

Training Effectiveness and Deviant Behaviors of Manufacturing Companies in Port Harcourt and Obio-Akpor

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Abstract:

The research studied the link between training effectiveness and deviant behavior of manufacturing companies in Rivers State. Survey design was espoused in the research and the population was 2540 managerial staffs of ten (10) manufacturing firms in Port Harcourt and Obio-Akpor and the sample was 335 of which only 315 copies were suitable for analyses. PPMC statistical tool was applied in testing our four formulated hypotheses. It was revealed that training effectiveness dimensions (individual and corporate performance) have a negative relationship with deviant behaviour measures (interpersonal and corporate deviances) of manufacturing businesses in Port Harcourt. Hence, it was recommended that training ought not only be done but the firm should ensure that every training carried out should not only be effective but there must be constant evaluation to reduce both interpersonal and corporate deviances amid employees of manufacturing businesses in Port Harcourt and Obio-Akpor, and by implication, the entire State.

Keywords: Training effectiveness, deviant behaviour, individual performance, corporate performance, interpersonal deviance, corporate deviance.

Introduction:

There is a common saying that actions speaks louder than voice. Who you are, how you can be perceived arise from your actions and actions comes in form of behaviour. Again, employees that are the most vital assets of organisations are human beings. They perceive things in the organisation and they respond according to their instincts to such either in positive or negative way. This is what is referred to as deviant behaviour though deviant behaviour is commonly attributed to negative behaviours emanating from employees. Deviant behaviour in workplace was defined as those behaviours that are done voluntarily by employee which disrupts important norms of an establishment which in effect impend the comfort of the members of a firm as well as the firms or the two of them (Robinson & Bennett, 1995 as quoted in Bennett & Robinson, 2000).” Sackett and DeVore (2001) insisted that it is those behaviour and attitude that are done intentionally by any member of the organization observed as deviating and opposing to the lawful or genuine organization’s benefits. Most deviance experienced within organisations is referred to as. Workplace deviance which was described by Omar, Halim, Zainah and Farhadi, (2011) as the premeditated or pre arranged yearning to effect destruction to a firm.....

Publication Information:

- Received Date: 08-04-2023
- Accepted Date: 12-04-2023
- Publication Date: 15-04-2023

How to cite this article:

Nwabude, Nwamaka Florence, Prof. Amah, Edwinah. Training Effectiveness and Deviant Behaviors of Manufacturing Companies in Port Harcourt and Obio-Akpor. International Journal of Contemporary Research in Multidisciplinary. 2023; 2(2):19-26.

There are acceptable deviant behaviour though may not be from the legal viewpoint as it is against general and acceptable social norms. Example of deviant behaviour could include molesting a colleague verbally, insincere, taking credit for others' work, or unethically demanding for additional resources for self could be lawful or unlawful. Nevertheless, Karelaja and Keck (2013) submitted that a vital example is usually violation of such behaviour of the commonly accepted norms and having the possibility of harming other people in the firm. It was opined that workplace deviance and workplace aggression have conceptual overlapping because both of them involve hostile intent and motive (Neuman & Baron, 2005). But not minding the similarities, certain things distinguish aggression from deviant behaviors. For instance, workplace deviant behaviours cannot be said to be accidental because it is usually voluntary and motivated, as such, deviant behaviours arises as a result of employee's reaction to experiences at work. This kind of experiences will include inadequate knowledge and skill experienced from such employee that training could remedied.

Training, therefore, is the effort by the organisation to improve its workforce performance through the acquisition of more skills, knowledge and others. Goldstein (1993) in Lin and Shariff (2008) contended that training involve concept, skills, attitudes and rules acquisition systematically to perform better. Sule (2013) as cited in Sule and Onuoha (2020) asserted that training as one of the human resource management practices enables ...workers to obtain the essential expertise, understanding and perhaps, capabilities required to do their responsibilities appropriately and possibly, preparing them for relocation and/or elevation which may necessitate additional expertise and understanding in more inspiring occupation. Flippo (1976) as quoted in Lin and Shariff (2008) affirmed that the only available choice for firm is which method to adopt in training its workforce. As such, firms should choose the best method that will make the training effective. In doing this, firms need to evaluate their training to ensure it is effectiveness to the point that it can give expected result. "Training effectiveness could also be described as how learning objectives had been accomplished" Lin and Shariff (2008). Fraser (1994:104) as cited in Lin & Shariff(2008) asserted that effectiveness of training is a degree of the tie between specified aims and the level of its achievement. They went further to opine that it is much easier to attain 'easy', low-standard objectives. Erlendsson (2002) in Lin and Shariff (2008) described effectiveness to be the extent at achieving objectives. This study, therefore, looked at how effectiveness of training could be used to reduce workplace deviant behaviour. That is, it is not just training the workforce but ensuring that those trainings are effective to deliver those attribute expected from it to assist in curbing or at least, reduce workplace deviant be it interpersonal or corporate deviance in employees of manufacturing businesses in Port Harcourt and Obio-Akpor.

