

Workplace Deviance – A Move Towards the Social Constructivist Perspective**Mamoona Arshad, Muhammad Abdur Rahman Malik***Lahore University of Management Sciences (LUMS)***Abstract**

The present systematic literature review aims to present the ontology of workplace deviance. For this purpose, a review on the field of workplace deviance was conducted from the years 1983-2019. The screening of the articles resulted in 75 studies. The results are separated into four clusters including; drivers, outcomes, mediators, and moderators. These clusters provide understanding on the workplace deviance typology given by Robinson and Bennett. The results suggest the need to offer new insights into the social constructivist lens to advance the literature in future. Lastly, some of the potential future directions are discussed in the article.

Keywords: Workplace deviance, organizational deviance, interpersonal deviance, social constructivist perspective, systematic literature review.

Workplace deviance (WD) comprises of “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” (Robinson & Bennett, 1995, p. 556). Scholars interest on the construct increases with the development of Robinson and Bennett’s (1995) typology. Subsequent empirical research has widely built on the sources of workplace deviance where the common theme remained on understanding the norm violations (Mackey et al., 2021). The present work aims to study the philosophical grounds on which the workplace deviance literature stands. Thus, a systematic literature review strives to describe the ontology of workplace deviance typology.

Previously, the research found evidence of reviews in the field where scholars have clubbed together the number of negative behaviors such as anti-social, unethical, counterproductive work behavior, deviant, bad apples or incivility (Baharom et al., 2017; e.g., Jaikumar & Mendonca, 2017; Marcus et al., 2016). Each of these provide an overview on the dysfunctional behaviors, lacking to summarize the workplace deviance typology altogether. In order to provide clarity on the concept, an effort was direct by Berry et al. (2007) through conducting a meta-analysis. They found the role of personality traits in explaining variance in workplace deviance. Despite their valuable addition, they lack to provide an integrative literature published so far. Considering the importance of systematic literature review to provide clarity and transparency in converging a particular area in management field (Thorp et al., 2011), thus there is a need to assemble the studies to advance workplace deviance typology in particular.

Additionally, the construct of workplace deviance has been grouped under functionalist approach (Dennis & Martin, 2005). It consists of studies which conceptualize deviant behaviors as inconsistent behavioral acts i.e., the actions deviated from the defined norms of workplace deviance. These studies lack to depict the role of social interactions, i.e., vital for every individual. (Bowles & Gelfand, 2017). The call to expand workplace deviance theory from interactionist perspective is also proposed earlier (Bryant & Higgins, 2010), still a review from this perspective lacks (Bennett & Robinson, 2003; Mackey et al., 2021). This perspective is theoretically and practically important as well. It is significant because these social interactions are meaningful for individuals and facilitate them in assign meanings (Housley, 2003) within the organizations. Also, every individual assign distinct meanings and interpret the interactions distinctively. Thus, the study aims to answer the following research question:

- How workplace deviance typology can be advanced through a social constructivist lens?

The research contributes to the literature in following ways: First, the systematic review covers the empirical studies extensively i.e., four and a half decades. For this, the study discusses the research from philosophical viewpoint. Second, the systematic literature review will facilitate in identifying existing gaps in the domain of workplace deviance. The review outlines the need to recognize unidentified: drivers and outcomes of workplace deviance. Through these, future

research can explore unique and unexplored relationships. Finally, the research outlines the future direction, limitation, and conclusion.

Historical Viewpoint on Workplace Deviance Typology

Workplace Deviance

The literature on deviance comprises of two different streams of research. Though both streams (i.e. negative and positive deviance) are subject to behaviors that exhibit a departure from norms, they remain separable (Warren, 2003). These distinct terms resulted in the emergence of multiple constructs, as every scholar introduced distinct elements to contribute to workplace deviance research (Bennett & Robinson, 2003, p. 250). Based on the research questions, only the negative side of deviance will be discussed in the present research.

