



Workplace Behavioural Deviances of Women Workers in Apparel Industry in Karnataka- An Analysis

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ABSTRACT

Workplace Behavioural Deviance is a common phenomenon in every industry with no exception to apparel industry. In the apparel industry women workforce is significantly high. Women workers tend to deviate from normal working behaviour very frequently. A single woman worker naturally indulges in two or more than two workplace deviances during a particular period of time. The absenteeism, tardiness, gossiping and thefts are popular workplace deviances. The reasons for indulgence in workplace deviances vary with socio, economic, political and psychological conditions. The empirical evidences collected through survey of 432 sample respondents selected under convenient sampling method. In the present study, the researchers have made an empirical analysis of data on reasons for deviant behavior of women workers in the apparel industry in the State of Karnataka. Further an analysis of impact of demographic variables on perceptions about workplace deviances is also made in this article. The study has revealed that women workers indulge in plurality of workplace deviances under the influence of multitude of causes. Further, the demographic variables sometimes exert direct influence on the reasons attributable to workplace deviances and sometimes stand neutral. The study enables to policymakers in strategizing the customised moves in addressing the problems of deviant behavior.

Keywords: Workplace Behavioural deviances, Empirical Study, Apparel Industry, Multitude of Causes, Plurality.

Introduction

Workplace Behavioural deviance is matter of concern in all organisations irrespective of size, ownership, location and other demographics. Workers tend to deviate from expected behaviour owing to explained and unexplained reasons. Keeping in view disastrous effects of workplace deviances on the society and economy efforts are put in to address the same. Before addressing the problem it is imperative to ascertain the causes for such deviance in behaviour. Experts have explored the reasons and explained the causes of workplace deviances in their own way. However a single explanation cannot substantiate the complexity in the behavioural pattern of workers. There is multiplicity of causes for workplace deviances and the intensity of influence of demographic profile on workplace deviances tend to vary.

In the year 2024 there were 1072 registered apparel industrial units operating in Karnataka. Besides this there are hundreds of smaller unregistered units operating in Karnataka. The population of women workers, as per the data available at the Labour and Employment Department of Government of Karnataka, in these registered units was 2, 89,282 accounting for 72% of the total workforce.

Statement of the Problem

Understanding the tendency of deviance from normal behaviour on the part of workers at the workplace is a complex problem. The human asset, only animate thing which can usher in grand success, needs customised attention. Customising the attention is precluded by thorough analysis of attitude and behaviour of human asset deployed at work. If things go well on par with expectations of employer the organisation stands to

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gain. The moment distortions emanate in the mindset and behaviour of workers the problems set in. Whatever the expertise that the HR managers possess and whatever the strategy that they deploy all go in vain when workers derail the operations. Thorough understanding of psychology of the individuals and group combined with one-to-one solutions addresses the problem. The oscillations in the brains of individuals make them unpredictable thus making the HR task daunting. Developing a theory on this matter of deciphering deviance at workplace is a challenging task as the cognitive approach in the decisions and actions of individuals is more significant now a days .

Need for the Study

Workplace behavioural deviance, hereafter called as workplace deviance, is a matter of concern in every organization because it has more negative impact than positive. The productivity of the labour dwindles with more number of workers indulging in workplace deviances and further the crisis deepens with increased degree of workplace deviances. A study of exploration of the reason behind workplace deviances certainly guides the policymakers in finding palatable solutions to this problem. The present study conducted in exploring the reasons for workplace deviances enables policymakers in diagnosing the problem, understanding the reasons and finding the redress formula.

