

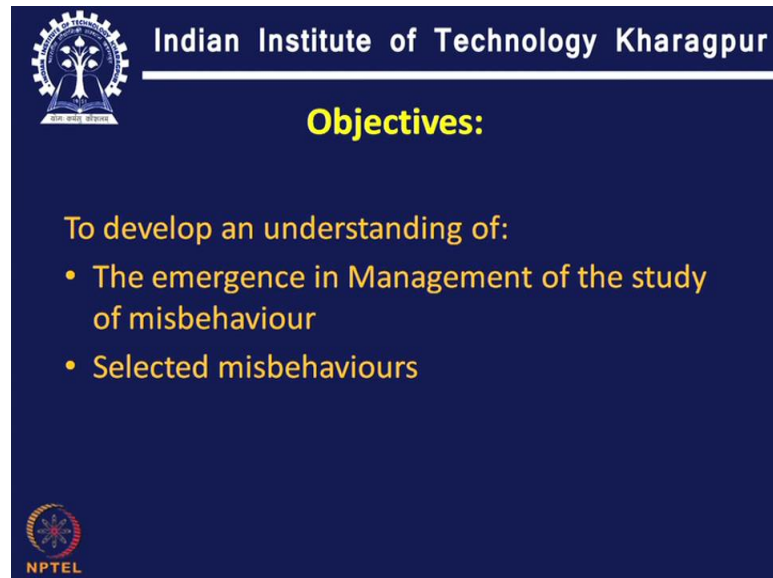
**Organizational Behaviour**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 19**  
**Managing Misbehaviour**

Welcome to the chapter eleven of the discussion today which is on managing misbehavior in the work place. Till now, we have studied attitudes in the work place and we have studied many of the positive attitudes which are like preferred attitudes in the work place and behaviors like job satisfaction, organizational commitment; we have discussed about job involvement, engagement, organizational citizenship, behavior. These are desired behaviors and attitudes in the organizational context, but as the organizations are becoming more complex today with diverse groups of people with diversity in their interest coming and interacting with each other.

The organization itself is functioning in a very competitive environment, and it is taking many policies as a part of its strategic decision making which are sometimes able to answer to the needs of the employees within the organization, but sometimes they are not able to answer to the needs of the people within the organization, all these dynamicity in the environmental organization (( )) gets coupled with the difference in the interest and aspirations of the people joining in the organization. Sometimes what gives rise to is the situation where we get to see many misbehaviors in the organization. Today, we are going to discuss some of those misbehaviors which happens in the organization, because as an organization practitioner and as a manager is very important to know like why this misbehaviors takes place in the organization? What are the different types of misbehaviors and like what could be the managerial intervention, and like when that intervention can be done. So, that what we get is a again a proper behavior in the organization. So, it is very important to focus on these misbehaviors in the organization.

(Refer Slide Time: 02:46)



Indian Institute of Technology Kharagpur

**Objectives:**

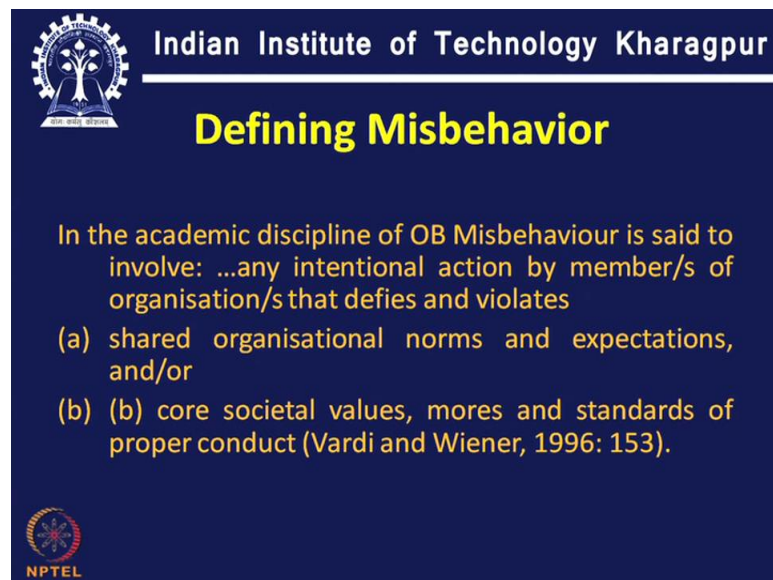
To develop an understanding of:

- The emergence in Management of the study of misbehaviour
- Selected misbehaviours

NPTEL

So, today the objectives of the today's lecture is to develop an understanding of the emergence in the management of the study of misbehavior and some selected misbehaviors.

(Refer Slide Time: 03:01)



Indian Institute of Technology Kharagpur

**Defining Misbehavior**

In the academic discipline of OB Misbehaviour is said to involve: ...any intentional action by member/s of organisation/s that defies and violates

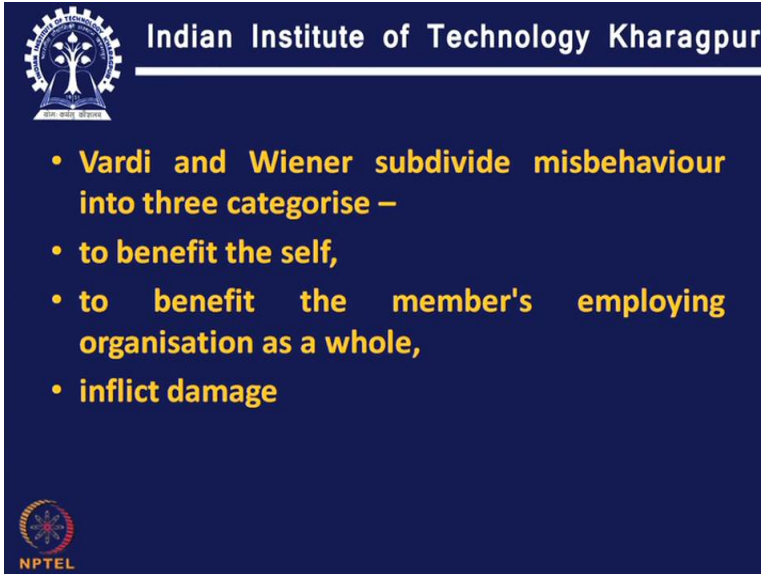
- (a) shared organisational norms and expectations, and/or
- (b) core societal values, mores and standards of proper conduct (Vardi and Wiener, 1996: 153).

