Workplace Deviance: A Conceptual Framework
V. Utkarsh, T. Ravindra, N. Ananta

Abstract: Workplace Deviance defined as a planned, purposeful, and hateful attempt to disrupt an organization by causing problems in the workplace. Workplace Deviance splits into two parts i.e., Interpersonal Deviance (ID), and Organizational Deviance (OD), respectively. ID is that which attempts to harm relationships through activities like lying, gossiping, and apportioning blame, and OD relates to lateness or theft of equipment. The present aim of the study is to observe vast literature existing online databases globally in the workplace deviance by systematically analyzing the empirical studies of the last 30 years. In India, minimal research has done in the area of deviant behavior. The purpose of the present study has tried to is a significant amount for organizations. Vast research is going on in the American continent to find out workplace deviance antecedent and try to minimize the effect at an organizational level. The method used in the present paper is constructed on secondary sources, and with the help of the VOS software online database of a web of science, a systematic review of workplace deviance has done and framed a conceptual model for further empirical research. After a comprehensive study researcher identified various antecedents of workplace deviance, such as job satisfaction, organizational justice, job design, and abusive supervision, are the main variables often used by researchers? Previous research has done on destructive deviance instead of constructive deviance. In recent trends, counterproductive behavior and psychological factor needed to study This study shows that organizations should discourage deviant workplace behavior by providing ethical organizational climate and practicing conducting proper counseling, refresher program for employees; also, an organization should form a personality assessment program at regular intervals to avoid individuals with negativity personality characteristics. In this context, relatively few studies have presented a thorough review of the literature. The current study frames a robust conceptual framework for the investigators and researchers by examining the vast essay on workplace deviance in Indian organizations.

Index Terms: workplace deviance, organizational justice, job design, antecedents, India

I. INTRODUCTION
In today's organization, Workplace Deviant Behavior (WDB) is a critical problem among employees [1]. They classify deviance into two types, namely, minor and severe deviance; and interpersonal vs. organizational deviance. Minor deviant behavior includes go slow, showing favoritism, leaving the office early, whereas severe behavior includes accepting kickback, stealing the assets of the company, and endangering co-workers [2]. Deviant behavior might also consist of abusive supervision advantage [3], moreover the term workplace deviance, there are various term used to donate WDB such as an ethical climate [4], workgroup structure [5] work stress [6] organizational justice [7] and anti-social behavior [8], organizational cynicism [9], Workaholism [10]. As per [11], workplace deviance classified into two parts, constructive and destructive deviance, respectively. Constructive deviance leads to when employees sufficiently motivate to perform for an organization, whereas destructive deviance involved purposely engages in behavior that harms organizational as well as individual are potential. [12] Affirmed that 33 to 75 percent employee engages in deviant activities. In western countries, research on WDB is an integrity area, to understand various antecedents and consequences of deviant behavior and its impact on organizational commitment and productivity. According to [13], workplace deviance resulted in a 20 percent cause of company failure and an annual lump sum loss of $6-10 billion in organizations like said above, WDB is burning topic in western countries, but in the context of Asian countries, it is shallow. As per the 14th global fraud survey, high numbers of Indian employees reported misconduct in their present organization. Fraud, sabotage, theft, rude behavior, information theft is supposed to be increasing in the Indian workplace. Workplace deviance directly impacts an organization, comprises higher employee turnover and absenteeism, and decreased employee commitment and productivity. [14] [15]. Deviance behavior can also be conducted toward organizations as well as individuals. The employee who is facing such deviant behavior is more likely to resign, low motivated towards the job, feel stress on the job station, which will eventually lead them to low confidence, increase fear of retrenchment, and to suffer psychological problems [16]. Workplace deviance behavior categorized into two parts positive and negative deviant behavior. Harmful behavior can also be termed as antisocial behavior, counterproductive behavior [17] misbehavior, whereas positive behavior considers as pro-social behavior or whistleblower.

II. RESEARCH DESIGN
A. Need For The Study
Workplace deviance has critical offense in organization nowadays as organizational has faced huge losses due to deviant behavior in term of financial, productivity, and efficiency. The study of workplace deviance provides an opportunity for an organization to reduce deviant behavior at the workplace. Although many studies have done on workplace deviance, none of them has given a broad overview of the state of workplace deviance, and different variables explored by different researchers, through review literature researchers developed a conceptual model using database of web science and VOS software.
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B. Objectives
The specific objectives of the study are:
- To provide an update and vast review of workplace deviance;
- To understand the latest trends of different research aspects prevailing in the field of workplace deviance related to the implementation of new approaches through academic papers.
- To find out those variables, which is the least work associated with workplace deviance.

