Workplace Deviance: A Conceptual Framework

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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 a move 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.

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

Authors /Years	Research Focus	Finding
Ahmad, A., & Omar, Z. (2013)	Abusive control, work-family interface	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.
Aleksic, A., &Vukovic, M. (2018)	Personality traits external and organizational leadership	Results showed that personality traits moderate deviant behavior; it is very from employee to employee.
Arthur, J. B. (2011).	Incivility and aggressive interpersonal Behavior at the workplace	HR plays a vital role in maintaining a healthy environment an organization, and teamwork help an individual to achieve their goals
Bennett, R. J., & Robinson, S. L. (2000)	Interpersonal deviance	The scale was developed to understand the interpersonal deviance and organizational deviance.
Baharom MN, Sharfuddin MDKB, Iqbal J (2017)	resistance,dysfunctional behavior and non-complaint behavior (Puffer)worker	The study highlighted that personal information is valid and reliable to evaluate deviant Workplace behavior.
Chernyak-Hai, L., Kim, S. K., &Tziner, A. (2018)	married men and divorced women	The study showed that the married couple involved in more deviant behavior instead of a divorced couple.
ChaiyasetPromsri., Saudi J. (Jan 2018)	Organizational effectiveness and performance	Lower middle management employees are avoiding involved in deviant behavior as compared to the executive level of employees.

Chiu, S. F., & Peng, J. C. (2008)	Psychological contract breach	The finding of the study is that employees engaged in deviant behavior when they perceived the perception of an employer against him.
Dirk De Clercq, InamUl Haq, Muhammad Umer Azeem	Counterproductive work behavior, conservation resource theory	A Machiavellian, narcissistic employee feels that they have insufficient time to fulfill his job task,
Dunlop, P. D., & Lee, K. (2004)	Business unit performance, staff rating	This study concluded that group performance activity also leads to deviant behavior; single employee destructive deviance causes poor performance of the group.
El Akremi, A., Vandenberghe, C., &Camerman, J. (2010)	informational justice and interpersonal justice	Procedural and interactional Justice plays a vital role in maintaining a healthy environment at the organization, and proper procedural justice gives employees a stress-free daily routine.

Grasmick, H. G., & Kobayashi, E. (2002).	Socially imposed embarrassment and self-imposed shame	Power of shame and the apparent inefficacy of embarrassment as inhibitors of deviance, it cannot be explained as methodological artifacts.
Liu, N. T., & Ding, C. G. (2012	Organizational support (POS) and interactional justice (IJ)	Results indicated that ethical judgments in favor of employees minimize the unethical activities at the organization.
Masole, S. A. 2015	staff training, performance appraisal, rewarding and creating a safe and fair environment	A kind gesture between HR and employee are reduced deviant activities in the organization, also the reason for increasing efficiency.

Workplace Deviance: A Conceptual Framework

Mitchell, M. S., & Ambrose, M. L. (2007)	Abusive supervision, displaced aggression	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.	Nasir, M., & Bashir, A. (2012).	Organizational justice, counterproductive work behavior	The study highlighted that multiple factors that are responsible for deviant behaviors at the workplace, such as job satisfaction, financial pressures, but the critical factors out of these are organizational injustice and job satisfaction.
Narayanan, K., & Murphy, S. E. (2017)	Destructive and constructive deviance behavior	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.	Omar, F., Halim, F., Zainah, A., &Farhadi, H. (2011)	Work-related factors work-related stress	The study concluded that job satisfaction and stress are the leading cause of deviant behavior at the organization, stress-free environment provide a healthy relationship between employer and employee.

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Oh, I. S., Lee, K., Ashton, M. C., & de Vries, R. E. (2011	Honesty-Humility moreover, workplace deviance	Results showed that the two samples show that individuals with lower Honesty-Humility and stronger extraversion personality in more frequently involved in workplace deviance.	Shamsudin, F. M., Subramaniam, C., & Ibrahim, H. (2011)	employment security, internal Career opportunities, Job description, and output-oriented appraisal	The study finding is that lack of internal career opportunities within organizations raises job dissatisfaction amongst employees, and the job description formulated according to employee strength.
Olasupo, m. O. &fagbenro, d. a. (2018)	Workplace discrimination, perceived competence	Workplace discrimination has a significant positive relationship with deviant workplace behavior, and when employees unable to control the organization's environment, the pressure they likely to engage in unethical behavior.	Tuzun, I. K., &Kalemci, R. A. (2018)	Organizational justice appraisal practices,	This study supports that unequal performance appraisal practices lead to employee deviance behavior, and mainly that injustice is an l predictor of employee's deviant behavior.
Shamsudin, F. M., Subramaniam, C., &Ramalu, S. S. (2014)	Job satisfaction, interpersonal deviance, Malaysia, organizational effectiveness	The study describes that and job satisfaction and interpersonal are a significant positive relationship with workplace deviance.	Wang, S. P., Chen, M. S., & Li, M. J. (2018).	Leader-member exchange, corporate culture, organizational deviance	The result revealed that culture and anti-organizational behavior member behavior is the most influential variable.