The historical viewpoint on workplace deviance can be traced from the seminal work of Hollinger (1986), who discussed two varying manifestations of the concept i.e., production deviance and property deviance. This pivotal work builds the ground-breaking foundations for the development of workplace deviance typology for Robinson and Bennett in 1995. According to this, the behaviors can be categorized in two dimensions and into four types. 1) Production deviance- "behaviors that violate the formally prohibited norms delineating the minimal quality and quantity of work to be accomplished" 2) Property deviance- "Occurrences where employees tend to acquire or damage the tangible assets of their workplace deviance without approval" (Hollinger & Clark, 1982, p. 333). 3) Personal aggression- behavior where individuals show aggression towards other individuals, and 4) Political deviance- "behavior places other individuals at private or political hindrance as a result of social interaction" (Robinson & Bennett, 1995). The first and second type comes under organizational deviance whereas the other two comes under interpersonal deviance.

Build on these mentioned views, workplace deviance was then defined as the undesired and unwelcome behaviors of employees. These behaviors can influence individuals and organization alike and hence can be attributed as workplace deviant behaviors. With the passage of time, the concept contains various minor to serious behaviors that may be harmful for the individuals at interpersonal level or for the organization. (Bennett & Robinson, 2000). Thus, we can suggest that workplace deviant behaviors are the one's which:

- a) Conceptualizes as intentional, eliminating the accidental actions.
 - b) Encompasses the deliberately harmful actions
- Thus, it can be stated that the construct comprises of two dimensions, including interpersonal deviance and organizational deviance (S. L. Robinson & Bennett, 1995).

Measurement of Construct

There are several terminologies used in literature for workplace deviance. For instance, absenteeism, sabotage, theft, aggression and frustration are among few of them. A blend of these behaviors to measure workplace deviance cause a concern of skewed distribution and low variances (Hanisch & Hulin, 1991). It also raised the concern for correlational issues in measuring these behavior (Fishbein & Ajzen, 1977). These apprehensions lead to the development of several constructs, as are shown in Table 1. Bennett and Robinson's (2000) is one of the widely used typology to measure workplace deviance phenomenon.

Table 1. Different available scales

Various developed scales	Year of publication
Fox and Spector	(1999)
Aquino, Lewis, and Bradfield	(1999)
Bennett and Robinson	(2000)
Spector et al.	(2006)
Mitchell and Ambrose	(2007)
Stewart, Bing, Davison, Woehr, and McIntyre	(2009)

Research Methodology

Systematic literature review was conducted because it is an organized and a transparent process that improves the standing of a review process. This methodology is widely adopted by management scholars (Bouncken et al., 2015). Thereby, the current study conducted systematic review to understand the philosophical foundations of workplace deviance typology.

Using electronic data basis, Scopus was considered as a research engine. Scopus was used because of its reliability of data, and its extensive coverage of data sources (Mongeon & Adèle Paul-Hus, 2016). The study search for: interpersonal deviance, organizational deviance, workplace deviance, and deviant behaviors. Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) was used to conduct systematic literature review. The method is shown in figure 1. It shows the detailed protocol through which review was systematically conducted.

Articles Inclusion Criteria

The search engine produced 542 empirical studies initially. After some restrictions, such as, studies in English language, removing duplicates, and journal articles, the studies further reduced to 400. All the articles were exported to Microsoft Excel through a bibliographic management software i.e., Endnote. In Microsoft Excel, the exported data was named under several headers. For example, author name, title of publication, year, journal title, abstract, and keywords. To affirm reliability in results, the articles were shortlisted from the Financial times (FT) 50 journals. These are top notch journals, related to management, human resource, and organizational behavior. From these top 9 management and OB-related journals, 144 articles were eligible on the defined criteria (Table 2). The final scrutiny results in 75 articles.

