

**EMPLOYEES' MISBEHAVIOURS IN NON-PROFIT ORGANIZATIONS -
AN EXPOLORATORY STUDY**



BY:

NEELDA VINOJINI GNANAPRGASAM

REG NO: EU/IS/2015/MS/62

INDEX NO: MS 1812



A project report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka, as a partial fulfilment of the requirement for the Degree of Bachelor of Business Administration (BBA).

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

2020

**PROCESSED
MAIN LIBRARY, EUSL**

ABSTRACT

Organizational Misbehaviour is an important subject that needs to be seriously understood as it represents a reality of work life amongst employees in organization. Each and every employee should be concerned about this phenomenon since it may bring harmful effects to the organization in the long run if it is not effectively managed.

There is increasing concern regarding negative workplace behaviour. Organizational Misbehaviour which considered as negative deviant workplace is obviously costly, reduces performance and can impact the entire organization negatively. We cannot ignore misbehaviours in organizations. It needs to be confronted and managed.

In this study, typology of Robinson and Bennet was used as model. In this typology, the different types of wrongful behaviours range from minor to serious and can be identified as either targeting some individuals in the organization (known as Interpersonal deviance) or the Organization itself (known as Organizational deviance).

This study reports some findings of a survey conducted among 125 employees of the Non-profit organizations in Batticaloa. This research is quantitative research. Researcher used structured questionnaire to collect data from employees. Sample selected through convenience sampling method. Statistical Package for Social Science (SPSS 22.0) was used to present, analyze and evaluate data.

This survey identified, there is a high level of Interpersonal deviance and organizational deviance among the employees in Non-profit organizations, there is no significance difference between male and female employees and there is significance difference exist related to age level of employees. Through this study, help to understanding and managing misbehaviours in workplace to increase the performance of the employees and help organization establish strong and trusting relationship with employees as well as their stakeholders.

Key Words: Organizational Misbehaviours, Interpersonal Deviance, Organizational Deviance

TABLE OF CONTENTS

	PAGE NO
ACKNOWLEDGEMENT.....	i
ABSTRACT.....	ii
TABLE OF CONTENTS.....	iii
LIST OF TABLES.....	iv
LIST OF FIGURES.....	v
LIST OF ABBREVIATION.....	vi
CHAPTER – ONE INTRODUCTION.....	1-7
1.1 Background of the Study.....	1
1.2 Research Problem.....	3
1.3 Research Questions.....	5
1.4 Research Objectives.....	5
1.5 Significance of the Study.....	5
1.6 Scope of the Study.....	6
1.7 Chapter Organization.....	6
1.8 Chapter Summary.....	7
CHAPTER – TWO LITERATURE REVIEW.....	8-24
2.1 Introduction.....	8
2.2 Organizational Misbehaviour.....	8
2.2.1 Organizational Misbehaviours Definitions in the Workplace....	8
2.2.2 Levels of Misbehaviour in Organization.....	11
2.2.3 Consequences of Organizational Misbehaviour.....	12
2.2.3.1 The Negative Impact on Employees.....	13
2.2.3.2 The Negative Impact on Organizations.....	14

2.3 Typology of Organizational Misbehaviour.....	15
2.3.1 The Typology of Robinson and Bennet.....	16
2.3.2 Interpersonal Deviance.....	17
2.3.2.1 Personal Aggression.....	17
2.3.2.2 Political Deviance.....	19
2.3.3 Organizational Deviance.....	20
2.3.3.1 Property Deviance.....	20
2.3.3.2 Production Deviance.....	22
2.4 Gender and Workplace Deviance.....	23
2.5 Age and Workplace Deviance.....	23
2.6 Chapter Summary.....	24
CHAPTER–THREE CONCEPTUALIZATION AND OPERATIONALIZATION.....	25-30
3.1 Introduction.....	25
3.2 Conceptualization.....	25
3.3 Conceptual Framework.....	25
3.4 Definition of Key Concept and Variables.....	26
3.4.1 Interpersonal Deviance.....	26
3.4.1.1 Personal Aggression.....	26
3.4.1.2 Political Deviance.....	27
3.4.2 Organizational Deviance.....	27
3.4.2.1 Property Deviance.....	27
3.4.2.2 Production Deviance.....	27
3.5 Operationalization.....	28
3.6 Chapter Summary.....	30

