Workplace deviance: A case of selected farm workers

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WORKPLACE DEVIANCE: A CASE OF SELECTED FARM WORKERS

by

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THESIS

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DECLARATION

I declare that the <u>Workplace Deviance: A case of selected farm workers</u> thesis hereby submitted to the University of Limpopo, for the degree of <u>Doctor of Commerce (Human Resource Management)</u> has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

<u>Maluka H.R</u>   <u>27 October 2021</u>

Surname, Initials (title)   **Date**

DEDICATION

I would like to wholeheartedly dedicate this study to my beloved family members, who has been a source of my strength and inspiration throughout my research journey. A special feeling of sincere gratitude to my husband, my children, my parents and my siblings for their incessant moral, emotional and spiritual support, especially when I felt like quitting.

I would also like to passionately dedicate my research work to my late mother-in-law, a woman I never met, who devotedly spent her whole life working as a farm worker.

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ABSTRACT

The purpose of this study was to explore workplace deviance, both constructive and destructive deviance, in order to understand and develop strategies that could be used to address different types of deviant behaviours amongst farm workers. Qualitative, explorative and descriptive research designs within the paradigm of constructivism were utilised to obtain rich and valuable data with regards to the participants' views, experiences and meanings relating to workplace deviance, through a narrative approach to inquiry. Semi-structured interviews, using a critical incident technique, were employed in order to collect data on both constructive deviant behaviour and destructive deviant behaviour of farm workers from the research participants. Farm workers (n=30) and supervisors (n=9) from three farms belonging to the same conglomerate participated in the study. Thematic analysis was used to analyse the collected narrative data on farm workers' workplace deviance. The study highlighted that both forms of workplace deviance, namely; constructive and destructive workplace deviance, seem to exist amongst farm workers. The various forms of constructive deviant and destructive deviant behaviours, which farm workers were more likely to engage in were identified. The constructive deviant behaviours were found to assist the farms in realising their objectives, while the destructive deviant behaviours seemed to negatively jeopardise the wellbeing of the farms. The managerial strategies which could be used in the farming sector in order to manage workplace deviance in a more holistic manner were identified. These included practices to encourage workers to engage in constructive deviant behaviours, while discouraging them from engaging in destructive deviant behaviours. The managerial practices revealed in this study may assist farm management to manage farm workers in such a way that may enhance the farms' competitiveness.

KEY CONCEPTS

Workplace deviance; Destructive deviant behaviour; Constructive deviant behaviour; Farming sector; Farm workers.

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LIST OF ACRONYMS

BCEA	Basic Conditions of Employment Act
BFAP	Bureau for Food and Agricultural Policy
CRT	Conservation of Resources Theory
CPI	Consumer Price Index
CSR	Corporate Social Responsibility
DAFF	Department of Agriculture, Forest and Fisheries
DHDC	Departmental Highers' Degree Committee
ECD	Early Childhood Development Phase
EnT	Envy Theory
EqT	Equity Theory
FFM	Five Factor Model
FAWU	Food and Allied Workers Union
FHDC	Faculty Highers' Degree Committee
FPEF	Fresh Produce Exporters Forum
FET	Further Education and Training Phase
GDP	Gross Domestic Product
HIRA	Hazard Identification Risk Assessment
HIV	Human Immunodeficiency Virus
ILO	International Labour Organisation
IOD	Injury on duty
INTER	Intermediate Phase
LMX	Leader-Member Exchange
LCS	Living Condition Survey
Mach	Machiavellian
MAFISA	Micro Agricultural Financial Institution of South Africa
Narc	Narcissism
NDP	National Development Plan
NMWB	National Minimum Wage Bill
NGOs	Non-Government Organisations
OCB	Organisational Citizenship Behaviour

OCEAN	Openness to experience, conscientiousness, extraversion, agreeableness, neuroticism
OJT	Organisational Justice Theory
Psy	Psychopathy
PET	Psychological Entitlement Theory
POB	Positive Organisational Behaviour
POP	Perceived Organisational Politics
POS	Perceived Organisational Support
PT	Personality Theories
QLFS	Quarterly Labour Force Survey
RQ	Research Question
RT	Retaliation Theory
SABPP	SA Board for People Practice
SDHC	School Highers' Degree Committee
SEN	Senior Phase
SET	Social Exchange Theory
TCWD	Typology of Constructive Workplace Deviance
TDWD	Typology of Destructive Workplace Deviance
TREC	Turfloop Research Ethics Committee
UIF	Unemployment Insurance Fund
UN	United Nations
USDA	United States Department of Agriculture
WD	Workplace Deviance

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

The agricultural sector is considered as one of the most important sectors capable of adding value to the economy of developing countries like South Africa (Visser & Ferrer, 2015). The sector is applauded for its contribution towards the country's Gross Domestic Product (GDP), food supply and creation of jobs (Greyling, 2012; Liebenberg & Kristen, 2013; National Planning Commission, 2013; Visser & Ferrer, 2015; Khumalo, 2017).

This implies that the agricultural sector is one of the most flourishing sectors in the country, which requires continuously refined management strategies in order to continue to flourish. For any sector or organisation to be effective and efficient, employees are regarded as the most valuable and needed resources. Therefore, it is important for organisations to spend time in exploring effective mechanisms that would result in effective management of employees (Nel & Werner, 2014; Yildiz, Alpkan, Sezen & Yildiz, 2015a).

The farming sector is viewed as one of the sectors that require a large workforce (National Planning Commission, 2013). This means that the sector relies more on employees for its survival. It is therefore imperative for the sector to sustain its invaluable contribution towards the country's economy by considering factors that could promote the well-being of both the farms and farm workers, and inhibit any factors that could negatively jeopardise the well-being of both the farms and farm workers.

The agricultural industry, like other industries, is currently operating in a very challenging economy, and their survival relies more than ever on their effectiveness and efficiency in order to add value to the economy of the country.

Employees are regarded as one of the most crucial resources that can assist organisations to be effective and efficient (Yildiz, et al., 2015a). This implies that the behaviour of employees in the workplace can influence the functioning of the organisation directly or indirectly, as well as negatively or positively, irrespective of the type of the industry.

It can therefore be concluded that employees in any organisation are capable of either destroying or building up the organisation. In the agriculture industry, farming is regarded as a labour-intensive sector, which means that farm workers are the most crucial resources that farmers rely on in order to ensure that their farms remain competitive, efficient and effective (National Planning Commission, 2013; Visser & Ferrer, 2015).

Research identified workplace deviance as a behaviour that can influence the effective and efficient functioning of the organisation in a negative or positive way either directly or indirectly (Rogojan, 2009; Tepper, Carr, Breaux, Geider, Hu & Hua, 2009; Piquero, Piquero, Craig, Clipper, 2013; Kennedy, 2014; Yıldız & Alpkan, 2015; Yildiz, Erata, Alpkan, Yildiz & Sezen, 2015b; Mertens, Recker, Kummer, Kohlborn & Viaene, 2016).

Workplace deviance, also known as deviant workplace behaviour or workplace deviant behaviour, is regarded as a voluntary behaviour that violates organisational norms (Cochran, 2014; Harvey, Harris, Gillis & Martinko, 2014). Literature reveals that there are two distinct types of deviant behaviours in the workplace; namely, destructive (negative) deviant behaviour and constructive (positive) deviant behaviour (Appelbaum, Laconi & Matousek, 2007). This study sought to understand workplace deviant behaviour in the farming sector, with the purpose of identifying ways to inhibit destructive deviant behaviours and promote constructive deviant behaviours amongst farm workers. Therefore, as an introduction, this chapter presents the background of the study and the problem statement; states the research aims and objectives of the study; presents the research questions that directed the study, as well as the

delimitations of the study. Lastly, the overview of the subsequent chapters is provided.

1.2 BACKGROUND OF THE STUDY

South Africa is currently faced with a challenge of addressing an escalating unemployment rate, especially among the youth. The statistical report showed an increase of 0.4 percent in unemployment rate from 36.3 percent in the fourth quarter of 2017 to 37.0 percent in the fourth quarter of 2018 (Statistics South Africa, 2019a). The 2019 Quarterly Labour Force Survey (QLFS) Report: Quarter 2 reported that approximately 40% of those aged between 15 and 34 years in South Africa are unemployed (Statistics South Africa, 2019b). The agricultural sector, especially fruit farming, is regarded as one of the sectors that can contribute significantly in addressing this challenge, based on the fact that it is a labour intensive industry (Liebenberg & Kristen, 2013).

In 2017, statistics revealed that there was an increase in employment in the agricultural sector in the past four years while there were declines in other sectors such as mining, private households as well as finance and other business services (Statistics South Africa, 2017c). Similarly, statistics released in February 2019 indicated that the agricultural sector was among the six industries that contributed to the slight decline of 0.4 percent in unemployment rate in the fourth quarter of 2018 compared to the third quarter of 2018 (Statistics South Africa, 2019a).

The 2016 QLFS Report: Quarter 4 reported a rise in employment in the agricultural sector by 38 000 between 2015: October - December period and 2016: October - December period (Statistics South Africa, 2016b; Statistics South Africa, 2017b), while the 2017 QLFS Report: Quarter 4 reported a rise in employment in the agricultural sector by 39 000 between 2016: October-December period and 2017: October-December period (Statistics South Africa, 2018b).

Although the 2018 QLFS Report: Quarter 4 revealed that employment in the agricultural sector remain unchanged between 2017: October - December period and 2018: October - December period, an increase of 7 000 was evident in the 2018 QLFS Report: Quarter 4 when compared with the 2018 QLFS Report: Quarter 3 (Statistics South Africa, 2019a).

This clearly shows that the agricultural sector is one of the growing sectors in South Africa, and may continue to grow in the future. It can therefore, be logical to assume that the growth of the agricultural sector will definitely lead to the rise in employment in the sector, which will certainly require effective ways of managing the growing number of diverse employees in the sector.

The National Development Plan (NDP) for 2030 identified agriculture as one of the key contributors to the reduction of unemployment rate by projecting that agriculture in South Africa has a potential of creating over one million new jobs by 2030 (Liebenberg & Kristen, 2013; National Planning Commission, 2013). Furthermore, the South African agricultural sector is regarded as a well-organised industry, and the farming sector plays an important role as it provides raw material required for agro-processing, which contributes significantly to employment, and also contributes up to 16 percent to the country's GDP (Khumalo, 2017).

The primary agricultural sector reported growth of about 7.5 percent since 1991 (Department of Agriculture Forestry, and Fishery (DAFF), 2018a). The report on the South Africa's agricultural trade competitiveness showed that the agriculture sector had profitable markets for their products in different parts of the world, with its contribution to South Africa's total exports being roughly 13 percent of the country's GDP (DAFF, 2011; DAFF, 2013a).

Moreover, the Economic Review of the South African Agriculture (2016) reported that Gross farming income from all agricultural products for the year 2016 increased by 12,7 percent and was projected at R 259 620 million, in

comparison to R230 306 million of 2015 (DAFF, 2016a). An increase in Gross farming income of 10.2 percent was also evident in 2016/2017 to an estimation of R 267 009 million, while in 2017/2018, there was an increase of 4.7 percent, estimated at R 281 370 million (DAFF, 2017a; DAFF 2018a). The growing agricultural sector requires managers and farmers who understand the different kinds of behaviours that the growing numbers of different workers from different backgrounds are likely to engage in, in order to manage them effectively.

The President of the Republic of South Africa held a meeting with farmers who were mostly operating in the Cape vineyards and other commercial farms, with the aim of exploring and discussing ways of expanding their market. It was envisaged that the expansion of wine export may result in wine exporters creating approximately 300 000 jobs in the agriculture industry (Mokone, 2019).

The Department of Agriculture, Forestry and Fisheries (DAFF) established the Micro Agricultural Financial Institution of South Africa (MAFISA), which is aimed at providing financial services in order to encourage and empower emerging farmers (DAFF, 2013a). This initiative does not only assist in alleviating poverty and improving livelihoods, but also empower people to develop viable businesses and eventually advance into larger commercial businesses.

In spite of the growth that is evident in the South African agriculture sector, especially the farming sector, Erwee (2016) attested that there seems to be very limited studies that focus on the behaviour of farm workers. The growth in the farming sector requires Human Resource Management professionals and scholars' interventions in order to assist with effective strategies of managing farm workers' behaviours in their workplace. This move can be achieved by conducting exploratory studies in this growing sector, and a study on workplace deviance in the sector can assist in uncovering valuable information that could be useful in promoting desirable behaviour, while discouraging undesirable ones.

1.3 PROBLEM STATEMENT

In South Africa, extensive research has been conducted in an attempt to understand the behaviour of employees in various sectors, such as retailing, education, manufacturing and mining (Van Zyl, 2010; Chipunza, Samuel & Mariri, 2011; van Scheers & Botha, 2014; Jacobs, Renard & Snelgar, 2014; Bester, Stander & Van Zyl, 2015). However, it seems very little has been done in attempting to understand the farm workers' behaviour in their farming workplace (Erwee, 2016). Research conducted on farm workers in the South African context tends to focus more on farm workers' physical health and safety, alcohol consumption, living or dwelling conditions (London, 2000; Rothe, 2008; Magcai, Du Plessis & Pienaar, 2013; Afzal, Lieber, Dottino & Beddoe, 2017).

Such an oversight is, however, shocking, especially after previous research estimated that 33 to 75 percent of all employees engaged in some form of deviant actions, such as theft, fraud, sabotage and intentional absenteeism (Bennett & Robinson, 2000; Rogojan, 2009). Research estimates that approximately 77.8 percent of South Africans had experienced workplace bullying (Cunniff & Mostert, 2012), 10.8 percent of employees observed verbal and physical harassment at the workplace (Ramsaroop & Brijball Parumasur, 2007), about 25 percent of employees indicated awareness of co-workers working under influence of substances, while one in every fifteen employees steals from the employer (Rogojan, 2009).

Moreover, research conducted in South Africa revealed that 44 percent of the reported work-related fatalities and 79 percent of the unreported work-related fatalities were from the agriculture sector (Schierhout, Midgley & Myers, 1997). The authors further identified the following as some of the causes of work-related fatalities; falls, being struck by an object, machinery accident, vapours and gases, chemicals and pesticides as well as tractor accidents.

It can be argued that some of the causes of work-related fatalities stated above could be as a result of farm workers' deviant behaviour, whether with good or bad intentions. Although Schierhout et al. (1997) conducted their study approximately two decades ago, similar findings were found by Hagela, King, Dosmana, Lawsona, Traska and Pickett (2016) on Saskatchewan farms. It however, appears that very little has been done in trying to uncover the mystery behind employees' engagement in deviant behaviours in the farming sector.

Researchers regard destructive workplace deviance as one of the most conspicuous negative behaviours in the workplace, as it can have devastating effects on the welfare of the organisation, as well as its members. These include amongst others; poor performance, often late for work, absenteeism, withholding effort, reduce work engagement, theft, workplace incivility, turnover, job dissatisfaction, reduced commitment and poor interpersonal relationship (Jelinek & Jelinek, 2008; Rogojan, 2009; Tepper et al., 2009; Ling, 2013; Piquero et al., 2013; Sunday, 2013; Cochran, 2014; Harvey et al., 2014; Palmer, Komarraju, Carter & Karau, 2017). O'Neill and Hastings (2011) indicated that maximising the prediction of workplace deviance is an important priority for research and practice based on the enormous amounts of resources and productivity which could be lost each year as a result of negative deviant workplace behaviors.

On the other hand, empirical studies that paid attention to the positive side of workplace deviance appear to be very limited (Tepper et al., 2009; Rogojan, 2009; O'Neill & Hastings, 2011; Kennedy, 2014). Sunday (2013) indicated that there seems to be movement towards paying attention to the positive side of workplace deviance, while Yildiz, Erata, Alpkan, Yildiz and Sezen (2015, p. 407) stated that "the concept of constructive workplace deviance is one of the most striking research areas in the recent literature."

Even though research focussing on constructive deviance is still at its infancy, most desirable positive outcomes of constructive workplace deviance have

been identified. These outcomes include amongst others; subjective well-being, long-term effectiveness, and the advancement of organisational norms, as well as improved organisational performance (Mertens et al., 2016). Similarly, Tongchaiprasit and Ariyabuddhiphongs (2016) found that employees who were provided with opportunity to utilise their creativity and generate their own ideas in an attempt to increase their performance, resulted in the increased productivity of the organisation. This means that managing employees in such a way that they are encouraged to engage in constructive deviant behaviour can assist the organisation to accomplish its objectives.

Although there are numerous studies that have been conducted on workplace deviance internationally, there seems to be very few studies that were conducted in the African context (Sunday, 2013; Abimbola, Idowu & Choja, 2018). Furthermore, of the numerous studies that have been conducted globally on workplace deviance, the focus has been on the negative side of workplace deviance, while the positive side of it has been unimaginably neglected (Spreitzer & Sonenshein, 2004; Jelinek & Jelinek, 2008; Tepper et al., 2009; Rogojan, 2009; O'Neill & Hastings, 2011; Kennedy, 2014; Mertens et al., 2016). Therefore, this study enhances the existing knowledge of destructive workplace deviance and contributes towards filling the gap of the existing limited body of knowledge relating to the positive side of workplace deviance.

Based on the positive outcomes of constructive deviant behaviour and negative outcomes of destructive deviant behaviour, it could be considered worthwhile for focus research on both categories of workplace deviance simultaneously in an attempt to understand the two-edged behaviour as well as the reasons behind employees' engagement in the two opposing behaviours in the workplace. This can eventually result in better ways of managing workplace deviance in such a way that could benefit both the organisation and its workers.

Yildiz et al. (2015b) supported this by emphasising that it is imperative for research to focus on both destructive deviance and constructive deviance within

a particular context in order to understand situational and contextual variables that could explain workplace deviance in a holistic manner. Likewise, Galperin (2012, p. 3016) encouraged future researchers to "assess and incorporate both constructive and destructive deviant behaviour into a wider model of workplace deviance".

Based on this background, the current research study explored farm workers' experiences of both destructive and constructive deviant behaviours in order to understand the antecedents, consequences and possible ways of managing workplace deviance as a double-edged phenomenon. The invaluable information can assist management of commercial farms to understand the most thought-provoking behaviour, which can be both dreadful and valuable, from all avenues.

1.4 AIMS OF THE STUDY

The current study aimed at understanding and diagnosing different types of deviant behaviours amongst farm workers, in order to develop strategies that could be used to address workplace deviance in the South African farming sector.

1.5 RESEARCH QUESTIONS

This study sought to address the following research questions:

- What forms of constructive deviant behaviours are relevant to the farm workers?
- What are the antecedents of farm workers' constructive deviant behaviour?
- What are the consequences of workers' constructive deviant behaviour?

- What forms of destructive deviant behaviour are relevant to the farm workers?
- What are the antecedents of farm workers' destructive deviant behaviour?
- What are the consequences of workers' destructive deviant behaviour?
- How are various farm workers' deviant behaviours managed within the commercial farms?
- How should workplace deviance be managed in order to benefit both workers and the commercial farms?

1.6 RESEACH OBJECTIVES

In order to adress the research questions stated above, the research objectives of this study were:

- To examine the forms of constructive workplace deviance amongst farm workers.
- To discover antecedents of constructive workplace deviance from both workers and supervisors' perspectives.
- To explore consequences of constructive workplace deviance from both workers and supervisors' perspectives.
- To examine the forms of destructive workplace deviance amongst farm workers.
- To discover antecedents of destructive workplace deviance from both workers and supervisors' perspectives.
- To explore consequences of destructive workplace deviance from both workers and supervisors' perspectives.
- To develop strategies to address the workplace deviance phenomenon within the commercial farming context.

1.7 SIGNIFICANCE OF THE STUDY

The agricultural sector in South Africa is seen as the sector that could assist in addressing the high levels of employment by creating over one million new jobs by 2030 (Liebenberg & Kristen, 2013; National Planning Commission, 2013). This means that the sector could be faced with a challenge of managing more diverse workforce. However, research conducted on farm workers' behaviour in South Africa seemed to be limited (Erwee, 2016). The current study provides insights on deviant behaviours of farm workers, which could assist farm management to effectively manage various forms of deviant behaviours among their workers.

Although there are numerous studies that have been conducted on workplace deviance internationally, there seems to be very few studies conducted in the African context (Sunday, 2013). Furthermore, the numerous studies conducted on workplace deviance tended to focus on the negative side of workplace deviance and ignored the positive side (Spreitzer & Sonenshein, 2004; Jelinek & Jelinek, 2008; Rogojan, 2009; O'Neill & Hastings, 2011; Kennedy, 2014; Mertens et al., 2016). This study was conducted within the African context and contributes to the existing limited body of knowledge relating to the positive side of workplace deviance.

Galperin (2012) criticised the use of self-report to collect negative data from the participants by stating that people tend to be reluctant to report their own misbehaviours. The current study used both self-report and non-self report methods in order to comprehensively explore workplace deviance in the farming sector. Self-report method was used to collect positive data and non-self-report method was used to collect negative data. This encouraged research participants to openly report negative behaviours of others.

1.8 DEFINITIONS OF KEY CONCEPTS

1.8.1 Workplace deviance

Workplace deviance is defined as the "voluntary behaviour that deviates from organisational norms, including both informal and formal rules that regulate and regularise behaviour" (Robinson & Bennett, 1991, p. 556; Bennett & Robinson, 2000, p. 350; Mertens et al., 2016, p. 194).

1.8.2 Destructive workplace deviance

Destructive workplace deviance is defined as a "voluntary behaviour that violates significant organisational norms in a manner that threatens the well-being of an organisation as well as its members, or both" (Robinson & Bennett, 1995, p. 556; Yildiz et al., 2015a, p. 415).

1.8.3 Constructive workplace deviance

Constructive deviance refers to a "voluntary behaviour that deviates from the organisational norms, but that stems from positive intentions and/or has positive consequences" which contributes to the wellbeing of an organisation, its members, or both (Galperin & Burke, 2006, p. 332).

1.8.4 Farming sector

Farming sector refers to the subdivision of agricultural sector devoted primarily to agricultural processes, with the primary objective of producing food and other crops (Pienaar, 2013). The current study specifically focussed on fruit farming.

1.8.5 Farm workers

Farm workers in the current study refer to all workers who work on farms, including domestic workers and security officers, as defined in the Basic Conditions of Employment Act, No. 75 of 1997: Sectoral Determination 13 (Department of Labour, 1997).

1.9 DELIMITATION OF THE STUDY

There are various forms of employee behaviours in the workplace, encompassing both negative and positive behaviours. The current study solely focussed on intentional behaviours of employees, which involve deviating from organisational norms with good or bad intentions. This means that this study was confined to exploring workplace deviance, both destructive and constructive deviant behaviour, as a core phenomenon. No attempts were made to explore other forms of positive or negative unintentional behaviour of employees.

In line with the constructivist's ontological viewpoints, the researcher believed that the best way to understand workplace deviance as a phenomenon understudy involved discovering farm workers' and their supervisors' subjective meanings, experiences and interpretations with regards to workplace deviant behaviours in a farming context by interacting with them. This means that the researcher reconstructed meanings and interpretations based on the gathered research participants' experiences, meanings and interpretations of destructive and constructive deviant behaviour in the workplace through interaction. Therefore, the study did not involve any form of manipulation of variables as research participants were studied in their natural work environment.

As by definition, farm workers include all workers who are employed to work on farms, the researcher treated all farm workers in the same way irrespective of the main duties they were performing or positions they occupied. Likewise,

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supervisors who participated in this study reported on their subordinates' deviant behaviours, irrespective of their subordinates' duties or positions. This means that the focus of this study was not on examining possible differences between different farm workers' perceptions and experiences with regards to workplace deviance or their engagement in workplace deviance. The study was only interested in understanding the nature, antecedents and consequences of workplace deviance in the farming context in general.

As the intention of conducting a qualitative study is to collect extensive detail information about a particular site or individual/s with regards to a particular phenomenon (Pinnegar & Daynes, 2006), this study was conducted in three citrus producing farms in Hoedspruit. This means that although the current research findings provide insights into the phenomenon "workplace deviance" in the farming sector, the intention was not to generalise the findings.

1.10   OVERVIEW OF THE CHAPTERS

This study is divided into nine chapters, and the outline of aspects covered on each chapter is presented below. Figure 1 illustrates the overview of the chapters.

Chapter 1: Introduction and background of the study

This chapter has presented the introduction and background of the study. The problem statement was discussed, followed by a clarification of the aims and objectives of this research. The research questions that served to guide this study were stated, and then the definitions of key concepts were provided. Lastly, the delimitations of the study were elaborated, followed by the overview of the structure of this research project.

Chapter 1:

Introduction and background of the study

Chapter 2:

The agricultural sector

Chapter 4:

Workplace Deviance: Empirical Research

Chapter 3:

Workplace Deviance: Theoretical Background

Chapter 5:

Research Methodology

Chapter 6:

Research Findings: Demographics and Constructive Workplace Deviance

Chapter 8:

Summary, Recommendations and Conclusion

Chapter 7:

Research Findings: Destructive Workplace Deviance and Additional Findings

Chapter 9:

Reflections on my Research Journey

Figure 1. Overview of the chapters

Chapter 2: The agricultural sector

The chapter provides an overview of the South African agricultural sector by focussing on the background and the general role of agriculture sector as well as the specific role of fruit farming in the South African economy. A brief overview of the citrus industry in South Africa, with specific focus on the employment opportunities, the typical job-related daily activities of citrus farm workers and the market for citrus fruit is also provided in this chapter.

Lastly, a discussion that explored previous studies conducted in the farming sector is presented. The studies explored in this chapter include studies focusing on alcohol consumption among farm workers, prevalence of HIV in the farming sector, motivation amongst farm workers, occupational health and safety as well as employment relationship in the farming sector.

Chapter 3: Workplace deviance - Theoretical background

This chapter examines the current literature on workplace deviance by focussing on the theoretical background. The chapter specifically provides a discussion on the conception and conceptualisation of the phenomenon "workplace deviance". Later on, possible theories which could be useful in an attempt to understand employees' engagement in workplace deviance better are explored.

The theories include amongst others the following; Social Exchange Theory, Equity Theory, Psychological Entitlement Theory, Organisational Justice Theory, Retaliation Theory, Envy Theory, Conservation of Resources Theory, Five Factor Model of Personality, Dark Triad Model of Personality, Typology of Destructive Workplace Deviance and Typology of Constructive Workplace Deviance.

Chapter 4: Workplace deviance - Empirical research

The chapter focuses on the existing literature on workplace deviance by specifically focussing on previously conducted research. The specific aspects examined in this chapter relate to the forms of workplace deviant behaviour, antecedents of workplace deviance and consequences of workplace deviance as well as various ways of managing workplace deviant behaviours. Forms of workplace deviance discussed include interpersonal and organisational deviance.

The antecedents of workplace deviance discussed include individual factors such as demographics, personality and personal experiences, as well as organisational factors such as turnover intentions, leadership, organisational justice, job satisfaction, organisational commitment, perceived organisational politics, organisational citizenship behaviour, perceived organisational support, organisational culture and organisational stress.

Furthermore, the consequences of workplace deviance are discussed in this chapter, and these include both individual consequences and organisational consequences. Individual consequences include self-esteem, psychological empowerment, emotional exhaustion, depression, hurt feelings, anger and anxiety, while organisational consequences involve organisational performance, organisational justice, organisational commitment, turnover intentions and organisational citizenship behaviour.

The possible ways of managing workplace deviance are also explored in this chapter, which include ethical leadership, ethical organisational culture, organisational justice, selection, whistle blowing, positive organisational behaviour, monitoring strategies and training. At the end, the conceptual model for the current study, based on the forms, antecedents, consequences and strategies to manage workplace deviance is presented.

Chapter 5: Research methodology

This chapter discusses the methodology employed in this study and provides a comprehensive description of philosophical assumptions underpinning this study. The researcher's view of reality (ontology) as well as the manner in which the researcher believed reality could be uncovered (epistemology) formed part of the discussion.

The researcher took the ontological stance of a constructivist, who believed that social reality can be explored by trying to explore and understand human beings in their social world through interaction with them (Eriksson & Kovalainen, 2008). As a constructivist, interpretivism was the epistemological viewpoint as the researcher believed that it is important to understand people's subjective experiences, perceptions and interpretations of the world in order to acquire knowledge.

Furthermore, a discussion of the research methodology and research design used in the study is presented in this chapter. The discussion includes a detailed explanation of the research methods, sampling strategies, data collection techniques and procedures as well as the data analysis methods employed. A qualitative research approach, which is both exploratory and descriptive, was adopted in this study. The research method used is narrative in a form of oral history.

The research participants were farm workers and their supervisors from three citrus farms, who were conveniently selected. The following pseudonyms were used to protect the identity of the three farms; Lavelle Farm, Mandarin Farm and Valencia Farm. In-depth interviews were used to collect data and thematic content analysis was used to analyse the collected data. The chapter also presents the ethical issues taken into considerations throughout the study.

Chapter 6: Research findings: Demographics and constructive workplace deviance

The chapter presents demographics profile of research participants as well as research findings on constructive workplace deviance. The demographic profiles of both farm workers and supervisors in the three farms, with specific reference to gender, age, home language, highest level of schooling, experience in the farming sector and farm workers' positions (general workers and specialists) were outlined first.

Secondly, the participants' perceptions of constructive deviant behaviours are presented and discussed. This also involves comparisons of research participants' responses with regards to the forms of constructive deviant behaviour occurring at the three farms, the antecedents and consequences of constructive deviant behaviours as well as current and proposed ways of encouraging workers to engage in constructive deviant behaviour.

Chapter 7: Research findings: Destructive workplace deviance and additional findings

This chapter presents and discusses research findings on the participants' experiences of destructive deviant behaviour. This includes participants' responses in relation to the forms of destructive deviant behaviour occurring at the three farms, the antecedents and consequences of destructive deviant behaviours as well as current and proposed ways of discouraging workers to engage in destructive deviant behaviour. The chapter also presents and discusses the additional findings relating to management of workplace deviance as identified by the research participants from the three farms.

Chapter 8: Summary, Recommendations and Conclusion

This is a concluding chapter which provides a summary of this study's research findings in line with the aim and objectives of the study as well as the research questions that guided the study. The various forms of constructive and destructive deviant behaviours prevalent in the farms, the antecedents, the consequences of both constructive and destructive deviant behaviours are presented.

Furthermore, the ways in which both constructive and destructive deviant behaviours are managed in the farms as well as the proposed effective ways in which constructive and destructive workplace deviance should be managed as perceived by both farm workers and supervisors who participated in this study are stated.

The chapter also presents the revised conceptual model based on the current research findings. The additional findings which were perceived useful in encouraging constructive deviant behaviours while discouraging destructive deviant behaviours in the farms were also presented.

This is followed by the presentation of recommendations with regards to possible directions to be followed in terms of future research as well as recommendations for effective management of various forms of employees' workplace deviant behaviours are made. Lastly, the valuable contributions made by this study as well as the limitations of the study are presented.

Chapter 9: Reflections on my Research Journey

This chapter reflects on my journey as a researcher. The chapter highlights all the good and bad experiences that the researcher has gone through when conducting this study. The reflection begins from choosing the topic, the process of drafting the research proposal, the stages of getting the research

proposal approved (DHDC, SHDC, FHDC and TREC), data collection and analysis processes as well as other processes that the researcher went through in order to complete this project.

The chapter further elaborates on the nature of challenges that were encountered as well as the valuable lessons that were learned throughout the entire research process. The details of both good and bad experiences encountered are also reflected in this chapter. This is aimed at inspiring those who are to yet to travel the challenging but interesting doctoral research journey.

1.11 CHAPTER SUMMARY

It becomes apparent that it is important for South Africa to provide much needed support to the agriculture sector, especially the farming sector in an attempt to boost its economic standing. This chapter presented the background of the study, which showed the significant role that the agriculture sector is playing in the country. The problem statement showed that there is very limited research conducted within the sector relating to best practices of managing different forms of employees' behaviours in the workplace.

The aims and objectives of the study, in line with the problem statement as well as the research questions that guided the study were stated. Furthermore, the chapter discussed the significant contributions of this study, which include theoretical, empirical and practical contributions. The delimitations of this study were also presented in this chapter. The next chapter presents an overview of the agriculture sector in South Africa, with specific reference to the fruit farming sector.

CHAPTER 2

THE AGRICULTURAL SECTOR

2.1 INTRODUCTION

Research showed that it is important to explore workplace deviance within a particular context in order to understand situational and contextual variables (Yildiz et al., 2015b). For the purpose of this study, the agricultural context was a preferred sector. Prior to the presentation of the literature review on workplace deviance, it was considered of utmost importance to present an overview of the South African agriculture sector, especially the farming sector, in order to be in a better position to understand workplace deviance in relation to the farming sector.

Therefore, this chapter firstly presents the background and the role that agriculture plays in the South African economy, as well as the specific contributions of the fruit farming to the South African economy. Secondly, an overview of the citrus industry in South Africa is explored, by specifically focussing on the employment opportunities and the typical job-related daily activities of citrus farm workers, as well as the market for citrus fruits. Thirdly, previous research conducted in the farming sector, which is considered to be useful in understanding possible reasons behind farm workers' engagement in workplace deviance is also explored. Lastly, a brief summary of the chapter is presented.

2.2 THE AGRICULTURAL SECTOR IN SOUTH AFRICA

The main roles that the agricultural sector plays in South Africa can be generally categorised into three, namely; food provider, employment provider as well as generator of foreign exchange earnings (Greyling, 2012). The three main roles of the agricultural sector are discussed below.

2.2.1 Food provider

Statistics South Africa reports show that the South African population is growing rapidly with an estimation of about 55.91 million in 2016 mid-year to 56.56 million in 2017 mid-year, and an estimation of about 57.73 million in 2018 mid-year (Statistics South Africa, 2016a; Statistics South Africa, 2017a; Statistics South Africa, 2018a). The growing population has a huge impact on the country's food supply, which according to the United Nations (UN) Food and Agriculture Organisation, could be doubled by 2050 in developing countries (Visser & Ferrer, 2015). The agricultural sector is regarded as one of the industries that can contribute significantly in addressing the challenge of food shortages.

The report by Statistics South Africa (2017a), as depicted in Figure 2, showed that the standard household in South Africa tends to spend more than 70 percent on four key food groups from its food budget, namely; bread and cereals; meat; milk, cheese and eggs; and vegetables. Furthermore, the Statistics South Africa (2017a) reported that the Living Condition Survey (LCS) 2014/15 revealed that food and non-alcoholic beverages constitute the fourth largest contributor to household consumption expenditure (12.9%), with a typical South African household spending an average of R13 292 on food and non-alcoholic beverages per annum.

