



## WORKPLACE DEVIANCE REVIEW – A PHILOSOPHICAL STANCE

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### Abstract

**Purpose of the study:** The research aimed to compile extensive literature on workplace deviance typology.

**Methodology:** The research comprises a systematic literature review. The review helps to understand the extensive work on workplace deviance (1983-2019). The articles were shortlisted based on PRISMA, preferred reporting items for systematic reviews, to provide a clear picture. Based on 75 shortlisted articles from financial times (FT) – 50. The shortlisted articles comprise four clusters, i.e., antecedents, consequences, mediators, and moderators.

**Main Findings:** The research found the need to explore future research based on a social constructivist lens.

**Applications of this study:** The research provides a way forward to extend research in workplace deviance. Research developed a framework to guide future research on the new relationships of workplace deviance. Hence, empirical work on these relationships can offer new insights into construct dimensionality, methodology, and philosophy.

**Novelty/Originality of this study:** After highlighting the key contributions of the previous researchers, the research attempted to articulate the ontology of workplace deviance by suggesting the need to investigate it through a different philosophical lens. Researchers then identified various gaps to be addressed in the future.

**Keywords:** *Workplace Deviance, Interpersonal Deviance, Organizational Deviance, Systematic Literature Review, Social Constructivist Perspective.*

### INTRODUCTION

*Workplace deviance* (WD) can be defined as a “voluntary behaviour that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” (Robinson & Bennett, 1995, p. 556) With the turn of a century and the emergence of WD typology by Robinson and Bennett (1995), the interest in the constructs increases (Mackey et al., 2019). To provide a comprehensive picture of the WD research, the present research aims to articulate the ontology of WD typology.

Researchers have primarily emphasized the sources and outcomes of the WD. The mutual theme of these researchers has remained on studying the rule-breaking, norm violation, the elements and reasons behind individual norm-deviating behaviours (Malik & Lenka, 2018). The studies that intend to conceptualize the concept of ‘deviance’ as behavioural acts inconsistent with societal groups have been defined under the functionalist approach (Dennis & Martin, 2005). Alternatively, Bryant and Higgins (2010) pointed out the importance of an interactionist lens for exploring deviance in organizations. They viewed the role of social interactions as imperative for individuals, as these interactions provide meanings and facilitate them to interpret these interactions. The Individuals perceive these interactions differently and interpret them in their way. Therefore, Bryant and Higgins (2010) highlighted that interactionist perspective as relevant in expanding the theory of WD. Despite the significance of investigating the ‘social construction of bad behaviours’ within the organization (Arshad & Malik, 2020), the lack of attention regarding what makes WD socially constructed (Bennett & Robinson, 2003) persists. The research is divided into the following sections. Firstly, it provides an overview of the concept of WD and its definitional concern. Secondly, the methodology to analyse the literature is presented, followed by the discussion on four emergent clusters. Finally, the research delineates the future direction, limitation, and conclusion.

### LITERATURE REVIEW

#### Definition

The concept of deviant behaviours has been associated with behavioural aspects of individuals, perceived as undesirable organizational behaviours in the past. Examples of such behaviours are absenteeism, theft, harassment, physical aggression, or sabotage (Robinson, 2008, p. 143). The definition later included the harmful behaviours, ranging from minor to severe behaviours, intent to harm either the individual or organization. The definition excludes behaviours such as wearing a casual dress at work, etc. (Robinson & Bennett, 1995), i.e. the behaviours which do not mean to harm anyone.

Two distinct and widely discussed manifestations of WD in literature are production deviance and employee theft, such as property deviance (Hollinger, 1986). Many scholars have attempted to classify the deviance at the workplace (Hollinger & Clark, 1982; Mangione & Quinn, 1975). These attempts have served as a foundation for developing an

integrative deviant behaviours typology for [Robinson & Bennett \(1995\)](#). They developed the typology by classifying these behaviours along two dimensions and into four categories. A) Property deviance- “Occurrences where employees tend to acquire or damage the tangible assets of their workplace without approval” ([Hollinger & Clark, 1982, p. 333](#)). B) Production deviance - “behaviours that violate the formally prohibited norms delineating the minimal quality and quantity of work to be accomplished” ([Hollinger & Clark, 1982, p. 333](#)). C) Political deviance- “behaviour places other individuals at private or political hindrance as a result of social interaction”. D) Personal aggression- behaviour where individuals show aggression towards other individuals ([Robinson & Bennett, 1995](#)). The first two types are related to an organization, while the latter refers to an interpersonal form of deviance.

