Antecedents and Consequences of Deviant Workplace Behaviour:

A Conceptual Study on Literature Review

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Abstract

Purpose: To study earlier researches done on deviant workplace behaviour and identify the antecedents and consequences of deviant workplace behaviour and finally draw propositions based on the literature review which can be empirically validated.

Methodology: This literature review has covered 150 research articles. The study mainly covered research works on antecedents and consequences of deviant workplace behaviour. Keywords which have been used to search the relevant articles are deviant behaviour, employees, deviant workplace behaviour. The relevant papers were considered in the study and others were excluded from the study.

This research has been conducted based on literature review. The concept of deviant workplace behaviour is quite old but awareness among the employees and the organisation is still not prominent. Concept of deviant behaviour is still theoretical but practical implementation of theories to increase positive deviant workplace behaviour and decrease negative deviant workplace behaviour is absent in the organisation. Since this research paper is based on qualitative analysis, quantitative analysis need to be conducted to validate the concept.

Keywords: Deviant workplace behaviour, employees, organisation.

1. Introduction

In the year 1995 Robinson and Bennett first coined out the term Deviant workplace behaviour . Deviant workplace behaviour is the behaviour that is shown by the workforce in the form of violating the norms of organisation which is harmful for the organisation . Workforce runs the organisations, and these workforces are made up of different people with distinct personalities. As a result, it is important to maintain a healthy psychological balance in order to acquire the desired behaviour and performance from them. These employees help to attain successful organisational output. Negative deviant workplace behaviour is portrayed by a shift in behaviour with a negative attitude. Toxic environment of the organisation gives rise to deviant behaviour . Negative deviance is harmful for the organisation and positive deviance is for better of the organisation which is shown voluntarily .Workforce is reluctant to accept and admit the negative deviant behaviour , so a study was aimed to identify such deviance through self assessment conducting a psychometric test where the deviance can be evaluated through self assessment of the workforce . There are different dimensions which drives deviant workplace behaviour in the organisation. These dimensions can be broadly categorised into three factors: Job satisfaction, Quality of work life and Organisational Justice. These dimensions are studied by several researchers and identified different parameters lying under each

of the factors. These parameters can be organisational culture, ethical climate, workplace spirituality, leadership style, organisational support, procedural justice, compensation, economic state of the nation, market demand, strategic challenges, self esteem, emotional stability, Machiavellian or psychopathic tendency etc. These factors drive the individuals towards negative deviant workplace in case of realisation of breach of contract from the employer's side, sluggish market environment and self intuition. There is a psychological contract between the employer and employee which can be formal or informal in nature. Negative deviance is traced in major cases where there is a breach of contract and dissatisfaction. Positive deviance is more traced where contract or agreement between employer and employee is maintained with trust and honesty. The author aimed at exploring deviant workplace behaviour based on the previous study under the three dimensions. The objectives of the study are:

(1) To explore previous researches done on deviant workplace behaviour.

(2) To study the antecedents and consequences of deviant behaviour.

(3) To propose hypotheses based on the literature review which can be empirically validated in further study.

2. Methodology

This literature review has covered 150 research articles. The study mainly covered research works on deviant workplace behaviour which was initiated by job satisfaction, quality of

work life and organisational justice. The study mainly followed the concepts which have been drawn by and :

Identifying different factors which lead to deviant workplace behaviour.

Conducting a comprehensive search

Analysing the different factors which are affecting deviant workplace behaviour

Writing

And finally proposing hypotheses based on the study

Keywords which have been used to search the relevant articles are deviant behaviour, employees, deviant workplace behaviour. Relevant research articles were mainly taken from Emerald Journals, Taylor and Francis and Sage Journals. The relevant papers were considered in the study and others were excluded from the study. The articles which were studied were published in 1995 to 2021, and the research paper where concept of deviant workplace behaviour which was first published in the year 1995 by and later extension of the study by was studied to frame this review article.

