

# Overcoming destructive deviance: propositioning an integrated conceptual framework

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## Abstract

### Purpose

This study aims to provide a review of antecedents of destructive deviance and classify them into three levels, namely, personal, interpersonal and organizational level in the proposed integrated conceptual framework. Furthermore, it proposes three levels of interventions to prevent or modify destructive deviance.

### Design/methodology/approach

Systematic literature review of the past 23 years was carried out for the current study to identify the antecedents of destructive deviance.

### Findings

This study proposes an integrated conceptual framework incorporating three levels of antecedents and interventions for overcoming destructive deviance. Findings classified the antecedents of destructive deviance into three categories, namely, personal, interpersonal and organizational level variables. Similarly, the proposed interventions were classified into three levels, namely, individual (employee resilience, mindfulness), interpersonal (mentoring, peer support) and organizational-level interventions (talent management, internal corporate communication) that organizations should concentrate on to reduce destructive deviance and facilitate health and well-being of employees.

### Practical implications

This study posits three-level interventions to reduce or transform negative characteristics and overcome the negative impact of interpersonal and organizational level antecedents on destructive deviance among employees. The suggested three-level interventions not only reduce the negative characteristics and transform negative behaviors but also lay a significant pavement for fostering positive emotions among employees.

### Originality/value

This study classifies the antecedents of destructive deviance into three categories, namely, personal, interpersonal and organizational-level antecedents. Further, this study offers three-level interventions for overcoming destructive deviance among employees.

## Keywords

Interventions

Systematic literature review

Antecedents

Destructive deviance

### Citation

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