

## Deviant Employee Behavior at workplace in the retail sector

Dr. Aisha M. Sheriff <sup>[a]</sup> & Mrs. Anandamma N. <sup>[b]</sup>

### Abstract

*Businesses are going international, and one of the major outcomes of businesses going global is the transformation in managerial policies and philosophies. HR practices in India have experienced a sea change and are geared up towards improving the way individual employees perceive working environment. This revolution has created demand for the focus on behavioral aspects of employees in the organization which influence the work life performance. In this paper the author has made an attempt to understand the deviant behaviors followed in organizations. This paper will be partly based on theoretical concepts & partly empirical study that deals with the concept of employee behaviors and its relevance in relation to organization's work environment. The theoretical part consists of a critical review of literature relevant to the concept of employee deviant behavior and concludes in an attempt at a more precise formulation of the concept. The empirical part of the study is based on structured questionnaires served to the employees and floor supervisors of the organized retail outlets situated in Bangalore to know various deviant behaviors shown by employees. Researcher attempted to list out all possible deviant behaviors which are counterproductive to any organization and tried to group them with similarity of nature and impact on organization. The empirical part of the study will be done to provide background information that makes it possible to discuss deviant behavior in a practical context and should therefore not be seen as a direct attempt to confirm the theory.*

**Keywords:** Employee behavior, Workplace, Political Deviances, Productive Deviances, Counter productive.

<sup>[a]</sup> <b>Dr. Aisha M. Sheriff,</b> Professor, BIMS, Manasagangotri, University of Mysore.	<sup>[b]</sup> <b>Mrs. Anandamma N,</b> Research scholar, BIMS, Manasagangotri, University of Mysore.
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### 1. Introduction:

Global spread of business and the growing prominence of multinational corporations (MNCs) in emerging economies like India have brought prominence to employees and skilled labour along with the technology implementation. MNC culture has brought socio-cultural changes in India and brought forth notable transformations in managerial policies and philosophies. Due to globalization, importance of managerial practices and human resource practices came to the main stream within contextual boundaries of socio-cultural aspects and turnout to be the most significant areas that have to be taken care in order to sustain the competitive world. HR practices in India have experienced a sea change and are geared up towards improving the way individual employees perceive working environment. This revolution has created demand for the focus on behavioral aspects of employees in the organization which influence the work performance. Exploring of performance related

behaviors has led to many studies and simultaneously the study of deviant behaviors which are counterproductive in nature has come into existence.

Employees communicate variety of behaviors in the workplace, which can have an impact on individual and the organization differently. These behaviours should be in accordance with the norms of organization. However, if the work behaviour is not in compliance with expected norms, then it affects the organization. Research on this has shown that deviant behavior is a very serious problem to the organizations. Several studies have been done to examine deviant organizational behavior as it is both harmful and expensive.

Through the studies across the world, it is identified that 33 to 75 % of employees are engaged in some or the other deviant behaviors like theft, computer fraud, embezzlement, vandalism, sabotage, and absenteeism, the prevalence of workplace deviance and its associated organizational costs necessitates a specific, systematic theoretically focused study on this behavior. There are two types of workplace deviance as identified by Bennett and Robinson (2000) namely organizational deviance (OD) which is non personal which is directed at harming the organization and interpersonal deviance (ID) which is interpersonal to the employees of the organization and harmful to individuals. Behaviors within each of these types of deviance range from relatively minor acts to more severe and serious acts. The passage of these two dimensions, the target of the deviant act, (individual or organization and the severity of the act, minor to serious results in four deviant behaviors – Political deviance, Personal aggression, Production deviance and Property deviance. 1. Production deviance is organizational acts of deviance targeted at harming the organization and minor in nature. Production deviance involves employees doing the bare minimum and includes employees calling in sick, being late and letting co-workers carry the work load. 2. Property deviances are seriously harmful acts targeted at the organization. As a more severe form of organizational deviance, property deviance involves employees engaging in acts of sabotage, stealing company property, accepting kickbacks and disclosing confidential company information. 3. Political Deviances like showing favoritism, gossiping about co-workers, blaming co-workers, competing non-beneficiary, 4. Personal aggression includes sexual harassment, verbal abuse, stealing from co-workers, endangering co-workers. As deviant employee behavior covers a full range of antisocial actions by organizational members that intentionally violate established norms & that result in negative consequences for the organizations, its members or both, the study tries to identify the employee deviant behaviors as part of doctoral studies taken by the researcher.

