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Conceptual Framework on Workplace Deviance Behavior: A Review

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ABSTRACT

This paper aims to highlight the importance of organizational climate with both destructive and constructive deviance behavior in different cultural setting with workplace as a common ground. First, I discuss the need for research in workplace deviance especially destructive and constructive deviance behavior with the review of previous studies from deviance literature. Next, I present the importance of climate and culture with both destructive and constructive deviance by proposing relationship among them with the help of a framework. The presented theoretical framework can be useful for conducting future empirical research. Finally, I present the conclusion and future research in conducting cross-national research with respect to deviance.

Keywords: Workplace Deviance; Destructive Deviance; Constructive Deviance; Culture; Organizational Climate.

1. Introduction

1.1. Why examine workplace destructive and constructive deviance behavior?

Many individuals derive their identities from their workplace and express different behaviors as a consequence of individual, organizations and society (Hulin, 2002). According to Case (2000), activities such as fraud and theft were common in organizations and Diefendorff and Mehta (2007) estimated that workplace deviance results in 20% of business failure and annual loss

of \$6-\$200 billion in US organizations. Coffin (2003) also stated that 33% to 75% employees engage in deviant activities like withdrawal, theft, production deviance, abusing co-workers etc., thus leading to more and more studies concentrated on the Western countries. But the economic recession and its related financial impacts on many Western countries has resulted in an increase in American jobs being outsourced to Asian countries. The main reasons are to obtain experts at low cost, which is a common practice among Multinational Corporations to improve their profit (Prasso, 2007). But according to 2014 report to the nations report and Kroll's global fraud survey 2014, Asian countries also have a high percentage of loss amounting to \$20 billion next to US and Africa. Most of the cases examined in the reports included theft of physical assets, asset misappropriation and financial statement fraud, which can be used to measure deviance behavior. Among the Asian countries Japan, China, Hong Kong and Malaysia have been researched in workplace deviance literature but studies in India are very scarce though the 14th global fraud survey of misconduct and integrity results shows a high number of Indian employees reporting misconduct in their organization. Also according to Pradhan and Pradhan (2014) theft, fraud, sabotage, information theft, rude behaviors were suspected to be growing in Indian Workplace.

On the other hand, the success of organizations in Asia has led to many Western countries adopting their work practices, which has increased their dependence on work groups (Ilgen et al., 1993). Though deviant behaviors were likely to be discouraged in collectivistic cultures since there is pressure to conform to the group norms (Triandis et al., 1988) the above surveys shows evidence that collectivists countries are also equally involved in deviance behaviors leading to economic loss. Thus proving that the behaviors of the people involved, play an important role in business's effectiveness as individual's belonging to a same culture vary (Migliore, 2011). Thus comes into play the diversity of culture where individual personality varies with the influence on work values considering both between and within-group difference at individual level.

These deviance behaviors can either be directed towards the organization or towards the individual (Bennett & Robinson, 2000). The employees who have experienced such deviant behaviors are more prone to resign and develop low morale and stress related problems which will eventually lead them to have low self esteem, lack of confidence, increased fear and also psychological problems (O'Leary-Kelly, Griffin, & Glew, 1996). The two main categories of workplace deviance behavior are positive and negative deviance behaviors.

These behaviors have been treated as different sides of a coin by looking at each outcome individually, either positive or negative behavior (Vardi & Weitz, 2004; Peterson 2002; Tobin, 2000) until recently where studies have been conducted considering both positive and negative deviance behaviors (Appelbaum et al., 2007; Galperine 2002). Negative behaviors can be predicted using various terminologies: antisocial behavior (Giacolone & Greenberg, 1997), counterproductive behavior (Sackett & DeVore, 2001) and misbehavior (Vardi & Weitz, 2004). All these behaviors can be summed up as either directed towards the organization or towards the individuals. This paper focuses on destructive deviance behavior (Robinson & Bennett, 1995), as it is a combination of these negative behaviors. Similarly positive behavior can be predicted by pro social behaviors (Brief & Motowildo, 1986) and Extra-role behavior (Katz & Khan, 1966). Constructive deviance behavior (Galperine, 2002) is considered here as it represents most of these behaviors and also focuses on organizational and individual voluntary deviance behavior. Despite the prevalence of various forms of deviant behaviors more studies have concentrated on either destructive or constructive behaviors as outcomes and very limited studies have been carried out to determine the causes of both constructive and destructive behaviors in organizations. Table 1 shows the list of all the studies that has been done so far on constructive and destructive deviance behavior.