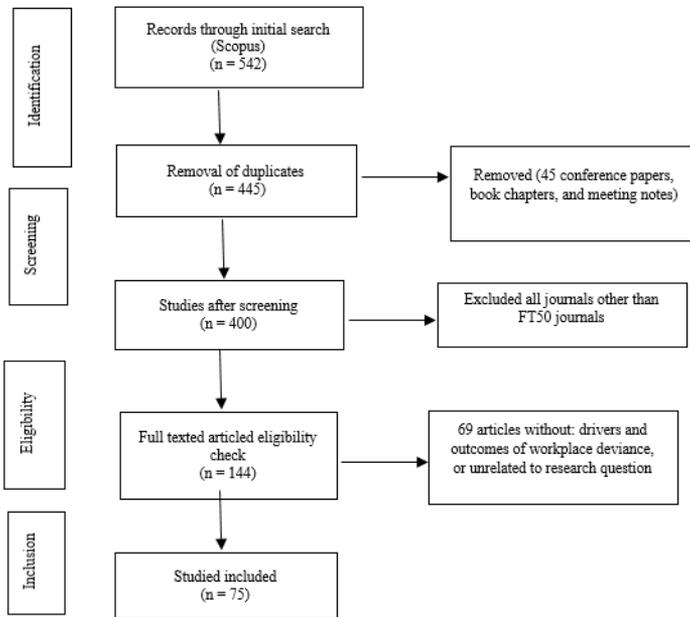


Figure 1. Flow diagram of literature screening

Table 2. List of Journals

Financial times (FT) -50 journal list (1983-2019)		Shortlisted articles
1.	Journal of Business Ethics	18
2.	Journal of Applied Psychology	18
3.	Organizational Behavior and Human Decision Processes	11
4.	Journal of Management	9
5.	Human Relations	7
6.	Academy of Management Journal	6
7.	Academy of Management Review	2
8.	Human Resource Management	2
9.	Administrative Science Quarterly	2
Total number of articles		75

Results

The systematic literature review shows an emphasis on the functionalist approach to study workplace deviance (Bryant & Higgins, 2010). Functional perspective encompasses societal aspects that influence the social world. Accordingly, this perspective replies on the interrelationship of society that accounts how individuals' influence on each other (Mooney et al., 2007). Thus, several empirical studies comprise of functional perspective to study how various aspects in society affect the social world.

Trends in Workplace Deviance Research

The results of systematic review can be grouped into four clusters including; drivers, mediators, moderators, and outcomes of workplace deviance. Figure 2 provides the trend of research on workplace deviance typology. With the development of typology in 1995 and then questionnaire in 2000, the research started to gain interest from scholars. The contributions of these empirical studies is provided in following sections.

Systematic review shows that among various approaches, quantitative methodology is widely adopted. Most of the scholars used surveys. Other less used approaches include; interviews (n=1) and experiments (n =2). The research design of these studies comprise cross-sectional data and 360-degree feedback with the unit of analysis either individual or dyads.

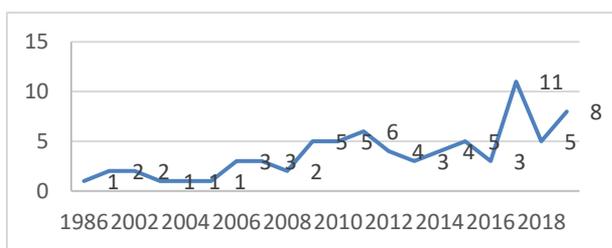


Figure 2. Studies Conducted on Workplace Deviance

Drivers

A review provides a detailed understanding of the drivers which engage employees in either interpersonal or organizational deviance (Figure 3).

Among various reasons, stressful cues and situations are a significant predictor of deviant acts. These stressors hinder employees' true potential at work and increase their likelihood of negative repercussions. It occurs because employees lose power to protect and secure their resources, results in finding ways to build, cope, or protect these resources (Hobfoll et al., 2018). Inability to secure these resources instigate workplace deviance. The chances of these outcomes increase when individuals have options to switch their jobs (Ferris, Brown, Lian, et al., 2009). Conversely, the tendency towards workplace deviance reduces with individuals investment in resource building such as learning new opportunities or skills at work (Zhang et al., 2017).

