



Journal of Indian Business Research

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Article information:

To cite this document:

Pooja Malik, Usha Lenka, (2018) "Integrating antecedents of workplace deviance: utilizing AHP approach", Journal of Indian Business Research, Vol. 10 Issue: 1, pp.101-122, <https://doi.org/10.1108/JIBR-09-2017-0148>

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Integrating antecedents of workplace deviance: utilizing AHP approach

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Antecedents of
workplace
deviance

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Received 6 September 2017
Revised 9 November 2017
Accepted 22 December 2017

Abstract

Purpose – This paper aims to propose an integrated conceptual framework depicting the antecedents of workplace deviance. This framework demonstrates three broad categories of antecedents of workplace deviance incorporating individual, interpersonal and organizational antecedents. The identified antecedents were later ranked in the order of their impact on workplace deviance.

Design/methodology/approach – PRISMA diagram was used to conduct the systematic literature review and identify the antecedents of workplace deviance. The identified antecedents were later ranked using analytic hierarchy process (AHP). For AHP, data were collected from 20 HR managers and academicians employed in various Indian organizations and institutes.

Findings – This study identified three categories of antecedents of workplace deviance, namely, organizational, interpersonal and individual antecedents. Results of AHP indicated that organizational antecedents have the most significant role in overcoming workplace deviance (18.92 per cent), which was followed by individual (1.47 per cent) and interpersonal level antecedents (1.28 per cent).

Practical implications – This study posits that organizations should avoid unfavorable exchange with its employees by providing suitable organizational and interpersonal practices and by conducting ethical programs and workshops to discourage deviant practices. Moreover, organizations should conduct integrity tests, personality assessment tests to avoid individuals with negative personality characteristics.

Originality/value – This study adds to the literature on workplace deviance by identifying and classifying all the proposed antecedents of literature in an integrated framework. Moreover, this study used techniques of PRISMA and AHP, which represents novelty in the literature of workplace deviance.

Keywords Workplace deviance, Analytic hierarchy process, PRISMA

Paper type Research paper

Introduction

Contemporary business environment is marked by various challenges of diversity, flat organizational structures, re-engineering, downsizing, enhanced quality and productivity, budget cuts and use of contract employees (Everton *et al.*, 2007). These challenges result into perception of inequity and injustice, low self-esteem and increased stress among the existing workforce. This in turn instigates the employees to indulge in corporate outrage behavior also known as destructive deviance (Berry *et al.*, 2007). Destructive deviance is significant violation of the organizational norms that threatens the well-being of an organization and its employees (Robinson and Bennett, 1995). Literature has evidenced that workplace deviance is not a new concept; in fact, employees engaging in deviant behavior have been studied since the mid-1900s and have become a popular research subject once more due to its



pervasiveness and associated costs (Berry *et al.*, 2007; Cohen-Charash and Mueller, 2007; Dilchert *et al.*, 2007).

Literature on workplace deviance has yielded considerable insights into its antecedents and consequences. However, with growth in the area of workplace deviance, numerous gaps have surfaced in the literature. One such gap exclusively focuses on the parallel analysis of the antecedents of destructive deviance. According to Griffin and Lopez (2005), there is a strong need for research that addresses various antecedents and consequences of workplace deviance in a comprehensive manner. Thus, it is crucial for researchers to have an altogether clear understanding of the antecedents of destructive deviance, as it profoundly adds to the financial, psychological and social costs of an organization (Bodankin and Tziner, 2009; Appelbaum *et al.*, 2007; Henle *et al.*, 2005). Literature has evidenced that approximately 95 per cent organizations encounter deviant behavior out of which 75 per cent accounts for stealing and harsh behavior at workplace (Appelbaum *et al.*, 2007; Henle, Giacalone and Jurkiewicz, 2005). Rana and Punia (2016) observed similar findings with respect to the predominance of workplace deviance that ranges from 8 to 60 per cent among the employees in the Indian corporate sector. Given these enormous figures, it is very crucial for researchers to identify the correlates of workplace deviance (Hastings and Finegan, 2011). If proper research is done, then organizations can start taking steps toward preventing workplace deviance, thus saving billions of dollars per year (Robinson and O'Leary-Kelly, 1998).

Moreover, pervasiveness of deviant behavior in Indian organizations makes it more compelling to analyze the determinants of deviant behavior (Rana and Punia, 2016; Smithikrai, 2008). The reasons for this intensifying deviant behavior among the employees in Indian organizations can be attributed to numerous reasons. First, Indian organizations rank high on the cultural dimension of power distance and collectivism and low on gender egalitarianism. Power distance implies centralization of decision-making and indicates strict hierarchy in workplace, which act as a constraint rather than a facilitator for employees. Collectivism refers to strong dependence and affinity between the employees within teams and groups. Indian organizations resort to bias while treating different employees, which stimulates destructive deviance. Gender egalitarianism is the equity principle among the genders irrespective of the scope of work (Hofstede, 2001; House *et al.*, 2004). Indian organizations being male dominant cultivates the feeling of perceived injustice and ill treatment among the employees that in turn facilitates destructive deviance. Second, a constant encounter with nepotism, corruption, favoritism and glass ceiling effect in Indian organizations result in perceived inequity among the employees (Nandy *et al.*, 2014). Finally, exasperating bureaucracy at the management levels hampers the progress of employees in Indian organizations. Consequently, all the above factors necessitate the HR managers to take preventive measures to overcome deviant behavior among the employees. To fulfill this gap, the present study undertakes the following research objectives:

- *Objective 1:* To propose a conceptual framework integrating antecedents of workplace deviance; and
- *Objective 2:* To rank the antecedents in the order of their impact on workplace deviance.

