NEGATIVE WORKPLACE DEVIANCE:
ANTECEDENTS, VICTIM'S RESPONSE AND ROLE OF HRM

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by

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This thesis is dedicated to My Parents

Mrs. Mukta Malik

&

Dr. Mritunjaya Malik

CERTIFICATE

The thesis titled **"**Negative Workplace Deviance: Antecedents, Victim's Response and Role of HRM**"**, being submitted by **Ms. Akanksha Malik** to the Indian Institute of Technology Delhi, for the award of the degree of **Doctor of Philosophy** (Ph.D.), is a record of bonafide research work carried out by her. She has worked under my supervision and has fulfilled the requirements for the submission of this thesis, which has attained the standard required for Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for award of any degree or diploma.

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ABSTRACT

Workplace deviance is a major cause of concern for organizations. It leads to an unpleasant work environment and decreases productivity of the organizational members. It causes considerable financial and reputational losses for the organizations. The severe negative consequences and the changing nature of work and workplaces make it an organizationally relevant topic. It thus, merits the attention of researchers and practitioners in this area.

The research in this thesis comprehends the vast literature in the field. It advances the discussion with respect to the actors involved (perpetrator, organization, and victim) in workplace deviance and the changing nature of workplace deviance. Overall understanding of workplace deviance and comprehending the nuances which come with every deviant act, become critical to develop significant insights to deal with workplace deviance.

The research was undertaken: (a) to synthesize the extensive past research in the field with respect to conceptualization and measurement of workplace deviance, and the factors affecting it along with the associated theories, (b) to explore how organizations identify, understand and deal with deviant behavior along with its changing nature, (c) to determine the factors influencing workplace deviance and their interrelationships and (d) to investigate victim's coping response with a deviant act of workplace sexual harassment (WSH) and their resulting use of social media as an empowered outcome. A mixed method approach, using qualitative literature review, interviews, modified total interpretive structural modelling and survey, was adopted for the research.

The qualitative literature review of the last 18 years indicates that a considerable amount of work has been done in this field. The area has evolved with respect to the conceptualization, measurement and method used to study the field. Diverse sets of theories have been used to understand deviance. The field has evolved conceptually with a significant number of studies

using the interaction between individual and situational variables to understand the process of deviance. The review highlights a need for adoption of mixed methods to understand workplace deviance.

Findings from this research highlight that acts of workplace deviance pose considerable challenge for organizations. It discusses the parameters used by organizations to identify and understand deviance at workplace. It reflects upon the changing nature of the deviant acts due to the new vectors, such as technological literacy, social media, surveillance, flexibility, anonymity and transparency at workplace. A hierarchical framework between the antecedents of workplace deviance is presented, which allows for a better understanding of the cascading effects of different pathways leading to deviance and the possible points of address. A deeper exploration into a specific (and widely acknowledged) act of WSH highlights the interplay of the antecedents helping the victim of WSH to cope with the experience. In doing so, it offers potential areas of understanding the role of social media for WSH victims. Social media is likely to be used as a resource by victims who engage in active coping and believe in interactional empowerment through online community. The research also highlights the factors that help individuals in responding to WSH. Finally, the research provides insights into the attempts made towards preventive and reactive management of the deviant acts at workplace. The specific HR practices help to understand the possibilities of arresting workplace deviance before it becomes normalized in the organization. Proper bundling of HR practices, if adopted, keeping the interrelationships between factors of deviance and pillars of normalization under consideration, could help in dealing with the issue of workplace deviance. However, these HR practices bundles should be consistent with each other and aligned to the organizational goals and principles. Further, the research also highlights the need to minimize the gap between the intended and implemented practices to reduce the chances of normalization of deviance in the organization. Consistency amongst practices and

across organizational departments could facilitate effective implementation and enhance the intended and actual effects of HR practices. These findings have significant implications for theory and practice.