The findings from review depicts the social exchange perspective as a widely used theoretical lens (Mackey et al., 2017; Tepper, 2000; Tepper et al., 2009). These reciprocity norms are highly influential when exhibited by the authoritative individuals and top management representatives. In reference to a social exchange theory, empirical evidences show that representativeness of dark triads from leaders show acceptance of negative and dysfunctional behaviors. This viewpoint prompts unethical conduct among individuals (Ogunfowora et al., 2021; Vogel & Mitchell, 2017). Conversely, positive leadership traits build positive reciprocity norm at work. Among positive traits, authentic leadership have shown to reduce deviant behaviors (Qureshi & Hassan, 2019). Ethical leadership is widely studied. Ethical leader, represents himself as an embodiment of virtue, hence circumvent the likelihood of dysfunctional behaviors (Gok et al., 2017; Mo & Shi, 2017).

Individuals difference and divergent personality traits also drive deviant acts. Among others, an individuals' capacity to cope with emotions predicts his behavioral dispositions (Kluemper et al., 2011). Individual differences such as Machiavellian employees are evidenced as

destructive with the potential to perceive that ‘ends justify the means’ (Zagenczyk et al., 2014). Similarly, realist and idealistic individuals show organizational deviance (Hastings & Finegan, 2010).

Additionally, individual perceptions determine workplace behaviors. Justice perceptions positively effects individuals at work while the perception of injustice results in their negative tendencies. The overall and organization wide justice perceptions instills positive feelings among individuals, results in lessen their engagement in deviant acts (Thornton & Rupp, 2016). Some other reasons include: using social media at workplaces (Yasir et al., 2016), organizational politics, organizational justice (Shabbir et al., 2017). These factors instigate workplace deviance.

Mediators

The variables evidenced as a mediating mechanism for the relationship between various antecedents and workplace deviance are shown in second box of Figure 3. The review shows some prominent themes including; affect and cognition, self-regulations, individual differences, Dyadic relations (LMX), rewards expectancy, and individual perceptions (e.g., justice perceptions, perceived organizational support).

Among various intervening variables, moral emotions e.g., feeling of anger, feeling of shame prompt individuals’ towards justifying their behaviors (Harvey et al., 2017). Whereas, the feeling of guilt and inauthenticity instigate individuals ‘deviant acts (Ebrahimi et al., 2020). Furthermore, when individuals feel incapable to regulate own emotions, negative emotions and hostility intensifies (Zhang et al., 2017). These negative affects and cognitions also prompt negative perceptions pertaining to low organizational support and injustice perceptions (El Akremi et al., 2010).

Individual differences also distinguish them from others where some show positive while others exhibit negative behaviors at work. Employees disidentification (Fiset & Bhave, 2021) and psychological attachment instigate individuals toward deviance (Ferris, Brown, & Heller, 2009). These results are more likely when self-esteem is low. Psychological entitlement shows licensing influence which means that individuals feel free to engage in deviant acts (Yam et al., 2017). Other mediators such as organizational cynicism mediates the organizational practices and workplace deviance (Shabbir et al., 2017). Similarly, defensive silence and emotional exhaustion also effect the relationship between workplace ostracism and employees’ increased interpersonal deviance (Jahanzeb & Fatima, 2018).

Moderators

Cluster 3 shows the role of moderators to impact the effects of drivers of workplace deviance (Figure 3). Among them, there are certain variables which weakens or strengthens the relationship of various antecedents with workplace deviance. Among these include: Affects and cognitions, moral perspective, managing emotions, and organizational constraints.