A South African household expenditure and income data analysis using the LCS 2014/2015 showed that most of the food items and non-alcoholic beverages consumed by households were those directly and indirectly produced by the agricultural sector (Statistics South Africa, 2017a) as depicted in Figure 2.

Food items and non-alcoholic beverages consumption expenditure

- Bread and cereals
- Meat
- Fish
- Milk, cheese, eggs
- Oils and fats
- Fruits
- Vegetables
- Sugar, jam, honey, chocolate and confectionery
- Coffee, tea and cocoa
- Mineral waters, soft drinks, fruit and vegetable juices
- Other food items

24.02%
27.11%
2.32%
10.82%
3.84%
3.87%
9.3%
4.61%
1.6%
5.41%
7.1%
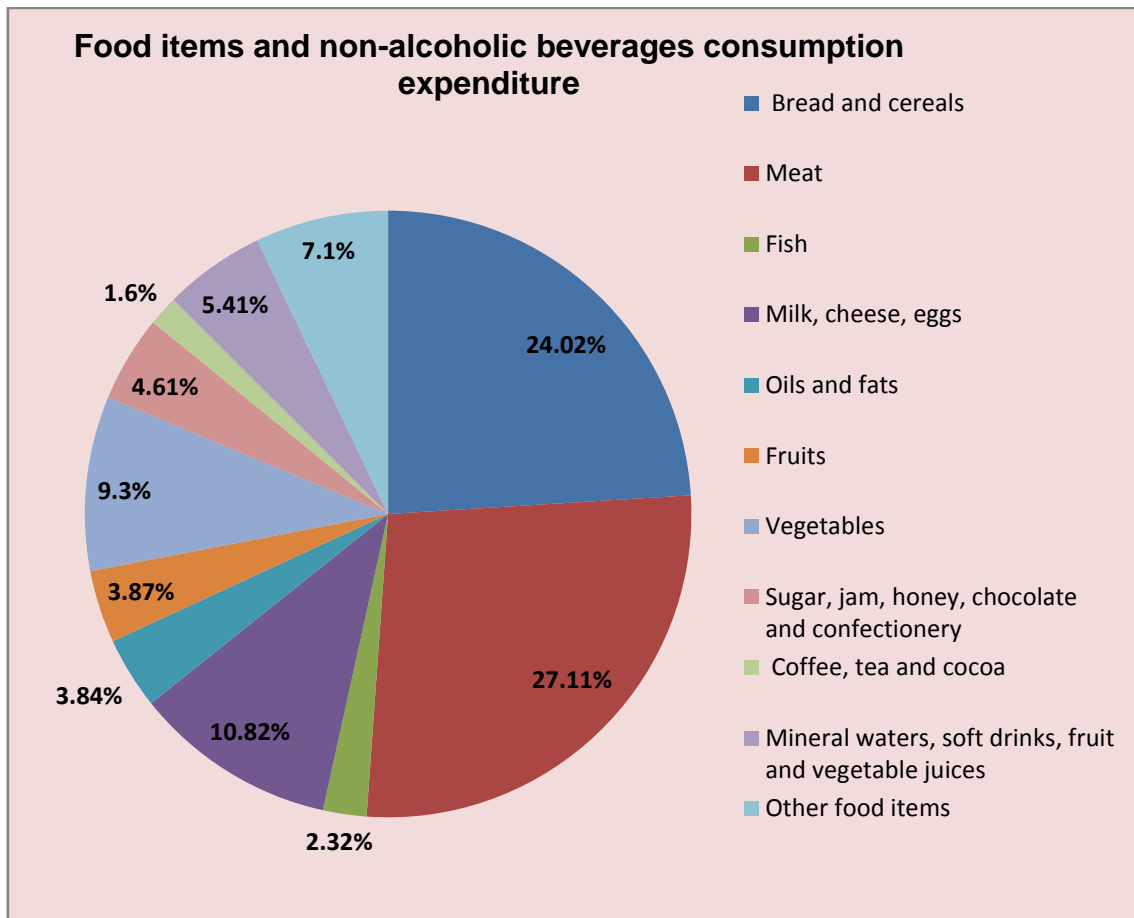
Figure 2. The average household consumption expenditure on food and non-
alcoholic beverages

2.2.2 Employment provider

There is variation regarding information on employment statistics in the
agricultural sector among different sources, but the estimations showed that the
South African agricultural sector employs approximately 700 000 workers,
which implies that the agricultural sector is one of the biggest employers in the
South African economy (Greyling, 2015). South African agricultural sector is
regarded as a well-organised industry, which contributes significantly to
employment. The sector currently accounts for 70 percent of total employment
in South Africa and it is projected that the growing commercial agricultural

sector has the probability of generating ±250 000 primary jobs and a further ±130 000 secondary jobs (National Planning Commission, 2013).

In South Africa, the agricultural sector includes the commercial farming sector and the agro-processing sector (AgriSETA, 2010). The farming sector is regarded as an important role player in the agricultural sector as it provides raw materials required for agro-processing, with its contributions of up to 16 percent to the Gross Domestic Product (GDP) of the country (Khumalo, 2017). According to the Economic Review of the South African Agriculture 2016/2017, the gross income from all agricultural products for the year 2016 increased by 12.7 percent and was estimated at R 259 620 million, compared to R230 306 million of 2015. A further increase by 10, 2 percent was also evident as all gross farming income gained from all agricultural products was estimated to be R267 009 million for the year ended 30 June 2017. Field crops are regarded as the main contributor to the increase as it contributed 24.2 percent, followed by a 11.3 percent increase from animal products (DAFF, 2017b).

The growing farming sector implies that there will be increasing labour demand. This is in line with the National Development Plan (NDP) for 2030 forecast, which regarded agriculture as one of the main contributors in reducing unemployment rates in South Africa. It is projected that the agricultural sector has the potential of creating over one million new jobs by 2030, considering that by its very nature, it is labour-intensive (Liebenberg & Kristen, 2013; National Planning Commission, 2013). This implies that as the agricultural sector in South Africa continues to grow, the workforce will also become more and more diverse. The more diverse the workforce become, the more important it is for managers to manage diversity in such a way that will encourage employees to engage in desired workplace behaviour while on the other hand discourage undesired behaviour, in order to ensure productivity.

2.2.3 Generator of foreign exchange earnings

Greyling (2015) indicated that South Africa is a net exporter of agricultural products by value, regardless of the increase in primary food imports. The producers of fruits, especially grapes, gained more access to the international open market in the 1990s and 2000s, resulting in export growth estimated at an average of 6.5 percent per year. This resulted in increased total agricultural export share from 29 percent to 68 percent (Greyling, 2015).

The report on the South Africa's agricultural trade competitiveness showed that the agricultural sector has commercial markets for their products all over the world, with its contribution to the country's total exports being approximately 15 percent of the country's GDP (DAAF, 2011; DAAF, 2013a; National Planning Commission, 2013). DAFF (2017a) revealed that the value of exports increased by 17.4 percent, from R83 022 million in 2015/16 to R97 429 million in 2016/17. Economic Review of the South African Agriculture showed that the value of exports increased by 7, 3 percent, from R97 429 million in 2016/17 to R104 577 million in 2017/18 (DAAF, 2018c) while a slight decrease of 0, 5% was evident in 2018/19 (DAAF, 2019).

The Economic Review of the South African Agriculture 2016/2017 reported that the most important agricultural export products and values in 2016/17 was R16 989 million for citrus fruit, R8 731 million for wine, R7 161 million for apples, pears and quinces, R4 158 million for wool and R3 568 million for nuts (DAFF, 2017b). Figure 3 shows how the value of exports increased in million rand between 2012 and 2017 (June to July).
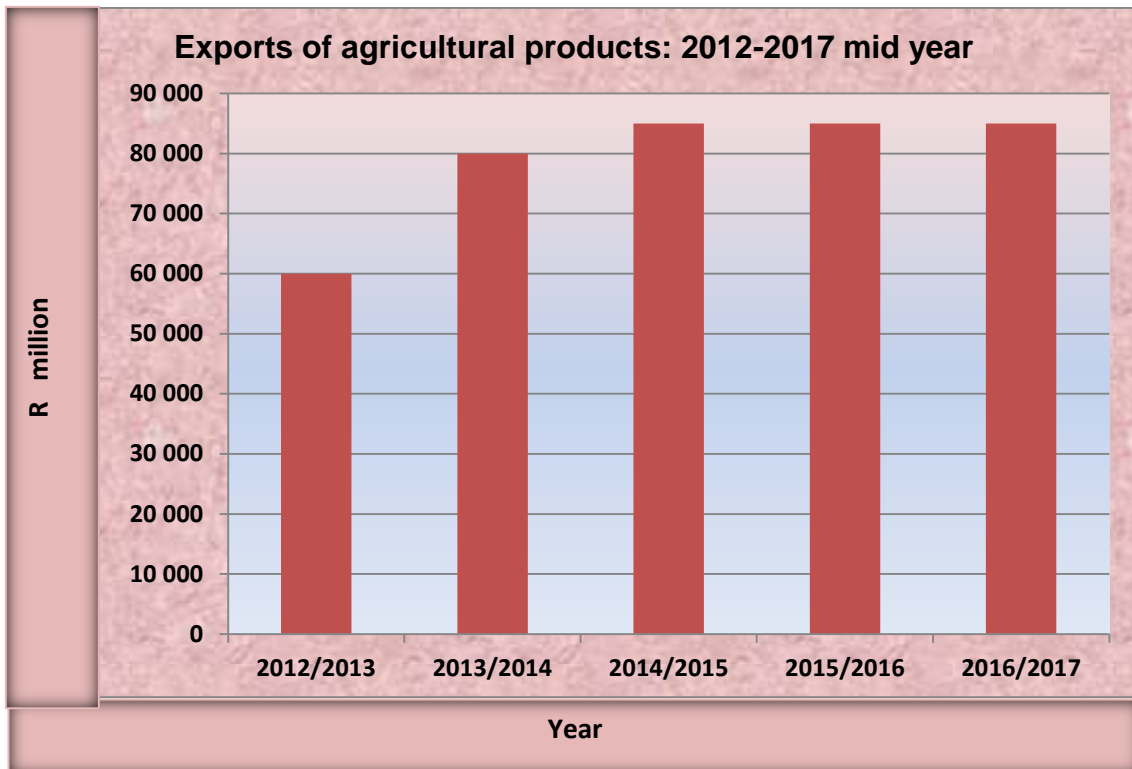
Figure 3. 2012-2017 (July-June) exports of agricultural products (Adapted from DAFF, 2017b, p. 9)

2.3 EMPLOYMENT RELATIONS IN THE FARMING SECTOR

The relationship between farm workers and their employers generally involves the employment relationship between the farmer and farm workers, and it is regulated by similar employment legislation (laws) governing all other forms of employment. The application of labour laws mainly depends on unions' ability to monitor and report any violations (National Planning Commission, 2013).

The Food and Allied Workers Union (FAWU) is regarded as the dominant agricultural union in South Africa, but there seems to be a very limited number of farm workers belonging to trade unions or associated with NGOs (Devereux, 2019). A study by Visser and Ferrer (2015) on the living and working conditions of farm workers in South Africa revealed that trade unions in the farming sector seemed to be very weak, with most farm workers indicating that they were not

aware of trade unions' existence as they were never approached by any person to join a union. A study by Devereux (2019) revealed that government has failed to enforce compliance with legislation in the aagricultural sector while trade unions have failed to represent farm workers. This implies that in South Africa, it is generally difficult to monitor the relationship between farm workers and their employers.

One of the factors that seemed to contribute to the poor relationship between farm workers and their employers in South Africa is wages (Visser & Ferrer, 2015). Although in the past five years, farm workers' minimum wage has increased by 102 percent, the study conducted by Visser and Ferrer (2015) revealed that both farmers and farm workers reported that wages seemed to top the list of the farm workers' complaints in South Africa. The Basic Conditions of Employment Act (BCEA) of 1997 prescribes minimum conditions of employment in all workplaces, irrespective of whether collective bargaining exists or not.

The BCEA authorises the Minister of Labour to make sectoral determinations that determine minimum wages and basic conditions of employment in sectors where there is minimal existence of collective bargaining or where there is no collective bargaining at all. Sectoral Determination 13 prescribes minimum wages for farm workers. In order to calculate the annual wage adjustments, the Consumer Price Index (CPI) is used. This is done by utilising the minimum wage of previous year plus CPI, plus 1 percent (previous year's minimum wage + CPI + 1%) as depicted in Table 1 (Department of Labour).

However, the National Minimum Wage Bill (NMWB), which came into effect on Workers' Day (1 May 2018), made amendments to the national minimum wage. Schedule 1 of the Bill provides for the minimum wage of R20.00 per hour, R3 500.00 per month for people working for 40 hours per week and R3 900 per month for those who work 45 hours per week (Republic of South Africa, 2017). Furthermore, the NMWBl was signed into law by the South African President in

November 2018, and 1 January 2019 was set as the effective date of the National Minimum Wage Act (Republic of South Africa, 2018).

Table 1

Farm Workers' Minimum Wages for the Period 1 March 2016 to Date (Adapted from Department of Labour)

MINIMUM RATE FOR THE PERIOD 1 MARCH 2016 TO 28 FEBRUARY 2017			
Per Month	**Per Week**	**Per Day**	**Per Hour**
R2778.83	R641.32	R128.261	R14.25
MINIMUM RATE FOR THE PERIOD 1 MARCH 2017 TO 28 FEBRUARY 2018			
Per Month	**Per Week**	**Per Day**	**Per Hour**
(R2778.83 +CPI+ 1%) = R3001.13	(R641.32 + CPI + 1%) = R692.62	(R128.26 + CPI + 1%) = R138.52	(R14.25 + CPI + 1%) = R15.39
MINIMUM RATE FOR THE PERIOD 01 MARCH 2018 TO 30 APRIL 2018			
Per Month	**Per Week**	**Per Day**	**Per Hour**
(R3001.13+CPI + 1%) = R3 169.00	(R692.62+CPI + 1%) = R731.41	(R138.52+CPI + 1%) = R146.28	(R15.39+CPI + 1%) = R16.25
MINIMUM RATE FOR THE PERIOD 01 MAY 2018 TO DATE			
Per Month	**Per Week**	**Per Day**	**Per Hour**
R3 510.00	R810.00	R162.00	R18.00

It is, however, worth mentioning that according to the NMWB and the National Minimum Wage Act, farm workers' minimum wage is below the prescribed national minimum wage as they are only entitled to R18.00 per hour, which is 90 percent of R20.00 per hour (Republic of South Africa, 2017).

Since farm workers work for 45 hours per week, it means that their minimum wage is now approximately R162.00 per day, R810.00 per week, and R3 510.00 per month. Furthermore, as the National Minimum Wage Bill became effective on 1 May 2018 and the National Minimum Wage Act on 1 January 2019, it means that farm workers never receive salary/wage increase in 2019.

2.4 FRUIT FARMING IN SOUTH AFRICA

The agricultural sector is considered to have the highest potential for reducing the unemployment rate in South Africa (National Planning Commission, 2009). Fruit farming is considered the leading sub-sector in the agricultural sector when it comes to growth and employment potential as it requires a large amount of labour in order to produce harvests. On the other hand, animal farming has high growth potential, but is not as labour intensive (National Planning Commission, 2009). Figure 4 illustrates the farming segments in the farming sector with high growth potential and low growth potential.

The Quarterly Labour Force Survey Report supported that the crop farming's contributions towards reduction of unemployment in South Africa is highly significant by revealing that approximately 70 percent of farm workers are employed in the planting and growing of crops, 22 percent are employed in farming of animals, and 7 percent in mixed farming operations (Statistics South Africa, 2016a).

It is apparent that farming of fruit such as citrus, nectarines, plums, prunes, apples, pears, sugar cane, mangoes, grapes, avocados, bananas and litchis has both high growth potential and employment potential, while farming of animals such as sheep, poultry, cattle and pigs has high growth potential but low employment potential (National Planning Commission, 2013). This is based on the fact that the farming of fruit is more labour-intensive whereas farming of animals is less labour intensive.

Figure 4. Agricultural growth and employment potential (Adapted from National Planning Commission, 2013, p. 223)

2.5 THE FUTURE OF THE FARMING SECTOR

Before industrialisation, agriculture was the main means of people's economic survival because people, especially the indigenous people in South Africa, relied more on farming and game hunting for living (Cameron & Spies, 1986). However, industrialisation, which involved social and economic transformation from agricultural to industrial practices, brought a change to the way people lived their lives (Schreuder & Coetzee, 2016). This contributed to the birth of the "industrial revolution", which involves the rapid "change of the technological economic and social systems in industry" (Dombrowski & Wagner, 2014, p. 100).

The first industrial revolution started in the eighteenth century, and it involved movement from agricultural practices to industrial practices through the introduction of steam engines and mechanisation of manufacturing (Morrar, Arman & Mousa, 2017). This resulted in the introduction of factories, which used big machines to manufacture and transport massive products, as well as new farming methods to produce larger quantities of produces (Makridakis, 2017). This means that people were no longer relying solely on traditional agricultural systems for economic survival, as technology began to assist in the production and transportation of both manufactured products and agricultural produces in order to reach different people in different areas.

The second industrial revolution followed in the nineteenth century. It was marked by the introduction of early technology such as the telegraph, transportation and communication (Morrar et al., 2017). This era involved the development of electric power and automatic operations, which resulted in the invention of the first car. This invention made it more convenient, easier and faster for people to transport both manufactured products from the factories and agricultural products and new techniques were introduced to increase productivity in agriculture (Makridakis, 2017).

The third industrial revolution started in the twentieth century. The era was manifested by means of internet technology, renewable energy, as well as communication and information technology (Morrar et al., 2017). This included the introduction of personal computers, which improved the manner in which people communicate at the workplace (Makridakis, 2017). This implies that information technology slowly began to be of importance in the day-to-day running of organisations, including farms.

The fourth industrial revolution emerged in the beginning of the second decade of the twenty-first century. Marked by artificial intelligence, robotics, automation, digitalisation and "the internet of things" (Hudson, 2017), the fourth industrial revolution promotes interaction between information and decisions made by

people, processes and objects, by means of communication with each other via the Internet (Morrar et al., 2017). It is believed that the fourth industrial revolution in agriculture could assist in promoting sustainable and viable food security (Carvalho, Chaima, Cazarinia & Gerolamo, 2018).

Agriculture is regarded as being the most important sector in any country, as people require food in order to live (Sinha, Shrivastava & Kumar, 2019). It is estimated that by 2050, the world's current population may be almost double in size. This means that effective agricultural interventions aimed at ensuring food security are required (de Amorim, Deggau, do Livramento Goncalves, da Silva Neiva, Prasath & de Andrade Guerraa, 2019).

The fourth industrial revolution in the farming sector is marked by technological advancement, which resulted in the invention of precision agriculture-drones; a technology which is believed to be effective in enhancing the agricultural practices. Equipped with cameras and sensors, the agriculture-drones are controlled by human beings to monitor crops, spray pesticide faster (Rao Mogili & Deepak, 2018; Rao Mogili & Deepak, 2018), monitor irrigation equipment, identify mid-field weed (Veroustraete, 2015), analyse soil and field, as well as to monitor wildlife (Ahirwar, Swarnkar, Bhukya & Namwade, 2019).

Makridakis (2017, p. 58) summarised this by stating that:

> "*At the beginning of the industrial revolution, people used to work fifteen hours a day, six or seven days a week. Today a standard work week is less than half and there is no reason that it cannot be halved in the future as productivity increases".*

Even though technological advancement in the sector seeks to optimise traditional agricultural practices, which is essential in order to meet the increasing food demands, it can be argued that the workforce will continue to be of utmost importance in the agricultural sector. For example, the drones to

monitor crops would still require skills of crop scouts to analyse the information collected by the drones that monitor crops in order to determine appropriate actions.

Moreover, the use of self-driven tractors equipped with a sensing package such as radar, sensors, and cameras in order to sow, spray, and plough a huge area would still require workers who would perform a desk job in order to monitor how the self-driven tractors operate in order to be in a better position to respond accordingly, should the need arise (Brown, 2016).

Therefore, the agriculture sector will require experts with new sets of skills such as pilots to control the drones, analysts of big data and technicians. This means that an educated workforce will begin to form part of the workforce in the agriculture sector, which may compel changes from the current compensation system in the farms of paying workers according to the number of hours worked to knowledge or skill-based compensation.

Cummings and Worley (2009, p. 700) indicated that "a more educated workforce is more likely to demand higher wages, more involvement in the decision-making process, and continued investment in knowledge and skills". Therefore, it cannot be disputed that the sector will definitely require effective and efficient human resource management practices in order to meet the needs of the changing composition of the workforce in the agriculture sector.

2.6 CITRUS FRUIT FARMING

This section provides an overview of citrus fruit farming by focussing on the following sub-sections; the nature of citrus fruit farming in South Africa, the employment in the citrus farming sector and the market for citrus.

2.6.1 The nature of citrus farming

DAFF (2016b) estimated that there are roughly 60 000 hectares of citrus trees in South Africa. The area of farming citrus area has increased by 28 percent from 2000 to 2010, from 47 000 to 60 000 hectares. As depicted in Figure 5, Limpopo Province was leading at 42 percent (30 292 ha), when it comes to areas of citrus production in South Africa in 2017 (DAFF, 2017b). Limpopo Province was followed by the Eastern Cape at 26 percent (18 969 ha), Western Cape at 17 percent (12 136 ha), Mpumalanga at 7 percent (5 049 ha), Kwa-Zulu Natal and Northern Cape at 2 percent (1 442 ha) each (DAFF, 2017b).
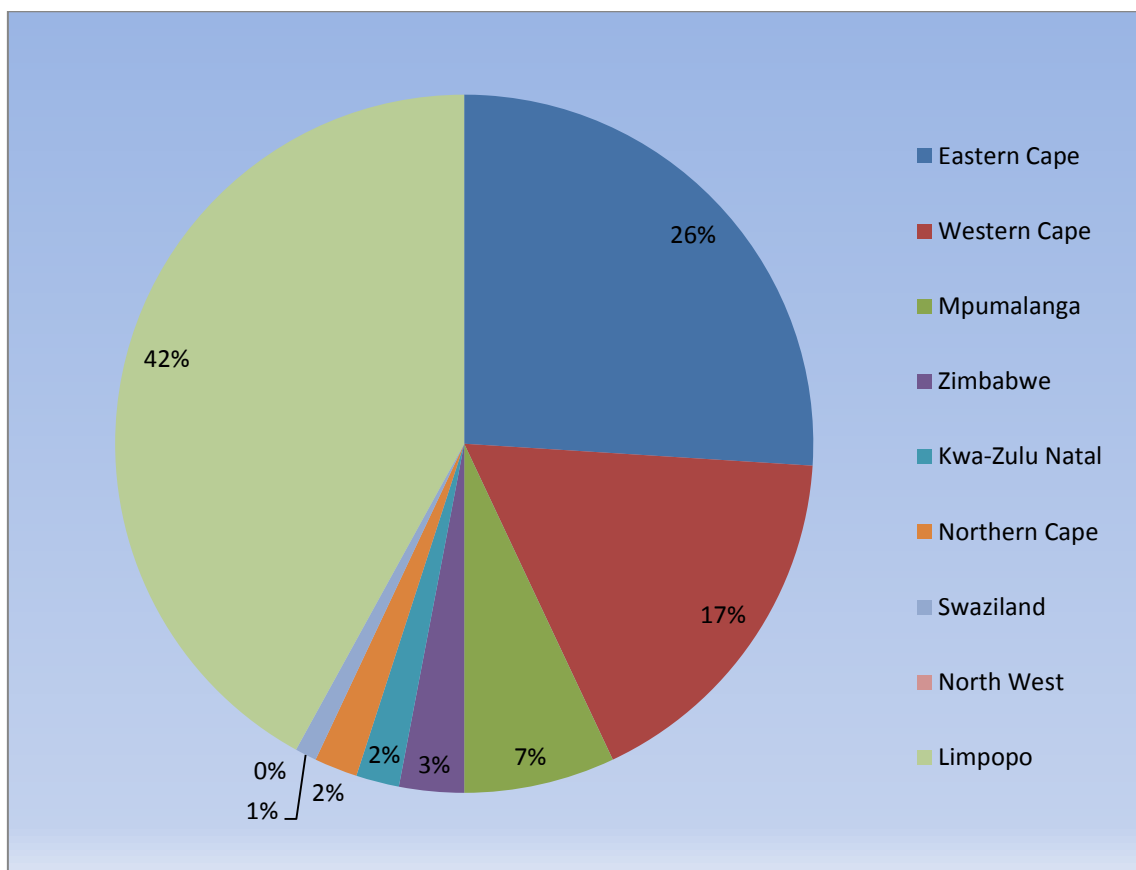
Figure 5. 2017 Citrus production areas in hectares (Adapted from DAFF, 2017b)

The citrus sector is considered to be the third biggest in the horticultural industry in terms of size, following the deciduous fruit and vegetable sectors. The sector is comprised of four general categories, namely; oranges, naartjies, grapefruit,

as well as lemons and limes (DAFF, 2016b). The citrus sector seems to continue to grow as during the 2013/14 production season, its contributions to the total gross value of South African agricultural production was estimated to be R9.69 billion (DAFF, 2015), while during the 2014/15 production season, its contributions was R11.0 billion (DAFF, 2016a). In 2015, the total gross value of citrus industry (R59.9 billion) represented 20.6 percent of horticulture gross value (DAFF, 2016b), followed by an increase of 12.3% in 2016 (DAFF, 2017b). During the 2016/17, the industry represented 25% of the total gross value of South African agricultural production (DAFF, 2018). Figure 6 shows the gross value of citrus production for twelve years, from 2005 to 2017.
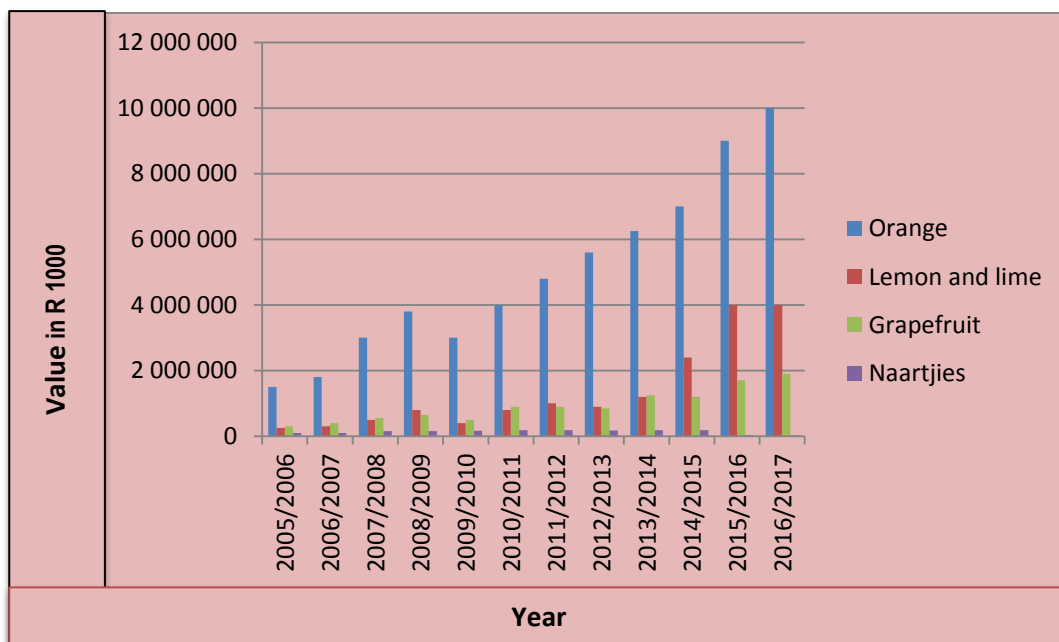
Figure 6. Gross value of citrus production from 2005 to 2017 (Adapted from DAFF, 2016b; 2017b; 2018d)

It is apparent from Figure 6 that the citrus sector experienced five consecutive rewarding years, from 2010 to 2017, with oranges being the biggest contributor to total citrus gross value and naartjies being the least contributor to total citrus gross value (DAFF, 2017b; DAFF, 2018d). Furthermore, it has been reported that South Africa exported 33 percent more lime to Europe in 2018, and the provinces which were main contributors are Limpopo and Eastern Cape

(Mavundza, 2018). Therefore, the citrus sector within the agricultural sector plays a major role in the country's economy.

2.6.2   Employment in citrus farming

As it has already been indicated that citrus farming requires more labour, it has been estimated that the citrus sector can employ more than 100 000 workers, with a substantial number of workers in the orchards and packing houses as well as the unknown numbers in the supply chain services, such as transport and port handing. The continuous growth prevalent in the citrus industry shows that the industry has a potential to continue to provide employment to the job seekers in the country. A profile of the South African citrus market value chain also estimated that more than a million family circles in South Africa rely on the citrus sector for their source of income (DAFF, 2016b).

In order to produce citrus fruit, it is estimated that the citrus sector requires one farm worker per hectare, and the primary workforce requirements for the citrus sector are estimated to be one worker per 2 500 cartons packed. An estimation of about 100 million cartons are packed per year, with around 40 000 jobs required for packing for about six months and unspecified secondary workforce requirements for transportation, warehousing, port handling, research and development as well as processing (DAFF, 2015).

Weyers (2006) mentioned that the main duties that are performed in the fruit farms include the preparation and cultivating of the land, the planting of crops, applying of pesticides, irrigating and pruning of trees, harvesting of crops, packing and loading of crops, as well as sorting and grading of crops. In line with suggestions of Weyers (2006), the various activities performed by farm workers in the production of citrus fruit can be grouped into five, namely; planting, thinning, pruning, picking and packing. Figure 7 depicts the main activities of farm workers in a citrus farming industry.
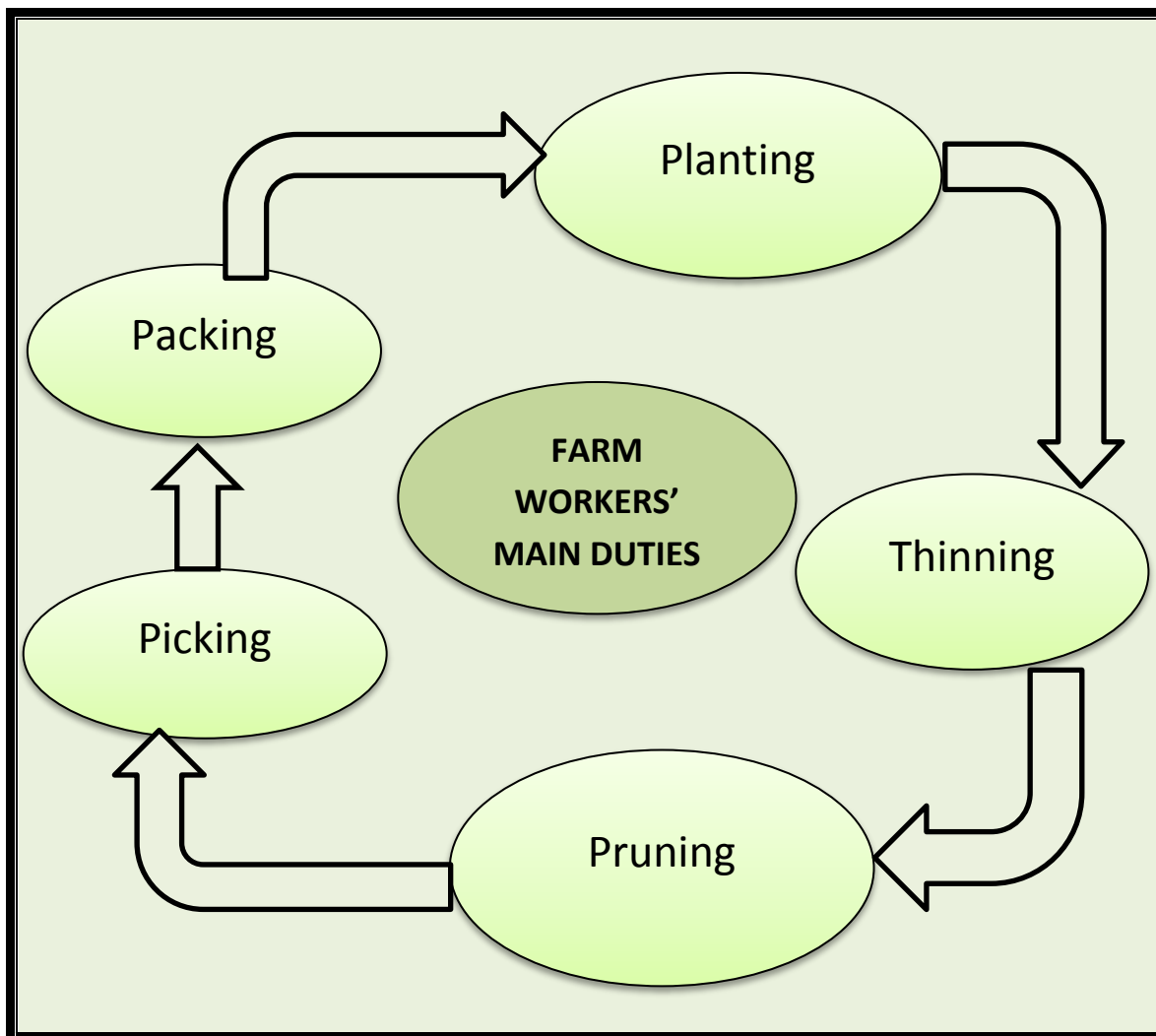
Figure 7. Main activities of citrus farm workers (Constructed from suggestions of Weyers, 2006)

Planting involves activities relating to preparation of land implanting or transplanting the orchard, and it is usually done in early spring. Farm workers are expected to prepare planting holes of roughly 0.5 x 0.5 x 0.5m and mixing the soil with a specified quantity of compost or kraal manure and superphosphate. This implies that any deviation from the prescribed quantity of compost or kraal manure and superphosphate can have effects on the quality of produces. As soon as the tree has been planted, farm workers should tramp down the soil firmly and the first few weeks after planting, the citrus trees need to be fed with a balanced fertilizer (DAFF, 2009).

Thinning includes irrigating and maintaining ditches or pipes as well as controlling pests, weeds and disease by applying pesticides, herbicides and fertilizers. In the first six months, workers should irrigate the trees twice a week and then afterwards, every week (every seven days). During the first year, workers apply nitrogen fertilisers every 2 months, and from the second year, nitrogen fertilisers are applied two times a year, in July and March, Phosphorus may be applied once at any time of the year, while Potassium should also be applied once, in early spring (DAFF, 2009). Any deviation from the prescribed procedure may have detrimental effects on the quality of the harvests, for example, too much irrigation can expunge fertilisers.