Aim of Study:

It is to expose the link between training effectiveness and deviant behaviour of manufacturing businesses in Port Harcourt and Obio-Akpor.

Objectives:

The objectives include:

1. Establishing the link between individual performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor.
2. Examining the link between individual performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor.
3. Exploring the link between corporate performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor.
4. Ascertaining the link between corporate performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor.

Research questions:

1. Is there any link between individual performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor?
2. Is there any link between individual performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor?
3. Is there any link between corporate performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor?
4. Is there any link between corporate performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor?

Hypotheses:

- H₀1:** No link between individual performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor.
- H₀2:** No link between individual performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor.
- H₀3:** No link between corporate performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor.
- H₀4:** There is no relationship between corporate performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor.

Operational Framework:

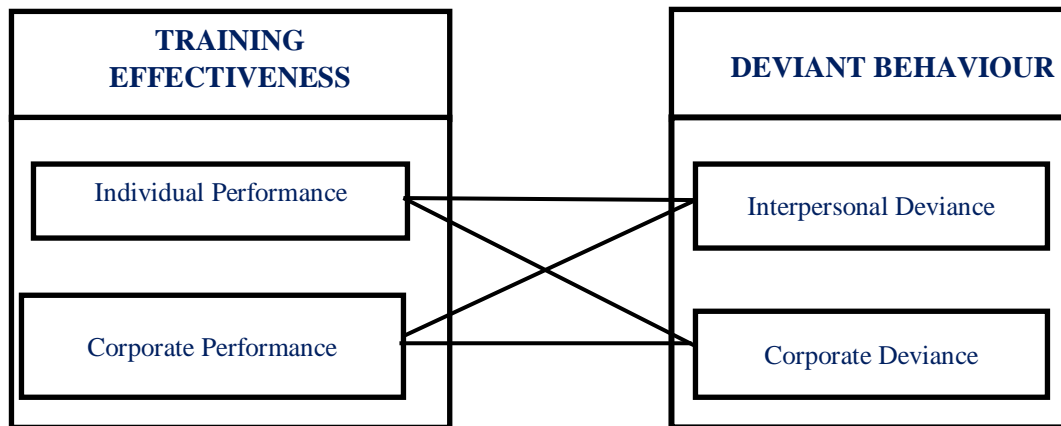


Fig. 1: Conceptual/operational framework presenting link between training effectiveness and deviant behaviour

Dimensions Source–Abdul Aziz (2015), Measures Source – Bennett and Sandra (2000)

Literature Review:

Concept of Training Effectiveness

Training effectiveness according to Alvarez, *et al.* (2004) is studying the personnel, organisation, and training within a firm to understand how they affect the processes of training before the training, during the training and even, after the training. Before the training commences, there ought to be evaluation of training which according to Phillip (1991) as cited in Lin and Shariff (2008) are for the following purposes:

- Determining if a programme could accomplish its set of objectives
- Identifying the strong and feebleness point of human resource procedure
- Determining the ratio of cost to benefit of any human resource activities
- Deciding that will be participating in future activities
- Testing the intelligibility and soundness of tests, queries and drills
- Identifying those participants that the programme will benefit more or less.
- Reinforcing chief ideas made available to the partakers
- Gathering data to support in promoting future programmes
- Determining if the appropriateness of the programme
- Database establishment to assist in decision making process by the management. Evaluation of training was described by Goldstein and Ford (2002) and Noe (2002) as well in Rama and Nagurvali (2012) as the methodical method of data collection for determining the effectiveness of training. Brown and Gerhardt (2002) as cited in Rama and Nagurvali (2012) asserted that evaluation should include procedures for ensuring training activity alignment with the firm's strategy must form the basis of evaluation. Hence, identifying whether

the reason for training the employees is attained through evaluation, it is important to evaluate at different levels so as to give room for reaction

as the process of training is progressing and against when the training has ended. Effectiveness of training, therefore, could be basically an assessment that scrutinizes the height training enhanced the worker's ability, understanding, and behaviour within the group (Manna & Biswas, 2018).