Literature Review

The review of literature pertain to the study area has lead the researchers to proceed with research work. Robinson, S. L., & Bennett, R. J. (1995) provided a foundational framework for understanding deviant workplace behaviour by categorizing it into two primary dimensions: organizational deviance (e.g., theft, sabotage) and interpersonal deviance (e.g., harassment, aggression). Regarding reasons for behavioural deviances authorities have thrown some light. Perceived inequities in pay can lead to employee theft, a form of organizational deviance... underpayment can trigger feelings of injustice, prompting employees to engage in Workplace deviances as a means of restoring equity (Greenberg, J. 1990). Work place deviances often stem from discrepancies between individual motivations and organizational demands, emphasizing the role of unmet psychological needs and perceived inequities (Vardi and Wiener 1996). Other influencing factors are also explored. There is influence of personality traits, job characteristics, and environmental factors on the propensity to engage in workplace deviances (Marcus and Schuler 2004). The emotional responses to stress and perceptions of fairness significantly influence the likelihood of engaging in Workplace deviances, with autonomy serving as a moderating factor (Fox et al.2001).

Objectives

- To study the nature of workplace deviances of women workers in apparel industry
- To explore the reasons for workplace deviances
- To study the influence of demographic factors on workplace deviances with respect to women workers in garment industry in Karnataka.

Hypotheses

H₁: Women workers in apparel industry have plurality in workplace deviances

H₂: Workplace deviances among women workers in apparel industry has multitude of causes

H₃: There is age neutrality in workplace deviances of women workers in apparel industry

H₄: Education qualification has no impact on workplace deviances of women workers in apparel industry

H₅: Marital status has no impact on workplace deviances of women workers in apparel industry

H₆: Income is not a determinant factor in workplace deviances of women workers in apparel industry

H₇: Residence of workers has no impact on workplace deviances of women workers in apparel industry

H₈: Work experience of workers has no impact on workplace deviances of women workers in apparel industry

Scope of the Study

Present study is conducted in the State of Karnataka and women workers working in the apparel manufacturing units situated in the 31 districts in the state are considered for sample selection. The survey is conducted during the months June 2023 to December 2023.

Methodology

This study is based on primary data and secondary data. The secondary data is collected from published and unpublished sources. For the purpose of studying the perception of women workers in the apparel industry about the reasons for workplace deviances, the survey was conducted by selecting 432 women workers in the State of Karnataka. The sample respondents were selected on convenient sampling basis with due care taken

to give representation to all demographic strata of the universe. The population of women workers in apparel industry in the State of Karnataka as per the inputs from the Labour and Employment Department was 2,89,282. The data was collected by administering pilot tested structured questionnaire, translated into vernacular language. The indirect oral interview was also conducted wherein the veracity of responses could not be verified. The respondents were asked to reply to queries based on their own behaviour and /or behaviour of their colleagues. The data is analysed by using SPSS 26.0 package. The tools of analysis are ratios, percentages, averages, standard deviation, one way ANOVA, and Chi-Square test is conducted to verify the validity of data.

Demographic Analysis

The average age of respondent is 38.42 years. 83.9% of respondents are married. A majority 41.1% of respondents are educated up to secondary school level. A majority of 58.1% respondents had monthly income in the range of Rs.10000 to Rs.15000. 31% of respondents are commuting from rural area. A majority of 43 % of workers had an experience of 1-3 years followed by 35% having had experience of 3-5 years.

Workers Engaged in Workplace Deviances

The researchers, at the first instance, inquired about the indulgence of female workers in workplace behavioural deviances for which query 89.5% agreed that they had indulged in workplace behavioural deviances. The actual number of respondents who indulged in workplace deviances was 419 and only 13 members had not indulged in any workplace deviant behaviour.

Types of workplace Deviances

Four types of workplace deviances were found in isolation and in combination. The responses are quantified and enumerated in the table:

Table 1 Type of Workplace Deviances

Type	Frequency
Absenteeism	282
Tardiness	112
Gossiping	358
Theft	42
All	145
Three of the above	196
Two of the above	353

Source: Primary data-survey

The table 1 clearly depicts that 282 respondents indulged in absenteeism, followed by 358 members indulging in gossiping, 112 in tardiness and 42 in thieving. 145 members involved in all four workplace deviances, 196 members agreed that they involved in three workplace deviances with no specific mention of excluded items. Similarly 353 members agreed that they indulged in two workplace deviances with no specific mention of excluded items.

