

MAJOR RESEARCH PROJECT
ON
“INFLUENCE OF GRATITUDE & CONSTRUCTIVE DEVIANCE IN
DETERMINING NON-VIOLENT WORKPLACE BEHAVIOUR”

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CERTIFICATE

This is to certify that Ms. Isha Gupta (2K18/MBA/728) and Ms. Neha Gogia (2K18/MBA/746), students of MBA in Human Resource Management have successfully completed the project entitled, **“Influence of Gratitude & Constructive Deviance in determining Non Violent Workplace Behaviour”** under the guidance and supervision of Asst. Prof. Dr. Naval Garg (Supervisor/ Mentor) in the year 2020 in partial fulfilment of Master of Business Administration (MBA).

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DECLARATION

We solemnly declare that the project report titled “**Influence of Gratitude & Constructive Deviance in determining Non Violent Workplace Behaviour**” is based on our own research conducted under the supervision of Assistant Professor Dr. Naval Garg. We say that the claims made and conclusions drawn are a result of our work. We further certify that:

- the work done in this study is original and was performed by us under the supervision of our supervisor.
- This research has not been submitted in this university or any other institution for a award of degree / diploma / certificate.
- We have followed all the guidelines provided by University for writing the report
- We have given due credit to all the sources from where we have used the material, in the text of report and giving their details in the references

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EXECUTIVE SUMMARY

Purpose – While violence is prevalent in most of the organizations these days, unfortunately, scholars and researchers hardly paid attention in developing a nonviolence-based organizational culture. The aim of this research is to examine the relationship between gratitude, constructive deviance and non-violence workplace behaviour.

Design / Methodology – Data collected is subjected to thorough measures of reliability, validity and common method bias. We have used correlation and regression to examine the relationship between the 3 variables- gratitude, constructive deviance and nonviolence workplace behaviour.

Findings – Findings show a positive association between gratitude, constructive deviance and nonviolence. We have also discussed the theoretical implications, practical implications, limitations and scope of the research.

Value/ Originality – It is one of the interesting studies which explores the effect of gratitude and constructive deviance on non-violent workplace behaviour. Results of this study will help HR managers to use this study for making their employees grateful and to prevail a peaceful and nonviolent work culture in the organisation.

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INTRODUCTION

As per the World Health Organization (WHO), in response to direct financial losses in legal treatment, medicines, police and indirect revenue losses, electricity, performance, domestic consumption, private investment, tourism, etc., 1.4 million people around the world die from violence every year ("Violence and Prevention of Injury," 2014). India is the fourth largest crime mitigation spender (US\$ 186 billion). As indicated by information from WHO and World Bank on working environment misuse, India positioned first in 2002, losing US\$ 7.598 million in incapacity balanced life-years (DALY; "Monetary Value of Disability-balanced," 2008) to mishandle and positioned ninth as far as financial expense of US\$ 3.640bn. This information speaks to cost brought about as a consequence of a violence. Work environments are simply portrayals of the way of life they live inside.

In India, a single violent accident at Manesar's Maruti Suzuki plant cost the life of a manager, the factory workers were being investigated for murder as well as the plant was shut down. This violent and fierce accident led to a loss in revenue of US\$ 500 m. The company's share price plummeted and the business suffered a loss of US\$ 570 million ("Maruti Suzuki Faces Costly," 2012). (Bhalerao, year 2015)

This explains the need for inculcating nonviolent behaviour in the workplace which can be achieved when the workers are satisfied with their job, are appreciative of the work of others and learn to constructively deviate from the norms set by the organisation.

Is gratitude a part of your culture at work? It isn't for many organizations. Few workers take time to think on the things they appreciate in the workplace, and research indicates that expressing appreciation in the workplace is not always the case; a new study conducted by the John Templeton Foundation found that only 30% of people express their gratitude to a coworker several times a week and only 20% express their appreciation to boss several times a week. A full 35% of employees never thank their boss and 29% never thank a coworker. Such surprising results indicate that gratitude is far from being a core component of the workplace culture. that leads to positive outcomes. Grateful people are better at taking responsibility, are more polite and open to fresh ideas, all of which have important consequences for the workplace. Grateful people are better at taking responsibility, are more polite and open to fresh ideas, all of which have important

consequences for the workplace. Gratitude also encourages prosocial behaviour, which among team members may lead to social bonding and cohesiveness. It follows that the degree to which people are focusing on and recognizing what they are thankful for at work may be associated with positive results.

Also people who agree to disagree in such a way that it benefits the organisation as a whole in achieving its goals and objectives effectively and efficiently are those who deviate from the norms in a constructive and positive way. These people ensure that even if they are disobeying the senior's orders, it leads to creative solutions to the problems of the organisation.

Linking Gratitude, CD and NV

Gratitude is a crucial virtue that a lot of people have sought to develop over time. In general public and social science studies, we've seen a sharp rise in the study of gratitude and life satisfaction in the last decade (Garg, 2018). Gratitude is coupled with other concepts, namely Constructive Deviance and Nonviolent Workplace behavior which will promote organizational well-being. The association that each variable has with Constructive Deviance makes it possible for gratitude and non-violence also to be linked, and Constructive Deviance will actually explain this relationship. This research is intended to examine this relationship between gratitude, constructive Deviance and Non violence.

Furthermore, Gratitude and Non-Violence literature suggests that they both share similar concepts; namely, they are connected with well-being and quality of life. While the complicated relationship between Gratitude and Non-Violence may be difficult to understand, conceptual similarities exist between both constructs which suggest a possible relationship between them. Rationale behind this claim is 2 fold :-

- **High Dispositional Gratitude leads to Higher Prosocial Behavior**

First, more prosocial conduct includes people with strong dispositional respect (Barlett & DeSteno, 2006; Garg et al., 2019). There are numerous reasons for correlation of gratitude and altruistic actions, perhaps one of the most popular hypotheses is that the recognition of receiving unearned generosity from others may often lead people to engage in generous conduct towards others. When a person gets a benefit from another human, he / she is expected to return the favor, even though it is costly to him / her. This results in a process

of concrete actions that contributes to optimism and non-violence within the group. (Garg, 2017a).

- **Gratitude leads to relationship formation and maintenance**

Secondly, gratitude plays a crucial responsibility in establishing and maintaining relationships. Beneficiaries of gratitude tend to form stronger, longer-lasting relationships (Algoe et al., 2008), and people experiencing more grateful relationships experience greater satisfaction with their relationship (Garg, 2017b). Similarly, nonviolence also encourages happiness and well-being in families. Employees who encounter increased gratitude and respect from co-workers can form long-term relationships with them, creating an atmosphere which promotes more constructive deviance and non-violence to be developed at the workplace.