[Insert Table 1 Here]

More and more studies have concentrated on the impacts of organizational (justice, trust, culture, ethical climate, organizational stressors, task structure), work (powerlessness, stress) and individual determinants (negative affectivity, impulsivity, frustration) on destructive deviant behaviors (Chirasha & Mahappa, 2012; Cullen & Sacket, 2003; Appelbaum et al., 2005; Fagbohungbe et al., 2012; Henle, 2005) which is "a voluntary behavior that violates organizational norms and in doing so threatens the well-being of the organization and its employees" (Robinson & Bennett, 1995, p. 556). But very few studies have concentrated on factors (personality, Machiavellianism, culture, role breath self-efficacy) that determine constructive deviance behaviors (Bodankin & Tziner, 2009; Galperine, 2002) which is a "voluntary behavior that violates organizational norms and in doing so contributes towards organizational and individual well-being (Galperine, 2002, p. 9).

2. How Climate and Culture are related to Deviance?

2.1. Social Cognitive Theory (SCT)

Social Cognitive theory describes the interactions between person and their situation (Mischel, 1973). This theory focuses on how individuals interpret and respond to various situations. According to Davis and Powell (1992), individual and their environment are said to influence each other. SCT explains a triadic relationship where the individual psychological factor, their environment and the behavior they engage in are determinants that influence each other given but not simultaneously (Bandura, 1977a). It was also determined that employees might behave based on their observation of others which then leads to self-corrective judgments and improvement in self-efficacy (Bandura, 1977b). The past research on deviance literature has examined behavior with environment (Peterson, 2002; Applebaum, Deguire & Lay, 2005) or personality with organizational culture (Judge & Cable, 1997) resulting in the three variables not examined together. Thus the present study aims to fill in this gap by making use of the social cognitive theoretical lens in analyzing the theoretical framework (refer to Figure 1).

2.2. Organizational Climate

Climate is referred as "a wide array of organizational and perceptual variables that reflect individual-organizational interactions" (Howe, 1977). According to Peterson (2002) climate is a factor that has the most significant effect on the behavior of the employees as it influences their attitude and behavior. It is believed to be the functional link that relates employees and their work environment (Scheuer, 2010) as it defines their shared perception about work environment (Jones & James, 1979; Schneider, 1975). Organizational Climate includes perceptions of reward system, support, warm working conditions, structure, autonomy, structure and risk and conflict dimensions (Giles, 2010) which would influence the employee to behave either positively or negatively (Kanter, 1988).

When the climate is perceived to be more supportive socially and emotionally, the level of deviance activities is said to be low (Kidwell & Valentine, 2009). When climate is focused on achieving organizational goal ignoring employee well-being then employees are more prone to indulge in negative behaviors (Vardi, 2001). Thus previous research has concentrated on the relationship between organizational climate and destructive deviance behavior but little is known about climate's effect on positive behaviors despite being conceptual support. Also little is known, if the employee perceptions vary with regard to their own behavior and social influence. Thus the present study focuses on the relationship between organizational climate and workplace negative and positive deviance behavior given the role of culture. Therefore the following are proposed:

Proposition 1a: There is a significant relationship between organizational climate and destructive deviance behavior.

Proposition 1b: There is a significant relationship between organizational climate and constructive deviance behavior.

2.3. Culture

Culture is defined as "the integrated, complex set of interrelated and potentially interactive patterns characteristic of a group of people" (Lytle et al., 1995: 170). Klein and Kozlowski & Klien (2000) discussed that a group construct is said to posses either of the three types of properties: global-represents characteristics that are not from the group, shared- represents behaviors of the group, or configural- same as shared but do not have a consensual element. Thus suggesting that individual's characteristics play an important role in determining the cultural aspects of an organization. In a cross-cultural study (United States Vs. Peru) by Marshall and Boush (2001) it was found that overtime manager's cooperative behaviors were influenced by the relationship and peer personal characteristics than by his country. Tsui et al., (2007) pointed out that future research is required to develop the role of culture for individuals thus supporting the configural nature of culture either them being individualistic or collectivistic.