NPTEL

Now, when you are trying to define what is misbehavior and in the context of OB, it is said to involve like we can see any intentional act by the members of an organization. So, that defies and violates shared organizations on the expectations, and the core societal values, mores and standards of a proper conduct. So, when you taking of

misbehavior in the work place, the word intention is very important. So, it is something which people intentionally they do that behavior to violate or define some set organizational rules and standards, and also set standards of good conduct, and proper behavior asset by the societal norms and values and mores extra. So, this they may do for various these intentions could be now various reasons like bringing harm to someone or it could be purely to satisfy one's own need or the interest of the organizations for say for which the employee is working. So, intentions could vary, but it is an intentional act and which defies the set rules and norms.

(Refer Slide Time: 05:01)



The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The text is centered on a dark blue background.


**Indian Institute of Technology Kharagpur**

- **Vardi and Wiener subdivide misbehaviour into three categories –**
- **to benefit the self,**
- **to benefit the member's employing organisation as a whole,**
- **inflict damage**

S NPTEL


So, Vardi and Wiener, they divided misbehavior into like three categories; that is to benefit the self, to a benefit the members, employing organization as a whole and to inflict damage. So, when we are talking of to benefit the self which is purely for like selfish purpose and when you talking of the like benefit the members employing organization sometimes, it happens like the managers do sometime an encourage this type of behavior; we will discuss this in the later part of the discussions today's discussion and sometimes it is inflecting damage; you know this inflicting damage could be to another person, could be to the group as an organization as a whole. So, the target could vary, but the intentions of these three natures.

(Refer Slide Time: 06:16)




Indian Institute of Technology Kharagpur

- Ackroyd and Thompson (1999: 2) borrow Sprouse's (1992:3) definition of sabotage – anything you do at work you are not supposed to do – to define misbehaviour
- Ackroyd and Thompson leads to a portrayal of misbehaviour as a range of conflicts between employer and employee concerning time, product, work and identity.



Ackroyd and Thompson in 1999, they defined misbehavior as in very simple term as anything that you do in work which you are not supposed to do, but this is like it is too simpler definition. So, what they try to study in details and portrayal? It is a range of conflicts which may arise between an employer and an employee regarding various issues like the time of work what you produce as a product, the type of work you have to do and the identity that you get from the job. So, these could be the various issues regarding which people may have conflict, but the range of conflict could be from regarding these four different issues.


(Refer Slide Time: 07:31)



Indian Institute of Technology Kharagpur

- The conflicts, in turn, are defined by levels of intensity that range from commitment to hostility. Such conflicts usually involve employees seeking to carve out of autonomy in the face of confining or working practices.

Excluded acts include whistleblowing and serious organisational fraud



And the intensity of that conflicts could be from commitment to hostility where people try to like verbally or physically be hostile to the target, so which is really a matter of concern for the organization. So, it is due to the fact that it involves employees seeking to out of autonomy in the face of confining or work practices. So, they seek to make a place for themselves to seek; the autonomy in the organization that is why they want be known in the organization. So, this misbehavior see this could be arise from the need for seeking attention also like if you not getting recognized otherwise, what you do if you misbehave in the organization then you get like notice. So, this could be another way of seeking the attention also. So, reasons may vary, but it is for people want autonomy from the work behavior they want attention and that is why sometimes they do misbehavior for each other misbehavior; then we have to find out the exact reason why the person is misbehaving in certain reason. So, excluded acts in this will include whistle blowing and serious organizational fraud these are not reading these rang of like what we call misbehavior as discussed by Thompson.

(Refer Slide Time: 09:33)

**Indian Institute of Technology Kharagpur**

Thompson and Newsome (2004) likened misbehaviour to anything other than organised and conscious collective action by labour as a wider class agent.

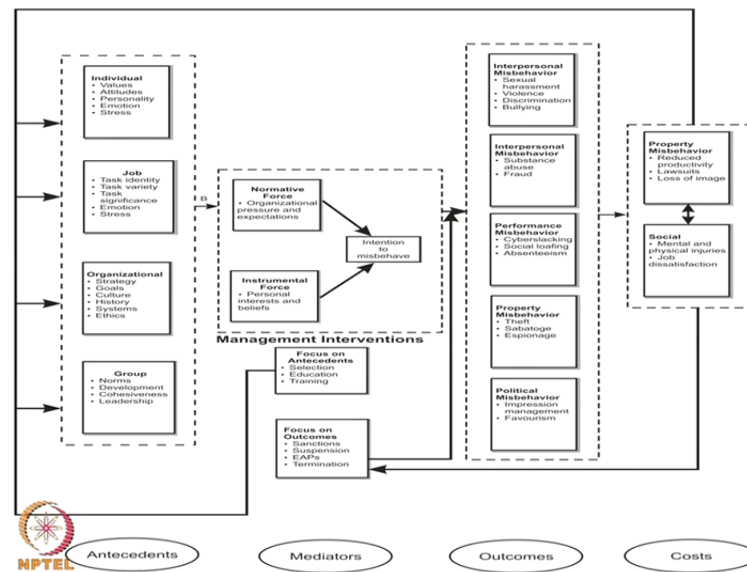
- A further definition is presented by Watson (2003) who outlines what he calls organisational mischief
- [Organisational mischief involves] [a]ctivities occurring within the workplace that (a) according to official structure, culture and rules of the organisation, 'should not happen', and (b) contain an element of challenge to the dominant modes of operating or to dominant interests in the organisation (2003: 230).

NPTEL

Thompson and Newsome, they stated misbehavior to be anything other than organized and conscious collective action by labor as a wider class agent. So, if it is an organized effort and conscious collective action, this is not generally taken to be a misbehavior. So, Watson presented a further definition where conscious collective action by labor as a wider class agent. So, Watson presented the definition which he calls to be organizational mischief and under that it was classified as activities occurring within the

work space that according to the official structure, culture and the rules of the organization it should not happen, and also organization it should not happen, and also it takes some challenge to the dominant modes of operating or to the dominant interest of the organization. So, if you are challenging a set values, culture, rules and more, then all activates which are not supposed to happen in the organization; these are classified as mischiefs in the organization.

