

Women at Workplace: A Study to Understand the Nature of Deviant Behavior in Educational Institute

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Abstract

Workplace Deviance is a planned, expected, and malicious attempt to damage an organization by creating workplace problems. Deviating actions of workers have a negative potential in many ways for organizations. Past research has shown that the personal variations in workplace deviance may account for individual variables. One of the most common results is that men are more frequently overtly violent than women. However, most previous studies have indicated that the size of the general behavioral pattern of each sex provides information about a specific segment of the population. Women members are often ignored in most studies, though they play a critical role in the organizational decision-making process. In this research article, a pilot study has been conducted as part of the author's research work to understand the kind of deviant behaviour problems that the working women in educational institutes are facing. The study made a comparison between women members working in government and private educational institutes in the surrounding districts of Kolkata. A test is applied to understand whether any significant difference exists in terms of the variables identified during the exploratory study.

Keywords- *Deviant Behaviour, Women, Educational Institute*

INTRODUCTION

Workplace deviance was described as voluntary behavior that violates major organizational norms and threatens the well-being of or both the organization or its members (Robinson, S. & Bennett, R., 1995). Workplace deviations refers to voluntary actions in which workers either struggle to fulfill normal standards in the social atmosphere or are driven to violate them (Kaplan, H.B., 1975). In certain situations, deviation is divided into two categories, namely, small and serious deviance and

between individuals and organizational deviance. Minor deviance involves slower travel, favoritism, early retirement from the workplace, while serious conduct involves taking a kickback, stealing company assets and endangering employees (Bennett, R. J., & Robinson, S. L., 2000). The actions can also be further categorized as positive and destructive deviance from an organization's point of view (Appelbaum, S. H., Iaconi, G. D., & Matousek, A., 2007). Workforce deviance behaviour is a field of honesty in Western

countries, to consider different causes and implications of deviant activity and its effects on organizational engagement and productivity (Coffin, B, 2003). As such behavior is linked to enormous economic costs, organizations must control this problem. Moreover, specific activity is related to social and psychological costs in addition to economic costs.

It is crucial to recognize factors that contribute to such actions to prevent such negative effects on organizations and society as a whole. Several human, sociological, organizational and economic factors may trace the reasons for this kind of deviant behaviour from the workplace. Personality, employment, power of the community, ethics, anger and stress are only a few examples. Deviant behavior is reflected in changes in the timing of the job, working attitudes and results, lunch breaks, delay and many other consequences. Specific actions can be seen as a plea for assistance, and the main role of management is that the behavioral improvements are understood and corrective actions are taken. (Keyes, C. L. M., & Magyar-Moe, J. L., 2003). Also, research on this topic will be helpful to actuaries in designing various schemes as per today's needs of customers and market needs at large.

REVIEW OF LITERATURE ON DEVIANT BEHAVIORS FACED BY WOMEN AT WORKPLACE

With the increase in literacy rate in our country, the trace of penetration of women in every corner is prominent. In a male-dominated country, although educated women and men are running parallel, commitments still differ gender-wise. To maintain work-life balance fulfilling household

commitments women are more comfortable and driven towards the education sector. Workplace behaviour in these educational institutes is shaped by the workforce working in the system. These human capitals come up with different individual psychology holding individual behaviour, ethics and principle. These individuals portray their unique attitudes based on their perception and unique behavior, which might be acceptable or unacceptable by others and the organisation too. The unacceptable or deviant workplace behaviour faced by the women workforce is a big hindrance in the proper utilization of women employees. (Bashir, 2015). Studied multiple factors responsible for creating workplace deviance, e.g., financial pressures, organizational injustice, organization environment, employee perception, lower job satisfaction etc. but the most important factors out of these are organizational injustice and job satisfaction. (Appelbaum, 2015) studied that unethical and deviant behaviour plays a very harmful role in the organisation. Ethics should be strongly knitted in the organisation to avoid workplace deviance. Organizations need to step forward and respond by cultivating solid, constructive ethical environments so that when their workers face an ethical problem, they know how to deal with it (Lay, 2015). Aggression is a factor that women employees face that has been identified by the researchers, which obstructs the smooth flow of their work. Aggression is complex social conduct with multiple causes and manifestations. Aggression can be physical or verbal, direct or indirect. Aggression may be impulsive, triggered by frustration in response to provocation (known as reactive or aggressive aggression), or it may be premeditated, less emotional, and may be used as a way to achieve

some other purpose (known as constructive or instrumental aggression) (Thomas F. Denson, 2018).

