

Mindfulness and Employee Deviant Behaviour in Deposit Money Banks in Rivers State, Nigeria

Yakie, Ebisidor Favour

Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

M.D. Tamunomiebi PhD

Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

J.M.O. Gabriel PhD

Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study examined the relationship between mindfulness and employee deviant behaviour in Deposit Money Banks in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study is the 202 employees from the 18 Deposit Money Banks in Nigeria. The study concentrated on the headquarters of the various banks as they oversee the activities of other branches within the state. The sample size of 134 was determined using census method since our population was small. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between workplace spirituality mindfulness and employee deviant behaviour in Deposit Money Banks in Rivers State. The study thus recommends that Management of Deposit Money Banks should encourage mindfulness in employees by organising mindfulness programs in order to work place deviance.*

Keywords: *Mindfulness, Employee Deviant Behaviour, Property Deviance, Production Deviance, Personal Deviance.*

© 2021. Yakie, Ebisidor Favour, M.D. Tamunomiebi PhD and J.M.O. Gabriel PhD. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0>, permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

Deviant behaviour is considered abnormal or antisocial if it is uncommon, different from the norm and does not conform to what society expects. This idea is also closely related to the

statistical approach to definite abnormality which rests on the idea that differences in human behaviour tend to fall into a normal distribution curve (Nwankwo, 2006). A particular behaviour is not acceptable or is antisocial if any of these three criteria are seen; the behaviour does not allow a person to function effectively with others as a member of society, if the behaviour does not permit the person to meet his or her own needs and the behaviour has a negative effect in the wellbeing of others (Roberts, 1981).

Waseem (2016) describes employee deviant behaviour as that which substantially departs from the norm or expectations of the organization. Employee deviant behaviour is inefficient, destructive and detrimental to the organization. It also has the capacity to damage the image and reputation of the organization and lead to the loss of customers and partners. Sanches, Gouveia-Pereira, Maroco, Gomes and Roncon (2016) argue that employee deviant behaviour is an individual construct. According to the author, deviance denotes an aggressive stance against the management and the organization as a whole. Where deviance is confrontational, it could affect relationships and result in the damaging of the organizations' assets or properties. Narayanan and Murphy (2017) also observe that deviance could also be subtle and by that, go unseen or unnoticed for a period of time until its effects are felt or observed. The author identified three forms of employee deviant behaviour – property deviance, production deviance and personal deviance.

Organizations that aim to survive must at the same time focus on addressing their employee deviant behaviour issues. This position follows the argument of some scholars (Asmos & Duchon, 2011; Gørill, Toril, Randi, Helge & Geir, 2011) that the leadership of the organization must be able to enforce and institute functional regulatory policies and frameworks that streamline and channel the behaviour and actions of the members of the organization towards the benefit and wellbeing of the organization. One means of achieving this is through the institution of workplace spirituality dimensions. Workplace spirituality is referred to as the experience of employees while working in the workplace (Weaver, 2015). Employees demonstrating positive experience at the workplace are anticipated to express care and devotion for others, and might also feel inner satisfaction due to fruitful work. In this regard, the concept of workplace spirituality is likely to encourage employees to work out for their job responsibilities and to perform additional activities which are not part of their formal job (Yahyazadeh-Jeloudar & LotfiGoodarzi, 2012b). Therefore, workplace spirituality is likely to assist employees in developing a positive organisational citizenship behaviour (Weaver, 2015). This paper considers mindfulness one of the dimensions of workplace spirituality in facilitating positive employee behaviours. Mindfulness is defined as “state of being present, not keeping one’s self in past thoughts and wandering in coming thoughts. It is important to note that mindfulness is about acting with awareness; therefore, it stands in contrast to notions of automatic pilot, acting without awareness (Baer, Smith & Allen 2004). . Mindfulness involves the effort to attend, no judgmentally, to present moment experience and sustain this attention over time, with the aim of cultivating stable, non-reactive, present-moment awareness (Jon Kabat-Zinn, 2003).

Therefore, the purpose of this study was to examine the relationship between mindfulness as a dimension of workplace spirituality and employee deviant behaviour in Deposit Money Banks in Rivers State. This study was guided by the following research question:

- i. What is the relationship between mindfulness and property deviance in Deposit Money Banks in Rivers State?
- ii. What is the relationship between mindfulness and production deviance in Deposit Money Banks in Rivers State.?
- iii. What is the relationship between mindfulness and personal deviance in Deposit Money Banks in Rivers State.?