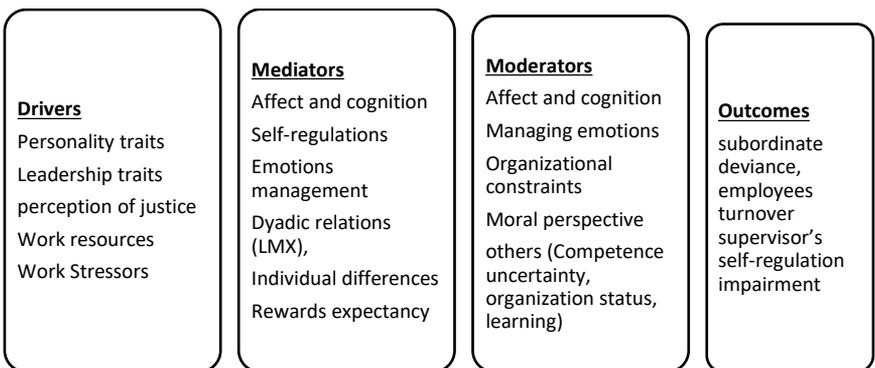


Figure 3. Clusters Of Workplace Deviance Typology

Several aspects in form of individual or contextual factors affect the emotions of individuals. These emotions depending on their availability then affect the workplace deviance tendency of individuals (Harvey et al., 2017). Individual differences, for instance, locus of control

and low self-esteem also affect the relationship between various drivers and the workplace deviance. Individuals' low self-esteem strongly impact the association between ethical leadership and deviant behaviors such that individuals with low self-esteem easily persuaded by ethical leaders (Avey et al., 2010). Similarly, a high external locus of control strengthens the perceptions of having low control on production deviance (Shoss et al., 2016). Further, individuals' high levels of morality identity facilitate their response on facing abusive boss. These individuals have evidenced to quit jobs or have shown increased constructive resistance (Greenbaum et al., 2013). The moral commitment of individuals (Greenbaum et al., 2013), their cognitive abilities (Kluemper et al., 2019), along with core self-evaluation (Shantz & Booth, 2014) lessen their negative responses.

Additionally, the systematic literature review also demonstrates that few individuals disengage themselves from negative behavioral tendencies. This detachment is most likely to occur under the circumstances where employees perceive a good fit among supervisor's and their own goal (De Clercq et al., 2014) through managing emotions. Lastly, employees with low work engagement (Shantz et al., 2016) also affect the association among antecedents and employees' increased involvement in workplace deviance.

Outcomes

Figure 3 provides the outcomes of workplace deviance literature. In these studies, scholars predicted the that normalization of workplace deviance in a community stems organizational deviance (Earle et al., 2010). In another study, the impact of self-regulatory resources is described (Mawritz et al., 2017). The study suggests that depletion of these resources resulted in supervisor's self-regulation impairment. Thus, subordinate's deviance can lead to negative outcomes. It happens because of subordinates' deviation from norms. Thus, subordinates when engage in deviant acts, it can have a negative repercussions for the supervisor's reciprocity norms (Mawritz et al., 2017). This cluster is comparatively less discovered.

Agenda for Future Research

It is evident from the results that literature on workplace deviance is burgeoning, where the potential to advance the field still exists. To offer novel insights into the literature, the following section presents actionable opportunities for future researchers. These directions would be fruitful for both theory and practice.

Social Constructivist Perspective as A Way Forward

As stated in earlier sections, workplace deviance typology comprises four types of deviant behaviors (S. L. Robinson & Bennett, 1995). Under this classification, workplace deviance is stated as a behavioral outcome which harms organizational property, act in conflict with the predetermined norms, and show aggressive conduct. In either case, the evidence suggests the nature of workplace deviance as ontologically social rather than real. Behaviors that comes under workplace deviance are ideally real state, the formation that is executed on the basis of a discourse. With this capacity of being a consequence of discourse, workplace deviant behaviors may be mediated through formerly fabricated evidence. For example, when an employee detects or witnesses deviating behaviors at workplace, the observation of these incidents itself make the event real for that employee. This ability to conceive the behavior as real is owing to the perception that these observations and prevalence of deviant behaviors impact others at work (Gunia & Kim, 2016; Wellen & Neale, 2006). It reflects that connotations do not exist on its own, instead the truths are outcomes resulting from the interaction between the subjects (Chia, 2002). The meanings derived and the perceptions pertaining to certain behaviors fluctuate from individuals to individuals, depending on the organizational culture and environmental prospects. For example, the association with the peers at work. These meaning and discourses varying even for the similar phenomenon. Using these arguments, the study suggests the need to identify workplace deviance as a phenomenon 'social constructivist epistemology'.