Waseem, M. (2016)	Organizational sabotage, employee hostility, and production deviance.	Leader mistreatment is an essential factor of deviant behavior in Pakistan; employees severely affected by the wrong judgment of leadership.
Yıldız, B., &Alpkan, L. (2015).	Destructive deviant workplace organizational conditions, employee perceptions	This study provides a theoretical model through secondary sources. Person-organization fit (POF), Decision-making, and lastly, careerism is a predictor of deviant behavior.

A. Network Visualization

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

Figure 1: Network Visualization

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.
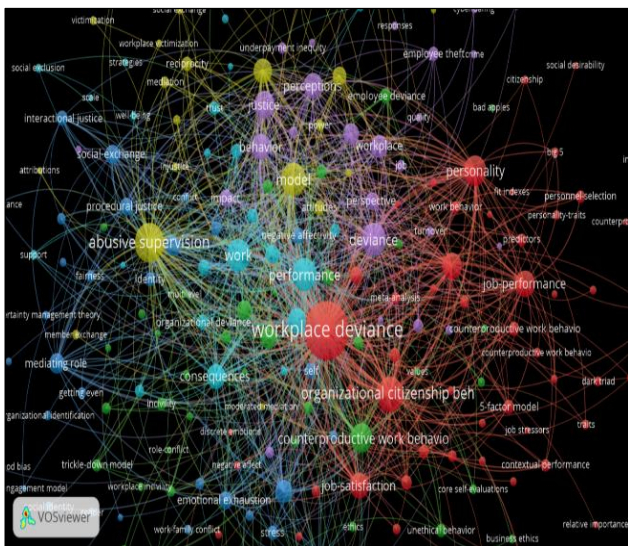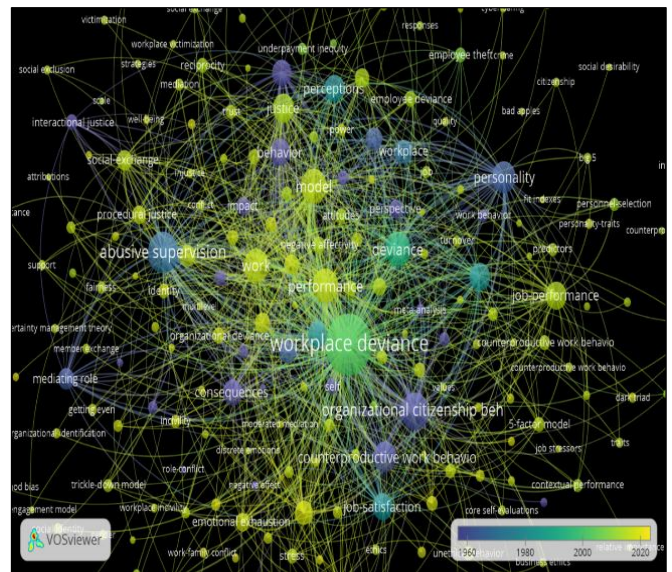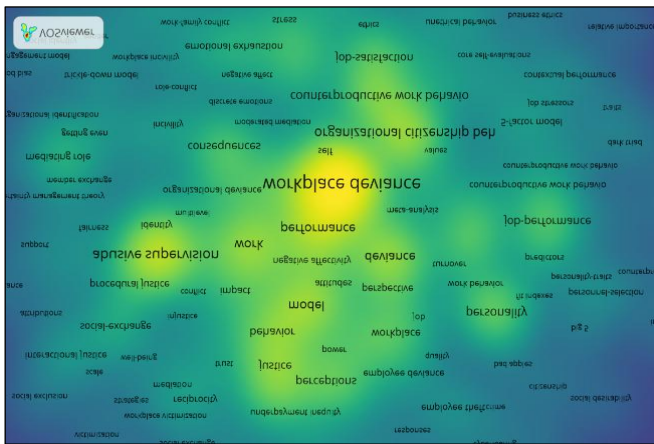
B.OverlayVisualization

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

Figure 2: Overlay Visualization

Interpretation: 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.

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.
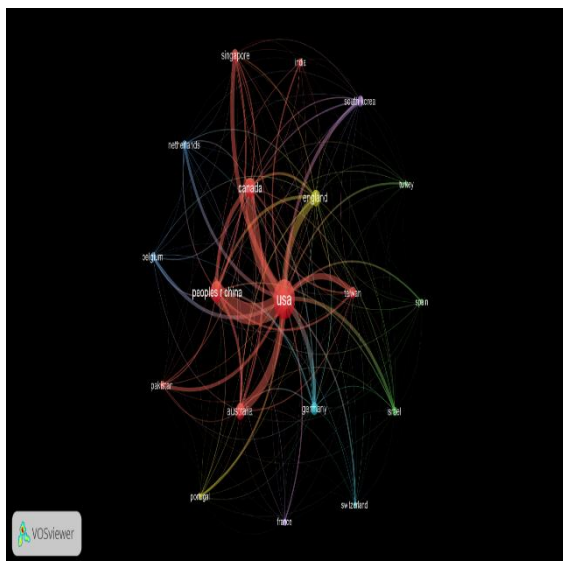
C. Density Visualization

