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Analyzing Workplace Deviance in Modern Organizations



Naman Sharma



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Analyzing Workplace Deviance in Modern Organizations

Naman Sharma

Entrepreneurship Development Institute of India, India

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Workplace Deviance: An Introduction

Chapter 1

Workplace Deviance: A Conceptual Framework.....	1
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Yuvika Singh, Punjabi University Patiala, India

Deviant workplace behavior has become a most costly phenomenon as it includes a wide range of negative acts performed by the employees to harm the organization and its members. The workplace is a forum where employees are seen behaving in different productive manners in order to achieve a common goal. As people spend a lot of time interacting with each other at the workplace, some of the employee behaviors are unpredictable. That is why managing the behavior of employees is a major concern of authorities. Thus, the organizations wish to have employees who do not bring harm to the workplace but instead carry out tasks, duties, and responsibilities of their position. Such behavior that causes harm to the organization is undesirable and is considered to be deviant. This chapter will focus upon the conceptual framework of the deviant behavior at the workplace by discussing the constructive and destructive workplace behavior, antecedents of negative deviant behavior, and which factors trigger deviant behavior.

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Selcen Kılıçaslan Gökoğlu, Dokuz Eylül University, Turkey

Engin Bağış Öztürk, Dokuz Eylül University, Turkey

In the last two decades, workplace deviance becomes one of the most important topics to understand negative behaviors at work. However, many of the studies that examine deviance take a universal perspective and undermine cross-cultural

differences. To address this gap, this chapter focuses on cross-cultural differences and its relationship with deviant workplace behaviors. The authors claim that cross-cultural differences can play an important role as an antecedent and/or moderator variable in influencing deviant behaviors. In order to discuss these effects, they first summarize recent developments in individualism-collectivism, tightness-looseness, and honor cultures. Based on their interpretations, target-oriented deviance might be highly contextualized in collectivist cultures, form of deviance and contents of deviance could be different from honor to dignity cultures. In addition, deviant behaviors as responses to specific events might differ whether a person belongs in a tight culture or not. The implications of our arguments and future research directions are discussed.

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Meltem Yavuz, Istanbul University, Turkey

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Deviance and loneliness at work are two constructs, the public interpretation of which locates them as social and economic problems that risk wellbeing and productivity at work. In line with the dominant framing of these two concepts, the authors first examine the overlap between them, explicating how and why deviance and loneliness may be similar. Through exploration of academic evidence and framing of both concepts, they provide a typology of deviance and loneliness that flesh out both destructive and constructive interpretations of the two concepts with a view to identify behavioral patterns at their intersection.

Chapter 4

Organizational Culture, Climate, and Workplace Deviance66

Srishty Mehra, Lovely Professional University, India

In this chapter, how the organizational climate and culture is being affected by the workplace deviance will be explained with the help of getting insights into the factors that actually contribute towards workplace deviance in an organization. As it is observed from the previous studies, workplace deviance has started exploiting almost all types of the organizations, embracing a wide range of institutions in this tech-savvy era. That day is not too far when it will become a big threat for the organizations to overcome this issue of workplace deviance just like other serious issues. Shifting in the mindsets to individualism and becoming more self-driven, employees are preferring to keep their personal interest first as compared to the organizational interest.

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Role of Gender in Counterproductive Work Behavior: A Cross-Sectional Analysis of Employees in the Banking Sector 79

Tanvi Kiran, Panjab University, India

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Deviance at the workplace is the displaying of counterproductive work behavior by the employees that includes in its ambit a set of behavioral activities that jeopardize, sabotage, and undermine the motives, goals, objectives, and interests of the organization at large. The present study makes a modest attempt to study the occurrence of negative deviance in the banking sector through the use of Counterproductive Work Behavior Checklist (CWD-C). The choice of this particular sector has been motivated by the researchers' academic interest and due to the presence of limited number of empirical studies in this area. Further, the study aims to identify the role of gender with regard to the occurrence of counterproductive work behavior among the bank employees. The results of the study point out female bank employees were found to be engaging in abuse and theft significantly more than the male employees, while the men were found to be significantly more likely to commit production deviance than their female counterparts.

Chapter 6

The Effects of Leaders' Behavior on Job Satisfaction, Organizational Citizenship Behavior, Deviant Behavior, and Job Performance of Employees 100

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The chapter investigates the impact of leaders' behavior on the employees' job satisfaction and how job satisfaction mediates three work behaviors: organization citizenship behavior, employees' deviant behavior, and job performance. A sum of 304 employees from higher learning institutes answered an adopted questionnaire. This chapter reflects a clear picture with respect to leaders' behavior the advanced era. Employees' deviance behavior emerged as organizational attention. This chapter is an attempt to identify the effects of superior' behavior on employees' job satisfaction. Further, the behavioral outcomes of job satisfaction in the form of job performance, organizational citizenship behavior, and workplace deviant behavior.

Chapter 7

An Investigation of the Relationship Between Favoritism and Workplace Deviance: Meditation Role of Negative Emotions 114

Meltem Akca, Istanbul University, Turkey

In today's human resource management practices, it is aimed to recruit skillful employees who will work hard to increase organizational performance. Notwithstanding this, patronage is observed as a big problem in today's organizations. Discrimination in organizations accordance with blood and friend relations harm employees' justice perceptions. It is well known that financial cost of workplace deviance in organizations increase with the negativity in the work environment. In this perspective, organizations need to reveal the antecedents of workplace deviance to minimize its impacts on the financial and operational performance outcomes. Reference to the literature, it is aimed to reveal the relationship between favoritism and workplace deviance in this study. It is also goaled to obtain mediation role of negative emotions in this relationship. For these purposes, theoretical framework was investigated, and research model was tested with the statistical analysis.

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Naval Garg, Delhi Technological University, India

*Anubhuti Saxena, JIMS Engineering Management Technical Campus
Greater Noida, India*

Constructive deviance has grabbed the attention of many firms as a more valuable research area. The potential for research in this area is huge as more researchers are actively contributing towards this topic. In this chapter, the authors aim to explore the impact of occupational stress on constructive deviant behavior among sales professionals by employing the general strain theory. Prior research has indicated sales profession to be highly stressful. The literature on stress suggests that stress doesn't only lead to negative impact on organizations, but it can be beneficial too. In this descriptive cross-sectional study, the sample included 247 sales professionals working in various firms in Delhi NCR. All of the participants were chosen by random sampling method. It has been found that stress has a significant impact on constructive deviant behavior among sales professionals. The implications and limitations of these findings are discussed.

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Nurten Polat Dede, Istanbul Medipol University, Turkey

While family businesses are struggling with all the problems of any other business on one hand, they are also struggling to deal with problems arising from family dynamics on the other hand. The main challenge for the establishment and prevention of conflict, and organizational deviant behavior in these enterprises is the difficulty to separate family and business subsystems that are intertwined with each other without damaging them. This study focuses on organizational deviant behavior arising from probable negative relationship emotions after role ambiguity and conflict of family members in a family business. Furthermore, family effect (altruism) is also defined, which is another aspect affecting deviant behavior. Followed with the general concept of organizational deviations and conflicts and types of conflicts in family business, the last part covers deviation behavior reasons stemming from role conflict, role ambiguity, family altruism, and relationship conflict. The relationship between all these concepts are discussed with a conceptual literature review.

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Shikha Goyal, Lovely Professional University, India

Pretty Bhalla, Lovely Professional University, India

There are two streams of behavior—negative and positive—that have the same baseline (i.e., departure from norms) leading to deviant behavior, but these are not integrated. Constructive deviants are employees who break the rules and norms but intend to benefit the organization. They lead to violation of norms but also to positive impact on organizational growth. The author discusses the types of behavior that help the organization in achieving the goals and explore the causes or factors that relate to constructive deviance. Also, dysfunctional behavior like workplace aggression leads to destructive workplace deviance and will be explained with their impact on organization working. The occurrence of destructive deviant behavior imparts a chain of worrying negative outcome in the workplace. The author will provide an integrated approach that is how one type of deviance is related to another type of deviance in the workplace. The author has explained the existence of relationship between employee personality traits and workplace deviant behavior.

Chapter 11

Organizational Parasites: Are Our Efforts Equal?203

Selcen Seda Turksoy, Ege Universtiy, Turkey

Ozkan Tutuncu, Dokuz Eylul University, Turkey

The efficient work of the employees is important for the adaptation of the business to the rapidly changing environmental conditions. Businesses should identify the factors that affect employee productivity and emerging threats because the efficient level of performance and the measurability of this output lead to rational use of the resources. Employees who do not fulfill their duties and responsibilities in the organization and take a share from the group product may lead to deviations in reaching the targets set by the organization. Justice in the organization, trust, the deterioration in the values may adversely affect the process. The existence of such employees is the indicator of parasitic relations in organizations. In literature, the number of applied studies is limited. The strength of the study is to provide a detailed evaluation and measurement tool in the subject of parasitism in organizations. The scale of parasitism was developed with self-directed and community-directed dimensions consisting of 20 statements and was validated by EFA, CFA, and reliability analysis.

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Jitendra Singh Tomar, Amity University, India

Ruchi Khandelwal, Amity University, India

Ruchi Jain, Amity University, India

The chapter focuses on the various antecedents to workplace deviance that exist in general and specifically on how employee engagement can lead to reduced workplace deviance. It explores the typical characteristics workplace deviance and its various manifestations exhibited by employees of the organisation. Using intensive literature review the factors leading to employee deviant behavior are identified. The behavior is further justified by theory of distributive justice and theory of relative deprivation. The drivers of employee engagements like “Job Satisfaction,” “Family Friendliness,” “Equal Opportunities,” “Fair Treatment,” “Performance and Appraisal,” “Training Development and Career,” etc. are successfully mapped with the theories of deprived justice to address the deviance problem.

Chapter 13

**Coping With Deviant Workplace Behavior Through Employee Participation:
An Exploratory Study270**

Shikha Rana, IMS Unison University, India

Anchal Pathak, IMS Unison University, India

In the present study an attempt has been made to explore the relationship and impact of employee participation on deviant workplace behaviors in the banking sector. For the purpose of data collection, 100 respondents of managerial level were selected from five public sector banks operating in the NCT (National Capital Territory) Delhi. Regression and correlation analysis was performed on the data to empirically test the hypothesized relationship between the two variables. It was concluded in the study that employee participation had a significant negative impact on deviant workplace behavior, which further infers that workplace deviance would decrease with the increase in employee participation rate and vice-versa.

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Preface

Workplace deviance is understood as an employee deviation from the organizational norms. Initially recognized as a ‘white collar crime’ (Sutherland, 1983), workplace deviance research has come a long way for recognizing itself as both positive and negative based on the type of employee behavior. In past decade itself, several studies have shown how negative and positive deviance at workplace affect the performance of an organization. Research communities have taken keen interest in the subject and tried to find various antecedents and consequences linked to deviant behaviors of employees. Extant researches have also established that workplace deviance is no longer a concept limited to only few nations or regions of the world but a pervasive phenomenon observed in various organizations irrespective of their size, nature and location making it a subject study of wide variety of disciplines including psychology, management and sociology etc. (Sharma, 2018).

But despite this growing interest in the subject, there is still a dearth of quality research on workplace deviance especially in context of different cultures and samples across the globe. The book delves into the basic understanding of workplace deviance, its nature and pervasiveness, issues and challenges faced by the organizations, evolving trends and techniques that can be used by management to effectively deal with the deviant workforce.

Analyzing Workplace Deviance in Modern Organizations is meant to be read by a variety of readers that includes senior executives, line managers, OB & HRM professional practitioners, professional coaches, management consultants, academics and professional trainers and researchers/management scholars in this field. It is also a must read for anyone who wishes to understand more about workplace deviance and employee behaviors at workplace.

This book aims to help the targeted stakeholders to identify the issues faced by their businesses and make appropriate strategies to resolve the workplace issues concerning negative employee deviance. The book also aims to educate management about the benefits of positive/constructive deviance for a growing organization and sensitize them about the various factors that affect it. This book collates various

empirical evidences associated with workplace deviance in different work settings and provide an insight for the same. Thus, making a significant contribution to both industry and academia with reference to the important issue of workplace deviance and its effective management.

OVERVIEW OF CHAPTERS

The book encompassed 13 chapters organized into below three sections:

- Workplace Deviance: An Introduction
- Workplace Deviance: Contemporary Findings
- Workplace Deviance: Solutions

The first section of the book provides an introduction to the concept of workplace deviance to its readers and contains two chapters. Chapter 1 by Yuvika Singh provides a conceptual framework of workplace deviance to its readers, introducing them to the basics of this concept in a concise but insightful manner. This chapter thus provides a significant premise for the book and encourages its readers towards understanding the concept of workplace deviance. In chapter 2, authors Engin Bağış Öztürk and Selcen Kılıçaslan Gökoğlu provides an extensive cross-cultural review on the subject. The chapter initiates with providing a background on workplace deviance and later discuss a wide variety of cultural issues such as the individualism and collectivism, honor culture etc. It further highlights on the national culture as a factor in deviance.

The second section of the book presents the various contemporary findings on workplace deviance in various organizations. This section contributes most to the book and consists of nine chapters. The first under this section and Chapter 3 of the book, 'Exploring the interplay between deviance and loneliness at work' by Meltem Yavuz and her co-authors is an interesting study that sheds light on the relationship between loneliness and deviant employee within an organization. The chapter presents the four archetypes of workplace deviance and loneliness suggesting that it is important for organizations to give attention to constructive deviance and loneliness prevalent among its employees. Chapter 4 of the book titled 'Organizational Culture, Climate and Workplace deviance' by Srishty Mehra reflects on the matter of deviant employees from the perspective of organization culture and climate. Author has concentrated her efforts to stress the importance of maintaining an effective work culture while highlighting issues such as justice, psychological contract, abusive supervision etc. The chapter also discusses the various costs that are associated with deviant behavior of employees.

Preface

Tanvi Kiran and her co-author in Chapter 5 of the book presents a cross sectional study discussing the role of gender in deviant behaviors. Study based on banking employees provides an insightful view on various deviant behaviors highlighting their gender prevalence. The next Chapter 6 by researchers Omvir Gautam and Pooja Agrawal discusses the relationship of variables job satisfaction, OCB, employee deviance and job performance with that of leader's behavior within an organization. The chapter also provides an insightful discussion on the variables and highlights the future implications of the study.

The next Chapter 7 by author Meltem Akca explores the connect between favoritism prevalent at workplace with deviant behavior of employees. The study also undertakes the mediating role of negative emotions for the relationship. The chapter provides a background of various concepts such as nepotism, cronyism etc. and further discusses at length the implications of the same within the organizations. Chapter 8 titled 'Promoting Constructive Deviance as an Antidote to Organizational Stress' by Naval Garg and Anubhuti Saxena is an interesting study that suggests that organizations can use constructive deviance as a tool to deal with employee stress. This empirical research based on responses obtained from 247 sales employees identifies constructive deviance factors that negatively affect organizational stress.

In Chapter 9 of the book, author Nurten Polat Dede discuss at length the conflicts at family businesses and how it is related to deviant behavior. The chapter shed light on concepts such as altruism, role ambiguity, relationship conflict, etc. and linked it to observed deviant behaviors. Chapter 10 comprises a review study on personality traits and its effects on positive and negative deviance. The chapter presents the typology for employee deviance and further links various personality types with workplace deviance.

Chapter 11 on 'Organizational Parasites' by Selcen Seda Turksoy and Ozkan Tutuncu is a well written study on underperformers in the organizations who took credit for groups. The chapter presents various concepts and theories such as cyber loafing, free-riding theory etc. related to the concept of organizational parasites.

Section third is the last section of the book that comprises of two chapters. This session provides few solutions to deal with workplace deviance. The penultimate Chapter 12 explores the role of employee engagement in reducing the workplace deviance. This comprehensive study discusses the relationship of various organizational factors such as pragmatic leadership, OCB, growth opportunity etc. with employee engagement which further affect the deviant behaviors at workplace. The final Chapter 13 by Shikha Rana and Anchal Pathak is an empirical study that stresses on the importance of employee participation in order to cope with the deviant behaviors at workplace.

In the end, this book attempts to present a systematic and comprehensive literature on workplace deviance across globe. Workplace deviance is both a threat and opportunity and it is important for management professionals to understand it to reap the benefits for the organization. I sincerely wish and hope that this book project would inspire and serve its purpose to management professionals, consultants, researchers and academicians to further undertake progressive research/practice in this field.

Naman Sharma

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I appreciate the efforts of all contributors. All thirteen chapters included in the book discusses an important aspect of workplace deviance which makes this book more meaningful for its readers. I am also grateful to the editorial board members and all chapter reviewers for their meticulous efforts and precious time towards improving the quality of the book.

Lastly, I am grateful to my family for their patience and selfless support in the timely completion of this book.

Love and respect to all.

Naman Sharma

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Section 1

Workplace Deviance: An Introduction

Chapter 1

Workplace Deviance: A Conceptual Framework

Yuvika Singh

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ABSTRACT

Deviant workplace behavior has become a most costly phenomenon as it includes a wide range of negative acts performed by the employees to harm the organization and its members. The workplace is a forum where employees are seen behaving in different productive manners in order to achieve a common goal. As people spend a lot of time interacting with each other at the workplace, some of the employee behaviors are unpredictable. That is why managing the behavior of employees is a major concern of authorities. Thus, the organizations wish to have employees who do not bring harm to the workplace but instead carry out tasks, duties, and responsibilities of their position. Such behavior that causes harm to the organization is undesirable and is considered to be deviant. This chapter will focus upon the conceptual framework of the deviant behavior at the workplace by discussing the constructive and destructive workplace behavior, antecedents of negative deviant behavior, and which factors trigger deviant behavior.

WHAT IS MEANT BY WORKPLACE DEVIANCE?

Different researchers call the different deviant behaviors by different names and phrases. Bennett and Robinson (1995); Appelbaum et al. (2007); Agwa (2018) named such behavior as ‘Workplace deviance’, Salgado (2002) and Bruursema et al. (2011) used the term- ‘counterproductive behavior’, Baucus and Near (1991)

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considered it as an 'Illegal corporate behavior', Sims (1992) called it a 'Challenge to ethical behavior', Robinson & Greenberg (1998) related such behavior to the 'Bad behavior' within organization while, Edwards and Greenberg (2011) termed it as 'Insidious workplace behavior'.

According to Aquino et al. (1999) one category of deviance is interpersonal deviance, which includes number of activities that can harm specific individuals through verbal attacks or verbal assault. Another category is organizational deviance which includes the number of activities that may go against a company or its system through theft, causing harm to the property or creating sabotages. Neuman and Baron (2005) discussed that the two concepts namely workplace deviance and workplace aggression are quite similar but still they are different in much ways. Edwards and Greenberg (2011) defined insidious workplace behavior as a harmful workplace behavior which is intentional in nature, legal, subtle, repetitive in nature and not severe. It is a particular form of variety of behaviors of workplace deviance. When the acts are performed to bring harm then it is known as intentionally harmful behavior, when the acts do not break any rules or laws then it is a legal act, when the acts are unnoticed or incidental in nature then they are not severe in nature, when a single act is repeated again and again over time then it is repetitive while when the target or victim of harm is another person or organization then it is known as individually targeted act. Wu et al. (2012) found a connection between workplace ostracism and the various other factors such as job stress, emotional fatigue and mood at work. According to Ahmad and Omar (2014), in order to survive in the cut throat competition and the dynamic environment, it is not only necessary to earn profits but also goodwill in the market. Thus, there is lot of pressure over the employees and much more is expected from them by an organization. Which makes the situation worst and which in turn results in anxiety, stress, poor performance, work life imbalance and health issues, which may further lead to dissatisfaction from job. So, it can be said that job satisfaction and engagement not only depend on the monetary benefits but much more than that. Deviant workplace behaviors are also connected to the norms and values within an organization as culture have become an important part. If an organization fails to solve the internal problems such as ethical issues, workplace culture, and workplace spirituality, then deviant behaviors may occur. According to Bennet and Marasi (2016), workplace deviance refers to as the employee deviance or counter-productive behaviors at workplace, or some antisocial work behaviors which impacts almost all the organizations. According to Novalien (2017), workplace deviance in the government organizations can lead to public mistrust, loss of resources and failure in achieving the targets that have been set by the government which may directly or indirectly impact the national economy. The main reason for such type of behavior is that employees lose their loyalty and

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commitment. According to Narayanan and Murphy (2017) have researched that in many countries like Japan, China, Hong Kong and Malaysia a lot of research work is being conducted on workplace deviance, but to one's surprise, a very few studies are conducted in India, despite of the growing rude behavior, fraud, theft and misconduct at the workplace in India.

BACKGROUND

Some of the researchers associated the term deviance with some specific behaviors that shows dysfunctional aspects of the society. According to Merton (1949), a gap between goals of the society and the availability of the resources for achieving those goals leads to deviance. Thus, this gap leads to different forms of deviant behavior. Deviant behavior act as an unwanted risk which affects not only the productivity but also image of an organization. So, one can consider it as a serious problem of concern for any organization. Neuman and Baron (1998) argued that a demarcation must be drawn between 2 terms: workplace aggression and workplace violence as workplace aggression includes a number of harmful behaviors while the workplace violence is something related to physical assault. One of the researchers, Browning (2008) threw some light on the various factors affecting the deviant behavior of employees in hospitality industry. So, in order to know about the perceptions of both employees as well as the customers, interviews were conducted in New Zealand. On the basis of their study and literature reviewed, Browning (2008) proposed a framework to explain four different types of deviant behaviour. The findings also revealed that the customer's behavior greatly affects the behavior of the employees. The research conducted by Bazaraitė and Coubaneichvili (2008) aims to investigate the impact of country culture on the patterns of workplace deviance and how different European cultures can explain the differences in deviant workplace behavior. Shrivastava (2016) in her study found that work deviant behavior as well as ethical leadership were significantly related to employee engagement. A wise leader who gives importance to the values, culture and ethics within the organization can motivate and counsel its employees who are involved in deviant behavior and can divert their energy towards high productivity by transforming them in an engaged workforce. Ethical leadership leads to ethical behavior and helps in avoiding the deviant behavior. Their research studied the effects of job insecurity on job attitude, deviance in behavior and organizational citizenship behavior, anxiety, anger and job burnout. In order to avoid these types of critical issues in the organizations, ethical leader plays a very important role.

CLASSIFICATION OF DEVIANT WORKPLACE BEHAVIOR

Wachbroit (1994) believed that deviance is just the comparison between normal and abnormal and discussed biological regularity, statistical as well as behavioral regularity in their research. There are different terms used by different researchers to explain workplace deviant behaviors. Some of them are very broad in nature. Fox and Spector (1999) defined counter-productive work behavior as one such term. Counter-productive work behavior refers to that behavior which is harmful and intentional for the employees as it decreases the effectiveness of an organization by negative impact on its functions. Therefore, Counter-productive work behavior or CWB can be interchanged with the workplace deviance. Like workplace deviance, CWB is categorized on the basis of target (whether organizational or individual and severity whether low level or severe). According to Bruursema (2011), CWB can be further divided under two dimensions: organizational and individual counterproductive work behavior as five sub categories: abuse, theft, production deviance, withdrawal and sabotage. Chirasha and Mahapa (2012) discussed about the forms of deviance, one of which is constructive deviance where the employees are engaged in innovative behaviors and thus gives a lot many innovative ideas to the organization. Their study noted that another deviance known as destructive deviance, the employee intentionally causes harm to the organization. Under destructive deviance there are two types of work place deviance which are interpersonal and organizational deviance. Interpersonal deviance deals with frustrating peers by gossiping and blaming them unnecessarily. These acts may appear small but still they may prove fatal for an organization.

According to Robinson and Bennett (1995), it can be seen in Figure 1 that the quadrant containing serious and organizationally harmful deviance is named as 'property deviance'. The quadrant showing minor but still organizationally harmful deviant behavior is called 'production deviance'. While the third quadrant includes minor and interpersonally harmful deviant behavior namely 'political deviance', explaining the behavior as engagement in social interaction that puts other individuals at a personal or political disadvantage. The final quadrant, containing serious and interpersonally harmful deviance, is called 'personal aggression', which shows the aggressive behavior towards others. The four quadrants show four different but overlapping deviance. Their typology tries to find the unseen dimensions of deviance and thus explain not only different categories of deviance but also how they are interrelated to each other. As their study explains different behaviors at workplace such as verbal assault, physical abuse, which in turn shows a concern to reduce certain issues like discrimination, social injustice, violence, etc.

Workplace Deviance

Figure 1. Negative deviant workplace behavior (Source- Robinson and Bennett, 1995)

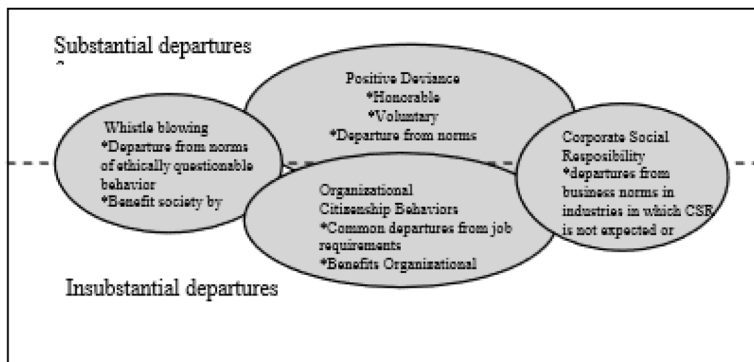


Figure 2 shows the positive deviant behavior which is also known as an intentional behavior. Such behavior can be classified under different social behaviors such as organizational citizenship behavior (OCB), corporate social responsibility (CSR) and whistle blowing which may prove positive for an organization. Such kind of behavior is admired irrespective of its results. Here by OCB one understands the voluntary commitment of an employee towards their work and organization.

CAUSES OF WORK PLACE DEVIANCE

According to Alias et al. (2005), the causes or predictors of workplace deviance can be categorized into three: individual, organizational and work-related factors. Under individual factors, the researcher studied various factors such as negative affectivity, agreeableness, conscientiousness and emotional intelligence which greatly impact

Figure 2. Positive deviant behavior (Source: Muafi, 2011)



the workplace deviance. Under organizational factors, the researcher argued that ethical climate, organizational justice, perceived organizational support and trust in management are some of the factors which explain mostly the deviant behavior. While on the other hand, stress, work freedom act as the work-related factors that impact deviant behavior. All the three, individual, organizational and the work-related factors contribute towards the job satisfaction of an employee or one can say become the main causes for deviant behavior. Muafi (2011) studied the main antecedents and outcomes of the deviant workplace behavior by using a sample of 101 employees in SIER industry, Indonesia. The research found that intent to quit, company contempt and dissatisfaction level have positive effect on deviant workplace behavior while on the other hand deviant workplace behavior have negative effect on the employee performance. Thus, one may say that workplace deviant behavior occurs when employees perceive that the psychological contract between them and the organization is being violated through unfair practices, unfair treatment or inequity. According to Chirasha and Mahapa (2012), Deviant behavior normally occurs when an employee perceives that he/she has been mistreated. Workplace deviant behavior may be considered as a negative behavior in return for the assumed negative treatment. The main causes of work place behavior are been stated below:

1. Various factors related to organization such as organizational climate, organizational justice, perceived organizational support and trust in the organizations.
2. Other work-related factors like stress and fatigue.

All above factors cause job dissatisfaction which in turn lead to workplace deviance.

On the basis of various reviews Agwa (2018) identified various antecedents of both positive and negative workplace deviance and discussed the following points:

Workplace Deviance

1. Organizational justice is identified as an important predictor of deviance.
2. Unfair treatment leads to deviant behavior.
3. Organizational factors such as job stressors, organizational frustration, loss of control over the work environment leads to deviance.
4. Organizational changes such as downsizing.
5. Employees' personality also predicts deviant behavior.

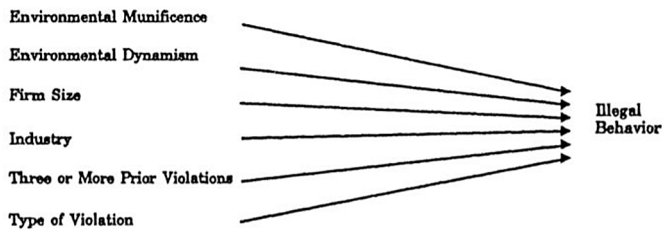
ANTECEDENTS OF NEGATIVE DEVIANT BEHAVIOR

Before talking about the antecedents of negative deviant behavior it is very important to discuss about the categories of such behavior. Robinson and Greenberg (1998) identified six labels for negative workplace behaviors based on intensive research. They identified the following labels:

- Workplace deviance
- Antisocial behavior
- Organizational aggression
- Retaliatory behavior
- Organizational misbehavior
- Organization-motivated aggression
- Some other labels of workplace deviance include workplace violence, sabotage, vandalism, revenge, destruction, dishonesty, incivility, employee theft, absenteeism, and withdrawal.

According to Appelbaum et al. (2007) it is very difficult to handle negative deviant behavior as such behaviors can lead to financial losses too. Whether the negative deviance is intentional or unintentional, whether it include or not include sexual abuse, vandalism, gossips, and sabotage all have negative consequences for an organization. Negative deviant behaviors may include intentionally slowing down the work, intentionally coming late for job, minor thefts and ill-treating the peer. The main difference between unethical behavior and negative deviant behavior is that unethical behavior may include breaking rules of the society, while negative deviant behavior deals with the violation of organizational norms. Sims (1992) in their research noted that when the ethical climate within an organization is not clear and positive then it leads to confusion and dilemmas which in turn leads to unethical behavior. Pressure, opportunity, and mental predisposition can also ignite unethical activities or deviance. According to the model developed by Baucus and Near (1991) deviant behavior occurs under certain conditions.

Figure 3. Modified model of the illegal corporation behavior process (Source: Baucus & Near, 1991)



Their research revealed that:

1. Large and complex organizations firms easily involve in illegal acts as compared to smaller firms;
2. The possibility of such acts increases when there is scarcity of resources, but on the contrary, it is greatest when resources are more than enough.
3. Although the deviance is present in stable environments, but it is more prominent in dynamic environments.
4. The kind of illegal act chosen may differ according to the environmental and internal conditions under which a system is working.
5. The researcher also suggested that opportunity and predisposition also act as the antecedents of illegal behavior.

One of the studies was conducted by Ambrose et al. (2002) in order to find how different types of injustice may affect the goal, target, and severity of sabotage behavior. Workplace sabotage is behavior related to intentions to damage the organizations' work and processes for the personal motive of the employee by creating embarrassment, delaying the production, damaging property, harm to the work relations or customers.

Ambrose et al. (2002) in their study, discovered that:

1. Distributive injustice stimulates the employees to engage in sabotage behavior
2. Procedural injustice creates a situation where saboteurs were more likely to target organizations.
3. Interactional justice engages the employees in sabotage acts in such a way that they harm both the organization as well as other employees.

Baucus and Near (1991) also gave some suggestions that can be followed by an organization to avoid such behavior. These suggestions are as follows:

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1. To be truthful in what the organization cannot deliver.
2. To choose values that represent the viewpoint of the employees at all levels of the organization.
3. To explore various methods such as grievance handling mechanisms.
4. To take whistle blowing as a serious concern.
5. To provide ethical training program for all the employees.
6. To combine ethical decision-making process with the performance appraisal process.

TOLERABLE, ACCEPTABLE AND POSITIVE DEVIANCE

According to Stebbins (2011) tolerance can be considered as an attitude that an individual hold towards certain activities or thoughts of others that differ from their own. Nowadays people usually show very little interest in actually adopting the tolerated behaviors. The presence of tolerance in society gives tolerable deviance a special recognition. It is still believed that such deviance can lead to welfare of the community. Thus, the tolerable deviance may be classified as criminal, noncriminal, or legitimate.

Criminal tolerable deviance though illegal in accordance to the criminal law, is generally treated by police and wider community. Criminal tolerable deviance is cannot be officially challenged. Several conditions explain this response. Such laws in question may be vague. For example, Nudism practiced in private resorts is frequently not illegal, nor are heavy drinking Many political restrictions define as illegal only certain forms of gambling, while saying nothing about others. In most of the western countries people may think legally as they wish, according to their beliefs and values. Harman (1985) worked on the idea of acceptable deviance. Her main motive was to throw some light on the thin line separating conformity and deviation. She defined acceptable deviance as the behavior which deviates enough from the norm such as it is not entirely predictable, but still conforms enough to the norm to be acceptable as membership. Marsh et al. (2004) identified positive deviance as a behavior that is the most powerful method to bring change. According to Stebbins (2009), time have come for a positive sociology to make the existence of people attractive and worth living. Positive sociology can be considered as the study of what is done by people to organize their living to make their lives rewarding, satisfying, and fulfilling, which takes the shape of positive deviance with the time.

One of the researches conducted by Herington and Fliert (2017) focusses on a conceptual review of positive deviance taking into account both qualitative and quantitative content. They threw some light on the wider areas of health and medicine, organizational behavior studies, sociology and psychology the narrower areas like

computer science, music and arts. However, the study of positive deviance into new areas have resulted in number of divergent definitions and framework models. Various concepts such as health and care practices, women, and approach shows where and how the literature is focusing. The main purpose of their study is to analyze the differences in the definitions and applications in order to unhide the potential future ways for positive deviance. Thus, through the analysis, the researcher reveals two different ways with which positive deviance can be understood that are in theory and in practice. Analysis also reveals the conceptual and theoretical differences in the language used by the authors while applying positive deviance in a practical context.

CONSTRUCTIVE DEVIANCE, DESTRUCTIVE DEVIANCE AND EMPLOYEE PERSONALITY: ARE THEY INTERRELATED?

Destructive and Constructive Deviance

According to Bodankin and Tziner (2009), destructive deviance is a mostly common among the employees as it may impact their personal as well as professional lives. As a result, the employees hesitate to report their own deviant behaviors. Thus, one can say that such voluntary behavior by an employee against the organizational norms can be very dangerous in the long run. According to Warren (2003), interpersonal constructive deviance includes the behaviors such as disobeying the orders of a manager. While on the other hand, the organizational constructive deviance includes 2 types of behaviors, one is innovative behavior which deals with new or creative ways to solve any organizational problem and the other one is the behavior that act as a challenge to existing norms. While on one side it can be said that destructive deviance may act as an embarrassment issue for the employees and thus requires indirect measuring, on the other side, it is believed that constructive deviance does not embarrass the employees, and hence can be measured directly through self-reports. In order to reduce the research gap, this study investigated both constructive and destructive deviance at work and their relationship to employee personality by collecting the data from 89 employees. It was found that factors like neuroticism and agreeableness are related to constructive deviance, whereas conscientiousness is related to the destructive deviance. While on the other hand, personality factor such as agreeableness is related to interpersonal destructive deviance, whereas openness to experience is related to organizational constructive deviance. Thus, constructive deviance is a behavior or outcome that leads to creativity, organizational citizenship behavior, or prosocial behavior helping an organization in one or the other way.

Personality

Abdullah and Marican (2016) discussed about 5 different types of personality traits such as neuroticism, extraversion, agreeableness, openness to experience and conscientiousness. According to him:

- Neuroticism is connected to low emotional adaptation and experience fear, anxiety and jealousy.
- Extraversion is related to sociability, activeness and assertiveness of a person.
- Openness to experience is related to be creative and independent.
- Agreeableness is characterized by friendliness, warmth, adaptability and cooperation.
- Conscientiousness is connected to be more responsible, show stability and being precise.

So, Can One Say That the Deviances Interrelate?

This is an empirical question that can only be answered once the researchers begin conducting their research with a common language and a well-defined set of parameters. According to Berkowitz (1998), neuroticism is one of the traits of personality of an individual which directly relates to destructive deviance and thus can be considered as a main predictor of aggression in the behavior. Further, it was found that neuroticism is negatively related to the performance and in turn is characterized by the interpersonal relations. Bodankin and Tziner (2009) argued that the traits under activeness and assertiveness of a personality can be directly linked to the constructive deviant behavior. For example, initiative and innovative behaviors can be related to activeness, and rule breaking behaviors and disobeying heads can be related to assertiveness. In another study, Liao et al. (2004) found that openness to experience was negatively correlated with destructive deviance in an organization. But, on the contrary, Bodankin and Tziner (2009) argued that due to the productive and innovative nature of this personality trait, a positive correlation appears between this trait and both types of constructive deviant behaviors. Salgado (2002) found in their study that agreeableness is negatively correlated with destructive deviance. While in another study by Liao et al. (2004) it was found that there is a positive correlation between agreeableness and organizational destructive deviance. But, Lee et al. (2005) found a negative correlation between agreeableness and interpersonal destructive deviance in their research. Bodankin and Tziner (2009) argued that an employee with conscientious trait try to ignore the deviant behaviors which may affect

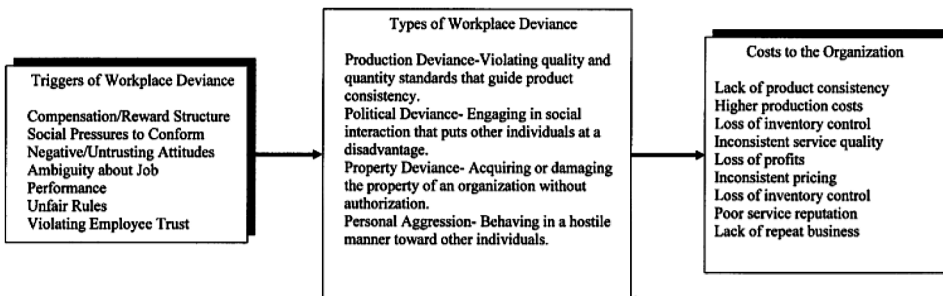
the organization and its employees in a positive manner. So, different researchers found different results, but one thing is surely common between them that there is interrelation between the deviances whether negative or positive.

HOW MANAGERS INADVERTENTLY ENCOURAGE DEVIANT BEHAVIORS?

Litzky et al. (2006) discussed that managers within an organization have to face certain employees who try to shield their acts after being caught for behaving improperly. Some managers may take hard decision to terminate these employees but the personality should not always be considered as the only cause of such deviant behavior. One can say that sometimes a supervisor may also create an environment which unintentionally lead to the employees’ deviant actions. It must be noted that very few employees indulged into fraudulent acts have a previous conviction. Therefore, one can say that honest employees may commit most deviant acts. But what are the main reasons behind these acts? Are these reasons are related to only personality of the employees or managers are also responsible for the same? Based on their research findings and review of the concerned literature, Litzky et al. (2006) focused on six main factors which are under the control of managers that may directly or indirectly motivate employees to engage in deviant behaviors.

As mentioned above in Figure 4 by Litzky et al. (2006) and the other researchers mentioned below, such triggers of workplace deviance are:

Figure 4. Causes and results of workplace deviance (Source: Litzky et al.,2006)



Reward Structure

Competitive environment and the thirst for rewards can lead the employees to think just for themselves and to believe that some illegal acts may help them to move ahead of coworkers.

Social Pressures

Social theories say that the norms framed for teams and workers impacts the employee behaviors such as conformity, quality of decision-making, and job performance. Thus, workplace deviance may trigger when managers tolerate deviant behavior or when managers themselves create a climate at the workplace that indirectly allows the old employees to put undue pressure on the new employees.

Negative Attitudes

Most of the managers think that all the employees cannot be trusted completely in terms of ethics as well as for the interest of the organization. So, they try to gain control over the employees to get the right behavior out of them.

Ambiguity About Job Performance

According to Katz and Kahn (1978) role ambiguity is the lack of information about a particular role to be played within an organization as well as the expectations related to the role. Role ambiguity may lead to turnover, low performance, stress, and negative workplaces deviance.

Unfair Treatment

If the employees find the rules framed by the managers to be unjust then they just ignore the rules framed and avoid following them. Sometimes employees feel that they are not treated in a fair and square manner. Such feelings often lead to negative behavior at the workplace such as bullying and harassment.

Violating Employee Trust

Situation at the workplace becomes more worst when managers insult the employees in front of their customers or peer group. Thus, such situations may trigger workplace deviance by violating the trust among managers and subordinates.

Autonomy in Job

According to Ambrose et al. (2002), surprisingly, freedom or the level of autonomy given to the employees sometimes may act as a main cause for encouraging the deviant behavior. Many times, employees feel lack of control in their job work thus leading to the destructive or deviant acts.

Work Overload

Martinko et al. (2005) believed that overload of work may lead to stress, which in turn may lead to aggression and other negative emotions in the work. In this way workload may have a negative impact on the workplace behavior. Wu et al. (2012) found a relationship between workplace ostracism and psychological distress which is mostly ignored either by the managers or the colleagues which in turn lead to unpredicted behavior at the workplace.

HOW TO CONTROL WORKPLACE DEVIANCE EFFECTIVELY?

The following discussion throws some light on various strategies discussed by the researchers who worked on workplace deviance that can help the managers to overcome the negative results of workplace deviance in their organizations. Some of these strategies are:

Creating an Ethical Climate

According to Denison (1996) Climate is the most important part of workplace environment that is experienced by its members and greatly modify their acts, their attitude and work. So, in order to reduce workplace deviance a manager must create an ethical climate as ethical climate leads to ethical behavior which in turn reduces deviance. According to Appelbaum et al. (2007) one of the main factors that triggers deviant behavior is the unfair climate at the workplace. Fair and square policies, procedures, equitable treatment, no biasness, respectful behavior, innovative culture may reduce the negative deviant behavior at workplace.

Building Trust-Based Relations

Rousseau (1993) believed that an ethical organizational climate can be attained by maintaining relationship full of respect and trust. Trust relationships among superior and subordinates can eliminate the situations triggering workplace deviance.

Being Fair and Square

Employees mostly react to unfairness or injustice faced by them at the workplace engaging in workplace deviance, so, according to Tomlinson and Greenberg (2005), the distribution of rewards and punishments must be fair and also the process followed for the same must also be fair and square.

Job Stressors

Howald et al. (2018) suggested that organizations on a regular basis can take feedback from their employees regarding their perceptions to identify causes of workplace deviance. Thus, on the basis of this feedback essential steps can be taken to reduce the effect of workplace stressors. To the extent possible, steps should be taken to remove or reduce the impact of workplace stressors. These steps may include Detailed job descriptions, appropriate job training, and well-designed performance evaluation processes.

Employee Predictors

According to Howald et al. (2018) an organization can avoid deviance at the very first instance by screening out the job applicants which can possibly engage in such deviant behaviors. For this purpose, an organization can go for various personality tests and integrity tests at the time of selection process.

Spirituality at Workplace

Ahmad & Omar (2014) framed a model that suggested that spirituality plays a very important part in an organization by influencing employee behavior. In order to satisfy the spiritual needs of employees' at the workplace, managers may increase the job satisfaction and reduce the workplace deviant behavior by providing timely job related and growth opportunities to them.

Transparent Grievance Mechanism

Chirasha and Mahapa (2012) suggested that a clear transparent grievance handling mechanism must be formulated to allow employees to give proper feedback about their dissatisfaction. If employees are provided a proper route to show their anger it can reduce chances of deviant behavior.

Proper Communication

According to Bordia et al. (2008), in order to tackle psychological contract, it is very important for an employer to know what is going on in the mind of an employee, which is somewhat difficult to analyze, but, through proper communication and regular feedback this can be done.

Providing Training to Supervisors

As per Bordia et al. (2008), it is very important to train heads and supervisors to keep a track of the changes in the behavior of employees, reasons for the changes and providing solutions on time in order to avoid negative deviant behavior which may act dangerous for an organization in the long run.

Effective Leadership

Howald et al. (2018) focused that effective leaders, right decisions on their part, their honest behavior, effective group norms may help in maintaining social relationship at the workplace which in turn may amend the deviant behavior. One should not forget that employees imitate their leaders, so, a good leader must set an example before them. According to Singh (2019), through good social relationship employees maintain good image and always try to maintain goodwill among peer group and die hard to make their relationship with the peer and supervisor stronger.

FUTURE OF WORKPLACE DEVIANCE

More and more studies are required for better understanding of deviant behaviors, in order to develop new innovative strategies to manage and solve the problems of the employees so that deviance free workplace can be established. For an organization to be successful it is very important to replace negative deviant behavior with the positive deviant behavior models to engage in all those behaviors that have a positive effect on the organization. Further research is required to find out how organizations can reduce the effects of negative workplace deviant behavior and their root cause. According to Narayanan and Murphy (2017) a lot many studies are based on the negative aspects of the deviance, so, the positive nature of deviant behavior also must be worked upon which can be effective in bringing positive change within an organization. One can say that the studies on deviance can help in reducing the negative attitude of the employees and improvising an environment with positive outcomes. According to Mccardle, (2007), research on the organizational justice and

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workplace deviance area, relationship between them and their structure have been ignored in the previous studies. By understanding root cause of deviant behavior, one may definitely reduce the costs related to deviance at workplace. Therefore, it can be said that it is very critical and at the same time an interesting topic of research and a lot of work is to be done in this regard. Even Appelbaum et al. (2007) raised a question that why an organization must look forward only for the positive deviant behavior at the very first place. Bazaraitė & Coubaneichvili (2008) reviewed a lot of literature and found that that different researchers have tried to explain the workplace deviance by connecting them with the personal traits but no such research is conducted on the nature of deviant behavior by taking into consideration the country culture at organizational and individual level. Future research can be conducted by taking situational factors, personality traits of the employees as well the relationship between organizational justice and workplace deviance into consideration.

CONCLUSION

Workplace deviance is one of the most critical issue faced by an organization. Managers often neglect work place deviance behavior until it's too late. There are number of factors that increase the possibility of employees to engage in the deviant behaviors. But there is no single solution or method to deal with workplace deviance. Therefore, an organization may adopt multiple techniques to minimize workplace deviance. As, workplace deviance is a very complex term so, it is very important for an organization to keep a check on the controlling techniques that are implemented. The current chapter tries to explain the different perspectives of workplace deviance given by different researchers. This chapter focusses on the different studies conducted in this particular area and thus, extensive literature review is conducted to define and classify the deviant workplace behavior. As discussed above, Bennet and Marasi (2016) considered the workplace deviance as the counter-productive behavior and divided them into the categories of organizational and individual counter-productive work behavior. Bordia et al. (2008) concluded that the main reason for workplace deviance is the psychological contract between employer and the employee and also discovered certain emotions which act as a motivation for deviance. Most of the researchers such as Chirasha and Mahapa (2012) categorized the deviant workplace behavior as constructive and destructive and Berkowitz (1998); Bodankin and Tziner (2009); Liao et al. (2004) even related it to the personality traits. For this purpose, two types of typologies related to positive deviant behavior and negative deviant behavior are being discussed. Deviant workplace behavior mainly causes due to the factors like as organizational climate, organizational justice, organizational support perceived by the employees, mutual trust, work stress and fatigue. It is observed

by Robinson and Greenberg (1998) that antisocial behavior, workplace aggression, retaliation, misbehavior, workplace violence, sabotage, intention for revenge and destruction, disloyalty, incivility, employee theft, high absenteeism and withdrawal are considered as the negative deviant behaviors. But the main question is: what factors triggers such behavior at the workplace? Are they related only to personality traits of the employees or the managers and organization are also responsible for them? Studies conducted by Baucus and Near (1991) reveal that changes in the environment, firm size, type of industry, internal conditions, distributive, procedural, interactional injustice also act as the main antecedents of negative workplace behavior while, on the contrary, tolerable deviance may lead to the welfare in the society. At the end some points are also suggested to control workplace deviance effectively in order to avoid triggers at workplace. Different definitions of deviant behavior adopted by different researchers such as Bennett and Robinson (1995); Appelbaum et al. (2007); Agwa (2018); Salgado (2002); Bruursema et al. (2011); Baucus and Near (1991) focuses on harmful behaviors from the point of view of the managers and how can one really transform those harmful behaviors into constructive behaviors for the benefit of an organization as well as its employees? A lot of work is still to be done in this regard and thus one can say that the hidden treasure is yet to be discovered.