Later, [Galperin \(2003, p. 156\)](#) attempts to define the concept based on previous definitions suggesting that WD as the behaviours:

- WD can be conceptualized as intentional or purposeful behaviour, excluding voluntary or accidental action.
- These behaviours comprise acts that are intentionally harmful to the organization or individuals. It excludes the outsiders such as suppliers and customers.

The consensus has yet to be made, but the core idea is to harm the organization, other peers, or both. The widely used and operationalized definition of WD is “voluntary behaviour that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” ([Robinson & Bennett, 1995](#)). Therefore, the two dimensions, i.e. organizational deviance (OD) and interpersonal deviance (ID) reflect the overall construct. ‘OD’ reflects behaviours that intend to harm an organization’s interest, i.e. extending over time, shrinking working hours, stealing from an organization, or lying about hours worked. ‘ID’ reflects behaviours that intend to harm other individuals at work. These behaviours include verbal abuse, sexual harassment, blaming or gossiping about co-workers, etc. ([Mitchell & Ambrose, 2007](#)).

### Operationalization of construct

Numerous behaviours such as sabotage, absenteeism, theft, frustration, aggression have been used in literature to refer to WD. These behaviours, when combined for operationalizing WD, caused the concern of low variances, skewed distribution ([Hanisch & Hulin, 1991](#)) on the one hand, and correlational issues among attitude and behaviour ([Fishbein & Ajzen, 1977](#)) on the other. Considering these issues, [Bennet and Robinson \(2003\)](#) evolved the concept from mere depiction of individual behaviour to the broad conceptualization involving the behaviours committed by the organizational members.

Several constructs have been operationalized in the research to measure the concept of ‘WD’. For instance, the WD has been operationalized in the literature by scholars such as; [Stewart et al.’s \(2009\)](#), [Mitchell and Ambrose’s \(2007\)](#), [Spector et al.’s \(2006\)](#), [Fox and Spector’s \(1999\)](#), and [Aquino et al. \(1999\)](#). [Marcus and colleagues \(2016\)](#) highlighted that despite the availability of several scales, most studies used [Bennett and Robinson’s \(2000\)](#) scale. Therefore, suggesting census on using [Bennett and Robinson \(2000\)](#) for operationalizing their construct.

The research aims to answer the following research questions:

RQ<sub>1</sub>: Which antecedents, mediators, moderators, and consequences determine workplace deviance?

RQ<sub>2</sub>: Which philosophical lens can extend workplace deviance research in the future?

### METHODOLOGY

The systematic review allows commenting on the ontology of WD. Given its transparency to enhance the worth of the review process, a systematic review is frequently adopted by business and management research scholars ([Bouncken et al., 2015](#)).

The literature for the present study was identified using electronic databases and search engines, including Scopus. The field of WD is extensive and comprises a vast range of data sources. To deal with reliability and validity issues, the research used Scopus as a search engine ([Mongeon & Adèle Paul-Hus, 2016](#)). The search terms used were deviance, deviant behaviours, workplace deviance, organizational deviance, and interpersonal deviance. These terms were explicitly used to cater to the development of Robinson and Bennett’s typology. A total of 542 articles were found after putting inverted commas. (e.g. “deviant behaviour”) which was reduced to 445 after the removal of duplicates. Articles further reduced to 400 after restricting the search for ‘journal articles’ specifically deals with deviant behaviours in organizational/work contexts (see Figure 1).