## **2. Review of Literature:**

D. Wayne Osgood and et al (1996) in their research article “Routine activities and individual Deviant Behavior” analyses that situational explanation of crime found in the routine activities perspective to explaining individual offending and a broader range of deviant behaviors. Specifically, they opine that situation conducive to deviance is especially prevalent in unstructured socializing activities with peers that occur in the absence of authority figures.

Melissa L. Gruys (1999) has conducted research on the dimensionality of deviant employee behaviour in the workplace. The study investigated the dimensionality of deviant employee behaviour. The study has indicated eleven categories of deviant behaviour like theft and related behaviour, destruction of property, misuse of information etc.

E. Kevin Kelloway et al (2010) conducted research on Counterproductive work behaviour as protest. As per the study counterproductive work behaviours can be viewed as a form of protest in which organizational members express dissatisfaction with or attempt to resolve injustice within the organization. Incorporating the three key predictors (injustice, identity and instrumentality), from the protest literature leads to propose that counterproductive behaviours can be both individual and collective..

Marissa S. Edwards and Jerald Greenberg (2010) in their article on What Is Insidious Workplace Behaviour? writes that researchers should assess the number of exposures during each time period (i.e., frequency) when investigating deviant behaviour. Greatest impact would be expected under conditions in which a high frequency of deviant acts occurs over long periods of time.

Nisha Nair, Deepti Bhatnagar (2011) performed research on Understanding Workplace Deviant behaviour in Non-profit Organizations toward an Integrative Conceptual Framework. They say non-profit organizations also experience deviance, and due to their unique characteristics. They say poor structure, lack of accountability, little punitive action, individual factors such as low commitment and identification, or organizational factors such as high organizational control and poor ethical climate contribute to deviance in any non-profit organisation.

Dr. Muhammad Nadeem Anwar et al (2011) conducted research on Gender differences in Workplace Deviant Behaviour of University Teachers and Modification Techniques. This study was conducted to test whether there is any difference in organizational deviance and interpersonal deviance behaviour, deviance behaviour of male-female university teachers.

Faridahwati Mohd. Shamsudin et al (2011) conducted research on Investigating the Influence of Human Resource Practices on Deviant Behaviour at Work. The study revealed four distinct dimensions of HR practices i.e. job description; employment security, internal career opportunities, and result-oriented appraisal are significant predictors of workplace deviance

Azlina Binti Yassin (2011) conducted a study on Deviant behaviour at workplace with the purpose of investigating the relationship between the 4 variables of workplace deviant behaviour in manufacturing industry. The objectives of the study were to investigate the relationship between ethical climate and workplace deviant behaviour; to investigate the relationship between job satisfaction and workplace deviant behaviour; to investigate the relationship between job attributes and workplace deviant behaviour.

Muafi (2011) conducted research on Causes and Consequence: Deviant Workplace Behaviour. The purpose of this study was to examine the causes and consequence of deviant workplace behaviour. This study was conducted for operational staff in SIER (Surabaya Industrial Estate Rungkut), Indonesia. The results show that: (a) intent to quit, dissatisfaction and company contempt have positive effect on deviant workplace behaviour,(b)

dissatisfaction have positive effect on intent to quit, and (c) deviant workplace behaviour have negative effect on individual performance.

Bamikole. O. Fagbohunge et al (2012), performed research on Organizational Determinants of Workplace Deviant Behaviours: An Empirical Analysis in Nigeria. Findings of the study are male participants were significantly different from their female counterparts on production deviance, personal aggression, political deviance and property deviance respectively. Specifically, production deviance, personal aggression and political deviance were higher among females than males.

### **3. Need for the Study:**

Deviant employee behaviour at work can be injurious to organizations. Those behaviours of employees can cost a lot to employers. These costs can be both direct and indirect. Direct costs are theft, sabotage, destruction of things etc and indirect costs results from decrease in productivity, loss of reputation and so on. It can include overt acts such as aggression or passive acts, such as purposely failing to follow instructions or doing work incorrectly. This sort of behaviour is intended to have a harmful effect on organizations and their members.

Addressing deviant behaviour in the workplace is of growing concern in organizations globally as those behaviours can have effect on their financial well-being.

### **4. Objectives:**

- 1) To understand about the deviant behavior of the employees in organizations.
- 2) To investigate the sources of Deviant employee behavior

### **5. Research methodology:**

Exploratory study was carried out to discover the variables and later to know the relationship between these variables.