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Chapter 2

A Cross–Cultural Review of Workplace Deviance Research

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ABSTRACT

In the last two decades, workplace deviance becomes one of the most important topics to understand negative behaviors at work. However, many of the studies that examine deviance take a universal perspective and undermine cross-cultural differences. To address this gap, this chapter focuses on cross-cultural differences and its relationship with deviant workplace behaviors. The authors claim that cross-cultural differences can play an important role as an antecedent and/or moderator variable in influencing deviant behaviors. In order to discuss these effects, they first summarize recent developments in individualism-collectivism, tightness-looseness, and honor cultures. Based on their interpretations, target-oriented deviance might be highly contextualized in collectivist cultures, form of deviance and contents of deviance could be different from honor to dignity cultures. In addition, deviant behaviors as responses to specific events might differ whether a person belongs in a tight culture or not. The implications of our arguments and future research directions are discussed.

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INTRODUCTION

Workplace deviance is one of the most important constructs for understanding employees' behaviors when they are culturally misfit to their organizations. It specifically refers to "voluntary behaviors that violate significant organizational norms and, in so doing, threatens the well-being of the organization and/or its members" (Robinson & Bennett, 1995). This definition, the most cited and agreed-upon of workplace deviance, enables more concentrated studies in deviance research. Through numerous studies, our understanding of the implicit and explicit, material and non-material costs of employees' deviant behaviors has been expanded. These studies not only increase our knowledge about costs but also determine the scope (Marcus et. al. 2016), antecedents (Hershcovis et.al., 2007; Barling, Dupre & Kelloway, 2009) and consequences (Dalal, 2005) of deviant behaviors.

Deviant behaviors have long been a problem in the workplace, but they have received scholarly attention recently, especially in the last two decades. The subject has drawn attention owing to the realization that employees' negative behaviors toward others are frequent and severely damage organizational and individual-level outcomes (Simons & Roberson, 2003); in this way, workplace deviance diminishes important resources that may help an organization gain a competitive advantage. In terms of frequency, it is found out that employee deviation is a factor in 30% of all job failures. Seventy-five percent of employees commit theft at least once (Greenberg, 1990). Fraud, vandalism or sabotage is committed by 75% of all employees in the workplace. Forty-two percent of women suffer from sexual harassment in the workplace (Robinson & Greenberg, 1998).

Workplace deviance is not only a pervasive issue, it also costs so much for all involved. For example, recent studies have concluded that the global cost of company fraud (a form of workplace deviance) tops three billion dollars (Sweet, 2018), and workplace bullying and harassment (forms of workplace deviance) cost two billion pounds (Torjesen, 2018). (Please see Baharom, Bin Sharfuddin, & Iqbal (2018) for a detailed list of costs). These costs are so serious that some studies have even tried to come up with an equation to understand when a deviant person is detrimental to his/her organization (Levy & Tziner, 2011). Unfortunately, workplace deviance does not only have economic costs, but also social costs (Kidwell & Martin, 2005). Declining credibility and diminished employee morale (Galperin & Burke, 2006), increased employee stress (O'Leary-Kelly, Griffin, & Glew, 1996), decreased self-esteem, and feelings of physical and psychological pain (Griffin, O'Leary-Kelly, & Collins, 1998) are examples of such social costs.

A comprehensive and general typology to understand these behaviors can be based on targets of the deviant behavior (people or the organization) (Robinson & Bennett, 1995). If deviant behavior is directed toward an organization, it is called

“organizational deviance”; if it is directed toward an individual or individuals, it is called “interpersonal deviance”. Even though there are few studies that find value in distinguishing interpersonal deviance from organizational deviance (Dalal, 2005), some recent studies find the difference between them important (Berry, Ones, & Sackett, 2007; Hershcovis & Barling, 2010; Hershcovis et. al., 2007). Because of this, target- oriented deviance is generally applied as a universal way to examine deviant workplace behaviors (e.g. El Akremi, Vandenberghe, & Camerman, 2010; Tepper et. al., 2009; Thau, Bennett, Mitchell, & Marrs, 2009).

Having said that, we believe that this universal standpoint should be limited to understand deviance research. Several comprehensive reviews regarding cross-cultural issues noted that much organizational behavior is subject to cross-cultural differences (Aycan & Gelfand, 2012; Gelfand, Aycan, Erez, & Leung, 2017; Gelfand, Erez, & Aycan, 2007). Based on this cautionary note, we think that workplace deviance is also subject to cross-cultural differences, specifically the content and process of deviance. However, there are a limited number of studies that examine these differences. One of the reasons for this paucity could be a lack of cross-cultural guidance in workplace deviance research. To address this gap, our study will highlight cultural issues and differences that can limit the usefulness of deviance research.

A cross-cultural review of the topic will help to understand and highlight differences in terms of definition/scope, antecedents, and consequences of workplace deviance. Therefore, we argue for the cross-cultural underpinning of workplace deviance research in this chapter. Since there are so many cross-cultural constructs, we choose the most relevant cultural dimensions or logics to provide a simple guideline rather than an exhaustive and unnecessarily complex blueprint. First, we will introduce the workplace deviance concept in general and define the workplace deviance process. Next, we will discuss cultural theories, i.e. tightness/looseness, honor culture, and individualism/collectivism, which we think have important effects on workplace deviance. Finally, we will present sample studies to show the differences culture may create in deviance research.

BACKGROUND

Workplace Deviance

Many organizational behavior scholars now agree that employee behaviors that violate and damage organizational norms are called *deviant* behaviors. Since many fields are interested in this phenomenon, different versions and labels of deviance research have emerged. For example: *non-compliant behavior* (Puffer, 1987), *workplace deviance* (Robinson & Bennett, 1995), *workplace aggression* (Baron &

Neuman, 1996, 1998), *organization-motivated aggression* (O’Leary-Kelly et. al., 1996), *organizational misbehavior* (Vardi & Wiener, 1996), *antisocial behavior* (Giacalone & Greenberg, 1997), *employee vice* (Moberg, 1997), *organizational retaliation behavior* (Skarlicki & Folger, 1997), *dysfunctional behavior* (Griffin et. al., 1998), *occupational deviance* (Friedrichs, 2002), and *counterproductive behavior* (Marcus et. al., 2004), which are all related to workplace deviance. In our review, we will use “workplace deviance” as an umbrella term to encompass these different versions of the deviance construct.

While deviance research can be understood based on whom or what is targeted, understanding the process of deviance could also help us better understand deviant behavior. Robinson and Greenberg (1998) defined the dimensions in the workplace deviance: perpetrator, intention, target, action and consequence.

Perpetrator of deviant behavior: Deviant behaviors can be perpetrated by a member or members of an organization, or outsiders. If members of an organization are the perpetrators, they are called *insider perpetrators*. If people outside of the organization such as former employees are the perpetrators, they called *outside perpetrators*. All studies consider insiders or members of the organization as the actors of deviant behavior in an organization (Robinson & Bennett, 1995; Baron & Neuman, 1996; Giacalone & Greenberg, 1997; Skarlicki & Folger, 1997; Griffin et. al., 1998; Marcus et. al., 2004). But additionally, O’Leary-Kelly et. al. (1996) consider outsiders of the organization as the actors of deviant behaviors. They consider former employees and their behavior, such as revenge. Similarly, Bies et. al. (1997) consider former coworkers’ deviant behavior in their study, which concerns revenge.

Intention: Regarding current research, deviant behavior can be a conscious act to damage the organization or an unconscious act without any intention of harm. According to Folger and Barons’ (1996) study on workplace aggression, Skarlicki and Folger’s (1997) study on retaliatory behavior, and O’Leary-Kelly et. al.’s (1996) study on organization motivated aggression, deviant behavior is an act that intends to harm others or the organization. Giacalone and Greenberg’s (1997) study on antisocial behavior also refers to the intention of bringing harm. Robinson and Bennett’s (1995) study on workplace deviance and Vardi and Wiener’s (1996) study on misbehavior claim behavior—if it to be called deviant—must be done purposefully and intentionally. Differently, Moberg (1997) calls all behavior bringing negative consequences deviant—no matter the intention. For example, insensitive, irresponsible, and uncooperative employees may damage a company without intending to do so.

Target: The target of deviant behavior refers to what or whom the act is directed. Robinson and Bennett’s (1995) study specifies two targets: organizational and interpersonal. In this sense, organizational deviance is related to property and

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production-related behaviors. Examples of these include leaving early, taking excessive breaks, sabotaging equipment, and stealing. Interpersonal deviance, on the other hand, involves political and personal behavior targeting individuals such as supervisors or peers. These behaviors consist of showing favoritism, gossiping about employees, sexual harassment, and verbal abuse. Vardi and Wiener (1996) extended this view and claim that targets can also be “outside victims”. Thus, organizational deviance might not target only one’s organization or department, but also other organizations, customers, social institutions and public agencies.

Action: Action describes the process or condition of performing deviant behavior. The taxonomy defined by Baron et. al. (Folger & Baron, 1996; Neuman & Baron, 1997, 1998) classifies deviant behavior regarding the nature of the act committed:

- Indirect/Direct action: Direct actions directly target the object that the actor intends to harm. Indirect actions are those which target a different or secondary target, yet ultimately intend to harm the original target. For example, verbally abusing a coworker as a result of anger toward that person would be considered as a direct action. An actor also may attempt to sabotage an organization by targeting a worker therein; this would be considered indirect action.
- Active/Passive action: Active actions give harm, and passive actions cause the loss of benefits. For example, damaging a coworker’s car at the car park would be an active action, while not taking necessary safety cautions for a coworker in factory conditions would be considered a passive action.
- Verbal/Physical action: Intention to give harm to the target may either take the form of verbal or physical abuse. Yelling or shouting to a coworker, speaking about a coworker in a bad manner are the examples of verbal actions while physical attacks are the examples of physical action.

Consequences: Deviant behaviors may cause not only negative but also positive consequences. Deviant behaviors in general are defined as those which cause harm or have the potential to cause harm (Robinson & Bennett, 1995; Baron & Neuman, 1996; O’Leary-Kelly et. al., 1996; Griffin et. al., 1998; Marcus et. al., 2004). But some theorists conclude that deviant behaviors may not necessarily harm the organization or individuals, and that in fact some deviant behaviors could be functional and done with good intentions (Vadera, Pratt, & Mishra, 2013). Examples of constructive deviance could be innovative role behaviors, noncompliance with dysfunctional directives, prosocial rule breaking, and whistle blowing (Galperin, 2003; Vadera, Pratt, & Mishra, 2013). Moreover, recent empirical studies show that constructive deviance does exist, and can have positive consequences for the

organizations (Dahling & Gutworth, 2017; Sharma & Singh, 2018). While deviant behaviors having positive consequences are defined as constructive deviance, those that have negative consequences are defined as destructive deviance.

In the next section, we will focus on cultural aspects which could be related to workplace deviance. We choose these aspects for their novelty and significance for deviance research.

Cultural Aspects Related to Workplace Deviance

Honor Culture

Cultural aspects that might be closely related to deviance include “honor”, “dignity” and “face”. “Honor” is self-worth based on an individual’s reputation and also his/her own assessment of what others think (Aslani et. al., 2016). “Dignity” refers to self-worth based on an individual’s achievements in pursuit of goals and values (Schwartz, 1994). “Face” is self-worth based on others’ assessments of whether an individual is fulfilling stable social role obligations (Kim, Cohen, & Au, 2010). Although all three of these cultural logics are important to consider within the context of workplace deviance, we believe that honor is the most relevant cultural aspect. According to Wasti and Erdaş (2018), uncivil behaviors, which are also part of organizational/interpersonal deviance, are significantly related to honor logic, especially public humiliation, public scolding, and belittling, all of which are perceived to be honor threatening. Based on theoretical overlap and empirical findings, our focus will be on honor culture.

Honor culture is related to protect one’s reputation because reputation can hold a great economic value in some societies (Cohen & Nisbett, 1994). Owing to this reason, individuals generally respond through aggression when their honor is threatened (Cohen, 2007). Honor is prevalent in societies where the effectiveness of authorities is low, as individuals use honor as both a reputation and a regulatory mechanism to survive (Nowak, Gelfand, Borkowski, Cohen, & Hernandez, 2016). In this sense, the honor construct consists of various scripts, behaviors and practices around a central theme of honor. According to Leung and Cohen (2011), honor can be lost or gained, has both an external and an internal quality, and is guided by strong reciprocity norms in competitive environments. These cultural logics imply that individuals aspire to high integrity in honor cultures, and individuals will reciprocate the good and bad things that happen to them to protect their honor (Uskul & Cross, 2019).

One of the distinctive features of honor cultures is negative reciprocity in response to negative behaviors such as verbal insults. Prior research showed that people who belong to honor cultures experience higher negative emotions (such as anger and

frustration) following an insult (Ijzerman, van Dijk, & Gallucci, 2007) compared to those that don't belong to such cultures. They also perceive more conflict, and disengage from cooperative behavior after an insult (Harinck, Shafa, Ellemers, & Beersma, 2013). Aside from emotions, people from honor cultures engage in aggressive behaviors, and, depending on the type of violations (such as family honor violations) are liable to increase their aggression (van Osch, Breugelmans, Zeelenberg, & Bölük, 2013).

These are the reasons why honor is related to deviance research. Deviant behaviors, in general, are responses to negative stimuli in the environment, and if the negative stimuli are perceived as to be insulting, then deviant behaviors become possible. For example, based on a multi-source study, Dietz, Robinson, Folger, Baron, and Schulz's (2003) found that honor culture is positively correlated with societal-level violent crime and negatively related with an organizational-procedural justice climate.

Individualism and Collectivism

Hofstede (2003) defines individualism as "the degree of preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate social group" and collectivism as "a tight social framework in which people distinguish between in-groups from out-groups." Based on these definitions, scholars conclude that these two constructs generally refer to independent self-construal vs. interdependent self-construal, individual goals vs. in-group goals, and individual expectations vs in-group expectations (Triandis, 1995; Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). Specifically, self-construal studies found that high levels of self-confinement for harmony, fit with in-group processes and belongingness to a group are related to the interdependent self, but high levels of self-expression, uniqueness, and freedom are related to the independent self (Markus & Kitayama, 1991). In addition, goals and relational aspects are different for this value dimension, as individualists give priority to their own goals and take care of their immediate family, while collectivists give priority to in-groups/others' goals and take care of not only immediate family but also extended family (Hui & Triandis, 1986; Triandis & Gelfand, 1998). Therefore, based on these differences, we can assume that individualism and collectivism are two different constructs that exist at the individual level (Oyserman, Coon, & Kemmelmeier, 2002).

The ways in which individualism and collectivism influence individual and organizational level outcomes can be described by a general values framework (Roe & Ester, 1999). This approach is similar to how tightness and looseness influence individual and organizational level outcomes. People's general values and work values are co-decided according to work activity and may take place on

multiple levels. Societal values might moderate organizational level relationships and individual level relationships. In addition, societal values might indirectly affect level-based outcomes.

Tightness and Looseness

Tightness and looseness (TL) are cultural aspects that help us differentiate societies on the basis of social norms. Social norms are taken-for granted beliefs, usually unwritten rules that govern people's behaviors (Homans, 1958). They are generally produced by a society's response to ecological and historical threats, as well as socio-political institutions that shape these responses (Gelfand et. al., 2011). In a given society, most of the members are expected to acknowledge and comply with social norms, but the degree of compliance differs from society to society. Since some members might like a norm and seek to promote it, some members might not like it at all and thus might act against it. Thus TL can be defined as the variation in strength of norms and sanctioning at the societal, organizational, and individual level (Gelfand, Nishii, & Raver, 2006). Strength of societal norms and tolerance of deviant behavior are the two key components of TL, and emphasize how clear and pervasive norms are within societies (the strength of social norms) and how much tolerance exists for deviating from those norms (the strength of sanctioning) (Gelfand et. al., 2011). Generally, in tight societies, norms are clear, distinguishing people who deviate from norms is easy, and harsh punishments are enforced for deviants (Baldwin & Mussweiler, 2018). In loose societies, norms are ambiguous, more tolerance exists for those who deviate from social norms, and sanctions applied to norm violators are not harsh.

Important lines of TL research can be attributed to Pelto's (1968) anthropology study, Triandis's (1989) cross cultural study, and Carpenter's (2000) ethnographic study. As a result of these studies, the concept of TL was nourished and gained wide acceptance, especially following Gelfand et. al.'s (2011, 2006) seminal studies. These studies showed that TL varies between societies, states, and organizations, and is a predictive factor of social stability, discrimination, inequality, creativity, and happiness (Harrington & Gelfand, 2014). These studies also concluded that TL is different from value perspective, which focusses on broad tendencies of individuals and why they prefer certain states of affairs over others (Hofstede, 2003). For example, TL is distinct from value-based dimensions such as uncertainty avoidance, power distance, and individualism-collectivism (Gelfand et. al., 2006). The main difference between TL and value perspective does not consist in the level of values but rather their variation, since more variation might correspond to loose societies and less variation might correspond to tight societies (Uz, 2015).

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TL can manifest itself at various societal levels. Considering our approach to deviance, we will be focusing on how strength of social norms and sanctioning influence organizational and individual levels of deviance. According to Gelfand et. al., (2006), TL could influence organizational culture, and could cause organizations to be tight or loose in the face of negative events. Thus, organizations can adapt new rules when they face with organizational deviance (property and production deviance, for example). Based on the same model Gelfand et. al. (2006) created, TL could also influence psychological adaptations, which in turn could affect individual deviance (interpersonal and political deviance). Moreover, TL could moderate organizational level effects on organizational deviance.

Prior studies concluded that TL has many important consequences for organizations and individuals. For individual level outcomes, Aktas, Gelfand, and Hanges (2016) examined the relationship between societal-level TL and culturally-endorsed leadership characteristics at the individual level, and the authors found that looseness was positively related to autonomy, but negatively related to charisma and team-oriented leadership characteristics. In another study, Geeraert, Li, Ward, Gelfand, and Demes (2019) found that transitions from loose to tight culture could lead to poorer sojourner adaptation, but transitions from tight to loose culture could be related to better sojourner adaptation for organizational level outcomes. In another study, Crossland and Hambrick (2011) investigated the relationship between national institutions such as TL and the managerial discretions of CEOs of public firms; they revealed that cultural looseness is positively related with managerial discretion. Ozeren, Ozmen, and Appolloni (2013) extended the effects of TL to other organizational level outcomes and showed that loose culture rather than tight culture is positively related to organizational innovativeness, specifically behavioral innovativeness.

National Culture as a Contextual Factor in Deviance Research

Cross-cultural studies focusing on general workplace deviance are limited, yet independent studies focusing on the same constructs (examples of deviant behaviors such as gossip, theft etc.) in different cultural settings (different samples from different countries) suggest that additional cross-cultural studies in workplace deviance are needed. One significant contribution of this chapter is to be one of the first studies that relates national culture theories with deviance research. To that end, we conducted a Web of Science database search using “workplace deviance” and “cross-cultural” keywords. After not reaching satisfactory results, we searched for different specific behaviors such as “theft” and “gossip”. We categorize our findings in two titles. In the antecedents section below, we explore behaviors that are seen as antecedents of deviance workplace behaviors and how the causal effects of these antecedents can

change from culture to culture. In the moderators of workplace deviance section that follows, we handle culture as a moderator for deviant workplace behaviors and related concepts which are being the output of deviant behaviors.

Antecedents of Workplace Deviance

We assert that similar behaviors in different cultures might be perceived differently. For example, in terms of definition and scope, some mild deviant behaviors in individualist cultures could be understood as severe deviant behaviors (e.g. gossiping about manager) in collectivist cultures. In another respect, while the target of deviant behavior could be understood as merely a person in individualist cultures, the same target might stand as a representative of a group in collectivist cultures; as such, the messages in each culture could be perceived differently. For example, in cultures with high power distance, political deviance towards supervisors can be observed less than in cultures with low power distance (Coyne et.al. 2013). In collectivist cultures, showing favoritism can be considered normal, while in individualistic cultures it can be considered deviant behavior (Fiedler, Hellmann, Dorrrough, & Glöckner, 2018).

Not only the interpretation of deviant behaviors, but also the frequency of some types of deviant behaviors can be perceived differently. For example, in individualist and egalitarian cultures, property- and production-based deviant behaviors could be more frequent, but in collectivist and power distanced cultures, political- and personal-based deviant behaviors could be more observable.

Revenge intention is one of the important antecedents of workplace deviance. In honor cultures, taking revenge is a part of maintaining honor and is quite important. A man, for instance, who fails to avenge a killed relative in Corsica can no longer appear in public and he and his relatives are shunned (Sommers, 2009). We can conclude that taking revenge on a bad supervisor represents the norm in certain cultures. This revenge is what Robinson and Bennett call deviant behavior. Stealing from a company in order to compensate underpayment, talking rudely about supervisors, and whistleblowing can be forms of revenges in honor cultures. This strong motive to attain revenge is one important consequence of honor culture on deviant behaviors. In addition, the target of deviant behaviors might differ between honor and dignity cultures. While in dignity cultures unjust behavior toward employees are perceived as deviant behaviors towards the organization (Hoffmann, 2008); in honor cultures, revenge means taking personal action against the responsible actor (Wasti & Erdaş, 2019).

Injustice is another important antecedent of workplace deviance. Deviant behavior targeting injustice in the workplace differs among cultures. In China *bao*, in India *karma* and in Turkey the concept of *belâ* mean revenge is going to be taken by outside forces (Leung & Stephan, 1998). The belief that wrong-doers will be

punished eventually can decrease victims' responses to unjust behaviors. As there are no outside forces helping people get even in Western cultures, Robinson and Bennet's deviant behavior definitions are easily understood. But in Turkish culture, for instance, wishing "belâ" (an illness, an accident or basically something bad to happen) to someone, to their relatives and to their offspring is considered as deviant behavior in the workplace.

Moderators of Workplace Deviance

Factors moderating the relationship between deviant behavior and outcomes need attention. The gain acquired from the prevention or reduction of deviant behavior cannot be undervalued for organizations. It seems that to succeed in this effort, understanding and eliminating factors causing deviant behavior are needed.

Two independent studies in Canada and the United Arab Emirates analyzed the effects of coaching on deviant behavior. In the Canadian study, coaching was shown to reduce the workplace deviance behavior of sales staff (Mathieu & Pousa, 2011). In the UAE, however, coaching was not shown to significantly impact workplace deviance (Al-Nasser & Behery, 2015). The authors believe that the reason for this discrepancy involves differences between the two countries' cultural norms. Differences between individualist and collectivist cultures affect the antecedents of deviant behaviors. While person-team based differentiation in coaching creates a difference, concepts such as organizational citizenship were valid as an antecedent of deviant behavior in both individualistic (i.e. the United States) (Bowling & Gruys, 2010) and collectivist cultures (i.e. Malaysia) (Alias & Rasdi, 2015).

From a similar perspective, personality is considered one of most important perpetrators of deviant behavior in individualistic cultures (Spector, 2011). In collectivist cultures, group structure and organizational culture are becoming more important (Mehrabi et. al., 2016). Thus, aggressive and competitive personality types are seen as important factors for individuals who perform deviant behaviors; in collectivist cultures, on the other hand, these effects can be diminished, and the relationships and group ties can emerge as the primary determinants of deviant behaviors.

As mentioned before, organizations' responses to workplace deviance can be highly related with the national culture namely tightness and looseness of that specific culture. Grasmick and Kobayashi (2002) conducted a research with a Japanese sample on the deterrence of tight cultural norms on workplace deviance. Their expectation was to find an important difference in terms of shame, embarrassment and management sanctions felt by Japanese after showing deviant behavior but there were no significant differences. So they conclude that internal factors such as self-control can be more important than external factors on the occurrence of deviant

behaviors. At this point one can speculate that the deviance behaviors they used in the research was “having Long lunch or break”, “Coming to work late”, “leaving early”, “using sick leave” were all considered as minor, organization-directed deviance forms. Severe and interpersonal forms of deviance could have exhibited the differences in terms of tightness and looseness in Japan and USA.

National culture’s reflections on people’s value orientations are causing differences in responses to deviant workplace behaviors. Wang, Mao Wu, and Liu (2012) showed that Chinese employee’s reactions to abusive supervision are low due to high power distance when American’s reactions are higher due to low power distance. people with different cultural value orientations have different reactions to deviant behaviors. But again, it is worth emphasizing the target and perpetrators of deviant behaviors are important in this cultural variance.

DISCUSSION

After the seminal work of Robinson and Bennett (1995), workplace deviance has begun to attract great attention from scholars. Based on numerous studies, we can conclude that workplace deviance is a process focusing on a specific target, and these targets might reside at different levels such as individual (interpersonal deviance) and organizational (organizational deviance). However, we have cautioned that findings in workplace deviance literature should be reevaluated in light of cross-cultural differences.

In order to understand cross-cultural difference, we choose and explain specific cross-cultural dimensions and logics. We mainly focused on honor and individualist-collectivist cultures. We believe that these cultural aspects are related to workplace deviance issues since they take into consideration aggressive behaviors, rule-breaking behaviors and targets of behaviors, which are the central constructs for workplace deviance. Our interpretation is that honor cultures provide contexts for individuals to act in aggressive ways after being insulted, and that in such cultures we can understand why people perceive norm violations so prominently.

Considering individualist versus collectivist cultures, independent studies in these two contexts showed different effects of culture on deviant behaviors. The antecedents and consequences of deviant behaviors alter in the face of mechanisms such as coaching, which is a factor that decreases deviant behavior in the U.S. (but has little effect in the UAE). Since studies focusing on similar constructs are limited, our comparison of cultures requires more studies from cultures other than the U.S.

When we look at the effect of culture on deviant behaviors, honor culture has a distinct and special place. Not exhibiting some behaviors in honor cultures (such as revenge) is perceived as a deviant from the cultural norm, while exhibiting these

behaviors in other cultures is regarded as deviant itself. Therefore, using Western conceptualizations of deviant behavior in honor cultures to understand workplace phenomena will not be especially useful, and may lead researchers of organizational behavior in honor cultures to develop their own typologies of workplace deviance.

As with honor culture, a culture being tight or loose carries further implications. TL is defined based on deviation from norms and to the extent these deviations are tolerated. Theft, drug use at work, and fraud are examples of deviant behaviors performed in loose cultures more frequently than tight cultures (Zourrig, Park, El Hedhli, & Zhang, 2018).

FUTURE RESEARCH DIRECTIONS

This chapter aims to provide a view of workplace deviance research from the perspective of cross-cultural difference. Our premise was that three cultural concepts, namely honor, individualist-collectivist and tight-loose cultures, could affect workplace deviance. While this study focuses on occurrence and the nature of workplace deviance, we highlight the antecedents for deviant workplace behaviors, and also note that the effects of cross-cultural difference can be extended to include the consequences of workplace deviance, as well. For example, organizational injustice is considered one of the main antecedents of deviant behavior, but people's response to injustice can differ owing to their culture (Barling, Dupré, & Kelloway, 2009).

The consequences of deviant behavior for targets and for perpetrators can be different. If an organization itself is the target of the behavior, the damage it sustains from an employee's deviant behavior and its response to deviant behavior display differences owing to cultural factors, as well (Taylor, 2012). If an individual is the target of the deviant behavior, his or her response may differ according to the values that person holds (Martinko, Michael, Scott, 2002). What types of responses are developed towards deviant behaviors or employees generally remains an unanswered question. Instead, behaviors such as lying, theft, sexual harassment, and whistleblowing are studied individually, and how organizations respond (such as dismissal, subjugation etc.) and also how coworkers respond (exclusion, official complaint etc.) are analyzed.

There are individual studies that investigate responses to deviant behavior, but there is no general framework that focuses on the reactions towards this behavior. Therefore, given the present literature, it does not seem plausible to evaluate cultural differentiation. It can be a significant area of study for future scholars as to whether these responses differ culturally.

CONCLUSION

The main contribution of this conceptual review is to start a discussion concerning the differences in pervasiveness and severity of deviant behaviors in different cultural backgrounds. This review will also contribute to employee deviance literature by addressing deviant behaviors and culture relationships in terms of content, antecedents and consequences. This work aims to help organizations, managers and researchers deal with deviant behavior in different contexts.

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KEY TERMS AND DEFINITIONS

Cultural Looseness: In loose cultures, deviations from social norms are not easy to recognize and punishment to norm violators are low.

Cultural Tightness: In tight cultures, deviations from social norms are easy to recognize and punishment to norm violators is high.

Honor Culture: It is self-worth based on an individual's reputation where people have to protect it by using insults, threats, and aggression.

Power Distance: It is expecting and accepting unequal distribution of power within a society.


Section 2

Workplace Deviance: Contemporary Findings

Chapter 3

Exploring the Interplay Between Deviance and Loneliness at Work

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ABSTRACT

Deviance and loneliness at work are two constructs, the public interpretation of which locates them as social and economic problems that risk wellbeing and productivity at work. In line with the dominant framing of these two concepts, the authors first examine the overlap between them, explicating how and why deviance and loneliness may be similar. Through exploration of academic evidence and framing of both concepts, they provide a typology of deviance and loneliness that flesh out both destructive and constructive interpretations of the two concepts with a view to identify behavioral patterns at their intersection.

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INTRODUCTION

Dynamic and unpredictable environmental conditions which lead to transformation of societies do not only reshape physical borders but they also alter our psychological boundaries. The desire to change something with ourselves has become an essential way of life for many of us. We move homes, leave our jobs, and make new friends more often than before and we consume frantically more than what we individually are able to produce. The ephemeral and fleeting nature of our life choices and chances induce anxieties of catching up with what is going around us. The term *liquid modernity* which was firstly used by Bauman (2013) explains the condition of the 'modern' world. Bauman explains the conditions of liquid modernity as "all agreements are temporary, fleeting, and valid only until further notice" (p. 14). In such a fleeting world, what we consider as human condition in the context of society such as inclusion, exclusion, deviance, fitting in, togetherness and loneliness emerge as significant social, economic and political concerns (Bodanki & Tziner, 2009; Brady, Brown, & Liang, 2017). In response to changing demands of work and social life, governments and organizations are compelled to consider fleeting and enduring aspects of human conditions, such as deviance and loneliness, at work (Lam & Lau, 2012; Wright, Burt, & Strongman, 2006). For example in response to the upsurge in loneliness in society and its dire consequences on social and economic life the British government has formed the Ministry of Loneliness in 2017. The ministry of loneliness examines the causes, processes and outcomes of loneliness and advises on ways to combat its possible negative consequences for the UK.

While our preferences on interactions with people, consumption habits, and our intentions to fit with social norms or to stand outside them change, our pursuit of meaning of life and personal identity is also dynamically changing. Research shows that the rise of individualism and narcissism in society, the need for self-actualisation, and desire to acquire power may pave the way for loneliness got individuals (Jones, 1990; Promsri, 2018). Similarly, these conditions are often cited as antecedents of deviance as well (Edralin, 2005; Judge, LePine, & Rich, 2006). Although deviant behaviors in organizations cause economic, social and psychological losses (Dagher & Junaid, 2011; Griffin & Lopez, 2005; Michel & Bowling, 2013), there is evidence to suggest that deviance may not only have destructive consequences, deviance may even increase creativity, innovation, and resultantly improve organizational performance and competitiveness (Bodankin, & Tziner, 2009; Kuo, Wu, & Lin, 2018; Zhang & Arvey, 2009). Similarly, loneliness have both a destructive and constructive consequences, depending on whether loneliness is congruent with individual desires or not. We show that there is a significant interplay between constructs of deviance and

loneliness. Later in this chapter, we develop a multidimensional model of loneliness and deviance in work organizations, exploring the interplay of constructive and destructive aspects of the interplay between deviance and loneliness.

UNDERSTANDING WORKPLACE DEVIANCE AND LONELINESS

Workplace deviance and loneliness have been extensively studied (e.g. Brady et al., 2017; Foster, 2004; Promsri, 2018) in recent years. Although there is a more dominant tendency of considering the unfavourable effects of deviance and loneliness on workplace, a growing number of scholars claim that both loneliness and deviance may be favourable constructs that can lead to desirable organizational outcomes (e.g. Peng et al., 2017; Yıldız et al., 2015, Vadera, Pratt & Mishra, 2013; Warren, 2003, Brief, Buttram, & Dukerich, 2001). This study explores both destructive and constructive sides of these behaviors in order to provide a better understanding for their conceptualization where an overlap between workplace deviance and loneliness is considered. Therefore, we examine the interplay between these two concepts to offer insights into the archetypes at the juxtaposition of constructive and destructive forms of deviance and loneliness.

Workplace Deviance: Definitions and Destructive and Constructive Frames

Deviant behaviors at workplace can directly or indirectly affect both employee performance and organizational outcomes. Workplace deviance comprises several behaviors, such as deception, gossip, hostility, harassment, aggression, violence, and theft that cause generally negative but sometimes positive outcomes in workplaces (Dahling et al., 2012; Kuo et al., 2018; Litzky, Eddleston, & Kidder, 2006). The most common treatment of the concept of workplace deviance is the consideration of intentional misconduct of employees at the individual level (Griffin & Lopez, 2005; Sackett & Devore, 2001). Yet workplace deviance has a broader meaning which is characterized by other interconnected dimensions such as social context, group norms and team dynamics (Götz, Bollmann, & O'Boyle, 2019; Palmer & Moore, 2016). In early years of the emergence of concept, in line with the overly individualized perspectives, Becker (1964) denoted deviance as a behavior of a person which is non-compliant with the norms of a group. Therefore, depending on the norms or perspectives of a group or people, any behavior of an individual or a group of people might be framed as deviant. The arbitrariness in deciding which behavior should be deemed deviant directed researchers to look at the widely accepted group norms as reference points (Cialdini, Bator, & Guadagno, 1999;

Cooke & Rousseau, 1988). Therefore, workplace deviance is defined as “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” (Robinson and Bennett, 1995, p. 556). In a similar vein, Gruys and Sackett (2003) suggest that any harm created deliberately by an individual or a group of people on organization, on other members of the organization or partners is the result of workplace deviance. A more recent paper of Kish-Gephart, Harrison and Treviño (2010) define workplace deviance as “any organizational member action that violates widely accepted (societal) moral norms” (p. 2). Yet, Götz et al. (2019) who do not completely repudiate the influence of individual and psychological factors in describing a workplace deviant behavior, suggest that relying purely on normative rather than contextual antecedents and attributing deviant behavior to individual differences and psychological factors “hinder the advancement of workplace deviance research” (p. 69).

The impact of individual differences on workplace deviance is incontestable and workplace deviance occurs as voluntary and discretionary behaviors which usually result in costly problems for the organizations. According to Bies, Tripp and Kramer (1997), a feeling of revenge of a person or a group of people against an organization might form the basis of this kind of behaviors. In parallel, Robinson and Bennett (1995) developed a comprehensive typology for workplace deviance and presented two main dimensions of deviant behaviors that were interpersonal deviance and organizational deviance. While the actions associated with personal behaviors of employees were termed as interpersonal deviance, non-interpersonal behaviors that were directly harmful to organizations were called organizational deviance (Robinson & Bennett, 1995). The authors detailed the two main deviant behaviors and mentioned other four types of deviant behaviors: (i) production deviance (e.g. leaving early, wasting resources), (ii) political deviance (e.g. blaming coworkers, showing favoritism), (iii) property deviance (e.g. stealing from company, sabotaging equipment), and (iv) personal aggression (e.g. sexual harassment, verbal abuse).

A considerable amount of research (e.g. Guay et al., 2016; Spector, 2011; Berry, Ones, & Sackett, 2007) focus on the motivational basis of deviant behaviors and identify conscientiousness and agreeableness as the strongest predictors of deviant behaviors. The studies (e.g. Michel & Bowling, 2013; Bowling et al., 2011) show that lack of conscientiousness and agreeableness leads to several workplace deviances such as extremely long breaks, gossiping about peers, inadequate work outputs, and intentional physical damages. In addition to conscientiousness and agreeableness, personality is also reported as another strong predictor of workplace deviance which result in counterproductive behaviors (Kluemper, McLarty, & Bing, 2015; Judge, LePine, & Rich, 2006; Colbert et al., 2004). The growing interest in the topic motivate researchers for sophisticated research designs and the findings of these studies increase the knowledge on workplace deviance. For example, a recent meta-

analysis by Pletzer et al. (2018) reveal that honesty and humility as predictors of workplace deviance apart from conscientiousness, agreeableness, neuroticism and emotionality. Similarly, another meta-analytic study (Dalal, 2005) concludes that organizational commitment as an individual attitude has a significant association with workplace deviance.

Individual differences are not the only antecedents and do not always affect workplace deviance directly as solo variables and they may interact with other organizational constructs on the way of creating deviant behaviors. For example, Henle (2005) notes an interactive effect between personality traits and organizational justice that leads to workplace deviance. Based on the findings of the study, Henle (2005) suggests that perceived injustice among employees can cause to theft as a workplace deviant behavior. The author continues that theft can increase organizational costs substantially, however the costs can also be reduced by maintaining organizational justice perception of employees. One organizational factor that can lead to workplace deviance is the ethical climate (Peterson, 2002). Peterson (2002) highlights the influence of ethical climate of organizations on ethical perception of employees which determine their behaviors in workplace.

In addition to individual and organizational factors, such interpersonal factors as the antecedents of workplace deviance were mentioned by Robinson and Bennett's (1995) typology. The practices of supervisors that can be positioned somewhere between individual and organizational contexts can be an example for an interpersonal factor. Tepper et al. (2004) find that the abusive supervision by managers has a negative association with positive attitudes and behaviors of employees. According to Mitchell and Ambrose (2007), negative reciprocity beliefs strengthen this relationship and in particular, abused employees might bear a resentment and feeling of revenge against their managers and the organization itself. The authors state that employees might suppress their anger and hate where they have to cover their feelings but afterwards they show deviant behaviors to retaliate whenever they find an opportunity.

Evidence on supervisor impact as a mediating mechanism as well as a direct factor on workplace deviance was also provided by Mawritz et al. (2017). Mawritz and her colleagues conclude that supervisors' self-regulation impairment mediated the relationship between subordinate deviance and abusive supervision. In a similar way, Michel, Newness and Duniewicz (2016) explore the role of work-related negative affect in the relationship between supervisor abuse and workplace deviance and they found a mediation effect. Interpersonal factors leading to workplace deviance are not limited to supervisor actions. Peng and Zeng (2017) report that people ostracized by their co-workers are more prone to show deviant behaviors and have a tendency of ignoring the workplace situations where help was required by co-workers or organization. In order to overcome this kind of workplace deviant rooted problems,

Gok et al. (2017) emphasize the importance of ethical leadership style as an effective instrument to inspire employees and increase their moral awareness that can reduce deviant actions in workplace.

The effects of relevant contextual surroundings on workplace deviance are frequently mentioned in the literature (e.g. Götz et al., 2019; Greve, Palmer, & Pozner, 2010; Kozlowski & Chao, 2018) based on the idea that no one or no organization operates in a vacuum but they are rather influenced by dynamic environmental conditions. Competition and competitive work environments, in particular, may push employees towards deviant behaviors through the pressure they impose on organizations. Nevertheless, workplace deviance should not always be interpreted in a destructive way (Vadera, Pratt, & Mishra, 2013; Bodankin and Tziner, 2009; Warren, 2003). The positive deviant behaviors which are called constructive deviant behaviors can also lead to productive outcomes in workplace (Bodankin & Tziner, 2009; Morrison, 2006, Galperin & Burke, 2006). Constructive deviance is defined “as [a] voluntary behavior that violates significant organizational norms and thus contributes to the well-being of an organization, its members, or both” (Bodankin & Tziner, 2009, p. 550). Behaviors such as “disobeying managerial orders in order to improve organizational processes”, “breaking rules in order to solve clients’ problem” or “challenging existing norms in order to help the organization” (p. 550) can be considered as constructive deviant behaviors. In an earlier study, Merton (1938) who developed the Strain Theory stated that the pressure emerged from socially accepted norms and goals does not always lead people to destructive deviant behaviors such as crime and theft but it can push people to work hard and try to achieve success despite the difficulties in a more constructive way. In a similar vein, Zhang and Arvey (2009) suggest that constructive rule breaking such as autonomy and independence play important roles to encourage employees to think “out of the box” and become more creative and innovative. In their study, they explain how rule breaking plays a mediating role in the relationship between entrepreneurial status in adulthood and risk propensity. Furthermore, Kuo et al. (2018) examine the impact of supervisor workplace gossip which is defined “as informal and evaluative talk between members of an organisation concerning other members of the organisation who are not present to hear what is said” (p. 95) on subordinates. The study reveals positive gossip as a cost free and effective method of transmitting information related to organizational goals. Moreover, supervisors could establish closer relationships with subordinates by adopting positive gossip. In the next section, we will explore loneliness in destructive and constructive forms.

Loneliness: Definition and, Destructive and Constructive Frames

Loneliness occurs as a result of quantitative and qualitative deficiencies in social network of individual by virtue of modern life and urbanization. Loneliness is defined as “a situation experienced by the individual as one where there is an unpleasant or inadmissible lack of (quality of) certain relationships” (de Jong-Gierveld, 1998, p. 73). Although loneliness is often used interchangeably with similar terms such as aloneness, isolation and solitude, it means a different situation from being alone (de Jong-Gierveld, 1998; Wright et al., 2006). However, it may only be used synonymous with perceived social isolation instead of objective social isolation. For example, every person may perceive social isolation even if she/he has an outwardly broad social circle, or many people may feel lonely even though they have solitary lives (Hawley & Cacioppo, 2010). Loneliness which is a universal experience is summarized by Rokach (2014) who combine the common psychological views of researchers in the field (e.g. Peplau & Perlman, 1982; Rokach & Brock, 1997; Weiss, 1973). Therefore, loneliness can have meanings as:

Loneliness is an experience of separation.

Loneliness is associated with invalidation of meaning.

Loneliness is painful and, thus, difficult to tolerate.

Loneliness motivates humans to seek meaning and connection.

Loneliness most probably has an evolutionary basis.

Loneliness signals the potential for growth and new possibilities.

(Rokach, 2014, p. 50)

Loneliness in workplace may exist when employees' perceived social network does not address their desired ones or is unsatisfactory (Wright et al., 2006). Namely, loneliness does not mean or imply a physical state or an ostracized situation. Furthermore, an individual who has a satisfactory and healthy relationships in his/her daily life and does not have a feeling of loneliness can also experience difficulties in establishing social relations in workplace environments (Peng et al., 2017). Thus, loneliness in workplace refers to the fact that the individual is left alone by social environment rather than being physically alone. The most significant results of workplace loneliness are poor work quality, weak job satisfaction, high level of stress, low organizational commitment, social relationship problems and intention to leave (Lam & Lau, 2012). Ozcelik and Barsade (2011) who acknowledge employee loneliness as a social phenomenon rather than only a private emotion, state that it had a significant impact on employees' work performance, as well as on employees' team membership and team role effectiveness. According to a research by Lam and Lau

(2012), workplace loneliness is negatively associated with both in-role performance and citizenship behavior of employees. Moreover, the study demonstrates that lonely employees tend to be more inefficient in conducting in-role and extra-role workplace functions when they experience lower quality leader-member and organization-member exchanges. As a support to the findings of Lam and Lau (2012), another study shows that workplace loneliness among subordinates has a negative and indirect effect on their creativity (Peng et al., 2017). Besides, the situation worsens when the compassion of leader is weak in the context of leader-member exchange.

In order to solve workplace loneliness problems, importance of leadership mechanism is mentioned in the literature (Aycan, 2006; Öge, Çetin, & Top, 2018). In particular, paternalistic leadership which “refers to the interest of the leader in the employees’ individual lives and welfare” (Cheng et al., 2004, p. 91) was considered as an alternative to prevent workplace loneliness (Öge et al., 2018). When individuals feel lonely, they may demonstrate antisocial behaviors against other people in workplace (Cacioppo, 2008). Ernst and Cacioppo (1999) reported that employees who experienced loneliness in workplace showed more prejudice and negative perceptions on friendship relations compared to individuals who did not feel lonely. Wright (2015) who highlights the relationship between antisocial behavior and loneliness states that “negative social interaction can reinforce one’s perception of social isolation, affecting the accuracy of their social perception (eg., attention biases), and heightens the awareness of social threat” (p. 129). In line, while loneliness may result in antisocial behaviors, at the same time, negative social interactions or a poor organizational climate may accelerate loneliness and emotional contagion can spread over short periods of time from person to person (Cacioppo, Fowler, & Christakis, 2009). In these circumstances, paternalistic leaders can foster the work engagement levels of employees, resulting in decreased levels of workplace loneliness (Aycan, 2006; Cheng et al., 2004).

Overlap Between Deviance and Loneliness at Work: Deviance as Loneliness and Loneliness as Deviance

Deviance and loneliness sometimes overlap in interesting ways. For example, deviant individuals may be pushed to the margins of the social life or choose to remain outcast by virtue of their misfit with social and workplace norms. In the case of deviance which has preferred isolation from social and workplace networks deviance may be experienced as a self-inflicted form of loneliness. Deviance may also be experienced as loneliness when the deviant behavior is revealed and publicly sanctioned. In such cases where deviance has self-sanctioned or group inflicted isolation, deviance could be experienced as loneliness.

In the same way, loneliness as a behavior can be perceived as deviance. When loneliness is a preferred way of being for an individual, social norm may still consider loneliness as a deviant form of behavior as the dominant norms advocate sociality at work. Even when loneliness is socially sanctioned as a result of social exclusion, discrimination, bullying, harassment and mobbing, when the individual is pushed outside the social network, their resultant loneliness may still be perceived as deviance. In such cases of social isolation and exclusion, loneliness which is an end result may be framed as a deviant behavior and framed wrongly as the root cause of social isolation.

In this chapter, we do not dwell so much on the overlap between deviance and loneliness. Instead, we explore the interplay between these two concepts through four archetypes below.

THE FOUR ARCHETYPES OF WORKPLACE DEVIANCE AND LONELINESS

We accept workplace deviance and loneliness may damage organizations, but we also argue that there are potential constructive sides and mutual interactions between the two concepts. As a supportive example, Brady et al. (2017) underline that workplace gossip, which is often framed as a destructive form of workplace deviance, can be also constructive and may serve important functions although workplace gossip is categorized as a form of workplace deviance (see Robinson & Bennett, 1995) and some extreme cases of gossip may be deviant. This is because gossip at work may not be always malicious, even it may be a requirement not to be marginalized from the group. Foster (2004) states gossip is a ubiquitous behavior which “does not have isolated roles in community life, but is part of the very blood and tissue of that life” (Brady et al., 2017, p. 8). Therefore, loneliness and deviance can be framed as both constructive and destructive. For example, individuals with power may wish to remain lonely whereas individuals with low levels of resources may feel loneliness as a destructive phenomenon (Philippe & Durand, 2011, Cacioppo et al., 2009; Cacioppo, Hawkley, & Ernst, 2006). Similarly, deviance can be framed in both destructive, e.g. criminal activity and constructive ways, e.g. creative and innovative behaviors or resistance against structural constraints (Götz et al., 2019; Kuo et al., 2018). Reflecting on these four modes, we identify four archetypes of workplace deviance and loneliness as below.

The first archetype is at the interplay of constructive dimensions of deviance and loneliness. This is the archetype of hero or pioneer, who falls outside the corporate norms of their time and remains as a token example until others catch up with them. We can offer many examples by Anita Rodrick who was the founder of Body Shop

with her social and sustainable value based leadership model was a pioneer of her time. She was alone in the cosmetic industry with her campaigning against animal testing and other social causes that went against the norms of the industry at the time. The archetype of hero is a prototypical stage, highly idealized. Individuals within this archetype do not consider their deviance from norms or their loneliness as negative constructs. Instead their loneliness and deviance are for pursuit of social and economic progress and aspirational values. The hero archetype is similar to the archetype of moral entrepreneur, as defined by Howard Becker. Yet, in this particular case a moral entrepreneur who aspires for progressive values and constructive forms of deviance and loneliness.

The second archetype is an outcast or a rebel, who prefers to remain lonely and outside the system as they are considered undesirable or destructive in terms of outlandish behaviour. For example, “Apple’s Steve Jobs was once viewed as an ideologue for design and is now acknowledged as the premier technology visionary.” (Merchant, 2011). Outcasts can move to other states depending on what history shows in terms of their loneliness and deviance strategies and whether they are legitimated or delegitimized by history.