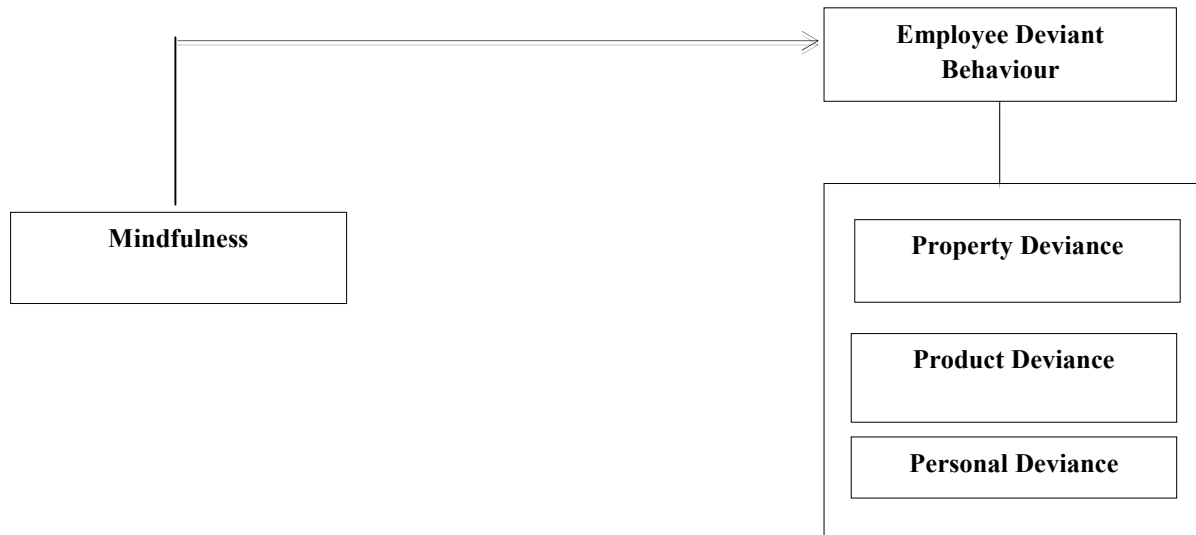


Figure 1.1: Conceptual framework for Mindfulness and Employee deviant Behaviour

Source: Dimensions of workplace spirituality adopted from Schutte (2016) and measures of employee deviant behaviour adapted from Narayanan and Murphy (2017).

LITERATURE REVIEW

Theoretical Foundation

The Self-Determination Theory

This theory was proposed by Deci and Ryan in the mid-80s (Deci *et al.*, 2017). They sought to build knowledge on the internal motivation of individuals in line with engaging in actions and behaviour primarily for the satisfaction derived from such. The theory of self-determination identifies the individual as having the capacity for self-motivation and control of emotions outside the influence of other external influences or factors. Gagné, Deci and Ryan (2017) argue that the self-determination theory prescribes practices and a shift in perspective from the external to the internal such that enable the individuals improved level of relations with significant others, and also enhanced levels of productivity and performance. It is dynamic in the sense that the individuals are driven, not based on any tangible factor but rather, based on values that accrue from perceptions and interpretations of themselves and how or what they view as suitable and important.

In applying this theory to the concern of this paper one may argue that the inward focus and emphasis on intrinsic factors that drive conscious and considerate as well as meaningful actions – geared towards improved work and behavioural outcomes. This follows the core tenets of the self-determination theory in advancing improved behaviour through the focus on internal strengths and motivation rather than external stimuli. Gagné *et al.*, (2017) argue that self-determination can be encouraged through the structuring of organizational settings and culture which emphasize self-reliance. According to Guntert (2015), such a culture should support autonomous work and the empowerment of workers – thus creating room and space for their creativity within the workplace. This provides a clear argument and foundation for the relationship between workplace spirituality and employee deviant behaviour.

Concept of Mindfulness

It denotes a state of consciousness and increased awareness of oneself – actions and behaviour, within a specific context. This is because the action of mind entails the actual consideration of significant others due to the recognition of one's occupancy or involvement in a social context (Yang, Huang & Wu, 2019). Schutte (2016) opines that mindfulness centres on the apportioning of value to others and the understanding of one's responsibility to others as well. It is necessary for the effective functioning of individuals within their various teams or groups. Zaidi, Ghayas, and Durrani (2019) in their study show that the issue of mind is in itself a form, a validation of the rights of others to share and occupy the same framework with one – and as such to act in ways that are not detrimental to relations; granting room or space for collaboration and cooperation between all interested parties. Although addressed as an individual-level construct herein in this paper, the concept of mindfulness could yet be approached from the group or organizational level.