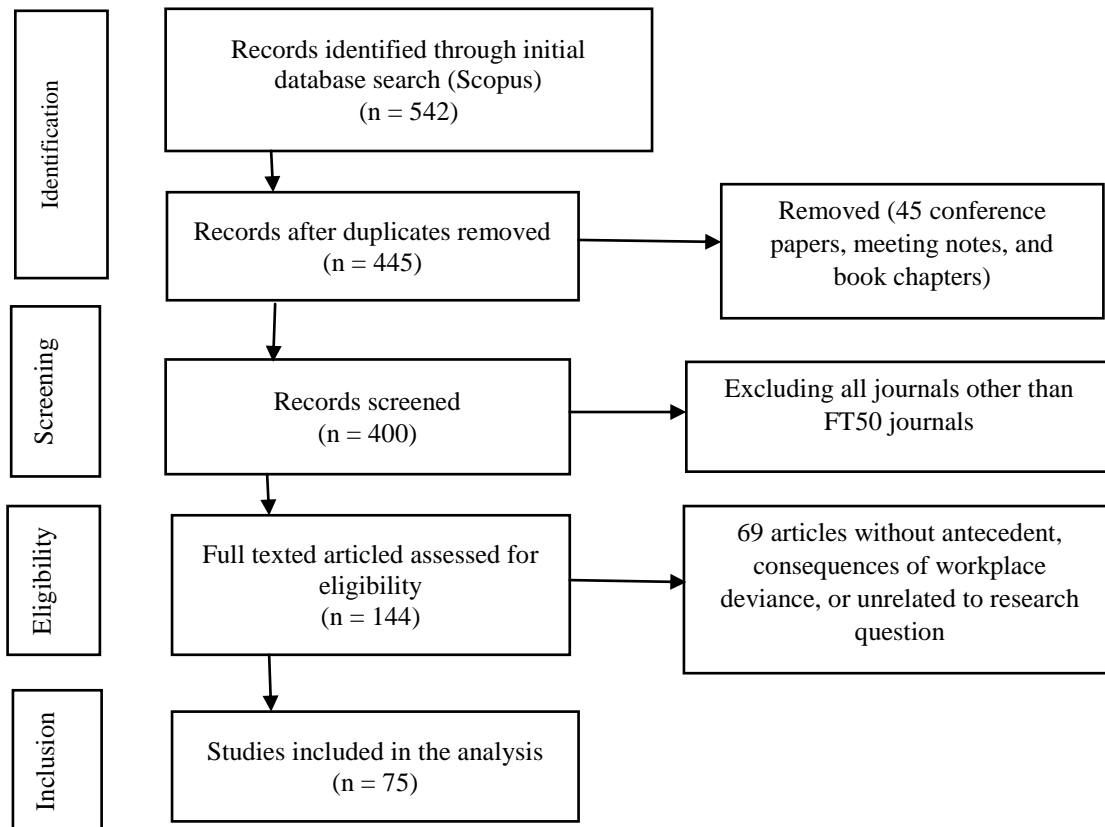
### Selection of articles

The search results were from Scopus exported through bibliographic management software Endnote to Microsoft Excel. Microsoft Excel was used to save data under numerous headers, including author name, document title, year, source title, and abstract. The researchers used Scopus to search related studies to avoid any potential elimination of the research articles ([Podsakoff et al., 2012](#)). To consolidate the research on WD and ensure reliability in the results, articles were shortlisted from Financial Times (FT) 50 journals (related to management, HR, and organizational behaviour). From

these top 15 management and OB-related journals, 144 related articles were shortlisted based on eligibility (Table 1). Exclusion of non-related articles (e.g. constructive deviance, based on contrary definition, book reviews, or theoretical) further reduced the related articles to 75, ranging from 1983 to 2019.

## RESULTS

The literature has primarily evidenced the studies from the functionalist approach (Bryant & Higgins, 2010). A functionalist approach builds upon the interrelationship of society, which accounts for societal influence (Mooney et al., 2007). This approach highlights the societal aspects impacting the social world, WD scholars have widely used this approach. It shows an influence from the large social groups and institutions.



**Figure 1:** Flow diagram of literature screening

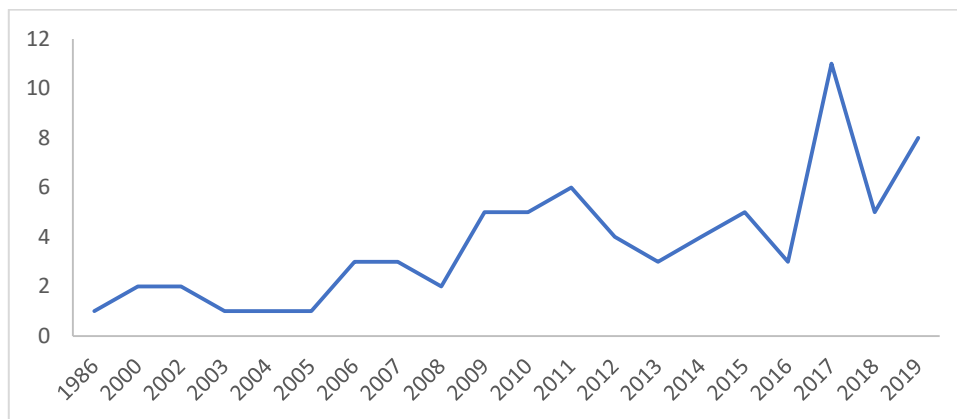
**Table 1:** List of shortlisted journals (1983-2019)

From FT-50 journal list	Short title	Total Articles	Shortlisted
1. Academy of Management Journal	AMJ	7	6
2. Academy of Management Review	AMR	8	2
3. Administrative Science Quarterly	ASQ	4	2
4. Human Relations	HR	18	7
5. Human Resource Management	HRM	5	2
6. Journal of Applied Psychology	JAP	26	18
7. Journal of Business Ethics	JBE	38	18
8. Journal of Management	JOM	19	9
9. Journal of Management Studies	JMS	3	0
10. Organization Science	OSci	5	0
11. Organizational Behaviour and Human Decision Processes	OBHDP	11	11
		<b>144</b>	<b>75</b>