(Refer Slide Time: 11:19)



Now, in this model, we are going to consider the whole mechanism of how your misbehavior happens in the organization and what are the Antecedents, Mediators Outcomes and cost of misbehavior in the organization. So, from the left hand side you can see there are four different antecedents of which may give rise to misbehavior in the organization. So, we will visit each of these antecedents separately. First under individual, it is classified as values, attitudes, personality, emotion and stress.

So, these individual variables, when they are like they are each individual comes to the organization which predetermine their personal values systems. They have formed own attitudes towards life or towards organization, or to the group which they are working. They have their own personality pattern and set of emotion which could be again positive and negative affectivity, and they are functioning under own level of stress. All these factors may color the perception of individual towards the organization and values and mores which are matching with own personal variables like attitudes, values,

emotions and personality, but which they may see like it is not matching; but again all people who find this match or mismatch are not like chrome to misbehave. So, it again depends on the personality pattern of the individual like even if there is a mismatch personality pattern of the individual like even if there is a mismatch who are going to misbehave and who may be not going to misbehave, but we were leading the organizational set norms and try to work in that. So, it depends on the personality patter who is going to do what?

Next, when you are talking of the job variables, in the job the task identity, task variety, task significant, the characteristics of itself gives some people autonomy for choosing what process autonomy, decision making and knowing about the feedback. So, these we have already described in the job in the JTI and what happens like it gives raise to certain sort of persons, and identity with job wither they can identify with the jobs or not whether they develop certain emotions to the job or not. So, all these factors what comes along with their emotions and stress from performing that job whether that job is like described properly, whether role clarity is there or not; all these factors matter whether people feel certain positive or negative emotions towards the job and whether the job itself appears stress full to individual or not.

Next, we have certain organizational factors like the strategy of organization, the goals that the organization is set of itself, the culture of the organization. So, the history of the organization what are the systems that are in place to convert to strategy into action and how much important ethics is given in the organization? So, all these again we will try to have an effect on whether misbehavior is happing in the organization or not? How much strong the rules are in the organization and what is the expectation of organization to abide by the strict norms set by the organization or there is certain of flexibility in the organization also. What policies does the organization takes? What is the general practice of the organization to transform the strategy into its action? So, whatever it is observed by the employees within the organization about the organizations own ways of doing things we will have definite reflection on what the employee will decide to do which path to follow in the organization. So, these are the organized like it is organization own ethical concerns we definitely have the reflection on the employees choosing their own path like positive behavior or misbehavior in organization. Based on like what consequences are going to follow if they are misbehaving or there is tolerance

mode in the organization for misbehavior. So, that is going to definitely define the intensity of the misbehavior.

Next, when you talking of groups again norms the way the group is developed who has seen this leadership all these will have effect on the misbehaviors. Similarly, the organization where that the group norms very strong or not; what are the outcomes of not following the group norms? Then whether there is good cohesiveness within the group; how the groups are getting formed? What is the leadership qualities? All these will determine whether what is the expectation of the group from the members from the group and strictly they should follow those norms or not. So, these antecedents will give rise to certain normative forces within the organization which are organizational pressures and expectations.

Now, these normative force along with the instrumental force that is the individuals personal interest and beliefs like if they are not with that normative force or if it appears it much for the individual to take in the pressure and expectations from the organization. What happens is an intension to misbehave in the organization? These intension to misbehave in the organization they leads to certain outcomes in the organization; these outcomes are in the form of different misbehaviors that happens in the organization which again happens at different levels like first is the interpersonal misbehavior. So, this is first starting with like sexual harassment, then violence, then discrimination and bullying.

Next comes the intrapersonal misbehavior which leads to like fraud and substance abuse. Third will come to get certain misbehaviors which following the domain of performance misbehaviors; and performance misbehaviors like slivers, slaking, social loafing and absenteeism. Property misbehavior are theft, sabotage and espionage; political misbehaviors are impression management and favoritism; we will discuss some of these misbehaviors in details in the lecture now, but we will try to discuss some of the misbehaviors in details. All these will lead to certain outcomes; these out comes will definitely have certain cost for the organization and these costs are in the terms of like financial cause for the organization like reduced productivity, law source, laws of teenage and social consequences like mental and physical injuries, and job satisfaction. And these two arrows that you see one will have the effect on the other. If you see like these are the costs that happens out from this misbehavior and leading to again it will



have back arrow, and this will have again try to influence the antecedents. Now, to take certain interventions which are called management interventions where we find like management interventions could be at level a, b or c.

If you see like management interventions could be focus on antecedents by like selection, education and training. So, whatever which I have to do through selection process we try those individuals only who are less count to misbehave in the organization. Through education and training, what we try to do is we try to make people understand the expectations from the organization and train them to leave up to the expectations of the organizations, and the group, and the job, and follow the norms. So, these will act at the level of a and b.

Now, what happens like if these actually acts as a preventive mode to face the misbehaviors in the organization, but if it already happened then the management intervention is to focus on the outcome where we are in the reactive mode where misbehavior is already happened. So, we try to take such a corrective actions through certain exemplary decisions taking which will tell people these if you do this type of behavior then this is what you face from the management. Now, these are could be like your outcomes could be your suspension, your employ assistant program could be termination or sometimes if the organization suppose it could be sanction also.

So, these works on the point c where it tries to have an effect on the outcome and again the consequence that happens out of this social and financial consequences that the cause that is faced by the organization and the employee perceive will again interest the interventions taken by the management. So, that if the really want to prevent misbehavior in the organization then we have to be careful about the incidents. So, that we do not let it happen at all and check it at the first instance. So, focus on the antecedents knowing people needs aspirations what they want from the organization while we are going for target setting either we are going for job desiring like when you make people members of the team to know like how they interact with each other? What are the expectations of the group whether target set is too high or not? These are certain things that we need to focus on to prevent misbehavior from happing in the organization.

(Refer Slide Time: 27:00)



**Indian Institute of Technology Kharagpur**

**Samples of misbehaviour at work**


Arson, Blackmail, Bribery, Bullying, Cheating, Discrimination, Dishonesty, Espionage, Fraud, Incivility, Intimidation, Kickbacks, Lying, Misinformation, Privacy violation, Revenge, Sabotage, Sexual harassment, Substance abuse, Theft, Threats, Whistle blowing, Withholding information.

Four types of antecedents to misbehavior: individual, job, group, and organizational.