Mindfulness is living in the now. Mindfulness involves paying attention to each event experienced in the present moment within our body, mind and surroundings with a non-judgmental, non-reactive and accepting attitude (Glomb, Duffy, Bono & Yang, 2011). It is essentially about being more aware and awake in every moment of your life without judging anything. According to Bishop, Lau, Shapiro, Carlson, Anderson, Carmody, Segal, Abbey, Speca, Velting and Devins, (2004), mindfulness requires one to bring awareness to and keep attention anchored on the current experience because it involves bringing an attitude of curiosity, acceptance and friendliness to whatever is experienced, rather than the habitual pattern of judgments and criticisms. Mindfulness is simply being engaged in whatever is happening around you and within you by intentionally paying attention to each moment. Mindfulness is a technique you can learn which involves making a special effort to notice what's happening in the present moment around you without judging anything. In learning to be mindful, we can begin to counter many of our everyday challenges such as stress, anxiety and depression because we are learning to experience events in a more impersonal and detached way.

According to Brown and Ryan (2003), mindfulness is defined as the attention to and awareness of what is happening in the present moment both internal that is, thoughts, bodily sensations and external which include the physical and social environment and still observing without evaluation and assigning meaning to them. Basic-level examples of mindfulness include experiences such as noticing “the positions of our hands and the sensations of holding a knife

and bagel,” being aware of “our bodies sitting in the car when we drive,” and noticing the traffic, the road, and the passing scenery (Siegel, Germer, & Olendzki 2009).

Brown, Ryan and Creswell, (2007) define mindfulness as the receptive attention to and awareness of present events and experiences. As awareness and attention are the hearts of mindfulness. For example; mindfulness is when one is involved in heavy traffic but refraining from evaluating it negatively when it is tied up or moving slowly and from ruminating about what traffic might be like on another route. This establishes that mindfulness is a state of consciousness given empirical evidence of considerations within individual variation over time and also mindfulness can be cultivated or enhanced through practices and training such as mindfulness meditation (Brown & Ryan, 2003) and loving-kindness meditation (Fredrickson, Cohn, Coffey, Pek & Finkel, 2008).

The average frequency with which individuals experience states of mindfulness may vary from person to person, suggesting that people may have trait-like tendencies toward mindfulness (Brown and Ryan, 2003; Brown *et al.*, 2007; Brown and Cordon, 2009); indeed one line of research treats mindfulness as a stable individual difference (that is, trait mindfulness) similar to other personality traits (for example, Brown & Ryan, 2003; Lakey, Campbell, Brown, & Goodie, 2007; Cardaciotto, Herbert, Forman, Moitra, & Farrow, 2008; Walsh, Balint, Smolira SJ, Fredericksen, & Madsen, 2009; Way, Creswell, Eisenberger, & Lieberman, 2010). Employees are experiencing psychological and physical health problems, which negatively affect behaviour. Mindfulness is commonly described as an awareness of the present moment with an open and accepting attitude (Brown *et al.*, 2007). Mindfulness interventions aim to improve one’s ability to self-regulate thoughts and emotions, which is believed to influence behavioural and physiological responses (Brown & Ryan, 2003; Creswell & Lindsay, 2014).

Though, mindfulness has been proposed to have a positive impact on various work-related outcomes. These include reduced employee deviant behaviour (Shapiro, Astin, Bishop, & Cordova, 2005), wellbeing (Weinstein & Ryan, 2011), and increased job performance (Reb, Narayanan, & Ho, 2015). Therefore, mindfulness may be an appropriate resource for managers, as they are frequently confronted with stressful situations leading to workplace employee deviant behaviour (Roche, Haar & Luthans, 2014) and can help regulate one’s work and personal life dynamics by providing resources to more effectively cope with work-related cognitions and emotions (Michel *et al.*, 2014). Productivity rests on focused human attention that is mindfulness increases the ability to be open to new perspectives, to think creatively, to distinguish thoughts from feelings, and to respond to challenges with a range of outcomes associated with mindfulness including depression, anxiety, stress and reduced workplace employee deviant behaviour (Visted, Vollestad, Nielsen & Nielsen 2015).

Mindfulness according to Vyas-Doorgapersad (2017) necessitates improved decision outcomes and enriches the content of relationships – within and outside the organization. Mindfulness depicts a state of consciousness and awareness of one’s position, stance and the implications of such within one’s context. Schutte (2016) note that mindfulness is necessary for bridging differences that may exist between groups or parties within the organization. This is because it not only serves the purpose of self-assessment but also enables a more considerate and informed approach towards issues or situations in exchange relationships. Within the workplace, the practice of mindfulness enables a healthier and more cohesive workforce given its capacity for

caution, consciousness and control over one's actions and behaviour. This is as studies affirm that mindfulness is projected from an internalized state or condition of awareness to the external environment or social context (Beehner & Blackwell, 2016).