3. Findings:

3.1 The history of deviant behaviour

The term Deviance has been originated from sociology which means violating certain norms through some actions and behaviour. There are several theories drawn by the researchers of sociology in respect to deviant behaviour. The most prominent theories are: Merton's Strain Theory, Gresham Sykes and David Matza's neutralization Theory, Frank Tannebaum and Howard S. Becker's Labeling Theory, Cesare Lombroso's Theory of Biological Deviance. Dimension of deviant behaviour which can stretch from minor versus serious and interpersonal versus organisational which affects the organisation's performance in respect to property deviance, production deviance, political deviance and personal aggression . Property deviance is unethically using organisation's property, production deviance is hampering the productivity of the organisation, political deviance is introducing politics within the organisation and personal aggression can vary from verbal abuse to sexual harassment. The study later concluded that toxic organisation thrives for deviant workplace behaviour which is again a result of toxic people, so a thorough background check is recommended before selection an employee. Ethical climate and organisational climate are influenced by ethical leadership which increases employee commitment as a result organisation experiences positive deviant workplace behaviour .Ethical leadership is build with trust which when gets violated it gives rise to authoritarian leadership with a consequence of negative deviance . The researcher has examined and concluded that supervisory guidance and behavioural integrity increases organisational citizenship behaviour and positive deviant behaviour in the organisation. In organisation Supervisory support motivates the workforce and pay equity gives them treatment of equality in terms of compensation which gives positive correlation with workplace deviance.

Linking to supervisory support and organisational support the researcher said bureaucracy practice of organisation strives towards organisational deviance and interpersonal deviance. studied and concluded that nice and fair that is the main protocol to maintain deviant behaviour. The researcher has examined and concluded that supervisory guidance and behavioural integrity increases organisational citizenship behaviour and positive deviant behaviour in the organisation. In organisation Supervisory support motivates the workforce and pay equity gives them treatment of equality in terms of compensation which gives positive correlation with workplace deviance. Linking to supervisory support and organisational support the researcher said bureaucracy practice of organisation strives towards organisational deviance and interpersonal deviance. Deviant behaviour is an outcome of psychological impact by the perceived organizational treatment towards the employees which comes out either with a positive deviance or negative deviance based on the perceived treatment. .

3.2. Deviant behaviour

Deviant behaviour is intentionally violating the rules and regulations of the organisation. Though it can be positive deviance as well and is voluntarily shown by the workforce. This positive deviance is for the betterment of the organisation. Negative deviant workplace behaviour has a negative consequence for the entire entity and the associates as a whole. studied about deviant work place behaviour and how it costs to the

organisation and concluded that non toxic organisational culture motivates the workforce towards positive deviant workplace behaviour. explored in his study that healthy behaviour, proper rules and laws, employee focus, personal ethics, self interest and efficiency defines deviant behaviour in the organisation. Followers get influenced with ethical culture in the organisation, thereby expecting positive deviant workplace behaviour. Performance of employees is influenced by compensation and organisational culture (Putri & Wardi, 2020). Hence it indicates ethical leadership, good organisational culture, fair compensation and job satisfaction influences positive deviant workplace behaviour. This positive deviant behaviour is the outcome of psychological contract, job security, fair treatment, ethical culture which altogether creates gives job satisfaction. Job satisfaction increases employee attachment and commitment. (Itzkovich & Heilbrunn, 2016) explored solidarity among employees reduces deviant workplace behaviour and incivility increases deviant workplace behaviour. Abusive supervision increases work family conflict which in turn initiates deviant workplace behaviour in the organisation (Aminah & Zoharah, 2013). This deviant behaviour is harmful to the organisation. The researcher also studied the contribution of work family conflict, abusive supervision and deviant behaviour in the engagement of employees towards deviant workplace behaviour. (Yadav & Rai, 2020) Different forms of deviant behaviour ranging from withdrawal of