#### **Data Collection Method**

Primary data was collected from the respondents through structured questionnaire and interview. Secondary data was collected from journals and research articles through internet sources.

#### **Sample Unit**

Respondents of the study included employees and their supervisors working in selected organized retail outlets in Bangalore.

#### **Sample size**

Sample size of the study included 250 employee respondents and 50 supervisors (middle level management).

### **6. Scope of the Study:**

The factors that are considered deviant in the study are Theft & related behavior, Destruction of property, Misuse of information, Misuse of time & resources, Unsafe behavior, Poor attendance, Poor quality work, Alcohol use, Drug use, Inappropriate verbal actions, Inappropriate physical actions.

### Variables considered for the Study:

As a part of study, 51 employee behavioral variables are considered which creates deviation in the work culture and productivity. The variables under study are generated through review of literature and the observation in various organizations

Sl. No.	Deviant Variable
1	Accidentally damage or destroy property, equipment, or product belonging to the company, co-worker, customer
2	Accidentally make mistakes on work tasks
3	Alter time card to get paid for more hours than worked
4	Argue or with a co-worker
5	Come to work late due to accidental reasons
6	Come to work under the influence of alcohol
7	Come to work under the influence of drugs
8	Conduct personal business during work time
9	Deface, damage, or destroy property, equipment, or product belonging to the company
10	Deface, damage, or destroy property, equipment, or product belonging to the co-worker
11	Deface, damage, or destroy property, equipment, or product belonging to the customer
12	Deliberately sabotage production of product in the company
13	Destroy or falsify company records or documents
14	Discuss confidential matters with unauthorized persons within or outside the organization
15	Endanger self, coworkers, or customers by not following safety procedures
16	Engage in alcohol consumption on the job
17	Engage in drug use on the job
18	Fail to read manual outlining safety procedures
19	Give away goods or services for free
20	Have my work affected due to a hangover from alcohol
21	Have your performance affected due to a hangover from drugs
22	Intentionally come to work late or leave work early without permission
23	Intentionally do slow or sloppy work or do work badly or incorrectly
24	Intentionally fail to give a supervisor or co-worker necessary information
25	Intentionally perform job below acceptable standards
26	Lie to employer or supervisor to cover up a mistake
27	Make personal long distance phone calls or photocopies, mail personal packages
28	Making unwanted sexual advances toward a subordinate, supervisor, co-worker, or customer
29	Miss work without calling in or be absent from work without a legitimate excuse
30	Misuse employee discount privileges or business expense account
31	Physically attack a co-worker, supervisor, or customer
32	Play computer games during work time
33	Possess or sell drugs on company property
34	property or merchandise

35	Provide goods or services at less than the price established by the company
36	Provide the organization with false information to obtain a job
37	Spend time on the internet for reason not related to work
38	Take cash or property belonging to a co-worker
39	Take cash or property belonging to the company
40	Take cash or property belonging to the company
41	Taking petty cash from the company
42	Taking a long lunch & tea break
43	Taking office supplies from the company
44	Use company resources you are not authorized to use
45	Use email for personal purpose
46	Use sick leave when not really sick
47	Verbally abuse a co-worker, supervisor, or customer
48	Waste company resources
49	Waste time on the job
50	Worked unnecessary overtime
51	Yell or shout unnecessarily on the job

### 7. Analysis and Interpretation:

The collected data is analyzed and interpreted with the help of Statistical Package for the Social Sciences (SPSS), and the analysis is shown with the help of tables and graphs wherever necessary.

**Table 1:  
Demographic Profile**

variable	Variable level	Count	Percent
Gender	Female	64	25.6%
	Male	186	74.4%
Age	<25	166	66.4%
	26-30	67	26.8%
	31-35	14	5.6%
	36-40	3	1.2%
Marital status	Divorced	1	.4%
	Married	59	23.6%
	Single	190	76.0%
Level of Education	Degree	71	28.4%
	Diploma	35	14.0%
	High school	10	4.0%
	ITI	4	1.6%
	MA	1	.4%
	MBA	2	.8%
	PUC	59	23.6%
	SSLC	68	27.2%
How many dependants do you have?	No	19	7.6%
	one	14	5.6%
	2 to 4	128	51.2%
	5 and above	89	35.6%