Concept of Employee Deviant Behaviour

Employee deviant behaviour is expressed in actions and attitudes that contradict and go against clearly established expectations and in that way can be considered detrimental or destructive. Employee deviant behaviour according to Goodboy, Martin and Bolkan (2017) is traceable to conflict situations between the employee or staff of interest and other key or significant members of the organization. However, Ramlee, Osman, Salahudin, Yeng, Ling and Safizal (2016) argue that employee deviant behaviour could also be linked to factors outside the organization but for some reason, is expressed within the organization. Balogun *et al.*, (2018) argue that deviance is an expression of frustration that is manifested through anger at co-workers and at the organization itself. It is as such a conscious and deliberate action that is demonstrated through the employee's disorderly and destructive actions which ultimately impact the organization.

The employee deviant workplace behaviour phenomenon is increasingly becoming popular and this issue had attracted many researchers to study the phenomenon as it impacts employees' productivity and well-being (Tamunomiebi & Zeb-Obipi, 2009). According to Appelbaum, Laconi and Matousek (2007), the review of various scholars describes employee deviant behaviour in the workplace. Joseph (2020) describes employee deviant behaviours as misbehaviour in the workplace that is categorized into aggressive behaviour which consists of sexual harassment, intimidation, open hostility towards co-workers and so on. unproductive behaviour which constitutes coming late at work, sneaking out of work during working hours, being involved with taking extended lunch and so on.

Robinson and Benneth (2015) define workplace employee deviant behaviour as volunteer behaviour from members of an organization that infringes organizational norms by doing that which would threaten the growth of the organization with its employees. Robinson and Bennett (2015) have given different names for employee deviant behaviour like workplace deviance, counterproductive behaviour (Mangione 2012), antisocial behaviour (Giacalone and Greenberg 1997), and misbehaviour (Vardi *et al.*, 2004). Behaviour is seen deviating when organizations' customs and policies are infringed by individuals who can endanger the growth of the organization with its employees. Employee deviant Behaviour in the workplace exist at different organizational levels and this behaviour includes; unpunctuality at the place of work, spending working time for personal reasons, using working facilities for personal matters and needs, using inappropriate and different standards and procedures in working, displaying unfair attitudes to colleagues (Eliyana, 2015).

Property Deviance

This concept is adopted in measuring or manifesting acts or behaviour which are detrimental to the physical or tangible assets of the organization (Narayanan & Murphy, 2017). Employees express property deviance in the nonchalant and disorderly way they handle the organizations' properties such as their use of components such the organizations' computer systems, the closing of doors, use of equipment such as photocopiers or printers and other valuable materials or hardware within the workplace. Actions that deviate from the norms and acceptable practices of

use and management of the organizations' properties or equipment are considered as employee deviant and in most cases involve the abuse and disregard of such properties or equipment. Narayanan and Murphy (2017) argue that such actions could be destructive and result in the wastage of materials and the inefficient running of the organization.

Organizational deviance encompasses production and property deviance. All behaviours in which employee deviant employees partake eventually have a negative impact on the overall productivity of the organization. According to Robinson and Benett (1995), Property deviance can be described as those instances where employees acquire or damage the tangible property or assets of the work organization without authorization. Property deviance harms the organizations and is quite severe. Sabotaging equipment, accepting kickbacks, lying about hours worked, releasing confidential information, making intentional errors, misusing funds or expense accounts, theft and stealing from the company are forms of property deviance. Some of these acts are connected with direct costs for the organization since the equipment has to be replaced (Robinson & Benett 1995). Furthermore, these can affect productivity because work cannot be performed until the equipment is replaced. Everton, Jolton and Mastrangelo (2005) define theft as the unauthorized taking, control, or transfer of money and property of the formal work organization that is perpetrated by an employee during occupational activity.

Production Deviance

The dimension of production deviance is concerned with the evident drop in production quality or quantity due to the behaviour of the worker. Organizations often establish production standards in terms of quality and quantity (Darvishmotevali, Arasli & Kilic, 2017). These standards require adherence and are important for growing the market base and profit of the business. However, production deviance occurs where workers or employees of the organization either knowingly or unknowingly act in ways that can be considered detrimental to the production capacities and goals of the organization. Rahim and Cosby (2016) argue that organizations depend primarily on the actions of their workers, thus shifts in behaviour or expressions of deviance from expected standards or frameworks could have serious or significant implications for the survival and performance of the organization. It is from this position evident that production deviance not only affects functional processes in the organization but also impacts the organization's overall wellbeing.