### Overview of the workplace deviance research

The literature consists of four clusters, namely antecedents, mediators, moderators, and consequences of WD. The research has further separated with the year 1995 as a reference point. The literature can be separated before and after 1995, as a significant chunk of the research on WD has been evident after this period. Except for one study, all other research appeared after 1995. Hence, the discussion comprises the studies conducted after 1995. The prime reason behind the upward trend in WD research after 1995 attributes to the seminal work of Robinson and Bennett (1995). They

developed typology and measure (2000) of the construct (Figure 2). Each of the studies has contributed differently to the body of knowledge.



**Figure 2:** Trend in publication

Several studies adopted quantitative approaches, while only two studies used experiments and manipulation. Contrarily, qualitative analysis was scarce as only one of 45 studies conducted interviews. This evidence shows that a significant portion of research on WD typology has used survey instruments. The lack of qualitative studies is dominantly evident from the results. Furthermore, concerning the research designs, the literature opted for '360-degree feedback' or cross-sectional data (with data collected at one, two, or three-point in time). The survey participants were employees, managers, executives, students, and professionals from different industries, suggesting that most of the research in the area of WD has used either individuals or dyads as their unit of analysis.

Based on the systematic review, the research can divide the literature into 4 clusters. The following section discusses antecedents, consequences, mediators, and moderators of the literature to date.

### **Antecedents of workplace deviance**

In cluster 1, the antecedents that determine individuals' tendency toward WD are analysed. (Figure 3).

The literature shows the dominance of the social exchange principle in directing employees' OD (Collins & Mossholder, 2017; Huang et al., 2017). The superiority of the individuals at dominant positions significantly influences their representativeness in the organizations (Vogel & Mitchell, 2017). For instance, when supervisors depict their dark traits or negative attributes, individuals perceive acceptance of negative traits and support for unethical conduct within the organization (Mayer et al., 2012; Ogunfowora et al., 2021). On the other hand, ethical leadership plays an important role in emanating a negative impact on the organization through involving employees in citizenship and ethical behaviour (Gok et al., 2017; Mayer et al., 2009; Mo & Shi, 2017). Hence, it results in increasing affective commitment, individual trust, and psychological resources (Neves & Champion, 2015), thereby lowering the likelihood of negativity in the form of WD.

Besides leadership traits, individual differences and their distinct personalities also determine deviant acts. For instance, an individual's core self-evaluation (Kluemper et al., 2019) and ability to manage emotions predict his capacity to perform and direct WD (Kluemper et al., 2011). Likewise, the interaction of an idealist and realist individual results in OD, not ID (Hastings & Finegan, 2010). Additionally, Machiavellian employees also hold a likelihood of being deviant and destructive for the organization (Zagenczyk et al., 2014). Thus, a fit between an individual and his supervisor has been seen to be a way to reduce OD.

Individual perceptions also shape behaviour at work. Among various views, perception of justice and fairness lead to positive impact while the perception of injustice negatively impacts the individuals. The evidence shows that perceptions of justice values among employees reduce their chances of engaging in WD (Thornton & Rupp, 2016). These perceptions, along with the job design e.g. autonomy, can be detrimental to the organization. Autonomy has contributed to OD in perceiving a threat to resources at work, resulting in job withdrawals (Wilson et al., 2015).

Stressors also predict employees' involvement in deviant acts. Stressful cues in the form of hindrance stressors can circumvent the adverse effects when employees invest resources in learning something new at work (Zhang et al., 2017) or when their external locus of control is low (Shoss et al., 2016). Conversely, stressors instigate WD among those having more employment opportunities or when LMX is lower (Ferris et al., 2009). Individuals can minimize the effects of stressors by building and securing resources for themselves (Hobfoll et al., 2018).

### **Mediators of workplace deviance**

Cluster 2 describes variables that have emerged as a mediating mechanism between WD and other consequences (Figure 3). Dominant themes which emerged as a mediating role in literature are cognitive and affective states, emotions

management, individual differences, self-regulation, and employee perceptions (e.g., justice, trust, perceived organizational support).