Keywords: counterproductive work behavior, human resource practices, normalization of deviance, social media, workplace deviance, workplace sexual harassment,

सार

कार्यस्थल विचलन संगठनों के लिए चिंता का एक प्रमुख कारण है। यह एक अप्रिय कार्य वातावरण बनाता है और संगठन के सदस्यों की उत्पादकता को कम करता है। यह संगठनों के लिए वित्तीय और प्रतिष्ठा के काफी नुकसान का कारण बनता है। गंभीर नकारात्मक परिणाम और कार्य और कार्यस्थलों को बदलती प्रकृति इसे संगठन के लिए एक प्रासंगिक विषय बनाती है। इस प्रकार यह इस क्षेत्र के शोधकर्ताओं और चिकित्सकों के ध्यान का केंद्र बनता है।

इस थीसिस में शोध इस क्षेत्र में विशाल साहित्य को गहराई से समझता है। यह कार्यस्थल विचलन और कार्यस्थल विचलन की बदलती प्रकृति के प्रकरण में शामिल पात्रों (अपराधी, संगठन और पीड़ित) के संबंध में चर्चा को आगे बढ़ाता है। कार्यस्थल विचलन की समग्र समझ और प्रत्येक विचलित कार्य के साथ आने वाली बारीकियों को समझना जो की हर विचलित कार्य के साथ जुड़ी है, कार्यस्थल विचलन से निपटने के लिए आवश्यक अंतर्दृष्टि विकसित करने के लिए बहुत नाजुक बन जाता है।

इस अनुसंधान का उददेश्य है (क) इस क्षेत्र में पिछले व्यापक शोध को कार्यस्थल विचलन के अवधरण और माप के साथ प्रभावित करने वाले कारकों और संबंधित सिद्वान्तों के साथ सबको समग्र करना । (ख) यह पता लगाना कि संगठन विचलित व्यवहार को इसके बदलते स्वरूप के साथ कैसे पहचानते, समझते और निपटाते हैं। (ग) कार्यस्थल विचलन को प्रभावित करने वाले कारकों और उनके अंतर संबंधों का पता लगाना और (घ) कार्यस्थल यौन उत्पीड़न के विचलित कृत्य के साथ पीड़ित की मुकाबला प्रतिकिया की जांच करने के लिए और उनके द्वारा इसके परिणाम स्वरूप सामाजिक प्रसार माध्यम के उपयोग का एक सशक्त परिणाम के रूप के बारे में जांच करना। इस शोध के लिए गुणात्मक साहित्य समीक्षा, साक्षात्कार, संशोधित विस्तारपूर्ण व्याख्यात्मक संरचनात्मक तरीके और सर्वेक्षण का उपयोग करते हुए एक मिश्रित विधि को अपनाया गया है।

पिछले 18 वर्षो की गुणात्मक साहित्य समीक्षा इंगित करती है कि इस क्षेत्र में काफी मात्रा में काम किया गया है। इस क्षेत्र में अवधारणा माप और अध्ययन करने के लिए उपयोग की जाने वाली विधि के संबंध में उन्नति हुई है। विचलन को समझने के लिए विभिन्न प्रकार के सिदांतों का उपयोग किया गया है। विचलन की प्रकिया को समझने के लिए व्यक्तिगत और स्तिथिजन्यों चरों की परस्पर कियाओं का उपयोग करते हुए कई महत्वपूर्ण अध्ययनों के साथ इस क्षेत्र का धारणात्मक विकास हुआ है। यह समीक्षा कार्यस्थल विचलन को समझने के लिए मिश्रित तरीकों को अपनाने की आवश्यकता पर प्रकाश डालती है।