Robinson and Benett (1995) define production deviance as behaviours that violate the formally proscribed organizational norms delineating the minimal quality and quantity of work to be accomplished as part of one's job. For instance, most employees develop strategies to disrupt production in the organization. Such strategies include: being late to work, leaving early, taking excessive breaks, making personal calls, withholding effort that is, intentionally working slow, wasting resources, cyberloafing where one surfs the web doing non-work related tasks such as chatting on social networks sites, using drugs and alcohol in the workplace, giving unnecessary excuses like calling in sick when well (absenteeism) are forms of production deviance. Withholding effort describes the incidence where an individual gives less than full effort on a job-related task. An employee might withhold effort because he has negative views about the group or the organization. Kidwell and Kochanowski (1995) 2005 proposed that all these behaviours have an impact on the productivity of organizations. Lateness and absenteeism are

closely linked to each other. Those employees who are absent frequently also tend to be unpunctual (Everton *et al.*, 2005).

Personal Deviance

Deviance which is personal is that which directly affects the relationships and lines of communication or interaction of the individual. Personal deviance is expressed through actions that could be described as uncivil and abusive. It reflects behaviour that falls outside the norm of the organization and which significant others find uncomfortable, toxic and even harassing in nature. Sharma, Schuster and Singh (2016) argue that personal deviance portends the individual as being problematic and wayward. It is also depicted in the refusal to conform to the behavioural standards of the organization. Farhadi, Nasir, Omar and Nouri (2015) observe that such behaviour can be dangerous for the organization since it could affect the customers and the impression they have of the organization. The author further noted that while policies and regulatory frameworks are useful in addressing such tendencies within the workplace, these suggest an overly authoritative that coercive approach to the challenge; hence organizations should also consider alternatives such as mentoring, job design and other actions structured towards enhancing meaning and motivating the employee.

Violence that is initiated by co-workers can happen everywhere: No industry, no organization, and no employee can exclude the occurrence of such behaviour. Personal deviance is when an individual behaves in an aggressive or hostile manner towards others. Robinson and Benett (1995) affirmed that most employees develop some forms of personal deviance such as; sexual harassment, rape, verbal abuse, physical assaults, sabotaging the work of co-workers, stealing from co-workers, destroying property of co-workers, and endangering co-workers are forms of personal aggression. Everton *et al.*, (2005) narrate those employees who have more health problems either physical or emotional are less committed to the organization because they tend to be more depressed and have less job satisfaction than those who are not victims of aggression by their co-workers. When victims of such employee deviant behaviour receive and feel supported, there is a higher positive report of employee well-being than those not being supported. Everton *et al.*, (2005) suggest that organizations are faced with greater costs when individuals possess this type of behaviour. The costs are incurred as a result of lower productivity, lost work time, inferior quality, medical and legal expenses, and a damaged public image. Van Fleet and Griffin (2006) posit that verbal aggression and obstruction usually take place covertly in the workplace. Hence, harming the victims- whether they are individuals or the organization- can be carried out with little danger (Appelbaum, Deguire & Lay 2005).

Mindfulness and Employee Deviant Behaviour

Mindfulness involves caution and consideration of others in one's actions and decisions (Whelpley & McDaniel, 2016). In workplace relationships, mindfulness depicts the employees' capacity to accommodate others and to care for their concerns as well. Mindfulness as such considers the implications of its actions in a broader context and as such is more careful about its impact and outcome. Schutte (2016) argues that employees who are mindful are more attuned to the dynamics of their social context and the implications of their actions on others. In the same

vein, hence mindfulness cannot be discussed as a single or human action but as a social and intersubjective action which in its consideration of other significant factors and individuals which share its social context and as such are impacted upon by its behaviour and decisions.

According to Brown and Ryan (2003), mindfulness can be seen as an attribute of consciousness that can be conceptualized in a variety of ways that include a dispositional personality trait among individuals. Kabati-Zinn (2003) conceptualizes mindfulness as being the awareness that emerges through paying attention to purpose, in the present moment, and non-judgmentally to the unfolding of experience moment by moment. Mindfulness as a trait reflects the general tendency for individuals to abide in mindful states over time and across situations. On the other hand, mindfulness as a psychological state denotes an individual's ability to invoke a mindful mode of awareness at a given moment (Brown *et al.*, 2007). Empirical studies have revealed a positive influence of mindfulness as a trait for example on job performance and work engagement (Dane and Brummel, 2013) and job satisfaction (Hulsheger *et al.*, 2013).