The third archetype is the victim, whose deviance is perceived constructive and legitimate. Yet they experience loneliness as a destructive phenomenon. Many atypical workers from non-normative backgrounds such as women, black and minority ethnic, LGBTI+, disabled, and working class individuals may be victimized in the face of systemic and institutional forms of discrimination in workplaces (Kamasak et al., 2019). For example, the black lives matter and metoo campaigns have been launched to combat such victimisation of women and black and minority ethnic individuals at work and in social life in the USA.

The fourth archetype is the toxic individual whose loneliness and deviance are experienced in destructive ways by their environments and themselves. Toxicity at work is widely studied today as there are increasing number of corporate cases which involve toxic individuals (Linstead, Maréchal, & Griffin, 2014; Griffin & Lopez, 2005) For example, the last CEO of Enron is considered a toxic leader for taking extreme risks, showing deviance from corporate norms by breaching social, economic and legal norms. In the same way, he created a narrow group of allies who reputedly showers destructive ways of engaging within and outside this close knit network. Table below illustrates the four archetypes by two dimensions of loneliness and deviance.

Table 1. Four archetypes of workplace loneliness and deviance by constructive and destructive framing

		Loneliness	
		Constructive	Destructive
Deviance	Constructive	<i>Hero</i>	<i>Victim</i>
	Destructive	<i>Outcast</i>	<i>Toxic</i>

CONCLUSION

There is utility in reframing deviance and loneliness, out of their classical frames which locked them into cognitive schemes as destructive concepts. In this paper, we explored both constructive and destructive aspects of deviance and loneliness in light of the fact that there is growing interest in effective management of both deviance and loneliness at work. Exploring both destructive and constructive aspects we provide a two by two matrix of loneliness and deviance that results in four different archetypes of individuals which add to the complexity of studying these two concepts together. Our paper illustrates the utility of asking what kind of deviance and what kind of loneliness in order to craft management strategies which are fit for purpose, as not all forms of deviance and loneliness are destructive. It is important for organizations to reap benefits of constructive forms of deviance and loneliness.

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KEY TERMS AND DEFINITIONS

Archetype: A very typical example of a certain person or thing.

Constructive: Having or intended to have a useful or beneficial purpose.

Destructive: Causing great and irreparable damage.

Deviance: The fact or state of diverging from usual or accepted standards and is usually of sufficient severity to warrant disapproval from the majority of society.

Loneliness: The fact of being without companions; solitariness.

Typology: Study or analysis using a classification according to a general type.

Chapter 4

Organizational Culture, Climate, and Workplace Deviance

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ABSTRACT

In this chapter, how the organizational climate and culture is being affected by the workplace deviance will be explained with the help of getting insights into the factors that actually contribute towards workplace deviance in an organization. As it is observed from the previous studies, workplace deviance has started exploiting almost all types of the organizations, embracing a wide range of institutions in this tech-savvy era. That day is not too far when it will become a big threat for the organizations to overcome this issue of workplace deviance just like other serious issues. Shifting in the mindsets to individualism and becoming more self-driven, employees are preferring to keep their personal interest first as compared to the organizational interest.

INTRODUCTION

An organization is a place where considerable numbers of employees come together, working with each other, coming up with different ideas daily, brainstorm those ideas and implement the same. Along with the work, number of problems and issues related to organisational culture, climate do arise in any of the organization which leads to a workplace deviance hence individual results got affected and the outcome of the company as well. The spread and costs related to workplace deviance

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make this study significant (Robinson and Lawrence, 2007). Workplace deviance leads to various Psychological reactions including depression, anxiety, low levels of self-esteem and confidence while job related reactions such as imbalance of personal and professional life and dissatisfaction in job are some other resultants and the cumulative psychological reactions further become cause for some physical ailments such as Increasing Blood Pressure, heart palpitations, nervous breakdown etc. and hence along with physical and mental disorders also become reason for financial situations due to expenses of possible hospitalisations and prescription of permanent dose of medicines. (Bjorkvist et al., 1994; LeBlanc & Kelloway, 2002; Schat & Kelloway, 2000).

Deviant behaviour means behaviour which is not productive for any organization for long run and somehow affecting the whole place of work directly or indirectly. This is now a day common issue for any workplace. And it includes a number of reasons which leads to the birth of these types of barriers in any workplace although number of techniques are also present in order to cope up with situations whenever arise in any organization. Deviance is a sort of any behaviour which usually violates the company's norms. Deviance can be of various types. It can be both formal and informal. Formal may include robbery, murder etc. and Informal includes leg pulling, bullying someone etc. These all are usually seen in the culture of any organization.

There are many individual, sociological, organizational, and economic causes of workplace deviance. few examples of such causes include frustration, Personality, group influence, Ethical Work Climate, education and stress. Deviant behavior can be detected by a substantial change in a employee's behavior such as changes in work attitude, tardiness, work punctuality, extended lunch breaks, and performance and other behavior related incidences. Deviant behavior can be seen as attention seeking attitude and becomes imperative task of management to look into the change in employee behavior and to take necessary action (Magyar, 2003).

Various studies conducted so far points towards the interpersonal and demographic and social and organisational factors influencing workplace deviance (Boye & Jones, 1997; Vardi & Wiener, 1996; Vardi, 2001) However despite many studies personality variables do not prove to contribute significantly in the predictions of deviant workplace behaviour (Robinson & Greenberg, 1998). But Rather a mixture of personality variables and the nature of the workplace situation is more likely to make best predictions of deviant behaviour (Trevino & Youngblood, 1990). However, few Studies have proved that young/new employees, working part-time, and those having low-paying positions are most likely to involved in various forms of production and property deviance (Frank, 1989; Hollinger & Clark, 1983). Though, these findings are less likely to be a result of the demographics rather than nature of the job (Robinson & Greenberg, 1998). Extant research has indicated that combination of social norms, thoughts of unfair treatment, and work groups influence play major

role towards workplace deviance (Robinson & O'Leary-Kelly 1998; Robinson & Greenberg, 1998). However, there are not many researches linking the relationship of organizational factors with that of workplace deviance (Robinson & Greenberg, 1998). Most of studies do not depict a clear picture except some studies regarding inequity in pay does not provide clear view. (Hollinger & Clark, 1983; Greenberg, 1990)

However situational and organizational factors have a direct impact on the employee's behaviour and attitudes (Trevino, 1986). Organizational climate is one of important organizational factor which have a significant influence on employee behaviour (Tumipseed, 1988).

EVOLUTION OF WORKPLACE DEVIANCE

The interest of scholars in the topic of workplace deviance dates back to the era of Industrial Revolution (Klotz and Buckley, 2013). During eighteenth century abusive supervision and employee harassment widely spread at workplace hence Interpersonal deviance became area of interest of researchers. Organizational deviance can be traced to the Luddite Rebellion during the nineteenth century, where employees destroyed machinery that replaced certain job functions. Nonetheless, in spite of awareness and interest in employee misbehaviour, and prior to the development of the broad bi-dimensional workplace deviance measure (Bennett and Robinson, 2000), empirical research on employee misbehaviour involved analyzing only one or two specific counterproductive, anti-social, or deviant behaviours, such as employee theft (Greenberg, 1990), sexual harassment (Gutek, 1985), sabotage (Giacalone, 1990), absenteeism (Goodman and Atkins, 1984), withdrawal (Gupta and Jenkins, 1980), withholding effort or social loafing (Kidwell and Bennett, 1993; Latane et al., 1979), and soldiering (Taylor, 1903). Of course, there is still a place for the study of individual deviant behaviours, such as with deviant behaviours involving national security information leaks, and consequently research continues to be done on individual antisocial behaviours. However, the broader focus on multiple behaviours that can be defined as 'harming the organization' allows researchers to investigate the common causes of such diverse organizational deviance behaviours as employee theft (Case, 2000), time banditry (Ketchen et al., 2008; Martin et al., 2010), and cyber loafing (Blau et al., 2006; Chidambaram and Tung, 2005; Lim, 2002). Considering these behaviours to have an underlying root cause provides theoretical integration as well as more efficient and productive research findings than studying individual deviant behaviours independently.

Causes of Workplace Deviance

- **Organisational Climate:** It is set of perceptual and organisational situations which provides interactions between employee and organisation (Howe,1977) and includes operating conditions, organisational structure, autonomy, risk and conflict dimensions (Giles,2010). once the climate gave the impression of supporting emotional and social needs of employees, then deviance activities are claimed to be low (Kidwell & Valentine, 2009). but if climate is targeted on achieving organisational goals without taking into account employee well-being then staff has tendency to spread negative behaviour among them. (Vardi, 2001)
- **Organisational Culture:** It is described as “the integrated, complex set of interrelated and potentially interactive patterns characteristic of a group of people” (Lytle et al., 1995: 170). Various components of culture includes mentorship, risk taking attitude, employee participation, co-ordination, work efficiency, competitive spirit and goal achieving spirit. while intensity and presence of combination of the given components determine the strong or weak type of organizational culture.
- **Organisational Justice:** If the environment is not justifiable as it shows gender disparity an all then it is true that deviation will surely affect the organisation. It relates to perception of employees regarding the fairness of treatment towards them by the organisation. Employees observe the various financial and non-financial rewards such as vacation trips, bonus, promotions etc. as well as punishments such as suspension, pay cut etc. given by organisation as comparison with other employees. hence organisational justice covers the aspect of discrimination between treatment to various employees in same organisation.
- **Perceived Organisational Support:** If organisation is not supporting the working environment for the employees then it will be tough for the organisation and ultimately it leads to deviant behaviour in the organisation. Thus when employees perceive of support from their organization then they are less likely to indulge in any kind of deviant acts. (McClurg, Butler,2006).
- **Psychological Contract:** When employees are having their own perception of mistreatment in an organisation, breach of trust amongst the colleagues and who thinks and create negative reciprocity, these all things create negative workplace deviant behaviour and forms a perception of mistreatment in the whole working environment. There are very few Indian studies which have explored this relationship (see Sharma & Garg, 2017).

- **Abusive Supervision:** It is the “subordinates’ perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors”. The supervising official abuse and harassment includes taunting and demeaning remarks and wrongful blaming, taking credits for employee hardwork although such things finally results in employee resignation or filing of complaints to higher authorities but often employees may use deviant behaviour as tool for revenge for all insults and harassment and such deviance is seen in form of wasteful use and sometimes destruction of resources of organisation by victimised employees and sometimes other employees approve the deviant behaviour by observing silence on destructive activities or by becoming a accomplice in such activities.

Impact on Organizational Behaviour

- Threat to the well-being of the organization.
- Decreased turnover
- Psychological stress and illness.
- Deviant Sub-cultures still emerge among individuals
- Economic costs associated with such behaviour.

MAJOR EFFECTS OF WORKPLACE DEVIANCE IN A TEAMWORK

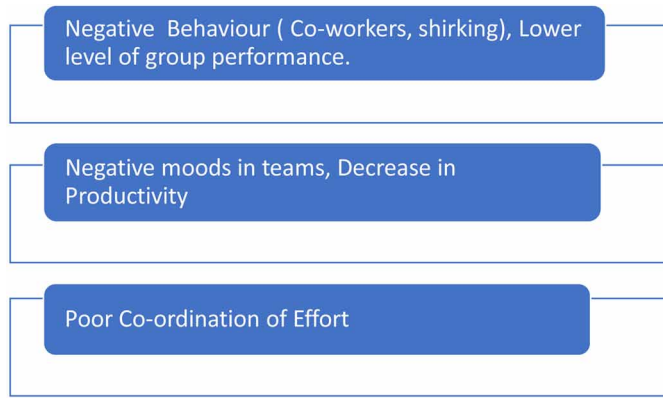
In an organisation, Workplace deviance majorly affects the work of a team. As due to workplace deviance the co-workers perform negatively which lowers the performance of the whole organisation while the negative moods already prevailing in the organisation leads to poor co-ordination which further contributes to decrease in the organisational productivity.

Costs Associated With Workplace Deviance Behavior

There are huge costs with Deviant workplace behavior. Approximately 75 percent of employees engage in one or other deviant acts as non-attendance, pilfering, misappropriation, sabotage, or. Nearly 95 percent organizations account deviant behaviors. (Appelbaum et al. 2007) During a study examining restaurant employees, “Nearly 60 percent lifted things at work in the last six months and 80 percent engage in” substance abuse, Delay in working, or other types of deviant behaviors.(Kidwell 2005, p.137)

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Figure 1.



This behavior is seen across all industries; depending on the nature of industry, theft by employee is estimated between range of 38 and 62 percent. It is estimated that losses caused with theft by employee lie in range of \$20 and \$200 billion per year in country of the United States. Also, employee theft is assumed as a main factor in 20 to 50 percent corporate bankruptcy. for the reason that due to losses caused by employee theft such businesses increase the prices as a result causing loss for customers as well. (Greenberg & Barling, 1996).

Many other non-monetary effects are also considered along with deviance related financial costs. (Robinson, Greenberg;1998) It is seen that Interpersonal deviance results in extra stress and dissatisfaction at job and later to reduction in productivity and increased labor turnovers. (Appelbaum et al.,2007)

VARIABLES AFFECTING DEVIANT BEHAVIOUR

Factors Contributing to Deviant Workplace Behavior

Controlling the workplace deviance in any organization is a big challenge in itself. Corporate prosperity is at a huge stake, when the whole organization is getting affected by Workplace Deviance. Considering the enormous costs and negative impact on the organization, regulating & controlling the same becomes utmost necessary. Factors contributing to Deviant Workplace Behavior can be categorized as organizational factors, social factors, individual and interpersonal factors.

Many studies have increasingly focused on the influence of organizational factors as social justice, mutual trust, corporate culture, ethical climate, organizational pressures and structure), and individual factors (negativity, impulsiveness, frustration) on

deviant behaviors (Chirasha & Mahappa, 2012; Cullen & Sacket, 2003; Appelbaum et al., 2005; Fagbohungebe et al., 2012; Henle, 2005) which is “a negative behavior that hampers organizational rules and pose threat to the interests of the organization and other employees” (Robinson & Bennett, 1995, p. 556).

Individual Factors

“It is widely believed that some people are, by nature, prone to be deviant.” (Robinson, Greenberg 1998, p.12) “Violent and aggressive behaviors have been linked to endocrine influences and brain structures. The limbic system, biochemistry, genetics, levels of dopamine and serotonin, and mental illness has also been suggested as causally related to violent behavior.”(Fleet, Griffin 2006, p.700). The deviant activities are more likely to be committed by Individuals having serious personality disorders. Hence, alcoholics and drug abusers likely to be aggressive in organisations. (Everton et al.,2005) “Some employees are thrilled with stealing behavior”(McClurg, Butler,2006, p.26) Personality variables alone report for small percentage of the variance in the deviant workplace behavior.”(Robinson, Greenberg 1998, p.13)

Demographic Factors

Deviant Behavior is more likely seen in newly appointed younger employees employed at positions with low payout. (Peterson 2002a, p.49). Talking about gender centric practical research, often no differences are found between women and men, although If there are adverse situations, women are observed to be more ethical than men. (O’Fallon, Butterfield, 2005) “Women usually embrace high moral values” ensuing in less likely to indulge in immoral and workplace deviance .(Appelbaum et al. 2005, p.45) moreover, usually males are seen more to employ in violent behavior at the workplace (Appelbaum et al.,2007; Sharma, Singh & Kishor, 2013). Education also plays an important role when it comes to demographic factors. Education has positive relation with ethical decision-making; the more educated an individual becomes, It become less likely employee act unethical and indulge in activities of deviant workplace behavior. Age of employee also have positive correlation with ethical decision-making (Appelbaum et al.,2005). It is generally seen that elder employees are less likely to be dishonest than younger ones.(Appelbaum et al.,2007) Younger employee workforce have lower levels of moral values as “theft involvement is found more among young employees.”(Greenberg, Barling 1996, p.53) But amazingly, the study related to age showed mixed results regarding ethical decision-making. (O’Fallon, Butterfield,2005).

Situational Factors

The working of an individual in an organisation is highly influenced by perception, beliefs, and aspirations. The situational factors in workplace deviance includes social factors, interpersonal factors, and organizational factors. Any employee or his beliefs cannot be left out without getting influenced by the situations faced by him. While measuring deviance, situational factors also play a significant role along with individual & demographic factors. Various situations can influence the behavior of an employee like nature of job, organizational goals and the compensation or rewards involved, bonding with co-workers, commitment with the work and the satisfaction of the employee. "Groups also play a large role in influencing their members and their organizations."(Appelbaum et al.,2005, p.49) So as per the studies till now, it has been observed that "there is a positive relationship between an individual's level of antisocial behavior and the level of his co-workers."(Robinson, O'Leary-Kelly,1998) strong *social bonding* in a group, influence individuals to match to group dynamics.(McClurg, Butler,2006). The diffused responsibility in groups allow individuals to easily indulge in deviant acts, as they are not fully responsible for the results.(Robinson, O'Leary-Kelly,1998) Moreover, the supervisor and his behavior can also be considered as an important factor while discussing deviant behavior. The management of business sets bar with their day to day behavior and organizational culture for employees at lower level while facing ethical situations. (Kaplan et al.,2007)

Organizations can also manipulate individuals' behaviors "through reinforcement of ethical behavior, organizational norms, and managerial responsibility".(Barnett, Vaicys 2000, p.353) Organizations have ability to have strong influence on employees. Sometimes even those employees having solid *ethical standards* are misguided to indulge in problematic behavior.(Appelbaum et al.,2005) As per some studies Organizational variables have more chance to cause of organizational deviance (Robinson, Benett,1995) the structure and size of business organization are also important factors. Like if an organization is having huge resources available, there are more chances for deviant behavior or specifically employee theft. But if an organization is not having the resources in abundance, then it would lead to strict supervision and hence chances of employee theft will be reduced. So, it can be concluded that in case of less supervision, the organization is more prone to deviant behavior. Well-structured activities are less likely to cause deviant acts. "Keeping workers occupied with tasks that they take responsibility for" reduce any the chance to indulge into counterproductive activities. If employees are occupied doing in their regular tasks, they will hardly have any time to indulge in such behavior. However unluckily, involvement in regular tasks not only leads to reduction in negative deviant behaviors but eventually also affects positive deviant behaviors.(Appelbaum

et al. 2007, p.594) Involvement in deviant activities is also connected to period of committing deviant acts . The longer duration an employee spent performing non-deviant activities in an place of business, the less likely his chance to commit deviant activities (Appelbaum, Shapiro, 2006). “A higher level of job satisfaction is associated with a higher level of top management support for ethical behavior, a more favorable ethical climate in the organization, and a stronger association between ethical behavior and career success.”(Koh, Boo 2001, p.320) When organizational norms necessitate employees to negotiate their ethical values to attain organization goals”(Koh, Boo 2001, p.313), there will be conflict with the employee’s ethical values and the organizational ethical climate ensuing in lower level of job satisfaction in employee. Thus, combination of organizational commitment and job satisfaction become significant for financial performance and could give explanation for a portion of the variation among organizations as regards to productivity and profitability (Koh, Boo,2001). there is positive relationship between Job satisfaction and likely illegal or deviant activities. (Appelbaum, Shapiro,2006) Dissatisfied employees are more likely to engage into alcohol and drug use, non-attendance, employment privileges abuse, and theft.(Appelbaum et al.,2007) Highly satisfied Employees are less likely to indulge into deviant workplace behavior. Attachment of Employees with their jobs and organizations usually follow the organizational norms. (Appelbaum, Shapiro 2006)

COMPONENTS OF ORGANIZATIONAL CLIMATE AND CULTURE

- **Organizational Aggression** is defined as “efforts by individuals to harm others with whom they work or have worked, or the organizations in which they are currently or were previously employed.” (Neuman& Baron, 1997, p. 38).
- **Workplace Sabotage** includes voluntary actions of employee that “damage, disrupt, or subvert the organization’s operations for the personal purposes of the saboteur by creating unfavorable publicity, embarrassment, delays in production, damage to property, the destruction of working relationships, or the harming of employees or customers” (Crino, 1994, p. 312).The organizational sabotage target can vary from individual, a group, or the whole organization, and may also engage multiple targets (Ambrose, Seabright, & Schminke, 2002).
- **Organizational Withdrawal** is defined as those behaviors which leads to reduction in efforts of employee to complete allotted tasks such as minimization of duration of job tasks and avoiding allotted tasks while working within organization. (Hanisch & Hulin, 1990, 1991).

Organizational Culture, Climate, and Workplace Deviance

- **Organizational Silence** is defined as the voluntary or involuntary holding of viewpoints, information and opinions relating to organization (Morrison & Milliken, 2000). The denial to give necessary information relating to the organization is a group phenomenon, in which, group of employees provide dominant response of silence rather than participation with expressing perceptions, opinions, and necessary information to the business. Organizational silence may be a consequence of employees strategy to maintain the status quo, feeling of distrust towards management, or the organizational structure (Khanifar et al., 2010).
- **Organizational Theft** is referred as transfer of organization cash or property by employee without any authorization or any intention for return of property (Hollinger & Clark, 1983).
- **Altruistic Property Deviance** is referred as distribution of commodities to co-workers at huge discount or free of cost with purpose to make cordial work relationships. (Hollinger, Slora, & Terris, 1992).
- **Dumpster Diving** is referred as trick used by employee whereas commodities are thrown into dumpster claimed as defective in order to retrieve them later. there are different viewpoints on matter of employee theft between employer and employee particularly regarding altruistic property deviance where employees may not regard it as any kind of theft as they are not using stolen goods for themselves (Greenberg & Barling, 1996).

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Chapter 5

Role of Gender in Counterproductive Work Behavior: A Cross–Sectional Analysis of Employees in the Banking Sector

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ABSTRACT

Deviance at the workplace is the displaying of counterproductive work behavior by the employees that includes in its ambit a set of behavioral activities that jeopardize, sabotage, and undermine the motives, goals, objectives, and interests of the organization at large. The present study makes a modest attempt to study the occurrence of negative deviance in the banking sector through the use of Counterproductive Work Behavior Checklist (CWD-C). The choice of this particular sector has been motivated by the researchers' academic interest and due to the presence of limited number of empirical studies in this area. Further, the study aims to identify the role of gender with regard to the occurrence of counterproductive work behavior among the bank employees. The results of the study point out female bank employees were found to be engaging in abuse and theft significantly more than the male employees, while the men were found to be significantly more likely to commit production deviance than their female counterparts.

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INTRODUCTION

The successful functioning of any modern organization is contingent upon the effective and healthy working relationship between employer and the employees as well as among the employees themselves. The issues emanating from workplace are significant in understanding the organizational behaviour as it has a lasting impact on both the organization and the employees working in it. In an organizational set up, the employees come together, engage and interact with themselves and when their behaviour match and coincide with the organizational norms, the balance and harmony is achieved, whereas when their actions do not match with the norms and standards of the organization, then the conflict occurs which has far reaching social-psychological and economic implications. The normative structure of an organization is broadly made up of certain basic ground rules; and moral and elementary community standards which are represented in the form of organization's policies, rules, and procedures (Feldman, 1984). One of the key workplace related concerns that has initially garnered less attention among the academicians is the issue of organizational deviant behaviour. However, on account of its pervasiveness, the concept of organizational deviance has become the topic of high interest among the researchers and policy makers in the recent years. Workplace deviance, in its simplest form, can be understood as the behaviour that encroaches upon the norms, procedures and standards set by the organization, and overawe the welfare of the firm and its members (Robinson and Bennett, 1995). Workplace deviance can be categorized into two types- interpersonal deviance and organizational deviance. While, Interpersonal deviance comprises of such behaviour which are directly harmful to the co-workers in an organization such as bullying, vulgarity, sexual harassment, hostility, etc., while organizational deviance entails those activities which are directly detrimental to the organization itself such as deceit, sabotage and theft etc. Additionally, and more popularly, the deviant behaviour at the workplace can be manifested and classified in terms of positive and negative in nature (Appelbaum, Semerjian, and Mohan, 2012). Positive deviance at work refers to as engaging in a range of activities by the employees such as, whistle blowing, condemning non-competent seniors/superiors, not complying with the flawed and dysfunctional instructions of the superiors, etc. Although, positive work deviance is a departure from the norms prescribed by the organizations, however it has a constructive and beneficial effect in terms of providing a push, motivation and encouragement to the employees to stand up for themselves and for the organization against something that is immoral and unethical, which in turn enhances the efficiency, innovativeness and creativity of the workers and helps in creating a pro-social environment at the workplace (Warren, 2003). Speaking simply, negative deviance at workplace is the displaying of the counterproductive work behaviour by the employees which

Role of Gender in Counterproductive Work Behavior

includes in its ambit a set of behavioural activities that jeopardizes, sabotages and undermine the motives, goals, objectives and interest of the organization at large.

The counterproductive work behaviour (CWB) manifests itself in various forms and dimensions such as; aggressive behaviour, blaming, defaming, ridiculing, absenteeism, deliberately delaying work, stealing, misuse of official funds, etc. (Gruys and Sackett, 2003). The display of such negatively deviant activities has considerable impact, both real and monetary, on the organization and its employees (Griffin and O'Leary-Kelly, 2004). The counterproductive work behaviour results in reduction in productivity of the employees, lowering of their efficiency levels, occurrence of physical and mental stress, diminution of their self-esteem and morale (Harris and Ogbonna, 2002), which ultimately leads to decreased profit levels (Robinson and Greenberg, 1998) and taints the brand image of the concerned organization. The theme of the present study revolves around the concept of counterproductive work behaviour, which in the light of the aforementioned research evidences is a grave area of concern that is alarmingly threatening for an organization's economic and psycho- social status. This sort of unproductive behaviour seems to be a resultant factor of either lack of motivation, or over conformism, or lack of job-satisfaction amongst the workers of the organization (Igalens and Roussel, 1999) and in this regard the literature has pointed innumerable reasons for employees engaging in deviant behaviour, ranging from seeming unfairness or biasness, disappointment, observational behaviour, and risk- taking behaviours (Robinson and Bennett, 2000; Bennett and Stamper, 2001). The social learning theorists posit that individuals learn by emulating and observing the behaviour of others who live in the same social vicinity. Going by this approach, an abusive, immoral and threatening superior shall foster a workplace climate, where the employees model and imitate such deviant behaviour, thereby affecting the economic goals of the organizational and causing unfavorable psycho-social effects amongst the employees (Bai, Lin, and Liu, 2017).

Dimensions of the Counterproductive Work Behaviour

The negative deviant behaviour also known as counterproductive work behaviour expresses itself in diverse forms and ways. It just varies as to which employee engages in what sort of a deviant behaviour, in terms of its severity, at what point in time during his tenure, and for how long. Therefore, they may be driven to engage in unethical behavioural activities at the workplace, but it will show up at various points in time depending on the limitations of the situation. Primarily speaking, the manifestation of the counterproductive work behaviour can be categorized into five dimensions, the explanation of which is presented both in a descriptive manner below and in the form of a flowchart in Figure 1.

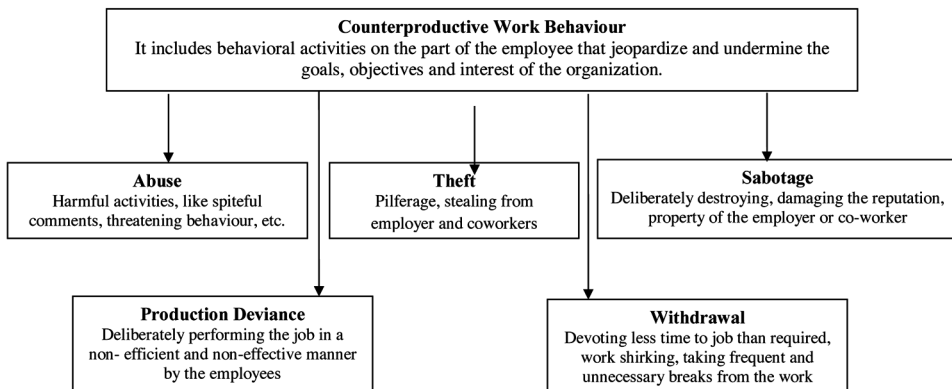
- **Abuse:** Any physical act of aggression which is committed in the workplace or an organizational setting which causes harm, injury and insult to a co-worker can broadly be categorized as abuse or can be termed as workplace violence (Richman, 1999). Workplace aggression can further be expressed in the form of impolite behaviour, incivility (Cortina, Magley, Williams, and Langhout, 2001), discourteousness and ill-treatment; verbal, physical and sexual.
- **Production Deviance:** Production deviance entails the unproductive and inefficient job performance that is done intentionally, for instance doing tasks incorrectly, working inefficiently or squashing of effort (Hollinger, 1991).
- **Sabotage:** All those behaviours that include deliberate actions that can incapacitate damage or disrupt an organization's property, supplies, equipment are termed as sabotage. It leads to the destruction of relationships both amongst the co-workers and between the employees and their superiors (Ambrose, Seabright, and Schminke, 2002).
- **Theft:** Employee theft is defined as workers stealing things not belonging to them from an organization or the workplace. It accounts for billions of rupees globally each year, with employees turning out as more offenders than customers. This includes picking stuff ranging from large embezzlements or the pilfering of pencils and paperclips, to taking away the rims, stationery items, the losses of which are substantial. Frustrations, unfair working conditions and lack of job satisfaction have been revealed to cause and predict theft in the workplace (Hollinger and Clark, 1983).
- **Withdrawal:** While displaying withdrawal towards work, the employee indulge in activities such devoting less time to work than expected, taking sick leave on false and bogus claims, taking recurrent and unnecessary breaks from the work and related behaviour (Sliter, Sliter and Jex, 2012). Dissatisfaction in job has been identified as the major reason behind exhibiting the withdrawal behaviour by the employee in an organization.

Role of Gender in the Counterproductive Work Behaviour in Modern Organizations: Evidences From Literature

The employees tend to engage in such negatively deviant work related activities, which not only adversely affect the quality and efficiency of work but also unfavorably affect the working capacity of the coworkers, thereby creating unfavorable work environment and uninvited risks both for the employer and the organization itself. Going by the statistics, almost three fourths of the workers have apparently stolen the material, supplies, money, etc. from their organization at least once in a while during their official term (McGurn, 1988), and around 95 per cent of the workforce

Role of Gender in Counterproductive Work Behavior

Figure 1. Counterproductive Work Behaviour and its Dimensions



has sometime or the other, been involved in counterproductive activities like deceit, fraud, pilfering, appropriation and embezzlement of the official funds, damaging the reputation of the co-workers and sabotaging their character (Appelbaum, Iaconi, and Matousek, 2007). There are evidences, which point out that the gender has an important role to play as far as the expression, exhibition and demonstration of deviant behaviour is concerned in modern organizations. A study by Webb (1991) revealed that a staggering 42 percent of females stated that they have experienced sexual abuse at workplace and a considerable number confirmed that they have been the sufferers of physical intimidations, harassment and bullying at the hands of male superiors, thereby adversely affecting their work efficiency and mental health (Turney, 2003 and Crawshaw, 2009). Gonzalez-Mulé, DeGeest, Kiersch, and Mount (2013) conducted a study, on 212 undergraduate students who were also part time employees in the United States, to examine the gender variations in the display of counterproductive behaviour arising out of differences in personality traits. The results pointed out that for female employees, emotional stability was observed to be the key trait which negatively affected the counterproductive behaviour in the organization in contrast to the male employees. A study by Spector and Zhou (2014) on 915 individuals engaged in variety of jobs across different industries revealed that men with certain personality characteristics displayed more counterproductive work behaviour than women when they are exposed to high job stress levels. Quite interestingly, Loi, Loh, and Hine (2015) carried out a research on 317 employees from both government and corporate organizations to examine how the gender plays a moderating role in the relationship between workplace withdrawal and incivility. The findings revealed that women employees who have high tolerance levels for incivility encountered at workplace, displayed lower levels of withdrawal towards work. Another research carried out very recently has revealed alluring findings.

Chernyak, Kim, and Tziner (2018) made an attempt to analyze the relationship between gender, deviance at workplace and marital status. They carried out an exploratory research in Israel with an aim to observe how the gender and matrimonial status of an employee might, if, at all, would affect the deviant behaviours exhibited in the organizational workspace. The findings revealed that out divorced women and married men were found out to be engaged in higher interpersonal deviance, such as hostility, abuse, bullying and maltreatment of co-workers. They further accounted the psychological stressors along with the societal and cultural expectations as major predictors for such type of deviant behaviour at workplace.

Though, the present study focuses on examining the counterproductive work behaviour in the Indian banking sector, however there is dearth of studies pertaining to the theme under consideration. For instance, Iqbal and Hassan (2016) on the basis of their study on the employees of the private sector banks in Pakistan pointed out that there are certain specific personality traits that strongly predict workplace deviance and workplace spirituality has a moderating role in the association of conscientiousness and agreeableness with the negatively deviant behaviour. Another study by Mekpor and Dartey-Baah (2017) on 237 bank employees in Ghana revealed that leadership styles is another significant factor that has the capacity to influence the employees to exhibit deviant work related behaviour. A cross country research carried out by Fine (2013) on 3 banks located in Colombia, Israel and Ukraine pointed out that the female bank employees particularly above the age of 40 years indulge in more counterproductive behaviours than their male counterparts. In the light of these research studies, it can be deciphered that the counterproductive behaviour does exist in the banking sector, however the studies are limited in quantity and more specifically these are international in character. There is a definite paucity of studies which cater specifically to the association of gender with the negatively deviant work behaviour in the Indian banking sector. Thus, regardless of the pervasiveness of counterproductive work behaviour and the presence of theories, perspectives and viewpoints concerning the role of gender as an important predictor of negative deviant behaviour which is exhibited at the workplace; the empirical research and data pertaining to the present theme still remains inadequate, thereby leaving ample scope for scholarly work in this area especially in the Indian banking sector. Therefore, appreciating that negatively deviant work behaviour has far reaching ramifications for both the employees and the organization, the present study focuses on the role of gender in the counterproductive work behaviour in the banking sector, which being the economic barometer for any economy symbolizes a significant depiction of economic advancements of a nation (Sharma and Sharma, 2014).

Rationale and Specific Objectives of the Study

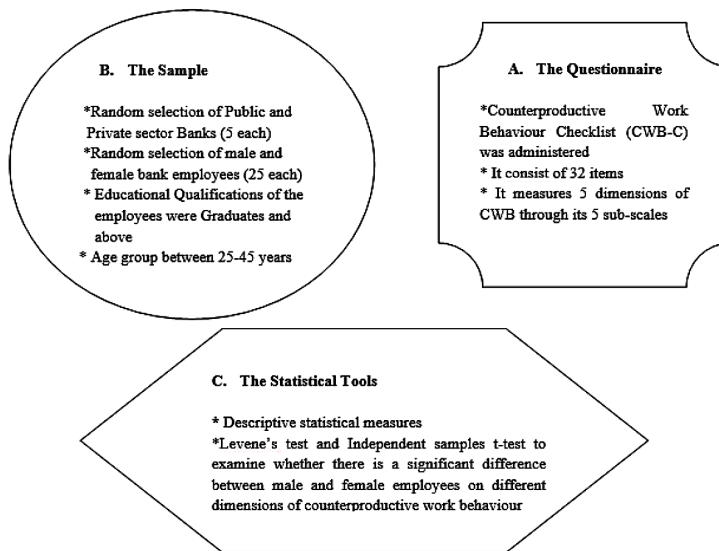
The issue of negative workplace deviance as indicated by the counterproductive work behaviour so far has been majorly addressed from the conceptual point of view in the existing literature, therefore in this regard, the present study is unique in the sense that it makes a systematic attempt to understand the diverse dimensions of counterproductive work behaviour and its relation with the gender in an empirical manner. Further, the present study has also attempted to fill the gap in the existing literature by providing support to the validity of the existence of workplace deviance particularly in the banking sector on an Indian sample. The economic health of any nation is directly contingent on the presence of a sound and healthy banking sector. In this context, when the bank employees engage themselves in negatively deviant work related activities, then it not only has an adverse effect on the quality and efficiency of work but also unfavorably affects the working capacity of the organization (bank) itself, thereby resulting in huge economic and real losses in terms of unfavorable work environment, tainted brand image and reduced reliability of the bank itself, etc. As is evident from the literature, the theme of the counterproductive work behaviour has been understudied in the context of the Indian banking sector; therefore the present study is a modest attempt to empirically examine the role of gender in the negatively deviant work behaviour with regard to the banking sector. Hence, in this regard the specific objectives of the present study have been listed below:

1. To examine the prevalence of work deviance manifested in the form of counterproductive work behaviour among the employees engaged in the banking sector. The choice of this particular sector has been motivated by the researchers' academic interest and due to the presence of limited number of empirical studies in this area.
2. To identify the role of gender with regard to the occurrence of counterproductive work behaviour among the bank employees. To identify whether or not there exists a significant difference between male and female employees on different dimensions of counterproductive work behaviour is a further extension of this objective.

Data Source and Methodology

The present study is based on cross-sectional primary data, wherein a survey was conducted to examine the work place deviance among 50 employees working in both public and private sector banks in the union territory of Chandigarh. The short version of Counterproductive Work Behaviour Checklist (CWB-C) developed by Spector et. al. (2006) was administered to equal number of male and female bank

Figure 2. Sampling Design and the Methodological Procedure adopted in the Present Study



employees (25 each), who were selected from 5 private and 5 public sector banks. The selection of the banks and the employees therein was purely guided by the principle of simple random sampling. The CWB-C as shown in Appendix 1, is a five point likert scale consisting of five sub-scales (for each of the five dimensions of the counterproductive work behaviour), which was administered to the bank employees after briefing them about the purpose of the study and assuring them of their confidentiality. The details of the sample and the methodology adopted have been explained graphically in Figure 2.

Independent Variable

Since, the present study attempts to analyze the role of gender in the counterproductive work behaviour, therefore gender has been treated as the independent variable, which has an important bearing on the counterproductive work behaviour and its dimensions (sub-scales). Using the independent t-test approach, gender has been treated as a grouping variable and has been categorized into two groups, which are dummy coded as 1 for male and 2 for female to allow for quantitative analysis. The minimum achievable score for each of the sub-dimensions (sub-scales) as per the scoring scheme of CWB-C (Appendix 2) has been depicted in Table 1, which indicates that total counterproductive work behaviour for each person ranges between 32 and 160.

Role of Gender in Counterproductive Work Behavior

Table 1. Description of the Variables used in the Study

	Minimum Achievable Score	Maximum Achievable Score
Dependent Variables (Quantitative Attributes)		
Abuse	17	85
Production Deviance	3	15
Sabotage	3	15
Theft	5	25
Withdrawal	4	20
Total Counterproductive Work Behaviour (CWB)	32	160
Independent Variable (Grouping Variable)		
Gender	Dummy Coded as 1 for Male N= 25	Dummy Coded as 2 for Female N = 25

Source: Authors' Calculations

Dependent Variables

The average scores of counterproductive work behaviour (overall scores and scores on each sub-scale) across male and female bank employees were treated as the dependent variables with regard to the present study. The mean levels of CWB scores were then compared across the gender groups using the independent samples t-test, the procedure of which is described below:

$$\text{Independent Samples t-test} = \frac{(F_{CWB} - M_{CWB})}{SE_{(F_{CWB} - M_{CWB})}}$$

where,

F_{CWB} = is the average CWB scores (overall and on each of the sub-scale) of the female bank employees

M_{CWB} = is the average CWB scores (overall and on each of the sub-scale) of the male bank employees

$SE_{(F_{CWB} - M_{CWB})}$ = Standard error of difference between the mean scores of two gender groups

The assumption of homogeneity of variances on which the independent samples t test is based upon was also tested by using the Levene’s test (Morgan, Leech, Gloeckner, and Barrett, 2004).As a rule of thumb, when the outcome of Levene’s test does not come out to be statistically significant, then the assumption of equal variances gets fulfilled and in this case parametric version of t-test is used, whereas the non-parametric version of t-test is used in the event of Levene’s test being statistically significant (Wooldridge, 2013).

Results and Findings of the Study

The results of the Levene’s test of homogeneity of variances help the researcher whether to apply parametric or non-parametric version of the independent samples t-test. The outcome of the Levene’s test has been depicted in Table 2, which shows that probability (p) value of Levene’s test statistic was found to be statistically significant at 1 per cent for the ‘abuse’, theft’ and total CWB ($p < 0.01$), while the Levene’s test was observed to be significant at 5 per cent level for the sub scales of ‘production deviance’ and ‘sabotage’ ($p < 0.05$). Statistically speaking, the outcome of Levene’s test was non-significant for the sub-scale measuring ‘withdrawal’ at the workplace.

As observed in Table 2, except for one sub-scale, the Levene’s test was found to be statistically significant for all the variables, thereby indicating that the non-parametric version of the t-test was used for each of the sub-dimension of CWB barring for ‘withdrawal’ for which the parametric version of t –test was employed.

The descriptive statistics (minimum & maximum values, range and standard deviation) of CWB and its sub-scales across gender groups have been shown in Table 3. It was observed that there existed no difference in the minimum CWB scores on each of the sub-scale for both male and female bank employees. However, the

Table 2. Results of the Levene’s test of Homogeneity of Variances

Variables	Test of Homogeneity of Variances	
	Levene Statistic	p-Value
Abuse	20.059	0.000*
Production Deviance	4.111	0.048**
Sabotage	7.083	0.011**
Theft	7.323	0.009*
Withdrawal	0.121	0.729
Total CWB	10.283	0.002*

Note: * and ** denote that Levene’s test is statistically significant at 1% and 5% level, respectively.

Role of Gender in Counterproductive Work Behavior

Table 3. Descriptive Statistics for each of the Sub-scales of CWB across gender groups

CWB and its Sub-Scales	Minimum Score		Maximum Score		Range		Standard Deviation	
	Male	Female	Male	Female	Male	Female	Male	Female
Abuse	17	17	23	28	6	11	1.567	3.697
Production Deviance	3	3	9	6	6	3	1.604	1.115
Sabotage	3	3	4	5	1	2	0.458	0.510
Theft	5	5	8	13	3	8	0.90	1.957
Withdrawal	4	4	9	8	5	4	1.274	1.178
Total CWB	33	32	45	54	12	22	3.24	6.383

Source: Authors' calculations using survey data.

maximum scores of females on the sub scales for 'abuse', 'sabotage', 'theft' were found to be higher as compared to their male counterparts. On the other hand, the maximum scores of male bank employees were higher on 'production deviance' and 'withdrawal' in comparison to females. It was observed that the difference between the minimum and maximum scores (range) for female bank employees while displaying the abusive behaviour and pilferage (stealing) at work place were relatively more than that of male employees ($11 > 6$ and $8 > 3$, respectively). Further, though the difference between the minimum and maximum scores with regard to total counterproductive work behaviour displayed higher fluctuations ($6.383 > 3.24$), however it was relatively greater for females ($54 > 45$) in contrast to the male employees.

The outcome of the independent samples t-test, which compares the differences in the average scores of counterproductive work behaviour and its sub-scales across the male and female bank employees, has been depicted in Table 4. The average scores of female employees were found to be significantly higher than their male counterparts with respect to 'sub-scales for measuring 'abuse' and 'theft'. This indicates that females bank employees on an average were more abusive and engaged in negative deviant activities (such as threatening, ridiculing, insulting, blaming and embarrassing their co-workers) when compared with the male employees. Females employed in the banking sector, were found to be relatively more engaged in pilfering activities in terms of stealing things from workplace, lifting personal items of colleagues in the organization, etc. Though, there existed disparity in the average scores between female and male bank employees, however no statistical significant difference was observed across gender groups with regard to the sub scales for evaluating 'sabotage' and workplace 'withdrawal'. Further, it was observed that the difference (-1.28) in the mean scores between female and male employees on

Table 4. Mean Difference test Results for Counterproductive Work Behaviour across Gender Groups

CWB and Its Sub-Scales	Mean Score Values		Mean Difference ($F_{CWB} - M_{CWB}$)	t-Test Values
	Male	Female		
Abuse	19.04	21	1.960	2.441** (0.020)
Production Deviance	5.36	4.08	-1.28	-3.276* (0.002)
Sabotage	3.28	3.48	0.20	(1.179) 0.245
Theft	5.68	6.60	0.92	(2.135)** 0.040
Withdrawal	5.04	4.84	-0.20	(-0.576) 0.567
Total CWB	38.40	40.00	1.60	(1.117) 0.271

Note:i) Values in the parentheses reflect the probability (p) values

ii)* and ** denote that independent sample t test is statistically significant at 1% and 5% level, respectively.

Source: Authors' calculations using survey data.

‘production deviance’ was found to be statistically significant ($0.002 < 0.01$), thereby reflecting that the males on an average, deliberately performed their jobs in a non-productive manner by failing to follow work related instructions and consciously working slowly and inefficiently. This observation complements the research work of Lachman and Diamant (1987), who on the basis of their study on high school Israeli teachers, found that intention to leave and work-related withdrawal was found among male employees only. Looking at the aggregative picture, the mean score value of females was estimated to be higher than that of the male employees ($40 > 38.4$), however no significant difference was observed in their respective mean scores with regard to the total CWB. This points out that though males and females differ considerably in some of the dimensions (sub-scales) of CWB-C, nevertheless no statistical significant difference in the overall counterproductive work behaviour was observed across gender groups. The results of the present study substantiates that counterproductive work behaviour is a pervasive and pandemic in nature that is present in diverse forms in the banking sector as well, therefore it raises immediate concerns and requires some instant solutions which need to be applied by the organizations at the earliest.

CONCLUSION

As the results suggested, female bank employees were found to be engaging in abuse and theft much more than the male employees revealing thereby numerous plausible causes leading to such acts and behaviours. One major causal factor that seemingly stands out and needs immediate concern is the presence and impact of such employees in the work sphere, which may be labeled as negatively deviant role models. This can be linked to the social learning theory which purports that people in general have the tendency and inclination to emulate and copy the behaviours of others who are present in their immediate environment. Research evidence has shown that few deviant acts have a probability to give rise to numerous others by the people who get influenced by such defiant behavioural activities. The presence of threatening and abusive superiors in the workplace may serve as deviant role models and in turn the employees may exhibit their frustrations in the form of abusing, ridiculing and maltreating their co-workers, which is nothing but the manifestation of displaced aggression by the subordinates due to the presence of abusive supervision by the seniors in the organization (Mitchell and Ambrose, 2007). Quite closely linked is the working milieu or the operational environment, which can also be identified as a significant reason behind the negative deviant behaviour amongst the employees in an organization. Research has suggested that it is the workplace or organizational climate rather than an individual's personality traits or characteristics that may be held responsible for workplace violence, which is one of the most extreme forms of deviance (Nasir and Bashir, 2012). In this light, it is imperative to take into account the fact that even though an individual may endorse and possess the highest of morals and ethics, the type of workplace or organization one works for, exerts a very strong impact on its employees and might even incline them towards engaging in workplace deviant behaviour.

SUGGESTIONS FOR FUTURE RESEARCH

In the context of the present study, it is rather imperative to enumerate various ways to decrease workplace deviant behaviour amongst the male and female employees of an organization in general and banking sector in particular. Firstly, the key here is for the organizations to adapt, acclimatize and upgrade periodically their organizational climate and culture to the changing needs and aspirations of the employees, particularly females. Precisely, an organizational culture is one which has a set of extremely important workplace ethics, rules, values and standards laid firmly and presence of a deviant monitoring committee, which is responsible for handling the negatively deviant behaviour such as abuse, sabotage and theft in a

stern manner. Though, the steps are being taken by the organizations in this regard, but they still have a long way to go in implementing these strongly and swiftly. The first and foremost step in this lies in creating a clear cut mission statement or core philosophy that a banking organization swears by and is laid upon. It is then dependent upon the senior most officials like the bank managers to abide by it and create a moral, civil and courteous climate that they desire their subordinates to follow. This shall go a long way in reducing the instances of abuse, sabotage and theft in the workplace especially among female workers. Secondly, another tactic to curb and restrain organizational deviance includes clubbing together the basic and broadly accepted set of values, rules and norms present amongst the employees by the managing authority. By getting a gist of the accepted and prevalent values held by different sub cultures within the colleagues, the higher authorities and superiors can then provide a uniform direction for the co-workers who belong to diverse socio-economic backgrounds. A benefit of doing so will be that the employees in question will be driven towards helping the organization meet its aims and targets, rather than having an absolutely dissimilar and different set of values levied upon them.