Samples of some misbehavior is in the organization, it is almost anything from a to w like every alphabet has a misbehavior attached to it like Arson, Blackmail, Bribery, Bullying, Cheating, Discrimination, Dishonesty, Espionage, Fraud, Incivility, Intimidation, Kickbacks, Lying, Misinformation, Privacy violation, Revenge, Sabotage, Sexual harassment, Substance abuse, Theft, Threats, Whistle blowing, Withholding information. So, as within the scope of one or lectures really not possible to discuss about all the misbehavior that has been listed over here. What we are trying to do is will try to discuss some of the important misbehaviors seen in the work place.


(Refer Slide Time: 28:12)



**Indian Institute of Technology Kharagpur**

**Sexual harassment**

This misbehav-ior takes the form of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (a) submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting that individual, or (c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work en-vironment.



And first of course, over to like sexual harassment where this misbehavior takes the form of unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct for sexual nature when like a is submission to or rejection of such conducts is made either explicitly or implicitly a term and condition of an individual's employment. Submission to or rejection of such a conduct by an individual used as the basis for employment decisions affecting the individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

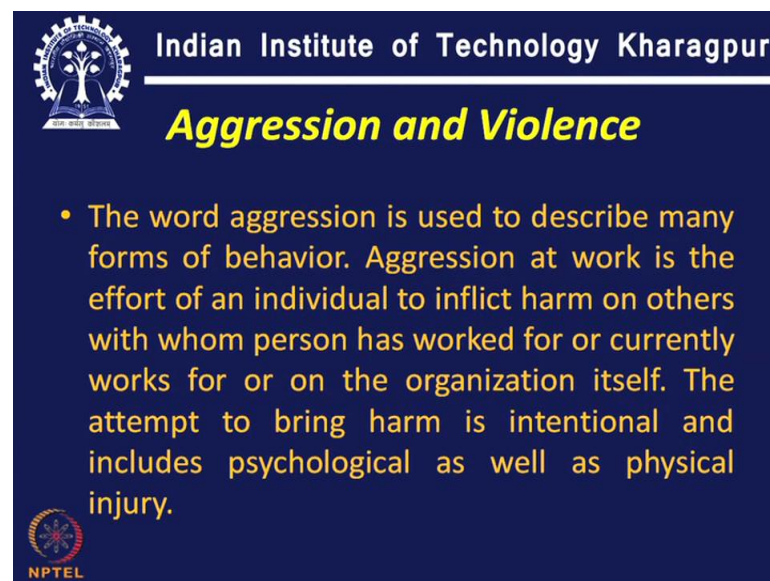
So, here the responsibility of the organization is to provide platform for the women to speak about the harassment that they are facing in organization either from the colleague or from the boss. So, if the organization should have a system in place where they can tell report about this harassments otherwise, what happens in some cases this harassment is faced by the women from the bosses due to the fear of losing the job and otherwise people do not report due to fact like what others will think feel about this, because there is thin line of separation also would like when you are talking of work place romance and also sexual harassment facing the work place.

So, also judgment decision making is like we have to be very clear in the decision making judgments and you have given avenue for the women to report about if she faces any uncomfortable situation in the organization without any fear like this will be a threat to her, but again it is sometimes though the system is in place we should also try to educate the lady; like whenever, she faces the incident may be first incident should be reported otherwise what happens it may be like the whole situation may come up that because till now she was getting certain favors from the boss and which was a part work class romance; because intensions were not fulfill now she is reporting to be a to be a case of sexual harassment. So, these things should be reported at the first incident either to some of the colleagues or so that people know let these things are happening if you just go and complain when it reaches the extreme point then may be, and if there is no consequence reporting like then sometimes you do not get a justice from the organization.

So, because these are very fine touch issues to be discussed an organization has to decide the case like with lot of a deciding about the pros and concerns. Sometimes, what happens like if these moves to the courts and all these things it really puts a black spot on

the image on the organization, and also the career person who is being reported again. So, people should be a very responsible act on both the parties to see like these things does not happen in the organization, because it really means a lot for the organizational image the persons image who is going to put against and also definitely it creates a lot of stress on the part of the women who faces these type of situations in the organization if exactly no support is given to her from the organization side. So, the all the parties involve before like going for these type of behaviors should be acting very responsively in the organization.

(Refer Slide Time: 34:01)



The slide features the IIT Kharagpur logo in the top left corner. The title "Aggression and Violence" is written in a bold, yellow, italicized font. Below the title, a single bullet point in yellow text defines aggression at work. The NPTEL logo is located in the bottom left corner of the slide.

Indian Institute of Technology Kharagpur


## *Aggression and Violence*

- The word aggression is used to describe many forms of behavior. Aggression at work is the effort of an individual to inflict harm on others with whom person has worked for or currently works for or on the organization itself. The attempt to bring harm is intentional and includes psychological as well as physical injury.

NPTEL


Aggression and violence, the word aggression is used to describe any many forms of behavior. So, aggression at the work is the effort of an individual to inflict harm on others with whom the person has worked for or works for currently in the organization itself. The attempt to bring harm is of course intentional and it leads to both psychological as well as physical injury. Now, this harm as discussed over here like it is an intension to inflict harm on others; this harm could be both like physically nature or verbal in nature. Again the harm could be the direct harm, it could be indirect harm also. Based on that classification there is broad classification of aggressive behaviors in the work place.

(Refer Slide Time: 35:15)




## Indian Institute of Technology Kharagpur

- Buss categorized aggression along physical, verbal, active, passive, direct and indirect dimensions. Physical forms of aggression could involve an attack with fists, pushing, slapping, or a weapon. Verbal aggression is inflicted by words, gossip, or innuendo. Active aggression brings harm through a specific behavior, while passive aggression is accomplished through the withholding of something desired (e.g., deserved praise, information, resources).




So, like this categorizations could be as discussed be along physical, verbal, active, passive, direct and indirect dimensions. So, physical attacks as we all know it could involve an attack with fists with pushing and slapping or a weapon; verbal aggression is inflicted by words gossip etcetera. So, in active aggression brings harm through a specific behavior like passive aggression is accomplished through withholding certain types of desired behavior like praise, information, resources etcetera.