List of Reasons for Workplace Deviances:

The researchers identified 15 reasons upon which the survey is conducted. The reasons are listed in table 2 below:

Table 2 Reasons for Workplace Deviances

Sl. No.	Reasons
1.	No Satisfaction with job
2.	Unfair treatment at workplace
3.	Feeling unsafe in workplace
4.	No Clear rules and policies regarding behavior in workplace
5.	Poor work-life balance
6.	Conflicts with colleagues
7.	Unsatisfactory wage payment plan
8.	Bleak career advancement opportunities
9.	Gender bias at workplace
10.	Heavy workload
11.	Stress due to family responsibilities
12.	Lack autonomy in job
13.	Poor relationships with supervisors
14.	Inadequate training and development opportunities
15.	Dissent over culture of inequality and exclusiveness

Source: Primary data-survey

Perception Analysis

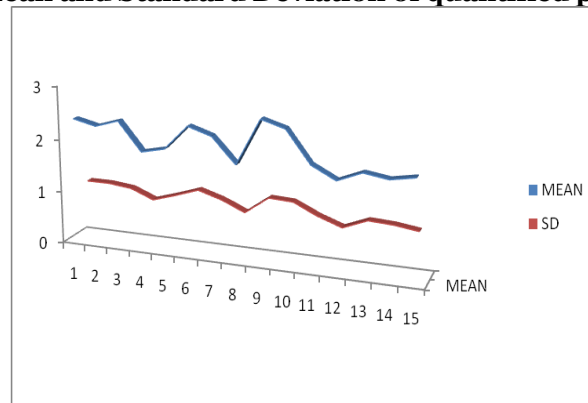
The researchers collected data from 419 respondents who indulged in workplace deviances about the reasons. 13 statements were included in the questionnaire for which answers were collected in 5 point Likert Scale. The values assigned were Strongly Agree -1, Agree-2, Neutral-3, Disagree-4, Strongly Disagree-5. The details of data and analysis is given in table 3 and chart 1.

Table 3 Analysis of Perceptions

Statement	Mean	Standard Deviation	Chi-Square test value
1.	2.3790	1.05609	0.000
2.	2.2742	1.05413	0.000
3.	2.4113	1.00415	0.000
4.	1.8710	0.82608	0.000
5.	1.9677	0.96217	0.000
6.	2.4274	1.11292	0.000
7.	2.2823	0.97581	0.000
8.	1.8065	0.78271	0.000
9.	2.6694	1.10962	0.000
10.	2.5323	1.08527	0.000
11.	1.9355	0.87180	0.000
12.	1.7016	0.70974	0.000
13.	1.8871	0.89452	0.000
14.	1.8145	0.86829	0.000
15.	1.8952	0.80465	0.000

Source: Primary data ☐ Survey and Analysis

Chart 1 Mean and Standard Deviation of quantified perceptions



The data enshrined in table 3 and chart 1 clearly depict that the average in all the 15 statements is in the range of 1.7016 to 2.6694 and standard deviation in the range of 0.70974 to 1.11292. The combined arithmetic mean is 2.1237 and combined standard deviation is 0.9412. The chi-square in respect of all 15 statements is 0.000 thus indicating that the data is valid at 95% accuracy level.

Analysis of Variance

To study the reasons for workplace deviances as influenced by independent factors the researchers conducted one way ANOVA and the results are given in table 4