2.3.1. Collectivism and Individualism

According to Triandis (1995) the conceptualization of collectivism is from an individual level as it is characterized by belongingness, interdependence and serving to in-group wishes (Triandis, Leung, Villareal, & Clark, 1985). There are four attributes of collectivism: individual perception of themselves, their relation with others, the structure of their goals and determinants of social behavior. Interdependence is the core of collectivism (Fischer et al., 2009) thus resulting in an individual giving up his own preferences to cater to the needs of the group (Triandis, 1995).

Previous studies have focused on the effects of collectivism on workgroup atmospheres, job characteristic, job satisfaction, job commitment (Huang & Van de Vilert, 2003; Ramamoorthy, Kulkarni, Gupta & Flood, 2007; Wasti, 2003). Examples: Huang and Van deVilert (2003) found that job characteristics and job satisfaction are significantly related in less collectivistic countries. The effects of collectivism on commitment, effort and tenure was examined by Ramamoorthy, Kulkarni, Gupta and Flood (2007) which showed Indians (Collectivists) were more committed and demonstrated extra effort on the job than Irish employees (non-collectivists) at the individual

level and their findings demonstrate the important role of collectivism in influencing work outcomes.

Individualism emphasize on individual identity over group identity thus individuals have an "I" identity over "We" (Triandis, 1995). The roots of these are found in the different perceptions of the self. The independent self's identity is derived only from the individual's inner attributes, which are considered to reflect the individual's essence, and is found to be stable across the context and time and is unique to an individual (Markus & Kitayama, 1991).

Various cultures are known to have various levels of collectivism (Realo, Allik & Vadi, 1997; Rhee et al., 1996). Organizational members should to a certain degree have "We" identities to achieve organizational task. Work outcomes play an important part in personality and organizational climate model thus culture can influence climate as it influences work outcome (Migliore, 2011; Presbitero & Langford, 2013). Thus in the present study culture is taken as two separate entities. The following is proposed:

Proposition 3a: Culture will moderate the relationship between organization climate and destructive deviance behavior

Proposition 3b: Culture will moderate the relationship between organization climate and constructive deviance behavior.

[Insert Figure 1 here]

3. Conclusions and Future Research

Since more and more studies are concentrated on the negative aspects of deviance, the positive nature of deviance behavior that is much more effective in bringing change to the organizations and its employees are hindered. With the help of this framework it would be useful for organizations to determine how the climate and culture of the organization would play at

important part in explaining its relationship with destructive and constructive behavior of individuals. A significant relationship of climate with both deviance would suggest that when individuals feel the climate to be supportive, rewarding, warm, structured and risk free they would involve in constructive deviance than in destructive deviance. And the effect of culture would enhance these results with collectivist becoming less indulged in destructive deviance (Triandis et al., 1985) and more involved in constructive deviance.

These results would open up a new area of research where individuals would involve in destructive deviance when they feel that their organization is supporting and rewarding with the view that they could get away with any behaviors due to their relationship with the organization and superiors. And individuals would also involve less in constructive deviance given that group norms play an important role in organizations today thus the focus on culture is very important. Thus the study would contribute to the deviance behavior and cross-cultural management literature by determining the interaction of climate with deviance behaviors consideration individual's culture. Thus it might help the management in reducing the negative attitude of the employees and create an environment that will bolster the positive behavioral outcomes. Future research can be done by taking situational factors of the individuals and other personality traits into consideration so as to determine the integrative outcome of the workplace deviance behaviors.