(Refer Slide Time: 36:10)



## Indian Institute of Technology Kharagpur

Physical-Verbal dimension	Active-Passive Dimension		Direct-Indirect Dimension
		Direct	Indirect
Physical	Active	(Cell1) Homicide Assault Sexual assault Dirty looks Interrupting others Obscene gestures	(Cell 2) Theft Sabotage Defacing property Consuming needed resources
	Passive	(Cell3) Intentional work slowdowns Refusing to provide needed resources Leaving area when target enters Preventing target from expressing self	(Cell 4) Showing up late for meetings Delaying work to make target look bad Failing to protect the target's welfare Causing others to delay action
Verbal	Active	(Cell 5) Threats Yelling Sexual harassment Insults and sarcasm Flaunting status Unfair performance evaluation	(Cell 6) Spreading rumors Whistle-blowing Talking behind target's back Belittling opinions Attacking protegee Transmitting damaging information
	Passive	(Cell7) Failing to return phone calls Giving target the silent treatment Damning with faint praise Refusing target's request	(Cell 8) Failing to transmit information Failing to deny false rumors Failing to defend target Failing to warn of impending danger

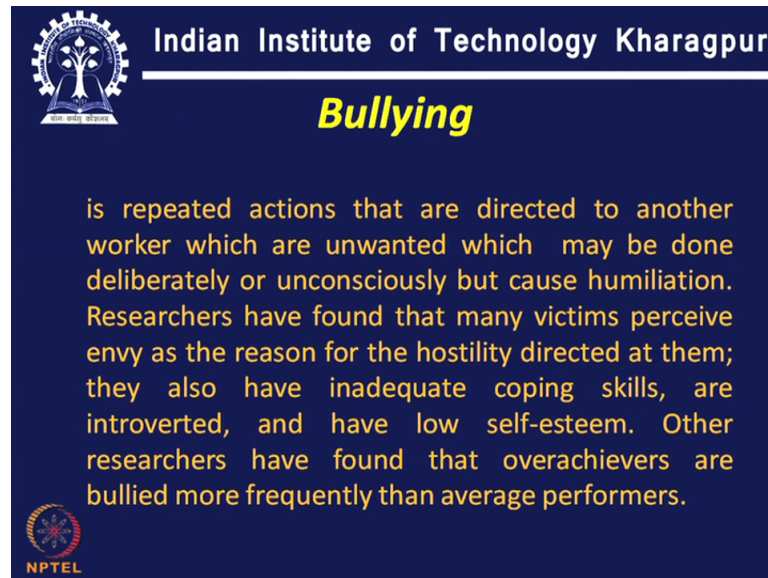


Also if we can see from here this is a whole matrix drawn on the dimensions of aggressive behavior like physical and verbal dimension, active and passive dimension, direct and indirect dimension. So, aggressive behavior which are physical active and directive nature homicide assault sexual assault like dirty looks interrupting others. Physical active, but indirect in nature are theft, sabotage, diffusing property, consuming needed resources.

Physical, but passive in nature, but in direct intentional work slowdowns, refusing to provide needed resources, living the area when target enters, preventing target from expressing self. Physical passive, but again indirect in nature are showing up late for meetings, delaying work to make target look back, failing to protect the target well fair, causing others to delay others, when you talking of verbal active in nature which are they can direct like threats, sexual harassments, insults and sarcasm, flaunting status, unfair performance evaluation.

Verbal active, but indirect in nature are spreading rumors, whistle-blowing, talking behind targets back, belittling opinions, attacking protege, transmitting damaging information. Verbal passive in nature, but indirect feeling to return phone calls, giving target the silent treatment, damming with faint freeze, refusing targets requests. Verbal passive which is indirect in nature, a feeling to transmit information, failing falls roomers, failing to defend target, failing to warn of impairing danger. So, what we find over here is either we show very actively an indirect ways or aggression towards others in, or towards the target if the target in the work place, or people take some indirect ways of expressing aggression either by withholding certain information, withholding certain resources or expressing aggression even through others by not letting them to perform for the welfare of the targets. So, it could be of various natures in the organization.

(Refer Slide Time: 40:07)



The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Bullying' is centered in a yellow font. The main text is in a light blue font and discusses the definition of bullying and research findings on its causes and effects.

**Indian Institute of Technology Kharagpur**

## **Bullying**

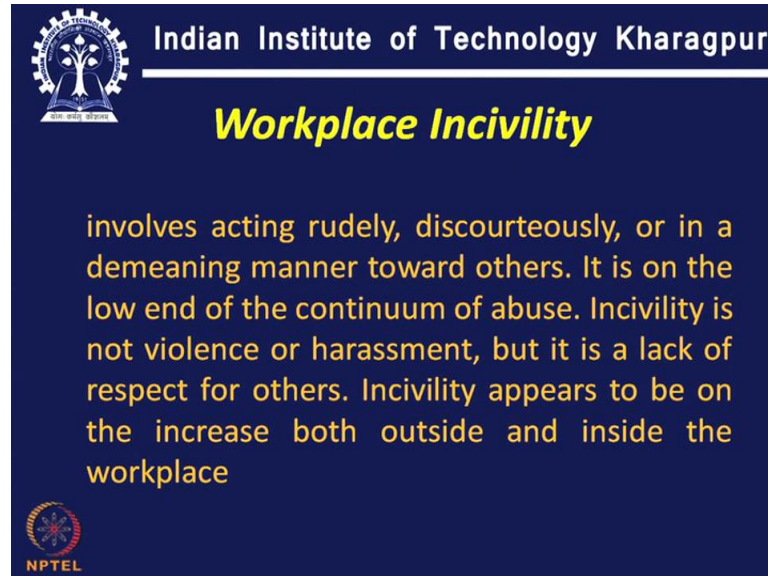
is repeated actions that are directed to another worker which are unwanted which may be done deliberately or unconsciously but cause humiliation. Researchers have found that many victims perceive envy as the reason for the hostility directed at them; they also have inadequate coping skills, are introverted, and have low self-esteem. Other researchers have found that overachievers are bullied more frequently than average performers.

Bullying is a repeated actions that are directed to another worker which are unwanted which may be done deliberately or unconsciously, but which cause humiliation. So, researchers have really found that many victims perceive envy as the reason for the hostility directed at them; they also have inadequate coping, are introverted, and have low self-esteem. So, other people have found like over achievers are bullied more frequently than average performance. So, what happens like out of envy sometimes people make target for bullying other person; and over achievers some time get bullied. So, that if their performing above the group norms then they are bullied and so what happens they will become stressful feel like why I am being treated in this way, and the performance level will drop, and to certain extent they will be at par with the other performance in the group.