The study specify the workplace deviance as socially constructed. Viewing the concept as 'socially conceived' instead of the objective would offer more plausible insights for empirical understanding (Bennett & Robinson, 2003). The evidences from literature justify the ground to study construct as socially constructive.

Keeping in mind the significance of social constructivism, workplace deviance should be studied in light of contextual and cultural elements. Each of these elements are central to explore the overall structure unconnected from organizational ideas and realities (Deleuze, 1953). These

realities and truths are mainstay for individuals in building their worldviews i.e., the viewpoints that later determine individuals' actions and behaviors. As a result, organizational culture constitutes as a strong predictor of one's behavior (Narayanan & Murphy, 2017). These cultural and climate related factors has been researched previously, suggesting them as determining factors of individuals' deviant behaviors (e.g., Narayanan & Murphy, 2017; Tsui et al., 2016). The language is not constructed by the individuals rather their conscientious helps them in constructing a language (Saussure, 1959). Consequently, the meanings ascertain for each behavior as either complying or deviant do not develop under specific norms. Instead, the construction of these behaviors are an outcome of the organizational culture. This social environment and circumstances embody the perceptions and beliefs of employees. Accordingly, it can be argued that context matters i.e., culture and climate are significant predictors inn programming and directing their actions and attitudes. Thereby, we claim that interactionist and functionalist perspective are insufficient to advance the literature. Hence, the need to advance workplace theory with social constructivist perspective is imperative.

Through this discussion, the study recommends a future research with emphasis on unexplored methods. The use of these methods will provide ground-breaking advancements. For instance, qualitative studies are scarce in this area, hence suggest a potential to be studied. Future researcher needs to conduct case studies on the specific sectors such as financial institutions to assess such events in real scenario. Ethnographic studies is another potential methodology to understand an in-depth phenomenon. These methodological advancements can contribute in the management and OB literature. Through this, researchers can build informed policy recommendations. Thus, the study argues that workplace deviance is 'not real' and can be specified as "social constructivist".

Empirical Research Avenues

The review of literature shows a number of factors contributing to individuals' tendency to engage in deviant acts. Consequently, outcomes of workplace deviance are rarely studied. According to our knowledge, few studies investigating consequences such as, employees turnover (Earle et al., 2010) and supervisor's self-regulation impairment (Mawritz et al., 2017). With the exception of these, literature on the outcomes of workplace deviance remains unexplored. Evidencing this scarcity, we propose the need to clarify the link between the cultural factors and individuals and organizational and interpersonal deviance (Narayanan & Murphy, 2017).

Similarly, despite the importance of groups and teams, the research on identifying group level drivers, mediators and moderators of WD is scarce. Jaikumar and Mendcona (2017) have raised the concern to examine the group and team characteristics in work settings, to identify their impact on negative behaviors. An understanding of the teams is important to provide implications for the practitioners, owing to their ability to create value through efficiency and cooperation. Furthermore, the role of a peer in improvising employees' moral awareness and co-workers' support in various form of leadership traits need further investigation.

Based on these arguments, we specify the future research opportunities through posing some research questions. These research questions can be explored through distinct theoretical lens. Some of the theoretical lenses are discuss in the following section. Table 3 shows some research questions at distinct unit of analysis.

We emphasis on studying the consequences of workplace deviance. In this regard, both dimensions i.e., interpersonal deviance and organizational deviance can be studied independently (Berry et al., 2007). For this purpose, interpersonal deviance can be linked to interpersonal outcomes e.g., interpersonal trust, interpersonal facilitation. Similarly, organizational deviance should be linked with factors determining organizational outcomes. Some of the related research questions are shown in Table 3. Studying these aspects are significant as these relationships can guide organizations in recognizing the ways to lessen the financial and psychological cost of workplace deviance (Mitchell & Ambrose, 2007). The framework in figure 4 also provides future directions related to the outcomes of workplace deviance.