Individual personality differences discriminate their behaviour from positive to harmful at work. Variations in the level of self-esteem (Vogel & Mitchell, 2017) and duty orientation (Hannah et al., 2011) impacts the degree of deviance at work. Where self-esteem in the presence of low psychological attachment attunes individuals to quit (Ferris et al. 2009), ethical leadership increases the duty orientation of employees over time hence less likely to provoke negativity (Hannah et al., 2011). Individual's moral emotions, such as the feeling of shame and anger, instigate them to justify their deviant behaviors (Harvey et al., 2017). However, the trust in leaders (Mo & Shi, 2017), rewards expectancy (Shoaib & Baruch, 2019), individual's guilt, and feeling of inauthenticity would not (Ebrahimi et al., 2020). Their inability to regulate emotions (Jahanzeb & Fatima, 2018; Song et al., 2020), increased negative emotions (Zhang et al., 2017), dis-identification (Fiset & Bhave, 2021) engage employees in WD.

### Moderators of workplace deviance

Cluster 3 provides the boundary conditions which influence the effects of antecedents on WD (Figure 3). The boundary conditions that either strengthen or weaken the intersection of WD with other constructs include cognitive and affective states, emotions management, individual differences, employee perceptions, and moral perspectives.

<p><b>Cluster 1 – Antecedents</b></p> <ul style="list-style-type: none"> <li>• Leadership styles</li> <li>• Personality traits</li> <li>• perception of justice</li> <li>• P-O fit (e.g. Goal congruence).</li> <li>• Work resources (i.e. autonomy)</li> <li>• Stressors (role ambiguity, role conflict, hindrance stressors)</li> </ul>	<p><b>Cluster 2 – Mediators</b></p> <ul style="list-style-type: none"> <li>• Cognitive and affective states (psychological contract, psychological entitlement, hostile effective state, affective commitment, OCB, employee engagement, trust, justice, social support perceptions)</li> <li>• Emotions management (anger, shame, guilt)</li> <li>• Self-regulations (Self-control, state hostility, surface acting)</li> <li>• Dyadic relation (LMX), abusive supervision</li> <li>• Individual differences (self-esteem, duty orientation, negative affect)</li> <li>• Rewards expectancy</li> </ul>
<p><b>Cluster 3 – Moderators</b></p> <ul style="list-style-type: none"> <li>• Cognitive and affective states (OCB, employee engagement, emotional intelligence)</li> <li>• Emotions (Emotional exhaustion)</li> <li>• Character perspective (moral identity, self-evaluation, reputation for performance)</li> <li>• Individual differences (self-esteem, LOC)</li> <li>• Organizational constraints</li> <li>• others (Competence uncertainty, job embeddedness, intention to quit, organization status, CSR, LMX, learning)</li> </ul>	<p><b>Cluster 4 - Consequences</b></p> <ul style="list-style-type: none"> <li>• prevalence of deviance</li> <li>• subordinate deviance</li> </ul>

**Figure 3:** Emergent clusters from literature

Individual and contextual elements significantly influence workplace deviance through the emotions of individuals (Harvey et al., 2017). Moral awareness influences the link between a leader's traits and WD involvement. Ethical leadership can compensate for individuals' lack of moral dispositions by providing them with an ethical model (Gok et al., 2017; Quade et al., 2019). Likewise, a higher external locus of control augments the perceptions of low power on production deviance (Shoss et al., 2016). Employees high in moral identity respond to the abusive supervisors through increased constructive resistance or quitting their jobs (Greenbaum et al., 2013). Their core self-evaluation (Shantz & Booth, 2014), along with moral commitment (Greenbaum et al., 2013) and cognitive abilities (Kluemper et al., 2019), binds them to alleviate negativity through responding constructively to reduce harm. Additionally, the literature also shows that some individuals detach themselves from negative behaviours. This detachment is evidenced when employees perceive increased organizational justice (Shoaib & Baruch, 2019), social self-efficacy (Fiset & Bhave, 2021), and when no alternate jobs are available (Wilson et al., 2015) through managing their emotions.

Finally, a low level of work engagement ([Shantz et al., 2016](#)) and organizational citizenship behaviour ([Yam et al., 2017](#)) also affect the link between antecedents and employees' increased involvement in deviant behaviours.

### Consequences of workplace deviance

Cluster 4 addresses the outcomes of WD (Figure 3). Only a few studies have investigated the consequential side of WD ([Eissa et al., 2020](#)). One of the studies concerns the deviant organizational behaviours resulting from the normalization of deviance within the local community ([Earle et al., 2010](#)). As normalization is a complicated construct to measure, Earle and colleagues used a proxy of arrears to evidenced deviance in organizations resulted from the community at large. In a recent study, [Mawritz et al. \(2017\)](#) described the role of self-regulatory resources impairment as an intervening variable impacting subordinate deviance and abusive supervision. Abusive leadership is also an outcome of followers' inappropriate responses, such as deviation from norms. The review shows less research on the consequences of WD.

