 *	-0.614 **	0.788 **	0.488 *	1			
6. Emotional exhaustion	0.587 **	-0.709 **	0.936 **	0.516 *	0.424 **	1		
7. Construction deviance	0.567 **	0.678 **	0.621 **	0.639 **	0.612 **	0.731 **	1	
8. Destructive deviance	0.631 **	0.816 **	0.796 ***	0.677 **	0.517 **	0.432 *	0.06	1

Note: * stands for $p < 0.05$; ** stands for $p < 0.01$; *** stands for $p < 0.001$.

It can be seen from Table that there is no collinearity problem among the variables, so the following structural equation model test can be carried out to further explore the relationship between the variables.

1.1. Analysis on the Difference of Demographic Variables

The results of the differences of demographic variables showed that, there are significant differences in perception of event strength between female and male employees ($F = 10.94, p < 0.001$). Among the respondents, there were 339 female employees and 289 male employees, and female employees ($M = 6.59, SD = 0.62$) were more sensitive to the perceived event strength of the novel coronavirus pneumonia than male employees ($M = 6.27, SD = 0.77$); There are significant difference in emotional exhaustion among employees of different age. Among the respondents, 254 employees were under 30 years old, 138 employees were 30–40 years old, 96 employees were 40–50 years old, and 140 employees were over 50 years old. Employees of different ages have different degrees of emotional exhaustion in the face of the epidemic ($F = 5.22, p < 0.01$), employees aged 30–40 ($M = 5.92, SD = 1.17$), aged under 30 ($M = 5.73, SD = 1.08$), aged 40–50 ($M = 5.52, SD = 1.14$), aged over 50 ($M = 5.31, SD = 1.03$), Therefore, employees aged 30–40 were most affected by the epidemic events, there are significant differences in emotional exhaustion among employees with different education levels ($F = 4.74, p < 0.01$). The interviewees had 161 college, 312 bachelors, 95 masters, and 60 doctoral degrees. Employees with a master’s degree or above are more affected by the novel coronavirus pneumonia than employees with a bachelor’s degree or below There are differences in emotional exhaustion among employees with different family income ($F = 4.099, p < 0.01$). Among the respondents, employees with monthly incomes of more than 10,000 yuan ($M = 4.33, SD = 1.01$) emotionally fluctuated greatly due to the epidemic, followed by employees with monthly incomes of 1–2 K ($M = 3.94, SD = 0.99$). Affected by the epidemic situation, the employees with the lowest emotional fluctuation were those with monthly incomes of 3–5 K ($M = 3.35, SD = 0.87$) and 6–10 K ($M = 3.24, SD = 0.92$). Other demographic variables were not significant.

1.2. Hypothesis Testing

1.2.1. Testing the Effect of Event Strength on Emotional Exhaustion

From Table 4 and Figure 2, it can be seen that the standardized path coefficient of event novelty on emotional exhaustion is 0.524, $p < 0.001$, which has a significant positive effect, and H1a is valid. The standardized path coefficient of event criticality on emotional exhaustion is 0.574, $p < 0.001$, which has a significant positive effect, so H1b is valid; The standardized path coefficient of event disruption on emotional exhaustion is 0.593, $p < 0.001$, which has a significant positive effect, so H1c is valid.

Table 4. Path test of event strength to emotional exhaustion.

Dependent Variable	Path	Independent Variable	Estimate	S.E.	C.R.	p
Emotional exhaustion	←	Event novelty	0.524	0.047	11.149	**
Emotional exhaustion	←	Event criticality	0.574	0.051	11.255	**
Emotional exhaustion	←	Event disruption	0.593	0.059	10.051	**

Note: S.E. (Standard Error); C.R. (Critical Ratio); p (p-Value); *** stands for $p < 0.001$.