job effort to abuse and violence affects the organisation both economically and psychologically. Researcher also identified emotional intelligence can act as a moderator of organisational stress and deviant workplace behaviour. (Di Stefano et al., 2019) Adhocracy and clan culture of organisation reduces the level of deviant behaviour. (R. Singh, 2020) Embeddedness predicts the organisation's as well as employee's performance. Cultural embeddedness of organisation helps the organisation to increase positive deviant workplace behaviour. (Abdallah & Abdallah, 2021) productive work behaviour can be achieved from flexible job and well defined job specification. (Enwereuzor et al., 2017) individuals with low agreeableness tend towards deviant workplace behaviour. (Agarwal & Avey, 2020) found psychological breach of contract is a moderating factor between abusive supervision and cyberloafing. It is also perceived that abusive supervision and psychological breach of contract induces cyberloafing. Deviant behaviour fetches impact on student's performance. It lowers down the performance with the attitudes of the teachers like taking frequent breaks, wasting time by gossiping, showing favouritism, provoking students against other teachers, verbal abuse and not completing the syllabus (Khan, 2017). Deviant behaviour overall impacts the performance of the organisation either in a positive way or in a negative manner.

4. Deviant Workplace Behaviour and Job satisfaction

Job satisfaction is the extent to which an individual is satisfied with his job content. Job satisfaction emphasizes an employee's right to have the freedom of thought, proper job content, stress free work life, and a proper job content (Pavitra Dhamija, 2019). Job satisfaction deals with psychology of the employees. This individual psychology can indicate satisfaction or dissatisfaction in respect to specific job. (Kura et al., 2019) explained that deviant behaviour is the consequence of psychology of individuals on breach of contract by the employer. Positive deviant workplace behaviour facilitates the proper flow of working in the organisation in influencing performance, profitability, goodwill, organisational climate with an extreme support extending to survival of the organisation. Job dissatisfaction comes from role ambiguity, improper career growth opportunity, gender inequality, unethical climate, faulty appraisal, improper grievance redress procedure. Satisfaction in the workplace motivates an individual which drives a person to attain certain thing. Satisfaction and dissatisfaction are driven by factors which are called motivation and hygiene factor respectively. The psychology of workforce with the trace of hygiene factor initiates deviant workplace behaviour in the organisation. The feeling of breach of contract from the employer side allows dissatisfaction among the workforce and act unnaturally or in an unacceptable manner. This dissatisfaction is shown by the act of production deviance, property deviance, political deviance and personal aggression. (Aboramadan et al., 2020) Servant leadership has a positive

relationship with employee engagement. Job satisfaction acts as a mediator between servant leadership and affective commitment. Increase employee commitment portrays positive deviant behaviour and enhances employee performance. (Sawalha et al., 2019) Job satisfaction acts as a moderating role in enhancing job characteristics and organisational citizenship behaviour. Hence the study concluded that job satisfaction moderates feedback, skill variety, and task identity, autonomy of job characteristics and altruism and courtesy of organisational citizenship behaviour. (Bashir & Gani, 2020) Educational institutes are human capital intensive. These institutes use practices to increase job satisfaction to retain the existing talent pool. Job satisfaction is found to be most significant contributor in retaining and motivating the employees. This motivation initiates positive deviant behaviour in the workplace. (Ashraf, 2020) job satisfaction and organisational commitment is influenced by compensation. Institutes can focus on fair justice and compensation to increase job satisfaction, organisational commitment and motivation. Increased motivation and employee commitment initiates positive deviance among the employees. Organisations focusing on this can increase the job satisfaction level and initiate positive deviant behaviour within the system. (Mahmood et al., 2019) There is a positive relationship with job satisfaction and remuneration strategies. Organisations focus on practices to increase job satisfaction which drives towards employee commitment and experience positive deviant behaviour in the organisation.