Table 3. Emerging research questions in workplace deviance (WD) literature

Unit of analysis	Future research questions
Dyadic	<ul style="list-style-type: none"> • How relational aggression can influence interpersonal deviance (ID)? To what extent mentoring and rationality can mitigate these conditions? • Impact of coworker relationship conflict can be assessed as a moderator to identify how these conflicts can influence the relationship between personality and ID, between behaviors and ID. • How social conflicts with supervisor's/ top management can influence ID, organizational deviance (OD) through perceived dissonance?
Groups	<ul style="list-style-type: none"> • Role of third party – i.e. how individuals being a part of teams and groups emotionally get influenced from the prevalence of deviance at their workplace? Do individuals prone to these deviant behaviors with the intentions to show commitment with teams? • Do employees involve in these behaviors under the perception of injustice, while working in teams? Or do they prefer to exclude themselves from groups to maintain external prestige? • How morality such as leaders' integrity and moral identity internalization, plays a role in engaging or disengaging individuals from deviant behaviors? • What is the potential that disbanding psychologically entitled employees from teams can reduce employees' negative behaviors? • To what extent individuals' trust in their teams and groups reduce their likelihood of ID?
Organizational	<ul style="list-style-type: none"> • How diversity in cultures may impact an organization and its employee's behavior? • How organizational culture contribute in assessment of deviant actions? What are the reasons that similar issues are determined as deviant in one organization while not in other?
Contextual	<ul style="list-style-type: none"> • How can spillover effect of ID enable individuals to deplete their positive personal resources? How can these inter-individual spillovers influence workplace deviance? • How a national culture in which an individual lives modify its tendency to involve in WD?