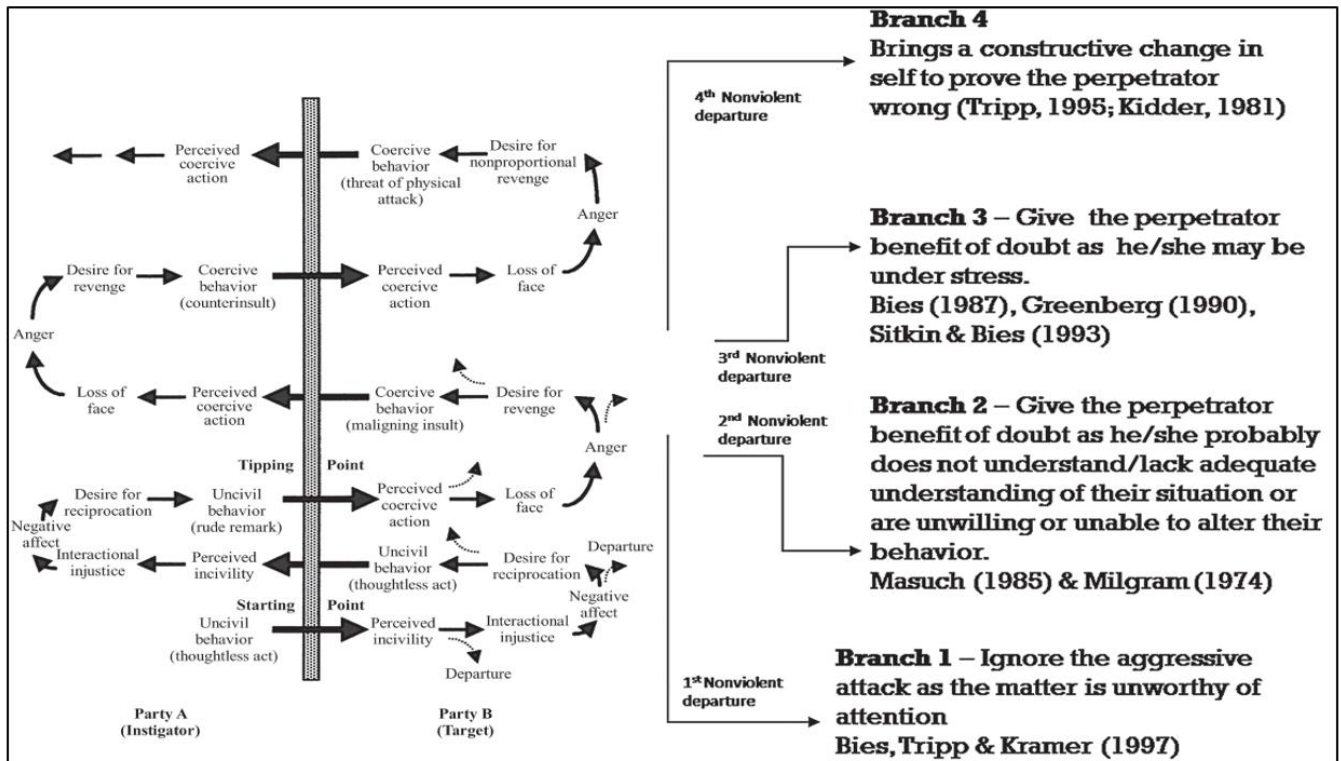
Our study aims to investigate empirically the relationship between gratitude, non-violence, and constructive deviance.

LITERATURE REVIEW

Non Violent Workplace Behaviour and its dimensions

Workplace violence is prevalent nowadays in almost all organizations. Recent decades have seen an extraordinary increase in workplace abuse and hostility (Carmi-Iluz et al., 2005). Repeatedly, Mahatma Gandhi said there's nothing 'passive' in Ahimsa. In fact, it is one of the best forms of actively resisting aggression. According to Gandhi, nonviolence is more than just a method; it defines a civilization's basic and existential values. Non-violence is not intended to be a political tool or policy within the Gandhian system but a central philosophy that governs all facets of life. In Gandhi's opinion, there is therefore no scope for selective violence (Tamer Söyler, 2010). Gandhi's idea of the nature of non-violence was that non-violence should not be confined to physical action, but that it also includes words and thoughts: "One had better not speak it," he said, "if one cannot do so in a gentle way, meaning that there is no truth in a man who cannot control his tongue." (William Stuart Nelson, 1957).

Figure 2.1 "Tit-for-Tat Spiral (Andersson & Pearson, 1999) Realm of Nonviolence"



Violence at workplace results in degradation of the mental and physical well-being of workers (Duan et al., 2019), decreased employee productivity, confidence, and enthusiasm (Berlanda et al., 2019), harassed, unhappy, threatened, embarrassed or ashamed workforce (Viglianti et al., 2018; Martino, 2002), high absenteeism and attrition (Sun et al., 2017), diminished job contentment and efficiency (Kowalenko et al., 2013; Heponiemi et al., 2014). Sadly, the key focus of previous research was on dispute mediation, workplace hostility, deviant behaviors rather than the institutionalisation of a ahimsa-based organizational culture. This argument is very obvious from the fact that greater than 10,000 reports on violence and conflict were published through Bibliometric research on the Web of Science, and hardly 517 reports were focused on nonviolence. Among the most impactful explanations for this misguided emphasis is that workers forget that, in today's sense, the historical principles of peace are less important (Mayton, 2001). Instead, as a consequence, people treat nonviolence as being somehow a vague reality.

Experts, however, recommend that businesses must aspire to align with a culture of nonviolence where the fundamental moral values of humanity, kindness, confidence, loyalty, cooperation and redemption are rooted (May ton, 2009). Nonviolence doesn't necessarily imply the "absence of violence." This even includes creating a robust labour force that supports the essence of human potential (De Villiers, 2008; Garg, 2017c).

In every department of life the first aspect of non-violence is justice all round. “The dictionary sense of nonviolence is to use peaceful means and not to force a political or social transition.” Nonviolence's emphasis is on affecting progress without harming the adversary (Bondurant, 1965). Nonviolence is a method in which by reinterpreting the situation one or both parties to a dispute will solve the problem (Bondurant, 1965). The distinguishing characteristic of non violence is the refusal of the traditional meaning of the “enemy” (Lynd, 1966). Nonviolent personalities are extremely empathic, envision others views, are selfless, and don’t retaliate on being provoked (Kool & Sen, 1984). They work in the domain of justice and accord a strong degree of responsibility towards the aggressor. Opponent isn’t regarded as an adversary but merely an individual that, under certain conditions, has erred. So, people are not branded as bad (Bose, 1987). The cessation of psychological and physical abuse is nonviolence (Holmes, 1990). A nonviolent individual combines humanistic and judicial interests (Kool & Keyes, 1990).

Often management presumes “no violence or no confrontation or no hostility” as a symbol of a healthy company, but workers often obey the rules and laws out of intimidation or coercion. In the longer term, the secret animosity and hostility could bring instability for the organization. Therefore, an organizational culture is required which promotes conversations based on compassion, affection and mutual welfare. Nonviolence work activity in a company can be exercised through constructive debates and sincere talks, where every group listens to the other and looks after their welfare (Richani, 2013). Nonviolent work culture integrates shared cooperation and teamwork among workers that promotes the honesty and willful adherence to the mission, objectives, laws, regulations and standards of the organization (Richani, 2013). A cooperative work ethics-based organizational culture not only changes employee habits and behaviors, but it also carries a progressive cultural change that can eliminate power scuffle, cut - throat rivalry, corporate politics and other Deviant behaviors which occur at the workplace. So it is necessary to study nonviolence in the context of adopting it in the workplace culture.

Neuman and Baron (1998) described violence at work as an instance involving direct physical assault. They also characterized violence as the most severe type of aggression.

The Nirankaris also respect nonviolence. The devotees of Nirankari initially tried to seek brutal revenge on those Sikh radicals who assassinated their guru in 1980, however were convinced by the successor guru to participate in the peaceful 'revenge' of giving their blood to assist humanity in suffering.

As per Laidlaw (1995: 153-9), Jain's behaviours towards nonviolence are defined by an 'ethic of quarantine,' so that what counts is not simply to prevent violence (as aggression is unavoidable and natural), however to distinguish self from violence such that it doesn't add troublesome karma to self. The necessary thing is to avoid being the nearest source of violence. (Jacob Copeman, 2008)

Causes of Workplace Violence

Aggression and abuse in the workplace are being widely recognized as a serious issue in society. There are numerous factors described in the literature which give rise to workplace violence. In the management context, we have classified those factors which are as follows:

1. Social Factors

Nowadays, violence has become a prevalent feature in the media in most third world countries and even in some of the developed nations, which contributes to an implicit support for that particular violence. Films, TV shows, magazines, cartoons etc. all show ways of becoming violent and some of them also portray violence as being brave or superior to others, resulting in the young working population being aggressive at the workplace. Guns are becoming increasingly available and there is growing obsession with guns as instruments of power. Such social patterns give rise and become the source of rising workplace conflict and abuse.