C. Sources and Methodology
- For the current study, the researcher has examined a detailed review of the existing empirical literature. To know the existing empirical literature available in a global database related to workplace deviance.
- The researcher used a web of science databases related to workplace deviance and examined literature.
- The researcher used a Virtual operating system (VOS) software to develop a conceptual framework for workplace deviance.
- The researcher categorized data into three parts on network-based, density-based, and overlay based.
- Though using VOS software also categorized into countries, years, and citation wise

III. REVIEW OF THE LITERATURE

<table>
<thead>
<tr>
<th>Authors / Years</th>
<th>Research Focus</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahmad, A., &amp; Omar, Z. (2013)</td>
<td>Abusive control, work-family interface</td>
<td>The model describes that abused employees generally experience more work-family conflict as compared to other employees; if their demands not fulfilled by an organization, then they tend to involved in deviant behavior.</td>
</tr>
<tr>
<td>Aleksic, A., &amp; Vukovic, M. (2018)</td>
<td>Personality traits external and organizational leadership</td>
<td>Results showed that personality traits moderate deviant behavior; it is very from employee to employee.</td>
</tr>
<tr>
<td>Arthur, J. B. (2011)</td>
<td>Incivility and aggressive interpersonal Behavior at the workplace</td>
<td></td>
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<tr>
<td>Bennett, R. J., &amp; Robinson, S. L. (2000)</td>
<td>Interpersonal deviance</td>
<td></td>
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<tr>
<td>Baharom MN, Sharuddin MDKB, Iqbal J (2017)</td>
<td>resistance, dysfunctional behavior and non-complaint behavior (Puffer)worker</td>
<td></td>
</tr>
<tr>
<td>ChaiyasetPromsri., Saudi J. (Jan 2018)</td>
<td>Organizational effectiveness and performance</td>
<td></td>
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<tr>
<td>HR plays a vital role in maintaining a healthy environment an organization, and teamwork help an individual to achieve their goals</td>
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<tr>
<td>The scale was developed to understand the interpersonal deviance and organizational deviance.</td>
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<td>The study highlighted that personal information is valid and reliable to evaluate deviant Workplace behavior.</td>
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<td>The study showed that the married couple involved in more deviant behavior instead of a divorced couple.</td>
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<td>Lower middle management employees are avoiding involved in deviant behavior as compared to the executive level of employees.</td>
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<tr>
<td>Authors</td>
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<tr>
<td>Chiu, S. F., &amp; Peng, J. C.</td>
<td>Psychological contract breach</td>
<td>The finding of the study is that employees engaged in deviant behavior when they perceived the perception of an employer against him.</td>
</tr>
<tr>
<td>Dirk De Clercq, InamUl Haq, Muhammad Umer Azeem</td>
<td>Counterproductive work behavior, conservation resource theory</td>
<td>A Machiavellian, narcissistic employee feels that they have insufficient time to fulfill his job task.</td>
</tr>
<tr>
<td>Dunlop, P. D., &amp; Lee, K.</td>
<td>Business unit performance, staff rating</td>
<td>This study concluded that group performance activity also leads to deviant behavior; single employee destructive deviance causes poor performance of the group.</td>
</tr>
<tr>
<td>Mitchell, M. S., &amp; Ambrose, M. L. (2007)</td>
<td>Abusive supervision, displaced aggression</td>
<td>The results showed that negative reciprocity beliefs strengthened deviant behavior. Also, the employee believes that the supervisor rudely behavior forced to engage him in deviant behavior.</td>
</tr>
<tr>
<td>Narayanan, K., &amp; Murphy, S. E. (2017)</td>
<td>Destructive and constructive</td>
<td>Employees connect the organization when they feel the environment to be supportive, rewarding, structured, and risk-free; they would involve in constructive deviance rather than in Negative deviance.</td>
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<tr>
<td>Author(s)</td>
<td>Year</td>
<td>Title</td>
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<td>Oh, I. S., Lee, K., Ashton, M. C., &amp; de Vries, R. E.</td>
<td>2011</td>
<td>Honesty-Humility</td>
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<tr>
<td>Olasupo, M. O. &amp; Fagbenro, D. A.</td>
<td>2018</td>
<td>Workplace discrimination, perceived competence</td>
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<tr>
<td>Shamsudin, F. M., Subramaniam, C., &amp; Ramalu, S. S.</td>
<td>2014</td>
<td>Job satisfaction, interpersonal deviance, organizational effectiveness</td>
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<tr>
<td>Shamsudin, F. M., Subramaniam, C., &amp; Ibrahim, H.</td>
<td>2011</td>
<td>Employment security, internal career opportunities, job description, and output-oriented appraisal</td>
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<tr>
<td>Tuzun, I. K., &amp; Kalemci, R. A.</td>
<td>2018</td>
<td>Organizational justice appraisal practices</td>
</tr>
<tr>
<td>Wang, S. P., Chen, M. S., &amp; Li, M. J.</td>
<td>2018</td>
<td>Leader-member exchange, corporate culture, organizational deviance</td>
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### A. Network Visualization