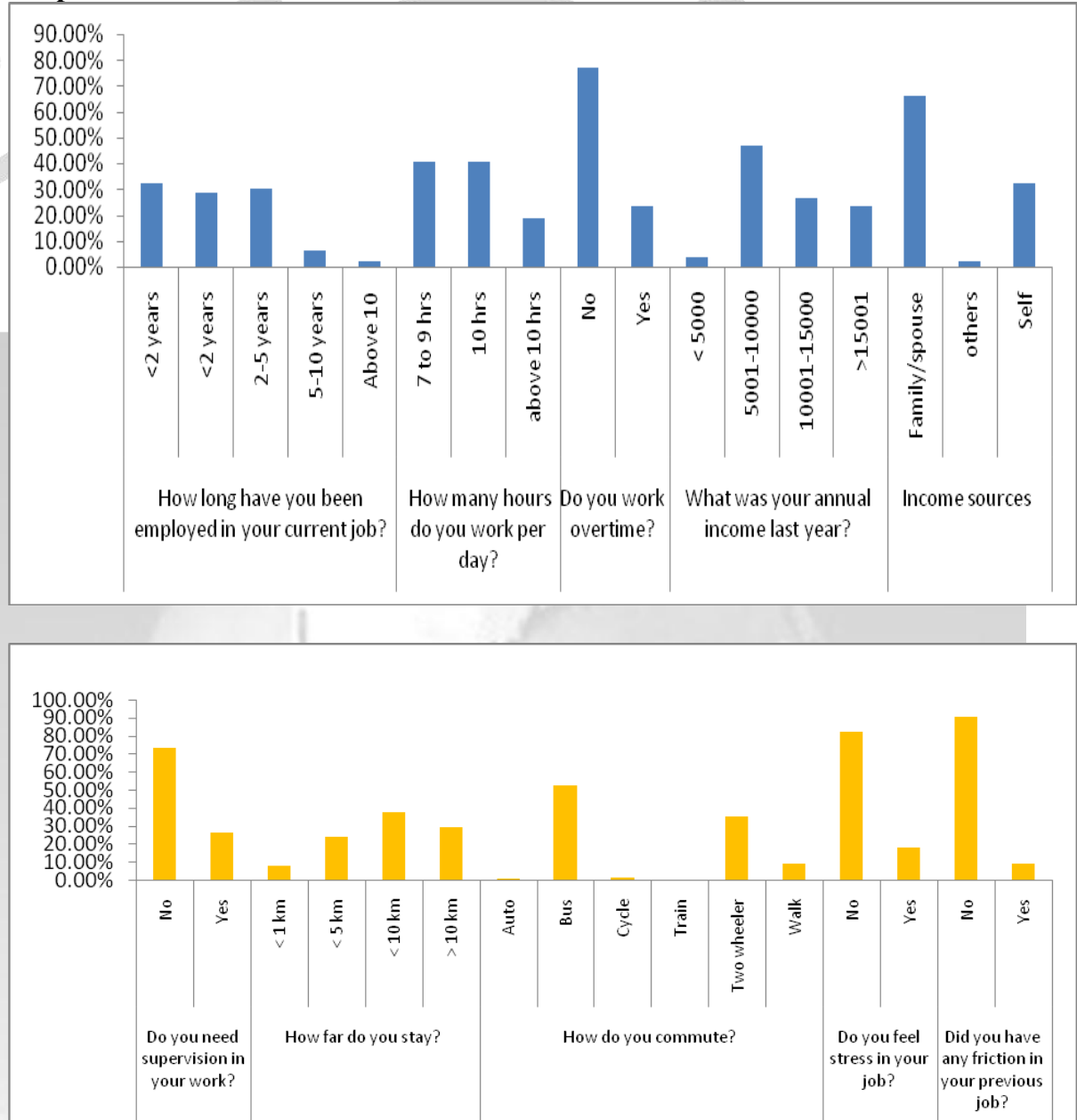
**An analysis of the above table brings out that:**

Males constituted the vast majority (at 74.4%) of the sample. The respondents from the age group of less than 25 years constituted the majority (at 66.4%) of the sample. Singles constituted the vast majority (at 76.0%) of the sample. Married and divorced respondents constituted 23.6% and 0.4%, respectively, of the sample. The respondents having a degree constituted the single largest category (at 28.40%) of the respondents. Those having 2 to 4 dependents constituted the majority (at 51.2%) of the sample.