Table 4 One way ANOVA

Percep tion	Age		Education		Marital Status		Monthly Income		Residence		Experience	
	F	Signifi cance	F	Signifi cance	F	Signifi cance	F	Signifi cance	F	Signifi cance	F	Signifi cance
1.	4.445	.005	1.620	.188	2.960	.035	4.197	.017	2.254	.086	5.579	.005
2.	8.776	.000	.976	.407	5.665	.001	4.338	.015	5.774	.001	7.508	.001
3.	3.198	.026	1.269	.288	1.485	.222	2.574	.080	2.876	.039	2.688	.072
4.	2.201	.091	.752	.523	.921	.433	1.431	.243	2.473	.065	4.222	.017
5.	2.986	.034	1.574	.199	2.830	.041	1.415	.247	1.742	.162	.843	.433
6.	2.522	.061	.476	.700	3.812	.012	3.143	.047	4.135	.008	5.782	.004
7.	3.334	.022	.763	.517	1.131	.339	4.641	.011	3.151	.028	1.397	.251
8.	.018	.997	2.774	.044	3.282	.023	.049	.952	3.220	.025	3.444	.035
9.	2.268	.084	2.352	.076	2.473	.065	.383	.683	1.318	.272	8.947	.000
10.	4.439	.005	2.278	.083	.008	.999	.430	.652	1.531	.210	2.264	.108
11.	3.109	.029	4.086	.008	1.195	.315	.171	.843	.858	.465	1.877	.157
12.	1.764	.158	1.070	.364	1.251	.294	.116	.890	.866	.461	5.579	.005
13.	7.541	.000	1.803	.150	6.863	.000	11.573	.000	4.738	.004	3.937	.022
14.	.901	.443	1.301	.278	2.761	.045	8.226	.000	2.729	.047	4.600	.012
15.	3.488	.018	5.155	.002	3.326	.022	3.720	.027	7.777	.000	7.518	.001

Source: Primary Data-Analysis

Table 4 contains the results of One way ANOVA the statistical values \square F value and P values indicate the extent of variance prevalent within the group and among the group in respect of dependent variables \square the perceptions about reasons for workplace deviances and independent variables- demographic features- age, marital status, income, education, residential area and experience.

Hypotheses Testing

H₁: Women workers in apparel industry have plurality in workplace deviances

The data enshrined in table 1 clearly indicate that out of 419 women workers only 66 workers, thus accounting for 16%, have indulged in single workplace deviances. Thus it is significant to note that 84% of female workers indulge in plurality of workplace deviances. Therefore hypothesis 1- Women workers in apparel industry have **plurality in workplace deviances** is proved.

H₂-Workplace deviances among women workers in apparel industry has multitude of causes

The findings in table 3 with combined arithmetic mean 2.1237 with combined standard deviation 0.9412 clearly indicate that the majority workers agree that they indulge in workplace deviances because of the reasons given in table 3 further the chi-square value standing at 0.000 in all the instances signify the validity of the data. Therefore hypothesis 2- workplace deviances among women workers in apparel industry has **multitude of causes** is proved.

H₃: There is age neutrality in workplace deviances of women workers in apparel industry

Relevant columns of F value and significance value corresponding to age and reasons for workplace deviances indicate that only in 9 out of 15 reasons the null hypothesis get rejected because its level of significance is below 5%. That means in 6 out of 15 reasons the null hypothesis is accepted. Over all it is concluded that age has no effect in responses with reference to 9 reasons and age is influencing the respondents in their perception about reasons for workplace deviances in respect of 9 reasons. Therefore the hypothesis 3-There is **age neutrality in workplace deviances of women workers in apparel industry** is partially accepted.

H₄: Education qualification has no impact on workplace deviances of women workers in apparel industry

Relevant columns of F value and significance value corresponding to education and reasons for workplace deviances indicate that only in 3 out of 15 reasons the null hypothesis get rejected because its level of significance is below 5%. That means in 12 out of 15 reasons the null hypothesis is accepted. Over all it is concluded that education has no effect in responses with reference to only 3 reasons and education is influencing the respondents in their perception about reasons for workplace deviances in respect of 12 reasons. Therefore the hypothesis 4- **Education qualification has no impact on workplace deviances of women workers in apparel industry** is partially accepted.