Thirdly, focusing on one of the most crucial yet the most ignored part of an organization, are toxic handlers or the harmless coaches as we may call them. They are usually those high or middle line managers, who voluntarily share, gather and shoulder the sadness, anger, frustration, and burden that are rampant in a complex organization like banking sector. They are the empathists who patiently listen, to the coworkers' aggression, and absorb all of it without any recognition, assistance or support. Fourthly, regular mental health awareness seminars, healthy mind activities, and stimulating workshops which enhance employees' productivity and efficiency should also be organized by both the public and private sector banks. Periodic outings, field visits, recreational activities, family get-together, creative events, functional and refresher trainings must be held on a half yearly basis so as to empower the employees towards organizational welfare and curb deviant behaviour among both men and women employees. Furthermore, severe deviations can also be checked at the initial selection phase when the employees are being hired by conducting thorough background checks and psychological assessments. Once an employee is brought on board, it is important to nip the deviant behaviour in the bud before it the situation gets so alarming that it starts negatively influencing the entire organizational structure.

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APPENDIX 1

Table 5. Counterproductive Work Behaviour Checklist (CWB-C, 32 item)

How Often Have You Done Each of the Following Things on Your Present Job?	Never	Once or Twice	Once or Twice per Month	Once or Twice per Week	Every Day
1. Purposely wasted your employer's materials/supplies	1	2	3	4	5
2. Purposely did your work incorrectly	1	2	3	4	5
3. Came to work late without permission	1	2	3	4	5
4. Stayed home from work and said you were sick when you weren't	1	2	3	4	5
5. Purposely damaged a piece of equipment or property	1	2	3	4	5
6. Purposely dirtied or littered your place of work	1	2	3	4	5
7. Stolen something belonging to your employer	1	2	3	4	5
8. Started or continued a damaging or harmful rumor at work	1	2	3	4	5
9. Been nasty or rude to a client or customer	1	2	3	4	5
10. Purposely worked slowly when things needed to get done	1	2	3	4	5
11. Taken a longer break than you were allowed to take	1	2	3	4	5
12. Purposely failed to follow instructions	1	2	3	4	5
13. Left work earlier than you were allowed to	1	2	3	4	5
14. Insulted someone about their job performance	1	2	3	4	5
15. Made fun of someone's personal life	1	2	3	4	5
16. Took supplies or tools home without permission	1	2	3	4	5
17. Put in to be paid for more hours than you worked	1	2	3	4	5
18. Took money from your employer without permission	1	2	3	4	5

continues on following page

Table 5. Continued

How Often Have You Done Each of the Following Things on Your Present Job?	Never	Once or Twice	Once or Twice per Month	Once or Twice per Week	Every Day
19. Ignored someone at work	1	2	3	4	5
20. Blamed someone at work for error you made	1	2	3	4	5
21. Started an argument with someone at work	1	2	3	4	5
22. Stole something belonging to someone at work	1	2	3	4	5
23. Verbally abused someone at work	1	2	3	4	5
24. Made an obscene gesture (the finger) to someone at work	1	2	3	4	5
25. Threatened someone at work with violence	1	2	3	4	5
26. Threatened someone at work, but not physically	1	2	3	4	5
27. Said something obscene to someone at work to make them feel bad	1	2	3	4	5
28. Did something to make someone at work look bad	1	2	3	4	5
29. Played a mean prank to embarrass someone at work	1	2	3	4	5
30. Looked at someone at work's private mail/property without permission	1	2	3	4	5
31. Hit or pushed someone at work	1	2	3	4	5
32. Insulted or made fun of someone at work	1	2	3	4	5

APPENDIX 2

To score the CWB-C, add the responses to each item for the particular subscale/ dimension as depicted below

Table 6. Scoring of the Counterproductive work behaviour

Subscale	Items to Sum
Abuse	8, 9, 14, 15, 19, 20, 21, 23-32
Production deviance	2, 10, 12
Sabotage	1, 5, 6
Theft	7, 16, 17, 18, 22
Withdrawal	3, 4, 11, 13
Total	All items

Chapter 6

The Effects of Leaders' Behavior on Job Satisfaction, Organizational Citizenship Behavior, Deviant Behavior, and Job Performance of Employees

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ABSTRACT

The chapter investigates the impact of leaders' behavior on the employees' job satisfaction and how job satisfaction mediates three work behaviors: organization citizenship behavior, employees' deviant behavior, and job performance. A sum of 304 employees from higher learning institutes answered an adopted questionnaire. This chapter reflects a clear picture with respect to leaders' behavior the advanced era. Employees' deviance behavior emerged as organizational attention. This chapter is an attempt to identify the effects of superior' behavior on employees' job satisfaction. Further, the behavioral outcomes of job satisfaction in the form of job performance, organizational citizenship behavior, and workplace deviant behavior.

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INTRODUCTION

Leaders or Superiors are the central part of an organization. Everyone is having desire, aspiration and capacity to become a leader, but those who have such visionary qualities put their efforts to be an effective leader. They perform an eminent role in the organization development where employees can nurture themselves and contribute in organizational growth (Rasulzada, Dackert, & Johansson, 2003 and Nielsen, Yarker, Brenner, Randall, & Borg, 2008). Staker diagnosed that earlier role of a superior was only concerned about production and task accomplishment through operative employees. Now, the role of superior transformed and up scaled with respect to various management functions like job identification, job design, hiring, training, team co-ordination, performance management and communication policies to the employees (Robbins & De Cenzo, 2001). Presently role of superior not restricted to only supervising employees, it has been transformed towards mentoring, monitoring, directing and optimum allocation of employees with their competencies to attain the specific organization's goal.

Past literature revealed that academicians and practitioners were showing interest in studies related with leaders' behavior (Griffin & Lopez, 2005; Griffin & O'Leary-Kelly, 2004). The role of leaders leveraged not only organizational growth but also individual advancement. Leaders' behavior was an important construct to study the employees' job satisfaction, attrition rate, health concerns, absenteeism, deviant behavior and citizenship behavior (Ashforth, 1997; Zellars et al., 2002; Bamberger & Bacharach, 2006; Mitchell & Ambrose, 2007 and Tepper, 2007).

Researchers (Birgit Schyns and Jan Schilling, 2013; Ståle Einarsen, 2007 and Ali Mohammad Mosadegh Rad et. al., 2006) measured leaders' behavior any of the forms like transformational-transactional, autocratic-democratic, and constructive-destructive. In the present article, leaders' behavior is measured with respect to employee's job satisfaction. Leaders' constructive behavior expressed with respect to their concerns towards both organization and employees' well-being (Bass, 1990 and Yukl, 2002) while leaders' destructive behavior was considered as their hostility including verbal and non-verbal aggression excluding physical abusement (Tepper, 2000, p. 178). Moreover, leaders' destructive behavior revealed through abusive language, aggression, public teasing, subordinates' termination as personal biasness supersedes professionalism (Keashly, Trott, and MacLean, 1994).

Job satisfaction is also an important determinant to analyze employees' involvement towards overall growth of the organization (Wallace & Chernatony, 2009). The major concern to study employees' job satisfaction is their perceived dissatisfaction in their present jobs. Due to this frustrating element they start to look out for other job opportunities. They would continue in the same organization I absence of any opportunity but psychologically quit from their job role and do not indulged with

the motivation. Addressing to these major issues the present article is an attempt to diagnose the role of leaders' behavior in employees' job satisfaction and its mediating impact on employees' organization citizenship behavior (OCB), deviant behavior and job performance.

CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Leaders' Behavior With Job Satisfaction

Researches on bullying at workplace indicated that 80%-90% of bullying incidents revealed a superior as a putative bully (Namie & Namie, 2000; Einarsen, Hoel, Zapf, & Cooper, 2003). Selye (1974) pointed out that a pivotal indicator for individual as well as organizational health was the smooth relationship between superiors and their sub-ordinates. Tepper (2000) diagnosed that employees performed their job with lower degree of satisfaction, lower organizational commitment leaders to higher conflict at work place under the inefficient leader. William (2002) posited that employee's attrition rate was higher because they were treated in a perilous way. Furthermore, other researchers (Williams and Hazer, 1986; Morrison et al., 1997; Stordeur et al., 2000; Skansi, 2000; Lok and Crawford, 1999, 2001; Chiok Foong Loke, 2001; Vance and Larson, 2002; Duffy, Hoobler, & Ensley, 2004) revealed that leaders' destructive behavior had an adverse association with employees' job satisfaction (Berson and Linton, 2005 Schat, Desmarais, et al., 2006 and Mosadeghrad, 2006). The above discussion urges a rationale for dearth in research with respect to leaders' behavior with employees' job satisfaction. The hypothesis as;

H₀₁: Leaders' behavior is not significantly associated with job satisfaction.

Job Satisfaction (JS) With Organizational Citizenship Behaviour (OCB)

OCB is employees' behaviors which exclusively support in organization development but not acknowledge as under formal reward system by the organization (Organ, 1988a; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Researchers (Bateman and Organ, 1983; Smith, Organ, and Near, 1983; Motowidlo, Packard, and Manning, 1986; Puffer, 1987 and Organ and Konovsky, 1989) postulated a significant association between job satisfaction and OCB. Furthermore, it was noticed that the employees revealed high OCB if they had a fair social exchange with the organization (Blau, 1964 and Organ, 1990). Social exchange theory explored

that employees treated fairly by their superior established in-group; feel satisfied and motivated while, those treated badly were felt demotivated and dissatisfied. To reciprocate this satisfaction feeling they started to reveal positivity towards senior, contribute in OCB and in the development of organization (Barnard 1938; Mount, Ilies, and Johnson 2006; Rousseau 1998). Additionally, Tepper et al. (2004) also diagnosed a moderated association between OCB and job satisfaction. It observed that when abusive supervision was low, then both variables job satisfaction and OCB were positively associated.

H₀₂: Job satisfaction does not mediate the effect of leaders' behavior with organizational citizenship behavior.

Job Satisfaction (JS) With Deviant Behaviour (DB)

Bennett and Robinson (2000) defined employees' deviant behavior is as a voluntary destructive behavior which contravene the organizational rules and regulations. This behavior is differentiated in two orientations: organizational oriented like thieving organization funds; individual oriented like thieving colleague's money. Dalal (2005, 1243) defined "deviant behavior is a retaliation of employees against the poor and unfair workplace environment by engaging themselves in the behavior that harmful for the organization as well as other employees."

Murphy (1993) diagnosed that more than \$ 200 billion losses occurred in the nationwide business due the employees' deviant behavior and 30 percent of all business organization failures. Moreover, Dalal (2005) postulated that those employees who received unfair treatment from their superiors establish an out-group; feel dissatisfied and vice-versa. They indulged themselves in those activities which make them happy and distracted from their work. They gradually lost their interest from organizational work and start revealing their deviant behavior. Similarly, authors shown that poor interpersonal relationship among superior –subordinate, abusive supervision and low job satisfaction were the main antecedents for employees' deviant behavior (Schaubhut, Adams, and Jex, 2004; Spector and Fox, 2005; Thau and Mitchell, 2006; Hershcovis et al., 2007; Mitchell and Ambrose, 2007 and Darrat, 2010). It was perceived that satisfied employee's shown minimum deviant behaviour with respect to dissatisfied employees. The rationale depicts that unsatisfied employees minimize their performance and start to perform deviant activities because of their psychological quit from the organization. Furthermore, Hollinger & Clark (1983) postulated that unsatisfied employees involved in minor deviant acts like taking a long tea break, but not proved that they involved in serious deviant acts like a fraud in organizational funds.

After studying previous literature, it is observed that there is a need to diagnose the association between leaders' behavior with employees' deviant behavior via mediating variable job satisfaction.

H₀₃: Job satisfaction does not mediate the effect of leaders' behavior with employees' deviant behavior

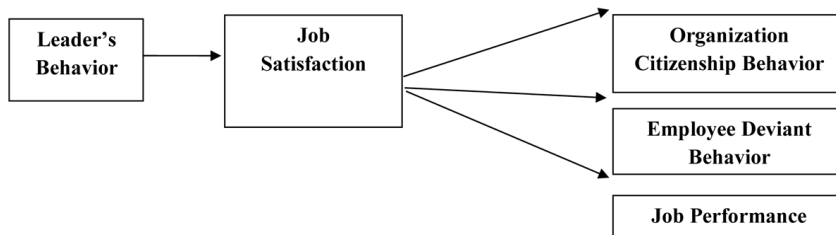
Job Satisfaction (JS) With Job Performance (JP)

Leaders' behavior and employees' performance are the two prominent variables to measure the organizational performance. It was explored that these variables need to be critically examined by researchers, academicians and practitioners. Researchers (Hobfoll, 2001; Zellars et al., 2002 and Hochwarter, Witt, Treadway, & Ferris, 2006) diagnosed that abusive supervision was adversely associated with employees' performance.

On the other side, researchers like (Blau, 1964; Cropanzano & Mitchell, 2005) pointed out that social exchange theory is the best way to understand the relationship between leaders' behavior and employees' job performance. The authors suggested that leaders' destructive behavior is reciprocated in terms of employees' negativity. It found that if employees treated poorly by their leader then they showed their reciprocation by their low performance (Cropanzano & Mitchell, 2005). Researchers (Hadikin & O'Driscoll, 2000; Tepper, 2000) stated that employees' job performance with abusive supervision via mediating effect of job satisfaction is not analyzed. Finally, the last hypothesis commanding that the leaders' destructive behaviors does not influence employees' performance through the mediating effect of job satisfaction.

H₀₄: Job satisfaction does not mediate the effect of leaders' behavior on employees' job performance.

Figure 1. Proposed framework



Methodology Adopted

Sampling and Procedure

The sampling unit was consisting of employees from higher learning institutes (HLI). Data was collected in the time span of December, 2018 to January, 2019. Employees were selected from different HLI located in 3 states of northern India; Punjab, Haryana and Himachal Pradesh. The rationale for choosing these states is as they are highly contributing on Indian GDP growth. The participants were selected with purposive sampling, as the main aim was to ascertain the employees engaged in HLI for at least 5 years of work experience (Patton, 2001 and Steinhauer & Barroso, 2009).

The sample size for the current study is 304 after rejecting incomplete and unfilled questionnaires. The respondents were majority of age bracket 35-42 years, 57 percent of the employees were male (N=171) while 43 percent were females (N=133). The average experience in present organizations was of 3.53 years.

Measurement Tool

Respondents were asked to fill an modified questionnaire Leaders' Behavior (E.A. Fleishman,1973;) and adopted for Job Satisfaction (Weiss, Dawis, England & Lofquist, 1967), Organizational Citizenship Behaviour (Singh & Kolekar, 2015), Employees' Deviance Behavior (Bennett & Robinsson,1995) and Job Performance (Wallace & Chernatony, 2009) along with their pertinent demographical profiles. Likert's 5-point scale are addressing from Strongly Agree to Strongly Disagree.

Analysis and Results

The Table 1 shows the correlations among the variables Leader's behavior (LB), Job Satisfaction (JS), Employee Deviance (ED), Organizational Citizenship Behavior (OCB) and Job Performance (JP) used in the study. The scale reliabilities for individual construct was found significant and above .79 (Hair et al, 1998). As expected from literature current findings also shown that Employee deviance and Job satisfaction are negatively associated, while other variables undertaken in the study found positively related to each other. The mean value for employee deviance (ED=3.42) was found maximum and lowest by Organizational citizenship behavior (OCB=1.96).

Table 1. Descriptive statistics, scale reliabilities, and inter-item correlations

Variables	Mean	SD	Cronbach Alpha (α)	Inter Item Correlations				
LB	2.13	.87	.87	0.891				
JS	2.89	1.05	.91	0.254**	0.765			
ED	3.42	1.21	.81	0.193*	-0.145*	0.775		
OCB	1.96	.84	.86	0.203*	0.313**	0.107*	0.797	
JP	2.85	1.17	.79	0.257*	0.199*	0.301	0.221	0.802

* $p < .05$; ** $p < .01$

Structural Results

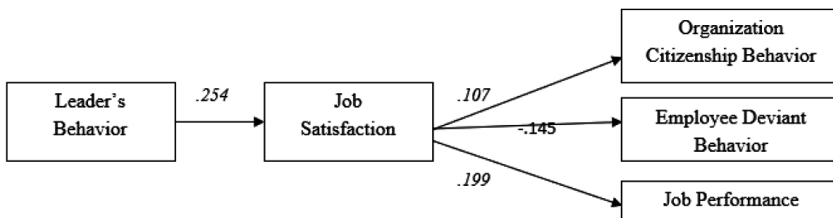
Table 2 indicates that the model fit indices for the structural and measurement model are justifiable and acceptable (Cavana et al, 1996). The construct validity of the measurement tool employed in the study shows very good fit indices and also portrays the fit statistics. The Leader behavior found significant with job satisfaction ($\beta = .254, p < .05$) so, H_{01} rejected. Furthermore analysis proved that job satisfaction mediates leaders behavior with Organizational Citizenship Behavior ($\beta = .107, p < .05$), Job Performance ($\beta = .199, p < .05$) and Employee deviant Behavior ($\beta = -.145, p < .05$) rejecting corresponding the null hypotheses H_{02}, H_{04} and H_{03} .

The results of the structural model from Table 2 shows the CMIN (χ^2/df)=2.13, NFI=.93, CFI=.93 and Root mean square error of approximation (RMSEA)=.05 all the values are under the threshold limits (Hustler, 1989).

Table 2. Fit indices for structural ad measruement model

Model	χ^2	df	χ^2/df	NFI	CFI	RMSEA
Measurement Model	151.4	82	1.84	.95	.96	.03
Structural Model	194.4	91	2.13	.93	.98	.05

Figure 2. Structural model



DISCUSSION

The findings of this research indicated a significant association between leaders' behavior and job satisfaction. Results revealed that when superior treated their employees poorly then they decrease their job satisfaction and vice-versa. The present finding is consistent with the finding of numerous researchers like Lowe et al. (1996), Morrison et al., (1997), Hespanhol et al. (1999), Dunham-Taylor (2000), Stordeur et al. (2000) Skansi (2000), Chiok Foong Loke (2001), Vance and Larson, (2002) Duffy, Hoobler, & Ensley (2004), Berson and Linton, (2005) Schat, et al. (2006) and Mosadeghrad, (2006). Furthermore analysis revealed that job satisfaction mediated the association between leaders' behavior with OCB, deviance behavior and job performance. Results indicated that those employees who are maintaining a smooth relationship with their leader revealed high OCB as compared to those who are having destructive boss. This finding is in tune with the findings of Rousseau (1998), Tepper et al. (2004), and Mount, Ilies, and Johnson (2006). Analysis indicated that leaders' behavior is having an association with employees' deviance behavior and this relationship is also mediated by job satisfaction. This finding is in tune with enormous researchers like Schaubhut, Adams, and Jex (2004), Spector and Fox (2005), Thau and Mitchell, 2006; Hershcovis et al. (2007), Mitchell and Ambrose (2007) and Darrat (2010). Furthermore analysis revealed that job satisfaction is mediating the relationship between leaders' behavior and job performance. The finding is consistent with Hobfoll (2001), Zellars et al. (2002) and Hochwarter, Witt, Treadway, & Ferris (2006).

CONCLUSION

Final words concluded that leaders' behavior plays an eminent role in securing the employees' satisfaction with their job. If leaders treated their subordinates as a human being and behaved well with them then job satisfaction of employees may increase amongst them. The standardized coefficient (.254) between leaders' behavior and job satisfaction is strong. It also shows light on the important aspect of leader's behavior with their subordinates to achieve the satisfaction level of staffs in order to achieve the organizational goals. Furthermore, it is analyzed that this job satisfaction mediates different outcomes like organizational citizenship behavior and employees' performance positively. On the other part, if leaders are treating their sub-ordinates poorly and exploit them with usage of abusive language reduces employees' job satisfaction and morale of the employees. This job satisfaction, reduction is resulted into employees' deviance behavior. So, the overall growth of

an organization directly or indirectly depends on the behavior of the leader. Job satisfaction and job performance also plays a pivotal and significant role among the employees for the organizational objectives.

FUTURE IMPLICATIONS

Leaders are the main pillar of the organizational growth. The development of human resources is also a prominent responsibility of a leader. This paper is highlights the role of leaders' perspective in terms of their behavior towards sub ordinates and staff members. The first futuristic prospects would help the organizations to understand the leaders' behavior influencing the employees' outcomes like job satisfaction, organizational citizenship behavior, deviant behavior and job performance. The second will be how job satisfaction mediates the leaders' behavior with remaining three important variables such as employees' deviant behavior, OCB and job performance for researchers to carry out more variables. Thirdly, the technological factor may be an important moderator and need to be captured and considered by futuristic aspects. Constructive and destructive behavior as categorical may be explored and can be harnessed by other researchers to assess the impact of leader's behavior as categorical with respect to job satisfaction. Lastly, this research would support in the improvisation of employees' job satisfaction which helps to minimize the employees' deviant behavior, while two positive outcomes, namely job performance and organizational citizenship behavior can be accommodated by the organizations as their regular practice.

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Chapter 7

An Investigation of the Relationship Between Favoritism and Workplace Deviance: Meditation Role of Negative Emotions

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ABSTRACT

In today's human resource management practices, it is aimed to recruit skillful employees who will work hard to increase organizational performance. Notwithstanding this, patronage is observed as a big problem in today's organizations. Discrimination in organizations accordance with blood and friend relations harm employees' justice perceptions. It is well known that financial cost of workplace deviance in organizations increase with the negativity in the work environment. In this perspective, organizations need to reveal the antecedents of workplace deviance to minimize its impacts on the financial and operational performance outcomes. Reference to the literature, it is aimed to reveal the relationship between favoritism and workplace deviance in this study. It is also goaled to obtain mediation role of negative emotions in this relationship. For these purposes, theoretical framework was investigated, and research model was tested with the statistical analysis.

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INTRODUCTION

Development of service related industries has triggered the importance of team work and psycho-social factors in the work environment. Besides, motivational factors started to gain huge influence on the employees' perception more than income and physical environmental factors. It is also required to underline the substance of perceptual effects that have major role on the job outcomes in the workplace. For this reason, positive attitudes in the workplace about leadership, climate, culture, co-worker relations, organizational justice and trust to supervisor get significance day by day for the employees. If these perceptual antecedents in the work environment turn to negative, employee behaviors also tend to occur negative and counterproductive like deviance (Sharma & Paluchova, 2014).

21st century is equipped with knowledge-based implementations that need capable and talented employees to create innovations (Sroka & Vvinhardt, 2018). In today's human resource management practices, it is aimed to recruit skillful employees who will work hard to increase organizational performance (Abubakar et al. 2017). Notwithstanding this, patronage is observed as a big problem in today's organizations. Discrimination in organizations accordance with blood and friend relations generally harms perception of justice. Under this circumstance, employees have intentions to damage others and organization which is called as workplace deviance. It is well known that financial cost of workplace deviance in organizations increase with the negativity in the work environment. In this perspective, organizations need to reveal out the antecedents of workplace deviance to minimize it's impacts on the financial and operational performance outcomes.

In this chapter, patronage related concepts like nepotism, favoritism and cronyism were mentioned. Moreover, workplace deviance and negative emotions were described detailed. Research model was built accordance with the literature. Favoritism was chosen to measure patronage in organization. It is believed that, favoritism contains nepotism and cronyism related perceptions in Turkey. Reference to the literature, it is aimed to reveal out the relationship between favoritism and workplace deviance in this study. It is also goaled to obtain mediation role of negative emotions in this relationship. For these purposes, theoretical framework was investigated and research model was tested with the statistical analysis.

BACKGROUND

Nepotism, Favoritism, Cronyism

The concept of “Nepotism” comes from the Latin word “nepos” which means “nephew” (Abdalla et al,1998). In old times, “papa” in Italia preferred to employ their family members in churches and public services. Discrimination in employment was called as “nepotismo” at that days (Uygur &Çağatay, 2015). From that day to this, benefiting from family relations in career planning and employment has been called as nepotism (Büte &Tekarslan,2010). Furthermore, scope of the discrimination has enhanced that includes friends, party members, kith and kin. So, favoritism and cronyism also entered the related literature.

Demonstration of priority for kinship is evaluated as a biological and ecological approach both for human and animals that some scholars indicated that nepotism comes from these approaches and a selected behavior instead of sensible and erudite behavior (Uygur & Çağatay, 2015; Özler, Ergün & Gümüştekin, 2007). Namazie and Frame (2007) also emphasized that nepotism is a common attitude in family oriented societies which is a major antecedent of lack of confidence towards to organization by the group out ones. In some perspectives, nepotism is the normality consequence of family relations in family-owned companies. People wants to employ their son/ daughter/nephews in good positions (Pearce,2015). Redding (1996) emphasized that family-owned organizations aim to recruit family members although they are not sufficient for application requirements. Nevertheless, it is generally observed that in such cases employees are unhappy and managers are autocratic.

Otherwise, according to Aktan (1992) favoritism is considered as giving priority to friends, kith and kin both employment, career development and protection when necessary in public and private organizations. In favoritism, friendship related references get importance instead of merit in job appointments and promotions.

With all that, cronyism is also a similar concept to favoritism that includes priority for fellow citizen, same party member, familiar people of friends and others (Çınar,1997). Besides, it means political employment in important positions with party members and relatives (Aydoğan,2009). Pearce and Huang (2014) reported that employee perception about cronyism gets significance on reward systems. Employees in that study also stated that most of human resource management practices are based on favouritism and cronyism relations at behind the close doors instead of objective and merit approaches. For example, candidates for a job are selected with the friend reference or blood relations in patronage approaches. Moreover, requirements for

an appointment are ruled out for the family members and close friends. In such cases, conflicts are generally observed in organizations between privileged ones and others. This situation leads i) organization to the confusion, ii) employees to unrest (Araslı&Tumer,2008).

Shortly, according to Pearce (2015) nepotism, favoritism and cronyism are the main antecedents of corruptions in organizations and societies. Selecting, promoting employees in organizations with the reference of family relations is called as nepotism while patronizing employees with subjective intentions and close friendship relations is announced as favoritism. Besides, citizenship and political power related memberships are also considered as a cronyism that makes better positions in organizations rather than other members. Nepotism, favoritism and cronyism are comprised of relationship based implementations instead of rule-oriented ones (Sroka & Vveinhardt, 2018). Reference to the upper explanations it is seen that nepotism, favoritism and cronyism are consequences of social relations in organizations instead of merit and justice.

Consequences of Nepotism, Favoritism and Cronyism

Nepotism, favoritism and cronyism are accustomed and common in social life where traditional family-friend relations are strong and reciprocity principle of mutualisation is embraced (Erdem, Ceylan & Saylan,2013; Meriç & Erdem,2013; Vergin,1997). For that reason, it is hard to control cronyism and favoritism in societies that have strong interpersonal relations (Araslı&Tumer,2008). Hildreth, Gino and Bazerman (2016) stated that social connections related phenomenon cannot be totally eliminated but can be minimized and controlled in organizations.

It is not a surprising to estimate that nepotism or favoritism is a good approach for family members and friends. However, it has negative impacts for other members in organization. In such a case, lack of confidence and trust to managers may decrease employees' satisfaction, task-contextual performance, motivation and commitment (Büte & Tekarslan,2010). In addition to that, intention to quit, stress, health problems, conflict at well-being, absenteeism, alienation, deviance, counterproductive work behaviors also tend to increase (Elbaz et al.2018; Sroka & Vveinhardt, 2018; Pearce,2015; Büte,2011; Araslı&Tumer,2008; Kwon,2005; Colquitt et al.2001). Nepotism and favoritism also have negative effects on human resource management practices because of recruitment is generally based on family and friend relations. Employment of unqualified people in place of qualified candidates may negatively impress organizational performance and sustainability with the poor individual job outcomes (Daskin, Araslı & Kasım,2015). Moreover, favoritism in organization causes loss of psychological energy of employees who are not favored for the management (Abubakar et al.2017). Furthermore, selection and promotion of

kinship and close relations connected employees instead of merit implementations corrupts the organizational image at public opinion. Intellectual capital value of the organization also starts to decrease that costs financial and reputational losses.

It is well known that patronage is related with the corruption of public resources. In some cases, nepotism, favoritism and cronyism damage innovation implementations in organizations due to the lack of qualified employees (Sroka & Vveinhardt, 2018). Besides, favoritism and nepotism harm decision making processes of managers in organizations with poor quality of group-in related data transfer and knowledge (Karimi, 2008). Lack of criticism, overpassing of defaults between close members may affect the quality of job outcomes. Moreover, unfair promotion and reward systems based on nepotism, favoritism and cronyism decrease perception of justice and increase deviant behavior in organizations (Wan, 2010). Safina (2015) also listed consequences of favoritism and nepotism as:

- Damage on employee's motivation, abilities and beliefs,
- Organizational and job-related alienation,
- Fear and negative beliefs at work and workplace,
- Unfair competition for senior position's appointments,
- Poor organizational culture,
- Loss of team work,
- Loss of work willingness.

Finally, it is seen that nepotism, favoritism and cronyism are based on discrimination with the use of social connections which damage competence and development of employees. Ethical problems and lack of transparency in organizational policies also trigger the occurrence of nepotism, favoritism and cronyism. Organizations need to publish human resource management policies that include anti nepotism, favoritism and cronyism related practices to increase individual and organizational sustainable performance (Sroka & Vveinhardt, 2018).

Workplace Deviance

Workplace deviance is a significant problem for organizations in today's business environment (Sudha & Khan, 2013). Workplace deviance is considered as a voluntary behavior that has the intention to threat organization, co-workers, managers and organizational members. Moreover, workplace deviance is an undesirable concept for organizations which is related with fraud, theft, sabotage, vandalism, drug-alcohol use, absenteeism, long breaks, slow working, harassment, damaging organizational equipment and counterproductive work behaviors (Kwok, Au & Ho, 2005; Bennett & Robinson, 2000; Webb, 1991; Harper, 1990). Workplace deviance is

also announced as voluntary dark behaviors in the work life which aims to damage directly organization and other members in the work life (Bennett & Robinson, 2000). Furthermore, workplace deviance is seen as a reaction to negative experience at work that results as an employee's reflection (Robinson & Bennett, 1995). If an employee's perception is negative about organizational norms and policies, his/her behaviors tend to shape as counterproductive scruple. As a result of negative emotions, composition of workplace deviance becomes faster.

Hulin (2002) emphasized the importance of work in human life that most of people spend their times in the workplace. For this reason, it is not a surprising situation that individual behaviors are shaped accordance with workplace related factors (Arshadi, Zare & Piryaei, 2012). Deviance is connected and sounded as similar with some concepts in the literature that generally has negative behaviors as; dysfunctional workplace behavior (Griffin et al, 1998), tyranny (Ashforth, 1997), delinquency (Hogan & Hogan, 1989), counterproductive behavior (Fox, Spector & Miles, 2001), organizational misbehavior (Vardi & Wiener, 1996) and negative citizenship behavior (Fisher, Locke & Henne, 1992).

Mangione and Quinn (1975) determined that deviance is related with counterproductive behaviors and doing poor quality jobs. Hollinger and Clark (1982) classified employee deviance as property deviance and production deviance. Reference to Robinson and Bennett (1995) workplace deviance is comprised of organizational and interpersonal deviance. While organizational deviance expects to harm organization and its processes, interpersonal deviance aims to damage co-workers and other employees' relations in the work environment. Robinson and Bennett (1995) prepared a figure about typology of deviant workplace behavior that includes four categories in two main dimensions. Production deviance and property deviance take place under organizational deviance. While political deviance and personal aggression are under interpersonal deviance. Leaving workplace early, wasting resources, slow working, long breaks are related with production deviance and have minor organizational impacts. On the other hand, stealing, sabotaging, lying, bribery is considered as property deviance and have serious influences on organizational sustainability. Besides, political deviance is comprised of favouritism, gossiping, blaming and unfair competing with co-workers related behaviors which have minor effect on interpersonal relations and organization. However, sexual harassment, endangering, stealing other employee's things and organizational equipment, verbal abuse are evaluated as personal aggression that have serious results for employees and organization. Shortly, organizational deviance aims to damage organization with sabotage, theft and unsuitable working hours (coming late-leaving early without permission) related behaviors. On the other side, interpersonal deviance targets other employees, co-workers and managers. Making fun of co-workers, gossiping,

physical aggression, are some of interpersonal deviance related behaviors (Bennett and Robinson, 2000). Moreover, Kwok, Au and Ho (2005) determined deviant behaviors as a job related crime that has impacts belonging minor to serious. For example, leaving early without permission may not damage on organization and other employees, while behaviors like violence and theft may have serious impacts on others and organization.

According to Olabimitan and Alause (2014) workplace deviance behavior is malevolent behavior that is occurred with harmful intention of employees. Furthermore, it was stated that deviant behavior is a knowingly and willfully behavior. For this reason, it is important to note that accidental and harmful behaviors are not evaluated as deviant behaviors in the workplace.

Antecedents and Consequences of Workplace Deviance

It is well known that understanding main sources of problems speeds up to end them. For this reason, antecedents of workplace deviance in organizations need to analyze detailed. Olabimitan and Alause (2014) stated that lack of organizational justice, negative work climate, poor quality of organizational supports are some antecedents of deviant behavior. In addition to that, Bennett and Robinson (2000) stated that thrill seeking, dissatisfaction, role modelling are some of reasons for deviance behaviors. Otherwise, Dimotakis, Ilies and Mount (2008) classified antecedents of workplace deviance as; individual differences, environmental and social factors, affective factors and cognitive factors (Sharma & Paluchova, 2014). On the other perspective, according to Leader Member Exchange Theory, leader and member relation plays a major role on individual behaviors. Leadership style and leader's attitudes influence perception of employees. In Leader Member Exchange Theory, employees classified as group in and group out ones at the perspective of leader. This situation leads lack of justice in the perception of group-out ones. Besides, negative leadership models like toxic leadership and abusive supervision also impact the existence of the deviance behaviors (Hitlan and Noel, 2009; Ferris et al, 2009).

Workplace deviance has negative impacts both for organizations and employees. Workplace deviance is one the most important factor of financial losses at organizations (Burroughs, 2001; Robinson & Bennett, 1995). Murphy (1993) indicated that cost of workplace deviance approaches billion dollars per a year. Hollinger and Adams (2010) reported that loss of employee theft was estimated more than 15 billion dollars. In addition to economic losses per year due to the deviance behaviors, well-being and quality of work life of employees also tend to decrease (Best & Luckenbill, 1981). Enhancement of workplace deviance in organizations also breaks social tranquility. Deviance behavior influences society's structure. Work life related problems and

corruptions spread the human's life and impact the common layout. Nevertheless, dissatisfaction of employees and loss of corporate profitability and image are also consequences of deviance behaviors (Detert et al,2007).

Employees who are victims of deviance may tend to intention to quit, fear, physical and psychosocial problems, low-morale and high stress (O'Leary-Kelly et al,1996). Interpersonal deviance related victims generally report that they have psychosocial strains, production losses and absenteeism intentions (Appelbaum, Iaconi & Matousek,2007).

Negative Emotions

Emotions have major role on adjusting individual abilities (Weis & Cropanzano, 1996). Emotions have a major role to shape the reactions in the workplace (Öztürk,2015). Moreover, emotions speed up the individual acts accordance with the experiences. Affective Events Theory defines that work and environment related events impact the occurrence of some emotions that can turn to specific behaviors. Emotion system is comprised of negative and positive emotions (Garcia et al,2015). Cardon and colleagues (2012) expressed that positive emotions related studies dominates the literature. For this reason, it is focused on negative emotions in this study to fill the gap in this field. Furthermore, negative events trigger the fear and anger of employees in the workplace. Therefore, negative emotions and negativity in organizations are bivious (Michel, Newness & Duniewicz, 2016).

Watson and Tellegen (1998) described negative affectivity as an emotional situations related with unpleasant environmental factors that comprised of guilty, fear, anger, hostility etc. Negative affectivity and emotions are generally having positive relations with poor performance and job outcomes. In addition to that, negative emotions speed up the deviance behaviors like counterproductive (An & Wang, 2016). Negative emotions are also defined as status like sadness, worry, tension, scorn, guilt and repulsion (Watson & Clark,1984). Anxiety, depression, anger and negative affect are salient emotions which are experienced by individuals in the workplace under stressful and hostile work environment (Ng et al.,2019). Moreover, interested, excited, upset, guilty, scared, hostile, enthusiastic, irritable alert, ashamed, inspired, nervous, determined, afraid are evaluated as negative emotions (Ayçiçek,2012; Dogan,2005).

Negative emotions may shape by leader attitudes towards employees or organizational climate factors (Eissa, Lester & Gupta, 2019; Tepper,2000; Weiss & Beal,2005; Weiner,1985). In the meantime, aggressive events in the workplace like abuse, patronage, mistreatment accelerate the existence of negative emotions and reactions of employees (Baron, Hmieleski & Henry, 2012). Negative affect aims to experience greater intensity of negative moods in the workplace like anger, fear,

anxiety and depression (Yiend et al.,2018). For instance, employees with higher negative emotions tend to react more deviant related behaviors than others. Moreover, individual-based aggression is important for negative emotions (Michel, Newness & Duniewicz, 2016). Bettencourt and colleagues (2006) stated that individuals with hostility, neurotics and anger characteristics show higher negative emotions in the workplace. For that reason, personality is a key indicator for the engagement of deviance behavior in organizations (Guay et al., 2016). That is also why perception of employees towards negative events may results across each other. Shortly, it means that engaging in workplace deviance may become distinct between employees (Jensen & Patel,2011).

As expressed before, emotions also play an important role in employees' reactions over unfair practices that lead to deviant behaviors (Eissa, Lester & Gupta, 2019; Le Roy, Bastounis & Poussard,2012; Harrison, Newman & Roth, 2006; Lazarus,1991). Aquino and colleagues (2004) defined that interpersonal mistreatments and confusions are major antecedent for generation of anger and fear (Christina &Ellis,2011). Having negative social relations and experiences with others also influences negative emotions. Besides, unfair practices like resource allocation, procedures, implementations on decision are related with the negative emotions (Cortina et al,2001; Moorman,1991). When favouritism is considered as a result of justice failures in organization, the role of negative emotions becomes more significant. In addition to that, Fox and Spector (1999) obtained that emotions mediates the relationship between organizational constraints and deviance related behaviors. Other studies also had the similar results that show the mediation role of negative emotions between injustice and counterproductive and deviance behaviors (Fox, Spector & Miles, 2001; Van Yperen et al., 2000).

Relationships Between Nepotism, Favoritism and Cronyism and Workplace Deviance

Kurt and Dođramacı (2014) analyzed the municipality employees' perception about nepotism, favoritisms and cronyism(NFC). According to the results it was obtained that promotion in the workplace is positively related with NFC. On the other side Aydın (2016) obtained that perception of NFC is low in a study with the participation of 473 teachers. Büte and Tekarslan (2010) also investigated a family company. With the participation of non-familiar 130 employees, scholars found that nepotism is negatively related with job satisfaction, performance, organizational trust and perception of justification. On the other hand, it was expressed that nepotism is positively correlated with stress and intention to quit. In another study, it was found that there is a negative relationship between nepotism and job satisfaction (Asunakutlu and Avcı,2010). Karahan and Yılmaz (2014) also carried out a work on

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272 healthcare employees. Findings of the study showed that nepotism is negatively correlated with organizational commitment. Bolat and colleagues (2017) reported that nepotism is positively correlated with intention to leave employees. Büte (2011) also reported that nepotism and job satisfaction is negatively related. Moreover, he revealed out that stress has a partially mediator role in this relationship. Malisetty and Kumari(2017) reported that nepotism has a highest impact on deviance behavior in their study on 600 Indian employees. Özüren (2017) also analyzed the relationship between nepotism and counterproductive work behaviors and reported that nepotism has a positive impact on counterproductive work behaviors. Besides, accordance with the empirical study Caroline (2015) revealed out that favoritism and deviant behaviors are positively correlated in the perception academic staff.

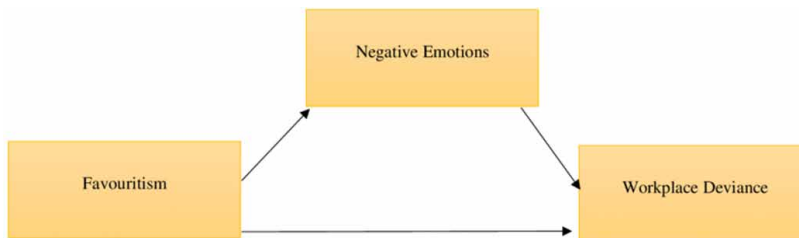
METHODOLOGY

This study targets to reveal out the relationships between favoritism and workplace deviance. Favoritism is chosen for the research model to measure general patronage level in organization. Furthermore, it is aimed to find out the mediation role of negative emotions in the relationship between favoritism and workplace deviance. Accordance with the upper purposes, it was firstly goaled to state the conceptual framework of the research variables. In the first part, nepotism, favoritism, cronyism, negative emotions and workplace deviance were explained detailed. In methodology section, it is tried to mention about empirical structure and statistical analyses of the study. Moreover, findings of the study were reported detailed.

Accordance with the research model, hypothesis of the study is considered as;

Hypothesis One: Negative emotions has a mediation role in the relationship between favoritism and workplace deviance.

Figure 1. Research Model



In this chapter, it was preferred to analyze a municipality in Istanbul, Turkey. In the chosen municipality, it was expected to use convenience sampling method but due to the problems and conflicts between vice presidents about items in the questionnaires, it was used snowball sampling method. Managers did not permit to hand out questionnaires in the workplace with a convenience method. For this reason, it was used snowball sampling method that have the opportunity of distribution of questionnaires one to another accordance with friendship relations. In this context, the sample of this study consists of municipality employees. According to the municipality website and open access reports, there are 928 employees (public officer and covenanted employee) in the municipality central office. However, the population of this study was estimated from the sampling formulation accordance with convenience sampling method (Barlett et al,2001) it was just used snowball sampling method with e-mail system and what's up messages. After two months it was obtained 211 valid forms.

In this chapter it was used of Araslı and Tumer's (2008) "Favoritism Questionnaire" to measure independent variable. Furthermore, a translation of 10 item "Negative Affect Scale" (Gaudreau, Blondin & Sanchez, 2006) was used for negative emotions. This scale is based on PANAS Scale (Watson, Clark, & Tellegen, 1988). Finally, workplace deviance was measured by the Bennett and Robinson's (2000) "Workplace Deviance Scale" that is composed of two dimensions as interpersonal and organizational deviance. In the questionnaire form, sample items were rated 5 points Likert Scale ranging between 1 (completely disagree) and 5 (completely agree) in scales. Only negative affect scale questions were asked with ranging from 1=very slightly to 5= extremely. There are also four demographic questions in the last part of the questionnaire form which are not mandatory to respond.

In this chapter to provide regression analysis assumptions, the normality and correlation analysis tests were investigated by IBM SPSS Statistics 21.00 Programme. In the normality tests, diagrams and Skewness-Kurtosis values; it was accepted that the data demonstrated normal distribution. In order to test relationships between favoritism and negative emotions; favoritism and workplace deviance; negative emotions and workplace deviance correlation analysis were used. Otherwise, factorial structures of the scales were analyzed through LISREL 8.8 Scientific Software International Programme. Finally, with the regression model, the research hypothesis partially supported in the IBM SPSS Statistics 21 Programme tests.

RESULTS

According to the statistical analysis from IBM SPSS 21.00 Programme, means of variables were found as; favoritism 3.60, negative emotions 3.46 and workplace deviance 3.29. Besides, standard deviations of variables were also obtained as favoritism 0.82, negative emotions 1.04 and workplace deviance as 0.95. Pearson Correlation coefficients were used to evaluate the relationship between variables. The relationship between favoritism and workplace deviance is significant and strongly positive ($r=0.817$). Besides, the relationship between favoritism and negative emotions is also significant and strongly positive ($r=0.740$). The relationship between negative emotions and workplace deviance also has a significant, high level and positive ($r=0.887$). It is required to determined that correlations between variables are significant at the level of 0.01.

In this study, it was used Cronbach’s Alpha method to test the reliabilities of scales. The reliability analyses point out that all constructs have satisfactory Cronbach’s alpha values: favoritism ($\alpha=0.80$), negative emotions ($\alpha=0.91$) and workplace deviance ($\alpha=84$). Otherwise, factorial structures of the scales (confirmatory factor analyses) were analyzed through LISREL 8.8 Scientific Software International Programme. Reference to the findings, it was obtained that scales have construct validities with good indices. Factor loadings of favoritism scale are ranged from .68 ($p < 0.001$) to .72 ($p < 0.001$). Factor loadings of negative emotions are range from .61 ($p < 0.001$) to .79 ($p < 0.001$). Factor loadings of workplace deviance are range from .63 ($p < 0.001$) to .89 ($p < 0.001$). In addition to this, the fit indices for the scales are figured in Table 2. Arbuckle (2006) emphasized that if a value of χ^2/df is less than 2.5 it shows a great and good model fit for the factorial structure, whereas if the value of χ^2/df is between 2.5 and 5 it has an acceptable model fit. Accordance with Arbuckle (2006), the results of the scales are at the acceptable levels for a good fit. Furthermore, a value of more than 0.90 for CFI, IFI indices; and a value is less than 0.07 for RMSEA indices are good for the factorial structure of scales (De Vellis, 2016; Lomax & Schumacker, 2004).

Table 1. Means and Correlations of Variables

	Variables	Mean	Standard Deviation	1	2	3
1	Favouritism	3.60	.82			0.817**
2	Negative Emotions	3.46	1.04	0.740**		
3	Workplace Deviance	3.29	.95		0.882**	

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

Table 2. Confirmatory Factor Analyses of Scales

Variables	χ^2	df	χ^2/df	RMSEA	TLI	IFI	CFI
Favouritism	325.60	87	3.74	0.06	0.92	0.96	0.90
Negative Emotions	401.19	113	3.55	0.07	0.93	0.95	0.90
Workplace Deviance	258.75	60	4.31	0.08	0.90	0.92	0.91

This study also purposed to bring out the mediating role of negative emotions in the relationship between favoritism and workplace deviance. In this context, it was used Baron and Kenny’s (1986) hierarchic regression analyses. Reference to Baron and Kenny’s (1986) 3 step model, it is reported to provide some assumptions to reveal out the mediating role of a related variable. In the first step, it should be a significant relationship between favoritism and workplace deviance. In the second step, it is necessary to find a significant relationship between favoritism and negative emotions. In the final step, i) negative emotions and workplace deviance need to be significantly related and ii) the relationship between favoritism and workplace also has to decrease under the presence of negative emotions. In the final step if the model turns to meaningless ($p > 0.005$) it is called full mediating; while if model stays significant ($p < 0.005$) but the beta of the favoritism is declined it is evaluated as partial mediating. Findings of regression analyses show that all assumptions of the mediating model were confirmed. Merely, in the final step, it is observed that the model is still significant but the beta of favoritism decreased to 0.439 from 0.817 (first step value). It is understood from the results that favoritism has positive impact on workplace deviance. Moreover, % 87 of the variance at workplace deviance can be explained by the favoritism and negative emotions in this model. However, independent and mediator variables have a high explanation on the variance of dependent variable, it only represents this sample and cannot be generalized because of constraints about sampling method.

Accordance with these results, it is found that negative emotions may have a mediation role in the relationship between favoritism and workplace deviance. It is required to make Sobel Tests to support the mediation meaningfulness. For this aim, it was used online Sobel Test Calculator. It was also benefited from Beta and Standard Error related Unstandardized Coefficients of variables to calculate Sobel results ($a: 0.931$, $b: 0.810$, $S_a: 0.059$, $S_b: 0.030$). Reference to the Sobel tests results, it is observed that values are suitable (Z Score is $13.62 > 1.96$ and p value is 0.000) and mean that negative emotions has a partially mediation role on the relationship between favoritism and workplace deviance.