**Table 2:**

How long have you been employed in your current	<2	81	32.4
	<2	72	28.8
	2-5	76	30.4
	5-10	16	6.40
	Above	5	2.00
How many hours do you work per day?	7 to 9	10	40.8
	10 hrs	10	40.4
	above	47	18.8
Do you work overtime?	No	19	76.8
	Yes	58	23.2
What was your annual income last year?	< 5000	9	3.60
	5001-	11	46.8
	10001-	66	26.4
	>15001	58	23.2
Income sources	Family/	16	66.0
	others	5	2.00
	Self	80	32.0
Do you need supervision in your work?	No	18	73.6
	Yes	66	26.4
How far do you stay?	< 1 km	21	8.40
	< 5 km	61	24.4
	< 10	95	38.0
	> 10	73	29.2
How do you commute?	Auto	2	0.80
	Bus	13	52.4
	Cycle	4	1.60
	Train	1	0.40
	Two	89	35.6
	Walk	23	9.20
Do you feel stress in your job?	No	20	82.0
	Yes	45	18.0
Did you have any friction in your previous job?	No	22	90.8
	Yes	23	9.20

**Graph 1:**



***From the table 2 and graph 1, we can analyze that***

- About 40.80% of the respondents stated that they work 7-9 hours per day. Almost an equal number (at 40.40%) replied that they work 10 hours a day.
- The vast majority (at 76.80%) of the respondents stated that they don't work overtime.
- The single largest category (at 46.80%) of the respondents had an annual income of Rs. 5001 to Rs. 10000 last year.
- Those having family/spouse as the income source constituted the majority (at 66.00%) of the sample. Those having it as self constituted 32.00% of the sample. Those having their income source as others constituted the remaining 2.00% of the sample.
- The vast majority (at 73.60%) of the respondents stated that they don't need supervision in their work.



- The single largest category (at 38.00%) of the respondents stays within 10 kms of their workplace. The majority (at 52.40%) of the respondents replied that they commute by bus.
- The vast majority (at 82.00%) of the sample stated that they don't feel stressed at work.
- The vast majority (at 90.80%) of the sample stated that they didn't have any friction in their last job.

**Table 3:**

	N	Mean	Std. Deviation
Take cash or property belonging to a co-worker	250	1.39	0.67
Take cash or property belonging to the company	250	1.15	0.63
Give away goods or services for free	250	1.34	0.99
Taking office supplies from the company	250	1.28	0.85
property or merchandise	250	1.50	1.24
Taking petty cash from the company	250	1.17	0.70
Take cash or property belonging to the company	250	1.08	0.48
Provide goods or services at less than the price established by the company	250	1.14	0.57
Misuse employee discount privileges or business expense account	250	1.09	0.43
Misuse business expense account	250	1.08	0.51
<b>Theft &amp; Related Behavior</b>	<b>250</b>	<b>1.22</b>	<b>0.48</b>

**Analysis:**

An analysis of the table 3 brings out that the overall mean score of Theft & Related Behavior was found to be 1.22. In various analyzed components, Property or merchandise achieved the highest mean score of 1.50. This was followed by 'Take cash or property belonging to a co-worker' and 'Give away goods or services for free' which achieved mean scores of 1.39 and 1.34, respectively.

**Table 4**

	N	Mean	Std. Deviation
Deface, damage, or destroy property, equipment, or product belonging to	250	1.19	0.74
Deliberately sabotage production of product in the company	250	1.15	0.63
Deface, damage, or destroy property, equipment, or product belonging to	250	1.13	0.64
Deface, damage, or destroy property, equipment, or product belonging to	250	1.10	0.48
<b>Destruction of property</b>	<b>250</b>	<b>1.14</b>	<b>0.48</b>

**Analysis:**

It can be understood from table 4 that the overall mean score of Destruction of Property was found to be 1.14. In various analyzed components, 'Deface, damage, or destroy property, equipment, or product belonging to the company' achieved the highest mean score of 1.19.

**Table 5**

	N	Mean	Std. Deviation
Discuss confidential matters with unauthorized persons within or outside the	250	1.16	0.57
Intentionally fail to give a supervisor or co-worker necessary information	250	1.29	0.81
Destroy or falsify company records or documents	250	1.06	0.32
Provide the organization with false information to obtain a job	250	1.12	0.55
Lie to employer or supervisor to cover up a mistake	250	1.24	0.68
<b>Misuse of Information</b>	<b>250</b>	<b>1.17</b>	<b>0.43</b>

**Analysis:**

Above table brings out that the overall mean score of Misuse of Information was found to be 1.17. In various analyzed components, 'Intentionally fail to give a supervisor or co-worker necessary information' achieved the highest mean score of 1.29.