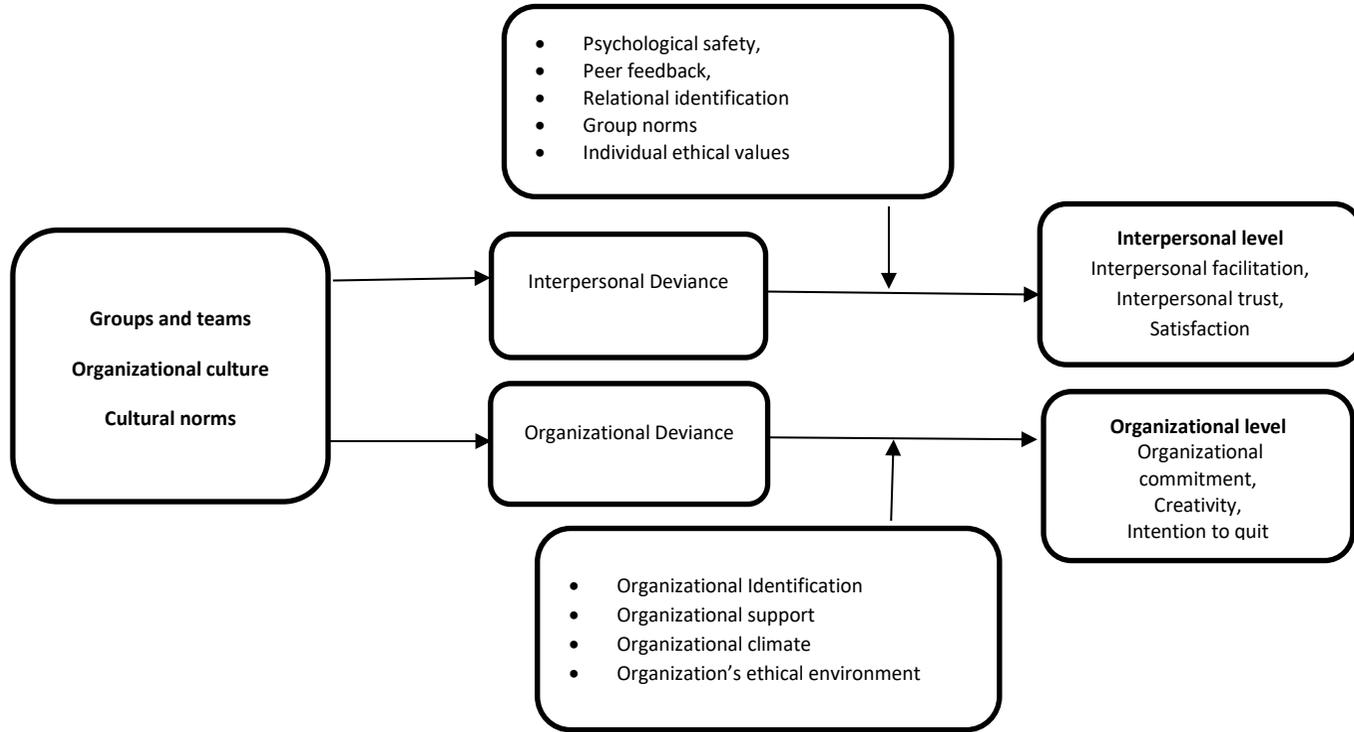


Figure 3. Conceptual Framework

Theoretical Advancements

We argue that workplace deviance is a socially constructed phenomenon. Consistent with the social constructivist conception, the study identifies some theoretical lenses to guide the future research.

Affect Control Theory (ACT):

Affect control theory lines up with the social constructivist paradigm (Robinson et al., 2006). According to affect control theory, individuals respond to social events where their responses varies on the basis of a meaning they derived. The theory can advance research on interpersonal and organizational deviant behaviors with its ability to assess human behavioral intentions (Schneider, 1983).

Social Identity Theory (SIT):

Social identity theory suggests that groups and teams give stability to individuals through giving them identity. Individuals seek shelter under these groups through feeling part of the in-group (Tajfel & Turner, 1979). As supervisors may exhibit different patterns of behavior within a group (Lian et al., 2012), what is the extent to which employee's good relationship with their perceived abusive boss resulted in their group exclusion and provoke other towards WD? Hence the role of group characteristics such as in group bias i.e. favoritism and cohesion, conformity with peer and competitive pressures in groups need further research.

Social Exchange Theory (SET):

Theory describes human tendency to reciprocate (Blau, 1964). Individuals social exchanges may either be positive or negative. For instance, perception of leader's involvement in deviant acts is reflected among employees' exchange relationships at interpersonal or individual level. Employees can involve in negative reciprocity norms through reduced interpersonal facilitation at interpersonal level. These negative reciprocity norms can be overcome under certain factors. One such unexplored rule of social exchange theory is 'altruism', where individuals seek advantages for others at their own cost (Cropanzano & Mitchell, 2005, p. 879). Thus, theory can offer new insights to identify research questions (table 3) and unexplored relationships depicted in figure 4.

We undertake that the conceptual model and future research questions of the present study holds considerable power for psychological and behavioral consequences linked to workplace deviance. The future avenues hold potential to guide workplace deviance research.

Limitations and Implications

The study contributes to the literature in several ways, still our study can be criticized for its shortcomings. The inclusion, exclusion criteria can vary from researcher to researcher and hence can be a limitation of the study. Though studies of FT-50 journals are prominent for its reliability and validity, synthesizing of other studies might have been missed. The study only aims to develop a conceptual framework and research questions, which can be empirically tested in future.

Conclusion

The study offers numerous contributions. First, to the best of our knowledge, it is the first study providing systematic literature review diverted specifically on the typology of Robinson and Bennett. Secondly, the results of the review are divided into four clusters to provide a picture of empirical studies. Third, the research provides a philosophical understanding of the concept by reflecting on its ontology. For this, a detailed account on advancing workplace deviance literature through a social constructivist perspective is highlighted. Based on the social constructivist viewpoint, some unexplored research questions and theoretical lenses are highlighted. Finally, all these gaps future avenues are highlighted in research questions and a conceptual framework. By doing so, we have strived to advance the workplace deviance typology.

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