So, this again happens from theory of equity in the organization like and of the group and whether somebody is performing more then what is excepted; see if somebody is performing more then what is the set group norm then what happens the group standards will also raise and other people even if there are unveiling to perform more we will have to performer more. So, what happens by bullying the over achiever he is tried to be pull down the level of others. The other persons who are also introverted in nature, because they cannot mix with the other group members or they have sense of lower self-esteem they somewhat cried; they are bullied and the people out of end we does that. So, that they get some sought of satisfaction by mistreating this person who is the not able to mix

with others in the group. So, the targets of bullying could be different people in the organization.

(Refer Slide Time: 43:01)



Indian Institute of Technology Kharagpur

## **Workplace Incivility**

involves acting rudely, discourteously, or in a demeaning manner toward others. It is on the low end of the continuum of abuse. Incivility is not violence or harassment, but it is a lack of respect for others. Incivility appears to be on the increase both outside and inside the workplace

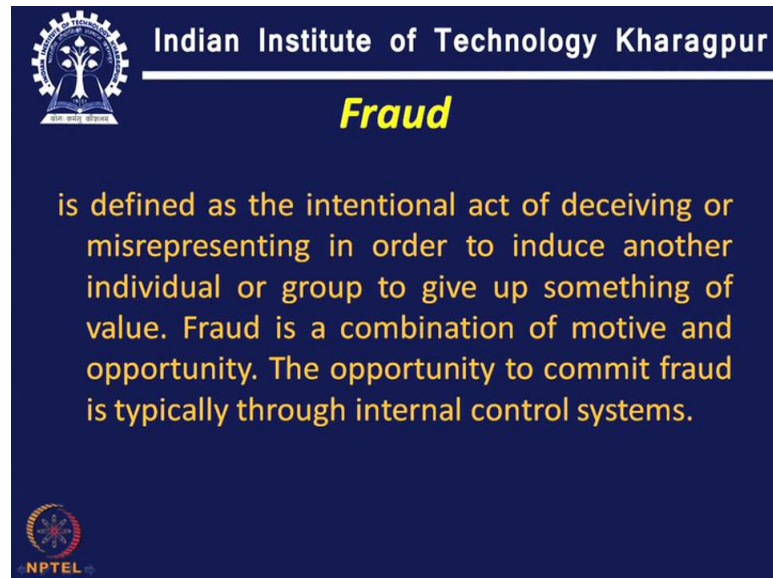
NPTEL

In Workplace incivility, what happens? It involves an acting rudely, discourteously, or in a demeaning manner towards others. It is on the low end of the continuum of abuse. Incivility is not a violence or harassment, but it is lack of respect for others. Incivility appears to be on the increase both outside and inside the work place. So, when we start to speak with others the sense we do not try to whisper the other person and give the proper dignity what is there, and while talking in front or also while also while talking at the back when the person is not there, and this may express the feeling of disrespect that we may or that we may have for the person, because the other person is better grade in the organization or the better performer, or we recognized organization.

The person who sometimes a person addresses the person lower in rank with not in proper dignity and respect to show the status that person is in the organization. So, again the reasons could be varied and source could be varied, but incivility means like not treating with respect the other person with whom you are talking to or interacting.



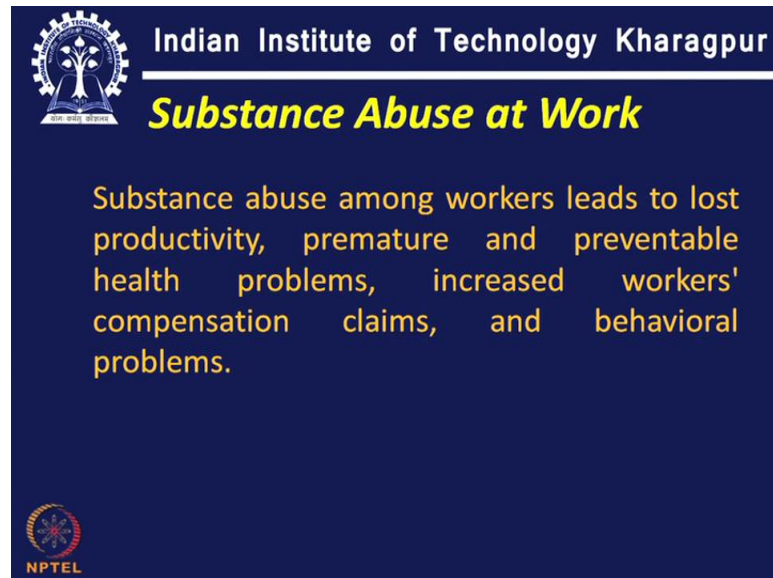
(Refer Slide Time: 45:06)




The slide features a dark blue background. At the top left is the IIT Kharagpur logo, a circular emblem with a tree and gear. To its right, the text "Indian Institute of Technology Kharagpur" is written in white. Below this, the word "Fraud" is written in a large, bold, yellow font. The main body of the slide contains a definition of fraud in yellow text: "is defined as the intentional act of deceiving or misrepresenting in order to induce another individual or group to give up something of value. Fraud is a combination of motive and opportunity. The opportunity to commit fraud is typically through internal control systems." At the bottom left corner, there is a small NPTEL logo.

Fraud is defined as the intentional act of deceiving or misrepresenting in order to induce another individual group to give up something of value. So, fraud is the combination motive and opportunity. So, the opportunity to commit fraud is typically through internal control system. So, what we do over here as a part of fraud is to harm others like we try to block the other persons from rich in gold by misrepresenting certain facts and figures and by active deceiving which prevents the other persons to reach the target or goal fulfill his error set targets in the organization. So, again the opportunity to commit fraud definitely depends on the organization internal control system if it is loose, there is no system in place to keep a check on what the each people is doing systematically like again periodically constant check is there then an opportunity may be is there to fraud in the organization.