Methodology

Miles and Huberman (1994) proposed three steps of qualitative analysis – data reduction, data display and conclusion drawing/verification. Data reduction refers to the process

whereby the mass of qualitative data obtained through interview transcripts, field notes, observations, etc., is reduced and organized. Data display refers to presentation of data, in the form of tables, charts, networks and graphs. Conclusion drawing/verification helps in drawing conclusions from the study.

Following the above-mentioned steps of qualitative analysis, this study first analyzed the literature on workplace deviance by using systematic literature review. In carrying out a systematic review, four steps were followed: first, search terms such as “antecedents”, and “workplace deviance” was used to gather information pertaining to antecedents of workplace deviance. Second, research studies concerning to management, sociology and HR and organizational behavior were examined using three databases of EBSCO, Proquest and SCOPUS. Third, the time frame for filtering the papers was set between 1990 and 2017, and the papers before 1990 were excluded. Moreover, the papers and keywords were searched in English in the global context. Finally, it was ensured that the resulting articles are representative, by repeating the filtering process (Adolphus, 2009). This searching protocol was divided in four different stages: identification, screening, eligibility and inclusion that are depicted below in the PRISMA diagram (Figure 1). Finally, 54 articles were deemed pertinent for this research paper.

Second, based on the careful analysis of the literature, this study classified the antecedents of workplace deviance into three broad categories, namely, individual, interpersonal and organizational measures. All the identified antecedents were further distributed under the proposed three broad categories. This classification of antecedents of workplace deviance was based on the suggestion of experts (Figure 2).

Finally, analytic hierarchy process (AHP) technique was used to rank the antecedents of workplace deviance as mentioned in the proposed conceptual framework.

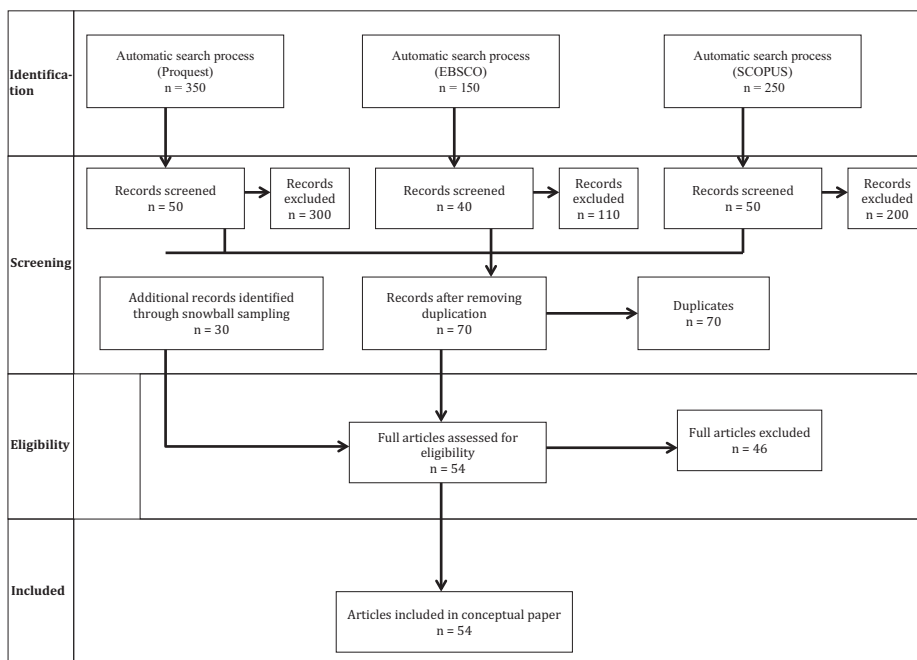


Figure 1.
Prisma flow diagram

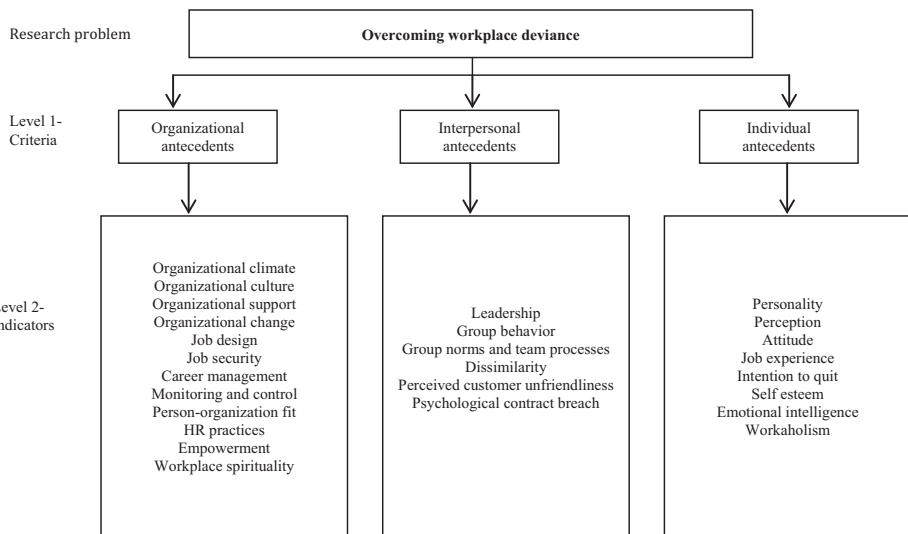


Figure 2. Conceptual framework depicting integrated antecedents of workplace deviance

Sample

In the first phase of data collection, 40 HR managers and academicians working in various public and private organizations and institutes of India were contacted. The participants were asked whether the employees in their organizations engage in deviant behavior. Due to the lack of response or unawareness of the participants about the existence of deviant behavior in their respective organizations, only 20 respondents were shortlisted whose responses were affirmative. Literature has also quantified that six to eight interviews are enough to justify the results of a study (Miles and Huberman, 1994; Patton, 2002). Of the total sample, 65 per cent respondents were males and 35 per cent were females. The average age and experience of the respondent was 32 years and 5 years, respectively.