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Table 1

Summary of research published in deviance area

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Adejoh and Adejoh (2013)	Empirical study On Organizational and Individual destructive deviance	Work organization service culture, inequity and unfairness, job conditions, perceived autonomy and constraints in workplace (job information, lack of assistance from supervisors and co-workers and time pressures)	NA	NA	NA
Agboola and Salawu (2011)	Case Study On Organizational and Individual destructive deviance	Change affects strategy, technology, structure and Employees	NA	NA	Field theory
Ahmad and Omar (2013)	Literature review on Organizational and Individual destructive deviance	Abusive supervision, work–family interface	Work-Family conflict	NA	conservation of resources theory, reactance theory
Abdul and Nasurdin (2008)	Empirical study On Organizational and Individual destructive deviance	Psychological contract, transactional leadership, work stressor, job characteristics.	Trust in organization	Locus of Control	Social information processing theory, social exchange theory and equity theory.
Alias, Rasdi and Said, (2012)	Empirical Study on Organizational and Individual destructive deviance	Individual (NA and Interpersonal justice), situational factors and Job satisfaction	NA	NA	NA

Table 1 (continued)

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Alias, Rasdi, Ismail and Samah, (2013)	Literature Review on Organizational and Individual destructive deviance	individual-related factors (Conscientiousness, NA, Agreeableness and EI), organizational-related factors (Org climate, justice, POS and Trust in org), and work-related factors (Work stress, Job Autonomy).	Job satisfaction	NA	Social Exchange theory and General Strain theory
Ambrose, Schminke and Mayer, (2013)	Empirical Study on Organizational and Individual destructive deviance	Interactional Justice, Group OCB, group deviance, Interactional justice climate and workgroup structure	Justice Climate	Workgroup Structure	Social learning theory, Structural Contingency theory, Justice theory and Uncertainty Management Theory (UMT)
Appelbaum, Deguire and Lay, 2005	Literature Review on both positive and negative deviant workplace behaviors	Ethical climate	NA	NA	Social learning theory
Appelbaum and Shapiro, 2006	Literature Review on both positive and negative deviant workplace behaviors	Leadership, Justice, Satisfaction, commitment, bonding and normlessness	NA	NA	Social learning theory, Social bonding theory, Equity theory
Appelbaum, Iaconi and Matousek, 2007	Literature review on Organizational and Individual destructive deviance	Deviant role models, operational environment, individual personality, Justice and Psychological empowerment	NA	NA	Social learning theory, Social bonding theory, Equity theory, Cognitive social theory

Table 1 (continued)

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Bagchi and Bandyopa dhyay, (2016)	Model testing on Workplace deviance	Recession	NA	NA	Becker's framework
Bahri et al., (2013)	Empirical study on workplace deviance	Environment (organizational justice, interpersonal conflict and organizational constraints) and job satisfaction	NA	NA	NA
Bodankin and Tziner, (2009)	Empirical study on constructive and destructive deviance behavior	Personality five factors	NA	NA	Social cognitive theory
Bolin and Heartherly , (2001)	Empirical study on workplace deviance	4 attitude variables: theft approval, company contempt, intent to quit and dissatisfaction	NA	NA	NA
Bolton and Grawitch, (2011)	Literature review on workplace deviance	Recommendation s for practitioners to address workplace deviance	NA	NA	NA
Bowling and Eschleman , (2010)	Empirical study on workplace deviance	Work stressor	NA	Employee personalit y	Transactiona l theory of stress and Coping
Cheng et al., (2013)	Empirical study on workplace deviance	Negative affectivity	NA	Ethical climate	NA
Chirasha and Mahappa, (2012)	Case study on deviant behavior in workplace	Organizational climate, organizational justice, perceived organizational support, trust, work stress and powerlessness	NA	NA	NA

Table 1 (continued)

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Chullen et al., (2010)	Empirical study on deviant behavior	Supportive leadership: Leader member exchange, perceived organizational support. Job Design: Intrinsic motivation and depersonalization	NA	NA	Leader member exchange theory, Social exchange theory, Org support Theory, self determination theory and Conservation Of Resource theory
Chung and Moon, (2011)	Empirical study on constructive deviance behavior	Psychological ownership	NA	Collectivistic orientation	Regulatory focus theory, social identity theory and Stewardship theory
Colbert et al., (2004)	Empirical study on workplace deviance	Personality and work situations (perceptions of developmental environment)	NA	conscientiousness, emotional stability, and agreeableness	social exchange theory, norm of reciprocity and organizational support theory
Dagher and Junaid, (2011)	Empirical study on constructive deviance	*Employee engagement (Vigor, dedication and absorption)*	NA	NA	NA
De Lara, Tacoronte, and Ting-Ding, (2007)	Empirical study on workplace deviance	Procedural justice	Perceived normative conflict	NA	Equity theory