Table 3. Hierarchic Regression Analysis Results

Hypothesis 1- First Step Regression Analyses Dependent Variable: Workplace Deviance			
Independent Variable:	<u>Beta</u>	<u>t</u>	<u>p</u>
Favouritism	0.817	20.483	0.000
	R ² : 0.667	F: 419.553	<u>p</u> 0.000
Hypothesis 1- Second Step Regression Analyses Dependent Variable: Negative Emotions			
Independent Variable:	<u>Beta</u>	<u>t</u>	<u>p</u>
Favouritism	0.740	15.884	0.000
	R ² : 0.547	F: 252.298	<u>p</u> 0.000
Hypothesis 1- Third Step Regression Analyses Dependent Variable: Workplace Deviance			
Independent Variable:	<u>Beta</u>	<u>t</u>	<u>p</u>
Favouritism	0.439	13.164	0.000
Negative Emotions	0.579	17.355	0.000
	Adjusted R ² : 0.877	F: 752.439	<u>p</u> 0.000

FUTURE RESEARCH DIRECTIONS

In this chapter, it was aimed to demonstrate the relationship between perceived favoritism and workplace deviance. Besides, it is tried to prove the role of negative emotions in this relationship. Accordance with the statistical results, hypothesis was supported. However, it is advised to use random sampling methods in appropriate samples to generalize the result in future researches. Moreover, it will have better benchmarking results for analyzing public and private organizations in a same study. Furthermore, differences in the perceptions about favoritism for public officers and covenanted employees need to investigate detailed. In addition to these, differences between demographic variables (gender, age, marital status, party membership, position, occupation etc.) and nepotism, favoritism, cronyism and workplace deviance should be analyzed. Finally, a longitudinal research for measuring nepotism, favoritism, cronyism, interpersonal deviance and organizational deviance in a dynamic model will have better explanatory power on behavioral related outcomes.

CONCLUSION

Scholars have investigated deviance related behaviors for years. According to the literature absenteeism, withholding effort, sexual harassment, unethical decision making are some of deviance related behaviors. On the other hand, patronage and its types are still big problem in most of the organizations as public, private, family-owned or not. In this study it was aimed to establish a bond between today's popular concepts that corrupt individual and organizational outcomes. For this purpose, it was mentioned about nepotism, favoritism, cronyism and workplace deviance in the conceptual framework. Moreover, negative emotions were also discussed. Research model was designed and hypothesis was generated. Results of the study on municipality employees show that favoritism has significant and positive impact on workplace deviance. In addition to that, negative emotions partially mediate the relationship between favoritism and workplace deviance.

Scholars found positive relationship between managerial practices like favouritism with employee's malcontent at workplace (Padgett, Padgett & Morris, 2015; Padgett & Morris, 2012; Araslı & Tumer, 2008). Bennett (1998) also obtained that negative emotions are linked with deviant behaviors. Araslı, Alpler and Doh (2015) acquired results that there is a positive relationship between nepotism and employee sabotage at work on a study with the participation of 240 employees. Michel, Newness and Duniewicz (2016) also achieved that work related negative affect mediates the relationship between abusive supervision and work deviance. Besides, Nikolaev, Shir and Wiklund (2019) found that higher negative emotions are related with less job satisfaction. Moreover, Le Roy, Bastounis and Poussard (2012) revealed out that anger mediates the relationship between low interpersonal justice and active counterproductive work behavior while fear mediates the relationship between low informational justice and passive counterproductive work behavior. An and Wang (2016) also found positive relations between negative affectivity and counterproductive work behaviors. Otherwise, Eissa, Lester and Gupta (2019) revealed out that negative emotions have a mediation role in the relationship between abusive supervision and interpersonal deviance. Garcia and colleagues (2015) also obtained that neuroticism mediates the relationship between abusive supervision and workplace deviance. Finally, Rispens and Demerouti (2016) reported that negative emotions and performance is negatively related. Reference to upper explanations, it is observed that results of the study is similar with the literature. However, methodology was based on scientific principles it is important to say results are not generalized due to the implementation in one organization. Although this constraint, results of the study will be used for further analyses about variables.

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Chapter 8

Promoting Constructive Deviance as an Antidote to Organizational Stress

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ABSTRACT

Constructive deviance has grabbed the attention of many firms as a more valuable research area. The potential for research in this area is huge as more researchers are actively contributing towards this topic. In this chapter, the authors aim to explore the impact of occupational stress on constructive deviant behavior among sales professionals by employing the general strain theory. Prior research has indicated sales profession to be highly stressful. The literature on stress suggests that stress doesn't only lead to negative impact on organizations, but it can be beneficial too. In this descriptive cross-sectional study, the sample included 247 sales professionals working in various firms in Delhi NCR. All of the participants were chosen by random sampling method. It has been found that stress has a significant impact on constructive deviant behavior among sales professionals. The implications and limitations of these findings are discussed.

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INTRODUCTION

Over the last two decades, out of the various challenges and changes that have taken place in management, the most intense have been the dramatic growth of job-related stress (Keichel, 1993). According to Times job survey (2018) conducted on 1500 professionals in India, seven in ten India Inc employees are unhappy at work. Amber Alam, head of business (India) at Optum International said that today the employers face the biggest challenge of fighting mental illness of their employees, which has a direct impact on their productivity. Stress has become a significant problem these days. According to Coleman (1976) the modern time which is considered to be the age of apprehensions and stress gets affected by a large number of stressors. Stress can be defined as a condition which makes a person digress from its normal routine role because of some difference in the psychological or physiological state (Beehr and Newman, 1978). Unhappy and stressed employees are less efficient, less effective and more likely to dissipate work hours and ultimately quit. Gradually the nature of work has changed and the changes are still in progress. In the contemporary work environment stress has become quite apparent because of the pressures for change occurring in many organizations. Organizations are growing to be more global, flexible, decentralized and highly performance oriented (Crant, 2000; Parker & Collins, 2010), which in a way is making it necessary for the employees to be more creative and innovative for sustainability (X. Zhang & Bartol, 2010, Madjar, Greenberg, & Chen, 2011). As an outcome of these changes, there has been an increase in the number of illnesses, moral and human facets are losing away and new problems are occurring every day because of it we are coming across the “illness of the century - The Stress”. The consequences of stress for the organization can have various forms; it may result in increased rate of absenteeism (Houtman, Kornitzer et al, 1999), worst health, more risky behaviours (Siegrist & Rides, 2006). Managing stress and coping with it has become an area of concern for researchers as well as managers (Keaveney and Nelson, 1993; Strutton *et al.*, 1995). Nevertheless, one significant research objective still persists to be unanswered: the firmness of purpose of how job stress affects Constructive Deviance and how stress influences employees’ behavior towards becoming deviant but in a positive way. These questions are closely connected and relevant to both managers and researchers.

The sales profession is competitive and is characterized by high level of job linked stress (Moncrief, Babakus, Cravens & Johnson, 1997; Porter, Kraft and Claycomb, 2008). The persistent pressure of globalization, retrenchment, layoffs, violence and bullying have negative effect on the work environment and increase the complexity of the sales profession (Badrinarayanan and Madhavaram, 2008). Sales profession is very demanding and sales professionals are ready to do anything for the sake of business, this mentality is now getting replaced by figuring out for self and inner

peace. Salespersons spend maximum time at work and try to obtain their social identification from their work; the learning at work is of great importance for their psychological and physical well-being (Pfeffer 2003).

For developing the conceptual framework, the General strain theory is considered as the bedrock to explain deviant behavior as salesperson's outcome to deal with stress. This theory seeks to explain the phenomenon through which an individual employs coping strategies at the social-psychological level, as determinants of reactive responses to strain. The relationship of General strain theory with various outcomes makes it a unique theory providing it strength for deciphering crime, delinquency, and deviance. Deviance is not always negative; Constructive Deviance is beneficial coping strategy that works to alleviate the level of perceived aversion. Sales professionals often do extra role behavior for the overall benefit of the organization. A stressful work environment affects organizations and its employees in several ways, which ultimately produces positive or negative outcomes. Empirical studies on the interaction between Stress and Constructive Deviance appear to be surprisingly scarce. Most of the studies have enquired separately the individual effects of Stress and CD on organizational factors. Bearing in mind the dearth of empirical studies examining the integrated effects of both, our primary research question for this empirical study is "what is the relationship between stress and constructive deviance?" In this study, therefore, an attempt has been made to discuss and investigate what will happen when the two drivers' one negative (Stress) and other positive (Constructive Deviance) interact with each other. The main motivation behind exploring this empirical study is to make an attempt to stumble on an interaction or complementation between the two constructs. One of the biggest challenges that the today's organizations are facing is that the stress interventions developed cannot be applied as a blanket strategy for all the employees. The outcomes of the study will be favorable for the sales professionals in dealing with different strata of employees, when it comes to the issue of workplace stress. The following section presents a theoretically grounded yet substantive Literature Review and a sub structure that could contribute as a beginning point for further research in this prolific area.

LITERATURE REVIEW

The review is structured around a series of enquiries. Beginning with defining and highlighting impact of stress and constructive deviance subsequently, we talk over the behaviors which appear to fall within and outside of the definition of Constructive behavior.

Stress

The term stress has been derived from the Latin word “strictus” which means stiffly strung (Olivier and Venter 2003). Chasing for excellence in organization often managers and workers are required to work beneath nerve-racking circumstances, due to which they are found to be encountering high level of stress (Jestin and Gampel 2002). The source and the consequences of feelings of pressure lead to stress; nevertheless it is imperative to acknowledge that all stressful outcomes are not negative. Despite the fact that stressful events are inevitable, relying on the individual’s and organisation’s retort they can result in one of two consequences: eustress or distress (Quick and Quick, 1984). The healthy, favourable and constructive outcome of a stress agent is Eustress that result in individual’s and organisational’s optimum health and well-being by invigorating productivity and supporting performance. On the other side Distress is a ruinous, negative and destructive result of a stress agent, and leads to adverse outcomes both for the individual and the organisation. Stress can have negative effects at the individual level - it affects workers’ health state (Cohen, Kessler & Gordon, 1997; Cox, Cox & Griffiths, 2010), also lead to diminished performance (Cox & Griffiths, 2010, Stajkovic & Lutherans, 1998), lesser career growth opportunities and enhance fear of losing the job (Cox & Griffiths, 2010) . In the more severe cases, stress can result in depression (Tennant, 2001; Netterstrøm et al, 2008). It is the ability of an individual’s to manage with and make adjustments to the various kinds of stresses of life, which direct whether the stressor is interpreted as eustress or distress. This leads to definition of stress being ‘a retort to the perceived relationship between the demands on a person and his potential to cope’ (Warren and Toll, 1997, p. 9).

The concept of stress has been explained through various approaches. Cox (1993) gave three perspectives to explicate stress: (1) the first approach is that of engineering model, according to which stress is a baleful feature of the work environment. The next approach is that of the physiological model, which states stress as an outcome of an inimical environment. The last approach is called the psychological approach, which prospects stress as a relationship between the employee and the work environment. Two different forms of the psychological approach were proposed by Cox (1993) namely interactional and the transactional. The focus of interactional approach is on the connection between the individual and the work environment, comparing with the fact the transactional approach deals with the reasons of the relationship. The latter approach can be associated with the concept of Constructive Deviance. Research has suggested that those organizations with high levels of stress are related with increased deviant behaviors. The role stress model (Behrman and Perreault, 1984) has described that upraised levels of stress are connected with augmented deviant behaviors as a retort to perceived unjustness by sales associates from the retailers (Jackson and Schuler, 1985).

Constructive Deviance

Workplace deviance is considered to be a voluntary behavior, in which employees get motivated to breach the normative outlook of the social context (Bennett & Robinson, 2000; Kaplan, 1975). In the management literature, Workplace deviance is explored through two streams: (1) Destructive deviance that highlights its negative outcomes and, (2) Constructive Deviance which focuses on its positive effects. One stream highlights deviant behavior as a negative phenomenon emphasizing on employee rule breaking that results in harming the organization. Negative forms of employee deviance include unacceptable employee acts such as thefting office documents or doing frauds with company funds (Raelin, 1984; Robinson & Bennett, 1995, Bennett & Robinson, 2000). Few researchers have incorporated societal values as part of their conceptual idea of deviance. For example, according to Vardi and Wiener (1996) organizational misbehavior can be defined as “any action done intentionally by members of organizations which eventually disobeys and violates the shared norms and expectations of the organisation or core societal values, morals and the code of conduct. Strikingly different another stream of literature focuses attention on the positive aspects of deviant behavior in the organizations. Despite the fact that a remarkable amount of research has mentioned that deviating from the norms of the organization may be detrimental (Mitchell & Ambrose, 2007; Robinson & Bennett, 1995), the research also put forward that it can also be favorable for the organization and can upshot effectiveness of the organization (Galperin, 2003; Spreitzer and Sonenshein, 2004; Warren, 2003). Furthermore it becomes imperative that the employees tread on the heels of the corporate norms so that the organization runs smoothly for the functioning of the organization, but rigidly following each and every norm may act as a hindrance for employees becoming innovative and unconventional while solving workplace issues (Galperin, 2003).

Regardless of the growing significance of constructive deviance in the organization, a large part of research to date majorly focus on destructive deviant behaviors. There are very few empirical studies that have investigated the antecedents of and correlations between the positive and negative types of deviant behaviors (Galperin and Burke, 2006). Galperin (2006) defined constructive deviance as intentional performance of activities that disregard significant organizational norms which eventually improves the wellbeing of an organization as a whole. These practices can be categorized into two: The first one is interpersonal constructive deviance which is directed at employees and involves practices such as disobeying managerial orders taking care that the end goal is to magnify the working and efficiency of the organization. The second is organizational constructive deviance which is coordinated at the organization and entails two types of implementations: innovative behaviors which aim at benefitting the organization may be by discovering imaginative approaches to handle issues (Vadera, 2013).

Vadera (2013) conceptualized Constructive Deviance as a term that comprises of a few unusual kinds of behaviours collected under one roof. Constructive deviance is linked to OCB which relates to behaviours usually performed by employees to support the interests of the organization Spreitzer (2004). Constructive Deviance at workplace is an umbrella term that includes positive behaviours such as Issue selling, Extra role behaviours, pro-social rule breaking, pro-social behaviours, intrapreneurship, counter-role behaviours etc. Issue selling refers to the various voluntary behaviors undertaken by the members of the organization to influence the organizational agenda by making members senior to them divert their notice to an issue” (Dutton & Ashford, 1993). Extra-role behavior is the behavior which in a way proves beneficial for the organization, is discretionary and goes on the farther side of existing expectations from the role (Van Dyne, 1995). Pro-social rule breaking refers to deliberately violating the formal organizational policy or prohibiting the primary intention of advancing the well-being of the organization or one of its stakeholders” (Morrison, 2006). All these definitions vividly state that these behaviors call for some kind of divergence from the standards of the reference group and are advantageous. They usually involve conformity to hyper norms. The notion of entrepreneurship has become wider to the organizational surroundings by tagging the individuals who turn hands on creative projects or ventures in the organization as ‘corporate entrepreneurs’ or ‘intrapreneurs’. Such employees also swerve from the norms and bestow to the well-being of the organization, which is a form of constructive deviance (Galperin, 2006). All these definitions vividly state that such behaviors call for some kind of divergence from the standards of the reference group and are advantageous. They usually involve conformity to hyper norms. The studies on exploring the antecedents of constructive deviance are very limited and more theoretical and empirical approach is required to elucidate its nature (Spreitzer & Sonenshein, 2004; Robbins & Galperin, 2010; Vadera et al., 2013).

Stress and Constructive Deviance

Stress and strain both have impact on our ability to become successful in the goals we have set. Keeping the base of the strain theory, Agnew (1992) defines strain as circumstances in which positive or valued stimuli get removed or threatened and negative stimuli come forward. When an individual becomes unable to lower the amount of strain and negative emotions by legal coping strategies, he can choose to go in support of inner-directed (e.g. substance use) or outer directed (e.g. interpersonal aggression, property crime) deviant behaviours. The outer-directed deviant behaviour (e.g. aggression) is more likely to occur as a result of anger, while inner-directed deviant behaviour (e.g. drug use) will probably occur as a result of depression and anxiety than of anger. Negative emotions lead to a situation in which individuals

are most probable to Indulge in illegitimate coping. But often individuals opt for legitimate coping mechanisms, which very well explains why not every individual who undergoes strain retort with crime or negative deviance (Agnew 1992, 2001, 2006). It is the magnitude of strain which is important in predicting which strains will lead to deviant outcomes.

Literature suggests a large number of evidence on the impact of strain on several indications of deviance, including addictions (Agnew 2001, 2006; Jang and Johnson 2003). According to Agnew (1992), strains create an internal pressure for taking corrective actions. These corrective acts may turn out to be deviant if they are judged by employees as a way to get what they want or as a chance to reciprocate at others whom they hold liable for their difficult situation, or as a way of getting rid of negative emotions. This is consistent with Maslach et al, (1981) who holds that highly stressed individuals are more likely to act in an impulsive and apprehensive manner or exhibit less tolerance towards others behavior. One probable behavioral outcome is workplace deviance. Previous research has indicated retailing as a very stressful job (The Sunday Times, 1997). Retailers who keep expectations very high, standards rigid and precise time constraints can exacerbate sales allied stress through escalated conflict with work beliefs on one side and non-work activities on other. Making a balance with escalating demands of the job and non-work responsibilities make the functional role of the sales associate steadily stressful (Wilson,1997). Retail sales associates generally work with great level of autonomy, which furnishes adequate opportunity to indulge in unobserved deviant behavior. Coping mechanisms for Job stress bestow insight into the strategies employees' use to reduce inconsistencies between personal and professional lives (Broadbridge, 2002; Haar, 2006; Penley et al., 2002). Job stress can lead to sales associates indulge in self-initiated coping mechanisms. Sales associates often undergo an imbalance related to their work role at the sacrifice of their family role and are steadily expected to reciprocate against the retailer by deviant behavior (Darrat et al., 2010).Sales professionals who are frustrated may accredit their discontentment to the standards and conjecture set by the retailer and seek to hit back opposing the origin of the problem which could be either customers, co-workers, or the retail organization itself (Martinko et al., 2002).

Research Framework

The prime objective of this study is to scrutinize the relationship between different facets of constructive deviance and stress among sales professional in India. Since, sales professionals experience higher level of stress, thus, this study restricts its domain to exploration of stress and deviance among salesperson only. Data is collected using random sampling from 247 employees working as sales professionals in Delhi-NCR region. Structured questionnaire is administered using hardcopies and

emails. Part A of the structured questionnaire comprises of demographic variables such as age, experience, and gender and education level. Part B of the questionnaire tends to measure constructive deviance using questionnaire designed by Galperin (2012). This questionnaire has been used extensively by previous researchers owing to its comprehensibility and simplicity. It includes ten statements like “Bend or break rules in order to perform your job” and “Violated company procedures to solve a problem” which are valued on seven-point rating scale. Finally, last part of questionnaire measures perceived stress level with the help of ten statements designed by Cohen (1994). It includes statements like “How often have you found that you could not cope with all the things that you had to do?” and “How often have you felt difficulties were piling up so high that you could not overcome them?” It evaluates perceived stress level on five-point rating scale. Cronbach’s alpha value is 0.752 which confirms reliability as per George and Mallery (2003). Further data is analysed with the help of higher order statistical tools including KMO and Bartlett’s test, factor analysis using varimax rotation and correlation matrix. Demographic distribution of sample is depicted in table-1.

Data Analysis and Interpretation

Table 2 elaborates perceived stress level and constructively deviant behavior observed by sales-professionals. Respondent’s overall perceived stress (mean= 3.83) is relatively high. The findings provide empirical evidence to common belief of higher stress

Table 1. Demographic Profile of the Sample

Variable	Category	Total	Percentage
Gender	Male	223	90%
	Female	24	10%
Marital Status	Married	195	78%
	Unmarried	52	22%
	Less than 30 years	95	38%
Age	30 to 40 years	111	45%
	40 to 50 years	18	7%
	More than 50 years	23	10%
	0-10 years	52	21%
Experience	10-20 years	130	50%
	20-30 years	23	10%
	More than 30 years	42	17%

Source: Primary Data

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Table 2. Descriptive Statistics

Statements	Mean	S. D
Bend or break rules in order to perform your job	3.12	0.649
Violated company procedures to solve a problem	2.93	0.939
Departed from organizational procedures to solve a job-related problem	3.15	0.867
Bent a rule to maximize result from a job	3.99	0.778
Did not follow the orders of supervisor to improve work procedures	3.79	0.731
Disobeyed supervisors' instructions to perform more efficiently	2.55	0.839
Disagreed with work group to improve current work procedures	3.79	0.645
Departed from dysfunctional organizational policies or procedures to solve a problem	3.55	0.615
Reported wrong doing of co-worker to bring positive organizational change	3.04	0.833
Reported a wrong doing to another person in your company to bring positive organizational change	2.41	0.811
Overall Constructive deviance	3.23	0.311
How often have you been upset because of something that happened unexpectedly?	3.51	1.771
How often have you felt that you were unable to control the important things in your life?	3.14	1.64
How often have you felt nervous and "stressed"?	3.05	1.367
How often have you felt confident about your ability to handle your personal problems?	1.39	1.656
How often have you felt that things were going your way?	1.17	1.399
How often have you found that you could not cope with all the things that you had to do?	3.83	1.642
How often have you been able to control irritations in your life?	3.03	1.399
How often have you felt that you were on top of things?	1.83	1.433
How often have you been angered because of things that were outside of your control?!	3.11	1.314
How often have you felt difficulties were piling up so high that you could not overcome them?	3.52	1.481
Overall Perceived Stress Level	3.58	1.459

Source: Based on Primary Data

among sales employees. Further analysis reveals that the most significant stressors for salesperson is 'not being able to cope up with external elements of the life' (mean= 3.83). Three statements of the questionnaire were reverse scored (statement no. 4, 5 and 8). Acknowledgement and adjustment of reverse scores highlights that the employees are equally stressed with the perception that "things were not going in their way' (mean=3.83). As far as constructive deviance is concerned, most favored constructively deviant behavior is "Bent a rule to maximize result from a job" (mean= 3.99). And least observed constructive behavior is "Reported a wrong

doing to another person in your company to bring positive organizational change” (mean=2.41). In order to have in-depth understanding of relationship between perceived stress level and constructive deviance, ten statements of constructive deviance are subjected to factor analysis using varimax rotation.

Table 3 depicts results of KMO and Bartlett’s test. These tests are conducted to determine suitability of data for factor analysis and to ensure adequacy of sample. KMO measures proportion of common variance among the variables and value of KMO measure of sampling adequacy should be greater than 0.60 to 0.70 (Netemeyer, Bearden et al., 2003, Kaiser, 1970). Bartlett’s test of sphericity is based on hypothesis that the correlation matrix is identity matrix. Acceptance of this hypothesis means that the variables are uncorrelated and hence data is unsuitable for factor analysis. Results of both tests confirm fitness and adequacy of data for factor analysis. Now, statements of constructive deviance are subjected to factor analysis using varimax rotation. In order to define factors, statements having factor loading above 0.550 are included in the factor.

Table 4 represents component matrix received after varimax rotation. The table comprises of various figures but as discussed earlier, values greater than 0.550 are considered for further analysis. Adhering to this value, it could be clearly inferred that first five statements will become part of factor-1. And statement six to eight will be included in factor-2. And statement 9 and 10 will constitute factor-3.

Table 5 represents initial variance explained by each statement of constructive deviance. Right side of the table depicts individual and cumulative variance explained by three extracted factors. Findings reveal that the three factors of constructive deviance explain cumulative deviance of 76.493% which is highly acceptable considering thumb of rule of 60% for social science research. Factor-1 is found to be responsible for as high as 39% of variance in constructive deviance. Factor-2 and Factor-3 explains nearly similar amount of variance (nearly 19% each). Following table attributes nomenclature and factor loading of three extracted factors.

Table 6 depicts result of factor analysis. Brief description of three extracted factors is as below.

F 1: Rule and Order Deviant Behavior - The factor comprises of five statements of constructive deviance. It includes statements that reflect employees’ perception regarding deviation from established organizational rules and orders of the seniors.

F 2: Disobeying and Disagreement Behavior- The second factor includes three statements of constructive deviance. These statements highlight employees’ intention to disobey and disagreement with their seniors.

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Table 3. Results of KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.835
Bartlett's Test of Sphericity	Approx. Chi-Square	1519.946
	Degree of Freedom	45
	Significance	0

Source: Based on Primary Data

Table 4. Rotated Component Matrix

Statements	Component		
	Factor- 1	Factor- 2	Factor- 3
C1	0.837	0.22	0.213
C2	0.912	0.134	0.118
C3	0.887		0.149
C4	0.739	0.328	0.158
C5	0.832		0.235
C6	0.142	0.170	0.556
C7	0.21		0.875
C8		0.376	0.764
C9	0.421	0.870	0.235
C10	0.231	0.888	0.131

Source: Based on Primary Data

Table 5. Results of Factor Analysis (Rotated factors)

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.053	50.526	50.526	3.861	38.615	38.615
2	1.482	14.825	65.351	1.929	19.286	57.901
3	1.114	11.142	76.493	1.859	18.592	76.493
4	0.574	5.742	82.235			
5	0.466	4.659	86.895			
6	0.407	4.074	90.969			
7	0.308	3.085	94.054			
8	0.276	2.758	96.812			
9	0.196	1.96	98.771			
10	0.123	1.229	100			

Source: Based on Primary Data

Table 6. Factor Analysis (Extracted Factors and Statements)

Factors	Loading	% of Variance
F-1: Rule and Order Deviant Behavior		38.615
Bend or break rules in order to perform your job	.837	
Violated company procedures to solve a problem	.912	
Departed from organizational procedures to solve a job-related problem	.887	
Bent a rule to maximize result from a job	.739	
Departed from dysfunctional organizational policies or procedures to solve a problem	.832	
F-2: Disobeying and Disagreement Behavior		19.286
Disobeyed supervisors' instructions to perform more efficiently	.875	
Disagreed with work group to improve current work procedures	.764	
Did not follow the orders of supervisor to improve work procedures	.556	
F-3: Whistle Blowing Behavior		18.592
Reported wrong doing of co-worker to bring positive organizational change	0.870	
Reported a wrong doing to another person in your company to bring positive organizational change	0.888	

Source: Based on Primary Data

F3: Whistle Blowing Behavior- Third factor includes two statements that represented employees' intention to report internal wrong-doings to some internal or external authorities.

Table-7 highlights correlation coefficient between overall perceived stress score and three extracted factors of constructive deviance. Data reveals that factor-3 (Whistle Blowing Behavior) was positively and significantly correlated with stress. Further, other two factors (Rule and order deviant behavior and Disobeying and disagreement behavior) are reported to have negative and significant relationship with stress.

DISCUSSION AND CONCLUSION

The present study explores the relationship between perceived stress level and constructive deviance in a sample of sales professional working in Delhi- NCR region. It aims to identify those factors of constructive deviance which are negatively related to organizational stress. Since, constructively deviant behavior is increasingly gaining acceptance in modern organizations, companies can formalize these factors to reduce

Table 7. Corrélation Matrix

Variables	Stress	Factor- 1	Factor- 2	Factor- 3
Perceived Stress Level	1			
F 1: Rule and Order Deviant Behavior	-.209**	1		
F 2: Disobeying and Disagreement Behavior	-.027*	.000	1	
F 3: Whistle Blowing Behavior	.123*	.000	.000	1

Source: Based on Primary Data, ** Sig at .05, *Sig at .01

stress level among sales professional. As expected, sales professional reports high level of perceived stress in this study too. In order to have better understanding, ten statements of constructive deviance are subjected to factor analysis and correlation matrix is created for stress and extracted three factors of constructive deviance. Two factors (Disobeying and Disagreement Behavior and Rule and Order Deviant Behavior) report negative and statistically significant correlation with stress.

It is also observed that the whistle blowing behavior has statistically positive correlation with stress. This result could be justified in light of hatred, anxiety, disillusionment, alienation and disrespect faced by whistle blower at workplace (McDonald and Ahern, 2002). Workplace based counter actions of seniors or colleagues include false victimization, ostracism, exclusionary behavior, discrimination, glass ceiling, aggression, hostility and bullying (LaVan and Martin 2008; Jackson et al. 2010). These organizational experiences lead to both physical and psychological issues like sleep disturbances, increased use of intoxication, development of suicidal tendencies, mental disorder (Lennane 1993, McDonald and Ahern 2002). These flames do not hurt whistle blower only but his entire family suffers. Family bears the brunt of reduced income, poor child rearing and education, relationship and family breakdowns (Bolsin 1998, McDonald and Ahern 2002). It clarifies the fact that the institutionalization of whistle blowing mechanism is a bit dicey. On one hand it is acceptable and desirable for accountability, adherence to rules and regulations and for transparency but on other hand it leads to victimization and thereby stressing the whistle blower. Thus, safeguarding the interest of whistle blower is a pre-requisite for promotion of this constructively deviant behavior. Organization cannot cherish the sweet fruits of transparent work environment without effective and workable whistleblower protection policy. Results highlight inbuilt duality in the organizational setup.

Another important revelation of correlation matrix is statistical significant negative association of ‘Rule and Order Deviant Behavior’ with perceived stress level. It means that stress level decreases when employee departs or violates rules, procedures and

customs of an organization to resolve a problem. The findings could be understood from two different perspectives. Sometimes old rules and regulations create hurdles in work performance in this era of rapidly changing business environment, excessive competition, increases rate of technology replacement and absolute customer focus (Howard, 1995; Heerwagen, 2016). These internal and external factors demand less hierarchy, more autonomy and freedom and continuous reorganization to maintain or gain competitive advantage (Kirsh, 2000; Heerwagen, 2016). Merton's strain theory and Durkheim's concept of anomie talks about same mismatch between organizational goals and legitimate means to achieve those pre-defined goals. Shackles of redundant rules and orders make employees feel more stress at workplace. Quite naturally, deviance from these old fashioned rules relieves employees. Second explanation of the result lies in psychological need of individuality and identity. Since, constructive deviance helps an employee to gain a separate identity in the organization thus it automatically takes away stressors like alienation, lack of recognition, lack of appreciation etc. Appreciation of rule and order deviant behavior (but within the ambit of overall organizational vision, objectives and goals) may be doubly beneficial for the companies. Firstly, it is a well-known fact that stress reduces employees' productivity and profitability. These stress free employees could prove to a source of competitive advantage for the firms, as acceptance of such deviant behavior will definitely bring more energy and innovation at workplace.

Disobeying and Disagreement Behavior also reports negative significant correlation with perceived stress score. It means that the stress level decreases with disagreement with seniors and work group. Off course, this disagreement must be for performance maximization and for problem resolution. Findings could be understood with the help of theory Y, which hypothesizes that the employees are optimistic, responsible, mature, and independent. Later on this theory formed the basis of decentralization, participative management, autonomous teams, collaborative and trust based relationship. Traditional bureaucratic structure creates communication gap and mistrust between senior and subordinate (Ralston, 2006). Such mistrust and lack of two-way interaction is considered as a major stressor. Again results may provide certain benefits to today's modern organizations. Firstly, allowing certain level of disagreement would make employees stress free. Secondly, it will lead to free flow of information and thereby it would generate new ideas and promote innovations at workplace. Thirdly, researchers have found that the stressed bosses create havoc for subordinates. Mild disobey and disagreement may prevent spread of stress which is contagion in nature.

Constructive deviance is a new normal for contemporary organizations. HR managers and other practitioners can definitely learn and implement findings of the study. Apart from reaping other benefits, institutionalizing certain level of rule deviance and disagreement deviance may help managers in dealing with perennial

and omnipresent problem of stress among sales professionals. The study sympathizes with the fact that the job profiles of sales personal demands certain level of deviance from established standard operating procedures and customs. Modern managers must admit the intricacies of the sales professionals and allow acceptable level of deviance. The study also suggests management support, awareness seminars and safeguard mechanism to promote whistle blowers. They may seem like spoilers in short run but they are harbinger of transparency and accountability which is one of the most desirable organizational elements in the long run.

Although the present study provides certain insights into the delicate interrelationship between constructive deviance and perceived stress level, but this study has many limitations too. Firstly, data has been collected from the same source and at the same time. This enhances the risk of common method error. Longitudinal study or double source method could be used by future researchers for better results. Secondly, constructive deviance is measured with the help of ten general statements only. Future researchers could use specific behaviors like organizational citizenship behavior; whistle blowing, issue selling for in-depth study of individual relationship between these behavior and stress. Thirdly, this study is based on a sample size of only 247 sales respondents. A larger sample size would enhance the efficacy of generalization of the results. Also, replication of same study with different population could also help in generalization.

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Chapter 9

Relationship Between Conflict and Deviant Workplace Behavior in Family Business

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ABSTRACT

While family businesses are struggling with all the problems of any other business on one hand, they are also struggling to deal with problems arising from family dynamics on the other hand. The main challenge for the establishment and prevention of conflict, and organizational deviant behavior in these enterprises is the difficulty to separate family and business subsystems that are intertwined with each other without damaging them. This study focuses on organizational deviant behavior arising from probable negative relationship emotions after role ambiguity and conflict of family members in a family business. Furthermore, family effect (altruism) is also defined, which is another aspect affecting deviant behavior. Followed with the general concept of organizational deviations and conflicts and types of conflicts in family business, the last part covers deviation behavior reasons stemming from role conflict, role ambiguity, family altruism, and relationship conflict. The relationship between all these concepts are discussed with a conceptual literature review.

INTRODUCTION

Happy families are all alike; every unhappy family is unhappy in its own way.
— Leo Tolstoy,

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Organizations contain rules which are set by the founder to protect the interests of both the organization and individuals. These rules may be written, as well as non-written expectations and norms. While some individuals show compliance behavior, some individuals do not. Negative work behaviors of individuals to disrupt the activities of the organization have been investigated by the researchers in the field of management and organization for a long time and the related theories are suggested.

Family companies are the enterprises with the highest rate of economic structure in the whole world. Therefore, these companies are becoming increasingly important nowadays and are examined by researchers. In Turkey, like in many parts of the world, while some family companies have managed to maintain their existence, some others disappear in their second generation or lose their previous power (Lambrecht, 2005). Interpersonal conflicts and organizational deviation behaviors of their members as well as wrongly chosen business strategies and policies are very influential in the failure of family businesses in their struggle to maintain their assets (Chrisman, Chua, & Sharma, 2005; Levinson, 1971).

BACKGROUND

Family business concepts consist of work and family, cover the areas in which people attach much importance and spend most of their time. Family companies are considered as separate structures from other businesses because they are composed of two sub-systems which are referred to as “family institution” and “business community” (Harvey & Evans, 1994; Lee & Rogoff, 1996). The family, which is the owner of the business in these enterprises, can take part in the management of the enterprise and can intervene in different levels of management (Tagiuri & Davis, 1996). According to Chittor and Das (2007), family businesses are the enterprises that are managed and owned by a coalition of the same family, which shape the business processes and future goals according to the direction of this coalition, and continue their lives by transferring between generations.

There are many studies dealing with family businesses and in these studies, it is observed that the concept of family business is defined in different ways. Family businesses according to the literature are defined as having one or more than one feature of the following definitions simultaneously; “ownership”, “having a certain weight in the management structure”, “transfer of ownership and ownership to the next generation of the family”, interaction of family and business systems” (Ayrançı & Semerciöz 2010; Shanker & Astrachan, 1996). Family businesses, in the simplest form, can be expressed as structures created by the ownership of a family and dominated by a certain family in the administration (Henssen, Voordeckers, Lambrechts & Koironen, 2011).

Role conflict and role ambiguity, is defined by Tagiuri & Davis (1996) as the role conflicts and role uncertainties resulting from conflicts in the interaction of work, family and ownership subsystems in three circle model family businesses. According to Gersick, Davis, Hampton & Lansberg, (1997), individuals in three circle models have different expectations depending on the area they have different objectives. These different expectations constitute the main reason of the role conflicts. The model also clarifies the complexity of the role typologies that individuals take on depending on their field. For those who undertake different role typologies that is a family member, at the same time, ownership role, and along with a role in the management subsystems, develop different, incompatible behaviors. The changing role behavior according to the situation depending on the different roles as given is called conflict between roles (Katz & Kahn, 1978; Rizzo, House & Lirtzman, 1970). Furthermore, when the expectations are not clear, then a role ambiguity is created.

Family effect concept are defined as the effect of family decisions and behaviors on the business-related issues. (Alcaraz, 2004; Ayrançı & Semerciöz, 2010; Chua, Chrisman & Sharma, 1999). In the literature, family management, ownership and management transfer issues are considered as important factors in family businesses (Chrisman, Chua & Steier, 2002). In addition, the concepts of management, ownership and inheritance can be discussed in different ways. In management, the criteria such as the voting weight of the members of the board of directors and strategies related to the family members and the share of the family in all the business managers are discussed. In the case of ownership, the share of the family in capital is generally evaluated. The enterprises where the family effect is felt most intensely are expressed as enterprises with at least one family member in the executive position, with more than one generation working together and having business ownership (Shanker & Astrachan, 1996).

In the literature, the effects of family on family businesses are explained within the framework of the concept of agency theory, stewardship theory, resource-based view and familiness. According to the resource-based view approach, family businesses are unique in their resources and capabilities that provide family-based competitive advantage and create a positive impact on the performance of family businesses (Barney, 1991; Duh, 2010). Habbershon and Williams (1999), suggests that familiness brings a unique set of internal resources as a result of family participation. These resources are unique, inseparable, and define as the synergistic sources that increase the energy of another (Duh, 2010).

The explanations regarding the positive effects of the resource-based view approach on the performance of family businesses have some limitations. The most important of these is that the theory positively assumes the status of family relations. In fact, this synergetic effect may occur depending on the state of the relations between the family members as the family factor. Researchers, who show the effects of family

dynamics on family businesses, consider the healthy and unhealthy family structure to be an important factor (Fernández-Roca, López-Manjón & Gutiérrez-Hidalgo, 2014). According to this; If the family relations are healthy, positive and synergistic effects of the family's sense of unity, togetherness and the sense of common destiny towards the future may occur in these enterprises (Fernández-Roca et al., 2014). In addition, the social identity of the family members (Schmidts, 2013; Waldkirch, 2015; Zhu, Chen, Li, & Zhou, 2013), a sense of trust and sacrifice among family members (Simon, 1993; Polat Dede & Ayrancı, 2014) are the important resources that provide family-based competitive advantage in family businesses.

The other approach that tries to reveal the family effect in family businesses is called stewardship theory (Davis, Schoorman & Donaldson, 1997). The theory suggests that many leaders and managers have higher objectives in their work, that they are not only individuals who think of their own interests, but act with altruism for the benefit of the organization and stakeholders (Davis, et. al., 1997). In terms of family businesses; the future and reputation of the family depends on the future of their businesses (Ward, 2004). The shared goals lead to family members identify with the enterprise and carry high sense of commitment (Bubolz, 2001). For this reason, stewardship understanding in family businesses is formed. Family members waive their short-term individual earnings. They want to create long-term value for all stakeholders and tend to make financial investments for the future (James, 1999; Miller & Le Breton-Miller, 2005; Ward, 2004).

Altruism's dark and bright aspect in family members is at the center of many theories that explain the family effect of harmony and organizational divergence in family businesses. Altruism focuses on each family member's attention to the needs and long-term prosperity of others (Lansberg, 1983). According to Bergstrom (1995), the welfare of the individual is related to the welfare of others. Altruism is seen in all enterprises, but family members are expected to have more altruism behavior in their family business (Davis et al., 1997).

Altruism makes every family member employed by the family the owner of the firm in practice even if he is not formally. Each acts believing that they now have a claim on their property of the family (Stark & Falk, 1998). In the distribution of family resources, it is an important criterion for which members need more resources, whereas in the distribution of the business resources, the business performance and contributions of the person should be used as a priority. However, the expectation that the family subsystem values for family welfare will be implemented by some family members in the operating subsystem also creates risks for the performance of the operating subsystem (Lansberg 1983). Bennett, Thau & Scouten (2005), stated that family members consider that they have the right to use the resources of the enterprise with the privilege of the other business employees who are not family members. When they cannot obtain the resources they believe they deserve

because they are family members, they can go about behaving injustice and show destructive organizational deviations (Eddleston & Kidwell, 2012a). Hollinger and Clark (1983), say that there are relationships between perception of injustice and property deviance.

Relationship conflict is given in the studies that advocate that it directs individuals' attention to relationships and causes personal disagreements. Simons and Peterson (2000), describe the relationship conflict as the perception of personal hostility and discord. Relationship conflicts is known as affection conflicts because of the the high emotion component (Amason, 1996, p.127-128). Researchers argue that negative family relationships can be reflected in the enterprise (Lansberg 1983; Rodriguez, Hildreth & Mancuso, 1999; Wang & Shi, 2019). According to these researchers, family businesses are businesses that contain emotions, and these feelings affect the decision-making mechanisms in family businesses (Davis & Stern 1988; Berrone, Cruz & Gomez-Mejia, 2012).

Organizational deviant behaviour, is more of a new concept in the case of family businesses, and the number of studies on this issue is quite limited. In the beginning of the 2000s, the family business literature began to be studied. Some researchers have contributed significantly to this topic (Bennett, et. al., 2005; Eddleston & Kidwell, 2012a; Kidwell, Cox & Kloepfer, 2019; Kidwell, Eddleston & Kellermanns, 2018). Similarly, many prominent sociologists and criminologists have attempted to conduct studies on the subject of deviation over the past century (Sharma, 2018). However, the issue of organizational deviation is a new concept rather than a family concept, and although the number of studies on this issue is quite limited, in the early 2000s, the issue of family businesses began to be studied (Eddleston & Kidwell, 2012).

Following the brief description of the family business, role conflicts, role ambiguity, family effects, altruism, relationship conflict and deviant behaviour above, in the following part of the study, general information is given about definition and types of organizational deviation and conflict phenomena in family enterprises.

ORGANIZATIONAL DEVIATION CONCEPT

There is no specific criterion that can be used to distinguish between normal and problematic behavior. Norms and expectations are evaluated when deciding what is the definition of normal (Cheesman & Watts, 1985). The founder's norms, values and expectations are usually accepted as the family businesses' norms and expectations. The deliberate violation of values shared by family members in the enterprise by some family members is seen as an organizational deviation behavior in family businesses.

Robinson and Bennet (1995), defines organizational deviation as the behaviors of organization workers which violate organizational norms voluntarily or as the behaviors which threaten the well-being of both. Similarly, Lawrence and Robinson (2007), describes the concept of organizational deviation as intentional behavior by members of the organization to prevent the regular functioning of the organization.

Robinson and Bennett (1995), model is one of the widely used models in the literature about organizational deviation. There are two dimensions in the model. The results of deviation behavior in the first dimension is classified as less serious and very serious. The second dimension is expressed as the deviation behavior towards the organization and towards the person. Four types of organizational deviation behavior were defined by the intersection of these two dimensions.

The behaviors that affect the quantity and quality of the work produced for the organization, such as long-term break, early work, deliberately slowing down work, wasting of resources, are called production deviance. Similarly, behaviors which aim at harming the organization, sabotaging equipment, taking bribes, lying about working hours, malicious behavior towards property or assets of the organization is called property deviance. When the results of property deviance are compared with production deviance, there is more destructive results for the organization. In the model, the deviation behavior towards the person is called personal aggression and political deviance. Stealing from a person-oriented colleague, verbal abuse, sexual harassment, endangering colleagues are defined as personal aggression. Personal aggression results are considered to be relatively more harmful. The behavior of the individual is less damaging, discrimination, gossiping about his colleague, blaming his working companions and on-site nepotism, and inefficient competition constitute political deviance (Robinson & Bennett, 1995).

In family businesses, it is possible to classify the phenomenon of organizational deviation in various ways. The deviation behavior that positively contributes to the realization and performance of the objectives of the enterprise is expressed as functional deviance; and the deviation that causes harmful effects is called “dysfunctional deviance”. Suppose that the family member who works in a family company is accepted as ‘can not be dismissed’, if the family member is dismissed due to poor performance in this company, the dismissal of the family member can be expressed as functional deviance. However, if a family member employee with a good performance is dismissed due to personel dispute within the family will be considered as dysfunctional deviance (see also; Kidwell, Cox & Kloepfer 2019). Deviation can be good or bad, beneficial or harmful depending on the nature of norms and deviation. Deviation can also be used for strategic purposes to achieve a firm’s goals (Kidwell & Nygaard, 2011). Only dysfunctional deviance sources will be discussed in the study.

Organizational conflict and types of conflicts and the relationship between these types of conflicts are defined in the following part.

FAMILY BUSINESS AND ORGANIZATIONAL CONFLICT AND TYPES OF CONFLICT

Thompson (1998), defines the concept of conflict by focusing on the stages of conflict and the interactions in processes. When two or more social entities (i.e., individuals, groups, organizations and nations) interact with each other to achieve their goals, their relationship may become incompatible or unstable. Individuals with different attitudes, values, beliefs and abilities and who do not have enough source for all of them and who request the limited resources create disagreement, inconsistency or imbalances in relations. Thompson (1998), describes conflict as perception of interest differences among people.

Types of Conflicts in Family Business

Conflicts that contribute positively to the realization and performance of the business objectives are expressed as constructive conflicts. The conflicts that create negative effects are called destructive conflicts (Amason, 1996; Wall & Callister, 1995). The most important drawback of non-constructive conflicts is the fact that people orient their attention the parties of the conflict while they have to focus on the work done.

Relationship Conflict

These conflicts arise from founder's wanting to play the role of a single man, might arise from extended family members interruptions, nepotism, relations with non-family employees, intergenerational values and personality differences. This kind of conflicts might end up with more destructive results when it is compared to the other conflict types i.e. task conflict and process conflict give less harm to the performance or to the future of the group (Jehn & Mannix, 2001).

Task Conflict

The task conflict is related to the aims and strategies of the organization. Such conflicts arise from different perspectives about how to invest, improve and diversify the business. It allows group members and individuals to better understand the work to be done and gain different perspectives (Amason & Schweiger, 1994; Jehn, 1997; Huang, 2010). It is stated that the task conflict enhances the quality of the

decisions taken in the dialectical style and improves the decision-making outputs and productivity (Jehn, 1995; 1997; Kacmar, Bachrach, Harris & Noble, 2012).

Lind, Zhou & Leung (2011), found positive relationships between task conflict and innovative behaviors. However, Guerra et al. (2005) found that both the task conflict and the conflict of relations have negative consequences such as low motivation and job satisfaction in the members.

Process Conflict

Process conflicts refer to the differences of opinion about how things are done. Such conflicts are related to the study of methods learned from the previous generations rather than systematic plans, unclear authority and responsibility relationships, the use of financial resources and employment issues (Jehn, 1997). Relationship conflicts cause negative emotions in the individual, while moderate level task and process conflicts do not create negative emotions in the individual (Amason, 1996; Jehn, 1997). When individuals do not have routine and standardized solutions, cognitive confrontation leads the parties to new ideas and different perspectives, which increases the creativity and innovation capacity of the enterprise (Jehn, 1995). Moderate level of task and process conflicts provide constructive discussions on the tasks (Jehn, 1997). If the intensity of the process conflicts in the enterprise is high, new creative ideas and suggestions cannot be developed, and the members may have difficulties in completing their work (Jehn & Mannix, 2001). In addition, the family company's competitive advantage can be prevented from learning to perform some activities and methods (Handler, 1992).

Research shows that the frequency and intensity level of the conflict are strongly related with each other. In other words, the relationships between the intensity of conflicts and the frequency of conflicts in that enterprise are found in researches. (De Dreu & Van Vianen, 2001). For example; It is stated that the frequency and intensity of task and process conflicts are beneficial to the organization if they are at moderate levels. (Amason, 1996; Jehn and Mannix, 2001). Such task and process conflicts that meet these conditions will be expressed as constructive conflicts for the organization. However, if the duration of conflicts is prolonged, if violence is increasing, the task and process conflicts will no longer be functional for the organization. Similarly, a cognitive conflict with little or no intensity will not achieve the desired goals in the organization. Task and process conflicts provide constructive discussions on tasks when they are at a reasonable level. When individuals do not have routine and standard solutions, cognitive conflict leads the parties to new ideas and different perspectives, which increases the creativity and innovation capacity of the enterprise (Jehn, 1995).