To justify the adequacy of the selected sample size, a theoretical saturation strategy was adopted. Theoretical saturation occurs when:

[...] no new or relevant data seems to emerge regarding a category, the category is well developed in terms of its properties and dimensions demonstrating variation, and the relationships among categories are well established and validated (Strauss and Corbin, 1998).

Therefore, in qualitative research, the researcher would continue expanding the sample size until the data collection supplies no new information or pattern (Thomson, 2011). Therefore, in the current study, the process of undertaking interviews was stopped after the antecedents of the deviant behavior were clearly identified and no new factors were emerging from the interviews.

Data collection

In-depth unstructured interview method was used to collect responses from the respondents. The sole purpose of using unstructured interviews was to have an in-depth understanding of the role of the identified antecedents in overcoming workplace deviance. All participants received a phone call and were sent an e-mail to seek their participation in the study. Participants were briefed about:

- aim of the study;
- anonymity and confidentiality of their response; and
- participants were assured that there was no right or wrong answers.

The interviews were conducted face-to-face as well as online during the informants paid working day and lasted between 30 and 90 min. All the participants were interviewed individually by either of the authors. All the interviews were carried out between January to December 2016. Each interview was recorded and ensured of its accuracy and completeness.

Measures

During the interview session, the respondents were asked to rank the antecedents of workplace deviance as proposed in the conceptual framework using the fundamental scale for AHP proposed by Saaty (2008). This scale includes ranking between 1 and 9, which depict how many time more important or dominant one variable is over another variable (Table I).

Findings

Classification of the antecedents

Based on the qualitative approach, the current study proposed an integrated conceptual framework, which integrated the antecedents of workplace deviance into criterion measures and indicators. These three criterion measures and indicators were reached by using the systematic literature review. The objective of this research was to propose a conceptual framework integrating various antecedents of workplace deviance and rank these antecedents in the order of their impact on workplace deviance. To arrive at the shortlisted criterion measures and indicators, the antecedents discussed in the literature were read and re-read by the experts. The experts were HR managers and academicians. With consensus of all the experts, three criterion measures were formulated – individual, interpersonal and organizational level antecedents all of which are discussed below:

Intensity of importance	Definition	Explanation
1	Equally important	Two measures contribute equally to the problem
3	Moderately important	Experience and judgement slightly favor one measure over another
5	Strongly important	Experience and judgement strongly favor one measure over another
7	Very strongly important	A measure is favored very strongly over another; its dominance demonstrated in practice
9	Extremely important	The evidence favoring one measure over another is of the highest order
<i>Reciprocals of above</i>	If activity i has one of the above non-zero numbers assigned to it when compared with activity j, then j has the reciprocal value when compared with i	

Source: Saaty (2008)

Table I.
The fundamental
scale for ranking

Individual level antecedents of workplace deviance

Personality. Researchers have identified personality traits of agreeableness, conscientiousness, extraversion, neuroticism, openness to experience and negative affectivity as significant predictors of workplace deviance (Alias *et al.*, 2013; Berry *et al.*, 2007). Agreeableness, negative affectivity and conscientiousness were proposed as the most prominent determinants of destructive deviance (Berry *et al.*, 2007; Milam *et al.*, 2009; Salgado, 2003). Employees who rank low on agreeableness and conscientiousness and high on negative affectivity and neuroticism experience anger and anxiety at work, which act as a precursor to destructive deviance. On the contrary, openness to experience exhibits a negative relationship with workplace deviance. Finally, extraversion did not display a significant relationship with workplace deviance (Kozako *et al.*, 2013).

Perception. Attitudinal and behavioral outcomes of employees in the organization are essentially dependent on their perception towards the organizational practices and procedures (Mohd Shamsudin, 2003). Employees who perceive organizational culture, climate, policies and supervision as unfavorable are more likely to resort to deviant behavior (Appelbaum *et al.*, 2007). On the contrary, positive perceptions of the work environment are negatively related to workplace deviance (Colbert *et al.*, 2004). In addition to the perception of self, perception of fellow employees and managers play a significant role in determining deviant behavior (Ford *et al.*, 2008).

Attitude. Past research established attitude of employees as the most significant predictor of workplace deviance, such that when employees feel oppressed they develop negative attitude toward its organization. Moreover, negative attitudes results in the alienation of employees from work and their fellow employees, which escalates their chances of indulging in deviant behavior (Kaplan and Lin, 2005). On the contrary, positive attitudes of employees toward the organization reduce the chances to deviate destructively (Eder and Eisenberger, 2008).

Job experience. Deviant behavior is conceptualized as a reaction to experiences at work (Bennett and Robinson, 2003). Current nature of jobs expects the employees to work for longer hours, which not only drains them physically and emotionally but also results in stress and burnout. This in turn causes the employees to indulge in deviant behavior (Wegge *et al.*, 2007). Moreover, when employees experience poor leader-member relations and receive inferior resources, responsibilities and outcomes for the same job title, they are likely to reciprocate with deviant behaviors (Chullen *et al.*, 2010).

Intention to quit. Literature has established a strong relationship between destructive deviance and quitting behavior, such that employees who are currently looking for a new job exhibit less commitment toward the organization and are more likely to violate organizational norms (Allen *et al.*, 2003). Similarly, findings based on the sample of Indian IT professionals implied that employees who want to quit become less productive and dysfunctional (Thakur, 2014).