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

Figure 3 Density Visualization

Interpretation: In this figure3, 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.
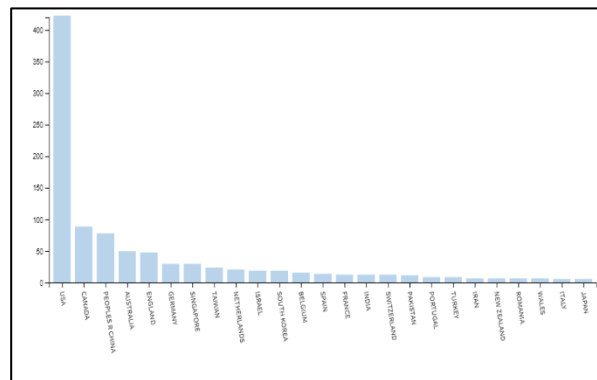
D. Country Wise Paper Publication

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

Figure 4: Country-Wise Paper Publication

Source: Compiled by authors on the basis of VOS software online database of a web of science figure 5: Country-Wise Paper Publication in numbers
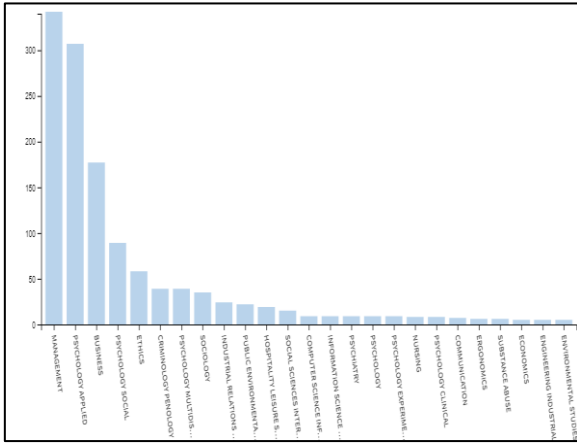

Source: Compiled by authors on the basis of VOS software online database of a web of science

Chart 1: 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 billons 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.
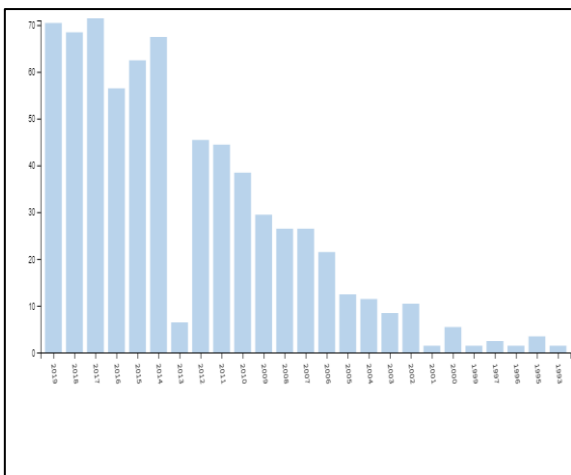
E. Subject Wise Articles And Research Papers

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

Chart 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.
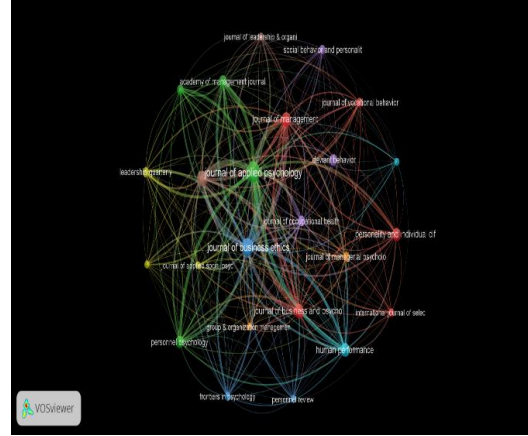
4.6 Year-wise Publication

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

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.
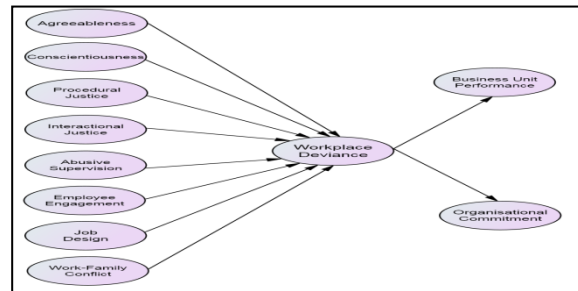

Source: Compiled by authors on the basis of VOS software online database of a web of science

Figure 6: Bibliographic Coupling

Interpretation: A total number of 736 articles reviewed through the web of science are bibliographically coupled on the criteria of the source of publication. Figure 6 indicated the sources based on the number of books and articles published in the journal that means a minimum of five articles are published in the journal and thicker the link between the sources, stronger is the association. The scale shows that green nodes (journals) have a higher number of publications of articles (more than 15) related to workplace deviance publications. On the contrary yellow nodes have the least amount of publications. Different scales are also available based on the journal's impact factor, year's publication scales. (Van Eck & Waltman, 2014).

V. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

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

Figure 7: Conceptual Framework

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.

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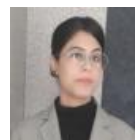
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