Table 1 (continued)

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Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Demir, (2011)	Empirical study on deviance behavior	Organizational justice, organizational trust, affective commitment, continuance commitment and normative commitment	NA	NA	NA
Diefendorff and Mehta, (2007)	Empirical study on workplace deviance behavior	Avoidance motivation, personal mastery, competitive excellence, general approach motivation, avoidance motivation	NA	NA	Achievement motivation theory
Fagbohung be, Akinbode and Ayodeji, (2012)	Empirical study on workplace deviance	*Employees organizational reaction*	NA	NA	Affective Events Theory, Agency Theory and Robinson & Bennett Typology of Deviance behavior Theory
Farasat and Ziaaddini, (2013)	Review on deviance behavior	*Fairness of treatment, supervisor support, organizational rewards and job condition*	NA	NA	Social exchange theory
Ferris, Brown and Heller, (2009)	Empirical study on organizational deviance	*Organizational support*	Organizati on based self esteem	NA	Belongingness theory
Ferris, Brown, Lian and Keeping, (2009)	Empirical study on deviance behavior	Level (high/low) and type (contingent/non-contingent) of self-esteem		Contingent self-esteem	Self consistency/ behavioral plasticity theory

Table 1 (continued)

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Ferris, Spense, Brown and Heller, (2012)	Empirical study on workplace deviance	Within person relation of interpersonal justice	Daily self esteem	Trait self esteem	behavioral plasticity theory, conservation of resources theory
Flaherty and Moss, (2007)	Empirical study on workplace deviance	Personality, Workplace Injustice and Team Context	NA	NA	Social exchange theory and equity theory
Galperine and Burke, 2006	Empirical study on destructive and constructive deviance behavior	Workaholism	NA	NA	Social exchange theory, need for achievement theory, locus of control theory and social bonding theory
Henle, (2005)	Empirical study on workplace deviance	Justice	NA	Socialization impulsive	NA
Holtz and Harold, (2013)	Empirical study on workplace deviance	Interpersonal justice	NA	Interpersonal justice values and justice orientation	Social exchange, social learning, extant theory, influential theory, affective events theory

Table 1(continued)

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Hussain, (2013)	Empirical study on workplace deviance	Psychological contract	NA	NA	NA
Javed et al., (2014)	Empirical study on workplace deviance	Personality factors (conscientiousness, trait anger and agreeableness), job factors (Skill variety, feed back and job autonomy), organizational factors (Justice, climate, org support and org constraints),job burnout and work engagement	NA	NA	NA
Judge, Scott and Ilies, (2006)	Empirical study on workplace deviance	Emotions at work, work attitudes		Trait hostility	Affective Events theory
Kanten and Ulker, (2013)	Empirical study on workplace deviance	*organizational climate*	NA	NA	NA
Kura et al., (2013)	Empirical study on workplace deviance	organizational formal controls	NA	self-regulatory efficacy	stimulus response theory and social cognitive theory
Kura et al., (2013)	Empirical study on workplace deviance	perceived injunctive, descriptive norms and self-regulatory efficacy	NA	self-regulatory efficacy	Social learning and social efficacy theory
Lee and Allen, (2002)	Empirical study on workplace deviance	Affect (positive and negative affect) and cognitions	NA	NA	NA

Table 1 (continued)

Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Mayer et al., (2012)	Empirical study on workplace deviance	Leader mistreatment	hostility	competence uncertainty	Social Exchange Theory, uncertainty management theory
Mount, Ilies and Johnson, (2006)	Empirical study on workplace deviance	personality traits	Job satisfaction	NA	Social Exchange Theory
Muafi, (2011)	Empirical study on workplace deviance	Intent to quit, dissatisfaction and company contempt	NA	NA	Attribution theory, accountability theory and social distance theory
Nasir and Bashir, (2012)	Empirical study on workplace deviance	Job satisfaction and Organizational Injustice	NA	NA	NA
Onuoha and Ezeribe, *(2011)*	Review on workplace deviance	*Record system, social pressure to conform, job ambiguity, lack of trust and unfair treatment*	NA	NA	Agency theory
Peterson, (2002)	Empirical study on workplace deviance	Ethical climates	NA	NA	Ethical theory
Pradhan, (2013)	Empirical study on workplace deviance	leadership (transformational and transactional)	NA	NA	NA