Individual Performance

Individual performance could be described as improvement evaluation or variations in capabilities, efficacies, and efficiency in place of work due to the outcomes of training. Solving work related problems, producing better class of works as well as having fewer mistakes are all embedded and ingredients of competencies. For workers to be efficient they should be able work faster; and effectiveness includes the drastic increase in the totality of works number (Abdul Aziz, 2015). Individual performance according to Chiaburu, *et al.* (2010) as quoted in Abdul Aziz (2015) is determining if the lesson thought during training could be transferred to the workplace. Furthermore, it was opined that evaluation could be done by the use of improvements of individual in job proficiencies, efficacies, and efficiency (Kirkpatrick, 1959/1996 in Abdul Aziz, 2015). Hence, while De Meuse, *et al.* (2007) was examining the efficacy of place of work diversity training on the performance of employee, it was concluded that it helps to boost individual performance of the workforce. Combs and Luthans (2007) as cited in Manna and Biswas (2018) added that diversification of training surely pointers to performance of employee and strength of

manager. Employee's performance and manager's strength are still pointing to individual performance which in effect reduces the relatedness of employee with colleagues and the organisation. Abdul Aziz (2015) went further to assert that training and development practices had an affirmative influence on arranging the workers to be extractive on their job, snowballing their methodical capabilities, interpersonal capabilities, teamwork, work self-confidence and job inspiration.

Corporate Performance

Corporate performance was described as the enhancement or alterations in efficiency, collaboration, satisfaction of customer, and attainment of a firm's objectives and status as a result of the outcomes of the training. Evaluating corporate performance is, therefore, the enhancement or alterations in efficiency, collaboration, satisfaction of customers, and attainment of a firm's objectives and status as a result of the outcome of training (Abdul Aziz, 2015). It was further argued by Griffin (2012) that corporate performance could be used in determining the effect and gains from organizational effectiveness training.

As such, few evaluation of training could be used in determining corporate performance like ROI (return on investment) method (Phillips, 1997 as cited in Abdul Aziz, 2015). Tangible and intangible outcome method (Kirkpatrick & Kirkpatrick, 2010). In addition, Brinkerhoff (2006) proposes that corporate performance could be appraised with the use of the training impact on the function of training, superiors, structures, and high-ranking frontrunners. De Meuse *et al.* (2007) opined that training programmes carried out in the public sector assisted the workers to contribute meaningfully to their firm by using the understanding and expertise learned in the training. They achieve this according to De Meuse *et al.* (2007) through reduction of both the interpersonal and corporate deviance within the organisation.

Concept of Deviant Behaviour

Deviant behaviours are those activities, attitude and behaviour that negate the accepted principles and norms of society in this case, firms. Deviant behaviour could either be positive, if it helps to improve accepted norms and principles such as innovativeness; or negative, like destroying or disrupting the accepted norms and principles or even, process, for instance, 'pilfering' or character assassination of colleagues, etc. Mitchel and Ambrose (2002) as cited in Chrisha and Mahapa (2012) opined that workplace deviant behaviour as a bad or harmful reciprocity alignment where someone return a harmful treatment with a negative behaviour *an eye for eye*. This is Mosaic Law kind. Bonnett and Robinson (2000) as cited in Saeed, Mizna, Lodhi, Gill, Amin, Simra and Iqbal (2014) define deviant workplace behaviour as those deliberate behaviour from an employee that violates substantial corporate rules and norms which in effect impends the firm and its members' welfare. In addition, Saeed, *et al* (2014) asserted that pilfering or destroying place of work assets, arriving at workplace late with no prior permission, harassing colleagues while on duty

and many more are cases of deviant workplace deeds. There are two different type of workplace deviant – interpersonal and corporate deviance according to Robinson and Bennett (1995).