इस शोध के निष्कर्ष यह प्रकाशित करते हैं कि कार्यस्थल विचलन के कर्म संगठनों के लिए काफी चुनौती प्रस्तुत करतें हैं। यह कार्यस्थल पर विचलन को पहचानने और समझने के लिए संगठनों द्वारा उपयोग किए जाने वाले मापदंडों पर चर्चा करता है। यह नए संसाधनों जैसे तकनीकी साक्षरता, सामाजिक प्रसार माध्यम, निगरानी, लचीलापन, गुमनामी और कार्यस्थल पर पारदर्शिता के कारण विचलित कृत्यों की बदलती प्रकृति को दर्शाता है। कार्यस्थल विचलन की पूर्ववर्ती घटनाओं के बीच के पदानुकमित ढांचों को शोध के परिणाम के रूप में प्रस्तुत किया गया है, जो विचलन की ओर ले जाने वाले विभिन्न मार्गों के व्यापक प्रभावों की बेहतर समझ प्रदान करता है और इसके समाधान के लिए संभावित रास्ते दिखाता है। कार्यस्थल यौन उत्पीड़न के एक विशिष्ट (और व्यापक रूप से रिपोर्ट किए गए) कृत्य का गहन अन्वेषण पूर्ववर्ती घटनाओं की परस्पर किया पर प्रकाश डालता है जो कार्यस्थल यौन उत्पीड़न के शिकार व्यक्ति को ऐसे अनुभव से निपटने में मदद करता है। ऐसा करने से यह कार्यस्थल यौन उत्पीड़न पीड़ितों के लिए सोशल मीडिया की भूमिका को समझने के लिए संभावित क्षेत्रों को प्रस्तुत करता है। सामाजिक प्रसार माध्यम का उपयोग, पीड़ितों द्वारा, एक संसाधन के रूप में इस्तेमाल किए जाने की संभावना है, जो सकिय मुकाबला करने में संलग्न हैं और अंतराजाल व्यवस्था समुदाय के माध्यम से पारस्परिक सशक्तिकरण में विश्वास करते हैं। शोध में उन संसाधनों पर भी प्रकाश डाला गया है जो व्यक्तियों को कार्यस्थल यौन उत्पीड़न का जवाब देने में मदद करते हैं।अंत में, शोध कार्यस्थल पर विचलित कृत्यों के निवारक और प्रतिकियाशील प्रबंधन के लिए किए गए प्रयासों में अंतर्दृष्टि प्रदान करता है। विशिष्ट मानव संसाधन प्रथाएं कार्यस्थल विचलन को समाप्त करने की संभावनाओं को समझने में मदद करती हैं, इससे पहले की यह संगठन में सामान्य प्रकिया बन जाए। कार्यस्थल विचलन के कारकों और सामान्यीकरण स्तंभों के बीच अंतर्संबंधों को ध्यान में रखते हुए, यदि मानव संसाधन प्रथाओं को उचित तरीके से एकत्रित करके अपनाया जाता है, तो कार्यस्थल विचलन के मुद्दे से निपटने में काफी मदद मिल सकती है। हालाँकि, ये मानव संसाधन अभ्यास प्रथाओं का समूह एक दूसरे के पूरक होने चाहिए और संगठनात्मक रणनीतिक लक्ष्यों और सिद्धांतों के अनुरूप होने चाहिए। इसके अलावा, अनुसंधान संगठन में विचलन के सामान्यीकरण की संभावना को कम करने के लिए इच्छित और कार्यान्वित प्रथाओं के बीच अंतर को कम करने की आवश्यकता पर भो प्रकाश डालता है। प्रथाओं और संगठनात्मक विभागों में संगति प्रभावी कार्यान्वयन सुनिश्चित करेगी और मानव संसाधन प्रथाओं के इच्छित और वास्तविक प्रभावों को बढ़ाएगी। ये निष्कर्ष इस क्षेत्र में काम करने वाले शोधकर्ताओं और चिकित्सकों पर महत्वपूर्ण प्रभाव डालते हैं।

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness-of-Fit Index
AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMIN	Chi-square fit statistics
CMIN/df	Chi-square fit statistics/degree of freedom
CR	Composite Reliability
CWB	Counterproductive Work Behavior
CWB-C	Counterproductive Work Behavior Checklist
df	Degree of Freedom
GFI	Goodness-of-Fit Index
HRM	Human Resource Management
HR	Human Resource
IFI	Incremental Fit Index
M-TISM	Modified Total Interpretive Structural Modeling
MTurk	Amazon Mechanical Turk
NFI	Normed Fit Index
PCB	Psychological Contract Breach
RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SE	Standard Error
SMUIS	Social Media Use Integration Scale
SRMR	Standardized Root Mean Square Residual
SSIM	Structural-Self Interaction Matrix
WSH	Workplace Sexual Harassment