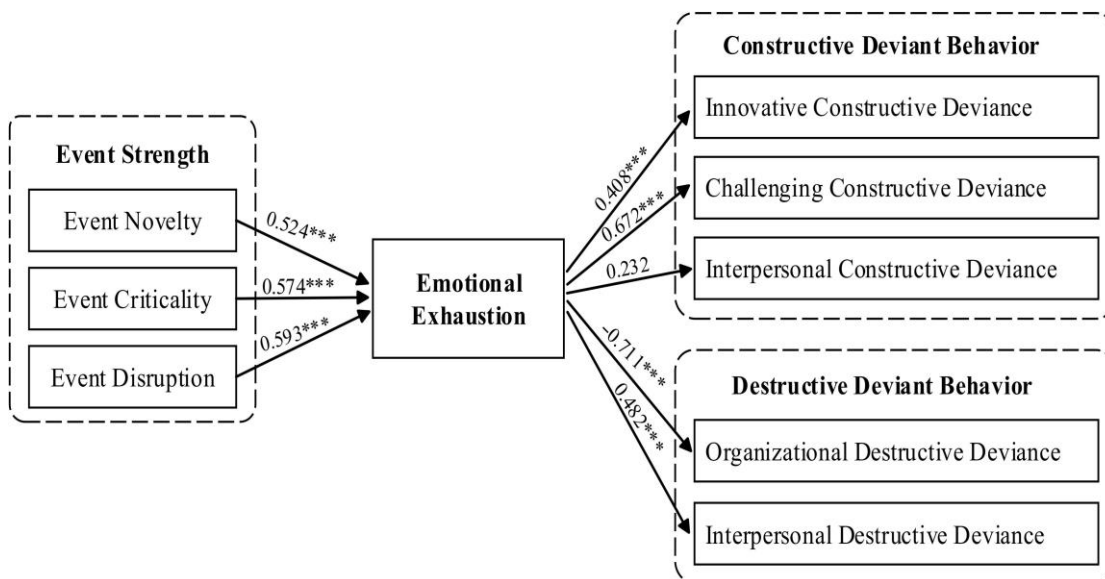


Figure 2. Path test results of the theoretical model; *** $p < 0.001$.

1.2.2. Testing the Mediating Effect

It can be seen from Table 5 that the standardized path coefficient of event strength to emotional exhaustion is 0.624, $p < 0.001$; The standardized path coefficient of emotional exhaustion to constructive deviant behavior is 0.205, $p = 0.001$; The standardized path coefficient of emotional exhaustion to destructive deviant behavior is 0.139, $p = 0.019$; The normalized path coefficient of event strength to constructive deviant behavior is 0.435, $p < 0.001$; The normalized path coefficient of event strength to destructive deviant behavior is 0.512, $p < 0.001$.

Table 5. Mediating effect test.

Dependent Variable.	Path	Independent Variable	Estimate	S.E.	C.R.	<i>p</i>
Emotional exhaustion	←	Event strength	0.624	0.054	11.556	***
Constructive deviance	←	Emotional exhaustion	0.205	0.055	3.727	0.001
Destructive deviance	←	Emotional exhaustion	0.139	0.068	2.044	0.019
Constructive deviance	←	Event strength	0.435	0.049	8.878	***
Destructive deviance	←	Event strength	0.512	0.062	8.258	***

Note: S.E. (Standard Error); C.R. (Critical Ratio); *p* (*p*-Value); *** stands for $p < 0.001$.

According to the mediation test method, we should first analyze the influence of independent variable event strength on dependent variable deviant behavior. If the relationship between the dependent variable: constructive deviant behavior, destructive deviant behavior and the independent variable: event strength is not significant, we stop testing the mediating effect. Secondly, explore whether the independent variable (event strength) affects the mediating variable (emotional exhaustion). If this relationship is not significant, stop testing the mediating effect. Finally, whether both the independent variable and the intermediate variable have an effect on the dependent variable is tested. If

the event strength has no significant effect on deviant behaviors, and emotional exhaustion has a significant effect on constructive deviant behaviors and destructive deviant behaviors, it is judged as a complete mediating effect. If the independent variable has a significant effect on the dependent variable, it is judged to be a partial mediator.

In this study, AMOS was used to test the BOOTSTRAP mediation effect. The analysis results are shown in Table 6. The total impact of event strength on constructive deviant behavior is 0.571, the range of bias-corrected is 0.471–0.655, and the range of percentile is 0.47–0.655, both excluding 0, it indicates that the event strength has a significant overall positive effect on constructive deviant behavior; The total impact of event strength on destructive deviant behavior is 0.521, the range of bias-corrected is 0.408–0.627, and the range of percentile is 0.408–0.627, all excluding 0, indicating that event strength has a significant positive effect on destructive deviant behavior. The first step of the mediating test passed.

Table 6. Sectional test of mediation effect.