**Table 6:**

	N	Mean	Std. Deviation
Waste company resources	250	1.22	0.67
Use company resources you are not authorized to use	250	1.24	0.73
Alter time card to get paid for more hours than worked	250	1.22	0.72
Worked unnecessary overtime	250	1.27	0.68
Taking a long lunch & tea break	250	1.64	0.68
Waste time on the job	250	1.38	0.58
Conduct personal business during work time	250	1.14	0.51
Make personal long distance phone calls or photocopies, mail personal packages	250	1.23	0.55
Use email for personal purpose	250	1.20	0.55
Spend time on the internet for reason not related to work	250	1.12	0.42
Play computer games during work time	250	1.08	0.39
<b>Misuse of Time &amp; Resources</b>	<b>250</b>	<b>1.25</b>	<b>0.34</b>

**Analysis:**

It can be understood from table 6 that the overall mean score of Misuse of Time and Resources was found to be 1.25. In various analyzed components, 'Taking a long lunch & tea break' achieved the highest mean score of 1.64.

**Table 7:**

	N	Mean	Std. Deviation
Fail to read manual outlining safety procedures	250	1.17	0.59
Endanger self, coworkers, or customers by not following safety procedures	250	1.14	0.50
<b>Unsafe Behavior</b>	<b>250</b>	<b>1.15</b>	<b>0.47</b>

**Analysis:**

Analysis of the table 7 brings out that the overall mean score of Unsafe Behaviour was found to be 1.15. In various analyzed components, 'Fail to read manual outlining safety procedures' achieved highest mean score of 1.17 while 'Endanger self, coworkers, or customers by not following safety procedures' achieved the mean score of 1.14.

**Table 8:**

	N	Mean	Std. Deviation
Use sick leave when not really sick	250	1.58	0.70
Intentionally come to work late or leave work early without permission	250	1.46	0.69
Miss work without calling in or be absent from work without a legitimate excuse	250	1.13	0.44
<b>Poor Attendance</b>	<b>250</b>	<b>1.39</b>	<b>0.44</b>

**Analysis:**

An analysis of the above table 8 brings out that the overall mean score of Poor Attendance was found to be 1.29. In various analyzed components, 'Use sick leave when not really sick' achieved the highest mean score of 1.58.

**Table 9:**

	N	Mean	Std. Deviation
Intentionally do slow or sloppy work or do work badly or incorrectly	250	1.13	0.43
Intentionally perform job below acceptable standards	250	1.12	0.58
<b>Poor Quality Work</b>	<b>250</b>	<b>1.13</b>	<b>0.39</b>

**Analysis:**

An analysis of the above table 9 brings out that the overall mean score of Poor Quality Work was found to be 1.13. In various analyzed components, 'intentionally do slow or sloppy work or do work badly or incorrectly' achieved highest mean score of 1.13.

**Table 10:**

	N	Mean	Std. Deviation
Engage in alcohol consumption on the job	250	1.06	0.43
Come to work under the influence of alcohol	250	1.03	0.24
Have my work affected due to a hangover from alcohol	250	1.04	0.37
<b>Alcohol Use</b>	<b>250</b>	<b>1.04</b>	<b>0.27</b>

**Analysis:**

An analysis of the above table brings out that the overall mean score of Alcohol Use was found to be 1.04. In various analyzed components, 'Engage in alcohol consumption on the job' achieved the highest mean score of 1.06.

**Table 11:**

	N	Mean	Std. Deviation
Possess or sell drugs on company property	250	1.03	0.23
Engage in drug use on the job	250	1.03	0.32
Come to work under the influence of drugs	250	1.03	0.26
Have your performance affected due to a hangover from drugs	250	1.04	0.34
<b>Drug Use</b>	<b>250</b>	<b>1.03</b>	<b>0.26</b>

**Analysis:**

An analysis of the above table brings out that the overall mean score of Drug Use was found to be 1.03. In various analyzed components, 'Have your performance affected due to a hangover from drugs' achieved the highest mean score of 1.04.