4.1. Job satisfaction and Leadership style

Leadership style is the way and strategies which the leaders adopt to deal with his subordinates. The leadership style determines the success and unsuccessful of leaders. Successful leaders have a strong bonding with the followers who utilises them to perform the job. Acceptable leadership style is always welcomed and appreciated by the subordinates and provides job satisfaction. Servant leadership and work engagement is again mediated by job satisfaction. Job satisfaction drives towards positive deviance. (Mwesigwa et al., 2020) leadership style has a relationship with employee commitment and job satisfaction plays the mediating role. (Mickson et al., 2020) transformational and transactional leadership style has a positive relationship with both intrinsic and extrinsic job satisfaction respectively. Transformational leadership and intrinsic job satisfaction is mediated by organisational climate. Hence leadership has a significant relationship with job satisfaction which ends with deviant workplace behaviour. The deviance can either be positive or negative based on the leadership style and the respective possibility of job satisfaction or job dissatisfaction.

4.2. Job satisfaction and Organisational culture

The values and practices that guide the employees of the organisation are termed as organisational culture. (Dirisu et al., 2018) organisational culture

differentiates the organisation from its competitors and has a significant association with job satisfaction. Hence the researcher has drawn the managerial implications to focus on organisational culture and inculcate such values which can increase the performance of the employees. Matured management acts as a moderating factor for innovative culture and supportive management. This ultimately leads to employee job satisfaction and hence inclination towards positive deviant workplace behaviour. (Tran, 2021) Adhocracy culture positively affects job satisfaction. The theory of culture was basically divided into four types namely: hierarchy, adhocracy, clan and market. Clan and market culture has no significant relationship with job satisfaction. (Soomro & Shah, 2019) There is a positive relationship between organisational culture and job satisfaction. Job satisfaction has an association with organisational commitment. More job satisfaction leads to more commitment towards the organisation. This sums up with positive deviant workplace behaviour. Organisational spirituality plays a major role in building organisational culture. (Kökalan, 2019) Organisational spirituality decreases the organisational cynicism and enhances job satisfaction. Organisational spirituality again has a strong relationship with organisation justice. More spirituality in the organisation more is the organisational justice. Organisational justice again gives job satisfaction to the employees. This holistically gives rise to positive deviant workplace behaviour. (Lin & Huang, 2020) Job satisfaction reduces employee turnover and increases performance. Learning culture in organisations moves the organisation forward through continuous learning procedure. Job satisfaction acts as a mediating role between organisation learning culture and job performance. Hence job satisfaction here defines the performance of the employee. Organisational culture derives the job satisfaction level which ends with deviant workplace behaviour. (Usmanova et al., 2020) Motivating language of the supervisor is the mediator between job satisfaction and knowledge sharing behaviour. Supervisory style is the outcome of organisational culture. It can be well concluded that organisational culture provides job satisfaction through supervisory style. (Nguyen, 2020) Knowledge sharing intention builds the organisational culture. This supportive culture moderates both intrinsic and extrinsic motivation. Motivated individuals bring positive deviant workplace behaviour. (S. K. Singh & Singh, 2019) Organisational culture should focus on organisational citizenship behaviour to enhance job satisfaction and increase performance through support. (Park & Doo, 2020) Organisational culture indirectly affects job satisfaction and human resource practices directly affect job satisfaction. The researcher concluded job satisfaction can be enhanced by aligning organisational culture and human resource practices. Hence organisational culture has a strong association with job satisfaction which ultimately initiates deviant workplace behaviour.