Self-esteem. Self-esteem is the overall value one places in oneself as a person (Martinko *et al.*, 2007). Literature posited that employees with low self-esteem are more likely to exhibit deviant behavior, as employees who view themselves as honest and upright do not commit deviant acts (Lance *et al.*, 2009). But employees with high self-esteem are more likely to get affected by abusive supervision than those with low-self-esteem subordinates because such employees already have unfavorable self-image (Schaubhut *et al.*, 2004).

Emotional intelligence. Emotional intelligence is the ability to control one's emotions and drive behavioral responses to attain positive outcomes (Brown, 2008). Research

indicated that employees with high emotional intelligence are better performers, implement ethical values in the workplace and tend to be more responsible toward the organization (Van Rooy and Viswesvaran, 2004). Moreover, employees who are emotionally intelligent engage less in deviant behavior as compared to employees with low emotional intelligence (Petrides *et al.*, 2004). Similarly, Aznira (2006) found a negative significant relationship between emotional intelligence and workplace deviance.

Workaholism. Workaholic is a person who is “highly involved, feels compelled or driven to work because of inner pressures, and is low in enjoyment at work” (Spence and Robbins, 1992). Workaholism consists of three factors: work involvement, work enjoyment and drive to work. Workaholics score high on work involvement and drive to work and low on work enjoyment (Bennett and Robinson, 2003). Thus, workaholic employees neither enjoy their work nor indulge in deviant behaviors due to their high involvement and drive towards work. But literature suggests that workaholic employees are also less likely to be innovative, as they are more concerned with accomplishing the assigned responsibilities (Galperin and Burke, 2006).

Interpersonal level antecedents of workplace deviance

Leadership. With the shift toward flat, flexible and autonomous structures, leaders are focusing more on participative and ethical leadership style. Participative leaders foster cordial relationships, growth, open communication, commitment and constructive behavior among employees (Erkutlu and Chafra, 2013). Research has also highlighted that employees are less likely to indulge in destructive deviance when they get support from their leaders. On the contrary, authoritative and abusive supervision results in the indulgence of employees in workplace deviance. Therefore, identifying abusive supervisors and training them is an essential step in mitigating workplace deviance (Thau and Mitchell, 2010).

Group behavior. Literature suggests that deviant role models have a significant impact on the performance of both organizations as well as fellow employees. This impact of deviant role models on fellow employees depends on the similarities, interdependence of job duties and interaction with out-groups (Robinson and O’Leary-Kelly, 1998). Literature highlighted that the employees who spend a lot of time within a group were more prone to deviate when all other external variables are equal (Osgood *et al.*, 1996). Moreover, interdependence of job duties assures the employees of not facing the disciplinary actions alone within a delinquent group. On the contrary, interaction with out-groups elicits constructive behaviors among employees (Galperin, 2002).

Group norms and team processes. Group norms are code of conducts articulated by the group members to establish their set beliefs and identity. Group norms are both formal and informal and the acceptability of group norms may decline with different functional units and increased group size (Postmes *et al.*, 2001). Group norms incorporates four dimensions, namely, performance, appearance, social arrangement and resource allocation norms (Robbins, 2003). As the name suggests, performance norms deal with timely completion of allotted tasks; appearance norms specify the attire of the employees; social arrangement norms specify the interpersonal nature of interaction among employees; and finally, resource allocation norms deal with the allotment of job-related materials. Literature evidenced that shared group norms and team processes have a positive impact on job attitudes, commitment and constructive behavior of employees (Naumann and Bennett, 2002; Simons and Roberson, 2003).

Dissimilarity. Workforce diversity has become a reality in almost all the organizations. In an organizational context, workforce diversity comprises of

individuals with varied skills, experience and characteristics in terms of gender, race, ethnicity and age, or non-observable attributes such as education or socio-economic status (Nair and Vohra, 2015). Workforce diversity can be both favorable and unfavorable for organizations, such that if managed effectively it encourages innovativeness and creativity. If workforce diversity is not managed properly it result in high turnover, gap in communication and destructive interpersonal conflicts, which act as a precursor to workplace deviance (Green *et al.*, 2002).

Psychological contract breach. Psychological contract is defined as a set of beliefs about the reciprocal obligations between the employees and their organization (Rousseau, 1995). Literature has highlighted that psychological contract breach is caused by unequal distribution of power, which leads to dissatisfaction, frustration, anxiety and anger among employees (Morrison and Robinson, 1997). Similarly, Chiu and Peng (2008) in their study conducted among 233 employees and their supervisors in eight electronic companies in Taiwan reported that psychological contract breach results in workplace deviance.

Perceived customer unfriendliness. Every job can be broadly classified into two general categories: job demands and job resources (Walsh, 2014). Job demands require psychological and/or physical skills among employees to interact with the customers. Job resources constitute physical, social and organizational resources that help an employee achieve work goals. While fulfilling the job demands, employees have to constantly deal with uncivil and unfriendly customers, which negatively affect their job attitude and results in workplace deviance (Harris and Reynolds, 2004).

Organizational level antecedents of workplace deviance

Organizational climate. Organizational climate is defined as shared perception of employees about the workspace, which reflects the policies, practices and procedures of an organization (Schneider *et al.*, 1998). According to Avolio *et al.* (2004), organizational climate provides various opportunities to the employees for using their capabilities for advancing in their career and satisfying their growth needs. With a good service climate, employees are likely to be engaged, satisfied with their job, behave in accordance with organizational rules and work in the best interest of an organization (Wang *et al.*, 2011). Moreover, literature reported a strong negative relationship between the ethical climate of an organization and destructive deviance (Vardi, 2001).