2. Economic Factors

The eroding economic environment of today, with low salaries and less benefits that are not enough for workers to live, has become a cause for many of the working people to become discontented, depressed and dissatisfied. Even prosperous companies are victims of downsizing, re-engineering, and increased use of subcontractors, rather than full-time staff. There is also a shortage of incentives for laid-off workers to re-enter. Such factors contribute to violence in the workplace.

3. Management-Related Factors

At times when companies and organizations use outdated and impersonal methods to deal with complaints from workers, disillusionment and a lack of confidence in management can arise. Wrong cases of discharge can stretch over years, causing frustration to build up. It can act as a slow poison which can aggravate feelings resulting in aggression at the workplace.

Preventive Actions

There are and can be a variety of ways to avoid conflict and hostility in the workplace. Some of the main steps that will avoid violence in the workplace are as follows:

- Assemble a Crisis Management Group
- Deploy Professional Advisers
- Develop a Crisis Response Plan
- Establish a Violence-Protection Program
- Understand Your Employment Policies
- Using Proper Employee Selection Strategies
- Recognize Signs of Trouble
- Providing Coaching or Counseling
- Take Disciplinary Actions

Implementing the above steps will allow organizations and their managers to:

- gain a deeper understanding of their workers and their perspectives.
- Identify possible trouble areas that can result in workers behaving violently.
- Resolve situations effectively which warrant attention before a serious incident occurs.
- Communicate to workers the senior management's clear and obvious stance on workplace violence.
- Educating employees about workplace violence, and the scope and availability of the program of the organization in this area.
- Look for information on the criminal records.
- Conduct employee attitude surveys to identify possible issues or risks, and then deal with the issue.
- Establish a confidential mechanism for workers to complain to management about unsafe situations or circumstances.
- Identify constructive strategies & courses of intervention before difficult circumstances arise.
- Developing a company-wide memorandum and reviewing corporate policy and employee handbooks, and forming a committee to address these issues.

Education can be used as a tool in fighting aggression and conflict. Non-violence is related to the gradual impact of schooling on cohesion and lifelong learning. Education gives the students the composure to give up the present for potentially greater satisfying benefits. This might be partly due to the fact that they've got to do hard work to pass (Kaffenberger, 2012). In addition, a student who has struggled in studying for several years could have other ways to meet aims than turning to abuse. This definition stems from the examination of the costs and benefits associated with illegal activity.

To optimize the advantages of learning in conflict management and avoidance, it is important to increase the enrollment levels and teaching standard in schools, educational institutions and universities. The most evident of these interventions would tend to be free education at all levels if it can be managed. The creation of such a human capital element is crucial to increasing the return on funds set aside for science, technical advancement and conflict prevention studies.

The Peace Power strategy is constructive (Goldiamond, 1974); it acknowledges that sometimes the best way to minimize problem behaviors is to create alternatives that are at least to some degree functionally similar to undesirable repertoires but more compatible with positive personal and aggregate outcomes.

The Peace Power approach stresses four main activities, all of which tend to be of great importance when dealing with preteen and adolescent youth.

The four core activities are: (1) Recognize contributions and successes, (2) Act with respect, (3) Share power to build community, and (4) Make peace

Such activities are interrelated; together, they can create an interlocking system of nonviolent action.

1. **Recognize contributions and successes.** Organizations and other societies that regularly acknowledge contributions to group and personal achievements, where there are high rates of mutual reinforcement, are likely to produce substantially lower rates of antisocial and disruptive behaviour.
2. **Act with respect.** The second central Peace Power activity is to behave with reverence-for oneself, others, and the world. In this case, the underlying research includes reductions in the degree of aversive interaction within the cultural networks in which young people are embedded, which has profound biological and social implications.
3. **Share power to build community.** "Sharing power to build community" emphasizes the shaping of constructive collective action. This approach starts with the premise that everyone, every child, every individual in the workplace, every parent, has something worth contributing to the community. The efforts of all are required to achieve optimum mutual outcomes within cultural structures, thereby fostering inclusion.
4. **Make peace** This approach underlines the restoration of conflict-damaged relationships- basically creating or reconstructing a matrix of acceptance and respect. This approach has re-emerged from indigenous cultures, bearing titles such as restorative justice, restorative conferences, and family community conferences (Ross, 1996).

The main objective of nonviolence is on inducing reforms without hurting others (Bondurant, 1965). Amid this multitude of nonviolence theories, Bhalerao and Kumar (2015) have suggested the following 4 nonviolence dimensions:

1. **NVT_Ignore:** In this, employees break the vicious circle of violence by constructively handling and ignoring the breach of the laws, legislations, norms of the organisation, and minor violent acts of the coworker, as a nonviolent worker finds such provocations non-worthy.

2. **NVT_Stress:** Excessive stress results in the violation of rules, regulations and norms of the organisation. An employee does all this involuntarily and is not aware of his doings when in extreme stress and thus should be given a second chance. Hence, the cycle of aggression will be broken.

3. **NVT_Constructive:** A pro-social approach is used by the employee when a colleague exhibits violent behaviour at the workplace by violation of the norms of justice and respect. Thus the employee brings about a positive, meaningful and productive change in themselves instead of responding to the violent employee. Hence the spiral of violence is broken.

Gratitude and its dimensions

“As we express our gratitude, we must never forget that the highest appreciation is not to utter words but to live by them” (Kennedy, 1963). This quote refers in particular to Indian context, where expressing gratitude appears to be more evident by deeds and actions than in pure verbal words. Saying "thank you" is the courteous thing to do in the U.S. but it's hard for the Indians to say "thank you," but they can easily show their gratefulness/appreciation for the help they get. One simple expression of gratitude is the Indian greeting of Namaste (meaning, "I respect the divine within you"). This is also considered a gesture of gratitude as it is used for both interpersonal relationships and in the worship of God.

Whether the gift is a measurable benefit from a specific other or a peaceful moment of happiness evoked by natural beauty (Emmons, 2014). While other gratitude theories have been suggested, McCullough's Theory of Moral Consequences (2001) has been widely used. This theory described gratitude as having three fundamental functions as a moral emotion. Gratitude, as a moral

barometer, suggests to the recipient that a benefactor has offered him a present/gift. Gratitude as a spiritual motivation enables the recipient to perform prosocial behavior either directly towards the benefactor or towards others. Finally, gratitude as a moral reinforcer, raises the likelihood that the beneficiary will in the future behave prosocially towards the beneficiary.

Youths are seen as the building blocks of society. At present, cultivating values and beliefs among them is one of the key concerns. Gratitude tends to be a strong driver of resilience which can help people cope with disaster. So it is very important for researchers to evaluate and research its development in youth.

Gratitude is obviously not inherent, but evolves and develops over the childhood and adolescence (Baumgarten-Tramer, 1938; Emmons & Shelton, 2002; Freitas, Pieta & Tudge, 2011; McAdams & Bauer, 2004; Piaget, 1954/1981)

The capacity to empathize improves as children reach early adolescence and become less egocentric (Saami, 1999). This skill may be the strongest development catalyst gratitude, as it allows for either the preceding social-cognitive tests required to accept and reciprocate the conditions of benefit-giving circumstances (McCullough et al., 2001).