4.3. Job satisfaction Organisational support

The perception of the employees about their well being, contribution, values, worth and requirements from the organisation explains the organisational support. Organisation support gives the individual job satisfaction. (Arasanmi & Krishna, 2019) Organisational support is necessary to attract, maintain and retain employees. The reason behind it is organisational support provides job satisfaction and increases motivation and ends up with positive deviance in the workplace. (Huning et al., 2020) Servant leadership is transmitted by organisational support with the help of job satisfaction. This servant leadership impacts the performance of the employees positively. This introduces positive deviant workplace behaviour. Apart from providing organisational support for employee well-being, it should also provide ample resources to maintain the employee well being of the employees (Roemer & Harris, 2018). (Maan et al., 2020) perceived organisational support and job satisfaction is weaker for less proactive individuals. Organisational support provides empowerment to the less proactive individuals and increase job satisfaction. (Kumar et al., 2018) Organisational support and development and job satisfaction is mediated by work engagement. Job satisfaction leads to motivation and organisational commitment through employee engagement. (Côté et al., 2021) Work engagement and job satisfaction is moderated by perceived organisational support. (Islam & Ahmed, 2018) perceived organisational support and job satisfaction is mediated by self efficacy. Therefore it is concluded that there significant relationship between organisational support and job satisfaction.

Hence we can propose the proposition that deviant workplace behaviour has a significant relation with job satisfaction.

5. Deviant workplace behaviour and Quality of work life

Quality of work life is the standard of life that an employee gets in the organisation. Dissatisfaction in respect to quality of work life gives rise to negative deviant workplace behaviour. Quality of work life has a strong association with work load and working condition (Nayeri et al., 2011). Again it is evident that quality of work life has a positive relation with job satisfaction and negative relation with turnover intension (Jabeen et al., 2018). Job satisfaction in respect to quality of work life motivates the individuals and hence reflection of positive deviant workplace behaviour. The mediating factor between workplace empowerment and employee commitment is quality of work life (Nayak et al., 2018). Satisfactory quality of work life enlightens and empowers the workplace and increases employee commitment. This indicates positive deviant workplace behaviour. Focusing strategic human resource management to increase job satisfaction can enhance quality of work life of employees (Qudah et al., 2019). There is a significant positive relationship of quality of work life and job satisfaction

and job security (Subbarayalu & Al Kuwaiti, 2019). Job security plays a major role as a psychological factor. Job satisfaction and job security psychologically impacts positively to the employees. This drives positive deviant workplace behaviour. Quality of work life has a strong relationship with strategic human resource management (Qudah et al., 2019). According to the change in the internal and external environment situation, organisation needs to modify each and every corner which impacts the quality of work life. So that the different factors responsible for maintaining quality of work life aligns with the requirements of the employees. Fulfilment of these requirements satisfies the employees which initiate positive deviant workplace behaviour. Incivility fetches a great impact on quality of work life (Itzkovich et al., 2020). Incivility grows in an unethical climate. It impacts psychologically to the employees negatively which might result in negative deviance in the organisation. Quality of work life has a strong association with the performance. Quality of work life can be boost up by the organisation by providing training to increase the self efficacy, reduce job burnout, and change in attitude (Li et al., 2020). These remedies will initiate positive deviant behaviour and a sharp rise of performance can be witnessed. Financial and interpersonal relationship need to be focused by the organisation to maintain the quality of work life so as to maintain the expected performance of the employees (Mohammadi & Karupiah, 2020). Constitution at organisation, working condition and social relevance

can reduce depersonalisation which can enhance the quality of work life (Permarupan et al., 2021). Quality of work life has a positive relationship with job satisfaction; it shares a negative relationship with job stress and positively related to job commitment (Aruldoss et al., 2021). Hence it is concluded that quality of work life has a significant relationship with working condition and stress.

5.1. *Quality of Work Life and Working condition*

Working condition has a major impact on quality of work life and job satisfaction. Job satisfaction has a negative relationship with improper and unsatisfactory working condition (Pavitra Dhamija, Shivam Gupta, 2019). To maintain employee wellbeing it is important to have healthy and safety working condition (Chan & Wyatt, 2007). Quality of work life is impacted by working condition and has a with a strong association with it (Nayeri et al., 2011). Employees are affected by quality of work life with respect to working condition (R, 2015). Workplace empowerment increases the satisfaction which initiates positive deviant workplace behaviour with employee engagement and increase productivity. Employee engagement is increased by this psychological perception which increases the productivity and commitment of the employees towards the organisation. It holds a major role in establishing the quality of work life of employees. Satisfaction with working condition can result in increase in employee commitment,

employee engagement, increase in motivation, increase in performance and contribution and overall increase in performance of the organisation.