### FUTURE DIRECTIONS

The literature on WD has emerged over the years to extend the theory. Division of the literature among four clusters has led us to identify the gaps in the field of WD. Therefore, the following section presents the research gaps in the literature to guide future research for both scholars and practitioners. The framework developed from future directions is in Figure 4.

### Multidimensional construct

[Robinson and Bennett's \(1995\)](#) typology paves the way for developing a two-dimensional scale for WD ([Bennett & Robinson, 2000](#)). These dimensions include OD and ID, consisting of seven items and nine items each respectively is a widely used instrument to date. [Gruys \(2003\)](#) assessed the multidimensionality of the construct through co-occurrence of data analysis and confirmed that deviant behaviours comprise two dimensions. Despite this, research on WD is primarily operationalized collectively to assess WD under the label of deviant behaviours, WD, or production deviance. Few studies have measured the construct as two-dimensional ([Mackey et al., 2019](#)). Hence, the research identifies that to make a distinction between ID and OD. This distinction will also facilitate exploring WD consequences. The meta-analysis provided evidence of the WD scale as two-dimensional ([Berry et al., 2007](#)). The meta-analysis recommends these two as viable for their two-dimensional operationalization. Therefore, it allows future researchers to explore the relationships of ID and OD through different antecedents. For instance, interpersonal level and organizational level constructs can be searched for and empirically analysed.

### Methodological advancements

Rigour is portrayed as an essential element in 'evaluating the methodological rigor of existing survey-based research' ([Malhotra & Grover, 1998](#)). Dominant research in WD relies on quantitative methods; therefore, future researchers must give high weight to rigour in quantitative survey-based studies. Unit of analysis has been initiated as one of the significant attributes in formulating a research question ([Malhotra & Grover, 1998](#)). In this regard, the dominantly used unit of analysis in WD was individuals (60% of studies), where some studies employed subordinate-supervisor dyads (22% of studies). The remaining studies either used secondary data, interviews or developed a conceptual framework. These results suggest the need to analyse future studies from the organization and team/group as a unit of analysis. Future studies should focus on peer-rated or supervisor-rated responses to enhance the quality of responses. Using this will eliminate common method bias and self-desirability issues. Besides, most of the studies have used cross-sectional data, suggesting the need to conduct longitudinal studies. Longitudinal studies can guide the research in remarkable ways by developing policies and an understanding that either WD is a long-term personality trait or a situational state among individuals.

### Social constructivist perspective in the domain of workplace deviance

[Robinson and Bennett \(1995\)](#) developed the typology by classifying the deviant behaviours into four categories i) Property deviance, production deviance, political deviance, and personal aggression. These categories state deviance as behaviour attempting to damage property acts in opposition to defined norms or behaves aggressively. All these provide evidence of WD as ontologically social and not actual. WD can also be specified as an ideal state due to its conception as an outcome emerging from a discourse. WD is an outcome of discourse; therefore, previously constructed evidence could mediate the link between WD and its consequences. For instance, when an individual observes that others are deviating from the work norms within the organization, the observation in itself makes the evidence real for the person in a sense that it can affect the behaviour of others as well. The previous argument suggests that the truths and meanings do not exist out there in the world; instead, they are outcomes of interaction among the subjects within the world ([Chia, 2002](#)). The subjects/individuals construct their meaning which varies even for the same phenomenon. These behaviours are the outcome of social interactions and human consciousness. The individual's perceptions ascertain their varying behaviours. This variation is due to organizational culture and prospects, such as relationships with peers or supervisors. Therefore, the research raises the need to consider WD that is not actual and comes under social constructivist epistemology.

The research argues that the WD is a socially constructed phenomenon. Hence there is a need to scrutinize the concept from the structuralist and post-structuralist perspectives. Considering the nature of the concept as socially created rather than objective will provide a richer picture for its understanding (Bennett & Robinson, 2003, p. 266). The prevalence of deviant behaviours in local community results in occurrences of such events at the organizational level has been empirically evident (Earle et al., 2010), providing a construct as 'socially constructive' in nature.