Organizational culture. Organizational culture is defined as a system of shared values that conveys normative expectations from the employees of an organization (Wiener and Vardi, 1990). Organizational culture develops over a period, and it affects the behaviors of not only the existing employees but also the new employees. Hence, the culture of an organization is a very influential factor, such that in a weak culture, the values, goals, purposes and beliefs of the total organization are not clear; therefore, diverse subcultures are likely to emerge, which results in deviant behavior among employees (Trice and Beyer, 1993). On the contrary, building a culture that value differences of employees, adopt a unanimous approach, embrace failure and promotes ethics in an organization is likely to promote constructive behavior (Appelbaum and Shapiro, 2006; Nasir and Bashir, 2012).

Organizational support. Organizational support is defined as the developmental experiences provided by an organization to its employees in form of management support for generating and developing new business ideas, allocation of free time, convenient organizational structures, decentralization in decision-making, autonomy, appropriate use of incentives and rewards and tolerance for trial-and-errors or failures (Alpkan *et al.*, 2010). All these dimensions of organizational support help an employee acquire job-related knowledge,

skills and abilities with the goal of applying that knowledge and experience to improve their job performance. When developmental experiences are linked to both the organizational as well as employee needs, it results in constructive behavior (Ibrahim *et al.*, 2016). On the contrary, insufficient organizational support results in a feeling of injustice among employees, which leads to workplace deviance.

Organizational change. Organizational change is classified into two broad categories: autonomous and induced (Garvin, 1998). Autonomous changes have a life of its own and they proceed because of internal dynamics, while induced changes do not occur naturally and are created. Most of the planned changes occurring in the organizations fall into the category of induced change. This includes cost cutting, changes in management positions, operating procedures, organizational structures and social environment such as increased diversity and job insecurity. All these change processes are explicitly dynamic and is accompanied by distinctive challenges of moving from known to unknown. Due to the uncertainty in these change processes, it adversely affects employee's competencies, worth and abilities. Therefore, implementation of change processes has a significant impact on both positive and negative behavior of employees, such that positive effect of change promotes commitment and constructive behavior, while negative perception towards change generates resistance and workplace deviance (Agboola and Salawu, 2011).

Job design. Job design includes organizational initiatives to enhance the experience of the employees at work. Literature proposed five core job design features: job autonomy, position in the organizational hierarchy, access to resources, access to strategy-related information and role ambiguity (Fuller *et al.*, 2006). Extensive research on job design indicates a significant impact of the five job characteristics on employee behavior (Mohd Shamsudin *et al.*, 2011). Literature emphasizes that employees who perceive lack of job autonomy and role ambiguity are more likely to be dissatisfied and resort to workplace deviance as a means of expressing dissatisfaction (Walsh, 2014). This is resounded in the General Strain theory, which proposed that employees who experience strain often become upset and engage in destructive behavior.

Career management. In the traditional organizations, employees were primarily focused on attaining linear careers that focused on progressive steps upward in an organizational hierarchy to positions of greater authority. On the contrary, contemporary organizations marked by delayering, downsizing and outsourcing have lessened the scope for linear careers. In recent times, employees focus on non-linear careers driven by motives to experience outcomes including personal growth, creativity, variety and independence (Brousseau *et al.*, 1996). Realizing these transitions, organizations have begun helping its employees to assume more control over their career development via career interventions, which includes career counseling and guidance (Heslin, 2005). These interventions enhance both career management and decision-making skills of employees, which in turn stimulates constructive behavior (Huiras, Uggen and McMorris, 2000).

Monitoring and control. Agency theory holds that both employee and employer are utility maximizers and are prone to behaving opportunistically (workplace deviance) if given the chance. Therefore, organizations must implement monitoring and control measures to curb opportunism, detect perturbations and initiate corrective actions (Garvin, 1998). However, literature suggests that increased attempts to control the behavior of employees reduce the incidence of misbehavior, but it also reduces the perception of fairness and privacy, which impedes constructive behavior as well (Zoghbi-Manrique-de-Lara, 2011).

Person-organization fit. Person-organization fit is defined as the compatibility of employees with multiple systems in an organizational environment (Kristof-Brown *et al.*,

2002). P-O fit is underpinned by the assumption that employees and organizational level outcomes does not result from the independence of employees or the work environment, but rather from the interdependence between the two. In this context, value congruence between the employees and the organization while making the employment decision is crucial for the success of an organization (Westerman and Vanka, 2005). The conventional selection processes were centrally concerned with work-oriented analyses and determination of sets of knowledge, skills and abilities required for in-role behavior, but more recent research has sought to look beyond the job to identify extra-role behavior. Such an approach of person-organization fit accentuates constructive behavior among the employees.

HR practices. Employers in past focused on earning profits, and HR managers served three main purposes of providing minimal salaries and basic amenities to employees, controlling behavior of employees and managing efficiency of the workforce. These traditional HR practices were positively correlated with deviant behaviors such as theft, absenteeism or aggressive behavior directed at the fellow employees or the organization (O'Boyle *et al.*, 2011). On the contrary, HR managers in the twenty-first century focus on providing procedural, distributive and interactional justice through continual training, intrinsic or extrinsic rewards, performance-related job evaluation, talent development, employee engagement and employee participation in decision-making (Ryan and Wessel, 2015; Wright and Kehoe, 2008). Research has evidenced that fairness in HR practices is positively associated with risk-taking and inventive values and inversely with destructive deviance (Chirasha and Mahapa, 2012; Singh, 2009).

Empowerment. Global competition and changing trends have demanded the employees to take initiatives and innovate. This has resulted in the mounting interest in the construct of empowerment. Empowerment refers to facilitating employees to think, behave and work autonomously and take responsibility for their results (Sahoo *et al.*, 2010). Empirical evidence suggested significant benefits of empowerment in overcoming employee's resistance to change and exhibiting more affective commitment, which in turn endorse constructive behavior, creative problem solving, higher productivity, organizational effectiveness and superior customer service (Galperin, 2002; Islam *et al.*, 2014; Rehman and Ahmad, 2015). Moreover, empowerment results in increased job satisfaction, higher motivation and greater skills acquisition, which in turn reduce workplace deviance. Major companies such as Xerox, Motorola, General Electric and AT&T also supported the role of empowerment in determining organizational effectiveness and survival (Harel and Tzafir, 1999).