Pruning involves trimming or cutting the trees and moving shrubs, and it is only necessary when trees become bigger to such an extent that they could grow closer to one another. However, trees must be trimmed and dead wood be removed frequently in order to prevent low branches growing and reaching the ground. Citrus tree branches should at least be 100 centimetres away from the ground in order to prevent citrus fruit from reaching the ground and eventually become rotten. The two strategies of pruning include careful pruning by hand as well as using pneumatic pruning equipment. When farm workers fail to identify and trim low branches that are reaching to the ground, the quality of produces may be affected as low branches reaching to the ground may impede irrigation (DAFF, 2009).

Picking includes harvesting the fruit and sending it to the pack houses. Picking season is the busiest time in the farms as responsibilities and job demands for most farm workers become higher than usual. Labour demand tends to be high during picking season and the farms also use seasonal workers in order to cope with the demand (Erwee, 2016). Only citrus fruits which are ready should be picked as citrus fruit do not ripen off the tree. There are specific methods to pick the harvests and any deviation from the prescribed methods can affect the grade of the harvests. For example, if a citrus harvest is dropped, it is spoilt and

cannot be placed inside a bag. This implies that pickers should focus more on picking good quality citrus instead of focussing only on quantity.

Farm workers should harvest the citrus fruit by dragging the fruit stalk from the tree or by cutting them off with pruning shears. Picking should be done in such a way that minimises damaging the fruit, as only quality harvests can be exported. When the citrus fruit is undamaged during harvesting, they can be stored at cool temperatures for several weeks. The larger number of workers during picking season implies that it may be difficult for supervisors to monitor the way all workers pick the harvests. The harvesting period of different citrus fruit types in South Africa runs for approximately eight months (from February to September), and this is depicted in Table 2 (DAFF, 2013b).

Table 2

The Harvesting Period of Citrus (Adapted from DAFF, 2013b)

MONTH/ CITRUS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Sweet orange					■	■	■	■	■			
Sour orange			■	■	■	■	■	■				
Mandarin orange				■	■	■	■					
Naartjie		■	■	■	■	■	■	■				
Grapefruit				■	■	■						
Lime				■	■	■	■					
Lemon		■	■	■	■	■	■	■	■			

Packing comes soon after picking the harvests, and it involves de-greening, washing, treating, waxing, sorting, grading, wrapping and labelling as well as packing harvests into cartons (DAFF, 2009). It is apparent that it is important for farm workers to perform their duties according to set standards in order for citrus farm to produce harvests of good quality in order to generate foreign exchange earnings. Therefore, anything that could contribute to their engagement in undesired behaviour needs to receive utmost attention.

2.6.3 Market for citrus

The citrus industry in South Africa is a primary agricultural producer for both the local and the trade market. It is ranked number fourteen (14) as the producer of citrus and second exporter of citrus in the world. In the country, citrus fruit is sold through different marketing platforms, including informal markets, National Fresh Produce Markets, companies processing citrus to make juice and companies producing dried fruit, as well as wholesalers and retailers. Seventy percent of the South African citrus produces is exported, while the remaining thirty percent is sold to local market as fresh produce or to the processing industry (DAFF, 2015).

The citrus industry is an important foreign exchange earner as export market is their main target and citrus has been exported from South Africa for more than 100 years. The major importers of South African citrus include amongst others Portugal, Netherlands, United Arab Emirates, United Kingdom and Saudi Arabia (DAFF, 2016b). In 2015, a total combined volume of 1 782 583 tons of citrus products was exported, which was 2.9 percent higher than the volume exported in 2014 (DAFF, 2015b). Figure 8 depicts the annual citrus produce exported by South Africa to the world from 2006 to 2015.
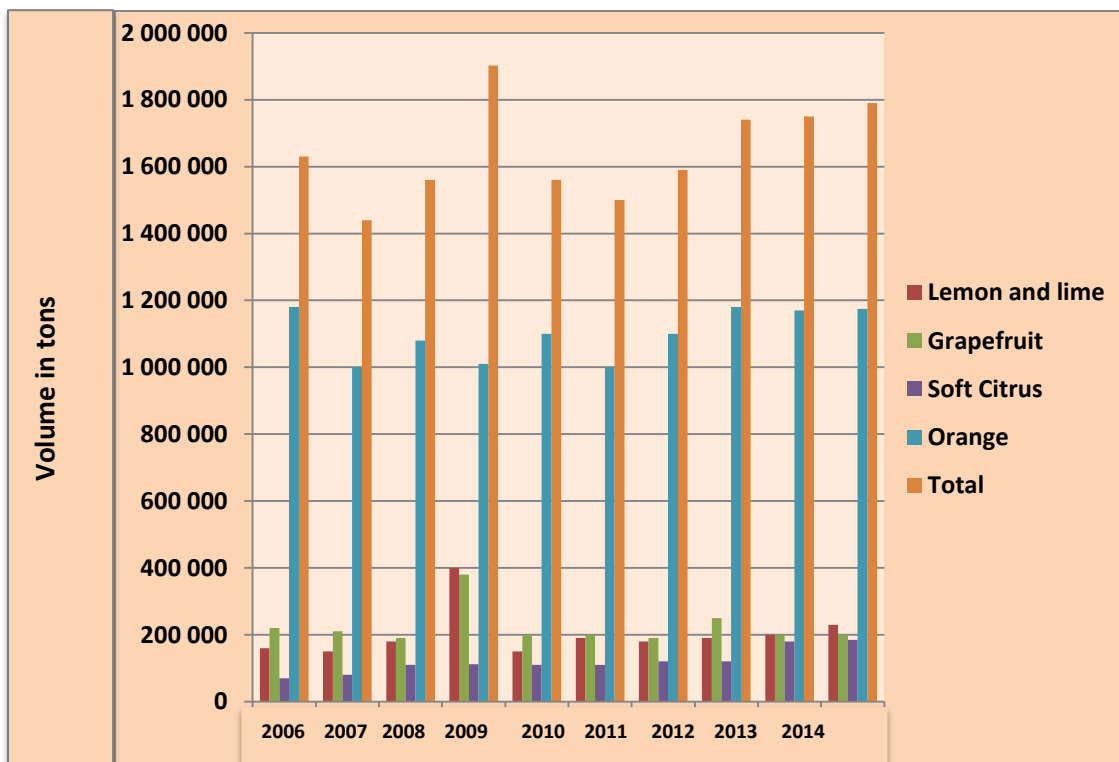
Figure 8. Volume of citrus products exported in 2006 – 2015 (Adapted from
    DAFF, 2016b, p. 28)

Oranges contributed the most to the total volume of South African citrus exports, with the contribution of about 65 percent to total citrus products exported in 2015, followed by lemon and lime at 13.8 percent, then grapefruit at 12.4 percent and soft at citrus 8.8 percent in 2015. It is apparent that there is an increase in the volumes of citrus products sold to export between 2006 and 2015 (DAFF, 2016b).

The United States Department of Agriculture - USDA (2018) reported South Africa as the top exporter of grapefruit and fourth top producer of grape fruit, third top exporter of lemons and limes and fifth top processor of lemons and limes, as well as the eighth top producers of oranges and the second top exporter of oranges. South Africa's production of oranges is expected to rise by 8 percent in 2017/2018 to 1.5 million tons (USDA, 2018). Reports also showed that South Africa's export of lemons has increased by 33 percent in 2018 (Mavundza, 2018).

The Bureau for Food and Agricultural Policy (BFAP) anticipated that by 2027, the area for lemons and limes production may increase by approximately 16.1 percent, soft citrus production by 12.9 percent, orange production by approximately 12.1 percent, and grapefruit by 7.7 percent (BFAP, 2018). However, the contribution of Citrus industry to the South African economy could be more than what has been reported. It is estimated that approximately 10 000 hectares of citrus have been reallocated by the land reform programme, but about 70 percent of the redistributed plantations are in bad condition. This has diminished the opportunities for creating approximately 7 000 additional jobs (DAFF, 2016b).

2.7 EMPIRICAL FRAMEWORK

Extensive research has been conducted in an attempt to understand behaviour of employees in various industries such as retailing, education, manufacturing and mining in South Africa (Van Zyl, 2010; Chipunza et al., 2011; van Scheers & Botha, 2014; Jacobs, Renard & Snelgar, 2014; Bester, Stander & Van Zyl, 2015). However, it appears that very little research has been conducted on farm workers' behaviour in the farming sector despite revelations that Black and coloured farm workers in the commercial farms are the most vulnerable and relegated groups in South Africa (London, 2000; Erwee, 2016).

Research conducted on farm workers in South Africa focussed more on farm workers' alcohol consumption, physical health and safety, living or dwelling conditions, and little has been done in attempt to understand farm workers' behaviour (London, 2000; Rother, 2008; Magcai, Du Plessis & Pienaar, 2013; Afzal, Lieber, Dottino & Beddoe, 2017).

2.7.1 Alcohol consumption in the farming sector

Alcohol consumption is regarded as a societal problem in South Africa. The effects of alcohol and drug abuse on the workers and their work can be severe, including amongst others; decline in quality and quantity of work, increased accidents and poor interpersonal relationships with co-workers (Nel & Werner, 2011; Wärnich, Carrell, Elbert & Hatfield (2015).

A study conducted by London (2000) among farm workers from 113 South African fruit farms in the Western Cape revealed that there were high levels of alcohol consumption amongst farm workers, with approximately 19.4 percent of farm workers reporting that they were partially paid with alcohol. Herrick (2012) regards the alcohol consumption levels of farm workers in the Western Cape as a "disaster". This is blamed on the past practices of "dop system", which is described as a system that provides farm workers with alcohol as a partial payment (London, 2000).

A study conducted by Gossage, Snell, Parry, Marais, Barnard, de Vries, Blankenship, Seedat, Hasken and May (2014) in the Western Cape revealed that farm workers (83.1%) were more likely to be drinkers than all other workers from other occupations (66.8%). The authors also interviewed 11 farmers on the use of "dop system" and four farms did not use the system, three farms discontinued using the system in 1961, while others discontinued the system after the incident involving some workers breaking into the wine cellar. One of the farmers interviewed indicated that "dop system" contributed to farm workers' poor performance, and in order to encourage workers to stop drinking, money was added each week to the pay of workers who chose not to consume alcohol (Gossage et al., 2014).

Although the "dop system" has since been outlawed in South Africa, Evan (2015) indicated that the system had already embedded the culture of alcohol abuse among farm workers. This means that majority of farm workers continues

to consume and spend more on alcohol. Evan (2015) suggested that farm owners should use technology such as breathalysers in attempting to reduce negative impacts of farm workers' abuse of alcohol, such as health problems, low productivity and possible accidents in the workplace.

High levels of alcohol consumption were also discovered in other parts of the world. For example, a study conducted by Watson, Mattera, Morales, Kunitz, and Lynch (1985) on alcohol abuse by migrant farm workers in New York, found that out of 153 African-Americans and 64 Haitians, 20 percent were heavy drinkers, 22 percent reported that they drank daily and 22 percent indicated that they regularly consumed 5 or more drinks at a time. Watson et al. (1985) suggested that substance abuse such as alcohol puts farm workers at a higher risk of contracting HIV, which may in the long run affect their physical health.

2.7.2 Human Immunodeficiency Virus (HIV) in the farming sector

South Africa has one of the highest HIV prevalence, and South African workforce is getting affected at an alarming rate, which has impact on their well-being (Nel & Werner, 2011). The International Labour Organisation (ILO) indicates that most farm workers in developing countries live in extremely primitive conditions and inadequate diet, which exposes them to epidemic and endemic diseases (Department of Labour Protection & Welfare, 2000).

Evian (2009) conducted a study on HIV vulnerability among rural farm workers in Hoedspruit commercial farming area, South Africa. The research findings revealed that farm workers around Hoedspruit were extremely vulnerable to HIV infection, with approximately 28.5 percent of employees already infected with the virus. The results also showed that the highest HIV prevalence (36.9%) was among those aged between 30-34 band, and that HIV prevalence between permanent and seasonal employees was more or less similar.

Magcai et al. (2013) conducted a study on Black South African farm workers' beliefs about HIV in the North West Province. The results showed that the majority of the farm workers believed that HIV exist, though some believed that it could be as a result of failing to follow traditional rituals. This implies that some of the beliefs that the farm workers had about HIV may assist in keeping them safe from being infected with the virus, but some negligible beliefs may place them at a risky position of being infected with the virus (Magcai et al., 2013).

A study conducted by Devereux, Levendal and Yde (2017) among female farm workers in the Western Cape and Northern Cape revealed that farmers allow farm workers to go to the clinic when it is required, but it is usually accompanied by losing a day's wages. Evian (2009) suggested that farmers should request assistance from NGO's, social work and health care workers to continuously provide workers with knowledge relating to HIV because HIV may affect people's psychological and physical well-being, which eventually influence their performance. This means that it is possible for farm workers to find themselves deviating from prescribed performance standards when they are not psychological or physical well because of HIV relates conditions.

2.7.3 Occupational health and safety in the farming sector

Agriculture is regarded as one of the most hazardous occupations worldwide. The International Labour Organisation estimated that about 250 million accidents, 335 000 fatalities and 170,000 deaths among agricultural workers occur in a year. The intensive use of machinery and the use of pesticides and other agrochemicals in the agricultural sector are regarded as contributors to the high risks of accidents and injuries in the agricultural sector (Myers, 2004).

The definition of occupational injury by Woods and West (2019) clearly shows that accidents and injuries in the sector can also be caused by intentional behaviour of employees. The authors regard occupational injury as a wound or

damage to the human body as a result of unintentional or intentional acute exposure to objects in the working environment. This means that employees' engagement in destructive or constructive behaviour can cause accidents or injuries at the workplace.

A study conducted by Weyers (2006) in Free State, South Africa assisted in compiling the Hazard Identification Risk Assessment (HIRA) among crop farm workers. The study was aimed at designing an occupational health and safety programme, and the following health and safety risks were identified: "exposure to high temperatures and ultraviolet radiation, inhalation of inorganic and organic dust, inhalation of ammonium nitrate and organophosphates, skin burns as a result of contact with fertilisers, exposure to whole body vibration and excessive noise, inhalation of tractor exhaust gases, caught in or between objects, rollovers as well as trips and slips" (Weyers, 2006, p. 83).

Research related to safety and accidents among farm workers was conducted in the rural areas of the Western Cape Province, South Africa by Schierhout et al. (1997). They discovered that 44 percent of the reported work-related fatalities and 79 percent of the unreported work-related fatalities were from the agricultural sector. The authors further identified the following as some of the causes of work-related fatalities; falls, being hit by an object, machinery accidents, vapours and gases, chemicals and pesticides as well as tractor accidents.

A study conducted on female farm workers in the Western Cape Province and Northern Cape by Devereux et al. (2017) also reported similar findings by revealing that injuries on duty among farm workers in the two provinces occurred at an alarming rate. Devereux et al. (2017) also stated that only half of the injuries on duty incidents (51%) are reported to the Department of Labour.

A cohort study focusing on injuries in migrant farm workers in South Texas was conducted by Cooper, Burau, Frankowski, Shipp, Del Junco, Whitworth,

Sweeney, Macnaughton, Weller and Hanis (2006). The study revealed that the most prevalent workplace hazards included working with or around the following; knives or cutting tools, tractors, repetitive hand work, bending or stooping repetitively, chemicals, terrain vehicles, irrigation ditches, hitched equipment, lifting objects repetitively, and moving heavy objects (Cooper et al., 2006). Similar findings were also found by Hagela, King, Dosmana, Lawsona, Traska, Pickett (2016) on Saskatchewan farms. It can be argued that some of the causes of work-related fatalities in the farming sector identified above could be as a result of deviation from the set standards, whether with good or bad intentions.

The agricultural products may become vulnerable to various types of pests which may destroy crops. In order to avoid losing crop revenues, it becomes important to use pesticides and other agrochemicals. However, these may also expose farm to risks such as illnesses such as damaged nerves or lungs, cancer, asthma, chronic bronchitis, dyspnea, chest pain, sterility, birth defects, allergic reactions and injuries or death (Department of Labour, 2010; Sapbamrer & Seesen, 2020). The International Labour Organisation regards workers' exposure to pesticides and other agrochemicals as contributors to major occupational risk in the farming sector (Department of Labour Protection & Welfare, 2000).

The problem relating to pesticides and other agrochemicals among farm workers has been documented as a challenge globally. For example, Rakesh et al. (2013) conducted a study among farm workers in India and discovered that about thirty-nine percent of the farm workers interviewed mixed and used chemicals without gloves in their hands, while about forty-three the participants reported that they reused the agrochemical containers at their homes. It was discovered that only twenty-eight percent of the research participants used adequate personal protective equipment when mixing and applying agrochemicals (Rakesh et al., 2013).

In South Africa, a study conducted by Rother (2008) in the Western Cape Province on the interpretation of risk assessment of pictograms information on pesticide labels by farm workers, showed that farm workers misinterpreted pictograms on the pesticide label. Pictograms are usually used to convey pesticide risk information in order to protect farm workers from hazardous exposure. For example, a pictogram showing the toxicity of the pesticides suggests that farm workers should not "walk through pesticides," meaning that they should "wear boots," was misinterpreted based on farm workers' "frame of social and cultural reference" (Rother, 2008, p. 419).

In their study, Devereux et al. (2017) also discovered that two out of three women farm workers were exposed to dangerous pesticides at work, with some workers (51%) coming into contact with pesticides less than one hour after they have been applied. It was also discovered that about 66 percent of the farm workers who were exposed to pesticides did not have protective clothes such as boots, overalls, gloves and masks (Devereux et al., 2017). This clearly shows that some of farm workers did not know about the side-effects of pesticides. It can therefore be concluded that farm workers may have engaged in unwanted or unsafe behaviour based on the lack of knowledge. This kind of negligence could be reduced by imparting knowledge. Thus, training may reduce farm workers' hazardous behaviour.

A study conducted by Hagela et al. (2016) emphasised the importance of training in an effort to reduce hazards in the farming workplace. Hagela et al. (2016) discovered that investments in farm safety and farm work practices negatively relate to the presence of hazards in the farms. However, this may be challenging based on the fact that most farm workers spent their lives residing in the farms because their parents were working as farm workers. This had deprived them of the opportunity to get education, resulting in high levels of illiteracy and innumeracy (London, Thompson & Myers, 1998).

It becomes apparent that some of hazards occurring in the farming sector could be caused by workers' behaviour, it is important for farmers and supervisors to focus on farm workers' practices in order to seek ways to address or eliminate anything that could result in employees' engagement in unsafe and undesirable behaviour. This means that understanding what drove workers into behaving in an undesirable way could assist in coming up with ways that can encourage them to behave in a desirable way.

2.7.4 Motivation in the farming sector

In her study on motivation of farm workers, Erwee (2016) indicated that in South Africa, extensive research needs to be conducted in an attempt to understand behaviour of employees in the farming sector. Erwee's (2016) study sought to determine the factors that motivate farm workers. A mixed method was used to collect data from both farm workers and managers, and the results showed that though it is important for farmers to meet workers' basic needs; monetary variables such as bonuses and piecework seem to fail to make a significant contribution towards farm workers' motivation.

However, motivation was found to be influenced by the manager's frame of mind and the individual workers' frame of mind (Erwee, 2016). This implies that farm worker' perceptions of their work environment, supervisors or co-workers may influence their behaviour in a positive or negative manner, which will ultimately result in destructive or constructive behaviour in the workplace.

2.7.5 Employment relationship in the farming sector

Though research on the relationship between farm workers and workers seems to be very limited in South Africa, Ulicki and Crush (2007) indicated that studies conducted on the relationship between farmers and farm workers showed that poor relationships seem to exist. Ulicki and Crush (2007) conducted a research

on Lesotho's migrant farm workers in South Africa and discovered that 15 percent of the participants reported physical abuse, while 32 percent reported experiences of verbal abuse from their employers.

Some of the reasons for such abuse included amongst others; "working more slowly than expected, making mistakes, complaining about work-related issues, and eating produce" (Ulicki & Crush, 2007, p. 167). It is apparent that the work-related behaviours identified by Ulicki and Crush (2007) could be possible reasons for employees' engagement in workplace deviant behaviour. Therefore, it is imperative for farmers to understand the circumstances surrounding employees' engagement in workplace deviant behaviour in order to avoid and minimise its negative effects.

Visser and Ferrer (2015) discovered that lower wages seemed to be a contributor to poor relationship between farmers and farm workers. Research conducted by Devereux et al. (2017) revealed that farm workers perceived that farmers did not recognise that farm workers are the ones who make farmers rich. Research findings showed that the following percentage of farm workers reported to be paid less than the Sectoral Determination wage rate; 43 percent of those who received daily wages, 32 percent of those who received weekly wages and 75 percent of those who received monthly wages (Devereux et al., 2017).

In their study, Visser and Ferrer (2015) found that farm workers seemed to have very limited or no knowledge relating to the existence and roles of trade unions. This implies that the most convenient route for farm workers who perceived some sort of unfairness in relation to their employment conditions could be to engage themselves in different forms negative behaviours. Furthermore, Jacobs (2008) discovered that there has been an increase of labour contractors' participation in the agricultural sector, resulting in more seasonal workers and less permanent workers in the farming sector. This may have negative impact

on the workers' involvement in their jobs and their loyalty towards the farms or their managers.

The empirical findings on farm workers presented from above clearly indicate that there could be numerous factors in the farming sector, which could cause farm workers to engage in various forms of deviant behaviours. The very limited or no research that specifically focused on deviant behaviours among farm workers makes it difficult to pinpoint directly what could contribute to farm workers' engagement in destructive and constructive deviant behaviour.

Therefore, the purpose of this study was to specifically make attempts to fill a gap by exploring deviant behaviour among farm workers in order to understand its antecedents, as well as to determine the possible consequences of farm workers' engagement in various forms of deviant behaviours in order to suggest ways to manage workplace deviance in the farming sector effectively.

2.8 CHAPTER SUMMARY

The agricultural sector plays a significant role in strengthening the South African economy. As a sector that is recognised to be a source of food and employment, it is important to continuously seek ways to improve its functioning. Workers are regarded as the most useful resources in any organisation, especially in a sector like farming, which requires a large amount of manpower. It is therefore imperative to understand the behaviour of workers in order to influence them in a manner that will ensure accomplishment of organisational objectives. This chapter presented an overview of the role of agricultural sector in South Africa, specifically the farming sector, the future of the farming sector, and the valuable contributions of the fruit farming sector, especially citrus fruit farming as well as previous research conducted on farm workers in order to show the importance of understanding the behaviour of farm workers. The next two chapters specifically focus on the literature relating to workplace deviance.

CHAPTER 3

WORKPLACE DEVIANCE: THEORETICAL BACKGROUND

3.1 INTRODUCTION

This chapter presents the existing literature on workplace deviance (WD). The chapter is structured in such a way that the conception of the phenomenon "workplace deviance" is presented first, followed by the conceptualisation of workplace deviance. Successively, the theoretical background perceived useful in understanding workplace deviance is explored. Lastly, this chapter concludes by providing a brief overview of the chapter.

3.2 THE CONCEPTION OF WORKPLACE DEVIANCE

The concept of "deviance" originated from the field of Sociology. Spreitzer and Sonenshein (2004, p. 829) indicated that in Sociology, early research on deviance focused on "the morally objectionable, forbidden, and disvalued" behaviour. This means that deviance was regarded as being offensive. This was followed by the adoption of the functionalist approach. The functional approach regards deviance as being important in playing a vital role regarding the "maintenance of social order".

At a later stage, research on deviance shifted to focus on the social reactionist approach, which emphasised on the process of describing "actions or behaviour that is inconsistent with the social norms" (Spreitzer & Sonenshein, 2004, p. 829). This implies that "deviance" is regarded as the concept that explains departures from the rules of conduct, which govern social relationships (Spreitzer & Sonenshein, 2004, p. 830).

The phenomenon "deviance" drew the attention of researchers and practitioners in the areas of Business Management, Human Resource Management and

Organisational Science at a later stage. The researchers' interests on deviance in the workplace resulted in the formulation of the concept "workplace deviance," which specifically focusses on departures from the rules of conduct in the workplace (Robinson & Bennett, 1995). Later on, further research led to the development of workplace deviance scales (Robinson & Bennett, 1995; Bennett & Robinson, 2000; Spreitzer & Sonenshein, 2004; Stewart, Bing & Davison, 2009; Galperin, 2012).

3.3 CONCEPTUALISATION OF WORKPLACE DEVIANCE

The conceptualisation of workplace deviance progressed from secluded and independent operational definitions to a more comprehensive definition. Researchers in the past conducted various studies in an attempt to identify different types of undesirable behaviours in the workplace. For example, a study on lateness and absenteeism in the workplace by Rosse (1988), studies on employee theft by Greenberg (1987, 1990a, 1993) as well as a study conducted by Chen and Spector (1992) on employees' responses to frustration. The variables studied by the above researchers could be perceived as types of deviant behaviours in the workplace, even though they were studied in solitude instead of within a broader phenomenon of workplace deviance (Robinson & Bennet, 1995).

As researchers continued to explore different types of deviant behaviours, the need to conceptualise the concept workplace deviance arose. There were other constructs, which encompassed the same domain of behaviours as workplace deviance. These include concepts such as anti-social behaviour, organisational misbehaviour, dysfunctional behaviour and counterproductive behaviour (Bennet & Robinson, 2000; Yildiz et al., 2015a; Mertens et al., 2016). In order to understand how workplace behaviour is distinct from the other constructs with similar domain of behaviour, it is important to briefly define these constructs.

Giacalone and Greenberg (1997) regarded anti-social behaviour as engagements in behaviours that cause harm or intended to cause harm to an organisation, employees, or other stakeholders of the organisation, and tends to focus more on personal, political and property dealings and less on organisation's production. Organisational misbehaviour is defined as behaviours that encroach upon the essential norms of the organisation and rules, with the intention of causing destruction (Vardi & Weitz, 2004).

Griffin and O'Leary-Kelly (2004) defined dysfunctional behaviour as employees' activities that have negative outcomes for an individual employee, a group of employees, or the organisation itself in a vicious or non-vicious manner. Counter productive behaviour is regarded as any form of deliberate behaviour by the member of the organisation, and such behaviour is regarded as being contrary to the rightfulness and welfares of the organisation in terms of job performance (Sackett, 2002).

The work of Robinson and Bennet (1995) finally produced a definition of the concept "workplace deviance" in such a way that differentiates it from the constructs identified above. Workplace deviance is defined as a "voluntary behaviour that violates significant organisational norms, and in so doing threatens the well-being of an organisation, its members, or both" (Robinson & Bennet, 1995, p. 556). This definition denotes that workplace deviance is an intended negative behaviour that only yields negative outcomes in the organisation.

However, further studies have argued that workplace deviance is a double-edged behaviour, meaning that it can be both destructive or negative and constructive or positive (Spreitzer & Sonenshein, 2004; Appelbaum et al., 2007; Yildiz, et al., 2015b; Mertens et al., 2016). This propelled the need to redefine workplace deviance, define destructive workplace deviance and constructive workplace deviance, as well as to and to differentiate between destructive workplace deviance and constructive workplace deviance.

Bennett and Robinson (2000) as cited by Mertens et al., (2016, p. 194) define workplace deviance as the "voluntary behaviour that deviates from organisational norms, including both informal and formal rules that regulate and regularise behaviour". Thus, destructive workplace deviance is defined as a "voluntary behaviour that violates significant organisational norms in a manner that threatens the well-being of an organisation as well as its members, or both" (Yildiz et al., 2015a, p. 415). On the other hand, constructive deviance is defined as a "voluntary behaviour that deviates from the organisational norms, but that stems from positive intentions and/or has positive consequences" (Galperin, 2012 as cited in Mertens et al., 2016, p. 194).

This implies that both destructive workplace deviance and constructive workplace deviance are intentional behaviours, but differ in terms of the nature of intentions involved. Accordingly, destructive workplace deviance has negative intentions, which put the well-being of the organisation and its members directly or indirectly in jeopardy, while constructive workplace deviance has positive intentions, which promote the well-being of the organisation and its members.

3.4 THEORETICAL FRAMEWORK

There seems to be no comprehensive theory or agreed set of theories regarding workplace deviance, as researchers seemed to use isolated attempts to understand the different deviant acts in the workplace (Bennett & Robinson, 2000). Table 3 summarises fundamental theories that could be very useful in understanding the concept of "workplace deviance". The next sub-sections present ten (10) fundamental theories which are deemed important when it comes to explaining workplace deviant behaviour, namely; social exchange theory, equity theory, psychological entitlement theory, organisational justice theory, retaliation theory, envy theory, conservation of resources theory, personality theory, typology of destructive workplace deviance and typology of constructive workplace deviance.

Table 3

Theories Related to Workplace Deviance

PREMISE(S)	BEHAVIOURAL OUTCOME(S)	SOURCE(S)
1. Social exchange theory (SET)		
Exchange of social and material resources is an important form of human interaction, and the voluntary actions of people are driven by the returns they expect from such an interaction	Employees weigh the costs and benefits they are receiving for their hard labour and choose to engage in a particular behaviour, either positive or negative, based on the norms of reciprocity).	Blau (1964); Cropanzano & Mitchell (2005); Palmer et al. (2017)
2. Equity theory (EqT)		
Employees compare their inputs (performance) and the outputs (rewards) they receive and they expect a relationship between the two.	Perceptions of a lack of fairness in working conditions, benefits, payment or treatment, result in negative behaviours while perceptions of fairness result in job satisfaction and OCBs.	Adam (1963); Robbins et al. (2009)
3. Psychological entitlement theory (PET)		
Employees may lean towards favourable self-perceptions and reward expectations that exist even when there is little justification for such beliefs.	Unfulfilled distorted expectations result in disappointments and frustrations, which manifest in a form of negative attitudes and behaviours.	Harvey, et al. (2014)
4. Organisational justice theory (OJT)		
Employees expect to be treated with equity, honesty and dignity.	When employees' expectations of organisational justice are fulfilled, employees' satisfaction and performance may increase but those who sense some form of unfairness may engage in negative behaviours.	O'Neill & Hastings (2011); Restubog et al. (2011)
5. Retaliation theory (RT)		
Employees deal with perceptions of mistreatment by revenging and retaliating with acts of deviance.	Employees who perceive their supervisor's treatment as being abusive may retaliate by engaging in negative behaviour and those who perceive their supervisor's treatment as being polite may put extra effort to please him/her.	Tepper et al. (2009); Ferguson et al. (2012)
6. Envy theory (EnT)		
Employees may feel the pain at another's good fortune, especially when they desire what another has accomplished.	Employees may engage in acts such as jealousy, sabotage, gossiping and withholding information or increase their performance-related effort in order to receive recognition.	Sterling & Labiance (2015)
7. Conservation of resources theory (CRT)		
Employees have limited source of resources at their disposal, which assist them to cope with various stressors and demands in their workplace.	When employees feel that their resources are becoming depleted or drained, they would seek ways to generate resources that would be necessary to cope with the work stressors and demands by engaging in deviant behaviour.	Neves & Champion (2015); Ferguson et al. (2012); Jelinek & Jelinek (2008)
8. Personality theories (PT)		
Individual differences influence the behaviour of employees in the workplace	The Big Five Model's traits may explain employees' engagement in positive behaviours and Dark Triad traits explain employees' engagement in negative behaviours.	Bolton et al. (2010); DeShong et al (2015); Palmer et al. (2017)
9. Typology of Destructive Workplace Deviance (TDWD)		
Workplace deviance is negative and can be towards organisation or members of organisation and can be minor or serious in nature	Employees may engage in property deviance, production deviance, political deviance or personal aggression.	Robinson & Bennett (1995); Bennett & Robinson (2000)
10. Typology of Constructive Workplace Deviance (TCWD)		
Workplace deviance directed towards organisation or members of organisation can be positive.	Employees may engage in pro-social behaviours such as whistle-blowing, OCBs and corporate social responsibility.	Spreitzer & Sonenshein (2004)

3.4.1 Social Exchange Theory

SET is regarded as one of the most significant conceptual models for understanding behaviour in the workplace (Cropanzano & Mitchell, 2005). According to Lambe, Wittmann and Spekman (2001, p. 6), SET is based on four premises as outlined below:

1. "Exchange interactions result in economic and/or social outcomes;"
2. "These outcomes are compared over time to other exchange alternatives to determine dependence on the exchange relationship;"
3. "Positive outcomes over times increase organisations' trust of their trading partner(s) and their commitment to the exchange relationship;"
4. "Positive exchange interactions over time produce relational exchange norms that govern the exchange relationship."

In explaining the social exchange relationships, Blau's (1964) work on SET is mostly used. Blau's (1964) SET is based on the crucial idea that the exchange of social and material resources is an important form of human interaction, and that the voluntary actions of people are driven by the returns they expect from such an interaction.

SET regards exchange as a social behaviour that can result in both economic and socio-emotional outcomes. Economic outcomes tend to be noticeable and address the financial needs of people, while socio-emotional outcomes tend to be unnoticeable and address people's social and esteem needs (Tsui, Pearce, Porter & Tripoli, 1997). This means that economic and socio-emotional resources are two types of resources in exchange, which could exist in an organisation.

However, Blau (1964, p. 94) cited in Cropanzano and Mitchell (2005, p. 885) indicated that social exchange tend to differ from economic exchange, as it tends to stimulate "feelings of personal obligations, gratitude, and trust". This

implies that the nature of social relationship could influence the type of exchange. Literature shows that a relationship can be perceived as "the series of interdependent exchanges" (relationships-as-transactions) or as the "interpersonal attachments resulting from a series of interdependent exchanges (relationship-as-interpersonal-attachment" (Cropanzano & Mitchell, 2005, p. 886).

A typology that could be useful in understanding the differences between the two types of relationships as proposed by Cropanzano and Mitchell (2005), is presented in Figure 9. Cell 1 displays a social exchange transaction within the context of a social exchange relationship. This implies that there is consistency (match) between the form of transaction and the type of relationship, and therefore minimal deviation could be expected, as both parties' perceptions of the exchange, relationship would be similar (Cropanzano & Mitchell, 2005).

		TYPE OF TRANSACTION	
		Social Exchange	**Economic Exchange**
Social Exchange		**Cell 1: Match** Social Transaction in a Social Relationship	**Cell 2: Mismatch** Economic Transaction in a Social Relationship
TYPE OF RELATIONSHIP **Economic Exchange**		**Cell 3: Mismatch** Social Transaction in an Economic Relationship	**Cell 4: Match** Economic Transaction in an Economic Relationship

Figure 9. Transactions and Relationships in Social Exchanges (Adapted from Cropanzano & Mitchell, 2005, p. 887)

Cell 2 involves an economic exchange transaction within a social exchange relationship. This mismatch implies that a failure to meet economic obligations may be viewed as disloyalty, which could result in negative emotions, which would ultimately cause permanent damages to the relationship while satisfactory discharge of economic obligations could result in greater trust and dependence (Cropanzano & Mitchell, 2005).