Whether mindfulness is a stable trait for some individuals or a momentary state for others, it is an inherently human quality that can be developed, so that individuals bring quality to the way they attend to thoughts, actions and emotional states. Mindfulness has been shown to have the potential to increase positive aspects of well-being and to decrease negative ones (Brown *et al.*, 2007). Workplace employee deviant behaviour is an important issue because it can negatively affect favourable work outcomes. Employee deviant behaviour in the workplace can negatively affect a manager's support to their team (Bakker, Westman, & Van Emmerik, 2009). Mindfulness in this sense is relational, and as observed could enhance the employees' choices such that employee deviant actions and behaviour are substantially reduced within the organization.

The following null hypotheses address the relationship between the variables:

H₀₁: There is no significant relationship between mindfulness and property deviance in Deposit Money Banks in Rivers State

H₀₂: There is no significant relationship between mindfulness and production deviance in Deposit Money Banks in Rivers State

H₀₃: There is no significant relationship between mindfulness and personal deviance in Deposit Money Banks in Rivers State

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study is the 202 employees from the 18 Deposit Money Banks in Nigeria. The study concentrated on the headquarters of the various banks as they oversee the activities of other branches within the state. The sample size of 134 was determined using census method since our population was small. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$). The level of relationship between mindfulness with each of the measures of employee deviant behaviour is to examine the extent mindfulness can impact on the outcome of each measure of employee deviant behaviour.

Table 1 Test for Mindfulness and the Measures of Employee Deviant Behaviour

			Mindfulness	Property Deviance	Production Deviance	Personal Deviance
Spearman's rho	Mindfulness	Correlation Coefficient	1.000	.524**	.783**	.674**
		Sig. (2-tailed)	.	.000	.000	.000
		N	117	117	117	117
	Property Deviance	Correlation Coefficient	.524**	.868**	1.000	.779**
		Sig. (2-tailed)	.000	.000	.	.000
		N	117	117	117	117
	Production Deviance	Correlation Coefficient	.783**	1.000	.868**	.853**
		Sig. (2-tailed)	.000	.	.000	.000
		N	117	117	117	117
	Personal Deviance	Correlation Coefficient	.674**	.853**	.779**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	117	117	117	117

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

Source: Research data, 2021

Source: Research data, 2021

H₀₁: There is no significant relationship between mindfulness and property deviance in Deposit Money Banks in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between mindfulness and property deviance. The ρ value 0.524 indicates the direction and magnitude of this relationship which represents a moderate correlation. Also displayed is the statistical test of significance (p -value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between mindfulness and property deviance in Deposit Money Banks in Rivers State, Nigeria.

H₀₂: There is no significant relationship between mindfulness and production deviance in Deposit Money Banks in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between mindfulness and production deviance. The ρ value 0.783 indicates the direction and magnitude of this relationship which represents a strong correlation. Also displayed is the statistical test of significance (p -value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level

($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between mindfulness and production deviance in Deposit Money Banks in Rivers State, Nigeria.

H₀₃: There is no significant relationship between mindfulness and personal deviance in Deposit Money Banks in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between mindfulness and personal deviance. The *rho* value 0.674 indicates the direction and magnitude of this relationship which represents a strong correlation. Also displayed is the statistical test of significance (p -value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between mindfulness and personal deviance in Deposit Money Banks in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The results from the analysis reveal significant relationship between mindfulness and employee deviant behaviour in deposit money banks in Rivers State. The findings linked the effect of mindfulness on employee deviant behaviour in deposit money banks in Rivers State, that is using mindfulness to build employee deviant behaviour. A critical appraisal of the finding reveals that mindfulness has a positive and significant effect on property deviance; mindfulness has a strong positive and significant effect on production deviance; mindfulness has a positive and significant effect on personal deviance. In all, mindfulness has a strong positive and significant relationship with employee deviant behaviour in deposit money banks in Rivers State.

Prior empirical research has provided considerable evidence that the level of organizational spirituality is directly related to the quality of relationships between employees and the organizations and has proven to be a significant predictor of a number of important employee attitudes and behaviours including caution and consideration of others in one's actions and decisions (Whelpley & McDaniel, 2016). In workplace relationships, mindfulness depicts the employees' capacity to accommodate others and to care for their concerns as well. Mindfulness as such considers the implications of its actions in a broader context and as such is more careful about its impact and outcome. Schutte (2016) argues that employees who are mindful are more attuned to the dynamics of their social context and the implications of their actions on others. In the same vein, hence mindfulness cannot be discussed as a single or human action but as a social and intersubjective action which in its consideration of other significant factors and individuals which share its social context and as such are impacted upon by its behaviour and decisions. Thus employees are careful in their actions, thoughts, and behaviour towards others while carrying out responsibilities. This corresponds with Kabati-Zinn (2003) conceptualization of mindfulness as being the awareness that emerges through paying attention to purpose, in the present moment, and non-judgmentally to the unfolding of experience moment by moment. Mindfulness as a trait reflects the general tendency for individuals to abide in mindful states over time and across situations.