Workplace spirituality. With the insurmountable rise in anxiety, stress and pressure among the existing workforce, facilitating spirituality can help in the revival of both employees and the organizations (Chawla, 2014). Workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection with co-workers and to have consistency or alignment between one's core beliefs and values of the organization (Beheshtifar and Zare, 2013). Literature posited positive effects of workplace spirituality on both employee well-being and job performance, which in turn result in increased productivity, profitability, job retention, competitive advantage, job satisfaction, creativity and ethical behavior among employees (Chawla and Guda, 2013).

Ranking of the antecedents

For relative ranking of the identified antecedents, the following steps in AHP were involved:

- define the problem;
- structure the decision hierarchy;

- construction of pairwise comparison matrices; and
- obtaining local weights/priority from pairwise comparison matrices.

The process of weighing is repeated until the local weights/priority of the bottom most indicators is obtained (Saaty, 2008). In this study, the research problem was to overcome workplace deviance. To overcome this research problem, a conceptual framework was proposed with research problem on the top, criterion measures at the intermediate level and indicators at the lowest level. Next, the pairwise comparison matrices were formulated for criterion measures and indicators. The pairwise comparison matrix compares each element in the upper level of the matrix with the element in the immediately below level. There are four pairwise comparison matrices in this study: first are the criteria with respect to the research problem (Table II), second for the indicators under interpersonal indicators (Table III), third for the indicators under individual indicators (Table IV) and last for the indicators under organizational indicators (Table V).

Item description	Organizational	Interpersonal	Individual	Weight (%)
Organizational	1	7	5	72.4
Interpersonal	0.14	1	0.33333	8.3
Individual	0.2	3	1	19.3
Sum	1.34	11	6.33	100

Table II. Pairwise comparison matrix of the criteria with respect to the research problem

Item description	PCU	Group behavior	Leadership	Psy. contract	Dissimilarity	Grp norms	Mang. int	Weights (%)
PCU	1	0.3333	0.14285	3	0.2	3	3	8.40
Grp behavior	3	1	0.14285	3	0.2	3	3	10.40
Leadership	7	7	1	7	3	5	7	39.40
Psy. contract	0.33	0.33	0.14	1	0.14285	0.3333	1	3.40
Dissimilarity	5	5	0.33	7	1	7	5	25.80
Grp norms	5	0.33	0.2	3	0.14	1	1	8.50
Mang. int	0.33	0.33	0.14	1	0.2	1	1	4.10
Sum	21.67	14.33	2.1	25	4.89	20.33	21	100

Table III. Pairwise comparison matrix for the indicators with respect to interpersonal measures

Item description	Personlty	Perceptn	Attitude	Job exp.	Intn to quit	Self estm	Emotional int.	Workaholism	Weights (%)
Personlty	1	3	3	5	9	5	5	7	33.60
Perceptn	0.33	1	1	3	5	5	5	7	19.40
Attitude	0.33	1	1	5	7	3	3	5	17.80
Job exp.	0.2	0.33	0.2	1	5	5	0.2	3	8.60
Intn to quit	0.11	0.2	0.14	0.2	1	0.33	0.2	0.2	2.20
Self estm	0.2	0.2	0.33	0.2	3	1	0.33	3	5.30
Emotional int.	0.2	0.2	0.33	3	5	3	1	3	9.60
Workaholism	0.14	0.14	0.2	0.33	3	0.33	0.33	1	3.50
Sum	2.51	6.07	6.2	17.73	38	22.66	15.06	29.2	100

Table IV. Pairwise comparison matrix for the indicators with respect to individual measures

Table V.
Pairwise comparison
matrix for the
indicators with
respect to
organizational
measures

Item description	Work envn.	Orgnal change	Orgnal cul.	Orgnal and HR prac	Tr. and workshops	POF	Job design	Emprmt.	Mon. and cntrl	W. Spirt	Job sat.	3 party inv.	Job sec.	Perf mgt.	Career mgt.	Weights (%)
Work envn.	1	1	3	0.3333	3	3	3	3	7	3	3	5	7	3	5	13.10
Orgnal change	1	1	1	1	1	3	3	3	7	3	5	5	7	3	3	12.20
Orgnal cul.	0.33	1	1	0.33333	1	3	1	3	5	1	3	3	5	0.333	3	7.50
Orgnal and HR prac	3	1	3	1	3	3	5	3	7	5	3	5	7	3	5	16.50
Tr. and workshops	0.33	1	1	0.33	1	3	1	0.333	5	3	3	3	5	1	3	7.40
POF	0.33	0.33	0.33	0.33	3	1	1	1	3	1	1	3	5	0.333	3	5.50
Job design	0.33	0.33	1	3	1	3	1	1	3	1	3	3	5	1	3	8.50
Emprmt	0.33	0.33	0.33	0.33	3	1	1	1	3	1	1	3	3	1	3	5.60
Mon. and cntrl	0.14	0.14	0.2	0.14	0.2	0.33	0.33	0.33	1	0.333	0.333	0.3333	1	0.2	0.3333	1.40
W. Spirt.	0.33	0.33	1	0.2	0.33	1	1	1	3	1	1	3	3	0.3333	1	4.20
Job sat.	0.33	0.2	0.33	0.33	0.33	1	0.33	1	3	1	1	3	3	0.3333	1	3.60
3 party inv.	0.2	0.2	0.33	0.2	0.33	0.33	0.33	0.33	3	0.33	0.33	1	3	0.3333	1	2.40
Job sec.	0.14	0.14	0.2	0.14	0.2	0.2	0.2	0.33	1	0.33	0.33	0.33	1	0.2	0.33333	1.30
Perf mgt.	0.33	0.33	3	0.33	1	3	1	1	5	3	3	3	5	1	3	7.90
Career mgt.	0.2	0.33	0.33	0.2	0.33	0.33	0.33	0.33	3	1	1	1	3	0.33	1	2.80
Sum	8.35	7.69	16.07	8.22	18.73	26.2	19.53	19.67	59.01	25	29	41.67	63	15.4	35.67	100