Psychological research has centered its attention on the subject of gratitude over the past two decades and it is evident now that gratitude serves a variety of important psychological functions. Gratitude is linked with many positive outcomes such as “subjective well-being, vitality and happiness (McCullough, Emmons & Tsang, 2002), enhancement of academic performance of students, quality of social relationships (Bono and Froh 2009), positive impact and self-esteem (Kashdan, Uswatte & Julian, 2006), life satisfaction (Wood, Joseph & Maltby, 2008), prosocial and compassionate conduct (Bartlett & DeSteno, 2006; Tsang, 2006, 2007), physical health (McCullough et al., 2002; Wood et al., 2008) and stronger interpersonal relationships (Algoe, Haidt, & Gable, 2008).” A strong literature also suggests “that gratitude protects against mental illness symptoms; gratitude is associated with lower stress and depression over time (Wood, Maltby, Gillett, Linley, & Joseph, 2008), lower posttraumatic stress disorder symptoms (Vernon, Dillon & Steiner, 2009), and even less sleep disruption and daytime sleep-related dysfunctions.”

Any appreciation that is not explicitly interpersonal (i.e., being grateful to another human being) can be indirectly spiritual, in that it tends to suggest the presence of spiritual entities (see Cohen, 2006 for discussion). For instance, receiving \$20 from a friend can induce gratitude regardless of

“We describe prosocial behavior as helping or benefiting others and antisocial behavior that is harming others physically or psychologically” (Eisenberg, 1982). When people are grateful, they tend to be sensitized to the feelings, emotions and actions that motivate the good actions of another and should therefore concentrate not only on self-interest or harm to others but also on recognizing and mirroring the kindness of others. So, gratitude is also declining violent behaviour? This was put to the test by DeWall, Lambert, Pond, Kashdan, and Fincham (2012). Using various approaches (i.e. cross-sectional, longitudinal, experience sampling, and experimental), these researchers found that gratitude is correlated with lower hostility among individuals who experience gratitude and that this effect is due to gratitude’s promotion of empathy.

GRAT is based on a theoretical framework of gratitude which identifies three distinct characteristics within a grateful individual.

These are the three dimensions of Gratitude:

1. **Appreciation of others** - Gratitude towards other people. It can also be defined as a tendency to appreciate others' contributions to one's own well-being
2. **Simple appreciation** - Gratitude towards non-social sources. It can be defined as a tendency to appreciate simple pleasures/simple appreciation
3. **Lack of sense of deprivation or Sense of abundance** - The absence of feelings of deprivation

CD and its dimensions

Deviant conduct in the workplace is a common problem faced by almost all organizations, particularly in underdeveloped and developing countries where the literacy rate is low and poverty is greater. There are various forms of deviance from the workplace, such as “stealing, fraud, taking unnecessary breaks, working slowly, displaying favoritism, leg pulling, physical violence/abuse etc.” Organizations suffer in the form of reduced efficiency, increased costs, inefficient and inadequate work and the declining prestige and credibility of the company due to all these kinds of behaviours. “Whether the deviance is considered intentional or unconscious, whether it includes sexual assault, theft, gossip spreading or not, it has detrimental consequences for the entity and its affiliates”(Appelbaum and Shapiro, 2006). Wells (2001) thinks the job environment and working conditions are significant predictors of fraud and a deviant activity in the job. When employees and managers believe they are not being adequately looked after, they consider fraud and violence to level things out. “Galperin and Burke (2006) say that people who are passionate about their work and ambitions would do everything to achieve their goals. Even violating the laws of organization is nothing to them.”

Bennett & Robinson (1995) “describe workplace deviance as voluntary behavior that exceeds significant standards and thus undermines an organization's well-being, its members or both.” Voluntary behaviour may mean that the worker is not required to comply, or compelled to act against negotiated principles of organization. Standards of the Organization are established by essential moral beliefs, conventional organizational norms, formal and informal policies and regulations of organizations (Bennett & Robinson 2000).

Owing to developmentally normative increases in independence from parents coupled with expected rises in peer influence, adolescence has been considered to be at a vulnerable age in terms of Deviance. Deviance isn't necessarily a bad thing. Constructive Deviance is a helpful tool for coping strategy that helps to relieve perceived aversion rates.

We see four categories emerging by analyzing behaviors about global norms (hypernorms) and a collection of behavioural norms (reference group norms), which are :-

1. Behaviour falling outside of all criteria sets (reference category & hypernorms) constitutes destructive deviance. For instance, when the reference group is a commercial organisation, then embezzlement can be considered a part of this kind of behaviour.
2. Behaviour falling inside reference group expectations while falling outside hypernorms constitutes destructive conformity. In a commercial organisation such activity may involve selling a hazardous product by obeying orders.
3. Behaviour falling inside the 2 criteria sets is constructive conformity, and this category covers almost all organisational behaviour.
4. Behaviour that falls outside the reference group expectations however complies with hypernorms constitutes constructive deviance. In a commercial organisation such behaviour involves some forms of whistleblowing.

There exists a school of thought about deviance which indicates that deviance in organizations called 'constructive deviance' may also play a positive role. Galperin (2003) describes Constructive Deviance as "voluntary behavior that violates significant organizational norms and in doing so it contributes to an organization's well-being, its members, or both." Galperin suggests that Constructive Deviance may demonstrate creative and demanding behaviors which are directed at company and individual-targeted behavioral activities that may involve failing to obey the senior's orders or reporting a theft done by coworkers. Constructive Deviance seeks to enhance an organization's well-being even though it leads to violating corporate expectations or harming relationships.

Constructive deviance activities may be divided into two:

1. First is interpersonal employee-focused constructive deviance which includes behaviors such as disobeying administrative instructions while trying to make sure that the overall purpose is to amplify the organization's performance and efficiency.
2. Second one is Constructive Deviance in organization that is orchestrated in the enterprise and includes 2 forms of implementation: innovative behaviors that are intended to help the company by the exploration of inventive approaches to solving problems (Vadera, 2013).

The crossing of above discussed two dimensions, namely the purpose of the deviant behavior (organizational or individual) as well as the extent of the behavior (mild to severe) leads to 4 quadrants of Deviant behaviour :-

- Political Deviance,
- Personal Aggression,
- Production Deviance and
- Deviance from Property.

Organizational actions of deviance could be comparatively minor actions designed to affect the organization (Production Deviance) and extremely harmful actions aimed at the organization (Property Deviation). Deviance in production means personnels who are doing the absolute minimum involves personnels calling in sick, being late and allowing colleagues to bear their workload. Relational deviance acts may be minor (Political Deviance) or some serious acts (Personal Aggression). Political Deviance is characterized by behavior which reflects 'the participation in social activity that places individuals at a political or personal disadvantage' (Bennett & Robinson 1995: 566) It deals with activities like spreading rumors, gossiping and handling favouritism among few employees. Personal violence involves acts of hostility like sexual assault, threats of physical injury to co-workers and publicly belittled subordinates.

There is also a third type of constructive deviance, called Innovative organizational constructive deviance, representing creative attitudes, innovative behaviour and unusual ways of improving the organization. Such activities include looking for new ways to perform everyday procedures and designing creative problem solving strategies.

Constructive Deviance at work is a blanket word which involves constructive activities “such as issue selling, extra role behaviors, breaking prosocial rules, prosocial attitudes, counter-role behaviors, etc.” Issue selling relates to numerous voluntary activities performed by the employees in the organisation to influence the organizational agenda by attracting the attention of seniors to a question (Dutton & Ashford, 1993). Extra-Role behaviour refers to conduct that appears to be helpful to the company in any way, is discretionary and goes beyond current standards of the position (Van Dyne, 1995). Prosocial violation of rule relates to intentionally breaching the established organisational framework or avoiding the main purpose to promote the well-being of

the company or of any of its shareholders (Morrison, 2006). Each of these concepts clearly state that such activities require some form of deviation from reference group norms yet are beneficial. Typically, they require compliance with hyper norms. The hypernorms are structured on a theory of social contracting and seek to encompass the principles or opinions of people around the world.