This study agrees with Dane and Brummel (2013); Hulsheger *et al.* (2013) as their empirical studies revealed a positive influence of mindfulness as a trait for example on job performance and work engagement and job satisfaction. Whether mindfulness is a stable trait for some individuals or a momentary state for others, it is an inherently human quality that can be

developed, so that individuals bring quality to the way they attend to thoughts, actions and emotional states.

CONCLUSION AND RECOMMENDATION

Based on the foregoing findings, it was concluded that mindfulness has a significant influence on employee deviant behaviour in Deposit Money Banks in Rivers State. Implying that an increase in employee mindfulness would discourage deviant behaviours in employees in Deposit Money Banks in Rivers State.

Therefore, it was recommended that that Management of Deposit Money Banks should encourage mindfulness in employees by organising mindfulness programs in order to work place deviance.

REFERENCES

- Appelbaum, S.H., Laconi, G.D., & Matousek, A. (2007). Positive and negative deviant workplace behaviour: Causes, impacts and solutions. *Corporate Governance*, 7(5), 586-598.
- Ashmos, D.P. & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134-145.
- Balogun, A.G., Oluyemi, T.S. & Afolabi, O.A. (2018). Psychological contract breach and workplace deviance: Does emotional intelligence matter? *Journal of Psychology in Africa*, 28(1), 8-14
- Beehner, C.G. & Blackwell, M.J. (2016). The Impact of workplace spirituality on food service worker turnover intention. *Journal of Management, Spirituality and Religion*, 13(4), 1-20.
- Beehner, C.G., & Blackwell, M.J. (2016). The Impact of workplace spirituality on food service worker turnover intention. *Journal of Management, Spirituality and Religion*, 13(4), 1-20.
- Bishop, S.R., Lau, M., Shapiro, S., Carlson, L., Anderson, N.D., Carmody, J., Segal, Z.V., Abbey, S., Speca, M., Velting, D. & Devins, G. (2004). Mindfulness: A proposed operational definition. *Clinical Psychology: Science and Practice*, 11, 230-241.
- Brown, K.W., & Ryan, R.M. (2003). The benefits of being present: Mindfulness and its role in psychological wellbeing. *Journal of Personality and Social Psychology*, 84, 822-848.
- Brown, K.W., Ryan, R.M., & Creswell, J.D. (2007). Mindfulness: Theoretical foundations and evidence for its salutary effects. *Psychological Inquiry*, 18, 211-237.
- Creswell, J.D., & Lindsay, E.K. (2014). How does mindfulness training affect health? A mindfulness stress buffering account. *Current Directions in Psychological Science*, 23(6), 401-407.

- Dane, E. (2011). Paying attention to mindfulness and its effects of task performance in the workplace. *Journal of Management*, 37, 997-1018.
- Darvishmotevali, M., Arasli, H. & Kilic, H. (2017). Effect of job insecurity on frontline employee's performance. *International Journal of Contemporary Hospitality Management*, 29(6), 1724- 1744.
- Deci, E.L., Olafsen, A.H. & Ryan, R.M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behaviour*, 4, 19-43.
- Eliyana, A. (2015). Peran moderator workplace passion padapengaruh workplace deviant behaviour terhadapkepuasankerja. Surabaya: UniversitasAirlangga.
- Everton, W.J., Jolton, J.A., & Mastrangelo, P.M. (2005). Be nice and fair or else: understanding reasons for employees' deviant behaviours. *Journal of Management Development*.
- Farhadi, H., Nasir, R., Omar, F. & Nouri, A. (2015). Understanding employee's deviant behaviour: the role of agreeableness and stress related to work. *Journal of Social Sciences and Humanities*, 2, 102-107.
- Gagné, M., Deci, E.L. & Ryan, R.M. (2017). Self-determination theory applied to work motivation and organizational behaviour. In D. S. Ones, H. K. Sinangil, C. Viswesvaran, & N. Anderson (Eds.). *Handbook of industrial, work, & organizational psychology*, 2 (2nd ed.) (pp.97-121). Thousand Oaks, CA: Sage.
- Giacalone, R.A., & Greenberg, J. (1997). *Antisocial behaviour in organizations*. Thousand Oaks, CA: Sage.
- Glomb, T.M., Duffy, M.K., Bono, J.E., & Yang, T. (2011). Mindfulness at work. *Research in Personnel and Human Resource Management*, 30, 115-157.
- Goodboy, A.K., Martin, M.M., & Bolkan, S. (2017). Workplace bullying and work engagement: A self-determination model. *Journal of Interpersonal Violence*, 1 –23.
- Gørill, H., Toril, R., Randi, H., Helge, G., & Geir, A.E. (2011). The relationships between self-transcendence and spiritual well-being in cognitively intact nursing home patients. *Journal of Older People Nursing*, 21, 427-453.
- Guntert, S.T. (2015). The impact of work design, autonomy support, and strategy on employee outcomes: A differentiated perspective on self-determination at work. *Motivation and Emotion*, 39, 74-87.
- Jon Kabat Zinn, (2003). Mindfulness-based interventions in context: past, present, and future. *Clinical Psychology: Science and Practice*, 10(2), 144-156
- Joseph, C. (2020). What are common kinds of workplace deviance? Available: <https://smallbusiness.chron.com/common-kinds-workplace-deviance-10178.html>