(Refer Slide Time: 47:03)



 Indian Institute of Technology Kharagpur

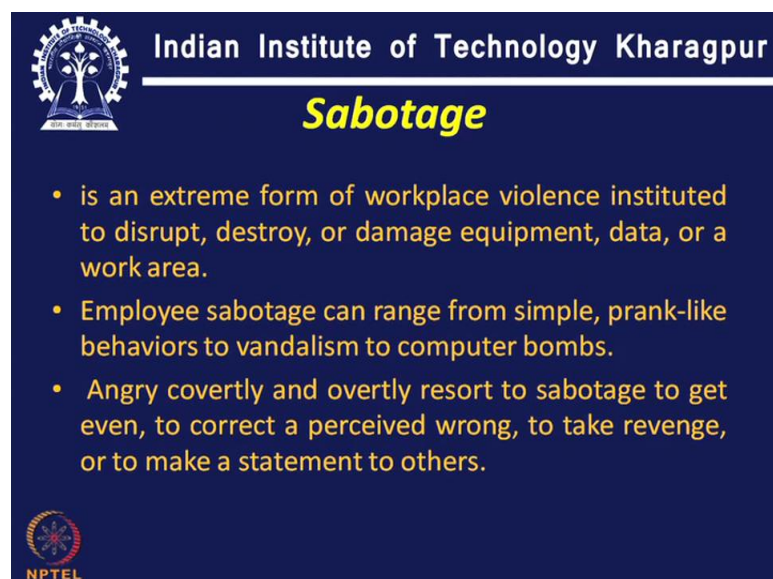
## **Substance Abuse at Work**


Substance abuse among workers leads to lost productivity, premature and preventable health problems, increased workers' compensation claims, and behavioral problems.

 NPTEL

Substance abuse at work is loss of productivity, premature and preventable health problems, increased workers compensation claims and behavioral problems. Substance abuse what people do is become addicted to either drugs or alcohol. These are the major two problems faced in the work place specifically alcoholism which leads to loss of productivity and health problem, and absentees, and organization has to take care these regards. So, sending people for rehabilitation and keeping a constant watch on them, concealing them; it very involves cost for the organization to care of these problems of the workers in the work place.


(Refer Slide Time: 48:20)



 Indian Institute of Technology Kharagpur

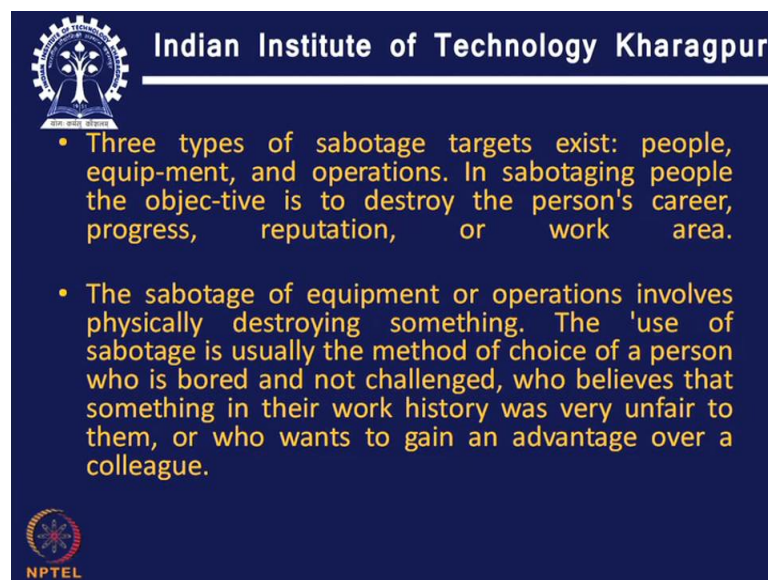
## **Sabotage**

- is an extreme form of workplace violence instituted to disrupt, destroy, or damage equipment, data, or a work area.
- Employee sabotage can range from simple, prank-like behaviors to vandalism to computer bombs.
- Angry covertly and overtly resort to sabotage to get even, to correct a perceived wrong, to take revenge, or to make a statement to others.

 NPTEL

Sabotage: Sabotage is an extreme form of work place violence instituted to disrupt, destroy, or damage equipment, data, or a work area. Employee sabotage can range from simple, prank like behavior to vandalism to computer bombs, and angry covertly and overtly resort to sabotage to get even, to correct a perceived wrong, to take revenge, to make a statement to others. So, this is very extreme behavior which people have to be careful about which really the organization has to be careful about to see these types of behavior are not happening in the organization and like sabotage is in extreme forms may be very great loss to the group or the organization, or say when it leads to like damaging equipment's or data theft etcetera from the organization.

(Refer Slide Time: 49:38)



The slide features the IIT Kharagpur logo in the top left corner, the text "Indian Institute of Technology Kharagpur" in the top right, and two bullet points in the center. The NPTEL logo is in the bottom left corner.

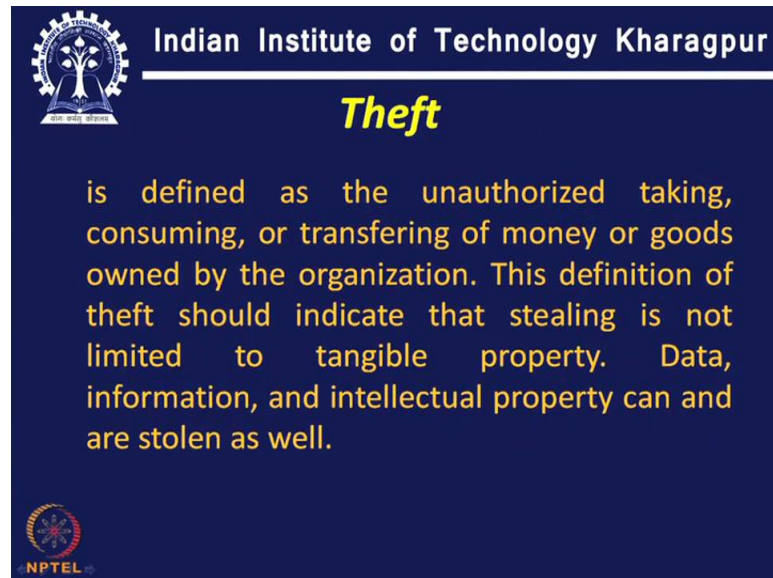
**Indian Institute of Technology Kharagpur**


- Three types of sabotage targets exist: people, equipment, and operations. In sabotaging people the objective is to destroy the person's career, progress, reputation, or work area.
- The sabotage of equipment or operations involves physically destroying something. The 'use of sabotage is usually the method of choice of a person who is bored and not challenged, who believes that something in their work history was very unfair to them, or who wants to gain an advantage over a colleague.