Interpersonal Deviance

Interpersonal deviance is referring to behaviours or actions that are directed to colleagues in the organization like verbally tongue lashing co-worker(s). Robinson and Bennett (1995) asserted that it is volunteer deeds that encroach upon important norms of firms and with that, the firm's members and even, the firm's well-beings are trampled upon. Interpersonal deviance was described as "a deviant behaviours of employees with their counter parts" (Mathur & Chauhan, 2012). It was emphasized by Chrisha and Mahappa (2012) relying on Brown (2008:3) that interpersonal deviance could either be minor like making jest of colleague, unruly behaviour to colleagues at work, blame game directed at colleagues for job mistakes and violating superior's instructions. For major interpersonal deviance, it can include individual aggression like cursing, humiliating, bullying, stalking, assaulting, distasteful chastising of colleagues to cause harm. Most prominent among the interpersonal deviance in most secular society according to Willness, *et al* (2007); is Sexual harassment that have been reported to caused job stress is also an example (Fitzgerald, *et al.*, 1997 as quoted in Shamsudin, *et al.* 2011).

Corporate Deviance

Non-interpersonal behaviours that are directed toward the firm are referred to as corporate deviance like pilfering/stealing or wilful destruction of office equipment or property. Corporate deviant behaviours are directed at firms' behaviours such as bribery, pilfering, theft, sabotage and other related vices (Bennett & Robinsons, 2000). Corporate deviance comprises production and assets deviance. Behaviours of deviant employees, most times, have negative effect on the overall organisational performance Chrisha and Mahapa (2012). Also, organisation will endure the low productivity cost when workers participate in deeds when they refuse to come to work promptly or refuse to come out-rightly with no concrete excuse (Shamsudin, *et al.* 2011). With the assumption by the workforce that their employer is interested in their values and objectives, their commitment will improve based on the perceived support of the management and invariably, their loyalty and output will increase; the undesirable work perception of environment causes or involving in aberrations and suppression efforts (Chrisha&Mahapa, 2012). Mathur and Chauhan (2018), again, argued that corporate deviance is "deviant behaviour of employees due to dissatisfaction towards the norms and policies of the organisation" (Mathur & Chauhan, 2018). Yuksel (2012) as cited in Mathur and Chauhan (2018) said "find out the effects of perception of virtuous work climate as well as organisational justice on place of work deviance as per the findings it was observed that perceptions of ethical work climate and the organisational justice play an important

role in determination of organisational deviance ...” Boekhorst, Singh and Harrison (2015) cited in Mathur and Chauhan (2018) opined that effectiveness of training will be having direct and indirect effect towards corporate deviance.

Method:

hundred and twenty five (125) questionnaires were distributed in Obio-Akpor local government area and the same number in Port Harcourt City local government area but only 315 founded useful.

Testing of Hypotheses

The decision rule:

- Reject the null hypotheses where $p < 0.05$;

Survey research design used as all manufacturing firms within two largest local governments in rivers State were considered as population and sample because the number of all managerial staff was not beyond what can be studied. There is, therefore, no need for the determination of sampling size; the same thing happens to questionnaire administration. Data was analysed with PPMC statistical tool. However, one

- Accept null hypotheses where $p > 0.05$.

Testing of Hypothesis 1 (H₀₁)

H₀₁: No link between individual performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor.

Table 1: Link between Individual Performance and Interpersonal Deviance

		Individual Performance	Interpersonal Deviance
Individual Performance	Pearson Correlation	1	(.485)**
	Sig. (2-tailed)		.063
	N	315	315
Interpersonal Deviance	Pearson Correlation	(.485)**	1
	Sig. (2-tailed)	.063	
	N	315	315

****.** Correlation = Significant Level at the 0.01 (2-tailed).

SPSS 25.0(2022)

Table: 1 results indicates a level of significant $p > 0.05$ ($0.063 > 0.05$), meaning that we do not have significant link between individual performance and interpersonal deviance. A value of correlation $r = (0.485)$ inferring a negative link between individual performance and interpersonal deviance. This indicates that rise in individual performance will amount to a corresponding reduction in interpersonal deviance. It is, therefore, observed that negative link between individual performance and interpersonal deviance exists. As such, null hypothesis will be accepted and alternate hypothesis rejected

indicating no relationship among individual performance and interpersonal deviance with in manufacturing firms in Port Harcourt and Obio-Akpor.