For obtaining the local weights/priority for criterion measures, normalized comparison matrices were formulated by inserting the nearest integer to the calculated geometric mean into the matrix based on the ratings of respondents. In [Table II](#), the criteria listed on the left were one by one compared with each criterion listed on top as to which one is more important with respect to the research problem of overcoming workplace deviance. Following this procedure, the local weights of criterion measures were calculated. The calculated local weights of criterion measures determine that organizational level antecedents contribute most in reducing workplace deviance by covering maximum weight of 72.4 per cent, which was followed by the individual and interpersonal level antecedents that covered 19.3 and 8.3 per cent, respectively.

Similarly, in [Tables 3, 4 and 5](#), the indicators on the left are compared with each indicator on top as to their importance with interpersonal, individual and organizational antecedents, respectively. Following these steps, local weights/priorities were obtained for indicators.

To ensure consistency of the pairwise comparison matrix, consistency ratio (CR) was calculated, which is defined as the ratio of consistency (CI) and random index (RI). According to [Saaty \(2008\)](#), the value of consistency ratio must be less than 0.10, and all the matrices were consistent with their consistency ratio well below the defined limit of 0.10 ([Table VI](#)).

Finally, global weights for all the indicators of workplace deviance were calculated by multiplying their local weights with the local weights of their parent criterion measures ([Table VII](#)).

Based on the global weights, all the indicators of workplace deviance were classified between 1 and 30, such that the most significant indicator ranked 1, while the lowest one ranked 30. The indicators were divided into three categories with most significant indicators between 1 and 10, significant indicators between 11 and 20 and the least significant indicators between 21 and 30. The most significant indicators based on the experts' ratings include organizational and HR practices, work environment, personality, job design, performance management, organizational culture, change, training and workshops, empowerment and perceived organizational fit. These results clearly emphasize the dominance of organizational measures over individual and interpersonal measures. However, exception personality also ranked among the most significant indicators, which signifies that organizations must carefully recruit and select candidates by conducting thorough background checks and conducting integrity tests.

The significant indicators of workplace deviance incorporated employee perception, attitude, leadership, workplace spirituality, job satisfaction, dissimilarity, career opportunities, emotional intelligence, third party involvement and job experience. These indicators relate more to employee at an individual and interpersonal level as

Measures	Criteria	Indicators		
		Interpersonal	Individual	Organizational
Count	3	7	8	15
Lambda max	3.066	7.742	8.894	16.988
CI	0.033	0.124	0.128	0.142
CR	0.05	0.09	0.09	0.09
Random index	0.58	1.32	1.41	1.50

Table VI.
Consistency metrics
of criterion measures
and indicator
matrices

Level	Factors	Local weights	Ranks	Global weights (criteria* subcriteria)	Ranks
<i>Level 1 (Criteria)</i>					
	Organizational	0.724	1	0.724	1
	Interpersonal	0.083	3	0.083	3
	Individual	0.193	2	0.193	2
<i>Level 2 (Indicators)</i>					
Organizational measures	Work environment	0.131	2	0.094844	2
	Organizational change	0.122	3	0.088328	3
	Organizational culture	0.075	6	0.0543	7
	Organizational practices	0.165	1	0.11946	1
	Training and workshops	0.074	7	0.053576	8
	POF	0.055	9	0.03982	10
	Job design	0.085	4	0.06154	5
	Empowerment	0.056	8	0.040544	9
	Monitoring and control	0.014	14	0.010136	22
	Workplace spirituality	0.042	10	0.030408	14
	Job satisfaction	0.036	11	0.026064	15
	Third party involvement	0.024	13	0.017376	19
	Job security	0.013	15	0.009412	23
	Performance management	0.079	5	0.057196	6
	Career management	0.029	12	0.020996	17
Interpersonal measures	Perceived customer unfriendliness	0.084	5	0.006972	26
	Group behavior	0.104	3	0.008632	24
	Leadership	0.394	1	0.032702	13
	Psychological contract	0.034	6	0.002822	30
	Dissimilarity	0.258	2	0.021414	16
	Group norms	0.085	4	0.007055	25
	Managerial integrity	0.041	7	0.003403	29
Individual measures	Personality	0.336	1	0.064848	4
	Perception	0.194	2	0.037442	11
	Attitude	0.178	3	0.034354	12
	Job experience	0.086	5	0.016598	20
	Intention to quit	0.022	8	0.004246	28
	Self-esteem	0.053	6	0.010229	21
	Emotional intelligence	0.096	4	0.018528	18
Workaholism	0.035	7	0.006755	27	

Table VII.
Local and global weights of criterion measures and indicators

compared to organizational measures. This indicates that when employees are already satisfied with the existing organizational measures, they start emphasizing on themselves. But, to develop, employees seek support of their leaders. This justifies the role of participative leadership in overcoming workplace deviance. On the contrary, abusive supervision stimulates destructive deviance among employees. Thus, to overcome workplace deviance, managers must use ethical leadership and interactional justice programs to create favorable perception and attitude among employees. Moreover, jobs must be designed in such manner that generates empowerment, career opportunities and job satisfaction among employees.