H₅: Marital status has no impact on workplace deviances of women workers in apparel industry

Relevant columns of F value and significance value corresponding to marital status and reasons for workplace deviances indicate that only in 8 out of 15 reasons the null hypothesis get rejected because its level of significance is below 5%. That means in 7 out of 15 reasons the null hypothesis is accepted. Over all it is concluded that marital status has no effect in responses with reference to 8 reasons and marital status is influencing the respondents in their perception about reasons for workplace deviances in respect of 7 reasons. Therefore the hypothesis 5- **Marital status has no impact on workplace deviances of women workers in apparel industry** is partially accepted.

H₆: Income is not a determinant factor in workplace deviances of women workers in apparel industry

Relevant columns of F value and significance value corresponding to income and reasons for workplace deviances indicate that only in 7 out of 15 reasons the null hypothesis get rejected because its level of significance is below 5%. That means in 8 out of 15 reasons the null hypothesis is accepted. Over all it is concluded that income has no effect in responses with reference to 7 reasons and income is influencing the respondents in their perception about reasons for workplace deviances in respect of 8 reasons. Therefore the hypothesis 6- **Income is not a determinant factor in workplace deviances of women workers in apparel industry** is partially accepted.

H₇: Residence of workers has no impact on workplace deviances of women workers in apparel industry

Relevant columns of F value and significance value corresponding to residence and reasons for workplace deviances indicate that only in 8 out of 15 reasons the null hypothesis get rejected because its level of significance is below 5%. That means in 7 out of 15 reasons the null hypothesis is accepted. Over all it is

concluded that residence has no effect in responses with reference to 8 reasons and residence is influencing the respondents in their perception about reasons for workplace deviances in respect of 7 reasons. Therefore the hypothesis 7- **Residence of workers has no impact on workplace deviances of women workers in apparel industry** is partially accepted.

H₈: Work experience of workers has no impact on workplace deviances of women workers in apparel industry

Relevant columns of F value and significance value corresponding to experience and reasons for workplace deviances indicate that only in 9 out of 15 reasons the null hypothesis got rejected because its level of significance is below 5%. That means in 6 out of 15 reasons the null hypothesis is accepted. Over all it is concluded that experience has no effect in responses with reference to 9 reasons and experience is influencing the respondents in their perception about reasons for workplace deviances in respect of 6 reasons. Therefore the hypothesis 8- **Work experience of workers has no impact on workplace deviances of women workers in apparel industry** is partially accepted.

Suggestions

It is suggested that the women workers shall maintain utmost decorum in their worklife by abiding to the code of conduct of the organization besides setting their own example of orderliness inside and outside the workplace. Workers are advised to get their grievances settled in an amicable manner. It is suggested to the employers to provide employee welfare schemes including fair wages and right working conditions. Employers are also suggested to nip the wrong doings at the nascent stage to avoid proliferation and aggravation. Implementation of code of conduct in a strict manner with no harm on employee - employer relationship is also a necessity on the part of employers. Adopting a customized approach to study the deviances and scheming appropriate strategy to redress the same shall be one of the important items in the agenda of employers. The government shall provide for periodic grievance redress programmes in every industrial unit by assigning competent authorities the responsibility of visiting industrial units and conducting grievance redress programmes.

Area for further Study

A macro analysis of the same problem can be studied by taking more samples from the same industry or all industrial undertakings into consideration. Many other deviant behaviours can also be studied because this study has focused on only four specific deviant behaviours. Further impact of remedial action taken on reducing the deviant volume and intensity of behaviours can be studied.

An experimental study on workplace deviances can be made by taking a normal apparel manufacturing unit over a period of time by leveraging the dependent variables.

Conclusion

The study undertaken by researcher on exploration of reasons for workplace deviance of female workers in apparel industry in the State of Karnataka has clearly portrayed that women workers indulge in 2 or more than 2 workplace deviance, and there are multitude of causes for such workplace deviance. Further, the demographic features exert mixed response for the causes of workplace deviance depending upon the other variables that influence their micro and macro environment. Therefore policy makers who are in charge of managing workplace deviance shall scheme the strategies by studying the problems with the workers in a customized manner. There shall be limited span of control with high level of decentralization because of presence of large number of workers.

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