In the present study, the researcher reviewed 30 years of empirical and conceptual paper on workplace deviance available in a global database of a web of science through using VOS software to find out recent trends in workplace deviance and see the linkage between workplace deviance and other variables. In the above figure, VOS software highlighted studies on workplace deviance with different colours and created a cluster. The earlier study explained only about the antecedents and consequences of workplace deviance at the organization and find out the way to minimize the impact of workplace deviance in the organization, but later on, the study shifted to another dimension with using different variables. In the above figure, there are four curved colour lines which highlighted the study on workplace deviance with other variables; the red lines indicate highly correlated high impact factor with other variables there are numbers of study has been done on workplace deviance is related to variables like, job satisfaction, organizational citizenship behaviour, personality aspects, and 5-factor model. The blue lines highlighted the limited study, which indicates less impact on workplace deviance with different variables like organizational deviance, consequences, emotional exhaustion, and impact on an organization. The violet lines showed variables like organizational justice, perception, procedural justice, behaviour, job-related, underpayment equity, are less associated with workplace deviance; the more study required on these variables. The yellow and curved green lines indicate only abusive supervision is the only variable which strongly positively related to workplace deviance and variable like unethical behaviour, incivility, ethics, business ethics are related to psychological factors of individuals.

### B. Overlay Visualization

In figure 2, the model indicates the work has been done so far categorized into decade wise and the variables linked with the workplace deviance.

**Interpretation:** In the present study, the researcher reviewed 30 years of empirical and conceptual paper on workplace deviance available in a global database of a web of science through using VOS software to find out recent trends in workplace deviance and see the linkage between workplace deviance and other variables. In the above figure, VOS software highlighted studies on workplace deviance with different colours and created a cluster. The earlier study explained only about the antecedents and consequences of workplace deviance at the organization and find out the way to minimize the impact of workplace deviance in the organization, but later on, the study shifted to another dimension with using different variables. In the above figure, there are four curved colour lines which highlighted the study on workplace deviance with other variables; the red lines indicate highly correlated high impact factor with other variables there are numbers of study has been done on workplace deviance is related to variables like, job satisfaction, organizational citizenship behaviour, personality aspects, and 5-factor model. The blue lines highlighted the limited study, which indicates less impact on workplace deviance with different variables like organizational deviance, consequences, emotional exhaustion, and impact on an organization. The violet lines showed variables like organizational justice, perception, procedural justice, behaviour, job-related, underpayment equity, are less associated with workplace deviance; the more study required on these variables. The yellow and curved green lines indicate only abusive supervision is the only variable which strongly positively related to workplace deviance and variable like unethical behaviour, incivility, ethics, business ethics are related to psychological factors of individuals.

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<tr>
<td>Waseem, M. (2016)</td>
<td>Organizational sabotage, employee hostility, and production deviance.</td>
<td>Leader mistreatment is an essential factor of deviant behavior in Pakistan; employees severely affected by the wrong judgment of leadership.</td>
</tr>
<tr>
<td>Yıldız, B., &amp; Alpkan, L. (2015)</td>
<td>Destructive deviant workplace organizational conditions, employee perceptions</td>
<td>This study provides a theoretical model through secondary sources. Person-organization fit (POF), Decision-making, and lastly, careerism is a predictor of deviant behavior.</td>
</tr>
</tbody>
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**Source:** Compiled by authors on the basis of VOS software online database of a web of science

**Figure 1:** Network Visualization

**Figure 2:** Overlay Visualization
In the above figure from 1960 to 2000, variables like abusive supervision, organization citizenship, personality, consequences, job performance are the main variables to study in the context of workplace deviance. From 2000 onwards there are higher numbers of studies going on workplace deviance including counterproductive behavior, work-family conflict, job performance, as per the report in ‘European and American countries’ there is loss of 6-10$ per year due to unethical behavior, job quitting due to abusive supervision of managers, lack of procedural justice, stealing the equipment, nowadays organization has taken preventive measures to reduce workplace deviance such as, offer higher salary, counseling, and follow procedural justice and fair distribution of positions.