Workers are compensated for smiling and building a warm, accommodating and friendly environment regardless of whatever they were actually experiencing, the pressure of the work or the way the customer treats them. Hochschild (1983) refers to this commercialization of emotions as an emotional labor, where workers are forced to control their emotions in order to provide consumers with a satisfactory service. Performing emotional labor might not be an issue for many workers. However, there may be negative repercussions for those workers who experience psychological labor for a prolonged period and those that have to interact with hostile clients or those who become uneasy while displaying the sentiments needed. This may involve work frustration, emotional fatigue, loneliness, emotional disagreement and deviant behavioral involvement. Employees may resort to withdrawal behaviors such as slowing down or doing their job in a mediocre manner or even more violent behaviors such as causing an abusive customer some physical pain.

Now we will discuss some positive form of deviant behaviour in organisations. “The various researches highlights beneficial deviant behaviors, such as dissent, tempered radicalism, whistleblowing, functional disobedience, and exercising voice.” Just as one person's actions can destroy a company, another's action can save it too. A whistle-blower can arrive before a certain failure occurs in the functioning of the organisation or catastrophe in society. For instance, a medicine researcher may raise concerns about new product's harmful side effects before it would be sold to the public, thus preventing significant organizational and social consequences. Individuals who deviate from the standard norms of silence by expressing grievances, which not only save the organization from failing but also save people's lives.

Three factors of CD are as follows: -

F 1: Rule and Order Deviant Behavior - This factor consists of 5 constructive deviance statements. It involves such statements which show the attitude of employees about divergence from existing regulations of organization and senior instructions.

F 2: Disobeying and Disagreement Behavior- This factor consists of 3 constructive deviance statements. Such statements emphasize the desire of workers to refuse to obey and disagree with the supervisors.

F 3: Whistle Blowing Behavior- This factor consists of 2 statements which reflect the desire of workers to inform about internal misconduct to other officials.

TABLE 2.1: Highlighting the existing literature on Positive Characteristics of Deviance

Label for Deviance	Authors	Informal or Formal Norm of Reference Group	Nature of Deviance	Authors' Suggested or Implicit Benefit
Tempered radicalism	Meyerson & Scully (1995)	Organizational status quo	Behavior that challenges the status quo	Change benefits the organization
Counter role behavior	Staw & Boettger (1990)	Work-role behavior	Behave in a way that opposes prescribed work-role behavior	Organization functions more effectively
Whistle-blowing	Near & Miceli (1995)	Silence regarding illegal organizational activity	Disclosure of illegal, immoral, or illegitimate practices	Hinders illegal activity; society and organization benefit
Principled organizational dissension	Graham (1986)	Organizational values	Protest or change the organizational status quo	Organization considers a broader set of principles or values

Exercising voice	Van Dyne & LePine (1998)	Group or organizational acceptance of status quo	Voicing opinions	Group or organization benefits from divergent opinions
Prosocial behavior	O'Reilly & Chatman (1986); Puffer (1987)	Required work behaviors	Behave outside or beyond required behaviors	Organization or other employees benefit from prosocial behavior
Organizational citizenship behavior	Van Dyne, Graham, & Dienesch (1994)	Required work behaviors	Behave outside or beyond required behaviors	Organization and members Benefit from citizenship
Functional or Creative disobedience	Brief, Buttram, & Dukerich (2001); Darley (1995)	Orders	Disobey morally questionable orders	Hinders illegal activity; society and organization benefit

Hypothesis Testing

Based on the above discussed literature and theoretical premises, following hypotheses are proposed:

H0: No significant Relationship between gratitude, CD, and Non-Violence Workplace Behavior.

H1: There is a significant relationship between gratitude and Non-Violence Workplace Behavior.

H2: There is a significant relationship between Constructive Deviance and Non-Violence Workplace Behavior.

RESEARCH METHODOLOGY AND DATA ANALYSIS

Research Objective

The primary aim of this research was to understand the relationship between gratitude, constructive deviance and non violent workplace behaviour among the employees of an organisation.

Data collection and Sample

The study used exploratory-cum descriptive research design. The sample consisted of 220 experienced people working around Delhi-NCR in various organisations. Convenience sampling was used to collect the data through structured questionnaires. Participants were approached via an online survey using a comprehensive questionnaire including Gratitude, Nonviolence workplace behaviour and Constructive deviance dimensions. Only Experienced individuals were approached to participate in this survey, and they were told that their information will be kept anonymous and will be kept confidential. Respondents were assured that the collected data will be used for academic purposes.

Respondents comprised: 40.5% Male (89) and 59.5% Female (131).

As many as 101 (45.9 %) participants were under 25 years of age, 89 (40.5%) employees were between 25 and 35 years of age. 14 (6.4 %) employees were between 35 and 45 years of age and the rest 16 (7.3 %) were over 45 years of age. Educational Qualification of respondents are as follows: Undergraduate 56 (25.5), Post Graduate 129 (58.6%), Professional course 29 (13.2%), Doctorate 6 (2.7%). Experience of respondents are as follows: 0-2 years 116 (52.7%), 2-5 years 43(19.5%), 5-10 years 34 (15.5%), more than 10 years 27(12.3%).

Table 3.1: Demographic Statistics

Variable	Category	Frequency	Percentage
Gender	Male	89	40.5
	Female	131	59.5
Educational Qualification	Undergraduate	56	25.5
	Postgraduate	129	58.6
	Professional course	29	13.2
	Doctorate	6	2.7
Experience	0-2 years	116	52.7
	2-5 years	43	19.5
	5-10 years	34	15.5
	More than 10 years	27	12.3
Age	<=25 years	101	45.9
	26-35 years	89	40.5
	36-45 years	14	6.4
	Above 45 years	16	7.3

Demographic statistics of the sample is shown in table 3.1

Figure 3.1 defines the direct relationship between gratitude and Non violence workplace Behaviour. Figure 3.2 describes the relationship between Gratitude, Constructive Deviance and Non violence workplace Behaviour.

Figure 3.1 Direct Path between variables

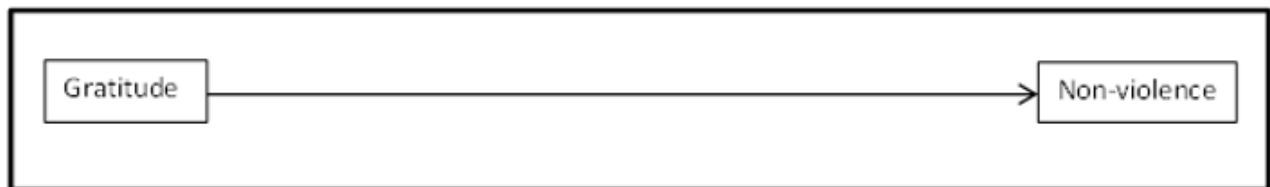
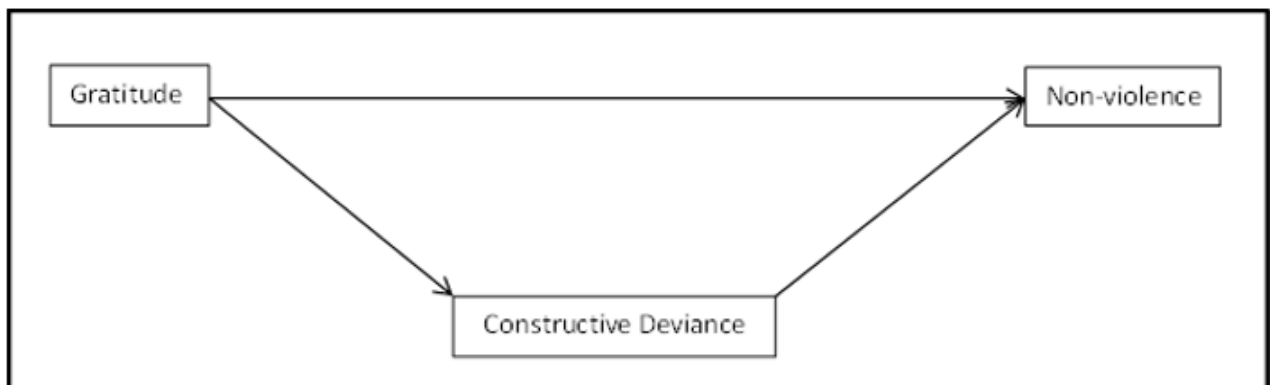