Cell 3 provides a social exchange transaction within an economic relationship. This mismatch may involve exchanging money for social support or for reasonably open-ended support, which may cause emotional strain. This implies that when an individual is expected to provide social or emotional support in order to receive economic benefits, it would be difficult and demanding as such support would not come naturally (Cropanzano & Mitchell, 2005).

Cell 4 displays an economic exchange transaction within an economic exchange relationship. The match between the form of transaction and the type of relationship implies that there could be minimal probabilities of disloyalty and negative emotions as there would not be any discrepancy between both parties' perceptions of the exchange relationship (Cropanzano & Mitchell, 2005).

The two parties in the exchange relationship may compare the social and economic outcomes of their interactions on a continuous basis. Positive economic and social outcomes may increase the parties' trust of each other and commitment to sustaining the exchange relationship while negative economic and social outcomes may a put a strain on the exchange relationship (Lambe, et al., 2001). This suggests that in the economic and social exchange between employees and the organisation, employees may weigh the costs and benefits they are receiving for their hard labour, and choose to engage in a particular behaviour, either positive or negative, based on the norms of reciprocity (Palmer et al., 2017).

Although economic outcomes such as money are important to employees, Blau (1964) cited in Lambe, et al. (2001) emphasised that social outcomes are the most important benefits involved in social exchange. This means that employees would also consider the type of treatment they get from their superiors and other members of their organisation.

In understanding exchange relationships at the workplace, the social exchange theory was used to conceptualise organisational behaviours such as perceived organisational support (POS) and leader-member exchange (LMX). Perceived organisational support, also known as exchanges between the organisation and the employee, refers to the employees overall "beliefs concerning the extent to which the organisation values their contributions and cares about their well-being" (Wayne, Shore & Liden, 1997, p. 83).

When perceived organisational support is high, employees tend to increase their job performance and minimise likelihood of engagement in negative behaviour such as absenteeism. Thus, perceived organisational support is conceptualised in terms of the quality of the social exchange between the employer and the organisation (Wayne, et al. 1997; Cropanzano & Mitchell, 2005; Dulac, Coyle-Shapiro, Henderson & Wayne, 2008).

Leader-member exchange refers to the exchange relationship that takes place between an employee and the immediate supervisor (Cropanzano & Mitchell, 2005). Dulac et al. (2008) indicate that high-quality leader-member exchange relationships entails provision of the actual or perceived levels of support necessary for employees to cope with job demands, which ultimately result in increased job performance. Accordingly, the social exchange relationship is used to explain the reasons for subordinates to become obligated to their supervisors and their willingness to perform in a manner that is or way above what is required of them (Settoon, Bennett & Liden, 1996).

It can therefore, in line with the social exchange theory, be concluded that if employees perceive that they are treated better than the norm, they may feel obligated to work harder and go extra miles to produce desirable organisational outcomes. This may also include deviating from the organisational norms for the benefit of the organisation – constructive deviant behaviour (Yildiz, et al. 2015b). On the other hand, if employees perceive negative discrepancy between their actions and the expected returns, they may develop some negative attitudes towards their work and the organisation, which may result in negative deviant behaviours – destructive deviant behaviour (Yildiz & Alpkan, 2015).

3.4.2 Equity Theory

Adams' (1963) equity theory provides a useful understanding into the importance of perceptions of fairness in the workplace (Ryan, 2016). According to Hatfield, Walster and Berscheid (1978), the Equity Theory is based on the four propositions outlined below:

1. People seek to maximise pleasure and minimise pain, making them to be concerned with the rewards and punishments they receive in social relationships;
2. Society tends to persuade people to behave fairly and equitably, resulting in rewarding those who treat others equitably and punish those who treat others inequitably;
3. People are most comfortable when they perceive that they are approximately receiving what they deserve from life, love, and work;
4. In inequitable relationships, people tend to reduce their distress by either restoring psychological or actual equity, or by abandoning the relationship.

In the work settings, the Equity Theory focuses on the social comparisons employees tend to make between their inputs and the outputs they receive as

well as the inputs and outputs of their comparison-others (Griffin, Phillips & Gully, 2016). The comparison is used as the basis for forming an influence of whether there is equity or inequity. This means that equity comparison can be explain in terms of the following formula:

$$\frac{\text{Outcomes (self)}}{\text{Inputs (self)}} \quad \frac{\text{compared}}{\text{with}} \quad \frac{\text{Outcomes (other)}}{\text{Inputs (other)}} = \textbf{Equity / Inequity}$$

When employees perceive a comparable relationship between their inputs and outputs, they receive with the inputs and outputs of their comparison-other, they experience feelings of equity. When employees perceive that there is dissimilarity in the relationship between their inputs and outputs with their comparison-other's inputs and outputs, they would experience feelings of inequity (Griffin et al. 2016). The inputs that employees could consider include amongst others their performance, loyalty, commitment, skills, seniority, personal sacrifice and the degree of responsibility; while outputs include financial rewards, benefits, praise, recognition, promotion opportunities, conducive work environment and a sense of achievement (Robbins, Judge, Odendaal & Roodt, 2014).

The assessment of people's perceptions of equity in comparison to others could yield three different types of results as suggested by Hatfield et al. (1978) cited in Ryan (2016). The three results include, over-benefiting (receiving more than what a person deserves), equitability (receiving exactly what a person deserves) and under-benefiting (receiving less than what a person deserves). This means that people tend to perceive their ratio of inputs and outputs in relation to others, in such a way that when inputs and outputs are perceived similar in relation to those of others, there would be feelings of equity. In contrast, when inputs and outputs are perceived to differ in relation to those of others, there would be feelings of inequity (Ryan, 2016).

Equity Theory is associated with social exchange theory in the sense that it also emphasises the reciprocal nature of workplace relationship. This implies that in comparing their inputs and outputs in relative to those of others, employees may seek to modify their inputs or outputs in such a way that would have consequences for workplace behaviour, be it negatively or positively (Adams, 1963 as cited in Ryan, 2016).

According to the Equity Theory, if employees perceive that they are over-benefiting in their workplace relationship, in a form of fairness in working conditions, valuable benefits, financial rewards, recognition or treatment; they may feel that they owe the organisation, resulting in putting more efforts to assist the organisation to realise its objectives. This may also involve deviating from organisational norms with good intentions of achieving organisational objectives.

On the other hand, if employees perceive that they are under-benefiting in their workplace relationship, they may develop feelings of anger, sadness, and resentment (Hatfield et al., 1978 cited in Ryan, 2016). This may result in declined work output, engaging on variety of negative behaviours or even leaving the job as way of applying the principle of "an eye for an eye".

In line with the Equity Theory, Bourdage, Goupal, Neilson, Lukacik and Lee (2018) indicated that employees who perceive to be under-rewarded relative to their inputs tend to reduce their effort to decrease inputs or to increase their outputs by engaging on destructive workplace deviant behaviour such as absenteeism or theft. They further suggested that employees who feel that they are treated well and rewarded beyond what they deserve, may increase their inputs and engage on constructive deviant behaviour to better match their outputs.

It should, however, be noted that people differ in terms of how they perceive equity based on their preferred ratio. Huseman, Hatfield and Miles (1987)

supplemented the Equity Theory by introducing equity sensitivity theory, which clarifies how preferred ratio can explain the differences on how people perceive equity. They proposed the equity sensitivity continuum, which focuses on comparison that people make between their inputs and outputs in relative to other people's inputs and outputs in similar situations or positions. The equity sensitivity continuum is illustrated in Figure 10.

$$\frac{O}{I} < \frac{O}{I} \qquad\qquad \frac{O}{I} = \frac{O}{I} \qquad\qquad \frac{O}{I} > \frac{O}{I}$$

P   O   P   O   P   O

Benevolents   Equity Sensitives   Entitleds

P = Person

O = Comparison other
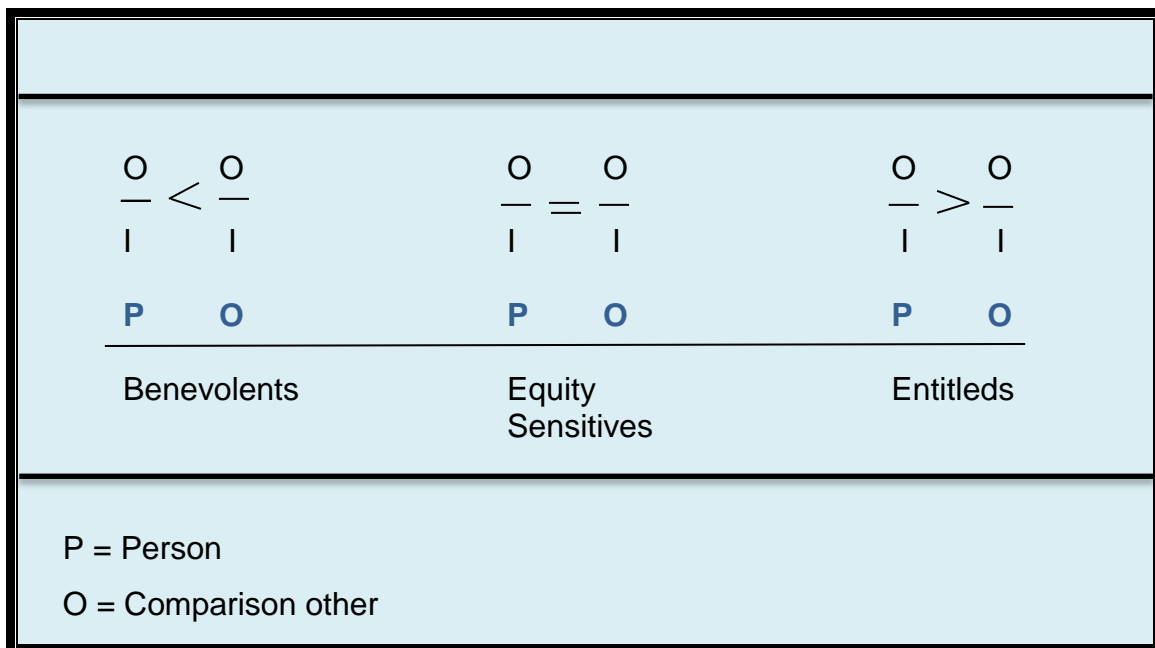
Figure 10. The equity sensitivity continuum (Adapted from Huseman, et al., 1987, p. 224)

The continuum is comprised of three different levels of individual sensitivity, namely; Benevolents, Equity Sensitives and Entitleds. Benevolents, also known as givers, are people who are input-oriented and tend to tolerate being under-rewarded as they value "giving more than receiving". According to equity sensitivity theory, Benevolents may become distressed, if they perceive that their input-output ratio (P) and the input-output ratio of the Comparison other (O) are equal or when their input-output ratio is bigger than the input-output ratio of comparison other. This implies that Benevolents do not really care about the outcomes they receive for their efforts but of utmost importance is the

invaluable contribution (inputs) they make (Huseman et al., 1987). Therefore, employees who are Benevolents would always seek to exhibit performance that would be extra-ordinary in their effort to give more than they receive. This could include engaging in constructive deviant behaviour.

Equity Sensitives tend to prefer a situation wherein they perceive an equal input-output ratio between themselves and the comparison other. According to this theory, when Equity Sensitives perceive that they are under-rewarded, they may feel distress. The distress can manifest in a form of different negative behaviours in the workplace such as reducing efforts or confrontations. When the Equity Sensitives perceive that they are over-rewarded, they may have feelings of guilt. The guilt feelings may compel them to put more effort in order to increase their inputs in such a way that they end-up match the outputs (Huseman et al., 1987).

Entitleds are people who are outcome-oriented and tend to prefer to receive more in relative to other individuals as they want to "get as much as they can in any given situation". According to equity sensitivity theory, Entitleds tend to be distress if they feel they are not "getting a better deal" than their comparison other (Huseman et al., 1987, p. 225). This means that Entitleds may engage in negative behaviour if they perceive others are benefiting more than them in their employment relationship, and engage in positive behaviour if they perceive that what they are getting is more than what their comparison others get. Therefore, people's equity sensitivity can influence their tendency to engage in either destructive deviant behaviour or constructive deviant behaviour, with Benevolents being more likely to engage in constructive deviant behaviour and Entitleds being more likely to engage in destructive deviant behaviour.

According to Robbins et al. (2000), research has used the Equity Theory to predict organisational outcomes, such as job satisfaction and organisational citizenship behaviour. Job satisfaction, which refers to the "employees' subjective attitude towards their job", can be influenced by employees'

perceptions about the equity of both intrinsic rewards (recognition, praise) and extrinsic rewards (financial rewards, bonuses) they receive from the organisation (Nel & Werner, 2014, p. 156). If employees perceive some form of inequity, they may engage themselves on what could create equity, including engaging on undesirable behaviour, while perceptions of equity can result in loyalty and feelings of wanting to go extra miles toward realisation of organisational goals.

Organisational citizenship behaviour refers to "generally more positive discretionary behaviours that support the broader social and organisational success, such as helping others, volunteering, and attending non-mandatory functions" (Bourdage et al., 2018, p. 144). Bourdage et al. (2018) suggested that when employees perceive equity, their organisational citizenship behaviour will be higher, which positively impact on employee productivity and organisational performance. This means that employees will commit to putting more efforts in order to assist the organisation to realise its goals. On the other hand, perception of inequity can negatively impact on the employees' organisational citizenship behaviour, resulting in negative behaviour.

3.4.3 Psychological Entitlement Theory

A particular level of entitlement is regarded as being common and tolerable in the workplace, for example, employees may feel entitled to healthy and safe working conditions. However, Harvey and Harris (2010) indicated that of most concerns to managers in the workplace is "heightened psychological entitlement". Psychological entitlement theory assumes that employees may lean towards favourable self-perceptions and reward expectations that may occur in situations where there is little justification for such perceptions (Harvey, et al., 2014; Langerud & Jordan, 2020).

This implies that the employees' perceptions of rewards entitlement may be based on distorted perceptions and expectations. If these expectations go

unfulfilled, it may result in disappointments and frustrations, which may become evident in the workplace in a form of negative attitudes, unethical behaviours, conflict with supervisors, high pay demands, low levels of job satisfaction, and high levels of turnover intention (Harvey & Harris, 2010; Harvey, et al., 2014; Langerud & Jordan, 2020).

In their study, Harvey and Harris (2010) revealed that high levels of psychological entitlement promote job-related frustrations amongst employees, which could manifest in negative behaviours towards co-workers and supervisors. Frustration usually arises when people perceive that someone prevents them from attaining desired goals or outcomes.Therefore, employees (psychologically entitled) who fail to get what they perceive to be entitled to, would be quick to pinpoint those who are perceived to be preventing them from getting what they are entitled to.

In response to this, the psychologically entitled employee may engage in unwarranted political behaviours, which do not necessarily fall under the standard formal procedures of the organisation. The psychologically entitled employees could direct their unnecessary political behaviours towards the organisation or members of the organisation. Tepper et al. (2009) regards one's co-workers as relatively safe targets for psychological entitled employees to direct their job-related frustrations.

In discussing the effects of psychological entitlement in the workplace, Harvey et al. (2014) proposed a model of the effect of psychological entitlement on perceptual and behavioural outcomes, which is depicted in Figure 11. They argued that psychological entitlement may promote perceptions of abusive supervision even if such perceptions cannot be justified. This means that psychological entitled employees who receive constructive and objective feedback from their supervisor concerning their job performance as well as their actual abilities and efforts after performance appraisal, may fail to accept such

feedback because of their own distorted perceived self-views regarding their perceived abilities and efforts.
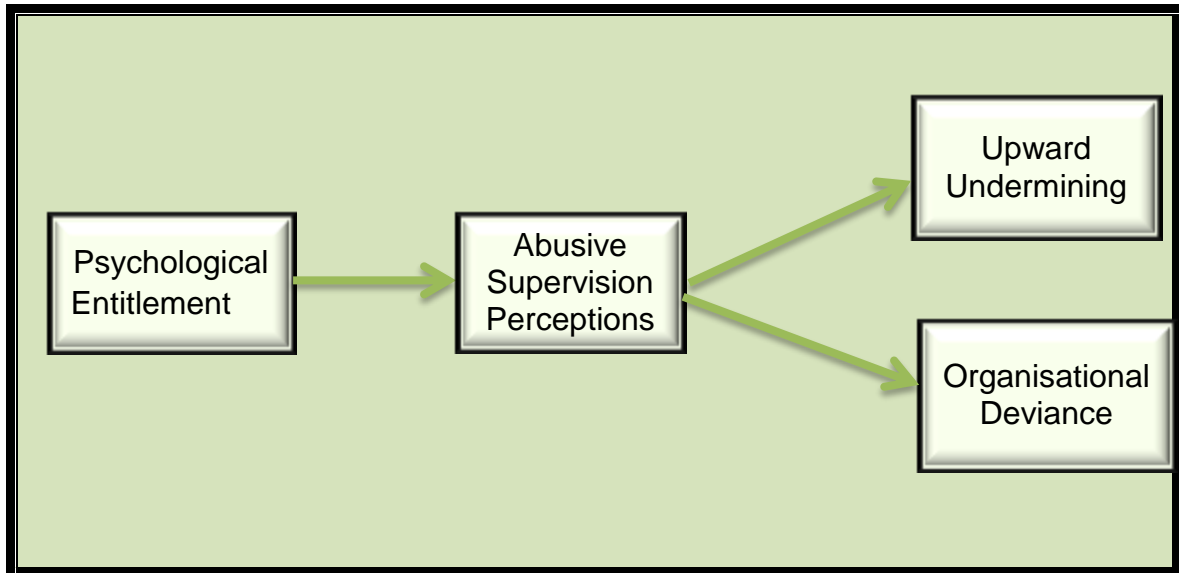
Figure 11. A model of the effect of psychological entitlement on perceptual and behavioural outcomes (Adapted from Harvey et al., 2014, p. 206)

The psychologically entitled employees may perceive their supervisor as being rather abusive, resulting in negative workplace attitudes and behaviours (Campbell, Bonacci, Shelton, Exline & Bushman, 2004). Harvey et al. (2014) indicated that when psychological entitled employees perceive their supervisor as abusive, they may tend to disrespect their supervisor. This means that the entitled employees may resort to undermining their supervisor's authority as a way of retaliating against perceived abusive supervision. This may include deviant behaviour directed at the supervisor, such as disobeying the supervisor's instructions or refusing to take orders from the supervisor (Stewart et al., 2009).

The psychologically entitled employees, who fail to get what they believe to be entitled to, in the organisation, may also direct they frustrations to the entire organisation through acts of organisational deviance (Harvey et al., 2014). Some of the deviant actions that the psychological entitled employees may

engage in include putting little effort into their work, taking an additional or a longer break than is acceptable at their workplace, intentionally working slower than they could work and taking a property from work without permission (Stewart et.al., 2009).

It can therefore be concluded that the psychological entitlement theory is based on the same principles as those of social exchange theory and equity theory, as they are all grounded on employees' expected returns. However, with psychological entitlement theory, expected returns may be based on distorted perceptions. Thus, psychological entitled employees who receive rewards that are equitable to their efforts and abilities may still perceive it as being not enough, and feel unappreciated and demoralised (Harvey & Harris, 2010). This is more likely to result in employees' engagement in various forms of destructive deviant behaviour.

3.4.4 Organisational Justice Theory

Organisational justice theory can also assist in understanding employees' engagement on deviant behaviour. Organisational justice refers to the "just and fair manner in which organisations treat their employees" – hence the terms "justice" and "fairness" tend to be used interchangeably (Greenberg, 1990b cited in Fernandes & Awamleh, 2006, p. 702). Previous research suggests that employees tend to engage in constructive work-related behaviours when they perceive that they are treated fairly in the organisation.

O'Neill and Hastings (2011) mentioned that organisational justice can be classified into two: interactional justice and organisational justice. Interactional justice comprises of interpersonal justice and informational justice; while organisational justice comprises of distributive justice and procedural justice. Furthermore, various authors agree that organisational justice is based on three key components, which are used to evaluate fairness, namely; procedural,

distributive, and interactional justice (Greenberg, 1990b; Restubog, Garcia, Toledano, Amarnani, Tolentino & Tang, 2011).

Distributive justice involves an individual's perceptions of fairness concerning the distribution of resources and outcomes in the organisation (Greenberg, 1990b; Williamson & Williams, 2011). It is based on the reciprocity principles of social exchange theory and the principles of equity theory, meaning that employees are concerned about the equity aspect of justice. This means that employees tend to assess the equity of outcome allocation in order to establish whether they are receiving the outcomes that they deserve, in relative to their inputs. The outcomes could be in a form of salaries, benefits, promotion as well as career advancement opportunities; while inputs include employees' educational qualifications, skills, abilities and efforts (Trevor, 2009).

The distributive justice theory suggests that when employees perceive fair reward distributions, they will feel encouraged to work hard towards the realisation of the organisational goals. This implies that employees expect to be treated with equity, honesty and dignity; and in return, they will become loyal and committed to the organisation (O'Neill & Hastings, 2011).

Procedural justice refers to the perceived fairness of the organisational procedures used to make decisions relating to the outcome decisions (Fernandes & Awamleh, 2006; Williamson & Williams, 2011). Trevor (2009) indicated that employees' perceptions of procedural fairness can be enhanced when employees are provided with the opportunity to voice out their concerns before taking any decision in the organisation that could affect them.

This implies that employees could be willing to accept undesirable outcomes if they were part of the decision-making processes, and believe that the decisions taken were free from bias. For instance, Greenberg (1994) discovered that the amendments of the Workplace Smoking Policy, that resulted in a smoking ban

in the workplace was accepted by the smokers because they were engaged in the decision-making process.

There are six criteria identified as being useful in deciding whether a procedure followed is fair or not, namely; consistency, neutrality, accuracy, correctability, representativeness, as well morality and ethicality (Cropanzano & Molina, 2015). Consistency implies that procedural justice can be cultivated by implementing the same procedures across organisational situations, people and time. Neutrality denotes that procedural fairness can be preserved by making objective decisions that are based on facts, not on certain individual's interests or feelings (Fernandes & Awamleh, 2006).

Accuracy implies that decisions should be based on accurate information. Correctability means that decisions should be correctable in cases when there are mistakes, and should also make provisions for appeal in cases of disagreements. Representativeness denotes that decisions should be made by considering views of all those who may be affected, while morality and ethicality involve making decisions in such a way that is in line with the organisational ethical norms (Fernandes & Awamleh, 2006; Cropanzano & Molina, 2015).

Interactional justice represents the extent to which managers and supervisors treat people with dignity and respect (interpersonal justice), and clearly explain the reasons for their decisions (informational justice). This means that it includes the quality of interpersonal relationship between employees and supervisors as well as the manner in which decisions are communicated to employees (O'Neill & Hastings, 2011).

Colquitt (2001) identified the following as criteria that can be used to evaluate interactional justice; justification, truthfulness, as well as respect and propriety. Justification involves employees seeking to understand the base for reaching certain decisions. Truthfulness includes evaluating whether there is clear communication about the procedures followed in reaching a particular decision.

Respect and propriety involves assessing whether the communication of the decisions taken is done in good faith (Colquitt, 2001).

In order to understand how organisational justice can influence employees' attitudes and behaviours, organisational justice can be treated as a multi-dimensional construct or by aggregating distributive, procedural, interpersonal, and informational justice. Figure 12 depicts the aggregation of organisational justice by using overall fairness perceptions.

Treating organisational justice as a multi-dimensional construct involves considering that all dimensions that contribute to the realisations of organisational justice, influence the attitudes and behaviours of employees. This means that the employees' perceptions of overall justice may yield positive attitudes and behaviour while perceptions of injustices may result in negative attitudes and behaviour. On the other hand, aggregation of the dimensions of organisational justice implies that the different dimensions become antecedents of overall fairness (organisational justice), while overall fairness serves as an antecedent of attitudinal and behavioural outcomes (Colquitt, 2012).

Therefore, organisational justice could influence the behaviour and attitudes of employees, as perceptions of justice may result in constructive behaviour, while perceptions of injustice may result in destructive behaviour. This means that when employees' expectations of organisational justice are fulfilled, it may result in employees' satisfaction, improved performance as well as enhanced trust and organisational citizenship behaviour. Wolfe, Rojek, Manjarrez and Rojek (2018) emphasised that perceptions of organisational justice could prevent counterproductive behaviour of employees.

On the other hand, in line with the social exchange theory and equity theory principles of reciprocity, when employees sense some form of unfairness from the organisation, supervisors or co-workers, they may engage in negative

behaviours, including withdrawal behaviour, lateness, intentional misuse of work time, harassment and turnover intentions (Restubog et. al., 2011).
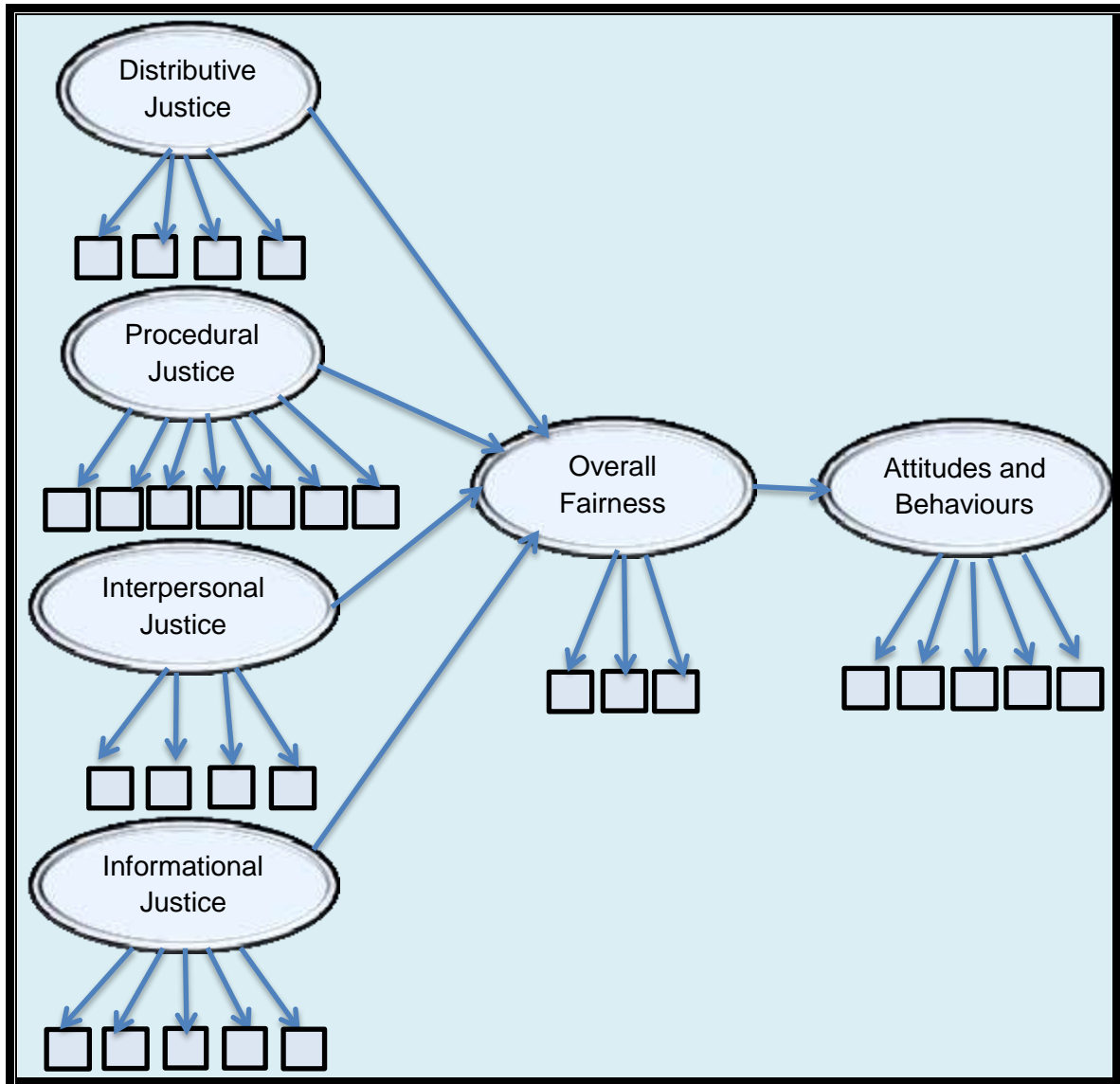
Figure 12. Aggregation of organisational justice using overall fairness
perceptions (Adapted from Colquitt, 2012, p. 534)

3.4.5 Retaliation Theory

Retaliation is regarded as an act of revenge in such a way that would hurt or harm someone in response to the "wrong suffered at the person's hands" (Eadeh, Peak & Lambert, 2017, p. 27). This is in line with the principle of

"paying back in kind". The retaliatory behaviour can result in aggressive behaviour. Efrat and Shoham (2013) regard aggressive behaviour as any form of behaviour directed toward another person with aim of harming or injuring the person. Retaliatory aggression is viewed as an aggressive response to an aggressive act (provocation). When people believe that provokers perceive them as weak or vulnerable, aggressiveness is more likely to intensify (Efrat & Shoham, 2013).

Retaliation theory in the workplace explains the occurrence of revenge and retaliation with acts of deviance in organisations by employees in an attempt to deal with perceptions of mistreatment (Tepper et al., 2009). According to Tepper et al. (2009), this theory appears to focus more on the negative form of workplace deviance, and it is more likely to happen between the supervisor and the subordinate. This may be based on the fact that subordinates in the workplace are more likely to perceive themselves as being weak, vulnerable or powerless in comparison to their supervisor.

Liang, Brown, Lian, Hanig, Ferris and Keeping (2018) suggest that supervisors are likely to subject subordinates to abusive supervision practices, such as public yelling and mockery, mistreatment and incriminating. When employees perceive their supervisor's treatment as being abusive, they are more likely to retaliate by voluntary engaging on negative behaviour in order to revenge or induce anger, which would eventually harm the organisation (Ferguson, Carlson, Hunter & Whitten, 2012). It could, however, also be argued that employees who perceive their supervisors' treatment as being polite, may put extra effort in order to please their supervisors, which may also include deviant voluntary actions with good intentions.

Liang et al. (2018) indicate that employees tend to retaliate when they are subjected to abusive supervision, as well as when they perceive some form of injustices in the workplace. This implies that retaliation can be perceived as an adaptive response or a mechanism to deal with abuse. Therefore, employees

would perceive retaliation as an action that can assist in either levelling the play field or restoring perceived injustices.

Liang et al. (2018) recommended a functional theory of retaliation whereby employees' engagement in retaliation is perceived as a response to perceived wrong doings as well as a means to restore some form of justice in an abusive relationship. Figure 13 presents the heuristic model of retaliation as recommended by Liang et al. (2018).
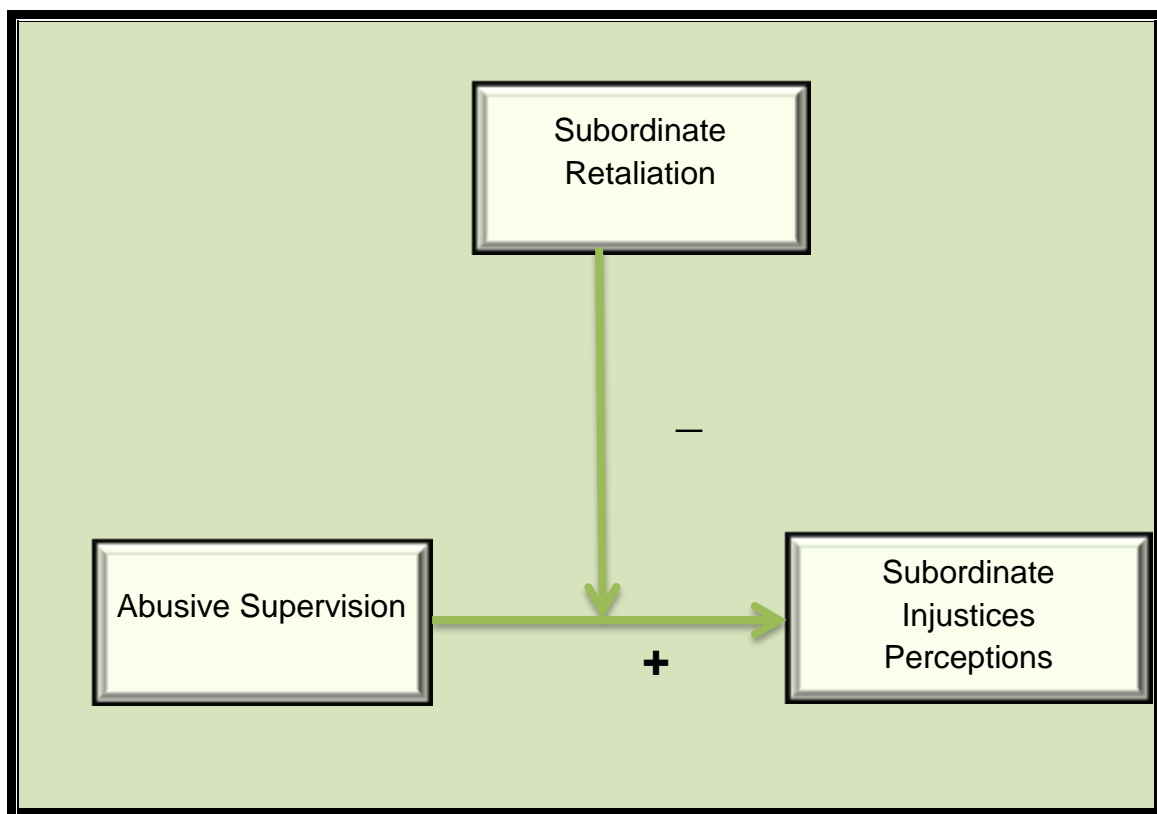
Figure 13. Heuristic model of retaliation (Adapted from Liang et al., 2018, p. 2)

The model indicate that retaliation cannot only be seen as an outcome of abusive supervision, but can also be viewed as a reaction to perceived injustice. This means that the opinion that retaliation can only be destructive may be ruled out by the fact that retaliation could be beneficial to the victim of abusive supervision (Liang et al., 2018).

Therefore, retaliation by employees can also be a way of sending a message to the organisation about their perceptions of injustices in the workplace. However, when the organisation fails to respond to employees' call for justice, retaliation may heighten, and employees may be forced to rely more on personal retaliation to influence justice (Frey, Pearson & Cohen, 2015).