Keeping the importance of social construction in mind, the role of a context or culture is significant. These factors play a dominant role in understanding the overall structure separate from the organizational reality and ideas (Deleuze, 1953). The role of corporate culture and climate is also highlighting by several scholars (Aleksic et al., 2019; Narayanan & Murphy, 2017; Salajeghe et al., 2016). Reality provides the edge for individuals to build a worldview that may shape their attitude and behaviours. Accordingly, organizational culture is a strong determinant of one's behaviour where the perception of an individual's and organizational norms specifies the individual's behaviour (Peng et al., 2016). Saussure (1959), a prominent figure of the linguistic turn, proposed that it is not the individuals who create language, instead, it's the sense that allows them to construct language. Therefore, the meanings given to each behaviour do not develop or build on certain norms instead are based on the culture of the organization. The perceptions of employees are grounded on these beliefs, which are formed from the social underpinnings and environment. This argument justifies that the context, i.e. culture and environment, are significant predictors and could create and program an individual's action. Therefore, the research suggests that functionalist and interactionist approaches are insufficient to analyse deviant behaviours. Further, the social constructivist perspective also plays its role in driving deviant behaviour within the organizations.

Future researchers should incorporate the less explored methods to investigate the phenomenon of deviant acts. The qualitative studies are rare or almost scarce in this area, suggesting the urge to fulfil this gap. The researchers can address the scarcity of qualitative studies by conducting case studies of sectors, such as banks, where property deviance is more prevalent. Participatory research is another form to explore the in-depth understanding of the phenomenon and to reflect upon it. Thus, qualitative research will contribute to the OB and management literature to identify the world view of the employees who get engaged in such behaviours. With this, researchers can build an informed policy recommendation through conducting participatory research.

The researchers believe that the WD is not actual and comes under social constructivist epistemology. The use of social constructivism to study the cultural prospect of the organization resulting in WD, another approach is ethnographic studies. Qualitative researchers can conduct a plethora of research in this area, considering the lack of investigation from the social constructivist lens.

### Framework for future research

The literature has depicted a rich picture of WD antecedents, where the research is sparse regarding its consequential side. Mawritz et al. (2017) investigated supervisor's self-regulation impairment, while Earle et al. (2010) investigated employee turnover and strikes as a consequence of WD. Except these, the literature has not explored the research on outcomes. Considering the need to clarify the association between personality and both ID and OD (Colbert et al., 2004), the study proposes a considerable need to develop a framework for outcomes of WD.

The research further aims to provide an outline concerning the consequences of WD. Future studies can use either one-dimensional or two-dimensional constructs. It is among the first few studies postulating the need to explore another side of the picture. Besides, the construct of WD can be separately analysed to dig out its association with various consequences. Examples of variables include; interpersonal facilitation, interpersonal trust, on one hand, organizational commitment, and creativity on the other. In their recent work, Mawritz et al. (2017) empirically identified subordinate's deviance as a factor behind instigating dispositional personality among leaders such as abusive supervision. The framework in figure 4 provides future directions. The framework holds the potential to underline the collective impact of WD on an interpersonal level or the organizational level.

Understanding WD and its relationship with other constructs can guide organizations and scholars in recognizing the means to reduce the psychological and financial costs of deviant behaviours (Mitchell & Ambrose, 2007). OD can be associated with the organizational level outcomes through a moderating role of contextual variables. For instance, organizational identification, organizational support, organizational climate, the cultural difference (collectivist/individualist), and the organization's ethical environment can act as moderators between the OD and organization-level outcomes such as commitment and creativity. ID and interpersonal level outcomes such as interpersonal facilitation, interpersonal trust, and satisfaction; can be influenced through moderators. These moderators include; support from colleagues, peer feedback, cultural differences (collectivist/ individualist), task-interdependence/ autonomy, and individual ethical values.

Employees may tend to adversely impact their workplace by harming the organization (i.e., organizational deviance). The employee's behavioural outcomes are their reaction determined based on exchange relations, as suggested by the social exchange theory (SET) (Blau, 1964). The theory delineates that employees tend to reciprocate the behaviours at work with an efficient attitude and performance (Cropanzano et al., 2017). The model further portrays the mediating role of cognitive, affective state, and regulatory mechanisms (i.e., ID and OD). The likelihood to positively reciprocate on

perceiving ID of leaders may lead to negative or positive consequences at the interpersonal and individual levels. At the interpersonal level of deviance, employees can further harm their workplace by showing a low level of interpersonal facilitation and trust. Contrarily, relational cohesion theory recommends that recurring exchanges in organizations embed their employees with their workplace that develops a sense of unity among them. Survey-based or ethnographic studies can solve these ambiguities in the future. At the organizational level, the coping mechanism mediates the choices and affects an individual's feelings. These feelings as better or worse (Folkman & Lazarus, 1985) guides an individual to remain committed or quit the organization.

The framework suggests the several outcomes of ID and OD. The employees would either likely reciprocate through showing the destructive attitude at the interpersonal level of deviance, organizational level, or both. The research assumes that the conceptual model of the present study holds substantial exploratory power for other behavioural, psychological, and attitudinal consequences connected to WD. The model can also guide the impact of WD at a multi-level (i.e., organizational and interpersonal).