Figure 3.2 Indirect Path between variables



Measures

Gratitude

Gratitude was measured using the The Gratitude, Resentment and Appreciation Test (GRAT; Watkins, Woodward, Stone, & Kolts, 2003). The scale consists of 16 items measured by a 9-point likert scale ranging from 1(I Strongly disagree) to 9(I Strongly agree), with reverse-score of five items. Examples of Grat-16 are “Life has been good to me.” and “There never seems to be enough to go around and I never seem to get my share.” (reverse-scored). The scale measured three dimensions of Gratitude:

- 1) Lack of a Sense of Deprivation (LOSD) (e.g., “Life has been good to me.”, “More bad things have happened to me in my life than I deserve.”),
- 2) Simple Appreciation (SA) (e.g., “Every Fall I really enjoy watching the leaves change colors.”),
- 3) Appreciation for Others (AO) (e.g., “I feel deeply appreciative for the things others have done for me in my life.”).

Nonviolence workplace behavior

We have used 32 item scale of nonviolence workplace behavior given by Bhalerao and Kumar (2015) to assess NVT-Stress consisting of 8 statements, NVT-Ignore consisting of 4 statements, and NVT-constructive consisting of 8 statements. Instances for the same are – “I improve performance monitoring when a subordinate fall short of his/her responsibility”, “I ignore continuous interruptions of a co-worker while I speak”, “I excuse when a co-worker takes full credit for my work”. The rating scale for the same is ranging from 1.Never, 2.Rarely, 3.Sometimes, 4.Often, to 5.Usually

Constructive Deviance

To measure constructive deviance, we have used a questionnaire designed by Galperin (2012). This questionnaire has been extensively used by previous researchers because of its comprehensibility & simplicity. Some statements included in it are “Bend or break rules in order to perform your job” and “Violated company procedures to solve a problem” which are measured via a seven-point likert rating scale. The scale measures 3 dimensions of Constructive Deviance:

- 1.) Rule & Order Deviant Behavior (e.g., “Violated company procedures to solve a problem”),
- 2.) Disobeying and Disagreement Behavior (e.g., “Disagreed with work group to improve current work procedures”), and
- 3.) Whistle Blowing Behavior (e.g., “Reported wrong doing of co-worker to bring positive organizational change”)

Reliability and Validity

It is essential to test the reliability as well as validity for the data before statistical analysis. “Reliability refers to consistency of results and is defined as the degree to which consistent results are produced in spite of repeated measurements” (Malhotra, 2007). The value of Cronbach’s alpha (which shows internal consistency) must be higher than or equal to 0.7 for reliability to exist (George and Mallery, 2003). Table 3.2 shows all the acceptable values of alphas (LOSD=0.754, SA=0.86, AO=0.904, RODB=0.795, DDB=0.752, WBB=0.757, Stress=0.838, Constructive=0.779, Ignore=0.823). Further, “validity is defined as the degree to which instruments measure the variable they were intended to access.” We have investigated Convergent validity with the support of AVE (average variance extracted), the values of which must exceed 0.50 (Fornell and Larcker, 1981). The below mentioned formula was employed to compute AVE. Table 3.2 reflects acceptable figures of AVE, thus our data and questionnaire confirms both reliability & validity.

$$AVE = (\sum \lambda^2_i) / N,$$

Where λ (lambda) is a standardized factor loading for item and N is the number of items in a factor.

Table 3.2: Reliability, Validity and Multicollinearity

Constructs	Dimensions	Cronbach's Alpha	AVE	VIF
Gratitude	LOSD	0.754	0.524	1.189
	SA	0.86	0.619	3.198
	AO	0.904	0.611	3.284
Constructive Deviance	RODB	0.795	0.577	1.725
	DDB	0.752	0.505	1.675
	WBB	0.757	0.675	1.095
Non-Violence	Stress	0.838	0.501	-
	Constructive	0.779	0.577	-
	Ignore	0.823	0.564	-

Common Method Variance (CMV)

The data relating to 3 variables of our research was collected at a time from the same participants, which can lead to Common Method Variance. For a researcher CMV creates severe problems. This may result in prejudiced measures of reliability, validity and coefficients of correlation. (Podsakoff, MacKenzie, and Podsakoff, 2012). We have used pre-validated questionnaires for measuring Gratitude, Constructive Deviance and Non-Violent workplace behavior. Likert Scales were used for gratitude (nine-point), Constructive Deviance (seven-point) and Non-Violence (five-point). It manages to motivate the participants to provide a true, accurate and correct response (Podsakoff et al., 2012). Through our questionnaire the respondents were assured that their identity will be kept anonymous. The respondents were also assured of the confidentiality of their responses and will be used for academic purposes only. Such minor measures cause stronger and actual feedback from participants (Podsakoff et al. 2012). In addition to above analytical techniques, one-factor Harman was used to test common method bias. Extraction of many factors in this analysis leads to reduction in the common method biases in this research.

Multicollinearity

Now data multicollinearity has been obtained through the Variance Inflation Factor (VIF), the levels of which must be lower than 5 to prove multicollinearity inexistence (Kline, 2009). VIF levels for three factors of gratitude (lack of sense of deprivation = 1.189, simple appreciation = 3.198, appreciation for others = 3.284), three constructs of constructive deviance (rule and order deviant behaviour = 1.725, disobeying and disagreement behaviour = 1.675, whistle blowing behaviour = 1.095) are lower than the threshold value of 5, and thus the problem of multicollinearity is dismissed (Table 3.2).

Table 3.3: Descriptive Statistics

	Mean	Std. Deviation
LOSD Mean	5.9705	1.56323
SA Mean	6.9318	1.75139
AO Mean	7.0023	1.77276
Overall Grat Mean	6.6348	1.29697
RODB Mean	3.4627	1.26645
DDB Mean	3.6939	1.37760
WBB Mean	4.7068	1.40179
Overall CD Mean	3.9545	0.99561
Stress Mean	3.0708	0.81758
Constructive Mean	3.4773	0.88270
Ignore Mean	2.5347	0.76935
Overall NV Mean	3.1184	0.68024

Table 3.3 elaborates Non violence workplace behaviour, constructively deviant behavior and gratefulness observed by various working professionals. Table describes descriptive data about three constructs of Gratitude, overall Gratitude, three factors of Constructive Deviance, overall CD and three dimensions of Non Violence Workplace behaviour, overall NV with the help

of Mean and Standard Deviation (SD). For Non Violence the most favoured dimension is “Constructive” (mean = 3.4773) For Gratitude the most favoured factor is “Appreciation for others” (mean = 7.0023) In terms of constructive deviance, the most preferred behavior is “Whistle Blowing Behaviour” (mean= 4.7068).