Conversely, there seems to be a debate as to whether the retaliator's taste of retaliation is "sweet" or "sour". Eadeh et al. (2017) indicated that retaliation can yield both positive and negative feelings from the side of the retaliator. The positive feelings that employees can derive from retaliation is the inner satisfaction of being able to restore some sort of justice. This implies that employees who are satisfied with their negative deviant acts may believe that their acts were justified. In such a case, the organisation's interventions to address the perceived injustices may prevent the unwanted behaviour from continuing.

On the other hand, negative feelings occur when employees regret engaging in deviant behaviour, and tend to seek ways to erase their negative deviant acts by engaging in positive acts. The above discussion shows that employee retaliation can be perceived as deviant behaviour, with the intention to harm the organisation or to confront organisational problems.

3.4.6 Envy Theory

Envy theory can also assist in understanding workplace deviance, both destructive and constructive deviance. Envy is regarded as the pain that results from perceiving that one is lacking desired qualities in comparison to another person (Smith, Parrot, Diener, Hoyle & Kim, 1999). Sterling and Labiance (2015) regarded envy as the pain one feels at another's good fortune, especially when one desires what another has accomplished. The authors further mentioned that envy has the following features; inferiority, longing and subjective sense of injustice.

Furthermore, envy was found to be situational, episodic and dispositional. Situational envy refers to an employee's general envy of others in the working environment, episodic envy occurs when one responds to a particular incident, while dispositional envy occurs when one has a tendency to feel envy towards others in general (Smith et al., 1999; Erdil & Müceldili, 2014).

Factors that may give rise to envy in the workplace include competing for scarce resources, competing for promotions and recognition as well as limited time to complete tasks. However, social comparison is regarded as the primary source of envy in the workplace as employees tend to compare their salaries, benefits and rewards with co-workers, both formally and informally. The perceptions of gaps or mismatch tend to trigger envy (Erdil & Müceldili, 2014).

Dunn and Schweitzer (2006) indicated that envy can promote unethical behaviour in the workplace, and that negative workplace deviance is a consequence of envy. Mao, He and Yang (2020) emphasised that envy may lead to uncivil behaviours directed to towards the envied a co-worker. Envy can also reduce quality of interpersonal relationships in the workplace, hamper opportunities for knowledge sharing among co-workers, result in poor health, reduce employees' levels of commitment and increase employees' turnover intentions (Erdil & Müceldili, 2014).

Envy can be experienced at both individual and group levels because it can be induced by comparisons between individuals and comparisons between groups. Dunn and Schweitzer (2006) proposed a model of how individual and group levels envy can promote unethical behaviour by focussing on one example of unethical behaviour, namely, social undermining. Social undermining refers to individual's actions to destroy another person's good reputation, ability to accomplish one's work, or ability to build and maintain good relationships (Duffy, Scott, Shaw, Tepper, & Aquino, 2012).

According to Dunn and Schweitzer (2006), envy promotes social undermining behaviours in the workplace because employees with feelings of envy are usually under-performers who tend to directly harm their targets. The targets are usually over-performers who are covertly treated in a destructive manner by under-performers in order to restore some form of balance.

The model, as depicted in Figure 14, highlights the effects of individual and group level comparisons on envy and social undermining. Unfavourable comparisons at individual-level may lead to covert behaviours, resulting in intensive destructive behaviour towards the target. On the other hand, unfavourable comparisons at group-level may lead to overt behaviour, which may have less detrimental effects because of the public nature of group norms (Dunn & Schweitzer, 2006).

In addition to this, Leheta, Dimotakis and Schatten (2017) suggested that social comparisons and envy do not only occur between co-workers in the organisation, as social comparison and envy can also occur between the subordinate and supervisor. This is based on the fact that employees tend to make conclusions about themselves, their potential and abilities in comparison with others, including fellow employees and supervisors. If it happens that unfavourable social comparison is made, regardless of whom the comparison other is, negative reactions resulting in envy are more likely to arise (Leheta et al., 2017).

Smallets, Streamer, Kondrak and Seery (2016) indicated that envy has two faces, namely; malicious envy and benign envy. Malicious envy refers to an employees' desire to bring down envied persons, while benign envy includes employees' desire to bring themselves up in order to reach the level of the envied persons. Sterling and Labiance (2015) proclaim that in the past, organisational researchers tend to focus on the destructive consequences of envy on organisations and ignored the constructive consequences.
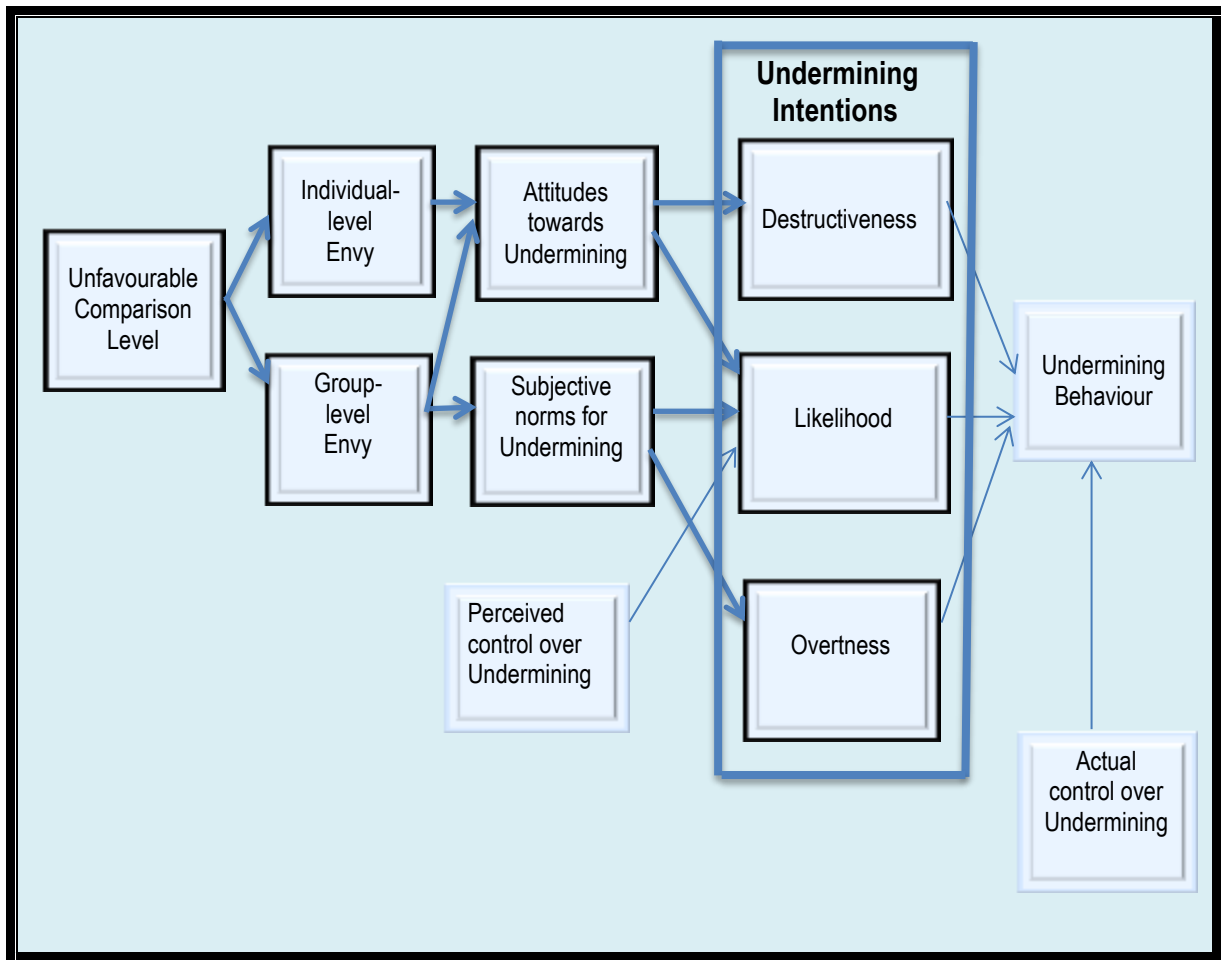
Figure 14. Comparison level, envy and social undermining model (Adapted from Dunn & Schweitzer, 2006, p. 186)

It is debatable that though employees with high levels of envy are more likely to engage in acts of destructive workplace deviance such as jealousy, sabotage, gossiping and withholding information, employees are also more likely to engage on constructive deviant behaviour and increase their performance-related effort in order to receive the same recognition received by the envied employee (Sterling & Labiance, 2015).

Leheta et al. (2017) suggested that the constructive behavioural tendencies in response to social comparison and envy include amongst others; employees' desire to improve in order to match or outperform envied persons, employees' willingness to learn from envied persons or employees' determination to seek

ways of improving themselves. It becomes apparent that envy can influence employees' behaviour and attitudes in the workplace either in a positive or negative way, depending on whether employees' envy is situational, episodic and dispositional in nature (Erdil & Müceldili, 2014).

3.4.7 Conservation of Resources Theory

Hobfoll (1988)'s conservation of resources theory (CRT) is regarded as a model that is useful in understanding of the phenomenon "stress". CRT is based on assumption that while people strive to preserve, safeguard and acquire resources, they also strive to prevent potential loss of the acquired valued resources. The main reason behind such preservation of acquired resources could be to prevent burnout (Woods & West, 2019). These resources could include objects; personal characteristics such as skills and relationships; conditions such as reputation at work and position in the organisational hierarchy; or energies that are valued by the individual (Hobfoll, 2011; Woods & West, 2019). The two major principles of the conservation of resources theory identified by Hobfoll (1988) are:

1. Resource loss is disproportionately more prominent than resource gain;
2. People invest resources in order to protect against resource loss, recover from loss, and to gain resources.

This implies that the impact of losing a resource is huge based on the fact that individuals take time to acquire, preserve and protect the resources they worked so hard to get. The conservation of resources theory views resources as being central to experience of stress. This is based on the assumption that stress occurs when people are forced to use their resources to prevent or balance foreseen loss of resources or to make other resource gain (Hobfoll, 2011).

Furthermore, Hobfoll (2011) identified four corollaries of conservation of resources theory that explain the centrality of resources in experiencing stress. These corollaries are:

1. Those with greater resources are less vulnerable to resource loss and more capable of managing resource gain, while those with fewer resources are more vulnerable to resource loss and less likely to achieve resource gain;

2. Those who lack resources are more vulnerable to resource loss, and the initial loss leads to future loss;

3. Those who possess resources are both more capable of gaining and the initial resource gain leads to future gains;

4. Those who lack resources are likely to adopt a defensive posture to guard their resources.

This means that people with limited resources are the ones who could be faced with a challenge during stressful situations, and are at more risk of depleting their resources as they try to cope with stress. Hobfoll, Freedy, Lane and Geller (1990) added the following two corollaries of conservation of resources theory:

1. Social support extends the limited domain of resources that a person has;

2. A set of personal and social resources are integral to a person's identity.

This implies that people strive to maintain social support in order to meet their need to preserve valuable resources as well as to protect and maintain their identity. In light with this, Hobfoll et al. (1990) proposed a resource-identity model depicted in Figure 15.
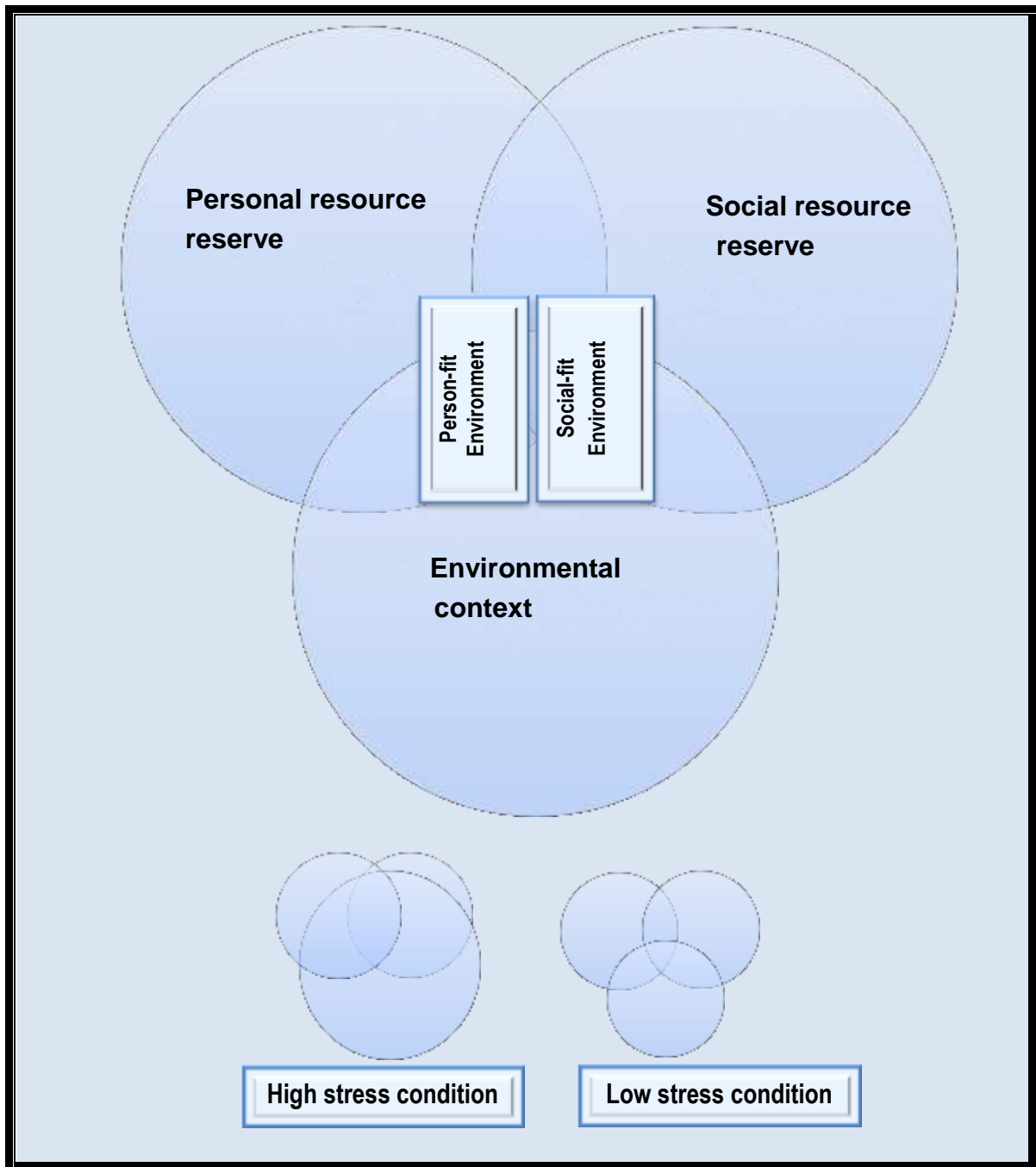
Figure 15. A resource-identity model (Adapted from Hobfoll et al., 1990, p. 469)

An ideal situation is for a person to have a perfect fit between personal resources and environmental demands, as well as between social resources and environmental demands respectively, and this is represented by the overlap between the three circles (Hobfoll et al., 1990). This means that people who are

rich in personal resources tend to be more capable to cope with stress on their own but when stress becomes very intense, they make attempt to access and use their social resources effectively.

It can, therefore, be concluded that when people perceive high levels of demands from the external environment, both personal and social resources are needed to cope with the environment stressors successfully (Hobfoll et al., 1990). The challenge will, therefore, arise when people do not have the personal and social resources deemed essential to effectively cope with environmental demands.

The CRT suggests that employees' efforts to cope with stress depend on how they perceive the situation they are faced with and the availability of resources to cope. This means that when employees have resources to cope with stress, they are more likely to perceive a stressful situation positively and respond in a positive manner. This may lead to higher levels of organisational citizenship behaviours. Conversely, when employees lack resources to cope with stress, they are more likely to perceive a stressful situation negatively and respond in a negative way. This may lead to engaging in counterproductive behaviour (Spector & Fox, 2002).

Furthermore, the CRT suggests that employees have limited sources of resources at their disposal, which can assist them to cope with various stressors and demands in their workplace (Neves & Champion, 2015). This denotes that employees obtain, maintain, and devote appropriate resources to achieve their tasks and accumulate resources to avoid potential future depletion of resources. These resources also assist them to cope with unfavourable work conditions and continue to positively contribute toward the realisation of organisational goals (Zhou, Ma & Dong, 2018).

However, when employees feel that their resources are becoming depleted or drained, they would seek ways to generate resources that would be necessary

to cope with the work stressors and demands by engaging on what could be perceived as deviant behaviour (Ferguson et al., 2012). Lee and Ok (2014) support this by affirming that when employees are repeatedly exposed to situations with extreme and recurring emotional demands, they may experience feelings of emotional and physical depletion, extreme exhaustion, as well as drained energy and emotional resources. Thus, in an attempt to cope with the emotional exhaustion and drainage, employees may detach themselves from active participation, which may result in poor performance, as well as other withdrawal behaviour that may be perceived to be destructive or counterproductive.

This implies that employees may engage in deviant behaviours, such as working slowly, taking longer breaks or leaving work early in order to avoid further depletion of resources, which may have both detrimental and beneficial effects on the organisation. Detrimental consequences in the sense that it may hamper the productivity of the organisation, while beneficial in the sense that it may reduce occurrence of accidents and poor judgment that may occur as a result of depletion of resources (Jelinek & Jelinek, 2008; Ferguson et al., 2012). This implies that it would be misleading to conclude that voluntary actions to deviate from organisational norms by employees are solely aimed at harming the organisation.

3.4.8 Personality Theories

There is an agreement that certain behaviour of people is influenced by their personality traits. Personality theories are used to understand different types of behaviours of employees in the workplace. Research on workplace deviance behaviour focused more on two opposing models of personality in an attempt to understand employees' deviant behaviour, namely; the Five Factor Model and the Dark Triad Model of personality (Bolton, Becker & Barber, 2010; DeShong, Grant & Mullins-Sweatt, 2015). The two models of personality are explored

separately in an attempt to discuss how personality can influence employees' deviant behaviour negatively or positively.

3.4.8.1   Five Factor Model

The Five Factor Model (FFM), also known as the Big Five Model of Personality, tends to focus more on the positive side in order to understand the influence of personality on employees' engagement in deviant behaviour. The model classifies personality traits in terms of five core traits namely; openness to experience, conscientiousness, extraversion, agreeableness and neuroticism, with acronym OCEAN (Bolton et al., 2010). Figure 16 provides few illustrative traits at both poles of the five domains of the FFM.
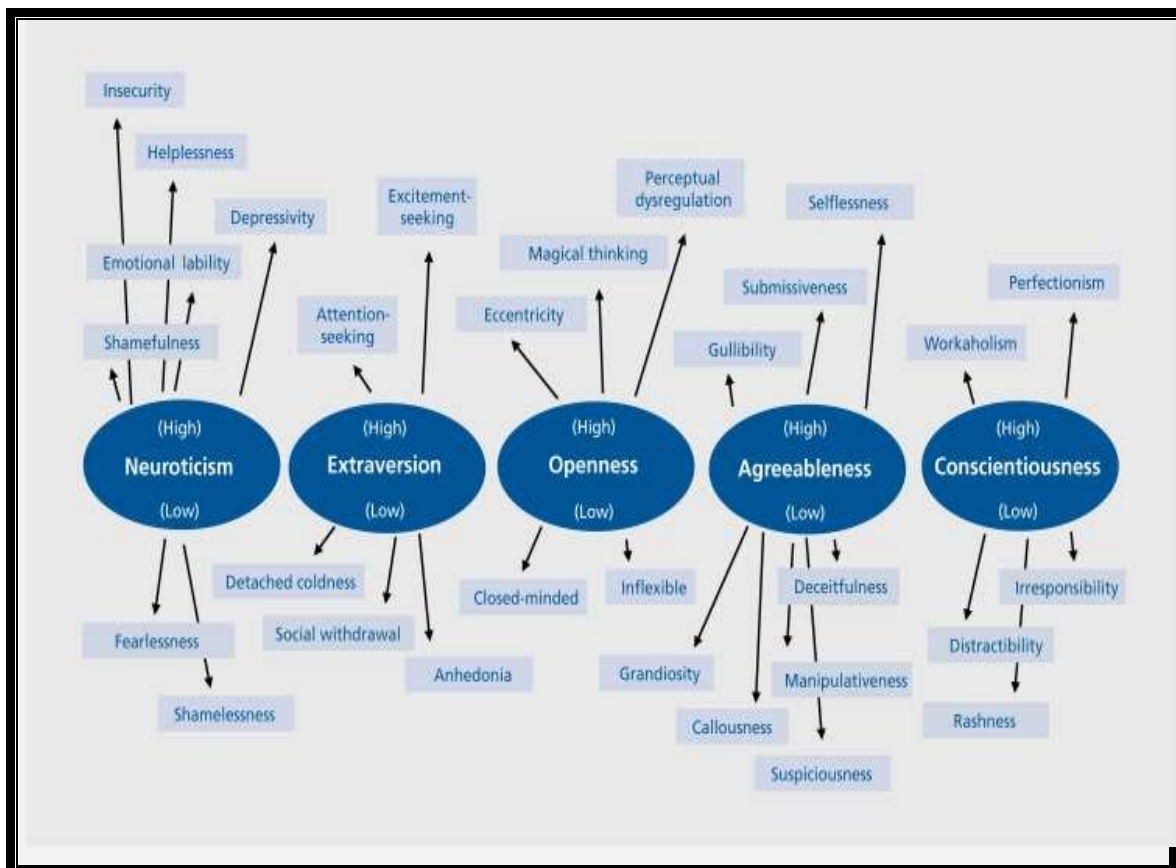
Figure 16. Illustrative traits within the five-factor model (Trull & Widiger, 2013, p. 140)

Openness to experience describes imaginable and creative individuals with preference for new activities and experience. An individual who is high in openness to experience is more likely to be imaginative and curious, with wide interests (O'Neill & Hastings, 2011). In contrast, those who are low in openness to experience prefer routine over variety and tend to stick to what they best know (Trull & Widiger, 2013; Nielsen et al., 2017). This means that those who are high in openness to experience are more likely to try out new things with good intentions, even if it means departing from organisational norms (i.e. engaging in constructive deviant behaviour). O'Neill & Hastings (2011) indicated that openness to experience may explain production deviant behaviours.

Conscientiousness involves the way in which people control, regulate and direct their impulses in socially acceptable ways. Therefore, those who are high in conscientiousness are more likely to be well-organised, thoughtful, competent, responsible, hardworking and dependable, enabling them to persistently pursue their goals with determination and foresight. On the other hand, those who are low in conscientiousness tend to dawdle or avoid work, which can result in destructive deviant behaviour (Trull & Widiger, 2013; Miller, 2015). This means that conscientiousness may explain organisational deviant behaviours.

Extroversion refers to a pronounced engagement with the external world. The factor has two familiar ends of the continuum, namely; extroversion and introversion. A person who is high in extroversion tends to seek out opportunities that will provide social interaction, while someone who is low in extroversion (i.e. high in introversion) tends to get tired from interacting with others and prefers seclusion (Nielsen, Glasø & Einarsen, 2017).

This implies that those who are high in extroversion may derive satisfaction from the working environment that enable them to interact with other people and may tend to engage in undesirable behaviours, if the environment fails to give them a room to interact with others. Moreover, those who are low in extroversion may find it difficult to behave accordingly in work situations that

require extreme interaction with people (O'Neill & Hastings, 2011). Bolton et al. (2010) pointed out that extraversion may explain both interpersonal and organisational deviant behaviours.

Agreeableness reflects the degree of one's sense of cooperation and social harmony (O'Neill & Hastings, 2011). A person who is high in agreeableness tends to be sympathetic, kind, appreciative, trusting, soft-hearted, warm, and sensitive to the needs of others. In contrast, someone who is low in agreeableness tends to be cold-hearted, ill-tempered, aggressive and sarcastic (Trull & Widiger, 2013). This means that those who are high in agreeableness may have good interpersonal relationships with co-workers, while those who are low in agreeableness tend to be self-centred and detach themselves from people, which may result in interpersonal deviant behaviour (Bolton et al., 2010).

Neuroticism refers to one's tendency to experience negative feelings. People who are high in neuroticism tend to be anxious, nervous, temperamental, emotional, and unsure of themselves (Nielsen et al., 2017). Nielsen et al. (2017) indicated that people who are high in neuroticism tend to perceive the world around them in a negative way, and therefore, neuroticism tends to negatively relate to job satisfaction and positively associate with interpersonal and organisational deviance. Those who are low in neuroticism are more likely to have self-confidence and tend to be sure of themselves. Therefore, the five core personality traits can assist in understanding employees' engagement in various forms of both constructive and destructive deviant behaviours.

3.4.8.2   *The Dark Triad Model of Personality*

The Dark Triad Model focuses more on the negative side in an attempt to understand how personality can influence employees' behaviour. The model is a three multidimensional construct representing the following anti-social personality traits; Machiavellianism, psychopathy, and narcissism (Youli &

Chao, 2015). Figure 17 depicts a model of direct effect of the three Dark Triad personality traits on counterproductive behaviour or destructive deviant behaviour (Baloch, Meng, Xu, Cepeda-Capricon, Danish & Bari, 2017).
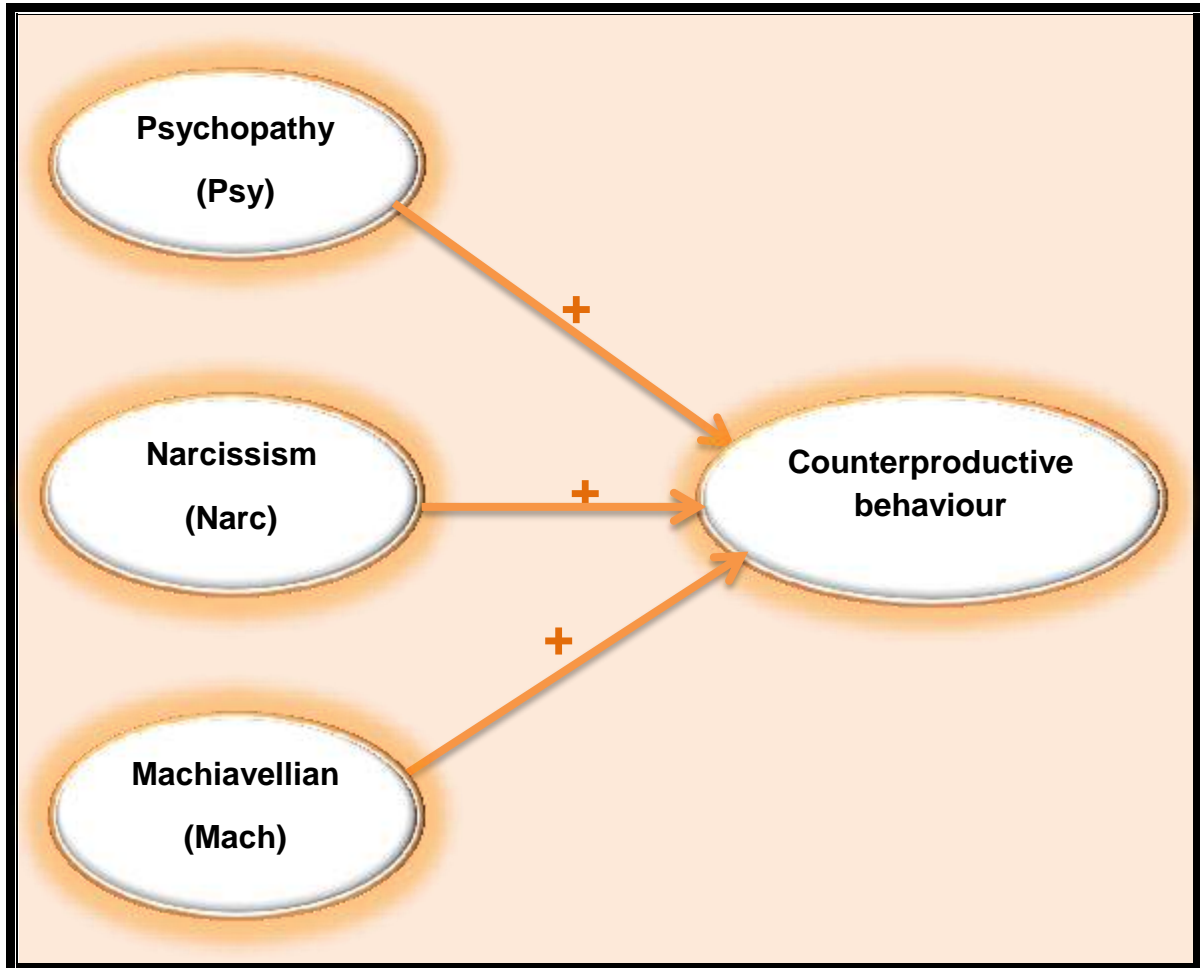
Figure 17. A model of Dark Triad personality traits and counterproductive
behaviour (Adapted from Baloch et al., 2017, p. 9)

Machiavellianism is characterised by manipulative, exploitative, and deceptive behaviour motivated by self-benefit interests (DeShong et al., 2015). This implies that employees who are high in Machiavellianism are more likely to use people in an unacceptable manner in order to benefit what is perceived to be important to them (Palmer et al., 2017).

Machiavellian individuals are often mistrustful and have an emotionless and calculated approach to life, which enable them to engage in a well-planned deviant behaviour in order to benefit themselves (DeShong, Helle, Lengel, Meyer & Mullins-Sweatt, 2017). This means that a Machiavellian is good in telling people what they want to hear in order to maximise their own potential benefits (Youli & Chao, 2015).

Narcissism includes an inflated view of the self, fantasies about control, success, and admiration, and the desire to have self-love reinforced by others (Scherer, Baysinger, Zolynsky & LeBreton, 2013). Employees who are narcissists tend to engage more in negative behaviours, such as fraud and bullying in a more professional way in their quest to satisfy their need for power, social admiration and to win unhealthy competitions (DeShong et al., 2015). As narcissists tend to exaggerate their own achievements, narcissist employees who receive constructive criticisms from their supervisors may respond negatively and their arrogant behaviour may force them to engage in deviant behaviour (Youli & Chao, 2015).

Psychopathy includes impulsive, arrogant, anti-social behaviour and manipulative tendencies without guilt or empathy (Scherer et al., 2013). DeShong et al. (2015) emphasise that in the workplace, employees with psychopathy trait are more likely to resort in more violent, dangerous and aggressive workplace behaviours directed to fellow employees or supervisors in order to get things their way. Youli and Chao (2015) regarded psychopathy as superior in predicting counterproductive work behaviours and interpersonal deviant behaviours in the workplace.

The model shows that the three personality traits of the Dark Traid positively influence employees' tendencies to engage in various forms of counterproductive behaviour (Baloch et al., 2017). From the discussion above, it becomes apparent that personality traits can to a certain extent assist in explaining the tendencies of employees' engagement in various forms of

negative and positive behaviours in the workplace as suggested by various researchers (DeShong et al., 2015; Baloch et al., 2017; DeShong et al., 2017; Palmer et al., 2017).

3.4.9 Typology of Destructive Workplace Deviance

Literature on workplace deviance is based mostly on the work of Robinson and Bennett (1995), as well as Bennett and Robinson (2000). They proposed a four-cell typology of workplace deviant behaviour, which was built up from the work of Mangione and Quinn (1974), Hollinger and Clark (1982), as well as Wheeler (1976).

The work of Mangione and Quinn (1974), as well as Hollinger and Clark (1982) produced two categories of workplace deviance, namely; property deviance and production deviance. Wheeler (1976) examined how organisational rule-breakers should be punished by providing a distinction between breaking serious and non-serious organisational rules. These provided a foundation in which Robinson and Bennett (1995) built the typology of destructive workplace deviance.

Robinson and Bennett (1995) used two dimensions to explain workplace deviance, and this is depicted in Figure 18. The first dimension called "minor versus serious deviance", focuses on the seriousness or harmfulness of the deviant acts. The one end of the dimension reflects deviant acts that are not serious or harmful to the organisation or its members, and the other end reflects deviant behaviour of serious nature and harmful to the organisation or its members.
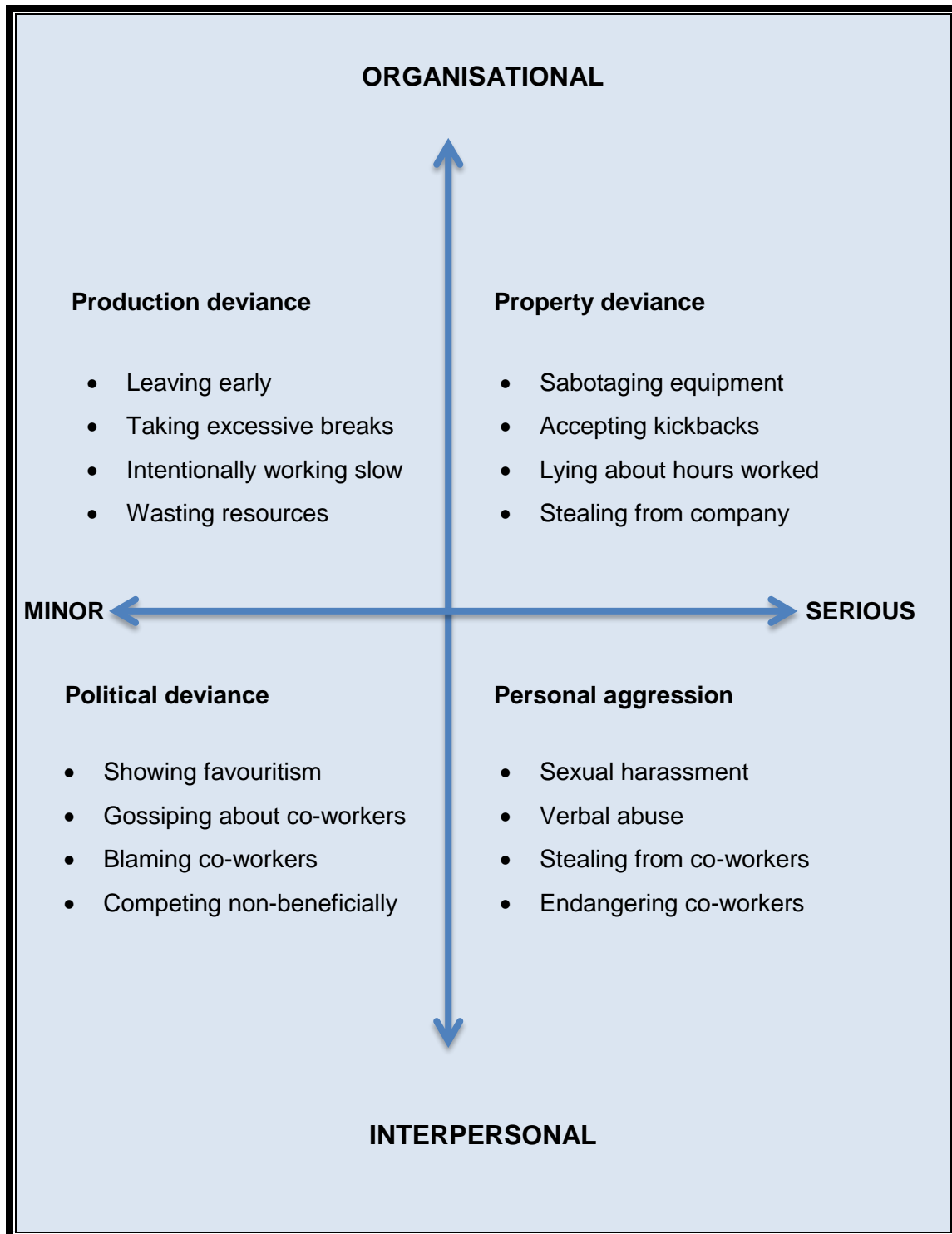
Figure 18. Typology of destructive workplace deviance (Adapted from Robinson

& Bennett (1995, p. 565)

The second dimension called "interpersonal versus organisational deviance," focuses on the degree to which deviant acts are interpersonal and harmful to organisational members or non-interpersonal and harmful to the organisation. The one end of the dimension reflects deviant acts that are explicit and harmful to the organisational members but not harmful to the organisation, while the other end reflects deviant behaviour that are implicit and harmful to the organisation but not to the members of the organisation (Robinson & Bennett, 1995). Robinson and Bennett (1995) went further and classified workplace deviance into four categories (cells), namely; production deviance, property deviance, political deviance and personal aggression (hence the name four-cell typology of workplace deviant behaviour).