5.2. *Quality of Work Life and Stress*

To reduce stress regular exercise need to be focused in routine and remain satisfied with the quality of work life (Pavitra Dhamija, Shivam Gupta, 2019). Stress has a strong relationship with job satisfaction (Lewis et al., 2001). Reducing stress impacts quality of work life positively. Lesser stress leads to more satisfaction and peace of mind which enhances the performance of the employees. This escalates positive deviant workplace behaviour in the organisation.

Hence we can propose the proposition that deviant workplace behaviour has a significant relation with quality of work life.

6. *Deviant workplace behaviour and Organisational justice*

Three types of justice: organisational justice, procedural justice and interactional justice that mainly defines deviant workplace behaviour. Overall fairness perception indicates workplace attitude and behaviour in the organisation (Mohammad et al., 2019). Organisational justice has a significant positive relationship with employee commitment (Sharma & Kumra, 2020). Employee commitment is positive deviant workplace behaviour. Organisational justice induces workplace spirituality which has a positive relationship with mental wellbeing of individuals. Positive deviant workplace

behaviour has a positive relationship with organisational commitment (Pathak & Srivastava, 2020). Negative deviance in organisation will decrease employee commitment and more prone to employee turnover. Organisational justice has a strong positive relation with employee trust (Kutnjak Ivković et al., 2020). This employee trust increases commitment with positive deviant workplace behaviour Organisational justice has a positive relationship with perceived supervisory support and supervisory competency (Nassar & Zaitouni, 2015). Organisational justice is indicated by the constraints and limitation of accessing benefits, perception about fairness of benefits and transparency of benefits of the employees (Jargalsaikhan et al, 2019).

6.1. *Organisational justice and Fair treatment*

Equal pay for equal work, fair appraisal process, equal treatment, fair promotion, fair decision making for training and development, respect for each other defines far treatment in the organisation. Perceived organisational justice is obtained from fair treatment. Goodwill and image of the organisation is obtained from fair treatment (Said et al., 2017). Such organisations become employer of choice. Organisational citizenship behaviour is mediated by organisational justice with its three dimensions procedural justice, interactional justice and distributive justice mediates (Yuen Onn et al., 2018). Workplace outcomes from the employees are provided by overall fairness of the organisation (Sharma & Kumra, 2020). Perceived

organisational justice is created by fair treatment. Commitment and engagement are perceived by organisational justice.

6.2. *Organisational justice and Employee participation*

Employee participation increases the motivational level of the employees by the organisation. Organisations are appreciated and preferred where employee participation in management decision making is allowed. Job satisfaction in respect to pay plans and compensation is obtained by employee participation (Lawler & Hackman, 1969). Money is a biggest motivator. Satisfaction with the compensation motivates the employees and helps the organisation to retain the existing talent pool. Employee participation has a strong positive relationship with organisational citizenship behaviour (Rosemary et al., 2017). Organisational citizenship behaviour is earned through employee participation which is positive deviant workplace behaviour. Thus we sum up that employee participation can be implemented in the system through proper HR policies. Employee perceives organisation justice through employee participation. Organisational justice drives them towards positive deviant workplace behaviour.

Hence we can propose the proposition that deviant workplace behaviour has a significant relation with organisational justice.