Correlation Matrix

To explore the relationship between gratitude, constructive deviance and nonviolence workplace behaviour, a correlation matrix was generated. Correlation basically provides information concerning the degree of association existing between two variables. Table 3.4 describes a correlation matrix generated between Gratitude, nonviolence workplace behaviour, CD, and their dimensions resp. Results show that a positive correlation exists between all three dimensions of Constructive Deviance and non-violent workplace behaviour. These findings suggest that changes in one's constructive deviant behavior have an influence on the person to act peacefully at the workplace.

Table 3.4: Correlation

Variable	LOSD Mean	SA Mean	AO Mean	RODB Mean	DDB Mean	WBB Mean	Stress Mean	Constr uctive Mean	Ignore Mean
LOSD Mean	1	0.052	.206**	.253**	0.096	.153*	.173*	0.025	.359**
SA Mean		1	.814**	.175**	.187**	.187**	.341**	.305**	0.092
AO Mean			1	0.110	.194**	0.102	.265**	.290**	0.002
RODB Mean				1	.612**	.158*	0.077	0.035	.331**
DDB Mean					1	.196**	0.038	0.099	.301**
WBB Mean						1	.291**	.387**	.144*
Stress Mean							1	.645**	.545**
Constructive Mean								1	.367**
Ignore Mean									1

Notes:

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Statistical method/ Statistical tools

The data collected was analysed using various statistical methods, such as Central tendency measures, Standard Deviation, Correlation, and Regression. Causal association can be calculated using linear regression. And thus regression was used to find the causal linkage between the gratitude, constructive Deviance and non violence workplace behaviour.

Regression

Regression is a statistical measurement used in finance, investing and other disciplines that attempts to determine the strength of the relationship between one dependent variable (usually denoted by Y) and a series of other changing variables (known as independent variables). In regression analysis, P-values and coefficients work together to tell us if the relationship is statistically significant in the model and the essence or nature of that relationship. The coefficients define the mathematical relation between independent and dependent variables. The sign of a regression coefficient tells you whether each independent variable has a positive or negative correlation with the dependent variable. A positive coefficient means that the dependent variable often tends to increase, as the value of the independent variable increases. A negative coefficient implies that the dependent variable tends to diminish as the independent variable increases.

Correlation symbolizes the degree to which two variables are associated; however, researchers suggest using regression for analyzing the direct causal link. So, a model of regression-

$$NV = \beta_0 + \beta_1 \text{ Grat} + \beta_2 \text{ CD} + e$$

has been formulated that treats Non Violence as a dependent variable and CD and gratitude as independent variables.

Table 3.5: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.565	0.320	0.317		0.6245

Table 3.6: Results of Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.809	0.271		6.682	0.000
Grat Mean	0.075	0.034	0.143	2.228	0.027
CD Mean	0.205	0.044	0.301	4.696	0.000

a. Dependent Variable: NV Mean

Table 3.5 and table 3.6 denoted the result of the proposed regression model. Regression coefficients of all Independent variables were reported to be statistical significant positive. The findings showed that professional gratitude and CD could explain variability in their peaceful workplace actions as their p-value is less than 0.05. Gratitude and CD explained the non-violent behavior of a person in the workplace and accounted for as much as about 32 per cent variation. So the relationship is substantial. Hence, the following regression model is extracted accordingly:

$$NV = 1.809 + 0.143 \text{ Grat} + 0.301 \text{ CD}$$

DISCUSSION, IMPLICATION AND CONCLUSION

The primary purpose of our research was to find the relationship between Gratitude, Constructive Deviance and Non Violent workplace behaviour. The main research question addressed in our study is “ Can Non violence workplace behaviour be determined by influence of gratitude and constructive deviance?”.

Our study used exploratory-cum descriptive research design. The survey consisted of 220 experienced people working around Delhi-NCR in several organisations. The data was obtained using a structured convenience sampled questionnaire. Respondents were contacted via an online survey using a structured questionnaire including measures of Gratitude, Non violence workplace behaviour and Constructive deviance. To check the relationship between these variables we proposed a regression model. Regression coefficients of all Independent variables were reported to be statistically significant. The findings showed that gratitude and CD among working professionals could describe variability in their Non violent workplace behaviour. Thus, the relationship is significant.

The relationship between Gratitude and nonviolent behaviour in the workplace is largely an untouched area. The results showed a strong relationship among the three gratitude aspects and nonviolent work behaviour.

Gratitude makes us more caring, more childlike, less cynical and less resentful. And a nonviolent person should hold certain basic human values. Second, a feeling of prosperity enriches people with appreciation. And this attitude of abundance helps the individual to see and take advantage of an opportunity others overlook. Sense of abundance allows workers to understand tremendous growth, prosperity and development opportunities. Thirdly, generosity is a result of gratitude, and helps in winning the coworkers' hearts. Fourthly, anger and jealousy are counterbalanced by the gratitude. And a relaxed and focused employee can be successful with ease. Lastly, thankfulness has the power of attracting people. Scholars have discovered employees can tolerate lower salaries or salary cutbacks in order to operate under a grateful chief.

Educational organizations are recommended to encourage many ways of fostering gratitude. Such forms include rituals and activities of gratitude including journals of gratitude, letters of gratitude,

recognition, visits of gratitude, collages of gratitude and exchange of encouraging incidents. In triggering emotional gratitude there is an appropriate impact of the "gratitude diary" and in stimulating action gratitude there is an influence "gratitude letter." Via lessons, training, seminars and conferences, these approaches could be easily implemented in the work place. Some new creative forms of gratitude have arisen, such as "haiku," a three-line poem expressing gratitude and "Naikan therapy," a common Japanese method for cultivating appreciation in organisations. Mindfulness and gradual muscle stimulation have also been reported as gratitude induction methods stressed cultivating an environment of gratitude, requiring that gratitude is established in organisations like a value instead of as a temporary sentiment.

Grateful employees elicit lesser chances of engaging in corporate politics, name shaming, back-biting, other work environment wrongdoing. This tends to decrease the propensity to involve in violent and destructive behaviours.

Gratitude brings hope and positivity. A grateful individual loves and appreciates the lighter and more positive side of each situation. Such an individual nullifies the emotions of dissatisfaction, tension, and rage that are basic causes of violence in organizations. A grateful worker seeks alternative and creative routes for attaining personal and organisational objectives, instead of indulging in aggression at the workplace.

Constructive deviance for contemporary organisations is a new normal phenomenon. Our study findings can definitely be learned and implemented by HR managers and other practitioners. In addition to gaining various incentives, codifying some thresholds of deviations from rules and inconsistencies can aid executives tackle persistent and omnipresent problems of employee violence. The study even indicates management aid, information seminars and protection strategies for encouraging whistle blowers. In the short term, they might seem like spoilers, but they are a bringer of accountability and transparency, one of the most desirable long-term organizational components. Because constructive deviance enables a worker to develop a distinct culture within the company and instantaneously eliminates stress factors such as isolation, lack of acknowledgement, lack of consideration, etc. which can lead to violence in the workplace.

Imbibing these practices would lead to the development of an organisational culture in which employees are grateful, constructively deviate from norms and non violence prevails.

Theoretical Implications of the study

For Gratitude McCullough's Theory of Moral Consequences (2001) was widely used. This theory defined gratitude as having three fundamental functions of moral emotions. Gratitude, as a moral barometer, suggests to the recipient that a benefactor has offered him a present/gift. Gratitude as a spiritual motivation enables the recipient to perform prosocial behavior either directly towards the benefactor or towards others. Finally, gratitude as a moral reinforcer, raises the likelihood that the beneficiary will in the future behave prosocially towards the beneficiary. So we can see that this theory supports our findings that gratitude leads to non violent behavior.