Production deviance refers to a minor, but harmful behaviour directed at the organisation, while property deviance includes a serious and harmful behaviour directed at the organisation. Political deviance involves a minor, but harmful behaviour aimed at organisational members, and personal aggression refers to a serious and harmful behaviour directed at organisational members.

The typology of Robinson and Bennett (1995) further includes a sample of four examples of actions linked to each category. For example, production deviance includes minor deviant behaviours such as leaving early, taking excessive breaks, intentionally working slow, and wasting resources while property deviance includes serious deviant behaviours sabotaging equipment, accepting kickbacks, lying about hours worked and stealing from the organisations.

On the other hand, political deviance includes behaviour such as showing favouritism, gossiping about co-workers, blaming co-workers and competing non-beneficially; while personal aggression includes sexual harassment, verbal abuse, stealing from co-workers and endangering co-workers (Robinson & Bennett, 1995). The groundwork of Robinson and Bennett (1995) paved a way towards the development of a scale to measure destructive deviant behaviour (Bennett & Robinson, 2000).

Although the work of Robinson and Bennett's (1995), as well as Bennett and Robinson (2000) may be considered as a breakthrough in understanding workplace deviance, there are few gaps that still need to be addressed. Firstly, the typology ignored the fact that workplace deviance is a double-edged behaviour, by focussing solely on the negative side.

Secondly, even though the typology laid foundation by identifying and classifying forms of workplace deviant behaviour, it is important to understand the circumstances that lead to employees' engagement in different forms of workplace deviant behaviour. It is also important to understand the possible outcomes of deviant behaviours in order to seek ways to manage workplace deviance effectively.

3.4.10 Typology of Constructive Workplace Deviance

There seems to be a consensus that workplace deviance is a double-edged behaviour, however, literature on constructive workplace deviance appears to be very limited. Spreitzer and Sonenshein (2004) challenged the notion of research on workplace deviance by focusing merely on the negative behaviours, and conducted on a study aimed at understanding the positive side of workplace deviance.

In their study, Spreitzer and Sonenshein (2004) defined positive or constructive deviant behaviour in terms of three criteria, namely; intention, departure from norms and honourable ways. Thus, constructive deviant behaviour is defined as the "intentional behaviours that significantly depart from the norms of a referent group in honourable ways" (Spreitzer & Sonenshein, 2004, p. 841).

Spreitzer and Sonenshein (2004) developed a typology of constructive deviant behaviour, as well as possible items to measure constructive workplace deviance based on the three pro-social types of behaviours that can be used to categorise constructive workplace deviance. These pro-social behaviours are:

whistle-blowing, organisational citizenship behaviours and corporate social responsibility. Figure 19 depicts the typology.
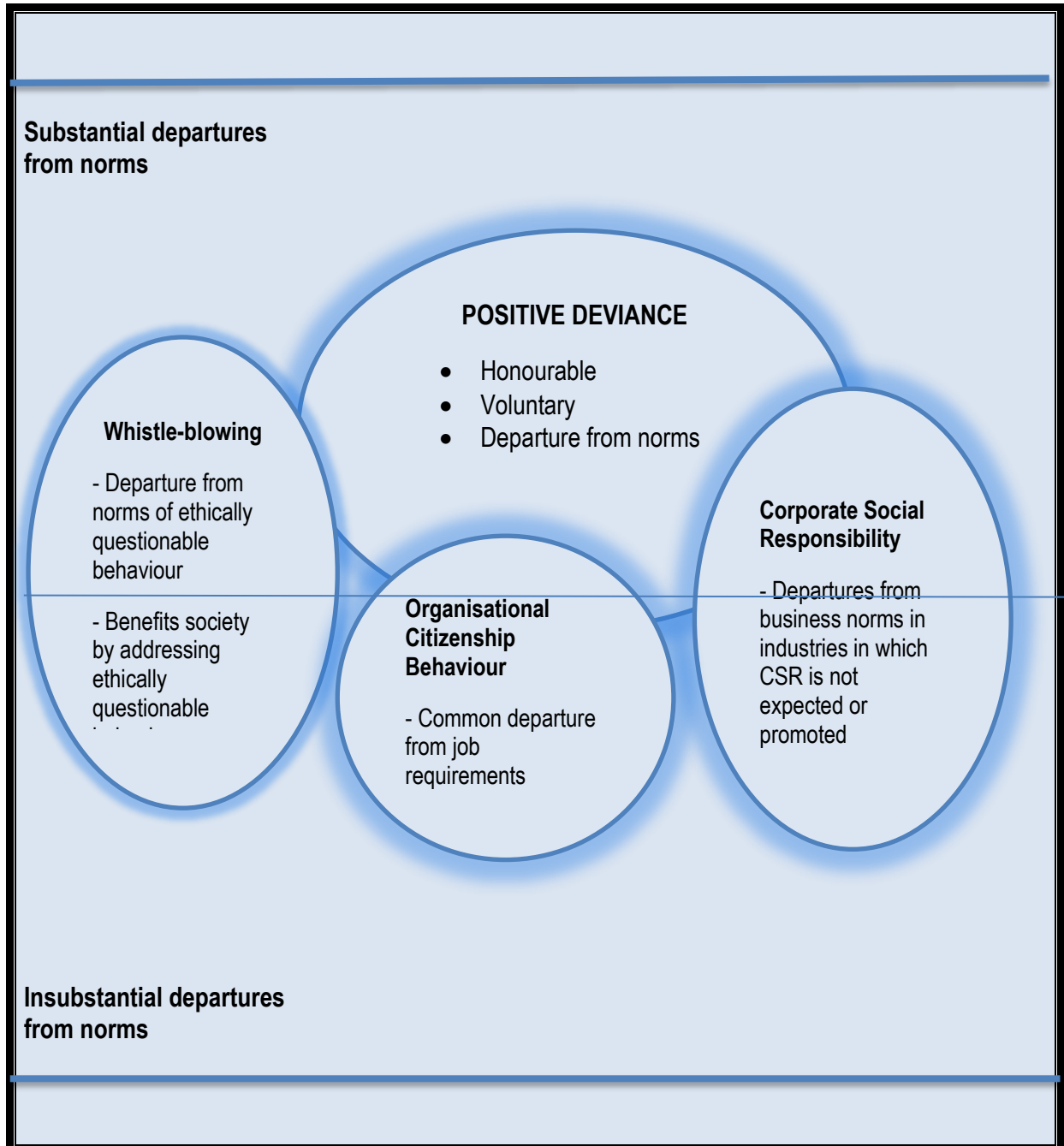
Figure 19. Typology of constructive workplace deviance (Adapted from
Spreitzer & Sonenshein, 2004, p. 840)

The figure is divided into two halves, with more substantial departures from norms on the top half and less substantial departures from norms on the bottom half. The largest circle shows the core of constructive deviance in terms of the three criteria of the definition; behaviours that are honourable, voluntary, and that depart from norms.

Whistle-blowing refers to the disclosure of legally or ethically suspicious information or behaviour (Dworkin & Baucus, 1998). Whistle-blowing can involve both substantial and insubstantial departures from norms; hence the whistle-blowing circle is in both halves. While whistle-blowing may be perceived as a negative behaviour, especially when it is used as a way of retaliating, it may also have constructive intentions of preventing an ethical wrong-doing in order to protect the interest of the organisation, which would be honourable (Spreitzer & Sonenshein, 2004; Appelbaum et al., 2007). Therefore, for whistle-blowing to constitute a constructive deviant behaviour, it must be voluntary and intentional, and with good intentions.

Spreitzer and Sonenshein (2004) indicated that though both organisational citizenship behaviours and constructive deviance can be regarded as honourable, they differ based on the following:

- Organisational citizenship behaviours involve behaviours that could not be enforced by the organisation in terms of formal role expectations, but constructive deviance involves a departure from the organisational norms.
- Organisational citizenship behaviours are intended to improve organisational functioning, but constructive deviance may or may not improve organisational functioning.
- Organisational citizenship behaviours are minor acts out of consideration, but constructive deviance involves a more substantial departure from organisational norms.

Spreitzer and Sonenshein (2004) suggested that organisational citizenship behaviour may sometimes, but slightly, involve honourable and voluntary behaviours that depart from organisational norms. Therefore, organisational citizenship behaviour circle is only on the bottom half as marginally overlaps with constructive deviance.

Corporate social responsibility activities refer to business practices that benefit the society and potentially the organisation. Spreitzer and Sonenshein (2004) emphasise that some examples of corporate social responsibility tend to overlap with constructive deviance while others differ. Some corporate social responsibility behaviours may involve substantial departures from organisational norms in order to promote financial performance, while some are based on fulfilling the duty to provide support to the local communities (honourable intentions).

Although the typology of Spreitzer and Sonenshein (2004) focused on three pro-social behaviours, they mentioned that most researchers view creativity or innovation as another aspect that can contribute to constructive deviance. Spreitzer and Sonenshein (2004) decided to exclude creativity or innovation from their typology based on the fact that some examples of creativity or innovation may not be honourable, meaning that creativity or innovation does not meet the criteria of their definition.

Constructive deviant behaviour in a form of creative deviance, involves employees deviating from organisational norms by generating new ideas in order to advance the objectives of the organisation (Lin, Mainemelis & Kark, 2016). Galperin (2012) supported this by emphasising that employees who engage in constructive deviant behaviours tend to be the inventers of change and innovations in their organisations, because they engage in actions that move away from the existing structure.

Based on the work of Spreitzer and Sonenshein (2004), as well as the work of Robinson and Bennett's (1995) and Bennett and Robinson (2000), Galperin (2012) developed a scale that measures constructive workplace deviance. The scale measures two dimensions of constructive workplace deviance, namely; organisational and interpersonal dimensions. The organisational dimension of constructive workplace deviance can further be broken down into two; namely, challenging organisational constructive deviance and innovative organisational constructive deviance.

Galperin (2012), however, raised a question as to whether constructive deviance can apply to all organisations, and consequently emphasised the need for future research to examine the influence of contextual variables on constructive workplace deviance. This is also supported by Yildiz et al. (2015b), when they suggested that future research should examine destructive deviance together with constructive deviance, in order to emphasise their differences. This study, therefore, sought to address this gap by proposing a comprehensive model to understand, diagnose and manage both destructive and constructive workplace deviance.

It would appear that the first eight theories presented from above best explain the antecedents and consequences of workplace deviance. The theories presume that personal feelings of employees, their personal traits, expectations, perceptions and experiences may result in either positive or negative attitudes towards the work, co-workers and the organisation. These negative or positive attitudes may then cause them to behave either positively or negatively towards the achievement of organisational goals. On the other hand, the last two theories (typologies of workplace deviance) explain the various forms of deviant behaviours which employees are more likely to engage in.

3.5 CHAPTER SUMMARY

It becomes apparent from the literature presented from above that a comprehensive way of understanding workplace deviance involves focusing on both constructive and destructive deviant behaviours. This chapter provided an overview of how the phenomenon "workplace deviance" became an interesting aspect of understanding employees' behaviour in the workplace. This included a discussion on how the workplace deviance originated and eventually conceptualised.

The different theories that could be useful in understanding employees' engagement in workplace deviant behaviour were discussed. The theories highlighted possible reasons for employees' engagement in deviant behaviours in the workplace as well as possible consequences for such behaviours. The following chapter presents empirical results of previously conducted research on workplace deviance.

CHAPTER 4

WORKPLACE DEVIANCE: EMPIRICAL RESEARCH

4.1 INTRODUCTION

This chapter presents the existing literature on workplace deviance by specifically focussing on previous research findings. The chapter includes discussions of the following sub-sections; forms of workplace deviant behaviour, antecedents of workplace deviance, consequences of workplace deviance and management of various forms of workplace deviant behaviours. Afterwards, the conceptual model for this study is presented. This chapter concludes by providing a summary of the chapter.

4.2 EMPIRICAL FINDINGS

Evidence from previous research has demonstrated that destructive workplace behaviours happen at alarming rates, with its negative consequences endangering the economic standing of organisations (Bennett & Robinson, 2000). Bennett and Robinson (2000) raised a concern that regardless of detrimental effects of workplace deviance on the functioning of organisations, our understanding of the phenomenon remains limited. It is therefore not surprising that the concept of destructive deviance has earned popularity in the modern organisational behaviour literature and that it has suddenly become the most important research area (Yildiz, et al., 2015a). However, very little seemed to have been done in as far as exploring constructive deviance is concerned (Galperin, 2012; Sunday, 2013; Yildiz et al., 2015b).

The next section will, therefore, explore the empirical findings on workplace deviance by focussing on both destructive and constructive deviance, with specific reference to the forms of workplace deviant behaviour, antecedents of

workplace deviance, consequences of workplace deviance and management of workplace deviant behaviours.

4.2.1   Forms of deviant behaviour

The work of Robinson and Bennett (1995) grouped different workplace destructive deviant behaviours into a comprehensive single work. The authors identified two broader dimensions of deviance forms, namely; interpersonal and organisational destructive deviance. These forms of deviant behaviour formed the basis for most research conducted on destructive workplace deviance. Correspondingly, a study aimed at developing and validating a measure of constructive deviance by Galperin (2012) also categorise constructive workplace into two, namely; organisational constructive deviance and interpersonal constructive deviance. The two forms of workplace deviance are discussed below:

4.2.1.1   Interpersonal deviant behaviour

Interpersonal deviant behaviour refers to employees' voluntary actions that deviates from organisational norms and directed towards other organisational members (Bennett & Robinson, 2000; Galperin, 2012). In their study, Robinson and Bennett (1995) identified a list of possible actions that constitute interpersonal destructive deviant behaviour. The list includes amongst others the following actions; verbally abusing another employee, sexually harassing an employee, gossiping about another employee, supervisor unjustifiably firing an employee, showing favouritism to certain employees, employees blaming other employees for their own mistakes, stealing co-worker's possessions as well as competing with co-workers in a non-beneficial manner (Robinson & Bennett, 1995, p. 571-572).

On the other hand, a study by Galperin (2012) identified set of behaviours that supposedly challenge the existing organisational norms and break the rules with

the aim of helping the organisation. The behaviours constituting interpersonal constructive deviant behaviour include; "disagreeing with others in order to improve current work procedures, departing from organisational procedures in order to solve a customer's problem, reporting co-workers' wrong-doings in order to bring about a positive organisational change, disagreeing with the supervisor's orders in order to improve work procedures and bending organisational rule in order to satisfy a customer's needs" (Galperin, 2012, p. 2998).

4.2.1.2   Organisational deviant behaviour

Organisational deviant behaviour refers to employees' voluntary actions that deviates from organisational norms and directed towards other organisational members (Bennett & Robinson, 2000; Galperin, 2012). Some of actions constituting organisational destructive deviant behaviour as identified by Robinson and Bennett (1995, p. 571-572) include the following; "employee sabotaging equipment, coming to work late or leaving early, lying about hours worked, starting negative rumours about company, taking excessive breaks, intentionally making errors, covering up mistakes, intentionally working slowly, not following safety procedures, working unnecessary overtime as well lying about being sick."

Conversely, research showed that employees may depart from organisational norms in order to perform more efficiently (Kura, Shamsudin & Chauhan, 2016). The following set of actions constitute organisational constructive deviant behaviour as identified by Galperin (2012, p. 2998); "reporting co-workers' wrong-doing in order to bring about a positive organisational change, not following the supervisor's orders in order to improve work procedures, breaking the rules to perform one's job better, violating organisational procedures in order to solve a problem, disobeying supervisor's instructions in order to perform more efficiently as well as deviating from dysfunctional organisational policies or procedures in order to solve a problem."

It is therefore apparent that employees can engage in both forms of workplace deviance in a negative (destructive) or positive (constructive) way. Various researchers conducted studies in trying to understand antecedents and consequences relating to the two forms of workplace deviance discussed from above (Bolton et al., 2010; Ferguson et al., 2012; Palmer et al., 2017). The next section explores the antecedents of workplace deviance.

4.2.2 Antecedents of workplace deviant behaviour

Mertens et al. (2016) and Yildiz, et al. (2015b) indicated that in an attempt to understand various reasons for employees to engage in deviant behaviour, researchers appeared to have paid more attention on the dark side of the phenomenon, and ignored its bright side. This resulted in most studies focussing on identifying the negative causes and consequences of workplace deviance without acknowledging that employees could also engage in positive or constructive deviant behaviour. Thus, for a comprehensive understanding of workplace deviance, it is important to understand both negative and positive sides of workplace deviance within a particular context (Galperin, 2012; Yildiz, et al., 2015b).

Research identified numerous reasons for employees' engagement in workplace deviant behaviours, and these factors can be classified into two, namely; individual factors and organisational factors (Peterson, 2002; Rogojan, 2009).

4.2.2.1 Individual factors

Previous studies observed individual factors such as personality traits, demographics factors and personal experiences or problems as some of reasons behind employees' engagement in different types of destructive deviant behaviours (Bolton et al., 2010; Galperin, 2012; DeShong et al., 2015; Palmer,

2017; Chen, Hu, & King, 2018). Figure 20 depicts individual factors contributing to deviant acts in the workplace.
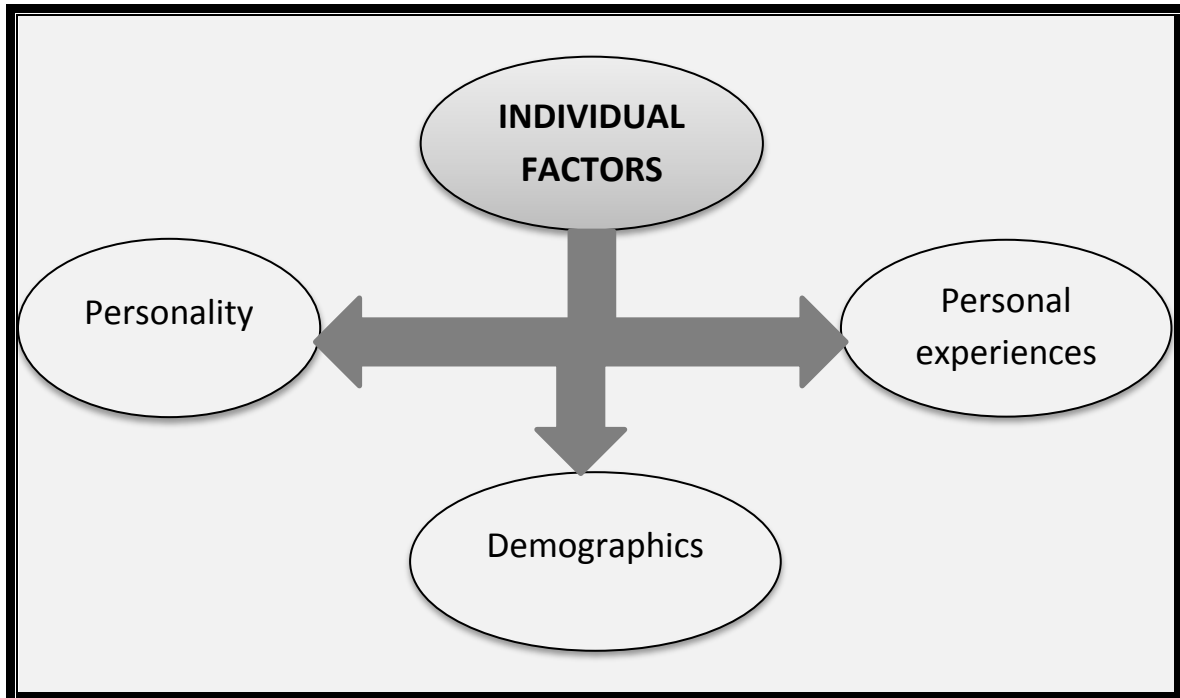
Figure 20. Individual factors contributing to workplace deviance

- Demographics factors

The results of research conducted by Farhadi, Omar, Nasir, Zarnaghash and Salehi (2015) in Malaysia revealed significant differences between male and female employees' tendencies to engage in deviant behaviours. Similarly, Ferguson et al. (2012) discovered that gender contributes to employees' engagement in workplace deviance. Their research findings showed that male employees tend to engage in production destructive deviance, in comparison to their female counterparts when confronted with personal challenges such as work-family conflict.

In contrast, a study conducted by Fagbohungbe, Akinbode and Ayodeji (2012) in Nigeria showed that female employees were more likely to engage in higher

production deviance, personal aggression and political deviance when compared to their male counterparts. This implies that depending on the circumstances, gender may influence employees' tendencies to engage in workplace deviant behaviour.

Farhadi et al. (2015) discovered that there were significant differences between young and older employees' tendencies to engage in deviant behaviours. In their study, Hollinger and Clark (1982) found that young employees were more likely to engage in some forms of property destructive deviance and production destructive deviance. This could be because young employees tend to be new in their jobs, unfamiliar with the work environment, most of them may be working on part-time basis; they may have limited job knowledge and experience, and they may be occupying low-paying positions (Hollinger & Clark, 1982).

In their study, Farhadi et al. (2015) found that organisational tenure helped to explain employees' engagement in destructive deviant behaviour as their study showed significant differences in employees' deviant behaviour based on organisational tenure. In support of this, Chen et al. (2018) discovered that among hospitality employees, frontline employees who tend to engage more in destructive deviant behaviour were single younger males, employed part-time, occupying lower-paid positions, had shorter tenure and some were still on probation period. It can therefore be assumed that in contrast, employees with extensive job experience may go beyond what is expected of them in order to prove their capabilities and confidence, and such actions may constitute constructive deviant behaviour.

In their study on cyberloafing behaviour, Restubog et al. (2011) discovered that there were significant differences between male and female employees as well as young and old employees with regards to engagement in cyberloafing behaviour. Their results showed that male employees were more likely to engage in cyberloafing behaviour as compared to female employees, and older

employees were more likely to engage in cyberloafing as compared to younger employees. This implies that gender and age may influence employees' tendencies to engage in deviant behaviour relating to the use of internet access at work, while pretending to be working.

- Personality

Personal characteristics may predict individuals' tendencies to engage in deviant behaviour. Baron, Neuman and Geddes (1999) compared employees with Type A and Type B personality with regards to their likelihood to engage in workplace aggression. Their research results showed that "the higher the individuals' scores on the Type A Behaviour Pattern, the greater they reported frequency of engaging in various forms of workplace aggression", and Type A employees reported a significantly higher incidence of workplace aggression than did their Type B counterparts (Baron et al., 1999, p. 293). Similarly, workaholism was found to relate positively with aggressive behaviour (Balducci, Cecchin, Fraccaroli & Schaufeli, 2012). Thus, personality characteristic can play a significant role in predicting employees' engagement in workplace aggression.

Researchers used the Five Factor Model (Big Five) of personality and the Dark Triad personality model in an attempt to understand how personality can influence employees' engagement in deviant behaviour. The study conducted by Palmer et al. (2017) on the following Dark Triad personality traits; Machiavellianism, psychopathy and narcissism assisted in explaining reasons for employees' engagement on various forms of negative behaviours in the workplace. They discovered that employees who scored high in narcissism, Machiavellianism and psychopathy have a tendency to report higher levels of destructive deviant behaviour in various types of destructive workplace deviance.

However, Palmer et al. (2017) also discovered that the relationship between Machiavellianism and destructive deviant behaviour was negative when

narcissism and psychopathy are controlled. This led to the conclusion that psychopathy and narcissism may influence the degree to which those who are high in Machiavellianism engage in destructive deviant behaviour. It is therefore not surprising that in his study, Galperin (2012) found that high Machiavellianism seemed to explain employees' engagement in constructive workplace deviant behaviour. As Machiavellians tend to engage in a well-calculated actions aimed at benefiting themselves, it means that they may engage in forms of constructive deviant behaviour if they believe that it may also result in self-enhancement (DeShong, et al., 2017).

A study conducted by Bodankin and Tziner (2009) on the interrelatedness of constructive deviance, destructive deviance and personality by focusing on the Five Factor Model (FFM) personality traits (agreeableness, conscientiousness, extraversion, openness to experience and neuroticism) revealed that neuroticism and agreeableness related to both interpersonal and organisational constructive deviance, while a relationship was found to exist between conscientiousness and interpersonal and organisational destructive deviance. Furthermore, agreeableness was found to also relate to interpersonal destructive deviance, while openness to experience was found to associate with organisational constructive deviance. They, however, discovered no relationship between extraversion and constructive deviance.

A study by Bolton et al. (2010) on the impact of the Five Factor Model (FFM) personality traits on workplace deviance behaviour revealed very insightful findings. They discovered that employees who were low in agreeableness and conscientiousness reported more engagement on various forms of destructive deviant behaviour. Lower agreeableness appeared to explain interpersonal form of employees' deviant behaviours while conscientiousness seemed to explain organisational form of employees' deviant behaviours. The authors also found that lower extraversion was a precursor of more theft; higher openness to experience was a precursor of more production deviance; while higher neuroticism predicted sabotage (Bolton et al., 2010).

DeShong et al. (2015) conducted a study to determine how the Five Factor Model of personality and the Dark Triad personality model predict interpersonal and organisational destructive deviant behaviour. They discovered that agreeableness and conscientiousness have negative relationship with both interpersonal and organisational destructive deviant behaviour. This means that in line with the research findings of Bolton et al. (2010), individuals who are low in agreeableness and conscientiousness are more likely to engage in organisational destructive deviant behaviour. DeShong et al. (2015) also discovered that all three traits of the Dark Triad significantly correlated with both interpersonal and organisational destructive deviant behaviour. This means that individuals who are high in any of the Dark Triad trait are more likely to engage in different forms of negative behaviours in the workplace.

On the other hand, in their study of drivers of innovative constructive deviance, Yildiz et al. (2015b) discovered that employees' risk-taking propensity tend to significantly predict the employees' engagement in innovative constructive deviant behaviours in the workplace. Risk propensity includes the natural tendency to overestimate the likelihood of success when one engages in risky activities (Sitkin & Pablo, 1992 cited in Vardaman et al., 2014).

Self-esteem and self-efficacy have also been linked to risk taking behaviour. Self-esteem refers to one's overall appraisal of self-worth, while self-efficacy refers to the belief that one has in one's ability to successfully carry out a particular task (Coetzee, 2016). Research proposed that employees with higher levels of self-esteem and self-efficacy tend to engage in riskier behaviour at work as compared to those with low self-esteem (Steinberg, 2007). This means that employees with higher self-esteem and self-efficacy may participate in pro-social rule breaking behaviour with the aim of furthering the interests of the organisation.

Furthermore, perfectionism has been found to be linked to innovative behaviour. Chang, Chou, Liou and Tu (2016) found that employees who are perfectionist

tend to be positively associated with innovative behaviour, and they were more likely to go beyond performing tasks which were assigned to them by developing and initiating new ways of accomplishing organisational goals. This perfectly ties with what constructive deviant behaviour is all about.

- Personal experiences/problems

Employees' personal experiences, circumstances, problems or stress could predict employees' likelihood to engage in deviant behaviour. Work-family conflict is regarded as a precursor to workplace deviant because it exemplifies inter-role conflict in a form of time-based, strain-based, and behaviour-based conflict (Swimberghe, Jones, & Darrat, 2014). Work-family conflict is regarded as an employee's struggle to fulfil both work and family demands, and this may result in negative feelings, which ultimately manifest in destructive deviant behaviour (Spanuth & Wald, 2017).

A study conducted by Ferguson et al. (2012) discovered that personal problems such as work-family assisted in explaining some of the reasons behind employees' engagement in production destructive deviance. Likewise, in their study of deviant behaviour and work-family conflict among salespersons, Swimberghe et al. (2014) discovered that positive relationships existed between salespersons' work-family conflict and organisational deviance, work-family conflict and interpersonal deviance, as well as between work-family conflict and frontline deviance. This implies that when salespersons' work conflicted with their family responsibilities, they tend to engage in deviant behaviours towards their organisation, co-workers as well their organisations' customers.

A study conducted by Neves and Champion (2015) revealed that employees' emotional exhaustion significantly correlated with both interpersonal and organisational deviant behaviour, while Greenberg (1993) discovered that employees who were experiencing financial challenges were forced to engage in deviant behaviour such as theft in an attempt to raise money to settle their

debts or address other habits requiring 'quick' cash. It is therefore apparent that personal circumstances, be it temporary or long-term, may drive employees to behave in manner that they would not behave under normal circumstances.

Employees' physical and psychological well-being was also found to correlate positively with positive behavioural outcomes. Zakaria, Abdulatiff and Ali (2014) found that employees who were both physical and psychological well tend to view things positively, and these enabled them to make rational decisions that produce constructive results when performing their duties. This means that physical and psychological well-being may have effect on the type of behaviour employees are likely to engage in, i.e. destructive or constructive behaviour, depending on the state of their well-being.

4.2.2.2   Organisational factors

Research revealed the following organisational factors as some of precursors to employees' engagement in deviant behaviour; leadership, organisational justice, job satisfaction, organisational commitment, perceived organisational politics, perceived organisational support, organisational culture, turnover intentions, organisational citizenship behaviour and organisational stress (Restubog et. al., 2011; Harvey et al., 2014; Neves & Champion, 2015; Yildiz et al., 2015). The organisational factors perceived as antecedents of deviant behaviour in the workplace are illustrated in Figure 21.

- Leadership

Leadership is defined as a process of interaction between leaders and their subordinates in such a way that leaders attempt to influence the behaviour of their subordinates in order to accomplish the organisational goals (Griffin et al., 2016). Kotter (1988) defines leadership as the process of inspiring followers to try with so much enthusiasm to accomplish goals. Trevino and Brown (2005) indicate that leaders who get involved in activities that are not ethical in the

organisation tend to open rooms for employees' engagement in deviant behaviour.
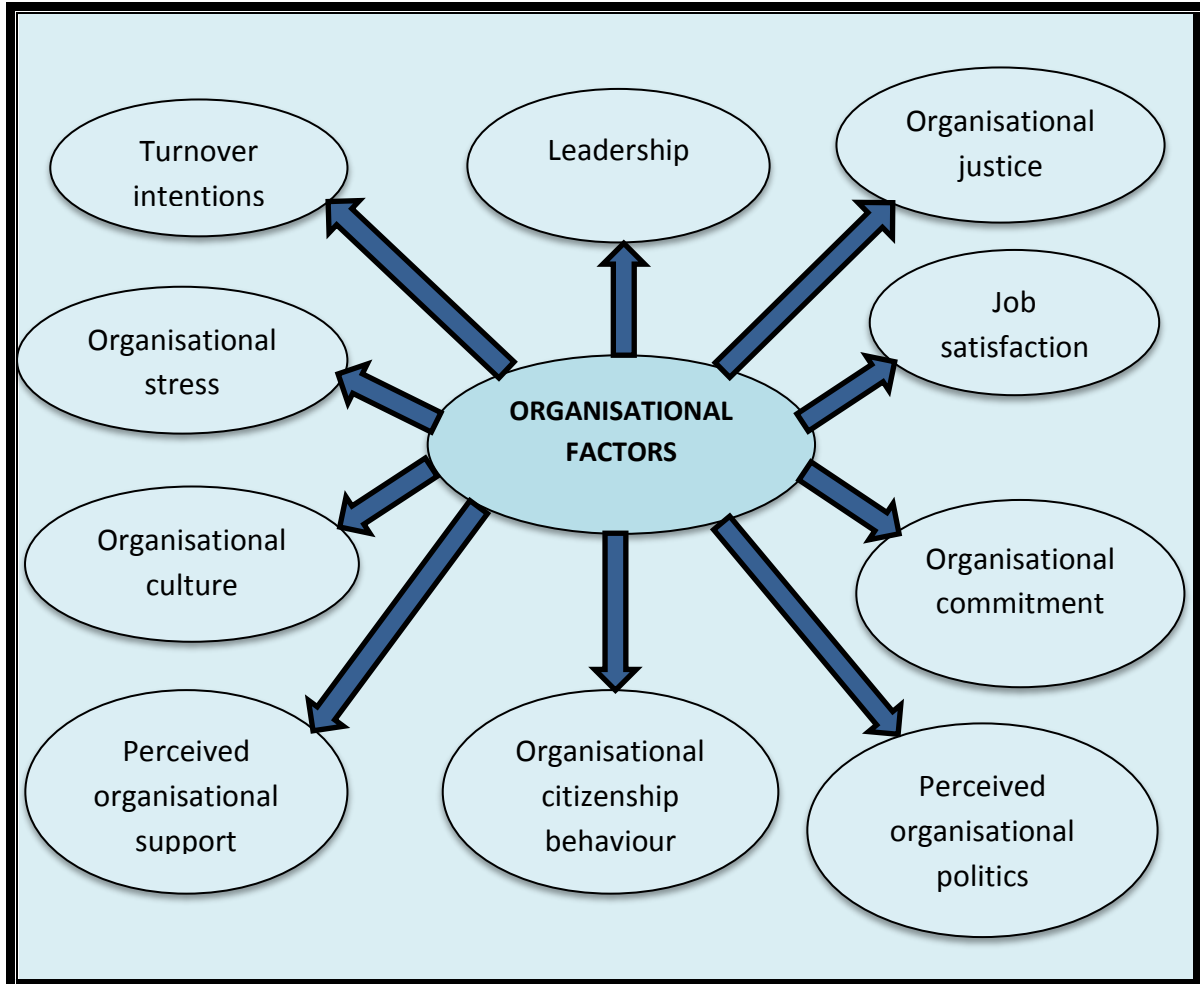
Figure 21. Organisational factors contributing to workplace deviance

Research found that there is a relationship between abusive leadership and employees' engagement in workplace deviant behaviour (Lian, Ferris, & Brown, 2012; Sungu, Hu & Weng, 2020). Abusive leadership or supervision refers to "subordinates' perceptions of the extent to which their leader or supervisor engage in the sustained display of hostile verbal and nonverbal behaviours" (Tepper, 2000, p. 178). Griffin et al. (2016) regard abusive supervision as one of the best known types of power abuse. Abusive leaders usually abuse their

power, which leave employees with no other option except behaving defiantly to show their dissatisfaction (Griffin et al. 2016).