C. Density Visualization

Source: Compiled by authors on the basis of VOS software online database of a web of science

Figure 3 Density Visualization

Interpretation: In this figure 3, Above model is based on a total of 736 numbers of articles found in a web of science, after reviewing 736 articles the result shows that job performance, abusive supervision, work, organizational citizenship, counterproductive behaviour, highlighted in yellow colour is highly significant with workplace deviance.

D. Country Wise Paper Publication

Source: Compiled by authors on the basis of VOS software online database of a web of science

Figure 4: Country-Wise Paper Publication

Interpretation: In the new scenario, workplace deviance is a burning topic for researchers and organizations. Currently, researches are going on in European and American countries on deviant behaviour and the biggest challenges for them to minimizing deviant behaviour at the workplace. The bar graph is clearly showing that America, Canada, and China is profoundly affected by the unethical deviant behaviour of an employee at the workplace. A country like India where billions of the population are living and numbers of MNCs are operating; there is no conclusive research literature available on deviant behaviour in the Indian subcontinent.

E. Subject Wise Articles And Research Papers

Source: Compiled by authors on the basis of VOS software online database of a web of science

Chart 1: Country-Wise Paper Publication
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Chart 2: Subject Wise articles and research papers

Interpretation: In the past decade's workplace, deviance was considered as a part of the psychological applied subject, but in recent trends showing that research on workplace deviance considers as a management subject.

4.6 Year-wise Publication

Chart 3: Year-wise publication

Interpretation: In the past few years, vast empirical research has been publishing in the form of articles, research papers, and thesis. Nowadays, the researcher gives much importance in finding the cause of workplace deviance. From 2014 till now, it showed that comprehensive work has been going on in western countries, but in India, it remains untouched.

V. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

Earlier studies based on workplace deviance have used correlation method in analyzing the results, such as how workplace deviance affects personality traits of individuals or employees? Is technology affecting workplace deviance? Moreover, if yes, whether it can be taken as new terminology i.e., technological deviance. In this study researcher used Vos Viewer software to find out the linkage between abusive supervision, justice; it would be beneficial for the employer to determine how personality, justice, organization commitment, HR practices are strongly associated with workplace deviance.
Further researcher framed a theoretical framework which is based on both objective and subjective group like personality, justice, supervision engagement, HR practice, work-family conflict. The researcher will measure all these terms with workplace deviance as individually, whereas Business unit performance and organizational commitment will be measured in the group. In today’s era, organizations are into cost-cutting, and in that condition, deviant behavior is not acceptable. India is a multi-cultured country where beliefs and values are more important than salary. So organizations need to be developing a new workplace culture. The organization’s top priority should be to reduce deviant behavior at the workplace and to improve organizational productivity, employee efficiency and to promote those employees who involved in constructive deviance rather than destructive deviance. In this context, further studies on workplace deviance need to be addressed in future research, and the above model can also be tested empirically and incorporated in future research.

B. Recommendations

Recommendations To Researchers

- Since the last decade, workplace deviance vastly explored by the researcher, but now the researcher should be focused on the study of counterproductive behaviour at the organization.
- Research has mostly studied workplace deviance as a correlation in nature; future research tries to make a comprehensive model with different variables.
- Future studies can also be carried out to check the relationship between workplace spirituality and workplace deviance.
- Many researcher studies workplace deviance as organizational and interpersonal; Researcher needs to be studied workplace deviance as a business unit performance.
- In a vast review of workplace deviance, no research is found on the technological effect relationship with workplace deviance. The researcher has to work on the technological effect on workplace deviance.
- While reviewing the literature on workplace deviance, a researcher found that research in workplace deviance in India is minimal, so authors suggested that further in-depth study on workplace deviance has to be done by experimenting with different variables.

Recommendation to organization/employers

- Organizations strictly adhere the organizational justice such as procedural justice and interactional justice.
- The organization ensures proper compliance related to an employee at regular internal and external monitoring so that employee queries need to verify timely.
- An organization may monitor the changing technological effect on the employee.
- An organization should be provided right to technology to employees, so they do not feel pressure-free at personal life.
- Organizations conduct seminars and counseling sessions for employees to overcome personal stress.
- HR practices should be equitably distributed among employees.
- Managers avoid Favouritism.

REFERENCES

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