NPTEL

So, three types of sabotage targets exist like people, equipment, and operations. In sabotaging people the objective is to destroy the person's career, progress, reputation, or the work area. The sabotage of equipment of the operation involves physically destroying something. So, it really is an act of the person who is bored and not challenged, who believes like I was really treated in the organization and who wants to get an advantage over a colleague by doing certain things in the organization. So, we should be very careful of these types of personality present in the work place.


(Refer Slide Time: 50:24)



 Indian Institute of Technology Kharagpur

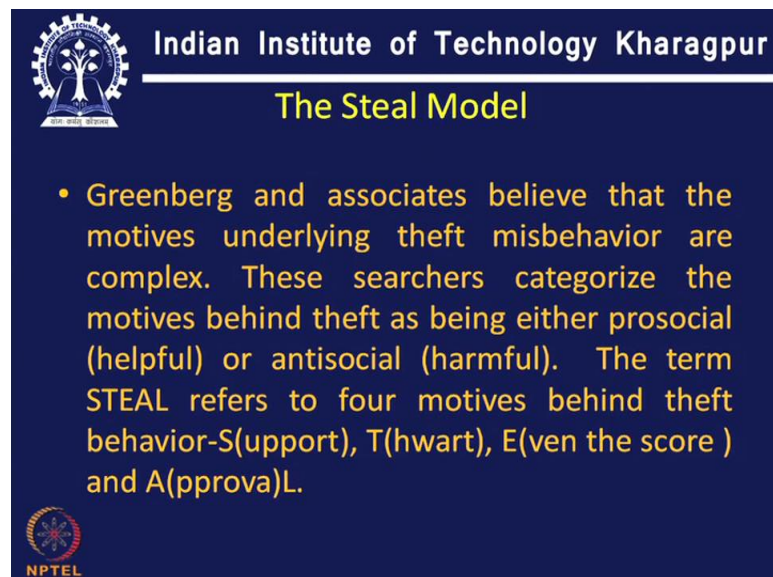
## Theft


is defined as the unauthorized taking, consuming, or transferring of money or goods owned by the organization. This definition of theft should indicate that stealing is not limited to tangible property. Data, information, and intellectual property can and are stolen as well.

 NPTEL

Theft is an unauthorized taking consuming or transferring of money or goods which is owned by the organization. So, this definition we should be careful like this stealing is not limited only tangible property. It could be data information and intellectual property could be stolen as well.


(Refer Slide Time: 50:56)



 Indian Institute of Technology Kharagpur

## The Steal Model

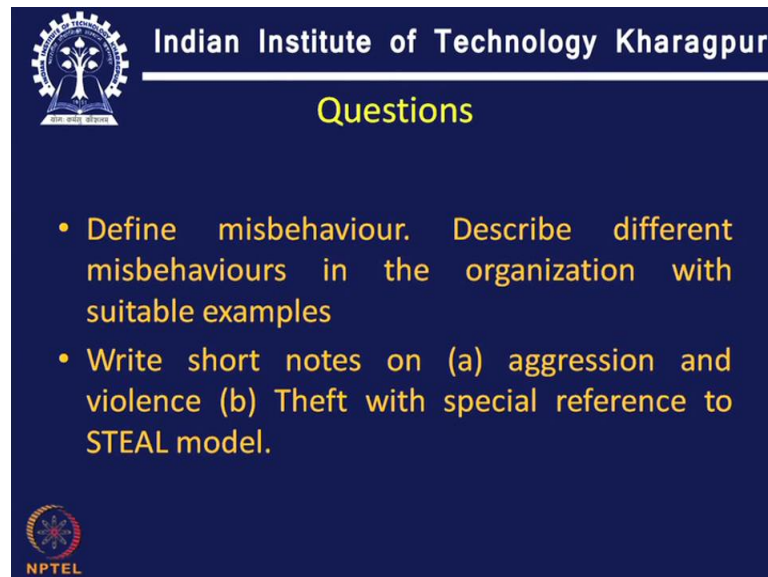
- Greenberg and associates believe that the motives underlying theft misbehavior are complex. These researchers categorize the motives behind theft as being either prosocial (helpful) or antisocial (harmful). The term STEAL refers to four motives behind theft behavior-S(upport), T(hwart), E(ven the score ) and A(pprova)L.

 NPTEL

When we are talking of the steal model, Greenberg and associates believe that the motives underlying threat misbehavior are complex. These researchers categorize the motives behind theft as being either prosocial helpful or anti-social harmful. So, either

we steal, because we want to help others, we want to harm others. Sometimes, as we want to be helpful also we steal, because we want to help either the organization or certain people or the colleagues in the organization. The term STEAL refers to four motives behind theft like the support, thwart, even the score and approval.

(Refer Slide Time: 51:53)



The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The text is centered and presented in a yellow font against a dark blue background.

Indian Institute of Technology Kharagpur

Questions

- Define misbehaviour. Describe different misbehaviours in the organization with suitable examples
- Write short notes on (a) aggression and violence (b) Theft with special reference to STEAL model.

So, what happens like in some times the organization approves the data theft like inside trading and all these factors. So, what happens over their manager encourages this type of behavior which is wrong ethically which should not be done and when we are talking of like whether we are getting support from the organization to do the theft; whether we are doing it as part of some news that are toughed in the organization; whether we are inclined to even the score like we want to correct certain wrongs on to us, and whether the organization approves for it or not.

What is the consequences that we face as a result of this behavior? All these things we need to remind the thefts in the organization. So, these were the discussions like and what are the different types of misbehaviors happening in the work place? How it happens in the work place? What are the antecedent consequences and outcomes, and of misbehave like when you talking of misbehavior. How manageable intervention can help to prevent misbehaviors in the work place? So, this time the questions for the today's discussion are like define misbehavior? Describe different misbehaviors in the organization suitable examples? Write short notes on aggression violence and theft with

special reference to steal model? So, thank you and I hope like this discussion will help us be aware of the different types of misbehaviors happening in the work place to know like who are prone to misbehave and what are the corrective actions taken by the managers in the work place.

Thank you.