- Kidwell, Jr, R.E., & Kochanowski, S.M. (2005). The morality of employee theft: Teaching about ethics and deviant behaviour in the workplace. *Journal of management education*, 29(1), 135-152.
- Mangione, T. W. (2012). Job satisfaction, counter-productive behaviour and drug use at work. *Journal of Applied Psychology*, 60, 114-116.
- Narayanan, K., & Murphy, S.E. (2017). Conceptual framework on workplace deviance behaviour: A Review. *Journal of Human Values*, 23(3), 218–233.
- Nwankwo, H (2006). *Youth deviant behaviour in West Africa*. Yale. Haven.
- Rahim, M.A., & Cosby, D.M. (2016). A model of workplace incivility, job burnout, turnover intentions, and job performance. *Journal of Management Development*, 35(10), 1255-1265.
- Ramlee, N., Osman, A., Salahudin, S.N., Yeng, S K., Ling S.C., & Safizal, M. (2016). The influence of religiosity, stress and job attitude towards organisational behaviour: Evidence from public universities in Malaysia. *Procedia Economics and Finance*, 35, 563-573.
- Reb, J., Narayanan, J., & Ho, Z.W. (2015). Mindfulness at work: Antecedents and consequences of employee awareness and absent-mindedness. *Mindfulness*, 6, 111-122.
- Roberts, J.K. (1981) *Effect of Poverty on Youths in African Continent*. London: OUP.
- Robinson, S.L. & Bennett, R.J. (1995). A typology of deviant workplace behaviours: a multidimensional scaling study. *Academy of Management Journal*, 38, 555–572.
- Roche, M., Haar, J.M., & Luthans, F. (2014). The role of mindfulness and psychological capital on
- Schutte, P.J. (2016). Workplace spirituality: A tool or a trend? *HTS teologiese Studies/Theological Studies*, 72(4), 3294.
- Shapiro, S.L., Astin, J.A., Bishop, S.R. & Cordova, M. (2005). Mindfulness-based stress reduction for health care professionals: Results for a randomised trial. *International Journal of Stress Management*, 12, 164-176.
- Tamunomiebi, M. D. & Zeb-Obipi, I. (2009), *Managing Human Resources. Basic Principles*. 2nd Edition, Port Harcourt: Dokus Press.
- Visted, E., Vollestad, J., Nielsen, M.B. & Nielsen, G.H. (2015). The impact of group-based mindfulness training on self-reported: A systematic review and meta-analysis. *Mindfulness*, 6(3), 501-522.
- Vyas-Doorgapersad, S. (2017). Workplace spirituality for improved productivity: A gendered perspective. *International Journal of Social Sciences and Humanity Studies*, 9(2), 143–156.

- Weaver, Jr, C. P. (2015). Perceived organizational support and job overload as moderators on the relationship between leadership effectiveness and job satisfaction. *Emerging Leadership Journeys*, 8(1), 79-100.
- Weinstein, N., & Ryan, R.M. (2011). A self-determination theory approach to understanding stress incursion and response. *Stress and Health*, 27, 4-17.
- Whelpley, C.E., & McDaniel, M.A. (2016). Self-esteem and counterproductive work behaviours: A systematic review. *Journal of Managerial Psychology*, 31, 850-863.
- Yahyazadeh-Jeloudar, S., & Lotfi-Goodarzi, F. (2012). The relationship between social intelligence and job satisfaction among MA and BA teachers. *International Journal of Educational Sciences*, 4(3), 209- 213
- Yang, F, Huang, X., & Wu, L. (2019). Experiencing meaningfulness climate in teams: How spiritual leadership enhances team effectiveness when facing uncertain tasks. *Hum. Resource Management*, 58, 155–168.
- Zaidi, H., Ghayas, M.M., & Durrani, T. I. K. (2019). Impact of work place spirituality on job satisfaction. *RADS Journal of Business Management*, 1(1), 49-57.