Similarly, Liang et al. (2018) discovered that abusive leaders tend to subject their followers to public yelling, mockery, blaming and mistreatment. Research showed that when followers are subjected to abusive treatment by their leaders, they tend to retaliate by voluntary engaging in destructive deviance behaviour directed towards the organisation in an attempt to settle the score. This may have detrimental effects on the functioning of the organisation (Ferguson et al., 2012).

Furthermore, a study conducted by Van Gils, Van Quaquebeke, van Knippenberg, van Dijke and De Cremer (2015) confirmed that unethical behaviour by leaders may force employees to engage in various forms of workplace destructive behaviour. In their research, Van Gils et al. (2015) also discovered that low ethical leadership tends to encourage organisational destructive behaviour, especially when followers are morally attentive.

Tepper, Henle, Lambert, Giacalone and Duffy (2008) emphasised that employees' response to unethical leadership may be direct at the organisation as power distance may inhibit employees from reacting directly towards their leader. On the other hand, positive relationship between ethical leadership and employees' constructive deviant behaviour related to in-role and extra-role behaviours was found to exist (Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2009; Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011; Newman, Kiazad, Miao & Cooper, 2014).

Transformational leadership involves inspiring the employees to achieve the organisational visions and objectives by paying attention to employees' opinions, concerns and their developmental needs (Bergh & Geldenhuys, 2013). Bergh and Geldenhuys (2013) further emphasise that transformational leaders instil employees' innovation, creativity and critical thinking, which inspire

them to put extraordinary effort into achieving organisational objectives. Creativity is defined as a "set of creative and useful ideas" suggested by employees regarding how work should be done (Wu & Chen, 2018, p. 77). Bass and Avolio (1994) added that tranformational leaders encourage employees to be open and available towards new and different ideas in solving problem and searching for solutions. All the actions identified from above perfectly match the definition of constructive deviant behaviour.

Previous studies have confirmed that transformational leadership promotes effective, productive and innovative thinking and behaviour (Bass, Avolio, Jung & Berson, 2003). Transformational leaders are able to recognise and provide room for employees with exceptional behaviours that enable them to get better results and solve difficult problems in an unusual and extraordinary way (Jaramillo, Jenkins, Kermes, Wilson, Mazzocco & Longo, 2008).

In their study of small and medium enterprise employees, Fan, Uddin and Das (2017) discovered that transformational leaders inspire and energise followers to act beyond expectations, resulting in higher achievement of organisational goals and objectives in such a way that drives them to challenge the facts and truths in order to create new novel ways to address organisational challenges. This clearly shows that transformational leadership can be regarded as an antecedent of constructive deviant behaviour.

- Organisational justice

Organisational justice refers to the conditions of employment that lead employees to believe that they are being treated fairly or unfairly (Baldwin, 2016). Research indicates that organisational justice is seen as a dominant predictor of workplace deviant behaviour, with destructive workplace deviance being a reaction to the unfairness perceived by employees in their organisational life (Nair & Bhatnagar, 2011). Greenberg (1990a) indicated that employee deviant workplace behaviours can be a reaction to their perceptions

of the unfairness in their work life. The perceptions of unfairness tend to produce feelings of anger, outrage, frustration, and a desire to settle the score by engaging in various forms of destructive deviant behaviour. This means that the perceptions of fairness may produce opposing outcomes.

Research indicates that organisational justice can be viewed as the main predictor of workplace deviant behaviour. Aslam, Shakir and Bugti (2020) discovered that employees engaged in negative emotions and behaviour owing to unjust environment. This was supported by Baron et al. (1991) who discovered that the more employees perceived some form of injustices in the organisation, the higher their inclination to engage in workplace aggressive behaviour directed towards their supervisors and the organisations.

In their study of workplace dishonest behaviour among international retail employees, Jaakson, Vadia, Baumane-Vitolina and Sumilo (2017) found that employees' perceptions of injustices were reported as one of the employees' motives behind engaging in workplace dishonesty such as theft, deception, concealment and sabotage.

Hagedoorn, Buunk and Van de Vliert (1998) also discovered that negative reactions to perceptions of injustices include leaving the organisation, reporting sick while not sick and putting less effort at work as well as less interest about the well-being of their organisation. In their study, Ambrose, Seabright and Schminke (2002) also found that employees' perception of injustices in the workplace was the most common cause of sabotage, an example of property deviant behaviour. Ambrose, Seabright and Schminke (2002) also found that employees' perception of injustices in the workplace was the most common cause of sabotage, an example of property deviant behaviour.

Yen and Teng (2013) discovered that procedural justice was a key determinant of employees' behaviour. Procedural justice refers to the perceived fairness of the organisational procedures used to make decisions relating to the outcome

decisions (Fernandes & Awamleh, 2006). Yen and Teng's (2013) research results revealed that a higher degree of employees' perceptions of procedural justice lowered employees' intentions to engage in positive deviant behaviour and encouraged employees to engage in positive behaviour. Everton, Jolton and Mastrangelo (2007) indicated that when employees perceive their organisations and leaders to be fair in decision making, they will tend to engage in fewer and less severe acts of deviant behaviour.

Khattak, Khan, Fatima and Shah (2018) discovered that perceptions of procedural injustice, distributive injustice, and interactional injustice positively trigger negative emotions, which ultimately result in employees' engagement in destructive deviant behaviour. Their results revealed that distributive injustice and procedural injustice significantly predict deviant behaviours directed at the organisation while interactional injustice predicts deviant behaviours directed at members of the organisation. Faheem and Mahmud (2015) found similar findings among nurses from a public sector hospital of Pakistan.

As employees have certain needs and desires which they want to satisfy, the financial rewards they get from the organisation for their labour may be perceived as either adequate or inadequate (Robbins et al., 2014). Distributive justice involves an individual's perceptions of fairness when they compare their inputs such as hard labour, efforts and skills, and the outcomes they received in a form of pay, bonus and economic benefits, with those of other employees doing similar jobs (Greenberg, 1990b).

When employees perceive that they receive comparable outcomes for comparable inputs in comparison with those other employees, they will perceive fairness but if there is a discrepancy, they will perceive unfairness (Koh & Boo, 2001). Such perceptions of unfairness will sow emotions of resentment, which may eventually drive employees to engage in retaliatory behaviours.

Palmer et al. (2007) discovered that employees tend to weigh costs and benefits they are receiving for their hard labour and then use it to engage in positive or negative behaviour. Robinson and Bennett's (1995) study also revealed that employees may engage in organisational deviance as a response to perceptions of unsatisfactory financial rewards.

Likewise, Bourdage et al. (2018) found that when employees perceived that they are under-rewarded in comparison to their inputs, they tend to engage in various forms negative behaviours in an attempt to restore the sense of equity or fairness (i.e. to settle the score). On the contrary, Appelbaum et al. (2007) discovered that when employees perceived that they are being rewarded above the rate, they tend to increase their efforts in an attempt to equal their outputs.

- Job satisfaction

Koh and Boo (2001) regards job satisfaction as being an important factor of organisational success as it can assist the organisation to be highly productive and make higher profit. This means that employees with higher levels of job satisfaction may have positive feelings towards their jobs, which can manifest in their job performance. Job satisfaction refers to the positive and subjective attitude or feelings which employees have towards their job (Nel & Werner, 2014).

Low job satisfaction can result in destructive deviant behaviour. In their research on ethical rule breaking by employees, Sims (2002) discovered that employees who reported high levels of job satisfaction also reported lower levels of probability of breaking ethical rules within their organisation while those who reported lower levels of job satisfaction tend to report higher levels of chances of breaking the ethical rules. Likewise, Mulki et al. (2006) found that employees with low job satisfaction tend to lose interest and withdraw from their jobs, resulting in acts of negative deviance.

A study conducted by Plickert, Kay and Hagan (2017) showed that employees with higher levels of job satisfaction tend to experience lower levels of depression, which tend to reduce the likelihood of engaging in negative behaviours. On the contrary, employees with lower levels of job satisfaction reported higher depressive symptoms, which had impact on the manner in which they deliver their daily duties. This means that lower level of job satisfaction tends to associate with employees' engagement in negative behaviour.

A research conducted by Muafi (2011) revealed that employees tend to engage in deviant workplace behaviour when they are not satisfied with their jobs. Muafi (2011) emphasised this by stating that deviant workplace behaviour is a response to low satisfaction. This means that if employees are not satisfied with their jobs, they are more likely to engage in counterproductive behaviours such as poor quality work, destructive rumours, theft and sabotage of equipment, and absenteeism (Muafi, 2011).

On the other hand, when employees are satisfied with their jobs, they tend to engage in constructive deviant behaviour. In their study, Appelbaum et al. (2007) found that employees who reported to be highly satisfied with their jobs and organisation were less likely to report incidents of workplace deviant behaviour. Moreover, the highly satisfied employees felt more attached to their organisation to such an extent that they were more likely to abide to their organisational norms.

- Perceived organisational politics (POP)

Griffin et al. (2016) regard politics as a part of organisation's life, and that they can either be constructive or destructive. Organisational politics is regarded as "political acts and behaviours undertaken by employees to achieve self-interests by influencing the behaviours of others" (Lau, Scully & Lee, 2018, p. 248). Griffin et al. (2016) however emphasised that the constructive nature of politics

is usually unnoticeable. They further indicated that when politics are used to advance self-serving motives in the organisation, employees tend to perceive the workplace as more highly political and then tend to respond by engaging in negative behaviours. It is therefore not surprising that research found that the perception of organisational politics has negative effects on employees' behaviour in the organisation.

Research showed that employees' perceptions of organisational politics may lead to various forms of deviant behaviour. A study conducted by Haq (2011) revealed that perception of organisational politics was significantly associated to destructive workplace deviance, while Vigoda (2002) discovered that perception of organisational politics deviant behaviour was positively related aggressive behaviour.

Naseer, Rajab, Syed, Donia and Darr (2016) found that employees who perceived high levels of organisational politics tend to feel less dedicated to their jobs, which ultimately tend to reduce their performance and creativity. They further indicated that perceptions of self-serving activities may promote selfish motives and unethical practices, which tend to jeopardise the functioning of the organisation.

Similarly, in their study, Celep and Yilmazturk (2012), as well as Utami, Bangun and Lantu (2013) found that when employees perceived higher levels of organisational politics, their commitment and trust to the organisation became lower. This implies that employees may react to perceived organisational politics in a negative or deviant way, which may negatively influence organisational performance and productivity.

A study conducted by Amponsah-Tawiah and Annor (2017) on organisational politics and deviant behaviour in a form of victimisation revealed that perceptions of organisational politics positively correlated with employees reports of workplace victimisation. Similarly, employees who perceived higher

levels of organisation politics were also found to experience higher levels of anxiety and depression, which then influence their enthusiasm to put more effort on their work (Cho & Yang, 2018). This may eventually result in some form of negative deviant acts relating avoidance of work.

Although research tends to focus on the negative effects of organisational politics, Landells and Albrecht (2013) argued that organisational politics can also produce positive outcomes by restoring justice or challenging the organisation's status quo, which may ultimately result in innovation, better organisational decision-making and problem solving as well as "long overdue" needed organisational change. This implies that organisational politics may promote employees' engagement in constructive deviant behaviours in the workplace.

- Organisational commitment

Organisational commitment is regarded as another factor that can predict workplace deviance. Organisational commitment is defined as employee's emotional attachment, identification and involvement in a particular organisation (Chang, Tsai & Tsai, 2011). Employees who are committed to their organisation believe and accept their organisations' goals and values, put extra effort to assist their organisations to achieve the goals and want to retain their membership with their organisations (Griffin et al., 2016). Mulki et al. (2006) mentioned that their research findings showed that employees with lower levels of organisational commitment tend to put less effort on their jobs, resulting in negative deviant acts in the workplace.

A longitudinal study conducted by Sunday (2013) on workplace deviant behaviours at Intels Nigeria Limited revealed that destructive deviant behaviour by supervisors decreased employees' commitment to the organisation to such an extent that employees stop caring about the welfare of the organisation, which resulted in the production deviant behaviour. The employees' reduced

commitment to their organisation manifested in a form of reporting to work late, avoiding work, and taking unauthorised sick leave. Moreover, the results of the study conducted by Liao, Joshi, and Chuang (2004) showed that organisational commitment negatively correlated with both interpersonal and organisational destructive deviance. This means that employees who are not committed to the organisation may engage in destructive deviant behaviour.

Sims (2002) suggested that employees who are committed to their organisation tend to be loyal and devoted to the organisation, and therefore are less likely to engage in a behaviour that would jeopardise the well-being of the organisation. This means that the devotion and attachment, which they have to the organisation, can make them go extra miles in order to assist the organisation to be successful. This may also include deviating from set standards in order to promote the well-being of the organisation.

Contrariwise, Genevičiūtė-Janonienė and Endriulaitienė (2014) argued that high organisational commitment does not always relate to positive results. Their study focussed solely on continuance commitment. Continuance commitment is defined as the awareness of costs linked to leaving the organisation. This means that employees tend to weigh the costs of leaving the organisation with the costs of staying in the organisation in order decide whether to leave or stay leaving the organisation (Meyer & Allen, 1991). This means that an employee with high continuance commitment may decide to stay in the organisation because the perceived risks of leaving are enormous. Such an employee is more likely to engage in undesired workplace behaviours.

Similarly, in their study, Genevičiūtė-Janonienė and Endriulaitienė (2014) discovered that employees who were continuously committed to their organisations experienced more stress as they felt stuck in the organisation because of the unavailability of other better employment opportunities. In such instances, employees are more likely to react to their frustration by engaging in negative behaviour. It can therefore be concluded that employees' levels of

commitment to the organisation may influence their tendencies to engage in both destructive and constructive deviant behaviours.

- Organisational citizenship behaviour (OCB)

Organisational citizenship behaviour refers to a set of extra positive discretionary behaviours that support the wider social and organisational success (Chang, Rosen, Siemienice & Johnson, 2012). Chang et al. (2012) further indicated that organisational citizenship behaviour can be displayed through actions such helping those with more workloads, volunteering to perform extra duties as well as attending to non-mandatory functions with the aim of facilitating accomplishment of the goals of the organisation. This means that organisational citizenship behaviour can be directed to the organisation directly or indirectly.

When the employee commits to voluntary put extra efforts towards accomplishment of the organisational goal, acts of organisational citizenship behaviour is directed towards the organisation directly. When employees volunteer to assist fellow employees who are struggling to perform their duties, acts of organisational citizenship behaviour is directed towards the organisation indirectly (Spector & Fox, 2010).

Dirican and Erdil (2016) indicated that both organisational citizenship behaviour and destructive workplace deviant behaviour are regarded as performance-related behaviours but are opposite constructs. This means that organisational citizenship behaviour is viewed as a positive construct while destructive workplace deviant behaviour is seen as a negative construct. Çinar and Karcioğlu (2015) consider employees with organisational citizenship behaviour to be precious to the organisations as they can do more than their typical job duties and engage in superior performance than what is expected of them. As workplace deviant behaviour is a double-edged construct, meaning that it can be both positive and negative, it implies that constructive deviant behaviour as a

positive side of workplace deviance should also be valued in the organisations (Galperin, 2012).

A study among academic employees showed that older employees tend to display more of organisational citizenship behaviour and engage less on destructive deviant behaviour when compared to their younger counterparts (Dirican & Erdil, 2016). Reynolds, Shoss and Jundt (2015) pointed out that the positive effects of organisational citizenship behaviour on the functioning of the organisation include amongst others, improved organisational performance, increased innovation, improved team performance and increased team support. It is apparent that among the above-mentioned outcomes of organisational citizenship behaviour, there are aspects constituting constructive deviance.

On the other hand, organisational citizenship behaviour can contribute to destructive deviant behaviour in instances where employees over commit themselves to such an extent that it results in increased work-overload and stress, supervisor's disapproval or create burdens (Reynolds et al., 2015). This implies that organisational citizenship behaviour may influence employees' probabilities of engaging in constructive or destructive deviance deviant behaviour. For example, positive deviant citizens of the organisation may decide to go extra miles and perform extra tasks even after normal working hours with the aim of assisting the organisation to realise its goals while a negative deviant citizens of the organisation may pretend to be going extra miles by working after normal working hours in order to impress their supervisor (Spector & Fox, 2010).

- Turnover intentions

Turnover intention is defined as the employees' assessment of whether to leave their current organisation/position or stay in their current organisation or positon (Qu, 2017). Employees' turnover intention is regarded as a main predictor of turnover behaviour in the organisation, which includes deviant workplace

behaviour (De Simone, Planta & Cicotto, 2018). This implies that turnover intention is an antecedent of workplace deviance. High employee turnover in the organisation may also reduce the devotion and morale of remaining employees, which eventually affect organisational performance (Christian & Ellis, 2014).

In their research, Muafi (2011) and Sunday (2013) found that intent to leave the organisation positively influence employees' engagement in destructive deviant behaviour as employees who were planning to leave their organisation tend to care less about the well-being of their organisation. Likewise, Holtom, Burton and Crossley (2012) discovered that employees with negative feelings and experiences were more likely to become detached from their organisation and start looking for new jobs from their organisation, which may eventually lead to engagement in destructive deviant behaviours.

A study conducted by Christian and Ellis (2014) found that when employees are about to leave their organisation, they tend to adhere less to the significant norms and standards of the organisation, which tend to result in higher levels of destructive deviance. This means that employees who have thoughts of leaving their organisation may engage in wide range of different forms of destructive deviant behaviours in the workplace.

Research revealed that employees' intention to leave their organisation may also increase their engagement in social loafing. Social loafing refers to employees' tendencies to reduce their effort and underperform when working in a group (Luo, Qu & Marnburg, 2013). In their study, Akgunduz and Eryilmaz (2018) discovered that employees' turnover intentions increased social loafing behaviour among employees. This means that employees who reported stronger intentions to leave their organisations were among those who were performing poorly in their work group.

Furthermore, Tepper et al. (2009) discovered that employees with higher intentions to leave tend to focus more on satisfying their personal interests and cease to care about the organisation's concerns and even the rewards they receive. On the other hand, employees who reported lower intentions to leave their organisation showed concern for the well-being of their organisation (Tepper et al., 2009).

- Organisational culture

Organisational culture is defined as a system of shared values, norms and assumptions that direct attitudes and behaviours of members of the organisation as well as their perceptions and reaction to their environment (Griffin et al., 2016). Matsuedo (1988) regarded Sutherland's (1939) differential association–social learning theory as being in important in explaining the influence of organisational culture on employees' tendencies to engage in deviant behaviour.

The differential association–social learning theory assumes that people tend to observe how other people behave in the society and then adopt such behaviour to such an extent that it becomes part of their culture (Matsuedo, 1988). This means that in an organisation, employees may tend to observe their current organisational culture in order to make conclusions regarding what could be the acceptable and unacceptable behaviour, and then modify their behaviours in line with the reached conclusions. Thus, certain norms within the organisation may influence employees' engagement in workplace deviance.

The findings of research conducted by Appelbaum et al. (2007) revealed similar results as they discovered that some of the reasons for employees' engagement in deviant actions included observations of deviant role models in the organisation. This means that employees tend to imitate deviant actions of their role models in the organisation, regardless of whether they are constructive or destructive actions. It is therefore important for those in power to

articulate and engage in appropriate behaviour in order to build profitable organisational culture.

Organisational culture can be linked with innovation and productivity of the organisation. A study by Barney (1986) proved that organisational culture can be a foundation of gaining and sustaining organisation's competitive advantage by allowing conception and application of innovative ideas. Schein (1992) emphasised that organisations which promote shared assumptions relating to innovation will increase the extent to which their members become optimistic that innovation is possible and necessary in the organisation. Furthermore, Ogbonna and Harris (2000), organisations that develop a culture of creating superior organisational competencies may gain and sustain competitive advantage. Thus, instilling a positive organisational culture may have a huge influence on employees' engagement in constructive deviant behaviour.

- Perceived organisational support (POS)

Perceived organisational support is considered to be an antecedent of constructive deviance such as innovative or creative conduct (Altunoğlua & Gürel, 2015). Altunoğlua and Gürel (2015) argued that supportive organisational contexts may drive employees to engage in creative performance. Perceived organisational support is defined as employees' perceptions of whether their organisation values what they contribute to the organisation as well as whether the organisation shows concerns about their well-being (Eder & Eisenberger, 2008).

In their study, Wayne et al. (1997) used the social exchange theory to conceptualise perceived organisational support. The authors discovered that employees tend to engage in constructive behaviour such as increasing their job performance and reducing absenteeism tendencies when their perceived organisational support was high.

Similarly, in their study, Eder and Eisenberger (2008) discovered that employees who perceived high levels of perceived organisational support tend to engage less in destructive deviant behaviours such as absenteeism and other forms of withdrawal behaviours. In their study, Vatankhah, Javid and Raoofi (2017) found that flight attendants positively responded to the support they received from their organisation by behaving in a manner that was congruent with their organisational goals, and avoid any deviations from their organisational standards. This implies that positively perceived organisational support could contribute towards employees' engagement in positive behaviour, which may ultimately yield positive organisational outcomes while negatively perceived organisational support may result in destructive deviant behaviours.

On the other hand, Chena, Fah and Jina (2016) found that perceived organisational support had negative relationship with organisational destructive deviant behaviour and interpersonal destructive deviant behaviours such as inappropriate physical and verbal abuse. Employees, who perceived unsatisfactory organisational support, tend to engage in various forms of destructive organisational and interpersonal deviant behaviours, as a way of reacting to their frustration (Aliasa & Rasdi, 2015).

Although several studies found that employees who were high on the Dark Triad traits tend to engage more in various forms of destructive deviant behaviours, Palmer et al. (2017) discovered that when employees who were high on narcissism and psychopathy personality traits reported less engagement in destructive deviant behaviour when they perceived higher levels of organisational support. This means that perceived organisational support may moderates the relationship between the Dark Triad traits and destructive workplace deviance.

- Organisational stress

Stressful working environment may influence employees' behaviour in the workplace. Stress can be defined as the force or stimulus acting on the individual employee that result in a response of strain (Nel & Werner, 2011). There are two types of stress, namely, eustress and distress. Eustress refers to a positive stress that is desired to motivate employees to perform at their peak while distress is a negative stress that results in employees' failure to cope with stressors (Connor & Worley, 1991; Nel & Werner, 2011). This implies that stress can influence employees to engage in both destructive and constructive behaviour.

A study conducted by Chen, Leung and Evans (2016) revealed that working environment that are employee-friendly and less stressful promote greater innovative behaviour even in situations where innovation could be perceived to be difficult to attain. The authors also found that employee-friendly working environment support innovation by providing room and tolerance for failure. This means that an environment that is perceived to be stress-free and employee-friendly can influence employees' tendencies to engage in innovative or creative behaviour as a form of constructive deviant behaviour.

In their study, Spector and Fox (2002) found that employees' efforts to cope with organisational stressors depend on their perceptions of the stressful situation as well as the accessibility of resources needed to cope with the stressor(s). This means that when employees perceive that they have resources to cope with the organisational stressor, they are more likely to respond positively by maximising their performance efforts to achieve the organisational objectives. On the contrary, when employees lack resources to cope with organisational stressors, they are more likely to perceive a stressful situation negatively and respond in a negative way, including engaging themselves in different forms of counterproductive behaviours (Spector & Fox, 2002).

A study conducted by Appelbaum, Deguire and Lay (2005) revealed similar results concerning negative impact of organisational stressors on employees' behaviour. They discovered that organisational stressors were related to various forms of interpersonal destructive deviance such as spreading rumours and aggression as well as organisational deviance such theft, sabotage, absenteeism and reduced job performance.

Tian, Zhang and Zou (2014) regard job insecurity as a chronic organisational stressor that has a tendency of causing employees to engage in negative deviant behaviours. Their research findings proved that a positive relationship exist between job insecurity and destructive deviant behaviour. This means that insecure employees may blame their organisation for failing to provide secured employment and then engage in negative destructive behaviour in a way of retaliating against their organisation (Tian et al., 2014).

Smith, Hughes, DeJoy and Dyal (2018) conducted a study on stress and safety behaviour among firefighters and found that firefighters' work environment is highly risky and stressful. Their study confirmed that work stress negatively influences firefighters' engagement in safety behaviour. Firefighters who reported to be stressed out tend to fail to communicate effectively and they were less likely to follow the prescribed operating procedures as well as less likely to use protective equipment correctly. Such destructive deviant behaviours may give rise to injuries-on-duty incidents (Smith et al., 2018).

Furthermore, Turel's (2017) study on the influence of organisational stress on organisational online deviance discovered that employees who reported high levels of stress tend to engage themselves in online deviance. Male employees who reported higher levels of stress were found to engage in higher levels of online deviance when compared to their female counterparts (Turel, 2017).

Research aimed at examining the impact of stress emanating from the job itself on employees' tendencies to engage in destructive deviant behaviour was also

conducted. For example, in their study of the effect of job stress on destructive deviant behaviour among operational level employees in Sri Lanka, Silva and Ranasinghe (2017) discovered that employees' work overload and role conflict had a positive significant relationship with employees' engagement in destructive deviant workplace behaviour.

On the other hand, research has been conducted in an attempt to understand how stress can assist employees to produce positive results and drive employees to increase their performance and productivity. In their study, Yim, Seo, Cho and Kim (2017) discovered that employees with high levels of psychological capital such as hope, optimism, resilience and efficacy, tend to exhibit positive and desirable behaviour in stressful situations. Thus, organisational stress may serve as an antecedent of constructive deviant behaviour when employees' levels of psychological capital are higher, and serve as an antecedent of destructive deviant behaviour when employees' levels of psychological capital are lower.

The various precursors of workplace deviance discussed above have different repercussions in the workplace. The next discussion explores the consequences of workplace deviance.

4.2.3 Consequences of workplace deviant behaviour

Various researchers identified various consequences workplace deviant behaviour. As workplace deviance can be directed to members of the organisation or the organisation itself, the consequences of workplace deviance can be divided into individual consequences and organisational consequences.

4.2.3.1 Individual consequences

The consequences of destructive deviant behaviour on the victims are negative, and may include physical and psychological well-being states such as emotional exhaustion, stress, interpersonal conflict, distress, fear, depression, hurt feelings, anger, anxiety and personal safety concerns (Mulki, Jaramillo & Locander, 2006; Tepper et al., 2009; Yildiz et al., 2015a; Michalak, Kiffin-Petersen & Ashkanasy, 2018). The consequences of constructive deviance are positive and may include psychological well-being states such as self-esteem, and sense of psychological empowerment (Pierce & Gardner, 2004; Hamed, 2010; Seibert, Wang & Courtright, 2011). Figure 22 shows individual consequences of workplace deviance.
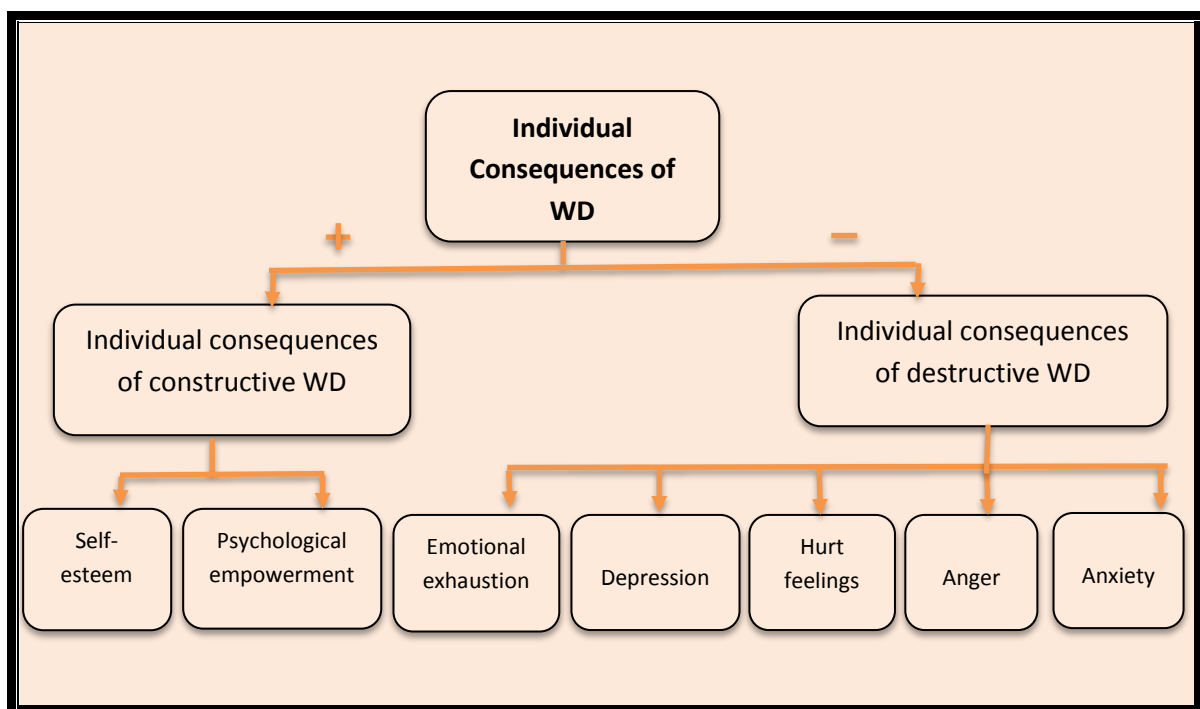
Figure 22. Individual consequences of workplace deviance (WD)

Piquero, Piquero, Craig and Clipper (2013) discovered that victims of workplace deviant behaviour in a form of personal aggression may become depressed and begin to abuse substances (alcohol and drugs) in an attempt to deal with

workplace aggression. A study on nurses revealed that younger nurses who were victims of deviant behaviour in a form of physical aggression, verbal aggression and bullying reported psychological distress, exhaustion, sleeping problems, stress, headache, and nightmares (Jaradat, Nielsen, Kristensen, Nijem, Bjertness, Stigum, & Bast-Pettersen, 2016).

In contrast, in line with the conservation of resource theory, Reynolds et al. (2015) indicated that employees' destructive deviant behaviour might yield positive outcomes at individual level. They suggested that employees might engage in deviant behaviour in order to reduce psychological distress and exhaustion. This means that employees may try to prevent further depletion of coping resources by engaging in deviant behaviour such as working slow or taking extended breaks. In this way, they may safe themselves and the organisation from injuries or breaking of equipment (Ferguson et al., 2012).

A person's self-esteem is regarded as being important in the organisation, moreover, organisation-based self-esteem is considered essential. Self-esteem refers to how people think of themselves as well as evaluation of their own levels of competency (Coetzee, 2016). Organisation-based self-esteem is defined as "the degree to which an individual believes himself or herself to be capable, significant, and worthy as an organisational member" (Pierce & Gardner, 2004, p. 593).

Based on the review of previous empirical findings on self- esteem and organisation-based self-esteem, Pierce and Gardner (2004) suggest that organisations that provide employees with opportunities to make initiatives regarding their job performance and encourage employees' control over their jobs are more likely to assist their employees to develop some sense of self-worth, which ultimately enhance their self-esteem. The feelings of having contributed something valuable to the organisation may in turn increase employees' organisation-based self-esteem.

In their study, Pierce and Gardner (2004) concluded that organisation-based opportunities for positive and successful experiences by promoting innovative behaviour and supportive interpersonal structure had a positive relationship with organisation-based self-esteem. It is apparent that the organisation-based opportunities for positive and successful experience are consistent with encouraging constructive deviant behaviour. Furthermore, interpersonal destructive deviant behaviour, in a form of harassment was found to have a negative relationship with organisation-based self-esteem (Pierce & Gardner, 2004).

An environment promoting constructive deviance may provide employees with psychological empowerment. Empowerment is defined as "the act of giving employees the opportunity to make workplace decisions by expanding their autonomy in decision making" (Vogt, 1997 cited in Chiang & Jang, 2007, p. 3). In their study of hotel employees, Chiang and Jang (2007) discovered that employees value being given more freedom of choice and independence in decision making as an important contributor to excelling in their jobs. Thus, providing employees with autonomy improved their perceptions psychological empowerment.

Psychological empowerment refers to "intrinsic task motivation reflecting a sense of control in relation to one's work and an active orientation to a person's work role that is manifest in four cognitions, namely: meaning, competence, self-determination, and impact" (Thomas & Velthouse, 1990 cited in Seibert et al., 2011, p. 981). Meaning involves aligning employees' work role demands with their beliefs, values and standards, while competence denotes employees' confidence in their own capability to perform work successfully (Hamed, 2010; Seibert et al., 2011).

Self-determination refers to employees' sense of freedom in initiating and regulating how they perform their duties, while impact includes employees' confidence in influencing decisions relating to their job (Hamed, 2010; Seibert et

al., 2011). Thus, providing employees with work environment that enables them to enhance and exhibit their capabilities by making decisions and creativities could result in psychological empowerment. It is evident from the above discussion that by promoting an environment that accommodate some sort of constructive deviant behaviours may contribute towards employees' tendencies to feel psychologically empowered.

4.2.3.2   Organisational consequences

The consequences of destructive deviant behaviour on the organisation may include organisational performance, organisational justice, organisational commitment, organisational citizenship behaviour and turnover intention (Rogojan, 2009; O'Neill & Hastings, 2011; Ling, 2013; Piquero et al., 2013; Harvey et al., 2014; Sun & Wang, 2017). Figure 23 depicts the organisational consequences of workplace deviance.

- Organisational performance

Dunlop and Lee (2004) asserted that workplace deviant behaviours influence the performance of employees in the organisation. They investigated branches of a fast food organisation and discovered that business unit's level of workplace deviant behaviour had strong effect on the ratings of performance of the business unit's employees.