Dependent Variable	Total Effect	Lower Bounds	Upper Bounds	Lower Bounds	Upper Bounds
Constructive deviance	0.57	0.471	0.655	0.470	0.655
Destructive deviance	0.52	0.408	0.627	0.408	0.627
Dependent Variable	Indirect Effect	Lower Bounds	Upper Bounds	Lower Bounds	Upper Bounds
Constructive deviance	0.05	0.006	0.125	0.003	0.122
Destructive deviance	0.08	0.018	0.168	0.016	0.167
Dependent Variable	Direct Effect	Lower Bounds	Upper Bounds	Lower Bounds	Upper Bounds
Constructive deviance	0.51	0.397	0.609	0.402	0.611
Destructive deviance	0.43	0.310	0.542	0.310	0.541

By examining the indirect effect of event strength through emotional exhaustion on constructive deviant behavior, the indirect effect is 0.059, the range of bias-corrected is 0.006–0.125, and the range of percentile is 0.003–0.122, all excluding 0, which shows that the event strength has a significant indirect positive effect on constructive deviance through the mediating variable emotional exhaustion; In addition, the indirect effect of event strength on destructive deviance through emotional exhaustion is 0.087, the range of bias-corrected is 0.018–0.168, and the range of percentile is 0.016–0.167, all excluding 0, indicating that event strength has a significant indirect positive effect on destructive deviance through emotional exhaustion. Thus, the second step of the mediating test passed. Finally, examine the direct effect of event strength on constructive deviance. The direct effect is 0.512, the range of bias-corrected is 0.397–0.609, and the range of percentile is 0.402–0.611, all without 0, indicating the event strength has a significant direct positive effect on constructive deviance, so it shows that emotional exhaustion has a partially mediating role between event strength with constructive deviance, so H2a is valid; The direct effect of event strength on destructive deviance is 0.435, the range of bias-corrected is 0.31–0.542, and the range of percentile is 0.31–0.541, all excluding 0, indicating that event strength has a significant direct positive effect on destructive deviance. Therefore, it shows that emotional exhaustion has a partial mediating role between event strength with destructive deviance. H2b is thus valid.

Testing the Effect of Emotional Exhaustion on Deviant Behavior

It can be seen from Table 7 and Figure 2, the standardized path coefficient of emotional exhaustion on innovative constructive deviance is 0.408, $p < 0.001$, which has a significant positive effect, therefore H3a is not valid. The standardized path coefficient of emotional exhaustion on challenging constructive deviance is 0.672, $p < 0.001$, which has a significant positive effect, so H3b is not valid. The standardized path coefficient of emotional exhaustion on interpersonal constructive deviance is 0.232, $p = 0.015$, which has no significant effect, so H3c is not valid. The standardized path coefficient of emotional exhaustion on organizational destructive deviance is -0.711 , $p < 0.001$, which

has a significant negative effect, so H3d is not valid. The standardized path coefficient of emotional exhaustion on interpersonal destructive deviance is 0.482, $p < 0.001$, which has a significant positive effect, so H3e is valid.

Table 7. Path test of emotional exhaustion to deviant behavior.

Dependent Variable	Path	Independent Variable	Estimate	S.E.	C.R.	P
Innovative constructive deviance	←	Emotional exhaustion	0.408	0.057	7.158	***
Challenging deviance	←	Emotional exhaustion	0.672	0.072	9.333	***
Interpersonal	←	Emotional exhaustion	0.232	0.064	3.625	0.015
Organizational	←	Emotional exhaustion	-0.711	0.053	-13.415	***
Interpersonal	←	Emotional exhaustion	0.482	0.052	9.269	***

Note: S.E. (Standard Error); C.R. (Critical Ratio); p (p -Value); *** stands for $p < 0.001$.

CONCLUSION:

Quality of work life fetches a great impact on deviant workplace behaviour. Dissatisfaction in context of quality of work life drives negative deviant workplace whereas satisfaction in respect to quality of work life leads to positive deviant workplace behaviour. COVID-19 changed the scenario of workplace and quality of work life to a great extent. Worsening of quality of work life created dissatisfaction among the employees hence leading negative deviant workplace behaviour. In the present scenario Artificial Intelligence (AI) is an innovative technology which can be very helpful to deal with COVID-19 pandemic. Implementation of fully automated services can reduce use of human being to treat the patients bearing life risk. Artificial Intelligence will also reduce the workload of the workforce. This technology can be used to screen, track and predict the current and future COVID-19 patients. There is further scope to study and explore the utilisation of Artificial Intelligence to combat COVID-19 pandemic situation. Implementation of artificial Intelligence can enhance the quality of work life reducing threats and improving the workplace resources and hence increasing the satisfaction of the workforce. This satisfaction drives positive deviant workplace behaviour which ultimately contributes positively in the overall performance of the organisation.

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