7. *Deviant behaviour and Organisational performance*

Deviant behaviour is a matter of concern for the organisation to sustain in this highly competitive market (Osibanjo et al., 2015). Negative deviance in behaviour comes from toxic organisation. It can be toxic supervisor, toxic organisation, toxic culture which affects employees as well as organisation (Appelbaum & Roy-Girard, 2007). The existence of toxicity affects the employees psychologically. Identification and elimination of toxic initiators can reduce the toxicity and minimise negative deviance and hence improving the performance of the organisation. Else organisation can get negatively affected and face economical loss. (Yadav & Rai, 2020) Different forms of deviant behaviour ranging from withdrawal of job effort to abuse and violence affects the organisation both economically and psychologically. (Aminah & Zoharah, 2013) abusive supervision increases work family conflict which in turn initiates deviant workplace behaviour in the organisation. This deviant behaviour is harmful to the organisation. The researcher also studied the contribution of work family conflict, abusive supervision and deviant behaviour in the engagement of employees towards deviant workplace behaviour. Therefore, negative deviant workplace behaviour is found to be harmful and a matter of concern as far as performance of the organisation is considered. On the other hand positive deviant behaviour enhances the organisational performance and increases organisational sustainability.

Hence we can propose the proposition that deviant workplace behaviour has a significant relation with organisational performance.

8. *Deviant behaviour and Competitive advantage*

Employees are the most valuable resource of the organisation. Retention strategy and its effective implementation becomes the competitive advantage of the organisation. This human capital with their positive deviant behaviour assists the organisation to achieve the goal and survive in this highly competitive market. Organisation need to focus on employee flexibility to increase organisational citizenship behaviour which increases organisational effectiveness (Pradhan et al., 2017). Outcome of HR flexibility becomes competitive advantage of an organisation. Organisation need to implement HR strategies in such a way that the employee become more passionate (Srivastava, 2012). This passionate employee remains committed and engaged in their work and hence contributes more to the organisation. This becomes the competitive advantage of the organisation. Educational institutes should use strategic decision making environment to establish sustainable competitive advantage. Beneficence to be adopted by the leaders and supervisors to increase trust in the organisation which is the competitive advantage for the organisation (Caldwell et al., 2014). Educational institute also strive to attain competitive advantage to survive in this highly competitive market. Strategic HRM can increase employee commitment towards the organisation. Employee commitment and human capital development acts mediation role to increase organisational sustainable competitive advantage (Hamadamin & Atan, 2019).

Hence we can propose the proposition that deviant workplace behaviour has a significant relation with competitive advantage.

9. *Deviant behaviour and Employee performance*

Employees are the main resource who helps the organisation to achieve its goal. Decrease in employee commitment negatively impacts their performance. Existence of workplace incivility reduces the employee engagement as a result decreases employee performance (Wang & Chen, 2020). Performance of the employee depends on job quality, job condition, job satisfaction and job time (Na-Nan et al., 2018). Employee commitment has a negative relationship with deviant behaviour in the workplace (Pathak & Srivastava, 2020). HRM practices like reward system, job design, career development, employment security. Training and development, human resource planning, work life balance and employee participation can disable negative deviant workplace behaviour and increase positive deviant workplace behaviour (Malik & Lenka, 2020). Proper implementation of HRM practices can help in increasing employee commitment and productivity through employee engagement.

Hence we can propose the proposition that deviant workplace behaviour has a significant relation with competitive advantage.

10. Conclusion

Deviant workplace behaviour is a serious concern for an organisation because of

its impact on the performance of the organisation. Especially for educational institutes which are neither profit earning or business oriented institution nor NGO. Educational institutes also have financial liabilities to meet and sustain. The main employees who are considered in the study are the teaching staffs. The teaching staffs belong to the highest respectable individuals in the society. These individuals carry a vital responsibility towards the society by educating the individuals living in the society. We know education is the backbone of a nation. Therefore any compromise in education sector is neither accepted nor appreciated. Deviant behaviour in educational institutes carries more concern because it not only impacts the organisation but also the individuals who follow their path. Deviant workplace behaviour can either be positive or negative. Positive deviant behaviour is always expected by any institution. Now, after the extensive literature review we have come to the conclusion that deviant workplace behaviour is initiated by job satisfaction, quality of work life and organisational justice.

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