Hypothesis Two Testing

H₀₂: No link between individual performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor.

Table 2: Link between Individual Performance and Corporate Deviance

Correlations			
		Individual Performance	Corporate Deviance
Individual Performance	Pearson Correlation	1	(.440)**
	Sig. (2-tailed)		.062
	N	315	315
Corporate Deviance	Pearson Correlation	(.440)**	1
	Sig. (2-tailed)	.062	
	N	315	315

****.** Correlation = Significant Level at the 0.01 (2-tailed).

SPSS 25.0 (2022)

Table: 2 results indicates a level of significant $p > 0.05$ ($0.062 > 0.05$), meaning that we do not have significant link between individual performance and corporate deviance. A value of correlation $r = (0.440)$ inferring a negative link

between individual performance and corporate deviance. This indicates that rise in individual performance will amount to a corresponding reduction in corporate deviance. It is,

therefore, observed that negative link between individual performance and interpersonal deviances exist. As such, null

Testing of Hypothesis 3

H₀3: No link between corporate performance and interpersonal deviance of manufacturing firms in Port Harcourt and Obio-Akpor.

Hypothesis will be accepted and alternate hypothesis rejected
 Indicating no relationship among individual performance and corporate deviance within manufacturing firms in Port Harcourt and Obio-Akpor.

Table 3: Link between Corporate Performance and Interpersonal Deviance

		Corporate Performance	Interpersonal Deviance
Corporate Performance	Pearson Correlation	1	(.704)**
	Sig. (2-tailed)		.080
	N	315	315
Interpersonal Deviance	Pearson Correlation	(.704)**	1
	Sig. (2-tailed)	.080	
	N	315	315

** . Correlation = Significant Level at the 0.01 (2-tailed).

SPSS 25.0 (2022)

Table 3 results indicates a level of significant $p > 0.05$ ($0.08 > 0.05$), meaning that we do not have significant link between corporate performance and interpersonal deviance. A value of correlation $r = (0.704)$ inferring a strong negative link between corporate performance and interpersonal deviance. This indicates that rise in corporate performance will amount to a corresponding reduction in interpersonal deviance. It is, therefore, observed that negative link between corporate performance and interpersonal deviance is negative. As such, null hypothesis will be accepted and-

Alternate hypothesis rejected indicating no relationship among corporate performance and interpersonal deviance within manufacturing firms in Port Harcourt and Obio-Akpor.

Testing of Hypothesis 4

H₀4: No link between corporate performance and corporate deviance of manufacturing firms in Port Harcourt and Obio-Akpor.

Table:4 Relationship between Corporate Performance and Corporate Deviance

Correlations			
		Corporate Performance	Corporate Deviance
Corporate Performance	Pearson Correlation	1	(.493)**
	Sig. (2-tailed)		.065
	N	315	315
Corporate Deviance	Pearson Correlation	(.493)**	1
	Sig. (2-tailed)	.065	
	N	315	315

** . Correlation = Significant Level at the 0.01 (2-tailed).

SPSS 25.0 (2022)

Table 4 results indicates a level of significant $p > 0.05$ ($0.065 > 0.05$), meaning that we do not have significant link between corporate performance and corporate deviance. A correlation value $r = (0.493)$ inferring a negative link between corporate performance and corporate deviance. This indicates that rise in corporate performance will amount to a corresponding decrease in corporate deviance. It is, therefore,

observed that negative link between corporate performance and corporate deviances exist. As such, alternate hypothesis will be rejected and null hypothesis accepted indicating no link among corporate performance and corporate deviance within manufacturing firms in Port Harcourt and Obio-Akpor.