Practical Implications of the study

The results identified gratitude and constructive deviance as significant predictors of non violent workplace behavior. Therefore managers, executives, decision makers or professionals of organizational growth need to promote gratitude at the workplaces and implement strategies focused on gratitude. So they can hire an instructor who would use various interventions of gratitude like daily journals of thankfulness, letters of gratitude, cultivation of attentiveness, collages of gratitude, self-introspection, exchange of positive stories, expressions of charity, gratitude driven mindfulness and techniques of muscle stimulation to assimilate practices and the value of gratitude among. Leaders can seek to institutionalize gratitude through role modelling practices such as publicly expressing gratitude in team meetings and staff assemblies, through company reward policies, appreciative inquiry methods, and by creating thankful relationships amongst employees.

Even organisational training, that is deemed essential for the development of human resources, needs to create a gratitude appreciation program as well as evaluate the effect of such initiatives on organizational results. Organization's initiatives that promote practices of gratitude can improve nonviolence based communication via understanding and compassion-based hearing, constructive dialogues, linking workers to basic human values. An entity can pick any particular aspect of gratitude and create a systematic plan to instill the chosen dimension. For example, a firm may opt to institutionalise appreciation for others.

Therefore, encouraging an organization to relate employee behavior to constructive deviance can eliminate cultural conditioning that causes conflict and violence and helps make work a more enjoyable and peaceful environment.

Thus, Leaders and Top Managers have a key responsibility for this significant change in corporate culture. They can review the strategy and inculcate the aspects of constructive deviance and gratitude, so that they can study the impact of Non violence behaviour in the organisation. They can encourage and inspire employees to follow these practices by incorporating all of the above discussed activities within the organizational behaviour. In addition, earlier studies claim that good feelings/emotions are transmissible and it spreads very quickly. Thus, top management's gratuitous behavior would inspire line workers to obey them.

FUTURE SCOPE & LIMITATIONS OF THE STUDY

Every research has limitations associated with it. Although the intention was to be as precise as possible, yet due to the nature and methodology used, certain limitations were identified:

1. Firstly, the study's generalisability is still a problem. This study is focused on a survey of 220 employees mostly employed in the IT, banking and insurance, financial services, and manufacturing sector. Upcoming researchers can avail a broader sample of a variety of sectors from diverse backgrounds.
2. Secondly, data relating to gratitude, constructive deviance and nonviolence behavior at the workplace are gathered from a particular point and also at the same time. It can contribute to the issue of common method variance. Even though adequate quantitative and qualitative solutions are suggested, potential academics can utilise either qualitative research design or longitudinal study or double source data.
3. The sample responses were collected using the questionnaires which may have biased responses. Future Researchers can opt for interviews etc, to give more insights.
4. Gratitude is cultivated in Indian culture, so the sample is skewed. Future researchers may focus on other cultures as well.
5. Questions were lengthy so people would have got tired.

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ANNEXURES

We are final year MBA students of DTU interested in your opinions about gratitude, constructive deviance, and non-violent workplace behaviour as a part of our dissertation. Your responses will be kept confidential, anonymous, and used only for educational purposes.

Thanks

*Required

1. Email ID

2. Name

3. Age *

(Mark only one square.)

- Below 25 years
- 25-35 years
- 35-45 years
- Above 45 years

4. Gender *

(Mark only one square.)

- Female
- Male
- Others

5. Highest Educational Qualification *

(Mark only one square.)

- Undergraduate
- Postgraduate
- Professional course
- Doctorate
- Other: _____

6. Designation *

7. Experience *

(Mark only one square.)

- 0-2 years
- 2-5 years
- 5-10 years
- More than 10 years

8. Industry you are working in *

(Mark only one square.)

- IT
- Education
- Pharmaceutical

- Banking and Insurance
- Automobile
- Manufacturing
- Healthcare
- Financial Services
- Other: _____

Gratitude

9. Kindly rate the statements which are true in your case most of the time. *

(One Tick per row.)

	I strongly disagree	2	I disagree somewhat	4	I feel neutral about the statement	6	I mostly agree with the statement	8	I strongly agree with the statement
I couldn't have gotten where I am today without the help of many people.									
Life has been good to me.									
There never seems to be enough to go around and I									

never seem to get my share.									
Oftentimes I have been overwhelmed at the beauty of nature.									
Although I think it's important to feel good about your accomplishments , I think that it's also important to remember how others have contributed to my accomplishments .									
I really don't think that I've gotten all the good things that I deserve in life.									
	I strongly disagree	2	I disagree somewhat	4	I feel neutral about the statement	6	I mostly agree with the statement	8	I strongly agree with the statement

<p>Every Fall I really enjoy watching the leaves change colors</p>									
<p>Although I'm basically in control of my life, I can't help but think about all those who have supported me and helped me along the way.</p>									
<p>I think that it's important to "Stop and smell the roses."</p>									
<p>More bad things have happened to me in my life than I deserve.</p>									
<p>Because of what I've gone through in my life, I really feel like the world owes me something.</p>									
<p>I think that it's important to pause often to "count my blessings."</p>									

I think it's important to enjoy the simple things in life.									
I feel deeply appreciative for the things others have done for me in my life.									
For some reason I don't seem to get the advantages that others get.									
I think it's important to appreciate each day that you are alive.									



Constructive Deviance

Kindly rate the statements which are true in your case most of the time. *

Mark only one square.

10. Bend or break rules in order to perform your job

- Strongly Disagree
- Disagree
- Somewhat Disagree

- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

11. Violated company procedures to solve a problem

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

12. Departed from organizational procedures to solve a job-related problem

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

13. Bent a rule to maximize result from a job

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

14. Did not follow the orders of supervisor to improve work procedures

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

15. Disobeyed supervisors' instructions to perform more efficiently

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

16. Disagreed with work group to improve current work procedures

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

17. Departed from dysfunctional organizational policies or procedures to solve a problem

- Strongly Disagree
- Disagree

- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

18. Reported wrong doing of co-worker to bring positive organizational change

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

19. Reported a wrong doing to another person in your company to bring positive organizational change

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree

- Agree
- Strongly Agree

Non Violent Workplace Behaviour

20. Kindly rate the statements which are true in your case most of the time. *

(One Tick per row.)

	Never	Rarely	Sometimes	Often	Usually
I excuse verbal insults made by coworkers					
I quietly probe if something is disturbing my subordinate, if he/she is impolite					
I ignore threats of coworkers					
I inquire if coworker is under any anxiety, when he/she takes full credit for my work					
I ignore unjust criticism of my work					
I feel colleagues lack etiquettes when they verbally insult me					
I query if my coworker is under stress if he/she interrupts me continuously					

I re-evaluate if the goals were too aggressive when a subordinate fails to achieve targets					
I take no notice of cold looks of coworkers					
I try to find out if a colleague is under nervous tension, when he/she insults me					
I overlook impoliteness of coworkers					
I inquire if the subordinate is upset due to some reason, if he/she threatens me					
I excuse when a coworker takes full credit for my work					
I query if coworker is under some pressure, if he/she criticizes me					
When resources are refused at work, I try to improve the quality of the proposal requesting resources					
I feel covert negative glances of colleagues are due to lack of social etiquettes					

I review if I have been disciplined enough when I see my subordinate's indiscipline					
I pardon continuous interruptions of coworker while I speak					
I feel a coworker may not be realizing when he/she takes full credit for my work					
I ignore it if I am refused resources at workplace					
I improve performance monitoring when a subordinate falls short of his/her responsibility					



INFLUENCE OF GRATITUDE & CONSTRUCTIVE DEVIANCE IN DETERMINING NON-VIOLENT WORKPLACE BEHAVIOUR

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