## CONCLUSION

The research contributes to the existing body of knowledge in management and organizational behaviour. The research makes several contributions. First, to the researcher's knowledge, this is among the first systematic literature review deeply investigated WD typology by Robinson and Bennett (1995). Second, the literature overview has provided a comprehensive insight for the scholars to review the research conducted to date. Third, the study has offered ontological and epistemological clarity on workplace deviance. These philosophical underpinnings can extend the literature by social constructivism lens. Thus, the research aims to articulate a need to consider the social constructivist lens of WD. Hence, clarity in the ontological grounds will allow the organizations to identify why few violations result in questioning few individuals as deviant while not others. Lastly, research has explored several gaps in the literature related to methodological concerns, construct dimensionality, philosophical underpinnings, and conceptual framework. The research is a step to synthesize the prominent workplace deviance literature to envisage the future of the field.

## LIMITATION AND IMPLICATIONS

Despite several notable contributions in the study, there might exist some weaknesses. The researchers have explained inclusion criteria for articles and journals in the methodology section; still, the researchers can be criticized for the subjectivity. The researchers intend to overview top-tier journals owing to their wide acceptability. This resulted in the elimination of other journals. Also, the research consists of a bibliographic review and subjective interpretation of data. Other researchers may interpret the themes differently. Additionally, the developed framework lacks insufficient proposition development, suggesting the need to propose conceptual frameworks in the future. Future researchers can also empirically test the outlined constructs from the framework to fully explore the construct. The testing based on different theories may provide implications for the managers and practitioners. The research suggests industry and sector-based research. Besides, suitable methodologies such as participatory or ethnographic studies could explore novel questions in the field. Therefore, future researchers should incorporate interviews and case studies to provide a big picture to the practitioners for resolving WD in their organizations.

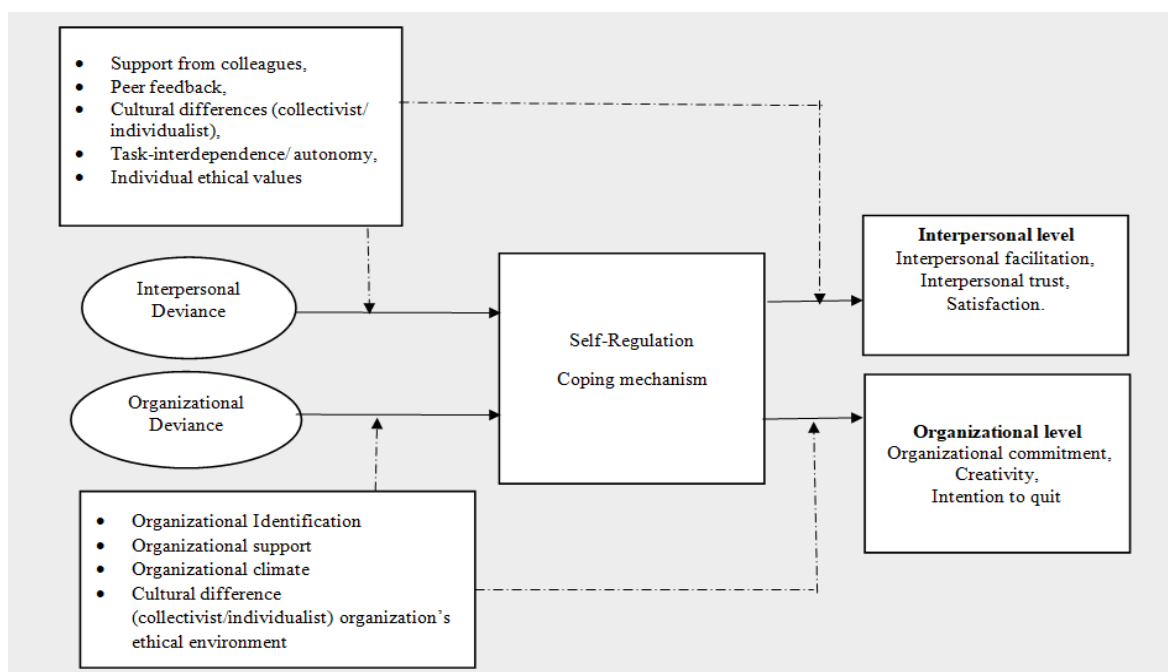


Figure 4. Framework guiding future research direction



## AUTHORS CONTRIBUTION

Mamoon Arshad: Conducted and compiled literature review, wrote the first draft.

Muhammad Abdur Rahman Malik: Supervision, feedback and comments for improving draft, helped in revisions.

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