If the level of both the task and the process conflicts is high, these conflicts turn into relationship conflicts, and the negative emotions between individuals indirectly decrease job satisfaction (Jehn, 1995). When emotional conflict is at a low level and cognitive conflict is high, individuals' intention to leave the organization is decreasing. However, when both types of conflict are high, there is an increase in the intention to leave the organization (Medina, Dorado, Munduate, Martínez. & Cisneros, 2002). If the conflicts are managed well, it provides flexibility in terms of revealing various forms of behavior in organizations rather than being destructive and strengthening creativity by increasing mental efforts of individuals.

One of the issues that should be considered in relation to the task or process conflicts in family businesses is whether the problem is really a problem with the task or business processes. Sometimes, past conflicted family secrets and rumors, relationship conflicts that are caused by unspoken insults behind implicit power issues can be the main source of the problem behind a conflict that seems to be a business problem.

Some researchers state that the effects of conflict types occurring in organizations are not additive (Janssen, Van De Vliert & Veenstra, 1999; Simons & Peterson, 2000). These investigators investigated the effect of conflicts in family businesses and observed that task, process and relationship conflicts do not have independent effects (Janssen et al., 1999; Simons & Peterson, 2000). For example, the impact of process conflicts and relationship conflicts is multiplicative. A type of conflict, which starts as a task conflict, can be transformed into relationship conflicts or process conflicts depending on the intensity and frequency level of the conflict. These conflicts can occur simultaneously. A type of conflict increases, decreases, or completely destroys the effect of the other type of conflict. These multiplicative relationships between types of conflict; it requires a more holistic and complex perspective that takes into account all the factors surrounding the problem in understanding and managing the impacts of conflicts in the family business.

FAMILY BUSINESS AND ALTRUISM

Altruism is seen in all enterprises, but the family members have more altruism behavior. In fact, the altruistic behavior of family members against the company and their family members is the most important feature that distinguishes family businesses from other businesses. This feature is an important element that constitutes the infrastructure of the theories explaining the reasons of the behaviors of the employees such as organizational deviation and conflict (Kellermanns & Eddleston, 2004).

According to some researchers, the altruistic behavior of family members is based on Hamilton (1964) and the term *kin selection* is referred to Maynard Smith (1964). These researchers disclose the behavior of family businesses as a potential drawback from family nepotism (O'Brien, Minjock, Colarelli & Yang, 2018). Family business may provide secure employment to some family members, which they may not normally provide conditions and privileges to other employees (Gersick et al., 1997). In cases where the family member does not have sufficient experience, knowledge, skills and motivation, the family sacrifice creates negative results if the family is a member of the family, and it is normally brought to the positions that it cannot obtain in other companies (Kellermanns & Eddleston, 2004).

Pantaleo (2011) believes that if a person believes that any deviant behavior is acceptable to people, it is more likely to be deviant (as cited in Sharma, 2018). Researchers specifically argued that family members who work under a family member depend on their genetic relationships to change their belief about theft and their beliefs about this action (O'Brien, et al., 2018). In other words, the family member may not believe that it is a theft, as he perceives himself as the owner of the organisation and he might believe that he will be protected by his kins. However, organizations often have policies against organizational deviation behavior and impose sanctions on workers in the event of a violation of the norm. The expected seriousness of the sanctions affects the employees' decision to deviate from the workplace (Hollinger & Clark, 1983). Hamilton's theory of kin selection suggests that sanctioning would be less severe than other non-family members (Hamilton, 1964).

Most of the researches investigating the premise of employee deviations raised concerns about the experiences of employees in the workplace and how these experiences shaped their behavior. It is stated that normative mechanism of institutional environment can affect decision-making mechanisms of the family enterprise i.e. family implications that precede enterprise welfare, family welfare may be preferred to the welfare of the enterprise (Leaptrott, 2005; O'Brien, Minjock, Colarelli & Yang, 2018). It makes the decisions of the organizations not only legal and economic systems, but also social and cultural systems. In collectivist societies in which the enterprise is associated with the family, how the response and the impulse response to the behavior of the family member will function (O'Brien, et. al., 2018) depends on the socio-cultural environmental factors (also see DiMaggio & Powell, 1983; Meyer & Rowan, 1977).

ORGANIZATIONAL DEVIATION, ROLE CONFLICT AND ROLE AMBIGUITY

It is accepted in recent studies that some family members may show deviations in family and enterprise with the effect of negative emotional experiences following these conflicts (Bennett et al., 2005; Eddleston & Kidwell, 2012a, 2012b; Kidwell, Eddleston, Cater, & Kellermanns, 2013; Kidwell, Kellermanns, & Eddleston, 2012).

Some of the family businesses adopt a rational-bureaucratic model to prevent problems arising from conflicts in work and family subsystems (Sorenson, 2000). In this model, family and work-related issues are clearly separated, so family members are not allowed to reflect on family-related issues and forms of relationship (Hollander & Elman, 1988). Some family businesses, family and business by separating the boundaries of a very successful, managed to take advantage of the unique features of the family effect in the enterprise (Aronoff & Ward, 1995; Kirchhoff & Kirchhoff, 1987). Similarly, Jensen and Meckling (1976), states that family companies are not required to separate the ownership-management structure from other organizations, and that formal governance systems that increase their agency costs are useless. Jensen and Meckling (1976), argues that family relationships are healthy and these family subsystems can be separated according to Max Weber's model of Bureaucracy principles, may have positive effects on the performance of some family businesses. However, it is not always possible to make such a solid distinction in practice and make this rational, bureaucratic relationship sustainable.

In family businesses, information on how conflicts emerge divergent behavior, provides a road map that will follow to practitioners and academics in the prevention of organizational deviation behavior in family businesses and in managing conflicts. Difficulties in performing it lead to role conflicts and role uncertainties in family businesses (Cooper, Kidwell & Eddleston 2013).

Three Circle Model

The theoretical assumptions of why the conflicts in family businesses have different sources of conflict from other enterprises are based on three circle models developed by Tagiuri and Davis (1996), at Harvard University. The model was created by Kepner (1983) and Davis (1983) by the addition of the ownership subsystem to the two circle models emphasizing the conflicts caused by the differences in the aims and values of two different sub-systems, such as the business and family which constitute the family businesses mentioned in these studies. Tagiuri and Davis' work dates back to 1978.

Three Circle Models considers family businesses as a system. This system consists of interconnected business, ownership and family subsystems. The circles are metaphorically showing the subsystems of the large system, expressed as family business. For example, the person who is in the circle which represents 'business' subsystem has only the working role. The person who is in the circle which represents the property subsystem is the shareholder only. The person who is in the family subsystem only is just a member of the family, but neither has a role as a partner nor a working role in the company. By the intersection of three separate circles according to the model, additional 4 different roles are created, therefore 7 different roles are created. Depending on which role the individual is, the person has to be in different role typologies, in 7 areas. These role typologies can be briefly stated as follows; 1) Individual family member only 2) Individual shareholder only 3) Individual employee only 4) Individual family member and shareholder 5) Individual family member and employee 6) Individual shareholder and employee 7) Individual family member, shareholder and employee (Gersick et al., 1997).

For example, in the three-circle model described above, area number seven shows the area with the highest conflict level in the enterprise. The individual in this field, as a member of the family, both as a shareholder and as an individual who works actively in the enterprise, has multiple role expectations and if this role fails to meet the requirements, there are conflicts in the enterprise.

The model gives a useful point of view to researchers in terms of the effects of role conflicts and role uncertainties on the emergence of deviations in these enterprises. In addition, it shows how the organizational characteristics of the family business, unlike other businesses, creates organizational deviation behavior in these enterprises through role conflicts and role ambiguity.

When the literature is examined, conflict can be grouped as "time-based conflict", "behavior-based conflict" and "emotional tension-based conflict" (Netemeyer, Boles & McMurrian, 1996; Karaca & Polat Dede, 2017). It is related to the disruption of the responsibilities required by the role in the family due to the amount of time allocated to the role in work (Netemeyer et al., 1996). Behavioral conflict; This is due to the mismatch of the behavior of the role-taker trying to fulfill the requirements of family, business and ownership roles. If the individual does not go to adjust his behavior in order to adapt to the expectations of different roles, it is inevitable for him to have a conflict between roles (Ashforth, Kreiner & Fugate, 2000; Edwards & Rothbard, 2000). Emotional tension-based conflict form is expressed as a role making it difficult to fulfill the responsibilities of another role (Netemeyer et al., 1996). This can be cited as an example of a person's difficulty in performing responsibilities in the family due to the transfer of the effects of tensions in the workplace to home after work hours and vice versa (Ashforth et al., 2000; Edwards & Rothbard, 2000).

If the internal values or standards of the person and the role requirements and expectations do not match the conflict of the individual is defined as internal conflict (Katz & Kahn, 1978). Because of the emotional ties that an individual has in the family business with his / her family, the conflict he experienced while trying to fulfill the requirements of a task that does not coincide with the internal values and capabilities of the enterprise can be given as an example of a conflict in the role.

Compliance with certain managerial principles such as writing job descriptions in the business clearly and in detail, determining the relationship between authority and responsibility, and assigning persons according to their personality and abilities instead of being a family member prevents the power and role conflicts among people.

According to the boundary theory, each system is surrounded by boundaries that include rules and patterns that regulate the interactions between the sub-systems. In family businesses, the border can be expressed as individuals, business-family subsystems and emotional barriers or obstacles that protect the integrity of these enterprises. The borders serve to maintain the autonomy of the family and the enterprise by managing relations between family members. Family businesses have different preferences about the degree to which business-family subsystems should be separated (Kossek, Noe & DeMarr, 1999; Rothbard, Phillips & Dumas, 2005). The degree to which these enterprises choose to separate family-work subsystems is reflected in their practices at organizational level such as company policy, culture, leadership style and official control systems. (Rothbard et al., 2005). In addition, there are differences in the preferences and expectations of the family members working in family businesses about the degree of these limits (Ashforth et al., 2000).

Recent studies have shown that the separation of family-business subsystems reduces conflict between work-family roles (Powell & Greenhaus, 2010). Sundaramurthy and Kreiner (2008), believes that family members have relationships between family violations and relationship conflict. Higher levels of role conflicts and not clear or the capabilities of the business are insufficient (Cooper et al., 2013). Family members who work or do not work in family businesses may sometimes experience intense conflicts. Thus, there may be transitions between the role of being a family member, the role of shareholder, the role of employee in the enterprise and the role of taking part in the management, conflicts or even conflicts. What is important is to minimize these conflicts. Therefore, there may only be family members and non-shareholders, and family members may be individuals who are not shareholder in the business environment but who do not have management responsibilities. The main way of this is to know which role in which environment will stand out. In other words, in making managerial decisions, it is necessary not to adopt a purely family-based role or to act exclusively on property-related issues.

The structure of the family business, the basic roles and roles in the family business must be carefully defined. It should not be forgotten that some people may be able to load more intense roles than they can, which means that they cannot fulfill the requirements of these roles. Roles that cannot be fulfilled in time cause conflicts between people. Because the role that has been defined must be filled in one way or another.

FAMILY BUSINESS AND RELATIONSHIP CONFLICT

Negative emotions stemming from role conflict and role ambiguity can lead to an increased cycle of intensified relationship conflicts and deviant behaviors in the family business and family, intensifying with the features available in the family business context (Cooper et al., 2013). The most important feature of relationship conflict is personal disagreement, hostilities (Amason, 1996; Simons & Peterson, 2000) and the individual's deliberate deviation behavior towards the other side. In addition, conflicts can be transformed into task and process conflicts, and withdrawal of their efforts for the organization in the individual (Jehn & Mannix, 2001) can lead to behaviors or in the form of creating coalitions to increase power in the organization can lead to unwanted negative business behaviors.

The occurrence of uncertainties and tensions in conflicts raise two strong impulses, namely aggression and anxiety, how these two types of energy are channeled plays an important role in conflict interaction. Because what people will do in the conflict depends on it. Anxiety is a tension that arises when we understand that a danger has come. Conflicts and divergence behaviors are often related to the obstacle that the individual encounters. Anxiety affects the interaction of conflict by causing people to be too strict and not to be flexible. Non-constructive communication patterns are also resistant. Because it provides a way to deal with the tension and anxiety that the conflict brings (Folger, Poole & Stutman, 2015). Gottman (1994), mentions the situation of feeling overrun in the form of one of the parties being stunned or stuck underneath because of the other's negative emotional response. The person who experiences the emotion overflows has difficulty understanding what he is saying and what the subject is and knows what to do, which reduces the quality of his reactions to the conflict. Emotion propagation is a general term that indicates that a tendency to conflict is likely to spread among the parties. Emotion splash is defined as the tendency to do the same by covering the emotional response of the opposite to provide confusion in an emotion life and to synchronize the emotional life.

Under certain circumstances, task and process conflicts can produce positive results for businesses. However, when conflicts exceed the required level, they become conflicts of relationship. Relationship conflicts structure usually changes

when the members' disagreements about tasks and processes exceed a certain level. When the conflicts are perceived not as disagreements in processes and duties, but as personal attacks, can be considered as an important border where conflicts trigger organizational deviation behaviors and may be the threshold to determine the consequences for the enterprise. With this border is crossed, emotions are involved, and interpersonal conflicts are rapidly aggravated (Amason, 1996; Jehn, 1997). Furthermore, Coughlan (2001) states that the level of conflict is determined as a result of the number of parties, the importance of the conflict, the frequency of the conflict and the degree of intensity of the conflict. Accordingly, the impact of these factors in determining the level of conflict is not independent of each other. The absence of one of these factors diminishes or alters the effect of the other. Developing applications by analyzing these factors will create effective results in controlling the level of conflicts and in resolving conflicts.

DISCUSSION

Researchers who work on deviant workplace behaviors in family enterprises state that instead of individual characteristics or solely the characteristics of organizational elements, the factors affecting the individual's deviant behaviors should be focused considering the interactions of individual and organizational elements (Appelbaum, Iaconi & Matousek, 2007; Eddleston & Kidwell, 2012; Schulze, Lubatkin, Dino & Bucholtz, 2001). Researchers found relations between organizational deviation behaviours and the extreme competitive and hostile organizational climate (O'Moore, Seigne, McGuire & Smith, 1998) and the organizational culture which allows for the emergence of divergent behaviors, accept or promote the behavior of norms in the organization (Greenberg, 1990) In family businesses, the exaggerated altruistic attitudes of the parent / founder and the overentitlement beliefs of family members may have encouraging effects on the emergence of organizational deviation behaviors in these enterprises. Kidwell et al. (2012), in their conceptual work, believe that a significant number of family firms employ a family member based on their family status rather than their ability and qualifications as a barrier to the enterprise. The researchers referred to this as the Fredo effect, referring to the incompetent brother in *The Godfather's* novel.

The developmental model of the family business developed by Gersick and colleagues (1999), provides a holistic perspective to explain the conflicts caused by the interactions of sub systems, types of family businesses, management, business and family subsystems of the developmental stages, the transition between stages and offers solutions. The model describes the time-related changes in family, business and property subsystems that make up family enterprises and the problems caused

by these changes and offers different solutions. Family business in the model has phases as start-up, expansion formalization, maturity while the family has transition through these phases, family sub system has transition through as “young business family”, “entering the business”, “working together”, “passing the baton”. Parallel to these changes, changes and transitions in the property sub-system are classified as, “founder/owner controlling stage”, “sibling partnership stage”, “cousin consortium stage”. The researchers state that the cousin consortium is the last stage of ownership (Gersick et al., 1999). The model will enable the researchers to conduct a more sound analysis in understanding the deviations in family businesses and the sources of conflicts. The nature and types of deviations and conflict behaviors that will occur in these enterprises will vary depending on the development stages of family enterprises and family subsystem and changes in ownership structure.

It is seen that the theories and models developed about the processes that constitute deviant behaviors in family enterprises and the elements in these processes put forward different aspects. In organizational deviation behavior occurrence in family businesses, the most important factor is unhealthy family values (Eddleston & Kidwell, 2012). According to the theories of social control, the individual exhibits a deviation behavior, not the strength of the elements that trigger the individual for deviation behavior, but the weakness of the forces that prevent people from the behavior of deviation. (Vold, Bernard & Snipes, 2002). One of the most important control mechanisms for the destructive organizational deviations in family enterprises is the level of emotional ownership among the members. The creation of ownership in the next generation is of great importance for the sustainable success of the enterprise. In the case of ownership, family structure, family values, and career planning, it will be possible if these values are identified with the personality of the family member. It is seen that the phenomenon of emotional ownership, in contrast to the resident belief in terms of family members, includes responsibility, pride, emotional bond, identification and personalization beyond financial benefit, ownership or legal binding. Therefore, when emotions are sometimes managed well in terms of businesses, they will have higher positive results in family businesses. (Jehn, 1995).

FUTURE RESEARCH DIRECTIONS

The study mainly focused on the non-functional aspects of the norm violations of family members in family businesses. In practice, although there are many family business types, this study focuses on the negative effects of altruism and overentitlement beliefs in family businesses, where the family member is supervised by another family member.

In addition, the deviation behavior of working professionals who are not family members is excluded from the scope of the study. Another important point in this study is the negative interactions between family businesses and interpersonal ambiguities, the exaggerated sacrifice of some parent / founder (altruism) and the increasing entitlement of some family members. The focus is on deviating behaviors. Correlations among variables in the study can also be in the opposite direction. That is, divergent behavior of family members may lead to conflicts. It is recommended that researchers take into account the interactions of conflicts and organizational deviations.

Empirical studies in family businesses are becoming more difficult, especially in collectivist countries, because of the extent of organizational deviation and the sensitivity of the issue. In addition, empirical studies are needed to determine which individual characteristics are effective in conflict-deviation behavior relationships.

Professional managers, who are not family members in family businesses have to be involved in conflicts between family members at some times unintentionally. Deviations of family members, neglecting the negative business behaviors of family members in the company, or less than the sanctions imposed on family members, may increase the likelihood of non-family members to turn to the behavior of deviations. In subsequent studies, it is recommended to study the relationships between the deviation behavior of family professionals and the behavior of family members.

Organizational deviation behaviors; Since the promotion and rewarding system is not perceived as fair, the practices that give out favorable views, and the human resource management practices can prevent destructive deviations due to the emergence of employees as a result of organizational trust and justice perceptions, theoretical studies are needed. Finally, it is advisable to take into account the developmental phase of the family and the developmental phase in which the company is involved in the studies that analyze organizational deviations and conflicts in family businesses.

SOLUTIONS AND RECOMMENDATIONS

One of the most important tools in the prevention of conflict and deviation behavior in family businesses is to clearly define the work-family boundaries and to ensure institutionalization. In this process, the rules on determining the interactions between family-enterprise-ownership subsystems are clearly defined. It is also important to set the rules on how many of the situations that may be a source of conflict in the future will be solved (Helsen, Lybaert, Steijvers, Orens & Dekker, 2017).

Conflicts in terms of the requirements of the institutionalization process and the expectations of family members from the company may initially increase conflicts. However, with the separation of business and family values, the company will be

made independent of individuals. At this stage, the rights and obligations of the family members, working opportunities in the management levels, the balance of family and work values, the terms of purchase and sale of the shares of the company should be made clear.

In addition, the establishment of the family constitution and the regular implementation of family council meetings are very effective means of preventing conflicts in these enterprises. Keeping in mind that the difficulties of communication among family members, the inter-generational cycle plans should be started a long time ago, the average cycle process is a process like 20-30 years, the intergenerational cycle is the most risky process in terms of interpersonal conflicts and organizational deviation behavior in organizations. Being aware is another important issue. Furthermore, design and implementation of control systems as well as deterrent behavior, family members, equal sanctions for non-family members, role models in establishing ethical climate, fair application of human resource management practices to all family members and non-members, will produce effective results in the prevention of deviations behaviors.

CONCLUSION

This study focuses on organizational deviation behavior in family businesses. The three circle model developed by Tagiuri and Davis (1996) and a three-dimensional evolution model developed by Gersick et al., (1999) are used to evaluate the role of family members working in family businesses and the negative emotions posed by role conflicts. In addition, the effects of family altruism and family members' overentitlement beliefs in the relations between conflict and organizational deviance behaviors were tried to be demonstrated. In the literature, the fact that there are few publications which constitute the main topic of conflict and organizational deviation behaviors in family businesses is the motivation of this study. In the study, comprehensive literature review was conducted on the studies on conflict and organizational deviation in family businesses. It is expected that the study will contribute to the theoretical aspects of organizational deviation and conflict in family businesses.

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KEY TERMS AND DEFINITIONS

Constructive Deviant Behavior: Violation of the organizational norms exhibited by using their personal will to harm the organization, the organization’s employees or both.

Destructive Deviant Behavior: It is expressed as behaviors that deviate from the norms of the organization considering that they will have positive results. This behavior may have positive or negative consequences for the organization.

Entitlement: Just because the individual is a family member, he believes that he has the right to authority (a sense of entitlement), he believes that he deserves certain privileges in family business and is arrogant. It means that family members have unreasonable expectations about what they are entitled to in family businesses.

Imprinting: It is expressed as the stimulation of congenital, instinctive behavioral structures that occur in the early stages of life and are species-specific, very fast, relatively coherent, regular learning or attachment to parents in the early stages of life.

Organizational Commitment: Organizational committed employees are the ones who demonstrate more than the expected as defined in the contract, which will be beneficial for the organization to achieve its goals. It is a psychological state which reflects the relationship between the organization and the employee.

Relationship Conflict: Emotional-intensity conflicts are expressed as the perception of personal hostility and clash between individuals.

Role Conflict: The family member working in the family business, has different roles as owner of the company, as manager of the department, as member of the family, therefore all these roles conflict with each other.

Chapter 10

A Review Study of the Effects of Personality Traits on Destructive and Constructive Deviance

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ABSTRACT

There are two streams of behavior—negative and positive—that have the same baseline (i.e., departure from norms) leading to deviant behavior, but these are not integrated. Constructive deviants are employees who break the rules and norms but intend to benefit the organization. They lead to violation of norms but also to positive impact on organizational growth. The author discusses the types of behavior that help the organization in achieving the goals and explore the causes or factors that relate to constructive deviance. Also, dysfunctional behavior like workplace aggression leads to destructive workplace deviance and will be explained with their impact on organization working. The occurrence of destructive deviant behavior imparts a chain of worrying negative outcome in the workplace. The author will provide an integrated approach that is how one type of deviance is related to another type of deviance in the workplace. The author has explained the existence of relationship between employee personality traits and workplace deviant behavior.

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INTRODUCTION

The changing global competitiveness, trends and technology at workplace has resulted in extreme dependence on human assets, but the workplace deviant behavior is taking its toll. Ahmed 2012 found that approx 33 to 75% employees are involved in workplace deviant behavior from minor behavior of lying, spreading rumors withholding effort and absenteeism to major like theft, fraud, vandalism and sabotage. These behaviors are not accepted as it leads to decline of personal and professional ethics and wellbeing of organization ((Robinson & Bennett, 1995) WDB continues to be a solemn and persistent setback for organizations globally (Vardi & Weitz, 2004).The phenomenon of workplace deviance have an influential impact on organizational growth, its culture and workplace attitude but this deviance has been overlooked by HR interventions.

WORKPLACE DEVIANCE

The platform where people from varied walks of life with distinct and individual skills gather to achieve a common target is referred to as Workplace. As individual perspective varies depending on individual personality traits, workplace deviance cannot be overruled. Bennett and Robinson [2002] describe workplace deviant as voluntary behavior that violates organizational norms that can harm individual and organizational performance. The workplace deviance can be because of organizational policies, its culture or the personality of an individual. Workplace deviant behavior can be expressed in various terms as antisocial behavior [Robinson et al 1998], organizational misbehavior [Vardi1996], counterproductive behavior [Cortina,2001] and incivility behavior [Blanchard,2001].One of the study by Blanchard and Henle[2008]added cyber loafing as one of production deviant behavior.

To calculate and predict that organization efforts are aligned in direction of growth, there is a need to understand the personality type to predict the dimension of deviance.

Deviant behaviors at workplace are based on individuals' personality traits, not on the ability/skill -related factors because individuals are consciously aware about being engaged in deviant behaviors. Because of its negative effects on the organizations, the widespread trend in industrial and organizational psychology is currently showing a sustained increase in the study of WDB (Levy & Tziner, 2011). It has been estimated that Billions of dollars are lost annually due to WDB (Johnson & Indvik, 2001). Greenberg (1997) found that organizations in the United States suffered a loss of \$ 200 million per year in cases of theft by workers. While employees who become targeted of WD bare more likely forced to quit, can suffer

stress-related problem, feel unsafe at work, has decreased productivity and low morale (O'Leary-Kelly., Griffin & Glew, 1996).

Restructuring of an organization's norms, attitudes and social values developing ethical value based culture can lead to survival of an organization, in the face of negative deviant employees.

This chapter has explained the factors responsible for creation of deviant work environment in the organization. Also, it has explained how personality traits of employee are a valid indicator for involving and understanding workplace deviance. This positive approach of constructive handling workplace deviance through norms and value of workplace would lead to considerate amount of saving in human and financial aspects.

Classifying Workplace Deviance

Positive

Previous research on Workplace Deviance, have numerous data to show its negative effect but very few are based on presenting its brighter side (Spreitzer and Sonenshein,2004). Positive deviance is defined as "intentional behaviors that depart from the norms of a referent group in honorable ways" (Spreitzer and Sonenshein, 2003). Positive deviant behavior is actually like a hidden asset for the organization, which should be honored not crubbed back(Spreitzer and Sonenshein, 2003).

Negative

Negative impact of Workplace Deviance, which is voluntarily violating rules, norms, policies of workplace leading to downfall of personal and professional ethics as well as gradually decline of organization (Robinson and Bennett, 1995).

There lies a misconception in the minds of many people about unethical behavior and negative deviant behavior. This behavior often frames a platform for unethical practices to emerge out. Unethical practices can be referred to as breaking or offending societal rules, but negative deviant behavior is violation of organizational norms (Spreitzer and Sonenshein, 2004).

Typology of Workplace Deviance

A critical query in research of Organizational Behavior travel and revolves around the basics which leads to varied workplace behaviors. The typology of negative workplace deviance having two dimensions: interpersonal versus organizational and minor versus major.

Development of Typology of Deviant Behavior

Mangione and Quine (1974) were the premier researchers to analyze and understand the deviant behavior and predict its impact on outcomes. The two concepts (focused on organizational deviant) are: Property deviant and Production deviant. Later Hollinger and Clark (1982), focused mainly on Organizational aspect and Hollinger alone in 1986 talked about level of severity i.e. minor to severe.

Robinson and Bennett (1995) was the breakthrough in research of Workplace Deviant behavior who elaborated two dimensions: Minor vs Serious deviant and Interpersonal vs Organizational Deviant which are further classified as Production, Property, Political and Personal Aggression.

Organizational Deviance

Deviance behavior from the organization norms, rules, policies which draw a wall between individual behaviors and expected organization behavior resulting into activities like theft, sabotage, delaying task, ignoring deadlines and ultimately resulting in poor performance of organization.

Interpersonal Deviance

It is purely related to the behavior of an individual. For example: Two managers of a production company took a week leave together. After rejoining from the holidays,

Table 1. Typology of Negative Deviant Workplace Behaviour

Organizational	
<p>Production Deviance</p> <ul style="list-style-type: none"> ● leaving early ● absenteeism ● taking excessive breaks ● intentionally working slowly ● wasting resources 	<p>Property Deviance</p> <ul style="list-style-type: none"> ● sabotaging equipment ● vandalism ● accepting kickbacks ● lying about hours worked ● stealing from company
Minor	Serious
<p>Political Deviance</p> <ul style="list-style-type: none"> ● showing favouritism ● spreading rumors ● gossiping about co-workers ● blaming co-workers ● competing non-beneficially 	<p>Personal Aggression</p> <ul style="list-style-type: none"> ● sexual harassment ● verbal abuse ● physical assault ● stealing from co-workers ● endangering co-workers
Interpersonal	

Source: Muafi, J. (2011). Causes and Consequences of deviant workplace behaviour, International Journal of Innovation, Management and Technology, 2(2), 123-126.

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one manager task was updated because of team efforts and other manager tasks crossed the deadlines because of his autocratic approach and autonomy not given to his team.

This interpersonal deviance is based on individual behavior with others like honesty is reciprocated by respect and honor while physical aggression is reciprocated by arguments and negativity.

Minor Deviance

Deliberately working slow, taking unnecessary and more breaks, gossiping on personal topics with fellowmen during administrator running hours, late influx at place of work and abscond office early, day dreaming whilst on job, and caught up in cyber loafing all comes under Minor Deviance. And the minor political deviance is making fun, arrogant behavior, deal offensively and blaming to colleagues for mistakes did on job, disobeying supervisor's guidelines and commands.

Major (Serious) Deviance

Theft, doing intentionally slow and unproductive work to get overtime, using photocopy machines for personal purpose, taking office products or equipment at home are considered as the major Production Deviance. Other major deviance comes under personal aggression such as Abusing, embarrassing, hounding or aggravation and saying hurtful things to co-workers .

CAUSES OF WORKPLACE DEVIANCE

Causes of Constructive Deviance

Construtive deviance is an “Umbrella Term” to discuss various range of behavior (Warren, 2003) from organizational citizenship behaviors (OCB; Van Dyne, Graham, & Dienesch, 1994) principled organizational dissent (Graham, 1986), whistle-blowing (Near & Miceli, 1985) some types of prosocial behaviors (O'Reilly & Chatman, 1986;Puffer, 1987) creative performance (Amabile, 1996; Baer, Leenders, Oldham, & Vadera, 2010), extra-role behaviors (Van Dyne, Cummings, & McLean Parks, 1995), and prosocial rule breaking (Morrison, 2006) Intrinsic motivation (Ryan & Deci, 2000)., felt obligation (Morrison & Phelps, 1999). and psychological empowerment (Spreitzer 1995) are the factors leading to constructive deviance.

Intrinsic motivation is the inner derives of employees that leads them to enjoy the task assigned and make it interesting. The second mechanism is result of mediating mechanism through felt obligation. When individuals perceive optimistically about their liaison to the job, coworkers, supervisors, their group, the organization, they are obligated to contribute and reciprocate by engaging in behaviors that are positive and beneficial for the people and parties involved even if their actions are deviating from the norms of the reference group. Psychological empowerment is the third mechanism through which support can be given for the reasons behind constructive deviance. The reinforcement results into positive attitude that leads the individual the ability to indulge in an honorable behavior.

Bringing Positive Deviance to Life

In 1978, Merck & Co., a leading pharmaceutical company risked bad publicity for any unexpected side effects of the river blindness drug that in turn could damage the reputation of the organization Merck helped eradicate river blindness, at its own expense. So Merck's extraordinary action an appropriate example of positive deviance. It is entirely possible that Merck acted out of self-interest, and that the organization's production and distribution of the drug reflected a self-interested perspective. However, we think that there is substantial evidence in several published cases (Bollier, 1996; Dutton & Pratt, 1997) to suggest that Merck's behavior is a prime example of positive deviance.

Causes of Destructive Deviance

The causes of destructive deviance are related to Organizational, Work and Individual factors. The work-related parameters may come out of uncertain job descriptions, work overload, role ambiguity, role erosion, role stagnation, conditions/dimensions of service and inadequate resources. It is essential for management to guarantee that they come up with apparent job descriptions/solutions and try to create a congenial working environment for their employees. The thought of not being accepted, required and valued is also one of the reasons of work place deviance.

Organizational factors include poor remuneration, poor working environments, biased organizational climate, and organizational injustice which are creating the destructive deviance in the work environment. For example grapevine or gossiping disturbs adequate flow of information and that results spread of wrong information

Openness to change, collaboration, trust and autonomy are few of the factors which bring in a huge personality differences in individuals and sometime results in destructive deviance. These individual factors also leads to interpersonal differences, like Superior-subordinate relationship which leads to workplace deviance when

subordinate habitually defy their superiors when delegated with demanding tasks. Managers who mishandling their power to harass their subordinates trigger negative emotions in the work place leading to personal aggression.

Effect of Destructive Deviant

In Intel's employees are in control or are dependent on many of the organization's working facilities hence, the deviance attitude often reflect in the reckless use and abuse of company facilities. The recklessness does "come in the form of time, office supplies, raw materials, finished products or the services that they provide. This usually occurs in two steps. First step is that commitment is destroyed and employees stop caring about the welfare of the employer. The second step is that the abused employee will get approval (normally implied) of their coworkers to commit deviant acts".

The situation at Intel's is that deviance behavior are not being checked and dealt with as the organization may not have considered the gravity on its productivity. Some of the deviance is mainly expressed in non-violent form, which may lead to organization's productivity decline. The interpersonal deviance do occur within subgroups of employee mainly in the forms of gossiping and conveying blame to them which affects working time and relationship among staff. This finding is consistent with Neuman and Baron which suggests that workplace violence and workplace aggression gathers momentum from subtle aggressive tendencies to hatred. This also proves that deviant behavior typically directed at the organization or organizational deviance comprises of bad attitude to work in general and to fellow staff. These are reflected in unpunctuality, undue malingering.

EXISTENCE OF RELATION BETWEEN PERSONALITY AND WORKPLACE DEVIANCE

Integration Between Personality Traits and Workplace Deviance (OCEAN)

There exists a strong relation between personality traits of an individual and workplace deviance. The individual factors i.e. Big Five Personality Traits and Dark Triad Personality Traits are having a huge impact on Deviant Workplace Behavior. These traits have both direct and indirect relationship with constructive and destructive work behaviors. According to (Mount et al., 2006), deviant behaviors at workplace is based on individuals' personality traits not on the skill or ability-related factors because individuals are consciously aware about being to be engaged in deviant behaviors.

Personality is a sum total of thought, feelings, and behaviors that make a person unique (Eysenck, 1967). As per the findings of research done by Costa and McCrae, 2004; McCrae et al., 2004; and Aluja et al., 2005, it has been found that personality is consistent when used for different populations including the population of children, students and adults.

Person-based perspective can be used as a predictor of workplace deviance. In other words this perspective suggests that an individual's personality drives his behavior and eliminate the role of the environment (Henle et al., 2005).

Burroughs 2001 quoted by Bolin & Heatherly (2001) concluded that aggressive personality individuals or employees are likely to get more injustice and they get involved in deviant behaviors much more as compared to non-aggressive employees.

Neuroticism and Workplace Deviance

This personality trait has been negatively correlated with organizational constructive deviance whereas the correlation with organizational destructive deviance has always been positive. The main purpose of constructive deviance is to improve and promote the organization but this personality dimension is closely related to negative affinity (Berkowitz, 2012), therefore it is expected to directly relate to destructive deviance. Neuroticism is categorized by Low emotional adaption which is the main cause of no bonding with organizational task and leading to destructive deviance at workplace

Extraversion and Workplace Deviance

Excited, connected and engaged with the outside world are the key characteristics of an Extravert Individual which carves the personality to be high on positive self-confident, dominant and active. This dimension is socially more oriented than being task-focussed (Lee, Ashton & Shin, 2001), which is the reason that it leads to more of interpersonal destructive deviance than organizational destructive deviance (Liao 2008; Lee & Ashton, 2016).

And this personality trait has a positive correlation with interpersonal and organizational constructive deviance since it has been characterized by Activeness and Assertiveness dimension. For example, taking initiative and being innovators can be attributed to activeness, and behaviors such as meandering the rules and not following superiors in order to promote the organization can be attributed to assertiveness.

Openness to Experience and Workplace Deviance

Curocity is the element defining Openness to Experience, which makes an individual high on imagination and creative works (John and Ostendorf, 1994). As this dimension bearer personality tends to be more productive, autonomous and innovative by nature, there exists a positive correlation with both individual and organizational constructive deviant behaviors.

But as per research of, Deary et al., 2003, employees with more open personalities tend to be emotionally exhausted and will lead to Destructive Deviant behavior . Bolton, 2010, stated that higher openness to experience has associated to more Destructive deviant Work Behavior both individually and organizational.

Agreeableness and Workplace Behavior

The individuals who are trustworthy, straight forward and modest, they are basically having Agreeableness Personality trait. And such individuals get engaged in teamwork, having co-operative behavior and are highly rich in interpersonal interactions (Costa & McCrae.1992). Agreeableness can be categorized as an individual that have compassionate, likes to cooperate and does not like to be suspicious and do not like create hostility with other. This trait is more indicative of individual differences in their concern for creating social harmonization. Nice person, easygoing with others, caring, friendly, optimistic, generous, helpful and willing to compromise (Rothmann and Coetzer, 2013).

Agreeableness does not rush towards suspicious and antagonistic towards other rather they lean much towards being compassionate and co-operative with others. According to study done by Bolton, 2010, and O'Neill et al., 2011, employees with high agreeableness are more likely to demonstrate lower organizational as well as individual destructive workplace behavior.

But on the other hand, Liao, Joshi & Chuang (2004) found a positive correlation between differences in agreeableness and organizational destructive workplace behavior.

Conscientiousness and Workplace Deviance

Conscientiousness trait are in those individuals on whom others can rely, can depend as they are self-controlled individuals (Costa & McCrae, 1992; Goldberg, 1992). This personality trait emphasizes action that is always planned rather than spontaneous action and shows a positive relation with constructive deviance. This trait has a tendency to show self-discipline, self-regulation and always aim for achievement above expectations (Ahadi and Rothbart, 1994).

Lee, Ashton & Shin (2005) and Ones & Viswesvaran (1996b) proposed that a conscientious worker is more productive than a less conscientious one is due to the fact that conscientious workers generally avoid counterproductive behaviors.

Integration between Type A and Type B Personality and Workplace Deviance

See Figure 2.

Effect of Personality Traits in Organizational Climate

Every employee working in the organization is having individual characteristic creating a bunch of human asset with different personality traits. These traits are a source of constructive or counterproductive workplace behavior which flourishes in the organizational climate.

Individuals can be engaged in deviance behaviors because of the influence of deviant role models. Social learning theory suggests that deviant role models in the

Figure 1. Integration between OCEAN and Workplace Deviance

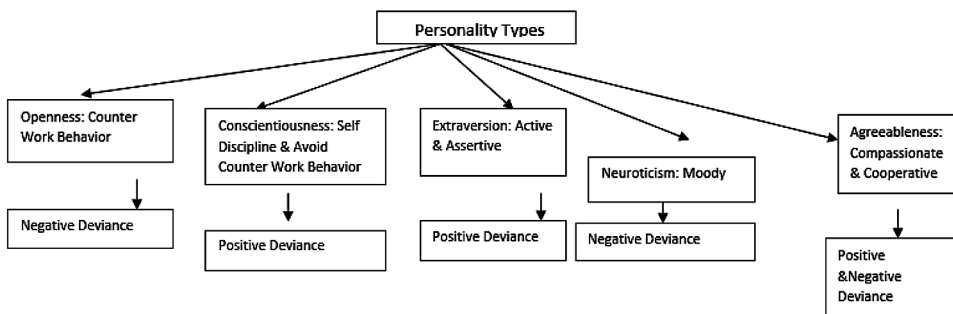
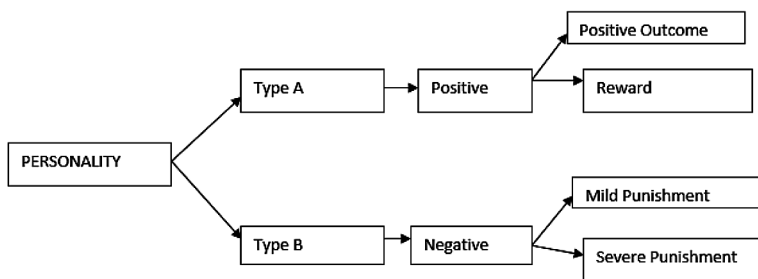


Figure 2. Relation between Type A & Type B personality and Workplace Deviance



workplace has the potential to enhance people to behave in a certain way (Appelbaum et al., 2005). Research conducted by Appelbaum et al., (2005) came to the conclusion that individual personality characteristics are not that helpful to predict whether employees have the tendency to engage in a negative deviant behaviour. The authors highlight the importance of the workplace environment characteristics as a good predictor of deviant workplace behavior operational environment which can predict (Appelbaum et al. 2005).

Our review suggests that proactive personality is also related to constructive deviance.

Proactive personality describes the differences in the extent to which people effect environmental change by identifying opportunities and acting on them (Bateman & Crant, 1993). Our review suggests that proactive personality is also related to constructive deviance. Proactive personality describes the differences in the extent to which people effect environmental change by identifying opportunities and acting on them (Bateman & Crant, 1993). The research suggests that Proactive Personality is also related to constructive deviance. Proactive personality describes the differences in the extent to which people effect environmental change by identifying opportunities and acting on them (Bateman & Crant, 1993). Proactive individuals are likely to feel competent and be self determined, two dimensions of psychological empowerment, and thus likely to engage in constructively deviant behaviors.

FUTURE RESEARCH DIRECTION

The authors have explained the various factors which lead to workplace deviance whether constructive or destructive behavior. And the existence of relationship between personality traits of employee and workplace behavior has also been discussed. In future, the researchers can try to connect the employees' workplace behavior with job performance since it is very important factor for differentiating the best and worst working environment.

This will provide the better understanding of relevance of workplace behavior during selection of employee for a particular job which ultimately leads to better utilization of resources.

CONCLUSION

The authors have discussed in this chapter about the different dimensions of personality traits among employees which is having huge impact on the working climate of any organization. The deviant behaviors prevailing in the organization with their

causes and consequences have been elaborated for the reading. Generally, deviant behavior display the negative aspect only but there exist other side of such behavior also which is known as constructive deviant behavior. And this behavior explains the positive side of deviant behavior leading to conducive working environment.

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Chapter 11

Organizational Parasites: Are Our Efforts Equal?

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ABSTRACT

The efficient work of the employees is important for the adaptation of the business to the rapidly changing environmental conditions. Businesses should identify the factors that affect employee productivity and emerging threats because the efficient level of performance and the measurability of this output lead to rational use of the resources. Employees who do not fulfill their duties and responsibilities in the organization and take a share from the group product may lead to deviations in reaching the targets set by the organization. Justice in the organization, trust, the deterioration in the values may adversely affect the process. The existence of such employees is the indicator of parasitic relations in organizations. In literature, the number of applied studies is limited. The strength of the study is to provide a detailed evaluation and measurement tool in the subject of parasitism in organizations. The scale of parasitism was developed with self-directed and community-directed dimensions consisting of 20 statements and was validated by EFA, CFA, and reliability analysis.

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INTRODUCTION

The recruitment of talented employees who will make a difference in the organization is necessary in terms of performance-related profitability and sustainability in organizations. This positive process positively affects not only individual but also other team members performance. Dedicated employees can increase team performance by spreading their commitment as a result of a collaborative effort (Bakker, Albrecht, and Leiter, 2012). Unfortunately, it is not always possible to work with employees who are always dedicated to work. Some employees do not endeavor within the group, they focus on the negative or violate interpersonal norms. Such behavior may result in some psychological states (eg inequality perceptions, negative emotions, declining trust) in their teammates, and subsequently lead to behavioral defense responses (eg, explosion, mood retention, withdrawal). This negatively affects group processes and dynamics (eg collaboration, creativity) (Felp, Mitchell, and Byington, 2006). However, this is undesirable for businesses because dedicated employees and their efficiency are of great importance for business success.

The researchers maintain that if the organization is healthy, it works regularly and provides the products and services efficiently (Şener and Erdem, 2011). In the contrary case, the workers will underperform in the sight of the organization's productive and regular process.

In literature, some workers' underperformance can emerge in different ways. These can be listed as follows: the workers' not making any or enough effort on their duties and responsibilities, shirking, neglecting work, social loafing and free riding. While shirking and neglecting work behaviors are associated with the performance of the individual; social loafing and free riding behaviors are linked with performance within a group and are identified as endeavoring less and gain advantage with no contributing to the cost of group output in an fairway (Bennett and Naumann, 2005).

One of the factors preventing organizations from to be healthy and the production to continue in an efficient and productive way is the parasitic relationships within the organizations. Literally a parasite is a plant or an animal that lives on or inside another plant or animal and damaging it by either living temporarily or permanently (Turkish Language Association (TDK), 2016). In today's organizations, the term parasite can be defined as benefitting from the productivity of the other workers by managing to stay within the organization's body although his/her own abilities and competences do not completely match with the position he/she works at. In organizations, parasitic relationship emerges despite the fact that it gains favor at the cost of the harm of the individual or the individuals. Organizational parasite can be described as the person who gains advantage as support, benefit or as the same kind from some other or others without responding in a favorable way to a policy (Hicks and Gullet,

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1981). The term is scrutinized with experimental games (Kelley and Grzelak, 1972; Dawes, McTavish, and Shaklee, 1977) and market operation simulations (Marvel and Ames, 1981); and is discussed with activity-based experiments in the studies analyzing the differences between the group and individual productivity (Ingham, Levinger, Graves, Peckham, 1974 and Latané, Williams, and Harkins, 1979). He (2012) and Kidwell and Robie (2003) tried to measure the parasitic behavior. In literature, in the scale of organizational deviation by Robinson and Bennett (1995), the phenomenon was partly appeared in terms of production deviation (slowdown business and working performance such as the violation of organizational rules) and political deviation (nepotism) dimensions. There is no direct study about the parasitism. With the scale developed, the parasitism in organizations has been reinterpreted in today's modern operating conditions. In order to cope with parasitic relationships, co-workers have to undertake a number of additional job demands both physiologically and psychologically. Considering that the developments in the workplace now make it difficult for managers to manage the performance of their employees (Buchner, 2007), determining the existence of such relations within the enterprise with this scale will ease to take the necessary measures.

APPROACHES ON PARASITISM

Theory of Collective Action

Olson (1965) put forward suggestions regarding the free riding concept within the framework of collective action theory. Olson addresses how the individuals behaved gregariously; examines the facts which arose out of the use of the public goods, in which the free riding problem is seen, and other consumer goods and how the individuals behaved in this situation. Collective action theory is interested in whether the individuals display a behavior which provides benefit for everyone in a group in which they are a member of or not and also interested in what affects this situation (Yıldırım, 2009: 58, Doğan and Kurt, 2016: 119).

Within this scope, Olson (1965) argued that big and small groups displayed some differences in line with the common goals in his study. Olson thinks that the more the groups get bigger, the more endeavor level for the common interest decreases and the members may not be able to take action for the common goals of the group while they try to maximize their personal welfare rationally in big groups. Besides the collective output to be achieved for the work of the members in accordance with the common goals, it might be necessary to offer some incentives to each group member or to take some compulsive precautions in big groups (Olson, 2002).

However, in small groups, even though all of the members in the group work voluntarily in order to realize the common goals, this effort may end without reaching the optimal level as a whole. On the other hand, there is a tendency of exploitation during the share of the incurred cost which is exposed to reach the common goal in small groups (Olson, 2002). In other words, the cost of output supply will increase while both the benefit level of the members from the common output and individual contribution to reach the common goal decrease as the group gets bigger (Lewis, 2006). At this point, the free riders will increase the cost of creating common output without any contribution to the group. In the participations based on voluntariness, the members stop working for the common interest when the level of additional benefits falls short of the incurred cost.

Self-Interest Theory

The fact that an individual might have personal interests behind the social relations with other individuals is one of the basic assumptions of economy. There is an expectation of gaining a personal profit for the individuals while acting collectively and establishing relationship (Stroebe and Frey, 1982). The harmony of self-interest theory by Adam Smith can be interpreted as people can be individualistic in their behaviors; they can primarily think of themselves in their relationships, and this situation is quite compatible with the human nature. The theory maintains that the individualism develops with individual decisions made in the free environment of the person and, the motive of gaining personal interest and favor in search of the highest satisfaction with minimum effort and resource underlies the economic activities (Akalm, 2012: 333).

The concept of individual, whose personal interests remain in the forefront in the exchange theory of social psychology, is analyzed on the basis of economic and social relations. Stroebe and Frey (1982) state that the person cannot deceive the other individuals by hiding his/her own interest because the person whose relations are based on voluntariness can end the relation at will; from this point of view, other individuals' satisfaction is also to the person's benefit.