Sabotage is another factor that an alleged honest women employee faces dragging to the extreme of disciplinary action. Sabotage is commonly noticed in workplace deviance which is deliberately destroying, damaging or obstructing organisation's property. (Appelbaum S. H., 2015) Perception of organisational injustice is a reason that drives workplace deviance. (Maureen L. Ambrose, 2002) studied that insiders or outsiders trusted individuals in an organization, such as present or former employees, contractors, consultants, or vendors, are traced in the act of sabotage, they are the threat to the security of information due to their confidential knowledge of the organization's internal operations, processes, data, systems, or other resources because trusted individuals have the authority and guts to ignore and avoid rules and utilise their power and authority to satisfy their revengeful action and women employees have been seen as the prey of this deviant workplace behaviour. Therefore trusted individuals should be monitored constantly (Green, 2014) to check such workplace deviance working against women workforce.

Bullying and Sexual harassment are the behavioural workplace deviance women employees facing which ranges from minor to serious and is quite prominent in today's scenario. These deviances fall under two dimensions they are: minor versus serious and interpersonal versus organizational workplace behaviours. The organisations should understand not only the behavior of the workforce that is beneficial to them but also the deviant behavior that is

detrimental to the human resource of the organization (Robinson & Bennett, 1995). Researchers studied that disciplinary action needs to be implemented properly to check such behavioural deviance and an ethical climate should be incorporated to provide safety and security to the women employees working in the organisation.

Incivility is another factor that women employee faces while carrying their work process. Incivility is the rude or unsociable behaviour that usually flows from the supervisors or the superiors, which lowers down the morale of the women employees working under them in the organisation. Ethical climate increases employee's commitment towards organisation and the mediator to influence ethical climate and deviant workplace behaviour is organisational Climate (Ana Sofia Aryati, 2018). Ethical leadership reduces deviant workplace behaviour, which is concerned with honesty and credibility, being fair in decision making, personal life based on morality standards, values and ethics, doing the right thing, transparent in communication and application, punishment and reward which eventually keeps the women employees away from incivility.

Women employees are often harassed by drunker in the workplace. Substance abuse at work is another factor women employee faces which is alcohol and drug abuse which is too costly to bear for the organisation too which ranges from productivity loss, injuries and also increase in health insurance claims. This workplace deviance, apart from affecting women employees it also affects the organisation in the following ways: sleeping on the job, hangover or withdrawal affecting job performance, poor job performance, loss of efficiency etc. (Jessica R. Carre, 2018)

Self-Report Psychopathy-Short Form (SRP-SF) predicts the measures of deviant workplace behaviour and Triarchic Psychopathy Model (TRI-PM) predicts higher scores of workplace deviance and workplace sexual harassment measures. The researcher recommended a strong background check during the process of recruitment with constant follow-up to reduce and remove such deviant workplace behavior and preventing threat to the women employees associated with the system.

Ha: Type of organization wise, there is a significant difference of opinion that exists regarding sexual harassment that the women workers are facing at the workplace.

Hb: Type of organization wise, there is a significant difference of opinion exists regarding aggressions that the women workers are facing at the workplace.

Hc: Type of organization wise, there is a significant difference of opinion exists regarding bullying that the women workers are facing at the workplace.

Hd: Type of organization wise, there is a significant difference of opinion exists regarding incivility that the women workers are facing at the workplace.

He: Type of organization wise there is a significant difference of opinion exists regarding substance abuse that the women workers are facing at the workplace.

Hf: Type of organization wise there is a significant difference of opinion exists regarding sabotage that the women workers are facing at the workplace.

RESEARCH METHODOLOGY

The present study is based on the exploratory study conducted in pilot form in different higher educational institutes in Kolkata only. As part of the Ph.D. research work, the author visited around 12 institutes and collected data from 41 respondents to understand the acceptance of the variables identified through the literature review. Out of the 12 institutes, 6 institutes were identified purposefully from the government sector, and the rest of the 6 institutes from the private sector to get a better idea about the study. If the variables fit to be qualified, then further analysis may be possible with the help of the same.

The respondents were identified using a random sampling method. A t-test is applied to understand whether any significant difference exists among the respondents or not. A structured questionnaire was prepared for the study, where all 6 variables were incorporated. All these variables are part of the personal deviance category. Rests of the variables were not considered for this article.