Table 1 (continued)

Article	Study on Deviance constructs	Antecedents	Media tor	Moderator	Theoretical Frameworks
Rogojan, (2009)	Literature Review on workplace deviance	Individual factors (Personal characteristics, value orientation, LOC, Machiavellianism and love of money, Personality flaw) Situational factors (Social, interpersonal factors: Influence of work group, supervisor, opportunity, need, indebtedness, dissimilarity) Org Factors (operational environment, org culture, job characteristics, company tast structure and involvement, counter norms, job satis, ethical work climate, org commitment,	NA	NA	NA
Shahzad and Mahmood, (2012)	Empirical Study on workplace deviance	Organizational Cynicism	Burnout	Negative Affectivity	Social Exchange theory, Effort reward imbalance theory and equity theory
Sunday, (2014)	Empirical Study on workplace deviance	Organizational climate, Organizational justice, Perceived organizational support, Trust in organizations Work stress and Powerlessness	NA	NA	NA

Table 1 (continued)

| Article	Study on Deviance constructs	Antecedents	Mediator	Moderator	Theoretical Frameworks
Sudha and Khan, (2013)	Empirical Study on workplace deviance	Personality and Motivational Traits	NA	NA	NA
Thau and Mitchell, (2010)	Empirical Study on workplace deviance	Abusive supervision	Self regulation impairment(Ego depletion and intrusive thoughts)	NA	Social Exchange theory, self-regulation, self-regulation impairment theory and dissonance theory
Tziner et al., (2010)	Empirical study on Constructive innovative, Challenging and interpersonal deviance behavior	Leader-Member-Exchange (LMX) rela-tionships, trust and confidence in performance appraisal processes	NA	NA	Leader member exchange theory
Vadera, Pratt and Mishra, (2013)	Model on constructive workplace deviance	*intrinsic motivation, felt obligation, and psycho- logical empowerment*	NA	NA	NA
Yen and Teng, (2013)	Empirical Study on workplace deviance	centralization	Procedural justice	NA	Social exchange theory
Yildiz, Alpkan, Ates and Sezen, (2015)	Review on constructive workplace deviance	psychological ownership, participative decision making, person-organization fit, idealism, justice perception	Psychological ownership	NA	Social exchange theory, equity theory
Yunus, Khalid and Nordin, (2012)	Empirical Study on workplace deviance	personality trait	NA	NA	Gough's role-taking theory

Individualism
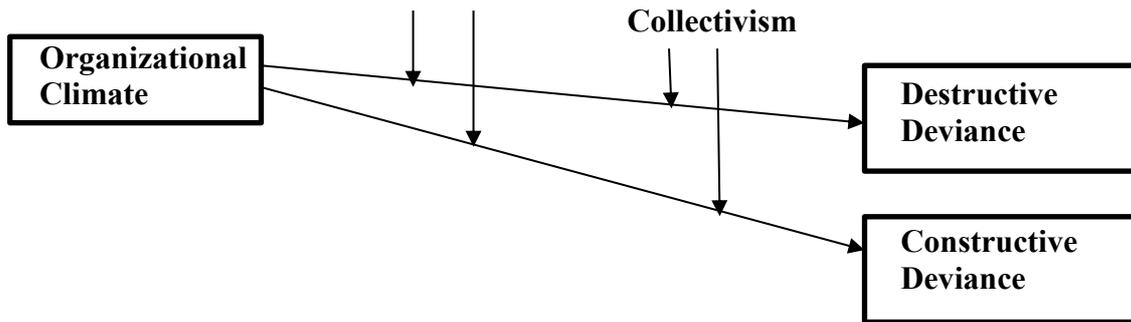
Figure. 1. Theoretical Framework for Deviance