CHAPTER- FOUR RESEARCH METHODOLOGY	31-46
4.1 Introduction.....	31
4.2 Research Philosophy.....	32
4.3 Research Approach.....	32
4.4 Research Strategy.....	33
4.5 Methodological Choice.....	33
4.6 Time Horizon.....	34
4.7 Research Site/ Area Selection.....	34
4.8 Population of the Study.....	34
4.9 Sampling Technique/ Method.....	35
4.10 Sampling Framework and Sample Size.....	35
4.10.1 Sample Size.....	35
4.10.2 Sampling Framework.....	35
4.11 Method of Data Collection/ Source.....	36
4.12 Research Instrument.....	37
4.13 Source of Measurement.....	38
4.14 The Pilot Study.....	40
4.15 Validity and Reliability of Instruments.....	41
4.16 Unit of Data Analysis.....	42
4.17 Method of Data Analysis.....	42
4.17.1 Objective One.....	42
4.17.1.1 Univariate Analysis.....	42
4.17.2 Objective Two.....	43
4.17.2.1 Independent Sample t- test.....	43
4.17.3 Objective Three.....	43

4.17.3.1 One-Way ANOVA.....	43
4.18 Method of Data Evaluation.....	43
4.18.1 Univariate Analysis.....	44
4.18.2 Independent Sample t-Test.....	44
4.18.3 One-Way ANOVA.....	44
4.19 Data Presentation.....	45
4.20 Ethical Consideration.....	45
4.21 Chapter Summary.....	46
CHAPTER- FIVE DATA PRESENTATION AND ANALYSIS....	47-59
5.1 Introduction.....	47
5.2 Analysis of Reliability.....	47
5.3 Data Presentation and Analysis of Respondents Profile.....	48
5.3.1 Distribution of Gender.....	48
5.3.2 Distribution of Age Level.....	49
5.3.3 Distribution of Occupation.....	49
5.3.4 Distribution of Educational Qualification.....	49
5.4 Data Presentation and Analysis of Research Objectives.....	50
5.4.1 Univariate Analysis.....	50
5.4.1.1 Level of Interpersonal Deviance.....	51
5.4.1.2 Level of Organizational Deviance.....	52
5.4.2 Independent Sample t-test.....	53
5.4.2.1 Independent Sample t-test Gender and Interpersonal Deviance..	54
5.4.2.2 Independent Sample t-test Gender and Organizational Deviance	55
5.4.3 ANOVA Analysis.....	57
5.4.3.1 One Way ANOVA Analysis between Age and Interpersonal Deviance.....	57

5.4.3.2 One Way ANOVA Analysis between Age and Organizational Deviance.....	58
5.5 Chapter Summary.....	59
CHAPTER- SIX DISCUSSION AND FINDINGS.....	60-64
6.1 Introduction.....	60
6.2 Respondents Profile.....	60
6.2.1 Gender of Respondents.....	60
6.2.2 Age of Respondents.....	60
6.2.3 Occupation of Respondents.....	60
6.2.4 Educational Qualification of Respondents.....	61
6.3 Discussion of Research Information.....	61
6.3.1 Discussion- Objective One.....	61
6.3.1.1 Level of Interpersonal Deviance.....	61
6.3.1.2 Level of Organizational Deviance.....	61
6.3.2 Discussion- Objective Two.....	61
6.3.2.1 Independent Sample T-test and Interpersonal Deviance.....	62
6.3.2.2 Independent Sample T-test and Organizational Deviance.....	62
6.3.3 Discussion- Objective Three.....	62
6.3.3.1 ANOVA Analysis between age and Interpersonal Deviance....	62
6.3.3.2 ANOVA Analysis between age and organizational Deviance....	63
6.4 Hypothesis Testing.....	63
6.5 Chapter Summary.....	64

CHAPTER- SEVEN CONCLUSION AND RECOMMENDATION.....	65-69
7.1 Introduction.....	65
7.2 Conclusion.....	65
7.2.1 Conclusion- Objective One.....	65
7.2.2 Conclusion- Objective Two.....	65
7.2.3 Conclusion- Objective Three.....	65
7.3 Contribution of the Study.....	66
7.4 Recommendations.....	67
7.5 Limitations of the Study.....	69
7.6 Direction for Future Studies.....	69
LIST OF REFERENCES.....	70-77
APPENDIX (QUESTIONNAIRE).....	78-80