They put forward that helpful, friendly and altruist behaviors of these self-interested people against the other individuals will continue as long as personal interest is in question. They also argue that looking after personal interests is important in order to maintain continuity of collective interests and in that way, the self-interested individuals do not pose a problem for the communities (Stroebe and Frey, 1982).

Mutual Cooperation Theory

Mutual cooperation can be described as the mutualization of two or more individuals or a group by working together in accordance with the realization of common aims. In evolution theory, it is seen that generally the mutual cooperation habit makes progress despite the individual combat in the struggle for survival of the species. Thus, thanks to the opportunity of protection, getting old and gaining experience; the increase in the intellectual development and social habits, the continuity, conveyance and gradual improvement of the species are enabled (Kropotkin, 2013: 259).

During this process, Hamilton (1964) indicates that the cooperation among the species that has kinship genetically is more (Kin Selection). In other words, above average adaptation of a gene isn't enough for positive selection. Not only the protection of the individual but also protection of all of the kins having similar genes is the matter in the continuity of the species. Since the near of kins having the same ancestors have the tendency for carrying the copies of the same genes, even though one's adaptation isn't advantageous during the conveyance of the genes, still a positive selection happens as long as it is beneficial enough for the kins (Hamilton, 1964).

On the other hand, kin selection is highly related with the altruistic behaviors towards the protection of the animals carrying the same genes with themselves. Trivers (1971) describes the altruistic behavior as the behavior that benefits another organism, not closely related, while being apparently detrimental to the organism performing the behavior and states that the cooperation and altruistic behaviors don't only happen among kins and every individual can have altruistic and cheater behaviors at the same time. These altruistic and cheater behaviors are susceptible to developmental variables that were selected to set the tendencies at a balance appropriate to the local, social and ecological environment (Trivers, 1971).

Nowak and Sigmund (1998) state that cooperation is possible with indirect reciprocity concept based on the perception of "I will help you and someone else will help me"; that such cooperation is founded on the basis of image scoring and express that this mentioned cooperation helped the complicated social systems and moral sentiment to be constituted which are generated to meet the increasing cognitive demands (Nowak and Sigmund, 1998). Although this suggested functioning regarding evolution partially explains the altruistic cooperation encountered in different species, it can be said that there are still some points that need to be enlightened. Among these, possibilities of defection or free-riding in cooperation between those who don't have the line of descent are the leading points. When the subject is dealt with an evolutionary approach, the type of behavior, from which an individual takes most advantage, is when an individual benefits and doesn't reciprocate to the others in return. If every individual behaves in that way in an environment, the continuity of cooperation can never be maintained (Guney and Bahcekaplı, 2010: 30).

Organizational Deviance Behavior

In organizational deviance concept, the employee takes the organization out of the legal framework and displays verbal and written intentional behaviors that harm the organization and its components (Gruys and Sackett, 2003; Robinson and Bennett, 1995). As is stated in the studies, the inequality within the organization, the attitude of the leader to the employees and violation against the verbal and written rules may cause organizational deviance behavior and the employees who are not punished in such situations set a bad example to the other individuals. In this situation, disappointment of the individual may lead to the display of organizational rule violation behavior (Appelbaum, Iaconi, and Matousek, 2007, as cited in Yesiltas, Ceken, and Sormaz, 2012).

In literature, there are different approaches about the organizational deviation. These may eliminate the rules set by the organization and thereby harm the organization itself and its employees. There are listed as follows: “Counterproductive work behavior” by Gruys and Sackett, “misbehavior” by Vardi and Wiener, “organizational deviation behavior” by Robinson and Bennett and “dysfunctional behavior” by O’Leary-Kelly, Griffin and Glew (Avci, 2008). The behaviors addressed in the approaches can range from spreading rumor, embarrassing co-workers to drug and alcohol use, theft and sabotage. The organizational deviance approach items developed by Robinson and Bennett *Production Deviance* (withholding effort, taking excessive break, working slowly intentionally), *Political Deviance* (showing favoritism etc.) and *Personal Aggression* (stealing from co-workers etc.) set light to the dimension formation during the scale constitution within the scope of literature review.

Social Loafing Behavior

Today the economic fluctuations, turnarounds and competitive environment affect the companies adversely in the financial way. During this process, using the human resources wisely and increasing the productivity matter more than ever for the companies. Performance management systems are constituted in the companies in order to measure, evaluate and increase performance and, some implementations are adopted to increase the productivity of the current employees and for the selection of the new employees to be hired. Today, team work is being increasingly preferred for increasing the productivity of the employees with regard to finding solution to the problems which are hard to handle on one’s own and providing versatile perspective. At this point, social loafing emerges as a very important concept which needs to be emphasized by the companies meticulously.

In one of the first studies carried out in this field by the agricultural engineer Ringelmann, it is indicated that the total group performance decreases as the number

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of the individual increases in a rope pulling activity experiment based on physical power. Steiner (1972), who used this study as base, evaluates the decrease in the performance in two ways (decreasing individual motivation and loss of coordination) and especially lays emphasis on the fact that loss of coordination (as in the rope pulling experiment, some group members' not making enough effort while others pull the rope) causes decrease in performance and connects this situation with the asynchrony of the individuals (Steiner, 1972, as cited in Karau, Williams, Bourgeois, Carlston, and Eagley, 1993). Later on, in order to reveal the difference between withholding the effort and the coordination loss situations, physical force requiring some other experiments such as rope pulling, clapping and whooping are conducted on volunteers; and it is seen that the participants, either taking part within a group or individually, (eyes tied, headphones put on but still together with the group) make less effort within a group and as the group scale gets larger the performance decreases (Ingham et al., 1974 and Latané et al., 1979).

In the meta-analysis of Karau et al. (1993), the relationship between withholding effort tendencies of the individuals due to the motivation loss in a group and social loafing is discussed; and it is emphasized that the failure in evaluating the individual outputs in group production, the significance level of the work and participation and failure to have a comparison standard on group level cause the social loafing tendency. In the experiment it is defined that if better performance is expected compared to the other group members while working with the strangers, the contribution to the group product can be perceived as more unnecessary in comparison to the contribution of the other group members and this perception leads to social loafing tendency. Various loafing tendencies are seen according to gender, culture and work carried out (Karau et al., 1993).

In business management field, George (1992) studies the social loafing concept within the organizational dimension in terms of internal and external determinants and analyses how much the manager is aware of the individual effort of the person (visibility) and its relationship with inherent work commitment. It is seen that in situations, where the visibility is low, the social loafing tendency increases and the situation of inherently being committed to work results in the low tendency of social loafing. The tool of 'inherently being committed to work situation' is evaluated as a mediating variable in the study and it is determined that the relationship between the visibility and social loafing is weak when the individuals are committed to work inherent; and the relationship is strong (negative) between visibility and social loafing when the inherent commitment is low (George, 1992).

Liden, Wayne, Jaworski, and Bennett (2004) assess the factors that may cause social loafing under two main titles on individual and group levels. While the antecedents on individual level are the interdependence of the employees in the duty performed in a group, visibility, the perceptions regarding the distribution and

process, the antecedents on the group level are the size and harmony of the group and the social loafing behavior perceived within the group. In the study, positive relationship is determined between the social loafing and interdependence and reverse relationship is established between the visibility and distributive fairness. All of the variables except for the process fairness are verified as the antecedents of the social loafing. While the group size and group harmony antecedents have a reverse relationship with social loafing again, the perceived social loafing behavior has a reverse relationship contrary to expectations. Liden, et al. (2004) attribute this to the fact that while some group members show social loafing behaviour, the rest of the group show more attention and work hard.

Free-Riding Theory

The free riding behavior is explained as the thoughts such as individuals are selfish and individual interests outweigh the benefit of the society and it is the most rational way to make less effort for the benefit of the gaining to be obtained (He, 2012). The common and proper good discrimination is important in terms of understanding the free riding term. The private goods are only consumed by the individual and it is up to the individual's decision to share the produced good or not with somebody else. When the common goods are in question, they come into the service of the other individuals as well as the producers as of the moment of production. The most fundamental difference between these two terms is the nonexcludability level for the disposal of the goods by the individuals (Stroebe and Frey, 1982). At this point, the fact that public goods are open to the disposal of all individuals and they benefit from this good without any contribution to the production of it generates the free riding approach. According to this perception, free riding can be explained as benefitting from the common goods without contributing to the production of them.

Based on the premises developed by Olson about rational decision making process in literature, some experimental studies are carried out regarding the identification of the free-rider phenomenon (Marwell and Ames, 1981; Kim and Walker, 1984; Sweeney, 1973). While Sweeney (1973) encounters a weak fact of free riding (where some individuals behave as a free rider), Kim and Walker (1984) achieved results on a strong free rider fact (that no one contributes to the public goods).

In the study of Marwell and Ames (1981), 12 different experiments are carried out in order to identify free riding and the group (common good) and individual (private good) decisions of the participants and their free riding tendencies are evaluated. The participants are asked to make investment decisions with the vouchers given and this is based on different experiments and different parameters (investment amount change, increasing the rate of return given, applying in small groups etc.). In the study, it is indicated if the individual investments have a direct return proportionately,

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the return provided to the group without considering which individual invests or not and if this investment has more return compared to the other one. It is the case that the individual decides to invest on oneself while the other group members make group oriented decisions during investment decision making process. Under these conditions, it doesn't seem rational for the individual to invest voluntarily in the group. As a result, findings are shared indicating that the individual contribution is under group ideal and way above free riding level as observed in the study. In other words, the findings support a weak free riding phenomenon rather than a strong one and show that some group members don't behave as a free rider while a part of them behaves like that (Marwell and Ames, 1981).

Different studies are conducted in order to clarify the situational variables that may be effective in decreasing and eliminating the free riding concept as well as defining it. Albanese and Fleet (1985) state in their article published based on Olson's theory that the free riding concept is about both the group formation and individual behavior and they put forward four main premises regarding the free riding tendency originating with the basic assumption of rational individual behavior (Albanese and Fleet, 1985):

- **Group Formation:** Getting equal share from the group product created by a potential group may not be incentive enough for each individual when evaluated in terms of the incurred costs during the group formation process.
- **Ineffectiveness:** When the big or small groups come together in order to create a product, the final product will be ineffective due to free riding concept (weak free rider hypothesis). On the other hand, a product may not be created because of the free riding tendency as the group gets bigger (strong free rider hypothesis).
- **Group Size:** Unless force, special incentive or both are used except for the micro groups (beyond their level) the expansion of the group causes the increase in the free riding.
- **Counterforce:** During the process of creating a common group product, group formation and force by the groups or some special incentives may be used against free riding as a force.

Such punisher approaches as administrative instructions and control, being excluded from the group and being banned from the common interest can be given as examples to the compulsory applications mentioned above. Recognition of the individuals among the group and bonuses can be thought as positive individual incentives (Albanese and Fleet, 1985). According to Stroebe and Frey (1982), the explicit contribution of the work aimed at the common interests of the group to the individual and the explicit benefit he/she will get from free riding are effective in

the free riding tendency of a group member. While getting share from the group product, gaining trust of the other group members and displaying proper behavior enable the self value of the individual to come forefront during the contribution process to a group product; financial support to the group product, time spent and effort constitute the cost. In the case of failure to create the group product, while not getting one's own share, sense of guilt and losing confidence in the eyes of the other group members are the cost incurred in return for free riding, the benefit is the individual's disposal of these costs.

According to Kerr and Bruun (1983), the perception that contributing to the group work is unnecessary for the group success leads the individuals to withhold effort. In the study, the effect of the group size and talents of the individuals to the motivation loss (motivation loss is thought as a free rider effect) in different tasks is analyzed. Motivation loss, namely free riding is observed as the group gets bigger. It is seen that the individuals who have high potential display free riding behavior in conjunctive tasks. This is because the individuals think that their work doesn't generate the group success directly and they think any individual can do that. However, in disjunctive tasks it is observed that individuals with low potential have further tendency for free riding. And this is because they think that the contribution of the individuals with high potential is enough (Kerr and Bruun, 1983).

It is stated that both self-evaluation and group members' evaluation of the other individual periodically are effective in the prevention of free rider behavior. Also, it is seen that prevention of free rider behavior has a positive effect on the belief that group work is a good way of learning and on the perception that a better job is done together with the group (Meigs, Meigs, Grant, Brooks, and Ammons, 2003). He (2012) ascertained in his study a positive relationship between the group size and free rider behavior; and identified a negative relationship between collaborative attitude towards co-workers and commitment, and free rider behavior. In other words, in order to prevent free rider behavior, developing collaborative attitude towards the work, creating commitment and decreasing the number of the group members are suggested.

While having knowledge about the shared task and the awareness of knowing which individual has a specialty in what subject have positive effects on the performance, the free rider behavior prevents this rational collaborative model and affect the group performance negatively (He, 2012). There are also studies putting forward that free rider, individualist/socialist and fair conscientious behaviors are related with personality, and the socialist and conscientious individuals display less free rider behavior when compared to the other individuals (Tsai, 1997; Webb, 1997). It is also asserted that the individuals, who feel themselves as incompetent or underqualified to complete the assigned task, may display free rider behavior, and at this point, they display this behavior automatically rather than consciously

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(Hall and Buzwell, 2012: 39). Also, in pedagogy, the group members may support free rider behavior by not letting the contribution of the others who they think as incompetent in order to prevent getting a low grade upon the completion of the project (Börjesson, Hamidian, and Kubilinskas, 2006). In another study it is seen that some students may feel exploited by the other students unjustly and they don't contribute to the group (Hütter and Diehl, 2011).

The free rider attitude (or theory) is studied in different ways among disciplines. The term is scrutinized with experimental games (Kelley and Grzelak, 1972; Dawes et al., 1977) and market operation simulations (Marvel and Ames, 1981); and is discussed with activity-based experiments in the studies analyzing the differences between the group and individual productivity (Ingham et al., 1974 and Latané et al., 1979). In of the applied studies, Tsai (1997), the effort made by the individuals themselves and by the group members for the assigned task is evaluated among nine points as very low to very high, based generally on the statement(s) adapted from Wagner (1995). The scale, in which statements about the effort demanding group behaviors take part in, is measured with five point Likert scale model. In the study, besides the negative propositions such as "I join the group meetings without preparation and I don't do my assignments.", "I don't want to make self-sacrifice for the group success.", there are also such positive statements as "I try to lighten the mood with supportive or humoristic explanations in the case of conflict." and "I encourage the other people to express their opinions during group meetings." Kidwell and Robie (2003) try to identify such behaviors as withholding effort in the workplace in question (not making any effort or making less effort than necessary for the duty and responsibility), avoiding task, neglecting work, social loafing and free riding by developing seven-item scale to define these behaviors. Some of the items are as followed: "I take office equipment such as paper and paper-clips from office to use at home.", "If the others can handle an assigned task without me I let the others complete the work, even though we share the benefit to be obtained all together.", "It is not important for me to keep costs low at the workplace."

He (2012), on the other hand, tries to identify the term free rider firstly with one question about the person who is making the least effort among the group members and then with nine questions (such as joining meetings, communicating, expressing opinion, fulfilling responsibility) evaluating the participation level of the team members to the project activities. In the studies conducted, the participants are assessed in small groups and the phenomenon is tried to be established with the methods mentioned above.

PARASITES AT MODERN WORK SETTING

Based on the description, in today's modern competitive business life one can possibly encounter one of the parasitic behavior types in the managements, which is the employment of the unqualified people. The interspecies cooperation / Kin Selection for the continuity of the species within the evolution process, which is seen among the genetically similar species (Hamilton, 1964), can be interpreted as the employment of the kith and kin in the organizations in different ways or the acquainted employee endowed with different privileges. In such case, the mentioned individuals may not discharge their responsibilities. In an organization which doesn't have an effective control mechanism, the unfavorable situations emerging under such conditions cannot be resolved.

These unqualified employees who are employed unnaturally may try to ensure his/her position's continuity by getting closer or developing good relationships with the powerful ones within an organization. They may even display more than necessary genial, helpful and altruistic (helping with the private tasks of the workmate or the superior out of the working hours) behaviors (Stroebe and Frey, 1982) in order to maintain their benefits. In the organizations where such behaviors are encountered, the closeness of the employees with their superiors or co-workers may result in the nonobjective behaviors of the mentioned employees.

The individuals who have the parasitic characteristics may not be open to criticism. It is also possible that these individuals may not accept or may deny the criticisms expressed to them, or they can even tend to assimilate the others. In this case, the individuals can deny their own responsibility in the impediments resulting from their undeserved duties and they can even be insistent on the fact that the responsible is someone else. The unbalanced work distribution in some jobs which requires team work may cause some people to work more and complete the work that other co-workers should also do.

In jobs especially demanding physical force, when a person is close to the superior in the team, that person may not perform his/her duty meticulously enough. This situation can be prevented by the solution of a balanced job description. For example, instead of giving the responsibility of cleaning three parks in a region to three individuals, a park can be assigned to each person and the park in charge can be changed every week. Spotting someone else's mistakes is another possibly encountered characteristic. The individuals, especially who show parasitic behavior, may choose to bring someone else's mistakes up by observing the others more so that their own mistakes are not noticed. In this situation, neither they nor their work will be at the agenda and thus they will be camouflaged.

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Today, the employees may prefer not to share their knowledge regarding their work with the team to make others think as if he/she is the irreplaceable person at the workplace. In such case, when the employee is out of the workplace for some reason (annual leave, illness, etc.); the work cannot be carried on and the team have to wait for the employee to return to work. The fact that the person, the qualified employee doesn't share his/her knowledge and business process with some other person or an assistant employee means that he/she wants to achieve an artificial irreplaceable position within the organization.

Collaboration and cooperation are considered highly important since these features have a positive role on problem solving process and provide versatile perspective to increase the productivity of the employees. In this process, tendency to aforementioned behavior types -manipulativeness and free riding- is possible among employees. While today the economic fluctuations, turnarounds and competitive environment affect the companies adversely in the financial way, using the human resources wisely and increasing the productivity matter more than ever for the companies.

Underperformance of some of the employees, benefitting from the other co-workers' productivity and getting a share from the outcome while the other employees carry out their responsibilities is recognized as a negative circumstance. At this point, the fact that employees do not discharge their part in a performed task and get a share from the outcome emerges as a phenomenon which should be meticulously put emphasize on by the companies. This situation may affect negatively the other important components for both the employees and companies such as the employee's equality, justice, and performance and motivation perceptions and thus, an undesirable picture can be confronted.

For this reason, in the study a scale is tried to be developed for the detection of organizational parasite types in an organization. During the process of constituting a parasitism scale in organizations, in order to determine and identify the dimensions, literature review is made regarding Theory of Collective Action (Rational Decision-Making Process), Self-interest Theory, Cooperative Approach, Social Loafing and Free Riding and later on, studies are made on the parasitism scale within the scope of free riding approach in organizations and the results are analyzed.

PARASITISM SCALE

The validity and reliability of the parasitism scale that will be used in the study is tested on two different sample groups during the development process. The scale is composed of community-directed and self-directed dimensions and twenty statements in total. During the application of the study, the statements are structured in accordance with seven point Likert scale to enable conformity with the other scales, and are

listed with a certain range from the choice of “Always” to “Never” by being structured in seven-point time scale. Detailed information regarding the development process of the scale is presented below.

Parasitism Scale Development Process

Universe and Sample

In the study conducted during the scale development process within the scope of research, the universe is made up of instructors and students who joined the 13. Research Methods Seminar in Antalya, and teachers and employees from public schools governed under Ministry of National Education in Çeşme, İzmir. Although it was aimed to reach all of the seminar participants and all of the teachers and employees working in the district, 302 participants in total are included within the scope of research.

Data Acquisition Method

The study is carried out in three phases as setting theoretical model, focus group as a qualitative research method and field study. In order to identify and define the fundamental structures generating the term parasitism, firstly a comprehensive literature review (Olson, 2002; Stroebe and Frey, 1982; Marwell and Ames, 1981; Kim and Walker, 1984; Sweeney, 1973) is made and then three discussions held with one Human Resources Manager and two professors of Management and Organization about the definition of organisational parasites and their behaviours. Then the term parasitism and the parasitic behaviours (loafing, exploitative, self-directed, utilitarian) forming it are determined.

Focus group study is carried out with instructors and students enrolled in postgraduate programs in different universities, and the focus group participants were asked to write statements about the loafing, exploitative, self-directed, utilitarian behaviours of the employees at work. The participants constructed a pool of 44 items to capture all four parasitic behaviours. In the survey, there are 88 statements and 4 demographic questions in total; of these statements, 44 are aimed at the self-evaluation of the participant and 44 are aimed at peer-review. Taking into account the facts that the employees may act biased in self-evaluation and the term needs to be explained also on an organizational level, the scale is prepared as bidirectional.

The statements except for the demographic questions are listed in a certain range from the choice of “Always” to “Never” by being structured in five-point time scale. The information obtained in the study is collected by means of face-to-face surveys. On the last day of the seminar, the surveys are handed out to 197 seminar

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participants; 132 of these are taken under review as utilizable; the compatibility of the data to the explanatory factor analysis is assessed and identified with KMO and Bartlett's test. The results show that the data is applicable for the factor analysis; and in order to get meaningful structures within theoretical perspective, the items with less than 0,40 factor load value are eliminated (Hair, Anderson, Tatham, and Black, 1995: 111) and the number of statements is lowered to 20. In the analyses applied afterwards, 20 statements are evaluated.

Analysis and Findings

For the survey data analysis obtained from 292 participants, SPSS 22.0 is used. As a result of the evaluation, the definitive data of the participants are identified with the frequency analysis and the dimensions are identified with the explanatory factor analysis.

Demographic Findings

The results obtained from the study are shown in frequency distribution Table 1. In Table 1, 61% of the participants are women and 38% are men. In terms of the educational status, a big amount the participants are bachelor and postgraduate individuals and the distribution of these two groups are very similar to each other. The major part of the participants is composed of individuals from the age range of 30-39 and it is seen that they are in the first five years of their work life.

Explanatory Factor Analysis

Before performing the explanatory factor analysis, Horn's (1965) parallel analysis and Velicer's (1976) minimum mean partial test were applied to the data set to identify how many dimensions the scale consists of. The scales consisted of two dimensions.

The compatibility of the data to the explanatory factor analysis (EFA) is identified with KMO-Bartlett test. KMO value is found as 0,965 and Bartlett Sphericity Test value is found as 5080,617 ($p < 0,001$). These results imply that the data are of compatible value for the factor analysis (Hair et al., 2010). In determination of the factor number, the following features are decided to be applied with Maximum Likelihood method: the eigen value is bigger than one, the item has a load at least on 0,50 level. On the basis of these criteria, 24 of the initial 44 items were deleted. When the EFA result is evaluated, it is seen that two sub-dimensions that have bigger eigen value than one are formed. These two dimensions explain 69,520 of the total variance obtained as a result of the EFA analysis (Table 2).

Table 1. Demographic Findings

	n	%		n	%
Gender			Age		
Female	179	61,3	20-29	52	19,1
Male	113	38,7	30-39	119	43,8
Total	292	100,00	40-49	69	25,4
			50 +	32	11,7
			Total	272	100,0
Education			Work Experience		
Primary school	8	2,7	0 – 5	75	27,9
High school	7	2,4	6 – 10	48	17,8
Undergraduate	139	47,6		51	19,0
Graduate	138	47,3	16 – 20	43	16,0
Total	292	100,0	21 +	52	19,3
			Total	269	100,0

The first factor (Eigenvalue = 12.191) which explained about 61% of the variance is formed by ten items for self-directed). The highest load in the second dimension is on the statement of “He/she can overdraw it even if the work is too easy.” The second factor (Eigenvalue = 1.006) which explained about 5% of the variance is formed by ten items for community- directed). The highest load is on the statement of “He/she can take advantage of the frailties of his/her superiors.” The Croanbach Alpha value is found as 0,968 ($p < 0,001$) as a result of the reliability analysis applied to the data set. The acquired data shows that the scale is reliable according to Nunnally (1978). According to Nunnally, it is often associated with the assertion that instruments used in basic research should have reliability of .70 or better.

In the applied scale, two dimensions are identified as “Self-directed” and “Community-directed.” Since only “My friends” part of the scale, in which the participants evaluated their friends, will be used in the study, the analysis of only this part is made and its findings are shared.

Confirmatory Factor Analysis

The convergent validity of the scale was related to theoretically related because to our knowledge, there is no general organizational parasites scale yet. The two-factor structure (Self- directed and Community-directed) was examined whether it can be valid using confirmatory factor analysis. Confirmatory factor analysis standardization values regarding the formed scale are shown in Figure 4. It is

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Table 2. Explanatory Factor Analysis Results with regard to the Parasitism Scale

		Factor Value	Eigen Value	Variance Explained	Cronbach's Alpha
	Factor 1 Self-directed (sdpar)		12,191	60,956	0,967
My Friends	He/she can overdraw it even if the work is too easy.	0,981			
	He/she can braggingly express even a routine work.	0,977			
	He/she can tell his/her skills exaggeratively.	0,969			
	He/she overstates the things he/she does to his/her superiors.	0,876			
	He/she thrust himself/herself forefront in group works.	0,774			
	He/she takes the credit for the performance of his/her friends.	0,727			
	He/she pretends as if he/she is working although the work isn't done.	0,717			
	He/she can take credit for the success of his/her friends.	0,708			
	He/she can appropriate his/her friends' ideas if he/she likes them.	0,66			
	He/she tries to shift the blame when criticized.	0,591			
	Factor 2 Community-directed (cdpar)		1,006	5,029	0,927
My Friends	He/she can take advantage of the frailties of his/her superiors.	0,804			
	He/she may direct hard tasks to his/her colleagues.	0,764			
	He/she tries to have close relationship with promoted people.	0,733			
	He/she can trust his/her close relationships in job applications.	0,732			
	He/she can spare time for his/her personal affairs during working hours.	0,707			
	He/she can employ the acquaintances.	0,593			
	He/she can try every way to get a promotion.	0,587			
	He/she tries to get along with his/her friends even though he/she doesn't like them much.	0,547			
	He/she can see extra effort as unnecessary.	0,539			
	He/she can resort to an influential contact to reach his/her goal.	0,513			

Factor Derivation Method: Maximum Likelihood, Kaiser-Meyer-Olkin (KMO)

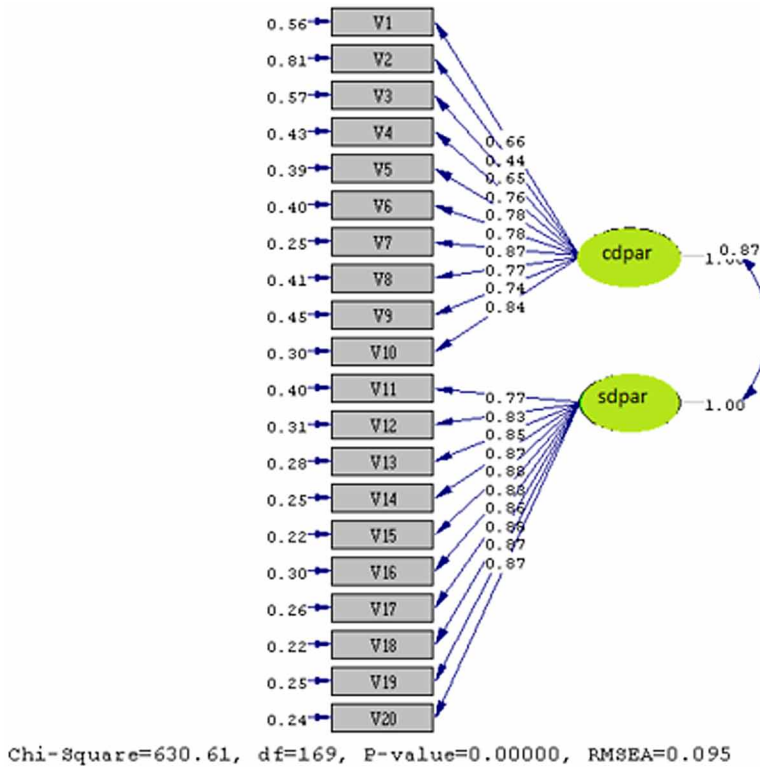
Sample Efficiency: 0,965% (p<0,001)

For Bartlett Spherity test χ^2 : 5080,617

Total Variance Explained: 65,985

Reliability Coefficient for the whole scale: 0,968

Figure 1. Measurement Model of the Scale and Standardized Analysis Values



expected that standardized values are not over 1 and *t* values are at least 1,96 (on 0,05 level) (Hair, Ringle, and Sarstedt, 2011). When *t* values and standardized values are analyzed, it is seen that the measurement model of the formed scale is on acceptable level. The required goodness-of-fit statistics should be on the intended level in order to accept the measurement model as a whole. For this purpose, the goodness of fit indices is used.

Hair et al. (2006) state that a simple rule cannot be defined for the goodness of fit statistics that will evaluate the model showing weak or good harmony in every condition and it is enough to assign three or four goodness of fit indices taking part in different categories. Here, the values that should be assigned as a rule are at least one of the absolute and incremental goodness of fit indices with χ^2 and the degree of freedom. Also, one of the chosen goodness of fit indices should be an indice showing a badness of fit index (Hair et al., 2006: 752).

When the goodness of fit indexes belonging to the measurement model are analyzed, it is seen that the degree of freedom is 169, and χ^2 is 630.61. Normalized χ^2 value is (χ^2/df) 3,73. Since the normalized χ^2 in the developed measurement model

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is between 2 and 5, the developed model is on acceptable level (Hair, Black, Babin, and Anderson, 2010). If RMSEA is under 5% it means that the measurement model is of perfect fit (Brown, 2006); and if it is under 10%, it can be interpreted that the model is on an acceptable level (Tabachnick and Fidell, 2001). The RMSEA value for the measurement model of the developed scale is found as 0,095. The model is on the acceptable level. When the other goodness of fit indices is analyzed, it is seen that CFI is 0,98; PNFI is 0,87 and SRMR is 0,038; and these values are seen as sufficient to declare that the measurement model of the developed scale is acceptable (Hair et al., 2006: 751).

SOLUTIONS, RECOMMENDATIONS AND CONCLUSION

In the study, it was aimed to develop a survey instrument based on theory and was developed by the researcher for the first time. In the process of forming a scale, a conceptual model was formed and a focus group interview and field research were conducted. Then the dimensions of the concept of parasitism and the concept parasitism were identified and their validity and reliability were measured. In literature, parasitic relations are explained in general by means of free riding, and selfishness and individual interests. However, there is no direct study of parasitism, the subject is considered indirectly even within the framework of evolutionary psychology. This study first revealed a scale for the determination of parasitic relations. With this scale, theoretical contributions and conceptual models can be developed. In the parasitic relations, for individuals the idea of reaching the rational goal with minimal effort is dominant. It can be argued that individual interest is important in ensuring the continuation of community interests, and that exploiters do not pose a problem for societies. Nevertheless, the behaviors such favoritism, putting the responsibility on the other team members'shoulders and looking like they are working make it difficult for other employees and impossible to tolerate. This situation causes problems in terms of organizations, which can result in the decrease of the motivation of the employees physiologically and the increase of working hours physically.

The negative situations together with the difficult economic conditions for the organizations directed them to search internal performance and productivity gain instead of seeking external developments such as growth or technological developments, (Buchner, 2007). At this point, in order to prevent the increase of parasitic relations that affect productivity by deviating from organizational goals and objectives, managers should understand the key benefits of employee performance, act fairly in this direction, determine the competencies and responsibilities of employees and base on objective criteria of feedback and performance monitoring processes.

FUTURE RESERCH DIRECTIONS

The developed scale will have significant implications for future research due to the limited number of applied researches on parasitism in organizations and the fact that it is difficult to measure the nature of behavior. All participants were Turkish. Generalizing our findings regarding the Parasites scale to other nationalities is not possible..

The developed parasitism scale can be applied to different sample groups and tested with other organizational variables such as job satisfaction and quitting job in different disciplines. It is useful to prove that it is a valid and reliable measuring tool.

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KEY TERMS AND DEFINITIONS

Group Work: A group of employees working with coordination in line with business objectives.

Input: Input used for the production of goods or services.

Motivation: The process of behaving with the individual's own will to realize a particular purpose.

Output: The product or service created by means of production factors.

Performance: Achievement and success in business management.

Section 3

Workplace Deviance: Solutions

Chapter 12

Role of Employee Engagement in Reducing Workplace Deviance

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ABSTRACT

The chapter focuses on the various antecedents to workplace deviance that exist in general and specifically on how employee engagement can lead to reduced workplace deviance. It explores the typical characteristics workplace deviance and its various manifestations exhibited by employees of the organisation. Using intensive literature review the factors leading to employee deviant behavior are identified. The behavior is further justified by theory of distributive justice and theory of relative deprivation. The drivers of employee engagements like “Job Satisfaction,” “Family Friendliness,” “Equal Opportunities,” “Fair Treatment,” “Performance and Appraisal,” “Training Development and Career,” etc. are successfully mapped with the theories of deprived justice to address the deviance problem.

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INTRODUCTION

Workplace deviance affects employees, organizations, economies and countries in ways more than one. It is found to cause immense harm to employee productivity, organizational efficiency, and countries' economic growth. It has found to result in aggression, violence workplace delinquency and overall lack of organizational performance (Bennett & Robinson, 2000). The growing incidence of workplace deviance and the resulting consequences for the organization has made the topic apt for avid researchers (Bennett and Robinson, 2000; Bennett et al. 2015).

Robinson and Bennett (1995) define employee deviance as 'voluntary behavior that violates significant organizational norms and in doing so threatens the well-being of the organization, and its members, or both'. As per this definition, organizational norms are accepted to be management's expectations of employee behavior and violation of those norms are defined more generically than around specific managerial duties. Diverse studies have termed employee deviance by a variety of expressions like, counter-productive behavior, antisocial behavior, misbehavior, and organizational misbehavior (Aryati et al. 2018).

Behaviors classified as deviant in preceding research comprise subtle expressions of rebellion, such as gossiping, and taking unapproved breaks, as well as more aggressive actions, like theft, sabotaging equipment or premises and verbal abuse. This gamut of behaviors can be broken down into those directed toward other individuals called interpersonal deviance and those directed toward the organization called organizational deviance (Robinson and Bennett, 1995). Possible attributes resulting in deviant behavior are researched, examined, and explained by authors over a period of time now. Extant research conducted on the topic suggests a variety of antecedents to workplace deviance, which are organization specific, employee-specific, job-related, and environment-related.

While Workplace deviance remains chronic concern for organizations, employee engagement is said to lead to job satisfaction, employee commitment, and improved organizational performance. Engaged employees are emotionally attached to their organization and are enthusiastic about their job and success of the organization. (Tomar, 2017). Employee engagement practices used by organizations thus affect employees' performance, productivity and affective and continuance commitment. Literature presents several divergent descriptions of Employee Engagement having their origin from mostly industry than academics (Robinson et al. 2004). This writing focuses on the various antecedents to workplace deviance that exists in general and focus specifically on how employee engagement can lead to reduced workplace deviance.

Defining Employee Deviance

Deviant behavior is contended as absence of inspiration to adjust to social or organizational standards resulting in violation of the same. The concept was initialized by Kaplan (1975), since then various observations are added to the concept. It is observed as a behavior that inhibits organizational existence and measured along interpersonal and organizational correlation (Robinson and Bennett, 1995). It is considered as right or wrong behavior measured through the established norms, law, justice, and social guidelines that ascertain morality (Bahri, Langrudi, Hosseinian, 2013). Consequently, the deviant behavior is a 'voluntary behavior that violates significant organizational norms and . . . threatens the well-being of the organization, and its members, or both' (Robinson and Bennett, 1995).

The deviant behavior is synonymously referred as counterproductive behavior (Bashir, Nasir, Qayyum, Bashir, 2012), workplace deviance (Robinson and Bennett, 1995), misbehavior (Bodankin, Tziner, 2009), organizational misbehavior (Bowling, 2010), and antisocial behavior (Rotundo, Xie, 2008; Chirasha, Mahapa, 2012). Though expressed variedly, the essence of these terms commonly signifies breach of social and organizational norms that impede organization and its stakeholders (Robinson and Bennett, 1995).

Probable elements ensuing deviant behavior are explored, studied, and explained in several research studies. Hirschi (1969) had used Social Bonding theory to understand social conformity and to study why some people do not conform. He had proposed four elements of social bond, namely labeled attachment, commitment, involvement and labeled belief, the strength of which determined the prospect of conformity to society's expectations. Hollinger (1986) further extended these findings when he proposed that attachment, commitment and involvement significantly affect deviant behavior. Liao et al (2004) brought to focus significant findings. According to their study, demographic and personality-based employee dissimilarities notably affect organizational and interpersonal deviant behaviors and this relationship is mediated by Perceived organizational support (POS), organizational commitment, perceived coworker support, and coworker satisfaction. Besides these, other factors have been identified to cause deviant behavior by employees like negative working cognition, acceptable injustice, anger, hostility and revenge, dissatisfaction and lack of appreciation, intention to resign, inequality, working environment (Aryati et al. 2018). Employees' attitude and personality that could result in negative affectivity (Richards and Schat, 2011) and stress (Fox et. al, 2001) are the most prominent. Other factors consequential to deviant behavior are situational factors like interpersonal injustice (Henle, 2005) and boredom (Spector et. al, 2006), and the organizational factors such as ethical climate (Peterson, 2002) and abusive supervision (Tepper, Duffy, and Shaw, 2001).

Recent advancements are seen in exploring and understanding the impact of organizational factors ensuing deviant behavior. These include bureaucratic systems (Zimmerman, 2001) and organizational environment (Robinson and Greenberg, 1998). These factors are considered prime in understanding affiliation between employee engagement and workplace deviance (Nelson-Horchler, 1991; Richman, 2006; Peterson, 2002; Appelbaum et al, 2007)

Deviant Behavior: Impact on Organizations

Deviant behavior has had enormous socio- economic impact. Employees had been affianced in fraudulent practices, sabotage, disruptions, pilfering, vandalism, defacement, larceny, and similar activities and the volume of such employees in an organization may vary from 33% to 75% (Harper, 1990). The organizations endure immense losses in form of damage to property, insurance losses, muffled morale, law suites, blemished reputation, and subdued productivity (Robert & Davenport, 2002) translating into estimated loss of \$4.2 billion to the organizations (Bensimon, 1994). The estimated monetary losses to organizations in US alone cumulates in millions of dollars (Shahid, Ahmad, 2016) leading to bankruptcies in 1/3rd US organizations (Harris and Ogbonna, 2006).

Deviance in today's organizations is ubiquitous as on average 33.75% of their human resource is inflicted with deviant behavior (Bolton and Grawitch, 2011)

Deviant Behavior and Incivility in Organizations

The employees have reported disparaging experience during their professional tenure. 71% of professionals in US public organizations reported incivility (Cortina, Magley, Williams and Langhout, 2001). The negative experiences such as exploitation at work place, humiliation, unnecessary work interference, intimidation, stabbing, sabotage, and threatening, is reported by 11% British professional (Robinson & Bennett, 1995; Galperin & Burke, 2006) and 1.7 million Americans (Alias, Rasdi, Ismail and Samah, 2013). The morale of 60% employees in Asia Pacific region debilitated as they fell victim to workplace deceits (Sili, Fida, Zaghini, Tramontano, Paciello, 2014). Bullying, abusing, sabotaging, theft, withdrawal are among the common acts that employees are engaged into (Coffin, 2003). Theft is reported by as high as 75% of the employees (Tuclea, Vranceanu, and Filip, 2015). In addition, 33% to 75% of employees are involved in sabotaging, fraudulent conduct, and vandalizing the workplace (Harper, 1990).

The drug use and consumption of prohibited substance at the workplace is also a common custom (Lehman, Farabee, Holcom, Simpson, 1995). Undesired engagement like cyber loafing is exhausting 40% of professional time resulting in decreased

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productivity in UK (Sunday, 2014). Being active on virtual space has declined productivity to an extent of 33% to 40% (Verton, 2000). It is reported that 12% of Indian IT employees experienced distraught during their induction period where in 1.7 million employees reported of being exploited (Thau and Mitchell, 2010). The workplace deviance is believed to prevail more in public sector organizations across the world (Einarsen, Hoel, Zapf and Cooper, 2011). 69% of US and Canadian public sector employees reported of verbal abuse, aggression, and humiliation at workplace.

Deviant Behavior and Monetary Implications

Work place deviance has done colossal damage to the growth of organizations and economy on whole. The scale of damage is enormous wherein \$1 trillion is paid in bribe accounting for 5% of global GDP (Guterres, 2018). Due to corruption in various public sector establishments, Africa loses around US \$20 billion of ODA. A loss of US \$2.9 trillion due to frauds is estimated annually (Chen, Fahb, and Jin, 2016). In US, \$400 billion and \$200 billion are the estimates of losses incurred due to fraudulent exploits and employee's theft respectively (Buss, 1993). Employee fraud and theft is responsible for 20% of business failures and \$50 billion damage is incurred to economy.

The denouncing acts of employee directly impact the economy. Organizations in US suffers \$4.2 billion annually due to estimated 1.5 million employee subjected to workplace violence (Bensimon, 1994; Shahid and Ahmad, 2016) and further sustain losses \$300 billion due to theft, employee absenteeism, and diminished productivity (Goh, 2006). The retail industry alone has been found to suffer from \$15.9 billion due to employee's theft resulting in 45% shortage of commodities on sale (Rahim, Shabudin, and Nasurdin, 2012). Organizations withstand a loss of \$150 billion per annum when intend to manage employee absenteeism and work-related stress (Spector et al, 2006).

The deviance is common across the world. Theft and bullying in Australia cost the employers approximately \$13 billion (Chappell and Martino, 2006). The cost for single incident has escalated up to \$2.1 million (Taylor 2007). Canadian economy has lost \$16.6 due to lower productivity owing to workplace absenteeism (Nguyen, 2013). In UK, undue engagement with cyber space translates to business loss of \$600 million per year due to loss of productivity (Taylor, 2007) as employees are engaged for 40% of their time in unproductive surfing (Lim, Teh, and Benjamin, 2016; Chen, Chen, Liu, 2013). The unproductive surfing and misuse of cyber space in US results in loss of \$5.3 million. In India, a loss of US \$15.1 billion is estimated incurring due to social rebuilding and team management in IT organizations (Malisetty and Kumari, 2016). Stealing and lifting by employees in Indian organization has witnessed a loss of US \$40 billion per year in India (Spector et al, 2006).

DIMENSIONS OF DEVIANT BEHAVIOR

Behaviors recognized as deviant are classified into two categories namely interpersonal deviance and organizational deviance. The classification is based on behavioral expression of employees intending to damage fellow being or the organizations (Robinson and Bennett, 1995). The interpersonal deviance is an act that perpetrate maltreatment of specific individuals through abuse, harassment, assault, gossiping, etc (Lim et. al, 2016). On the other hand, organizational deviance is inflicted to sabotage the organization that affects its productivity (Sackett, Berry, Wiemann, and Laczko, 2006) In interpersonal deviance, employees experience psychological trauma turning them hostile or experience hostility from fellow colleagues (Greenberg, 1993). The grief sometimes ensues homicides (Poyner, 1988).

THEORETICAL UNDERPINNINGS OF EMPLOYEE DEVIANCE

Certain theories explicate deviant behavior of employees. Theory of distributive justice (Adam, 1965) and theory of relative deprivation (Crosby, 1984) contend that deviant behavior of an employee is due to a perception of injustice in his outcome evaluation. These theories state that the basis of deviant behavior is unfair outcome assessment and distressed employees amend their behavior on having such a perception, want to restore justness, and transform the system (Lind and Tyler, 1988). If unsuccessful in doing so, they turn punitive towards the person who has dented their sense of justice (Bies and Tripp, 1995) by engaging in anti-organizational actions and violating organizational norms (Bies and Tripp, 1996; Greenberg, 1990a).

In addition to outcome fairness in an organization, the perception that impacts the deviant behavior is the judgment on the allocation decisions (Tyler and Bies, 1990; Greenberg, 1990b). The way allocation decisions are made plays a vital role and is supported by theory of procedural justice (Lind and Tyler, 1988). This theory is further augmented by theory of interactional justice (Bies and Moag, 1986; Tyler and Bies, 1990), which advocates the quality of interpersonal treatment by a decision maker to the subordinate while assigning and performing official tasks (Schappe, 1995).

Deviant behavior is significantly proportional to justice perceptions (Ahmed, Kiyani, and Hashmi, 2013). Though relation among deviant behavior and procedural justice is scarcely documented, it is evident that procedural justice immensely supports employee satisfaction leading to better engagement (Fryxell and Gordon, 1989). It instills better relations with decision makers (Alexander and Ruderman, 1987), and more confidence in organization and its regulations (Ball, Trevino, and Sims, 1994; Bennett and Cummings, 1991).

Role of Employee Engagement in Reducing Workplace Deviance

Interactional justice is found to have strongest impact on employee job satisfaction and is considered as the most important category (Mikula, Petri and Tanzer, 1989) and its perceived violation troubles employees the most (Tyler and Bies, 1990). It is rated as most obnoxious, despicable, and intolerable justice of all and the abusive behavior of the supervisors and colleagues (Poyner, 1988) and to no surprise is considered as highest degree for deviant behavior (Kelloway, Loughlin, Barling, and Nault, 2002).

In heterogeneous systems, the procedural and distributive justice has different effect on the deviant behavior based on whether the outcome is more generic or individual based (Lind and Tyler, 1988). The interpersonal and organizational dimensions vary from organization to organization and also its impact on deviant behavior (Agboola and Salawu, 2011). Thus, procedural justice supersedes perception of distributive justice (Sweeney and McFarlin, 1993; McFarlin and Sweeney, 1992). Extricating distributive justice and procedural justice implies that the latter is more liable for deviance against the organization rather than individuals (Adejoh and Adejoh, 2013).

At the time of disruptions, in comparison to the system, individuals are alleged for low-slung outcomes (Poyner, 1988). The unfair outcomes are blamed on individuals due to lack of information to question the system or lack of willingness to do so (Crosby, 1984) and hence distributive justice is more intensely correlated to interpersonal deviance. The job satisfaction and similar personal outcomes are strongly prophesied by distributive justice (McFarlin and Sweeney, 1992; Sweeney and McFarlin, 1993). Also, the organizational and interpersonal deviances are outcome of interactional justice category violation (Bies and Moag, 1986). Such violations influences behavioral and emotional ripostes (Tyler and Bies, 1990) and results in wider range of behavior which makes interactional justice highly imperative (Mikula et al., 1989) as compared to procedural or distributive justice.

In addition, individual's disposition attributes are stimulus to deviant behavior which impact perception, understanding, and behavior of an individual (Robinson and O'Leary-Kelly, 1998) and influence the employee deviance and his subsequent actions (Robinson and Bennett, 1995). Negative affectivity is most parleyed disposition variable that results in anxiety, hostility, anger, insecurity, fear, resentment, antagonism, apprehensions, distress and similar feelings (Ahmad and Omar, 2013) and build negative perception of an employee. It remains prominent for a time period prior to gradually getting dissolved (Watson and Clark, 1984). The employees with high negative affectivity lack in interpersonal relations with colleagues (George, 1992) reflecting interpersonal deviances. They have excessive aggressive behavior (Watson and Clark, 1984), show withdrawal symptoms from professional tasks (Necowitz and Roznowski, 1994), and set minimal or lower professional goals (Wright and Mischel, 1982). A diminished pro-social behavior is reflected in employees with negative affectivity leading to employee deviance (George, 1990).

EMPLOYEE ENGAGEMENT: THE MITIGATION

Organizations are keen to keep their employees motivated, construct a value environment, and yield highest efficiency and work performance (Kahn, 1990; Rich, Lepine, & Crawford, 2010; Christian, Garza, & Slaughter, 2011). Through effective engagement, organizations map the employee's personal objectives with the organizational objective and appropriately assigning their personal resources for achieving organizational goals (Christian et al, 2011). There is a positive relationship amongst organizational outcomes and employee engagement, which augments productivity and performance benefiting organization and employees (Kahn, 1990). Organizations are able to retain the talent with increased commitment and address organization citizenship behavior (Bhatnagar & Biswas, 2010).

