



KEEPING FIT TO CURB WORKPLACE DEVIANCE

If you feel that work is wearing you down, you are not alone. The economic value that organisations strive to create comes at a cost to employees in terms of reduced physical fitness.

Research co-authored by **SMU Associate Professor of Organisational Behaviour and Human Resources Kenneth Tai** sheds light on the relationship between economic production and physical fitness by uncovering a significant cost associated with low physical fitness – *deviance*.

[Read more here.](#)

What is Deviance?



Deviance refers to voluntary behaviour that violates organisational and societal norms and threatens the wellbeing of the organisation and the broader community.

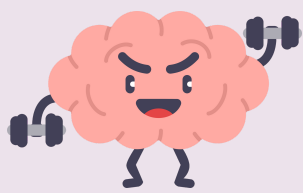
Key Findings

Physical fitness is negatively related to deviance.

Individuals who are physically fitter are likely to experience lower levels of ego depletion, and in turn less likely to engage in workplace deviance.



Implications at the workplace



Physical fitness matters even in knowledge-based work by imposing social costs in the form of deviance.

Not only can social issues undermine physical fitness, but lower physical fitness may, in turn, fuel further social issues, such as impaired relationships at work.



Organisations should strive to boost physical fitness among the less physically fit. Managers may also explore how financial incentives can motivate people to engage in physical activity, ultimately increasing physical fitness.