The respondents were asked to give a response in a 5-point Likert scale where 5 indicates strongly agree, 4 indicates agree, 3 indicated neutral, 2 indicates disagree and 1 indicates strongly disagree. Initially, Cronbach's alpha value was taken into consideration where an alpha value higher than 0.70 indicates that the variables are internally consistent and can be used for further study. The result of the Cronbach alpha is shown in Table 1.

Table 1: Reliability Statistics

Cronbach's Alpha	No. of Items
.831	6

Since the value of the alpha is more than 0.70, we can conclude that the variables are consistent enough to be included in the study.

ANALYSIS OF DATA

The 41 respondent's information is collected using the Likert scale and the same is used to test each of

the 6 hypotheses. After data cleaning, each of the information is incorporated in the SPSS, and analysis has been done. The result of the analysis is shown in table 2.

Table 2: Result of the t test

Hypothesis	Sig (2 Tailed)	Remarks
H0a: Type of organization wise there is no significant difference of opinion exists regarding sexual harassment that the women workers are facing at the workplace. H1a: Type of organization wise there is a significant difference of opinion exists regarding sexual harassment that the women workers are facing at the workplace.	0.243	H0 Accepted
H0b: Type of organization wise there is no significant difference of opinion exists regarding aggressions that the women workers are facing at the workplace. H1b: Type of organization wise there is a significant difference of opinion exists regarding aggressions that the women workers are facing at the workplace.	0.206	H0 Accepted
H0c: Type of organization wise there is no significant difference of opinion exists regarding bullying that the women workers are facing at the workplace. H1c: Type of organization wise there is a significant difference of opinion exists regarding bullying that the women workers are facing at the workplace.	0.032	H0 Rejected
H0d: Type of organization wise there is no significant difference of opinion exists regarding incivility that the women workers are facing at the workplace. H1d: Type of organization wise there is a significant difference of opinion exists regarding incivility that the women workers are facing at the workplace.	0.311	H0 Accepted
H0e: Type of organization wise there is no significant difference of opinion exists regarding substance abuse that the women workers are facing at the workplace.	0.024	H0 Rejected

H1e: Type of organization wise there is a significant difference of opinion exists regarding substance abuse that the women workers are facing at the workplace.		
H0f: Type of organization wise there is no significant difference of opinion exists regarding sabotage that the women workers are facing at the workplace. H1f: Type of organization wise there is a significant difference of opinion exists regarding sabotage that the women workers are facing at the workplace.	0.000	H0 Rejected

Table 3: Descriptive Statistics Table

Variables	Organization	N	Mean
Sexual Harassment	Private Sector	24	4.1250
	Government Sector	17	3.8235
Aggression	Private Sector	24	4.0417
	Government Sector	17	3.7059
Bullying	Private Sector	24	4.0417
	Government Sector	17	2.9412
Incivility	Private Sector	24	4.2083
	Government Sector	17	4.0000
Substance Abuse at Work	Private Sector	24	3.7500
	Government Sector	17	4.0000
Sabotage	Private Sector	24	3.6250
	Government Sector	17	4.0588

Source: Survey Data

The result shows that out of the total 6 hypotheses 3 are accepted and 3 are rejected. Both of them have implications. In case hypothesis 1, a, b and d, it can be said that both the employee groups are of the opinion that they are facing problems at the workplace related to sexual harassment, aggression and incivility. But, there is a difference of opinion among the two groups related to the variables like bullying, substance abuse and sabotage. If we look at the descriptive statistics table, it can be seen that women workers in the private sector are more in favour of the statement than the women workers in

the government sector. So, the nature of the problem is more rampant in the private sector than in the government sector.

CONCLUSION

In today's world, women are playing a very crucial role and most of the organizations are taking it seriously to reduce any kind of gender biasness in their respective organizations. The growth of the organization can only be seen if it is not gender-sensitive. Equal opportunity is most important and will certainly be going to improve the organization's working environment. But, given

the scenario, it may not be necessarily true in all aspects. Deviant behaviour is one such area that affects the growth of the organization very badly and even the organization sometimes not in a position to understand the nature of the cost associated with it. If the deviant behaviour is positive, then it will be going to improve the work culture. Unfortunately, most of the time, it is negative in nature. When it is the case of women employees, this deviant behaviour is drastically going against them and affecting the working environment and morale of the employees. In this study, a small attempt has been made to identify the nature of personal deviant behaviour problems that women face at their workplace. This kind of problem is more in private educational institutes than the government. It should be an eye-opener for all the concerned authorities, else they will going to lose quality manpower in the near future.

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