Employee engagement is considered as motivational concept that enriches physical, cognitive, and emotional state of employees for better commitment and performance. It is "the simultaneous employment and expression of a person's preferred self in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, emotional) and active, full performances" (Kahn, 1990). Employee engagement builds progressive organization where employees sense better connect and build positive behavior -Organizational Citizenship Behaviors (OCB) for better employee performance translating into enriched organizational functioning (Cloninger, Ramamoorthy, & Flood, 2011).

Employee's direct and indirect behavior, attitude, and commitment that contributes to organizational development, helping organization to achieve its objectives, and adding value to the organization is termed as employee performance (Motowidlo, Borman, and Schmit, 1997). Employee performance is cumulative of task performance and contextual conduct (Rotundo and Sackett, 2002). The high emphasis is given to the behavioral conduct i.e. contextual behavior of an employee which comprise of OCB and Counterproductive Work Behavior (CWB) (Viswesvaran and Ones, 2000). OCB and CWB are inversely related to each other (Organ & Paine, 1999) and are contemplated as opposites (Dagher and Junaid, 2011).

Employee engagement is linked to job performance. Highly engaged employee align their objectives with profession, focus on their vocation, and accomplish their work role through emotional connect, cognitive vigilance, and physical effort (Kahn, 1990; Ashforth & Humphrey, 1995). On the contrary, the disengaged employees remain passive and detached from their work and do not invest emotional, cognitive and physical energy to accomplish the task (Sili et. al, 2014) and hence show deviance. There exists a relationship between employee engagement, OCB and CWB as both are important dynamics of job performance and are negatively correlated (Farrel & Finkelstein, 2007).

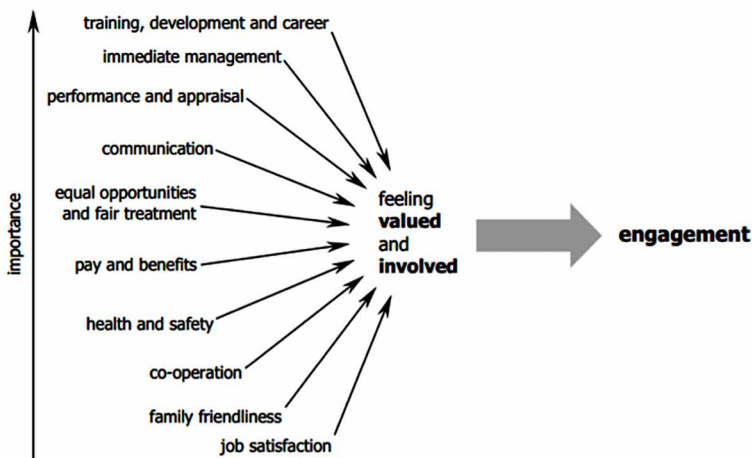
DRIVERS OF EMPLOYEE ENGAGEMENT AND DEVIANT BEHAVIOR

The drivers of employee engagement are key focus area for competitive organizations. They are upgrading their HR policies, physical and social frameworks to appreciate individual attributes of employees such as employee abilities, attitudes, knowledge, personality, skills, and temperament (Chen, Fahb, and Jin, 2016). They are empowering their employees, appreciating their development, and recognizing their contributions (DDI, 2005). The organizations are aiming for employee empowerment and welfare (Mani, 2011) and have agile appraisal system to support their engaged workforce (Pandey & Sharma, 2016) to offer better work life, leadership, rewards and recognition, work involvement, communication, safety, cooperation, and opportunities (Robinson, Perryman, and Hayday, 2004).

These attributes are referenced in various OCB studies but most prominently referred as imperative drivers of employee engagement in study by Robinson et al. (2004). The attributes are majorly classified as ‘Job Satisfaction’, ‘Family Friendliness’, ‘Co-Operation’, ‘Health & Safety’, ‘Pay & Benefits’, ‘Equal Opportunities’, ‘Fair Treatment’, ‘Communication’, ‘Performance and Appraisal’, ‘Immediate Management’, ‘Training Development and Career’ as vital engagement drivers (Robinson, et. al., 2004), refer Figure 1.

Feeling valued and involved translates into accrued benefits for the organization by reducing absenteeism (Cohen, 1993; Barber et al., 1999), employee turnover (Cohen, 1991), intention to leave (Balfour and Wechsler, 1996), and intention to search for alternative employers (Cohen, 1993). On the other hand, it leashes upsurge in job

Figure 1. The drivers of Employee Engagement, (Source: Robinson et. al., 2004)



performance (Mathieu and Zajac, 1990), job satisfaction (Vandenberg and Lance, 1992), business outcomes such as revenues (Barber et al., 1999), productivity (Harter et al., 2002; Arrowsmith & Parker, 2013), and profit (Harter et al., 2002; Maslach, 2011; Schaufeli et al., 2002; Markos and Sridevi, 2010). It also mutates return to shareholders (Walker Information Inc., 2000) such as customer satisfaction (Harter et al., 2002; Brown and Lam, 2008; Gonring, 2008).

Employee engagement, good orientation, and citizenship behavior bestows better individual performances and organization's comprehensive well-being (Jose and Mampilly, 2012). An engaged employee is enthusiastic about the work and workplace (Bui, Hodge, Shackelford, and Acsell, 2011), trust the organization (Catteuw, 2007), serves actively for better organizational transformations (Alfes, Shantz, Truss, and Soane, 2013), exhibit better interpersonal knacks being respectful to associates and assist them in performing better (Arrowsmith and Parker, 2013), can be believed upon (Jenkins and Delbridge, 2013), goes beyond the requirements of the job (Kühnel, Sonnentag, and Bledow, 2012), deem organization higher than his personal motives (Townsend, Wilkinson, and Burgess, 2014), relates with the organization (Aladwan, Bhanugopan, and Fish, 2013), update his skill set to latest (Reissner and Pagan, 2013), and avail prospects to augment organizational performance (Francis, Ramdhony, Reddington, and Staines, 2013).

A valued employee exhibits progressive attitude, takes pride, and preaches high about the organization (Ologbo and Saudah, 2011), directly and indirectly promotes his organization and its products within his social groups reflecting his belief in the organization and its services (Mochama, 2013), feels enabled and builds two way rapport (Reissner and Pagan, 2013), behave magnanimously, develops a better camaraderie with fellow beings, and build good teams (Viljevac, Cooper-Thomas, and Saks, 2012), is committed beyond the job description, understand larger requirements on macro level, and is willing to help organization voluntarily (Freeney and Fellenz, 2013).

Engagement Parameters: Impact on Individual and Organizational Proficiency

Training, Development, and Career - Organizations are focusing on Perceived Investment in Employees' Development (PIED). The investment in human resource is critical for organization's success (Ferris et al., 1999). The employee development induces positivity in their attitude and behavior affecting organizational outcomes (Wintner, 2010; Kular, Gatenby, Rees, Soane, and Truss, 2008). The organizations are keen on employees' training and development as the outcomes are not limited to improving merely the skill set but results in increased loyalty, job satisfaction, and intent to stay (Costen and Salazar, 2011). The quality training programs induced in

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organization leads to higher satisfaction and abridged turnover (Choi and Dickson, 2009). Training is associated with about a 0.6% increase in productivity and a 0.3% increase in hourly efficiency (Christian, Garza, and Slaughter, 2011). The commitment of employee is based on his discernment of organizational efforts in providing him the training (Jenkins and Delbridge, 2013).

Immediate Management

Management and its relationship with employees play a vital role in positively connecting employees to the organization (Barber et al, 1999). The manager is the key to an engaged work force (Harter, Schmidt, and Hayes, 2002). Better commitments are exhibited by employees having improved association with their immediate managers (Green et al., 1996). The healthier relationship contributes to better motivation at work (CIPD, 2001), and is a significant element in fortifying individual performance (Settoon et al, 1996). The immediate management's demeanor, visage, and higher effectiveness results in organizational performance (Luthans, Avey, Avolio, Norman, and Combs, 2006). Enigmatically, the employee trust ascends with higher level management connecting directly to lower strata of employees surpassing mid management (Freeney and Fellenz, 2013).

Performance Appraisal

Performance appraisal is one of the most important human resource management practices as it yields critical decisions integral to various human resource actions and outcomes (Gupta and Kumar, 2012). Organizations constitute effective and transparent appraisal system for valuing their employees resulting in improved organizational performance (DeNisi and Pritchard, 2006; Gorning, 2008; Xu & Thomas, 2011). The quality of the performance appraisal process transmutes in organizational commitment, better work satisfaction, and less intent to leave the job (Shantz, Alfes, Truss, and Soane, 2013).

Communication

The interpersonal connect through open communications among the stakeholders leads to engagement in employees [CIPD, 2006]. The camaraderie with the management and equals assures less deviance (Christopher and Tanwar, 2012). Employees are less skeptic about organization and its policy matter, feel engaged, and unlikely to get indulged in negativity due to better dialogue (Perrin, 2003; BlessingWhite, 2008). Organization supporting two- way communications permitting employee to voice their suggestions and ideas develops trust within organization (Ellis and

Sorensen, 2007). This reconditions internal co-operation among various levels, departments, and stakeholders (Dernovsek, 2008). An engaged employee believes in the management's effectiveness and expect open and clear communication with all levels of the organization (Salanova, Agut, and Peiro, 2005).

Equal Opportunities and Fair Treatment

‘The more people perceived promotional opportunities, the more they felt that the organization implements procedures in a just and fair way’ (Schaufeli, Bakker, and Van Rhenen, 2009). There is a visible relationship between perceptions of performance appraisal fairness and engagement (Gupta and Kumar, 2012). Employee perception of unfair treatment is strengthened during role change, structural changes, and cost-cutting (Kontakos and Stepp, 2007) and organizations need to be transparent during organizational changes (Havill, 2010). If appreciated and fairly treated, employees tend to willingly engage with organizations (Costen and Salazar, 2011). Organizations viewed as equal opportunity employer comprise of highly engaged workforce (Choi and Dickson, 2009). The successful organizations face less deviances since employees experience fair treatment (Alfes et al., 2013), work in environment which impedes harassment and bullying (Xu and Thomas, 2011), experience no demographical discrimination (Green et al., 1996), have equal opportunities of internal promotions (Pandey & Sharma, 2016), and are equal rights (Kersley et. al, 2006). The equality of opportunity inculcates a positive feeling in an employee resulting in firm's efficacy (Hartog and Belschak, 2012).

Pay and Benefits

One of the reasons for employees relating to organization are economic safety (WU and Lebreton, 2011). Pay and employment relationship worthy due to mutual dependence (Yıldız and Alpan, 2015). A good pay package and periodical appreciation is considered as an essential act by an employee towards appreciating him (Coffman, 2005). The employees commit more, exert better efforts, and perform better when recognized, praise, and rewarded through better pay cheques (Kinsey, 2009). The bottom line in ‘‘Hierarchy of engagement’’ model analogous to Maslow's ‘‘Need hierarchy’’ model, pay and benefits are the basic needs at the bottom line (Penna, 2007). Once the basic is met, employee seeks development opportunities such as trainings, promotion, and rise to leadership position (Redman, 2011). There after employee aligns value meaning to his work by feeling connected, intuit purpose in his work, thus creating better organization (Markos and Sridevi, 2010).

Health and Safety

Ergonomics plays a vital role in engaging an employee (Hartog and Belschak, 2012). The organizations which emphasize on health and safety, address risk factors and health hazards, maintain high security standards, and comply to regulations and laws are trusted more resulting in highly efficient environment (Wefald, and Downey, 2009). Once organization addresses safety of its employees and equipment (Nelson, Macik-Frey, and Quick, 2007), lay down its safety policy with definite objective (Cortina, Magley, Williams, and Langhout, 2001), makes employee more secure and confident, raising the efficacy standards (Poyner and Warne, 1988). Employees working in a risk-free and “Zero accident” work environment tend to be more engaged (Havill, 2010). The organizations that are asserted better by the employees endow better physical working environment, clean working environment, Health and safety training, quality of equipment, provided Occupational Health Services, and extended security at the workplace, resulting in a better organization (Langelaan, Bakker, Schaufeli, Van Rhenen, and Van Doornen, 2006).

Cooperation

Effective co-operation within the organization is a key to happy employment and better organization (Rotundo and Sackett, 2002). The cooperation within the organization extends to different departments and varied teams (DeRue and Morgeson, 2007) leading to better camaraderie and employee satisfaction. Employee feel more secured due to ease of dialog between trade unions and management resulting in more effectual organization (Gravenkemper, 2007). In addition, employees trust the organizations where management and trade unions work in tandem to address the tribulations through joint staff committee (Ahmad and Omar, 2013). The trust of employee is sturdier due to effective collaboration and support among the departments, results in better cooperation and task performance (Barsade, 2002), making the organization more agile and provides satisfaction to the employees (Arrowsmith and Parker, 2013).

Family Friendliness

A family friendly policy addresses the work-life balance equation, reduces the workplace stress, and increases the engagement levels (Grawitch et.al., 2006). The affective organizational commitment is justified by availability of family-responsive benefits (Akgunduz, Bardakoglu, and Alkan, 2015). The organizations offering family benefits are rated as highly caring organizations by the employees and understood

as providing them social security to an extent (Casademunt, Cabrera, and Molina, 2015). Such benefits, perceived as rewards, increase the commitment and inculcate higher satisfaction levels in employees (Jaggi and Bahl, 2016).

Job Satisfaction

Job satisfaction is a significant constituent of commitment (Biswas and Bhatnagar, 2013). Job satisfaction is positively connected to employee performance (Goel, Gupta, and Rastogi, 2013) and generates positive outcome. Organizations that provide better job satisfaction have better fit policies (Bakker, 2011), make the work environment enjoyable and stimulate better growth to employees and organization (Kristof-Brown and Guay, 2011). Job satisfaction is a prime cause of performance and organizational commitment (Jose and Mampilly, 2012) and highly relevant in service quality improvement (Snipes et al, 2005). A satisfied employee feels that his job is versatile with lot of variance and pose him a challenging task (Sand, Cangemi, and Ingram, 2011). Job satisfaction inculcates a strong feeling of accomplishment in an employee bestowing him with pleasure and feeling of belongingness (Chen et. al, 2016) which benefit the organization.

Employee Engagement Practices in India

On the onset, India is very resilient in implementation of regulations as major businesses in India are unregulated and unorganized (The Joint Committee of Industry and Government, 2013). India had been building its economy since its independence and has seen frequent and drastic changes in its setup due to global changes (Shanumugam and Krishnaveni, 2012). The environmental changes impacts Indian organizations and they rebuild their structures, setups, technology, and people mind set (Mishra, Kapse, and Bavad, 2013). The employee welfare in business organizations has lagged, prime focus being to settle first in ever changing scenario (Kumar and Swetha, 2011). The employee engagement parameters are either not understood or gets neglected in growing organizations (Luthans, Youssef, and Avolio, 2007). Also being culture dynamic country, the meanings and methods of employee engagement are quite varied and get overlooked sometimes (Soni, 2003). The complex culture in India binds investment, markets, organizations, people, technology, and trade (Friedman, 2007). Change in economy is impacting the culture and vice versa, leading to changes in organizations (Cojocar, 2011). In such unsure environments, where the engagement policies are missing, the self-commitment of employees in Indian organizations is an outcome of inner psychological state (Goel, Gupta, and Rastogi, 2013). In Indian organizations, the Psychological Capital is very strong and is basis for employee commitment and organizational success.

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Indian organization having global presence review their employee engagement practices frequently and constitute effective employee centric HR policies, but to an extent (Bhasin, 2010). The employees in India have less clarity on their formal and informal roles, definite work profiles, and job description (Thakur, 2012). This is true with organizations across the sectors in India. Employees in private hospitals in India strongly opine about improper recognition they receive in their organization (Swaminathan and Aramvalarthan, 2013). Private banks in India lack in effective communication to and from employees resulting in less engaged manpower having weak psychological empowerment (Sarangee and Srivastava, 2012; Jose and Mamphilly, 2014). Indian PSUs reflect five engagement factors namely meaningful task, recognition and support, motivation and cooperation, feedback and opportunity, and career development & growth to be addressed (Singh and Sanjeev, 2013).

The Indian organizations have shown significant reduction in level of employee engagement (Balakrishnan and Masthan, 2013). The key driver that is identified for lower engagement levels is the internal communication (Pandey and David, 2013). Employees are cynic about organization and its policy matter, and indulge in negativity due to poor dialogue (Desai, Majumdar, and Prabhu, 2010) hampering the efficacy of the organization (Perrin, 2003; BlessingWhite, 2008). Organization supporting two way communications permitting employee to voice their suggestions and ideas develops trust within organization (Ellis and Sorensen, 2007) but lack of the same is witnessed in Indian organizations which remain closed with dialogue to and from management and employees (Kotni, 2011), thus face less engagement levels. Indian retail sectors reports high productivity due to training and skill enhancements of their frontline workers (Handa and Gulati, 2014). The Indian IT sector reflects on relationship among the fairness in performance appraisal and level of engagement (Thakur, 2014). This dimension is also true with other industries in India revealing significant relationship among employee engagement and performance appraisal (Gupta and Kumar, 2013). IT sector being more organized show better engagement trends compared to other sectors in India. IT, healthcare, Engineering, media, tourism, retail, infrastructure, telecommunication, education, and banking sectors are rated from high to low in order of their engagement practices in India (Tomar, 2017a).

The engagement policies in Indian SMEs sector are much more alarming. Indian SME sector employees more than 85% of working population but their contribution towards growth in economy is very limited (Tomar, 2017b). The prominent reason behind these figures is considered to be employee inefficiency (Jose and Mampilly, 2012). The reason is lack of knowledge and skill, inappropriate skill utilization, and no intent to upgrade the same (Soni, 2013). The SMEs needs to replicate the policies of MNC in best interest of employees, improve two-way communication, do various fit mappings, provide comfortable work environment, provide skill enhancement opportunities to employees, establish reward mechanism, built a working culture, and

assign the accountability at all levels to upsurge business performance (Gummadi and Devi, 2013). In addition, these establishments have high central management control which needs decentralization offering more freedom for decision making (Sadique, 2014). The employees with over 10 years of association with these SMEs feel more engaged (Ravikumar, 2013) and survive without skill update, bringing stagnation to self and organization (Bhasin, 2010).

In Indian organization, employee engagement has acted as a mediator variable between Perceived Organizational Support (POS) and Person – Organization fit (P-O fit). POS and P-O fit as antecedents to organizational commitment and job satisfaction affect the employee engagement and display higher degree of correlation among organizational commitment and job satisfaction (Biswas & Bhatnagar, 2013).

Engagement Drivers and Theories of Justice

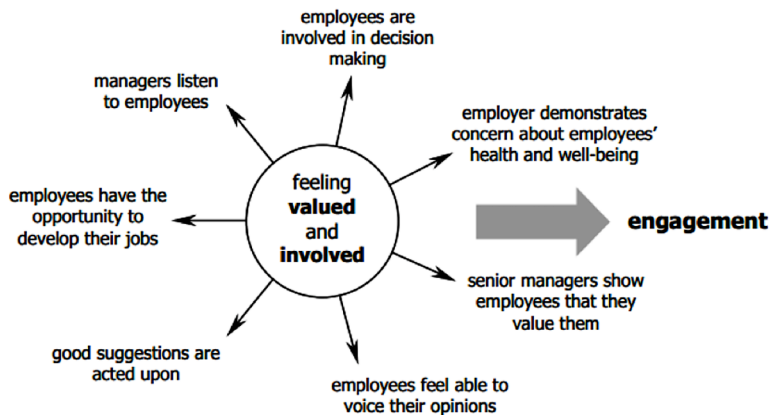
These drivers of engagement can be mapped to below theories of justice deprived of which the employees develop deviant behavior.

1. Distributive justice (Adam, 1965) and theory of relative deprivation (Crosby, 1984). These theories contend that deviant behavior of an employee is due to a perception of injustice in his outcome evaluation. Equity in 'pay & benefits', appropriate 'performance appraisal', suitable 'health and safety' norms, granting applicable 'family benefits', and providing 'training development and career' opportunities may address the deviance problems referred in these theories (Hartog and Belschak, 2012).
2. Procedural justice (Lind and Tyler, 1988). This theory advocates that the deviance incurs due to perceived notion of improper allocation decisions. Offering 'equal opportunities', giving 'fair treatment' may address the deviances due to procedural justice.
3. Interactional justice (Bies and Moag, 1986; Tyler and Bies, 1990). This theory advocates the quality of interpersonal treatment by a decision maker to the subordinate while assigning and performing official tasks. Better vertical and horizontal 'communication' among the colleagues, transparent instructions from the 'immediate management' and 'Co-Operation' between the employees for task completion improves solidarity and cohesion among the employees to overcome deviance (Ferguson, 2007).

The employee engagement majorly depends upon non-financial attributes as recognized by engagement model by IES (Robinson, et. al., 2004), refer Figure 2.

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Figure 2. The Engagement Model, (Source: Robinson et. al. 2004)



These non-financial attributes play a vital role in addressing the deviance when organizations focus on providing opportunities to its employees for advancement in the profession (Blessing White, 2006), help them in fulfilling their aspirations (Penna, 2007), opportunity to voice decisions (Ambrose, Schminke, and Mayer, 2013), allow them to feed their views upwards (CIPD, 2006), and by being concerned for employee's well-being (Saks, 2006). Focusing on these attributes instills a feeling of being valued and upsurge the employee's self-belief, commitment, and trust in the management (Kersley, Alpin, Forth, Bryson, Bewley, Dix, and Oxenbridge, 2006). The non-monetary factors are represented as 10Cs engagement model (Seijit, 2006) with variables as Career, Clarity, Collaborate, Confidence, Congratulate, Connect, Contribute, Control, Convey, and Credibility.

ANALYTICAL DISCUSSION

Organizational Citizenship Behavior (OCB) is highly reliant on employee engagement since engaged employees are constructive and display responsible work behavior (Rich et al., 2010). Engaged employees are emotionally involved with the organization (Miles, Spector, Borman, and Fox, 2002) and extra role behavior such as OCB is an outcome of the positive emotional attachment of an employee with organization which subsides deviance in an organization (Rhoades & Eisenberger, 2002). OCB and CWB are contrary to each other though both are extra-role behavior of an employee (WU and Lebreton, 2011). The former is pro-organization intended to improve organizational functioning (Organ & Paine, 1999), whereas latter is a negative approach of an employee towards organization or fellow beings (Lee &

Allen, 2002), deliberated to disrupt the organization's functioning and hamper its progression (Dalal, Lam, Weiss, Welch, & Hulin, 2009). Employees engaged in OCB are incongruous to CWB, thus showing no deviance and vice versa (Yildiz, Alpkın, Ates, and Sezen, 2015).

The lack of motivation and improper recognition of efforts is considered in the aftermath of CWB (WU and Lebreton, 2011). The employees engaged in CWB do not conform to organizational norm and are motivated to breach the protocols disrupting organizational functioning Dalal (2005). The CWB translates into abominable acts such as absenteeism, aggression, abuse, fraud, theft, sabotage, and similar acts (Yıldız and Alpkın, 2015). These acts may be directed towards the organization or fellow beings leading to organizational deviance and interpersonal deviance respectively (Yunus, Khalid, and Nordin, 2012).

Organizational misbehavior, being counterproductive, antisocial conduct and dysfunctional behavior are the intricacies of CWB (Sacket, 2002) that disrupt the organizational norms and unsettle its functioning (Bennett & Robinson, 2000), threaten the wellbeing of an organization (Lee & Allen, 2002) and induce retaliation against the colleagues and management to unsettle the workplace (Organ & Paine, 1999). Unengaged employees jeopardize their employment, risks themselves and their profession, remain less engrossed with the organization, show less commitment, and higher deviance (Rich et al., 2010).

The engagement practices are classified into 5 categories namely 'insightful work', 'pragmatic management', 'positive working environment', 'growth opportunity', and 'engaging leadership' (Tomar, 2017) justifying distributive justice (Adam, 1965) and theory of relative deprivation (Crosby, 1984) for equity in organizations, procedural justice (Lind and Tyler, 1988) for unbiased and proper work allocation, and interactional justice (Bies and Moag, 1986; Tyler and Bies, 1990) for appropriate interpersonal treatment by colleagues. The particulars of theory of negative affectivity (Watson and Clark, 1984) are also addressed through the classified attributes of these categories (Tomar, 2017) reducing the grieved deviances.

Insightful work category emphasis on giving more autonomy to the employees, assigning them more authority in taking decisions, trusting them, providing them the deemed support, forming appropriate teams, and giving them the leisure time. While assigning the work and forming the team, this category advocates following 'fit-factors' (Pandey and Sharma, 2016). For highest level of engagement, organization emphasizes on person-environment fit, person-job fit, person-organization fit, person-person fit, person-group fit (Kristof, 1996; Kristof-Brown & Guay, 2011). The fill-all method fosters robust OCW ensuing weak CWB and deviations (Sacket, 2002). This will support Procedural justice (Lind and Tyler, 1988) and avoid deviance.

Pragmatic management category underlines that the management must consistently revisit the goals and create simple, transparent, and blatant policies. Management

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should nurture prospective managers, develop future leadership, mentor the employees, and train them accordingly (Xu and Thomas, 2011). The performance appraisal methods in organizations should be transparent and do the effective valuation of the employees (Tziner, Fein, Sharoni, Bar-Hen, Nord, 2010). Such actions will encourage employees and foster a positive perception about distributive justice (Adam, 1965) and theory of relative deprivation (Crosby, 1984) resulting in depletion of deviations.

Positive work environment category emphasizes to inculcate and support cultural diversity within the organization's culture. The organizations should ensure supportive work environment, must focus on wellness of the employees by providing them health benefits and recreational facilities (Wefald, and Downey, 2009). A culture of appreciation is a mandate that will help in recognition of employee's efforts (Chen et. al, 2016) thus supporting employee equity and distributive justice.

Growth opportunity category features that organizations should support its employees in ascending the pyramid (Xu and Thomas, 2011). Organizations should be flexible and munificent with their employees in permitting them to adopt novel approaches in job accomplishment (Ishaq and Shamsher, 2016), allow the employees to take developmental assignments, support them with on-job training, and consign them with cross domain assignments for learning and development (Tuclea et. al, 2015). These actions empower organizations to support procedural justice and lower CWB.

Engaging Leadership category highlights that organizations should align employee's purpose of job with their mission and vision and should be considerate about personal and professional lives of its employee (Javed, Amjad, Ul-Ummi, and Bukhari, 2014). Management must appropriately engage its employees, led by example, inspire the human resource, and should be transparent in their communication (Babcock-Roberson and Strickland, 2010). This factor support Interactional justice (Bies and Moag, 1986; Tyler and Bies, 1990) by enhancing Interpersonal treatment, thus leading to better engagement and reduced deviation (Aksu, 2016).

Employee engagement inculcates belongingness in an employee who invests himself emotionally, cognitively, and physically in the organization (Salanova & Schaufeli, 2008). Individuals invest themselves in vocation with ardor enabling them to enhance in-role and extra-role performance resulting in better work accomplishment (Christian et al., 2011). High engagement level garners a social environment that induces organizational effectiveness by nurturing organization-employee solidarity and companionship, thus supporting OCB and reducing interpersonal deviance (Podsakoff, Whitting, Podsakoff, & Blume, 2009).

Employee engagement is a positive emotional state reinforced by motivation which develops positive attitude and less deviant work behaviors (Den Hartog & Belschak, 2012). This motivation is segmented into three categories. Organizational

concern motive – fosters a belief of care and pride in the organization, pro-social motive – framed towards developing acceptance within the organization through noble conduct, and impression motive – a belief to furnish a positive image and evade deleterious perception from fellow colleagues (Alias, Rasdi, and Abu, 2012). Employees consider that acquiring these motivational behavior results in positive aura and fetch rewards for them (Finkelstein & Penner, 2004). This self-motivation helps employee in gaining higher commitment, helps them in achieving better outcomes, and perform OCB due to self-pride which overrules deviance (Rioux and Penner, 2001).

The employees who feel shielded within the organization show higher prospects of exhibiting OCB and are more engaged with their organization as per the social exchange theory (Den & Belschak, 2012). Employee engagement is positively correlated to OCB negate CWB. CWB is incongruous to OCB and is inversely related to employee engagement (Yen and Teng, 2013). The negative perception of work setting builds distrust with the organization and the employees exhibit deviant behavior (Judge, Scott, & Illes, 2006). Positive belief for the workplace inculcates proud feeling for organization, instills enthusiasm in employees, and keeps them involved in the work and hence it is negatively related to deviant behavior (Yildiz et. al, 2015). On the contrary, disbelief in the system exhibits irritation, hostility, aggression, intimidation, enmity, and similar negative perceptions resulting in engaging in CWB and signify deviant behavior (Colbert, Mount, Harter, Witt, & Barrick, 2004). Employee engagement is a positive approach that is contrary to CWB subsiding the deviance.

CONCLUSION

The study interrogates the characteristic features of workplace deviance and its various manifestations exhibited by employees of the organization. With intensive literature review -the factors identified for employee deviant behavior are negative working cognition, acceptable injustice, lack of appreciation etc. resulting in anger, hostility, revenge, intention to resign and perceived inequality in working environment. This negative behavior can be categorized as a) interpersonal deviance causing damage to a colleague or b) organizational deviance resulting into outrage against the organization. Such atrocities are further justified by Theory of distributive justice and theory of relative deprivation. These theories state that unfair outcome assessment and distress perception, make the employees wish to restore justness, and transform the system by their deviant behavior. The study further establishes this situation as an alarming organizational stance and presents employee engagement as a credible solution to deviant behavior.

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The drivers of employee engagements like ‘Job Satisfaction’, ‘Family Friendliness’, ‘Equal Opportunities’, ‘Fair Treatment’, ‘Performance and Appraisal’, ‘Training Development and Career’ etc. are successfully mapped with the theories of deprived justice to address the deviance problem. The organizations facing deviance should focus on non- financial attributes to instill a feeling of “being valued” among the employees. It will act as catalyst for enhancing the employee’s self-belief and trust in the management, resulting in avoidance of deviance and sustained commitment. Employee engagement also inculcates belongingness to enhance in-role and extra-role performances. Moreover, intensive employee engagement - fosters a conducive social environment for enhancing organizational effectiveness by nurturing organization-employee camaraderie.

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Chapter 13

Coping With Deviant Workplace Behavior Through Employee Participation: An Exploratory Study

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ABSTRACT

In the present study an attempt has been made to explore the relationship and impact of employee participation on deviant workplace behaviors in the banking sector. For the purpose of data collection, 100 respondents of managerial level were selected from five public sector banks operating in the NCT (National Capital Territory) Delhi. Regression and correlation analysis was performed on the data to empirically test the hypothesized relationship between the two variables. It was concluded in the study that employee participation had a significant negative impact on deviant workplace behavior, which further infers that workplace deviance would decrease with the increase in employee participation rate and vice-versa.

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EMPLOYEE PARTICIPATION

Employees' participation has an exceptional motivation and a great psychological value. It develops the sense of commitment for being part and parcel of the organization which makes them more responsible and involved towards job. Study has shown that participated employees are self-motivated and are ready to take initiative and contribute towards cost-saving suggestions and many innovative ideas. Employee participation is the practice of involving lower levels of employees in the decision-making process of management. The word participation implies empowering of the employees in the decisions taken by management related to their work, attaining organizational goals and objectives, autonomy and the level of involvement considered during any kind of decision of the organization. Participation is interpreted differently by different people one of the definitions given by Davis (1963) defines it as "the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibilities in them." According to (Locke & Schweiger, 1979; Wagner & Gooding, 1987a) participation is the power shared among the employees at different hierarchical levels in the organization.

It has been firmly believed that employee participation plays a vital role in improving the productivity and organizational effectiveness, the various studies have also revealed that it has a positive relationship with the various work-related attitudes that is with the increase in participation employee satisfaction, commitment, job involvement also increases. It has been determined by various researchers' employees working in public sector organization has shown a greater amount of participation when compared with the employees working in private sector organization. The study has also been done in various manufacturing industries which have also shown the positive relation between worker's participation and antecedents of various work-related behaviors.

Morse and Reimer (1956) in their study have shown that higher participation leads to productivity. Vroom (1960) found that employee's participation in decision-making has greater impact on attitude and motivation. Singh and Pestonjee (1990) explored that job involvement and participation were positively related to job satisfaction. On the other hand, Spreitzer, Kizilos, and Nason (1997) argue that the concept of empowerment is derived from models of participative management and employee involvement, the basic assumption of participative management is that sharing managers' decision-making power with employees will enhance performance and work satisfaction.

Recent studies by (Shahzad et al., 2018) shown that decision making and employees participation eulogizes probability of behavioral output i.e. job satisfaction, and employee performance.

DEVIANT WORKPLACE BEHAVIOUR

An organization is made up of various resources where the human resources are considered as the most important one. Human resources are the building blocks for any organization. Fierce competition, increased digitalization, globalized impacts on the organization has made it imperative that human resources must contribute to higher business performance. Behavior of employees at workplace determines the success and long term sustainability of the organization. There has been a growing concern among academicians and researchers to study the different employee's behaviors which positively and negatively affect the organizational performance. The significance of employees' behavior lies in the fact that each and every person working in the organization gets affected in various ways. Every organization has its own norms, code of conduct, rules and regulations and employees are responsible to comply with all the norms but many a times it happens that employees doesn't conform to the disciplinary norms and code of conduct hence indulge into inappropriate behaviors. When such phenomenon is observed behavioral scientists call it "deviant behavior". Deviance is characterized by those behaviors which are unfavorable for the effective functioning of the organization. These behaviors are detrimental for the sound health and wellbeing of the overall organization. Kaplan (1975) defined Workplace deviance as those "*voluntary behaviors wherein employee doesn't want to conform to and lacks motivation to come up to the normative expectations of the social context*".

Further Robinson and Bennett (1995) defined deviant behavior as those "*voluntary behaviors where employee contravene the important organizational rules and while doing this harms wellbeing of an organization, its stakeholders or both*".

Deviant behaviors are the product of personality, environment and situations and has a catastrophic impact on the growth and profitability of the organization. The various types types of deviant behaviors are sabotage, employee frustration, absenteeism, arriving late at work, theft, sexual harassment, bullying, burnout, and turnover intention. Researchers have identified various terminologies to express deviant behaviors like workplace deviance (Bennett & Robinson, 2003), Mangione and Quinn (1975) named it as counterproductive behavior, and antisocial behavior by Giacolone and Greenberg (1997). One of the most deleterious impact of deviant behavior is causing loss to the organization as the cost associated with these behaviors may have serious implications for the profitability of the organizations (Robinson & Bennett, 1995)

Researchers have given various typologies of deviant behaviors. Earlier researchers like Mangionne & Quinn (1975). classified workplace deviance in to two forms counterproductive work behaviors (intentionally vandalizing the employer's property)

and doing little (poor quality and quantity of production). Wheeler (1976) gave a classification of deviant behaviors as serious and non-serious offences and termed those behaviors as rule breaking. Another broader segregation was done by Hollinger and Clark (1982) as they divide employee deviant behaviors in to two categories namely property deviance and production deviance. The former one means damaging the property of the employer while the latter one was associated with violating the organizational rules and regulation related to the quality and quantity of production. Later on, Redeker (1989) identified various punitive offences in organizations but failed to associate particular behavioral patterns with these offences. Robinson and Bennett (1995) developed an inductively and empirically derived typology of employee deviant behavior using multidimension scaling technique. They developed two categories of workplace deviant behavior which were not only directed towards organizations but also towards individuals. Further, Bennett and Robinson (2000) developed the scale to measure the employee deviance at workplace which highlighted the two important constructs of workplace deviance i.e., Interpersonal deviance and organizational deviance.

Previous research studies have also stressed on the causes of deviant workplace behavior of employees. Nasir and Bashir (2012) opined that workplace deviance was caused by financial pressures, job dissatisfaction, organizational injustice, organization environment, employee perception where organizational injustice and job satisfaction emerged as the major causes of deviant behavior. Job satisfaction has been linked with various factors which may result in positive and negative outcomes both. Dewar and Werbel (1979) found a negative impact of Centralization and formalization on job satisfaction while work conditions like salary, promotion, job complexity or social relations enhances job satisfaction (Ladebo, 2008). In previous studies it has been observed that if employees were given more control over their job (perhaps in a less centralized structure), they would be less prone to participate in deviant behaviors (Browning, 2008).

Further, it has been discovered that bureaucratic work environments, which involves high centralization and formalization leads to increased participation in deviant acts due to the organizational structures' hindrance of employees' action and loss of power (Raelin, 1994). On the other hand, adhocratic work environments, organizational structures which involves a small amount of centralization and formalization, are suggested to reduce workplace deviance (Nelson-Horchler, 1991) due to its reduction in rules and procedures as well as open communication (Galbraith, 1987).

During the last 41 years, incredible changes have taken place in the banking industry. The banks have shack their traditional functions and have been innovating, improving and coming out with new types of the services to furnish to the emerging needs of their customers. The economy is viewing a vast change in the financial

sector of the country, and banking industry is the key player, today banks are moving towards adopting certain best practices related to human resource, finance and marketing. Demonetization and various recent advancement in technology has brought up major changes in the working environment of the employees in banks, which has ultimately affected the work-life balance and other job-related attitudes including long working hours, leaves, high targets, increased amount of occupational stress etc. Enormous branch development in the rural and underdeveloped areas, deployment of savings and variation of credit facilities to the either to neglected areas like small scale industrial sector, agricultural and other preferred areas like export sector etc. have resulted in the widening and deepening of the financial infrastructure and transferred the fundamental character of class banking into mass banking. Thus, with so much of advancement in the banking sector which has ultimately increased the work load, and huge amount of stress among the employees resulted in lower employee satisfaction, productivity and deviant workplace behavior it becomes necessary to study the various strategies which could be helpful in coping with deviant work place behavior and enhancing the employee satisfaction among the employees of various public and private sector banks.

Employee participation which is the process of involving lower level of employees in the decision making process of the organization has tremendously affected the employee's satisfaction, involvement, and loyalty towards organization. Of late deviant workplace behaviors are getting more and more significant in organizations. It has been opined in various research studies that high levels of hierarchy of authority and less participation of employees in decision making lead the employees to experience a loss of control and freedom hence they get engaged in deviant behavior (Marasi et al., 2018). Although abundant researchers in the literature have identified various antecedents and consequences of deviant behaviors, both in public and private sector organizations in India. In this reference after an extensive literature review on the various concept of workplace deviance, this paper provides an exploratory study on some rarely studied variables (i.e. coping with deviant workplace behavior through employee participation) among the employees in banking sector. Hence, the present research investigates the impact of employee participation on deviant workplace behavior. In order to fulfill this objective the following hypothesis is proposed:

H₀: There is no significant impact of employee participation on deviant workplace behavior of employees in selected banks.

METHODOLOGY

Sample and Data Collection

In order to accomplish the objectives of the present study top five public sector banks were chosen on the basis of their market capitalization rate which includes State Bank of India (SBI), Bank of Baroda (BOB), Punjab National Bank (PNB), Industrial Development Bank of India (IDBI) and Central Bank of India (CBI). A sample of 100 managerial employees of the selected public sector banks from NCT (National Capital Territory) Delhi Region was taken. Further, a list of all the branches of the selected public sector banks operating in the region was drawn and systematic random sampling was applied and the selection of the respondents was done using the same sampling method. The questionnaire was distributed to 125 managerial employees of banks out of which only 100 were received back giving a response rate of 80% respectively.

Measures

Measures for this study have been adopted from published and validated scales. The description of the scales is as follows

Employee Participation was measured by the scale developed by A.P. Singh and D.M. Pestonjee (1978) which consisted of 15 items. The sample items composed of “Everybody is consulted for the welfare of the company”, “Workers are encouraged for suggesting new ideas about the work”, “No changes are introduced in the work method without consulting the workers”. All the items were rated on Five point Likert scale (ranging from 1(Strongly Disagree) to 5(Strongly Agree). The scale indicated good reliability with a Cronbach alpha of 0.85 for Employee Participation.

Deviant Workplace Behavior was measured using 19 Item scale developed by Bennett & Robinson (2000). The scale was further segregated in to two constructs i.e., Interpersonal Deviance and Organizational Deviance respectively. Interpersonal Deviance consisted of seven items (sample items comprised of “Made fun of someone at work”, “Said something hurtful to someone at work”, “Made an ethnic, religious, or racial remark at work”). While Organizational Deviance comprised of 12 items (sample items included “Taken property from work without permission”, “Spent too much time fantasizing or daydreaming instead of working”, “Littered your work environment”, “Neglected to follow your boss’s instructions”). Participants were asked to rate all the items of Deviant Workplace Behavior on Seven Point Rating scale ranging from 1 to 7. The scale anchors depicts 1 (never), 2 (once a year), 3 (twice a year), 4 (several times a year), 5 (monthly), 6 (weekly), and 7 (daily). The reliability for the Deviant Workplace Behavior scale was 0.88 which is at well acceptable level (Nunnally, 1978).

Data Analysis

The collected data were analyzed using the Statistical Package for Social Science (SPSS 22.0 Version). In order to test the hypotheses of the present study Correlation and Linear Regression Technique was used

RESULTS

Demographic Profile of Respondents

Table 1, shows the demographic details of the respondents, majority of the respondents were male i.e. 66% and rest were females i.e. 34%. Among all the respondents 75% were married while 25% were unmarried. Further, 60% of the respondents were from scale 1 that is officer level, 33% from the scale 2 and 7% respondents were scale 4 and above in the banking sector.

CORRELATION ANALYSIS

In order to examine the relationship between Employee Participation (Independent Variable) & Deviant Workplace behavior (Dependent Variable) in Banking Sector Correlation analysis was done. Table 2 depicts the results of Correlation Analysis.

Table 1. Demographic Characteristics Of The Respondents

Demographic Variables	Frequency	Percent
Gender		
Male	66	66%
Female	34	34%
Marital Status		
Married	75	75%
Unmarried	25	25%
Managerial Level		
Scale 4 & Above Level	7	7%
Scale2 –Scale 3 Managerial Level	33	33%
Scale 1 Managerial Level	60	60%

Table 2.

	WPD	EP
WPD Pearson Correlation	1	-.656**
Sig. (2-tailed)		.000
N	100	100
EP Pearson Correlation	-.656**	1
Sig. (2-tailed)	.000	
N	100	100

Explanation

The negative value of Pearson coefficient correlation shows the inverse relationship between the dependent and independent variables. It can be interpreted from the above table the value of correlation coefficient lies between +1 & -1 i.e. -0.656, which shows the negative relationship between employee participation and workplace deviance, which means with the increase or decrease in the level of participation among the employees of banking sector workplace deviance behavior would also get affected inversely. The increase in the level of participation reduces the deviance and vice-versa. Hence, the value is found to be significant at as p value < 0.05 significance level. Therefore, it may be inferred that there exists a negative relationship between the two variables which is just not due to chance.

TESTING OF HYPOTHESIS

H0: There is no significant impact of employee participation on deviant workplace behavior of employees in selected banks.

REGRESSION ANALYSIS

In order to test the hypothesized relationship between Employee Participation (Independent Variable) & Deviant Workplace Behavior (Dependent Variable) in Banking Sector Regression Analysis was performed. Table 3 shows the results.

Explanation: Table 3, signifies overall model fit. The present model value of R i.e. 0.656 indicates a strong relationship between employee participation and deviant Workplace behaviour. R square, the coefficient of determination, is the squared value

Table 3.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.430	.425	33.084

a: Predictors: (Constant), sum of all Employee Participation scores

b: Dependent Variable: sum of Deviant Workplace Behaviour

of the multiple correlation coefficients and it shows the strength of the relationship in percentage which too is resilient and equals to 43% i.e. 43% variation in the Deviant Workplace behaviour is explained by the employee participation.

Explanation: Table 4 displays the ANOVA table, which also test for the null hypothesis that the true slope of regression line equals to zero. The F statistics value which is 74.035 and significance value of the F statistics is less than 0.05, which means that the model is significant.

Explanation: Table 5, is the table of coefficients which depicts the contribution of employee participation to deviant workplace behavior of employees in the selected banks. explains the main output in a regression model. Unstandardized regression coefficient (B) in the regression model signifies the strength of the extent of impact of

Table 4.

ANOVA ^b					
Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	81037.563	1	81037.563	74.035	.000 ^b
Residual	107268.627	98	1094.578		
Total	188306.190	99			

a: Predictors: (Constant), sum of all Employee Participation scores.

b: Dependent Variable: sum of Deviant Workplace Behavior.

Table 5.

Coefficients ^a					
Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	143.123	8.732		16.390	.000
Sum of all EP Scores	-1.109	.129	-.656	-8.604	.000

a: Dependent Variable: sum of all WPD scores

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the independent variable (employee participation) on the dependent variable (deviant workplace behavior). The slope represents the marginal change in dependent variable (Deviant Workplace behavior) associated with one unit change in the equivalent independent variable (employee participation), if the other independent variables if they are in the model remains unaffected i.e. deviant workplace behavior has to decrease employee participation has to increase.

Thus, Model I can be expressed as an equation shown below:

$$Y = a+bx$$

where

Y= Deviant Workplace Behaviour (Dependent Variable)

a= Constant

b=coefficient of independent variable

x= Employee Participation

$$\text{Deviant Workplace Behaviour} = 143.123 + (-1.109(\text{Employee Participation}))$$

The above equation shows an inverse relationship between the two variables that if employee participation increases by one unit then there will be a 1.109-unit decrease in deviant workplace behavior.

CONCLUSION

The present empirical study tries to investigate the relationship between employee participation and its impact on deviant workplace behaviour, it has been observed from the above analysis there exist a strong negative correlation between the independent and dependent variable which means with an increase in employee participation deviant workplace behavior reduces. The past literature also revealed that more centralized organization may elicit work disinterest and less motivation among the employees the higher is the centralization in the organization higher is the workplace deviance as the decision-making lies in the hand of top authority only (Judge et al., 2006; Willem et al., 2007). The paper also investigated the regression model which also depicted the significant negative relationship between the employee participation and deviant workplace behaviour which means if there is involvement of employees in the decision-making process which give them the feeling of being part of the organization and, thus reduces deviant behaviour. Some empirical studies has also showed that employees' positive perceptions of justice

in their workplace mean that the employees are less likely to pursue organizational deviance (Berry et al., 2007; Chiu & Peng, 2008; Demir&Tutuncu, 2010;Robinson & Bennett, 1995). However, it was found that there is a dearth of studies exploring the impact of employee participation on deviant workplace behavior, hence this chapter is an effort to fill the gap explored from the available literature.

LIMITATIONS

As no research is complete and has certain limitations hence our research is also not untouched with the same. The very first limitation of our research is that we limit our self to only banking sector. Hence, future studies must focus on other sectors like hospitality, education, transport, manufacturing etc. Another limitation is the sample size taken for the purpose of research. Due to small sample size generalizability of the findings is not possible. Future research should be conducted taking a large sample size which would lead to generalizability and representation of the research findings in an effective manner. As our study is a cross-sectional one hence does not demonstrate cause and effect relationship which is another constraint of the present study. Hence, future research must focus on longitudinal designs.

IMPLICATIONS

The study has both academic and practical implications. The area of deviant behavior and its linkage with employee participation is under-investigated so far as the Indian banking sector is concerned. The present research is useful for academia, researchers and industry people. Employee Participation in decision making implies that it inspires the employees towards the goals of the organization by enjoying autonomy, freedom and empowerment which leads to decreased negative attitudes and behaviors of the employees towards the organization hence, enhancing satisfaction, commitment, productivity. Secondly, this study has implications for public sector banks as these banks follow centralized and formalized structures where decision making is highly centralized and employees doesn't participate in decision making thus these factors results in to more deviant workplace behavior among the employees. Hence, it implies that, though difficult to change the structure in these public-sector banks, centralization should be reduced and more participation should be sought from the employees to reduce the deviant workplace behavior. Top management in the banking industry should revamp those policies which hinders autonomy in the work culture of the organization. As banking organizations are a part of service industry where employees directly interact with the customers hence getting involved into deviant

behaviors may result in to reduced customer delight which may have harmful impact on the profitability of the organization. Therefore, participation of employees in decision making should be induced in the work culture of the banks which reduces the destructive or deviant behaviors of employees and further smoothen the functioning of the organizations.

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