Findings:

Individual Performance and Interpersonal Deviance

Analysis of how individual performance link with interpersonal deviance revealed no link exist between them, with p-value of 0.000 that is higher than the significance level of 0.05 ($p=0.063 > 0.05$). The given hypothesis in null form was accepted and the other hypothesis rejected. The value of correlation (r) equal 0.485. The indication was medium negative link between individual performance and interpersonal deviance within the workforce of manufacturing firms in Rivers State. Such negative association suggests that interpersonal deviance will decrease as soon as individual performance increases. As such, if individual performance becomes low, deviant behaviour like interpersonal deviance in manufacturing organisation will be minimised. Moreover, the determination coefficient (r^2) equal (0.235). The indication is that with an element modification in individual performance in manufacturing organisations- 23.5 % variations will occur in interpersonal deviance in the midst of the employees. Therefore, individual performance is a crucial factor in firms that assist in decreasing interpersonal deviance. This verdict agreed with the submission of Combs and Luthans (2007) as cited in Manna and Biswas (2018) added that diversification of training surely pointers to performance of employee and strength of manager. Employee's performance and manager's strength are still pointing to individual performance which in effect reduces the relatedness of employee with colleagues and the organisation.

Individual Performance and Corporate Deviance

The next hypothesis looking at how individual performance transmits with corporate deviance revealed that p-value equal 0.000 that was higher than 0.05 significance level ($p = 0.062 > 0.05$). This implies that individual performance transmits negatively with corporate deviance amongst the employees of manufacturing firms in Port Harcourt and Obio-Akpor. Based on our decision rule, the null hypothesis was accepted and reject alternate hypothesis. With increase in individual performance, corporate deviance reduces. The value of correlation r equal 0.440. Likewise, the determination coefficient between individual performance and corporate deviance equal 0.194. In effect, an element change in individual performance will explain for total variations of - 19.4% in corporate deviance amid the employees in manufacturing firms. This verdict is in tandem with the submission of Boekhorst, *et al.* (2015) cited in Mathur and Chauhan (2018) opined that effectiveness of training will be having direct and indirect effect towards corporate deviance.

Corporate Performance and Interpersonal Deviance

The third analysis result exposed that workers in firms may reduce the level of interpersonal deviance with the organisation when there improvement in corporate performance based on the revelation that corporate performance negatively relates with interpersonal deviance as 0.08 p-value greater than 0.05 significant levels. The

correlation value (r) equal (0.704). This indicates high negative correlation level among corporate performance and interpersonal deviance. The negative relation suggests that the greater corporate performance in the manufacturing firms, the less the interpersonal deviance amongst the workforce. Likewise, the determination coefficient (r^2) equal (0.496). Insinuating, an element variation in corporate performance will effect in -49.6% negative interpersonal deviance variations. This study is in tandem with the submission of Combs and Luthans (2007) as cited in Manna and Biswas (2018) added that diversification of training surely pointers to performance of employee and strength of manager. Employee's performance and manager's strength are still pointing to individual performance which in effect reduces the relatedness of employee with colleagues and the organisation.

Corporate Performance and Corporate Deviance

The fourth hypothesis result exposes how corporate performance links with corporate deviance revealed p-value equal 0.000 higher than significance level 0.05 ($p=0.065>0.05$). Relying on the decision rule, accept the null hypothesis and reject alternate hypothesis. As the corporate performance is in elevation, corporate deviance in the organisation reduces. The value of correlation (r) equal (0.493). Indicating that corporate performance enjoy modest negative link with corporate performance in the manufacturing firms. An increase in corporate performance warrant decrease in corporate deviance. Likewise, the determination coefficient amongst corporate performance and corporate deviance equal-0.243. Revealing, a change in unit in corporate performance will justify for -24.3% corporate deviance total variations in manufacturing firms. This finding is in-line with that of Boekhorst, Singh and Harrison (2015) cited in Mathur and Chauhan (2018) opined that effectiveness of training will be having direct and indirect effect towards organisational deviance.

Conclusion:

The four (4) null hypotheses were accepted after testing and alternate hypotheses rejected. The implication is that there exist adverse link between training effectiveness and place of work deviant conduct of manufacturing organisations in Port Harcourt and Obio-Akpor. This agrees with the assertion of Boekhorst, *et al.* (2015) cited in Mathur and Chauhan (2018) opined that effectiveness of training will be having direct and indirect effect towards corporate deviance.

Recommendations:

In furtherance to our hypotheses testing result and its interpretation, it is recommended that training effectiveness at the individual and corporate level should be used to curb or at worst reduce workplace deviant behaviour be it interpersonal or corporate deviance to save certain unwarranted situation(s).

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