Finally, the least significant indicators include self-esteem, monitoring and control, job security, group behavior, group norms, perceived customer unfriendliness, workaholism, intention to quit, managerial integrity and psychological contract. These indicators depict that employees no longer want permanent employment and may switch jobs wherever they find more desirable opportunities. Moreover, modern employees do not like close supervision, monitoring and control. Also, group factors such as group norms, group behavior and behavior of customer have the least impact on the job behavior of employees. Finally, employees who are workaholic and have high self-esteem are less likely to indulge in deviant practices. But, these indicators are individual specific and organizations have less control over such measures.

To ensure the reliability of the proposed results, the authors revisited the respondents after approximately one month of the original interview. The authors described the respondents of how they had recorded and interpreted the keynotes from the original interview. All the respondents agreed that they had been recorded and interpreted accurately. Additionally, to establish validity, the respondents were asked if the proposed rankings accurately represent the measures undertaken by their organizations to curb deviant behavior. The respondents affirmed the accuracy of the results.

Discussion

Employees view organization as a living entity because it has responsibility for the actions of its members, enacts policies and norms and exerts power. Therefore, organizational implementation of various policies and practices promote or suppress deviant behavior among employees. This study proposed an integrated conceptual framework for antecedents of workplace deviance. This model classified the antecedents into three broad categories, namely, individual, interpersonal and organizational measures of which organizational and interpersonal measures are under the control of organizations, but individual measures are beyond the organizational control. However, organizations can avoid the negative impact of individual level antecedents by carefully recruiting the candidates through proper implementation of organizational policies including human resource planning and job design.

The proposed conceptual framework is consistent with the theoretical model proposed by Alias *et al.* (2013) in Malaysian context, who classified the determinants of workplace deviance into individual, organizational and work-related factors. Similarly, O'Boyle *et al.* (2011) proposed a multilevel model of antecedents of workplace deviance, which incorporated individual, group and organizational antecedents. But, both these above-mentioned findings were solely based on the literature review and lacks empirical validation. Thus, to overcome this gap, the current study proposed an integrated conceptual framework using the AHP approach. AHP is a theory of measurement through pairwise comparisons and relies on the judgments of experts to derive priority scales. It is these scales that measure intangibles in relative terms. The comparisons are made using a scale of absolute judgments that represents, how much more one element dominates another with respect to a given attribute. Thus, AHP obtains better consistency in the qualitative responses or judgments.

The AHP approach ranked the identified antecedents in the order of their impact on workplace deviance. Results signified that organizational level antecedents play the most prominent role in reducing workplace deviance, which was followed by individual and interpersonal level antecedents. These results are consistent with the current literature, which emphasizes the role of organizational antecedents in determining

deviant behavior over interpersonal and individual level antecedents (Yıldız and Alpkan, 2014; Walsh, 2014). However, literature also verifies that interpersonal and individual level antecedents play a crucial role in strengthening or weakening the impact of the organizational level antecedents on destructive deviance (Brown and Treviño, 2006; Witt and Carlson, 2006).

Results of this study derives its theoretical support from *Organizational Support Theory*, which posits that employees who perceive support from the organization and its managers feel obliged to help the organization and its managers and thus reciprocate with engagement, commitment and constructive behavior (Eisenberger *et al.*, 2001). Destructive deviance is a response to lower levels of perceived organizational support among employees. Thus, to avert workplace deviance among the employees, organizations must clearly identify the determinants of workplace deviance, which are proposed in the current study. Managers must implement the most significant determinants of workplace deviance to reinforce the perceived organizational support among the employees. This in turn results in higher commitment and engagement among employees, which they transform through engaging in constructive behavior.

Results of this study highlight that in the Indian context HR practices act as the most significant measures in affecting deviant behavior among employees. Thus, organizations should focus more on the development and customization of its organizational and HR policies and must ensure accurate implementation of these policies without any discrepancy to build perception of transparency and fairness among employees. Besides, the current study emphasizes on the conception of ethical climate in an organization, which not only curbs deviant behavior but also stimulates constructive behavior among employees. Also, the findings report that employees in Indian organizations are getting more inclined towards the learning opportunities. Hence, organizations should realize these needs of employees through participative leaders and an ongoing training programs and workshops. Since the current work environment is marked by instant decision-making, the employees prefer flexibility and empowerment to rigid and stringent structures. Finally, as personality traits also ranked high, the organizations should avoid hiring employees with negative traits through conducting integrity tests, background checks and pre-screening.

Managerial implications, limitations and future scope

This study departs from previous literature on workplace deviance in several ways. First, this study proposed an integrated conceptual framework classifying the antecedents of workplace deviance. Second, the present study uses AHP approach to empirically rank the antecedents of workplace deviance. Third, this study classifies the measures to overcome workplace deviance based on the estimations of industrial experts. Finally, the present study adds to the literature on workplace deviance based on the Indian context, which represents one of the very few attempts to study workplace deviance from developing nations perspective. According to Smithikrai (2008), the study of workplace deviance in Asian countries is still lacking and has to be studied.

Implications of the present study are consistent with the Organizational Support Theory, which postulates that if an organization manages and treats its employees supportively, employees are likely to reciprocate with equal commitment, engagement and citizenship behavior. Therefore, organizations must invest in organizational and interpersonal measures as proposed in this study to foster positive behavior and discourage workplace deviance among employees. Moreover, organizations must avoid recruitment of candidates

with negative individual characteristics. However, this study does not come without limitations. One limitation of this study is the small sample size and convenient sampling that may restrict the generalizability of the results. Other limitation of this study is that the criteria used in this study are intangible and have no measurements to serve as a guide to rank the indicators. But the experts were asked to rank the most optimum value for the criteria and indicators using their experience. Moreover, to overcome the issue of intangibility of data, geometric mean was used.

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