**Table 12:**

	N	Mean	Std. Deviation
Yell or shout unnecessarily on the job	250	1.16	0.46
Argue or with a co-worker	250	1.43	0.67
Verbally abuse a co-worker, supervisor, or customer	250	1.16	0.46
Using sexually explicit language in the workplace	250	1.05	0.33
<b>Inappropriate Verbal Actions</b>	<b>250</b>	<b>1.20</b>	<b>0.34</b>

**Analysis:**

An analysis of the above table brings out that the overall mean score of Inappropriate Verbal Actions was found to be 1.20. In various analyzed components, 'Argue or with a co-worker' achieved the highest mean score of 1.43.

**Table 13:**

	N	Mean	Std. Deviation
Physically attack a co-worker, supervisor, or customer	250	1.04	0.34
Making unwanted sexual advances toward a subordinate, supervisor, co-worker, or	250	1.07	0.37
<b>Inappropriate Physical Actions</b>	<b>250</b>	<b>1.06</b>	<b>0.30</b>

**Analysis:**

An analysis of the above table brings out that the overall mean score of Inappropriate Physical Actions was found to be 1.06. In various analyzed components, 'Making unwanted sexual advances toward a subordinate, supervisor, co-worker, or customer' achieved highest mean score of 1.06 while 'Physically attack a co-worker, supervisor, or customer' achieved the mean score of 1.04.

**Table 14:**

	N	Mean	Std. Deviation
Accidentally damage or destroy property, equipment, or product belonging to the company, co-worker, customer	250	1.12	0.44
Accidentally make mistakes on work tasks	250	1.24	0.60
Come to work late due to accidental reasons	250	1.45	0.68
<b>Accidental Items</b>	<b>250</b>	<b>1.27</b>	<b>0.42</b>

**Analysis:**

An analysis of the above table brings out that the overall mean score of Accidental Items was found to be 1.27. In various analyzed components, 'Come to work late due to accidental reasons' achieved the highest mean score of 1.45.

**8. Findings and Conclusions:**

Deviant employee behavior covers a full range of antisocial actions by organizational members that intentionally violate established norms & that results in negative consequences for the organizations, its members or both. Employee deviance produces organizational loss. In order to manage the growing occurrence of deviant behavior in the organization, it is important to understand why employees would engage in such acts of deviance. The increasing interest in deviant behavior is due to the increase in presence of deviant behaviors at workplace and the high costs associated with it. Studies conducted by Henle reveals that,

cases of negative workplace deviance are going beyond control, with 95% of all companies reporting some deviance related experience in their organizations. Employee theft, playing mean pranks, acting rudely, fraud and sabotage, and arguing have been supposed to be the fastest growing counterproductive behaviors among workgroups in recent times. Several studies in the recent past have documented not only the financial impact it, but also the social and psychological effects of negative workplace behavior on the organization. Researches have explored the list of deviant behaviors and impact of a wide range of individual factors such as gender, age, personality traits and employee perceptions of injustice on the incidence of workplace deviance. There has however been a considerable amount of research indicating that when employees' perceive they are being treated unfairly at work, they are more likely to engage in stealing, in sabotage, lying or revenge. Significant associations have also been found between experienced frustration and withdrawal behavior, aggression, hostility, theft and sabotage.

In this study researcher focuses on identification of individual or personal factors and organizational and job related factors which are named as deviant behaviors. The author through the study has tried to identify the most rated deviant behavior among the 51 deviant variables considered under study individually. In the process, through the help of analysis, the author has segmented all the 51 variables into 12 deviant behavioral groups namely: theft & related behavior, destruction of property, misuse of information, misuse of time & resources, unsafe behavior, poor attendance, poor quality work, alcohol use, drug use, inappropriate verbal actions, inappropriate physical actions, accidental items. Analysis of the data brings out that the overall mean score of Theft & Related Behavior was found to be 1.22, Destruction of Property was 1.14, Misuse of Information was 1.17, Misuse of Time and Resources was 1.25. Unsafe Behavior was 1.15. Poor Attendance was 1.29. Poor Quality Work was 1.13. Alcohol Use was 1.04. Drug Use was 1.03. Inappropriate Verbal Actions was 1.20. Inappropriate Physical Actions was 1.06. Accidental Items was 1.27. Researcher came out with conclusion that poor attendance, misuse of time and other resources were the major deviants which are affecting the organizations where she has surveyed.

Acme Intellects

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