A study of operational employees in Indonesia by Muafi (2011) revealed that destructive deviant workplace behaviour has a negative effect on individual employee's performance. Similarly, a study of MBA students working for different service organisations in Bangladesh, conducted by Howladar, Rahman and Uddin (2018) showed that a negative relationship exist between employees' destructive deviant behaviour and their job performance. The authors examined the relationship between job performance and the four forms of destructive deviance, namely; production deviance, political deviance, property deviance

and personal aggression. This means that the more employees engage in deviant behaviour, the more their job performance become poorer.
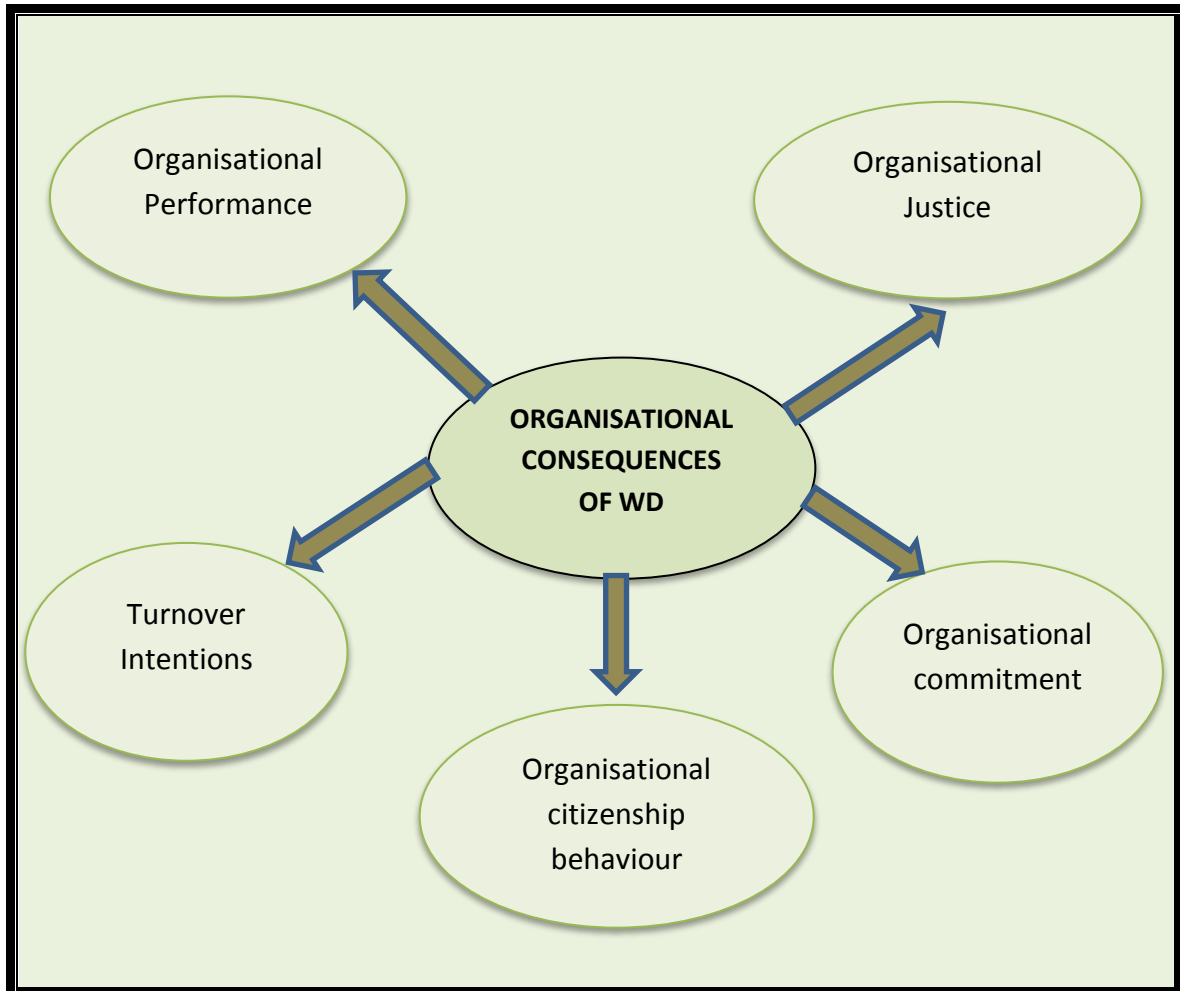
Figure 23. Organisational consequences of workplace deviance

Similarly, a study conducted by Reynolds et al. (2015) revealed that destructive deviant behaviour might have detrimental effects on the functioning of the organisation. They discovered that deviant behaviour directed at members of the organisation results in interpersonal conflict among employees, which tends to obstruct their performance. The study by Reynolds et al. (2015) also revealed that destructive deviant behaviour tend to result in destruction or loss of organisational property.

Furthermore, a study conducted on the accounting firms by Jelinek and Jelinek (2008) discovered that destructive deviant behaviour such as falsifying a reimbursement, accepting credit for someone else's work as well as sharing job-related frustrations with clients, contributed to the production catastrophe, which the accounting firms were faced with. This means that employees' engagement in various forms of destructive deviant behaviours resulted in poor performance of individual employees, which consequently affected the productivity of the accounting firms.

Contrariwise, a mixed-methods study conducted by Mertens et al. (2016) in the bakery retail departments revealed that constructive deviant behaviour in the form of workers' deviant acts such as baking small batches and baking later throughout the day instead of baking bulk batches and baking early and stopping early, as well as offering warm bread instead of cooling down bread and packaged before offering, improved organisational performance.

In explaining how constructive deviant behaviour can positively influence organisational performance, Doskeya, Mazzuchia and Sarkania (2013) identified the characteristics of constructive or positive deviants in the organisation. The authors regard constructive or positive deviants as being the "gurus" in the organisation because they tend to be innovative, display sophistication through simplicity, consistently produce better results than others and always provide solutions to the encountered problems.

Reynolds et al. (2015) indicated that constructive deviant behaviour could assist positive deviants to gain self–esteem, attention, acceptance and opportunity to shine while increasing efficiency and effectiveness in the achievement of organisational goals. This implies that constructive deviants can contribute enormously to the organisation's success.

- Organisational justice

Even though organisational justice is regarded as an antecedent of workplace deviant behaviour, it can also be an outcome (Reynolds et al., 2015). As employees may engage in destructive deviant behaviour as a way of reacting to the perceived injustices within the organisation, their deviant actions may assist in restoring the perceived imbalances in the relationship between the organisation and the employer (Greenberg, 1990a; Reynolds et al., 2015).

Reynolds et al. (2015) argued that employees' engagement in destructive deviant behaviour because of perceived unfairness with regards to procedural, distributive and interactional justice may provide the organisation with the opportunity to confront problems in a manner that would instigate change for better. For example, employees who engage in destructive deviant behaviour such as 'go slow' in order to force the organisation to attend to the perceived injustices may provide the organisation with the opportunity to look at best ways of promoting fairness in the workplace.

An example of how deviant behaviour can result in organisational justice include a situation whereby employees perceive that there is distributive injustice in the workplace and then engage in destructive deviant as a protest against unfair distribution of rewards instead of leaving the organisation, their protest may result in restoration of distributive justice. This may also save the organisation from recruitment and selection-related costs. In line with organisational justice theory, when employees perceive that the organisation has made attempts to ensure that there is fair reward distribution, they may become motivated to put more effort towards achievement of the organisational goals (O'Neill & Hastings, 2011).

- Organisational commitment

While organisational commitment is regarded as an antecedent of workplace deviant behaviour, research also confirmed that it could serve as a consequence of workplace deviance (Meyer & Allen, 1991; Meyer, Stanley, Herscovitch & Topolnytsky, 2002). In their study, Meyer and Allen (1991) identified the following as precursors of affective commitment; decentralising decision-making, employees' feelings of competence and sense of accomplishment in their work roles, providing employees with degree of autonomy as well as the opportunity to express themselves while performing their duties. Cohen's (1992) research findings also revealed significantly stronger relationship between autonomy and organisational commitment.

Meyer and Allen (1991) further emphasised that normative commitment involves extra-role behaviour such as performing duties beyond the expected role requirements. In support of this, Lok and Crawford (1999) discovered that innovative and supportive organisational cultures had significant and positive influence on employees' organisational commitment. Though organisational commitment consists of three components, namely; affective commitment, normative commitment and continuance commitment, Meyer and Allen (1991) discovered that the identified precursors from above were not of continuance commitment.

It can be deduced that precursors mentioned above correspond with the features of promoting constructive deviant behaviour in the workplace. This implies that when employees are working in an environment that allows them to be innovative and go extra miles to exhibit their potential, they are more likely to become committed to their organisation. Thus, promotion of constructive deviant behaviour in the workplace may increase employees' organisational commitment.

- Turnover intention

Although turnover intention has been identified as one of the antecedents of workplace deviant behaviour (Tepper et al., 2009; Muafi, 2011; Sunday, 2013; Christian & Ellis, 2014), there is also empirical evidence supporting that turnover intention can also be a consequence of workplace deviant behaviour (Haq, 2011). Intention to quit tends to predict actual turnover, and turnover can be very costly for the organisation as employees who have resigned from their need to be replaced (Crossley, Bennet, Jex & Burnfield, 2007). Thus, the organisation will be forced to bear the cost relating to recruiting, selecting, inducting and training a new employee (Haq, 2011).

Workplace aggression as a form of interpersonal destructive deviance was found to be one of the contributors towards nurses' intentions to leave their organisation (Labrague, Gloe, McEnroe, Konstantinos & Colet, 2018). Kim and Shim (2018) indicated that male nurses regarded interpersonal deviance in a form of poor treatment as another reason for male nurses' decision to leave their organisation. Similarly, in their study, Elçi, Karabay, Alpkan and Şener (2014) found that mobbing in the workplace, as an interpersonal deviant behaviour, was related with employees' intentions to leave the organisation.

Conversely, a study conduct conducted by Kim (2016) on the social support and turnover intentions of music therapists revealed that the social support that employees get from their co-workers and supervisors encouraged them to exert more effort on their jobs to such an extent that they were less likely to report intention to leave their organisation. Likewise, Tnay, Othman, Siong, and Lim (2013) that found supervisory support had a significant negative relationship with employees' turnover intentions. This means that interpersonal constructive behaviour may reduce turnover intentions or turnover behaviour in the organisation.

A study was conducted by Tongchaiprasit and Ariyabuddhiphongs (2016) on predictors of turnover intentions among chefs revealed that creativity did not predict turnover intention. They discovered a negative relationship between creativity as a form of constructive deviant behaviour with turnover intention. This implies that chefs who had opportunity to utilise culinary creativity by generating ideas in the production of the dishes were less likely to have thoughts of leaving their organisation. Thus, providing a room for employees to engage in constructive deviant behaviour may inhibit employees' turnover intentions.

- Organisational citizenship behaviour (OCB)

While employees' actions of organisational citizenship behaviour can result in employees' engagement in workplace deviant behaviour, Spector and Fox (2010) asserted that workplace deviant actions by employees can lead to employees' actions of organisational citizenship behaviour. Huseman et al. (1987) regarded feelings of guilt as something that can force employees to engage in a positive behaviour. This implies that employees who initially engaged in destructive behaviour may feel guilty and then engage in acts of organisational citizenship in order to make up for their wrongdoings. Spector and Fox (2010, p. 139) indicated that "guilt is an internal state arising from a violation of what the individual perceives as appropriate behaviour."

Since destructive deviance can be directed to the organisation or members of the organisation, employees' attempts to rectify wrongdoings depends on who was wronged. If guilty employees engaged in organisational deviance such as calling in sick or taking extended breaks, they may put extra efforts and work extra hours without compensation in order to restore the injustice. If guilty employees engaged in interpersonal deviance such as harassment or verbal abuse, they may show remorse to the aggrieved employee and do everything in their power to mend the relationship in such a way that it does not negatively impact on the organisation (Spector & Fox, 2010).

Zellars, Tepper and Duffy (2002) looked at a vert different angle in an attempt to show how employees' deviant behaviour can lead to organisational citizenship behaviour. They focussed on how a negative behaviour of one employee can result in another employee's positive behaviour, especially in instances where outputs of one employee become outputs of another employee. This implies that employees may fail to perform as expected to such an extent that fellow employees are forced to step in and perform the former employees' duties in order to be able to perform their own duties (Zellars, Tepper, & Duffy, 2002).

From the discussion above, it is apparent that employees' tendencies to deviate from organisational norms or rules may not necessarily yield negative outcomes. It is therefore essential for managers to understand the possible of various forms of workplace deviance, as well as to seek ways that would best promote constructive deviant behaviours and inhibit destructive deviant behaviours. The next section presents some of the ways that could assist in managing workplace deviance as suggested by various researchers.

4.2.4 Managing workplace deviant behaviour

As workplace deviant behaviour may have detrimental effects for both organisations and organisational members, the identification of the factors influencing workplace deviance and consequences thereof, would not be complete if not accompanied by deliberate efforts to manage the double-edged behaviour in such a way that would minimise its negative effects and maximise its benefits to the organisation and employees. Managers should understand the root cause of workplace deviance in order to avoid a catastrophic work environment, and promote performance excellence. Muafi (2011) asserted that it would be fruitless to address one form of destructive behaviour, only to be faced with another similar destructive behaviour in the future.

Empirical literature suggested several actions that could be taken by organisations in an attempt to manage deviant behaviour in the workplace.

Some of the identified possible actions to inhibit destructive deviant behaviour and encourage constructive workplace deviance include: promoting ethical leadership, promoting an ethical organisational culture, adhering to principles of organisational justice, promoting organisational citizenship behaviour, conducting training programs, using whistle blowing strategy, executing proper selection processes, promoting positive organisational behaviour as well as implementing effective monitoring strategies (Spreitzer & Sonenshein, 2004; Youssef, & Luthans, 2007; Jelinek & Jelinek, 2008; O'Neill & Hastings, 2011; Vardaman, Gondo & Allen, 2014; Van Gils et al., 2015). These actions are discussed in the next sub-sections and are also displayed in Figure 24.
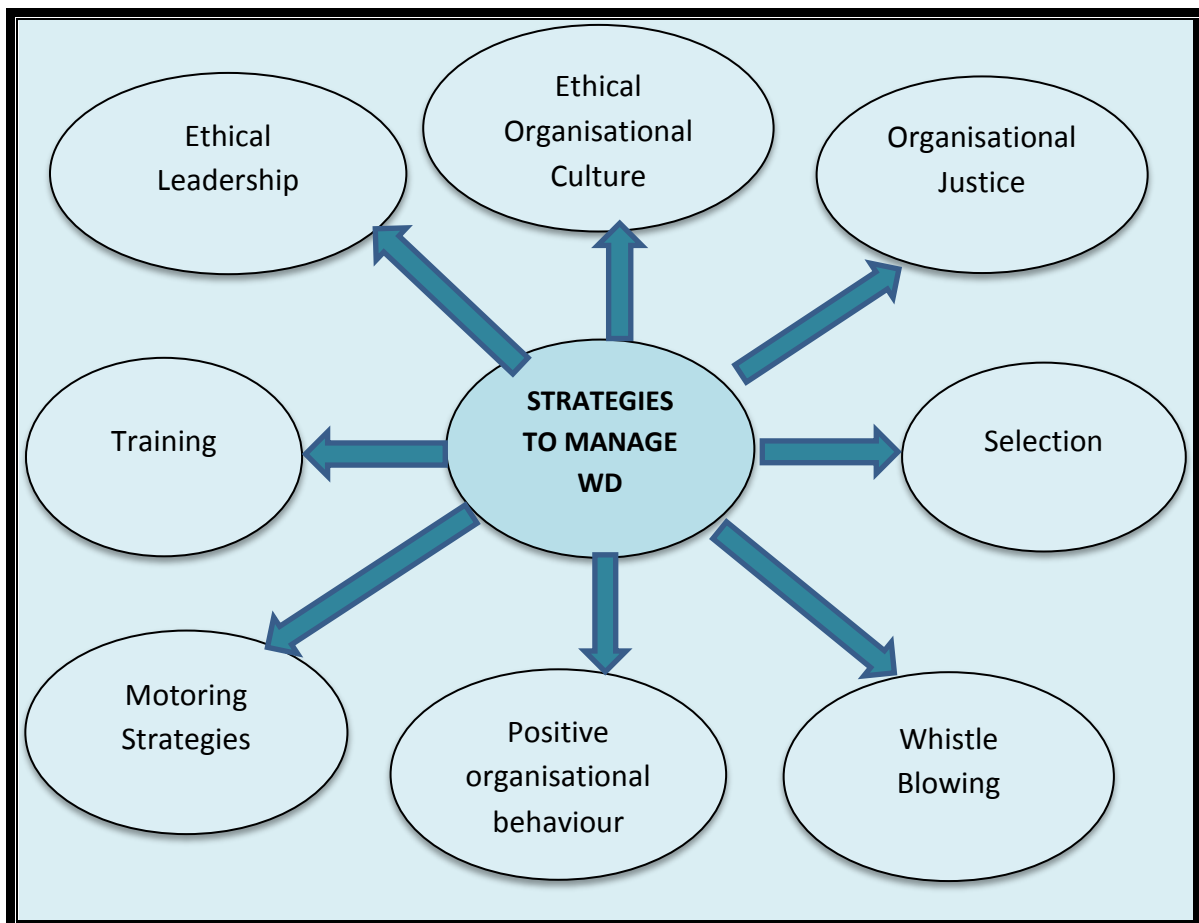
Figure 24. Strategies to manage workplace deviance

4.2.4.1   Ethical leadership

Stouten, van Dijke, Mayer, De Cremer and Euwema (2013) found that ethical leadership is important in the organisation as it decreases deviant behaviour and increases organisational citizenship behaviour. Ethical leadership is defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown, Treviño & Harrison, 2005, p. 120).

Firstly, the definition of ethical leadership shows that followers can learn to be ethical through social learning, i.e. by observing their ethical leaders. This implies that ethical leaders should be role models with a huge responsibility of making sure that they always behave in an ethical manner in order to instil ethical behaviour on their followers. Secondly, ethical leaders need to communicate ethical standards and the importance of being ethical to their followers, engage in moral management and fair decision-making procedures, and display altruism and integrity all the time (Reed, Vidaver-Cohen & Colwell, 2011).

Van Gils et al. (2015) argued that ethical leadership might be mostly effective in situations where followers tend to be sensitive to moral cues. Griffin et al. (2016) suggested that in order for leaders to influence followers to behave in a desired way, they must be effective role models in the organisation, who always "practice what they preach" by constantly "walking the walk" and "talking the talk." In this way, ethical leaders will be able to build trust between them and their followers. However, dishonest leaders who create lies and engage in unethical acts encourage their followers to do exactly the same (Brown et al., 2005).

In support of this, Gatling, Shum, Book and Bai (2017) discovered that followers' behavioural integrity could positively relate to leader's relational

transparency leadership, which in turn promotes followers' trust in their leader. Kernis (2003) cited in Gatling et al. (2017, p.11) defined leaders' relational transparency as "leaders' behaviours of focusing on valuing and achieving openness and truthfulness in close relationships" with their followers. This implies that leaders' relational transparency may be able to inspire followers to behave in a desired way. On the other hand, leaders who engage in illegal or unethical behaviours may open a room for such behaviours to be spread to the whole organisation (Griffin et al., 2016).

In their study of authentic leadership, Braun and Nieberle (2017) discovered that subordinates who perceived their leaders as authentic reported lower levels of work-family conflict and higher levels of work-family conflict enrichment. Work-life conflict involves a situation in which employees' demands at work drains resources in their personal lives, while work-family enrichment includes a situation in which employees gain resources at work, in such a way that enables them to increase their resources to cope with their personal lives (Braun & Nieberle, 2017). This implies that authentic leadership can provide support to employees in such a way that prevents further depletion of coping resources, which may result in reduction in employees' inclinations to engage in negative deviant behaviour.

4.2.4.2   *Organisational culture*

Organisational culture is regarded as the key to organisational efficiency and effectiveness (Schein, 1992). As organisational culture directs attitudes and behaviours of employees in the organisation, it is imperative for organisations to build a culture of excellence and integrity in order to minimise negative behaviours and encourage positive behaviours (Griffin et al., 2016).

Permarupan, Saufi and Kasimc (2013) emphasised that organisations should seek ways to build an organisational culture that encourages flexibility, creativity and innovation as organisations' success in today's world depends more on

employees' creativity. Sinclair (1993) regards ethical core values as being very important in an organisation because leaders can use ethical core values to modify destructive deviant behaviours and encourage constructive deviant behaviours such as shared values of innovation and integrity as well as ethical disagreement.

Nafei (2018) emphasised the importance of organisational ethical culture in promoting positive behaviour in the workplace. Organisational ethical culture is regarded as a system of shared values that contain ethics, which affect the behaviour of employees. Nafei (2018) discovered that organisational ethical culture is one of the essential determining factors of ethical behavioural intentions.

Griffin et al. (2016) indicate that when an organisation has managed to merge ethical culture with organisational culture, there would not be a need for close supervision as management would not have to worry about probabilities of employees behaving in an inappropriate manner. This means that managers and supervisors may become willing to empower their subordinates and assign them with more responsibilities, which may eventually promote constructive behaviour to advance the well-being of the organisation.

Some of the possible ways that organisations can use to merge ethical culture with organisational culture include: involvement of trade unions in the process of establishing ethical committee and developing a code of ethics as well as conducting an ethics audit (Nel & Werner, 2017). Ethics committee can assist in creating an ethical culture by ensuring that organisational standards and procedures are consistently adhere to. A code of ethics contains written statements clarifying general rules of ethical conduct in the organisation. Ethical audit entails collection of information through interviews and questionnaires to establish whether members of the organisation are engaging in any unethical behaviour with the aim of eradicating any prevailing unethical behaviour (Nel & Werner, 2017).

4.2.4.3   Selection

It is important for organisations to make sure that they hire employees who will not become liabilities to the organisations through proper selection methods. It is suggested that one way of preventing the likelihood of hiring a liability is by using employment tests during selection as well as by conducting background or reference checks before hiring (Robinson & Bennett, 1995).

In their study, O'Connell, Delgado, Lawrence, Kung and Tristan (2017) discovered that pre-employment assessment could assist in predicting employees who are likely to engage in actions that require disciplinary measures or compensation claims for injuries on duty (IOD). It was estimated that by assessing and screening out only eight percent (8%) of the sample of applicants could reduce disciplinary actions by approximately thirty-five percent (35%) and compensation claims for injuries at work by forty-six (46%).

Organisations can screen applicants through the use of personality, cognitive ability, or integrity test. Personality tests can be used to identify personality traits prone to destructive and constructive deviant behaviour, honesty test can be used to predict deviant behaviours constructive behaviours such dependability and integrity as well as destructive deviant behaviours such as deceitfulness and theft (Greenberg, 1993). However, it is important to only use tests which are valid and reliable, and selection decision should not be only based on single test results (Kumar, 2019).

Although organisations can choose from different types of employment tests and psychometric tests to use to predict potential employees' likelihood to engage in workplace deviant behaviour, MacLane and Walmsley (2010) indicated that the technical acceptability and validity of some of the tests may be questionable. This means that organisations have to make sure that the employment tests or psychometric tests that they use are valid and reliable in order to avoid law suites.

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Any appointed employee could be a reason for an organisation' success or failure, and therefore, organisations should conduct reference check on prospective employees prior to making a job offer. The purpose of conducting background or reference check is to collect information about an applicant's work history, job performance, work ethics, educational background, work behaviour and other useful information from people who know the candidate (Robinson & Bennett, 1995). Nel and Werner (2017) identified three areas in which job applicants are more likely to misrepresent, namely; educational accomplishment, criminal record and previous or current salary.

The job applicant's background information can be checked by telephone or by using letters of recommendation. Organisations which conduct background or reference check may prevent themselves from possible exposure to risks such as theft, falsified application and workplace violence (Robinson & Bennett, 1995). For example, a negative letter of recommendation may provide a warning sign regarding a prospective employee, and therefore should not be ignored (Nel & Werner, 2017). Managing workplace deviance through selection can assist organisations to be proactive in addressing with workplace deviant behaviour.

4.2.4.4   Training

Training of employees is viewed as another way of minimising chances of employees' engagement in destructive deviant behaviour and opening a room for constructive behaviour and creativity. An employee's expertise, creative thinking, and motivation are regarded as key elements of creativity (Rahman, Ferdausy, Al-Amin & Akter, 2020). Therefore, providing employees with continuous training to may not only enhance employees' job knowledge and ability to perform their duties, but may also heighten their problem-solving skills and open room for creativity (Spanuth & Wald, 2017).

The study of employees in the bakery retail departments by Mertens et al. (2016) revealed that among bakery departments which engaged in constructive deviant behaviour, the ones with more team members who had completed their four-year apprenticeship seemed to perform far much better. This has led to the conclusion that the training background of employees can have influence on how they perform their duties. This means that in an attempt to reduce destructive deviant behaviour and encourage constructive deviant behaviour, workers should be equipped with knowledge and skills that will enable to be inventive in the most desirable way.

Galperin (2012) asserted that in a quest to promote constructive behaviours in the workplace, organisations should be prepared to empower their employees. When employees are equipped with knowledge and skills inherent to their jobs, and understand the organisation's mission, vision, objectives, strategies and goals, they are more likely to engage in pro-social behaviours such as improved commitment and innovation needed for the organisation to have the most needed competitive edge (Galperin, 2002).

Employees can also be provided with ethics training in order to improve their capacity for ethical sensitivity and reasoning. When employees are empowered to deal with ethical dilemma, they will be able to make decisions and take risks in a manner that would benefit the organisation (Nel & Werner, 2017). Organisations need to remember that constructive training and development programs proved to be useful in enhancing skills, knowledge and capabilities of talented employees, which is regarded as the core determinant of organisation's competitive advantage (Hanaysha, 2016).

4.2.4.5   Monitoring

Organisations can minimise destructive deviant behaviour in the workplace by constantly monitoring workers. Zoghbi (2011) discovered that when employees

perceived procedural justice in terms of how monitoring is done in the organisation, they tend to reduce tendencies to engage in destructive deviant behaviour. This means that it is important for the organisations to ensure that monitoring activities are conducted fairly as employees' perceptions of unfairness may provoke retaliatory behaviour, ultimately resulting in employees' engagement in negative deviant behaviour (Eadeh et al., 2017).

Rogojan (2009) indicated that organisations could monitor employees by checking employees' bags and lunch boxes before they leave the organisations' premises. Even though this type of monitoring activity may send a strong message that theft is not tolerated, organisations may also send a wrong message of mistrust to the employees. In such cases, employees may feel not obligated to dedicate themselves to the organisations which do not seem to have trust in them. This may eventually result in other forms of negative deviant behaviour (Rogojan, 2009). It is therefore important for organisations to ensure there is procedural fairness when it comes to monitoring employees' conduct.

Organisations have a responsibility of scrutinising policies for fairness in order to promote desirable behaviour in the workplace. The human resource department should ensure that employment related policies such as performance management as well as health and safety policies are based on principles of fairness to ensure that monitoring encourage employees to behave in a desired manner (Nel & Werner, 2014).

4.2.4.6   Whistleblowing

As employees interact with their co-workers on daily basis, they are usually among the first to identify their co-workers' deviant actions in the organisation and probably the last to speak out as a result of fear. Organisations should therefore promote an environment that discouraged employees' engagement in destructive deviant behaviour by providing opportunities and mechanisms for peer reporting or whistle blowing (Nel & Werner, 2014). Kidwell and

Kochanowski (2005, p. 135) regard whistle blowing as a "disclosure of illegal, immoral, or illegitimate practices under the control of their employers, to a person or organisations that may be able to effect action".

Organisational whistleblowing has become one of the most important concepts to gain attention globally (Nafei, 2018). Miceli, Near, Rehg and Van Scotter (2012) regarded organisational whistleblowing as a rational decision making process that involves an employee's decision to report wrongdoings based on the outcome of analysing costs and benefits. This means that promotion of organisational whistleblowing can be considered a positive behaviour by employees of detecting errors with the aim of promoting the interests of both the organisation and its members. In his research among university employees in Egypt, Nafei (2018) discovered that a strong organisational ethical culture resulted in employees' feelings of having a moral duty to report various forms of university's abuses.

Organisations can establish a hotline or helpline which employees can anonymously call to report unethical activities within the organisation. The hotline or helpline should be linked to those who are appointed to specifically deal with unethical behaviour in the organisation. When the organisation has whistleblowing policies in place, moral employees are more likely to report wrongdoings which may have detrimental effects on the well-being of the organisation (Rogojan, 2009). However, Henik (2015) suggested that it is important for the organisation to take appropriate actions on information gained though whistle blowing because failure to do so, may jeopardise future chances of employees reporting wrong doings.

4.2.4.7   Organisational justice

Research emphasised that employees may engage in various forms of destructive deviant behaviour when they perceive that there is some form of injustices in the organisation (Baron et al., 1991; Hagedoorn, et al., 1998; Nair &

Bhatnagar, 2011; Yen & Teng, 2013; Baldwin, 2016; Jaakson et al., 2017). Therefore, as one way of preventing employees' retaliation against perceived injustices, organisations should seek ways to promote fairness. As organisational justice consists of three dimensions, it is important for organisations to consider all three dimensions in order to ensure that employees perceive prevalence of organisational justice.

As distributive justice is based on employees' comparisons between inputs in a form of their hard labour, skills, effort and sacrifices in order to get the work done, with the rewards that they get from the organisation in a form of salary, bonuses and recognition, it is important for organisations to provide their employees with market-related remuneration or above if they can afford (Griffin et al, 2016). O'Neill and Hastings (2011) indicated suggested that when employees perceive that they are receiving fair reward distributions, they tend to feel obligated to return the favour by becoming more dedicated and loyal.

Procedural justice involves fairness of the procedures followed by the organisations when it comes to making crucial decisions that may affect employees (Williamson & Williams, 2011). It is therefore important for organisations to encourage workers' participations when making decisions that may directly or indirectly have effect on employees (Trevor, 2009).

Cropanzano and Molina (2015) emphasised that it is important to consider the six criteria which can be used employees to decide whether there is procedural justice or not should be, namely; consistency, neutrality, accuracy, correctability, and representativeness as well as morality and ethicality. This simply means same standard procedures should be followed all the time; decisions should be made based on factual and accurate information; there must be opportunity to appeal in case of differences, all those affected should be part of the decision making process and all procedures should be aligned with the organisational ethical conduct (Fernandes & Awamleh, 2006; Cropanzano & Molina, 2015).

Interactional justice is perceived based on the nature of the interpersonal relationship between employees and their supervisors, leaders or managers. Colquitt (2001) suggested that employees use justice; justification, truthfulness, as well as respect and propriety as criteria to evaluate whether there is interactional justice or not. This implies that there should be open communication channels in the organisations in order to have employees who are aware of what is happening in the organisation, why and what will happen tomorrow. This will also build trust between employees and their seniors (O'Neill & Hastings, 2011).

The definition of "relational transparency leadership" ("leaders' behaviours of focusing on valuing and achieving openness and truthfulness in close relationships" with their followers) as suggested by Kernis (2003), cited in Gatling et al. (2017, p. 11) perfectly summarises how interactional justice can be promoted. This means that organisations should groom supervisors, leaders or managers to lead, supervise and manage employees in a manner that is considerate, ethical, honest and fair. By continuously seeking ways to promote distributive, procedural and interactional justice, organisations may be able to reduce probabilities of employees' engagement in destructive behaviour as a way of retaliating against perceptions of justices or fairness (Wolfe et al., 2018).

4.2.4.8   *Positive organisational behaviour*

For organisations to survive in a highly competitive world, they should not focus only on repairing the damages, but should also seek ways to break traditional rules and become inventors in order can secure success (Luthans & Youssef, 2007). Research emphasised that the importance of creating a workplace that can lead employees to feel more positive in an effort to improve organisational performance (Woods & West, 2019). This implies that organisations need to find ways to encourage employees to engage in constructive deviant behaviours, and promoting positive organisational behaviour can assist in realising this.

Positive organisational behaviour is based on the principles of positive psychology, which emphasise the importance of using positive approach in influencing the behaviour of people in the workplace (Youssef & Luthans, 2007). Positive organisational behaviour specifically focuses on employees' psychological resource capacities' or psychological capital which are freely open and flexible to change and development (Luthans, Avey, Avolio, Norman & Combs, 2006). The psychological resource capacities or psychological capital denote an individual's positive psychological state of development, which include efficacy, hope, optimism, and resilience (Luthans & Youssef, 2007; Youssef & Luthans, 2007).

Efficacy refers to an individual's "confidence to take on put in the necessary effort to succeed at challenging tasks", while hope refers to an individual's perseverance in order to achieve a goal (Coetzee, 2016, p. 107). Optimism involves "making a positive attribution about succeeding at the present and in the future" (Coetzee, 2016, p. 107), while resilience is defined as "the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility" (Luthans, 2002, p. 702). Luthers and Youssef (2007, p. 338) suggested that these positive behaviours can be "grouped under the umbrella of positive deviance."

Empirical evidence shows that psychological capital positively relates to positive behaviours and negatively relates to negative behaviours (Avey, Luthans & Youssef, 2010). Specifically, Avey et al. (2010) discovered that higher levels of hope and optimism triggered positive emotions, resulting in achievement of organisation's goals. This implies that employees with higher psychological capital tend to engage more on desirable behaviour in the workplace and less on undesirable negative behaviours.

Therefore, organisations should invest in their employees by developing their employees' psychological capacities or psychological capital. Luthans et al. (2006) indicated that organisations can develop employees' psychological

resource capacities or psychological capital through short training programmes but emphasised that it is important to consider training interventions which are extremely focused.

Research showed that employees' psychological empowerment positively relates to positive behaviours such job satisfaction, performance, organisational commitment and job involvement (Tan, 2007; Hamed, 2010; Seibert et al., 2011). Empirical findings also revealed that employees' psychological empowerment negatively relate to employees' anxiety and turnover intentions (Tan, 2007; Hamed, 2010; Seibert et al., 2011). This implies that by developing employees' psychological resources or capital, organisations will be able to promote positive behaviours in the workplace and discourage negative behaviours.

4.3 THE CONCEPTUAL MODEL

This study's conceptual model is depicted in Figure 25 and it includes the forms of workplace deviance, the antecedents of workplace deviance (both individual and organisational precursors), and the consequences of workplace deviance for organisational members and the organisation itself as well as the possible holistic ways of managing workplace deviance effectively.

As workplace deviance is a double-edged concept, it is crucial as the first step, to acknowledge and understand the existence of both destructive and constructive deviant behaviours in the workplace. Therefore, it is important to know that not all actions that depart from the organisational norms are aimed at destroying the organisation or the members of the organisation, but there are actions that depart from the organisational norms with good intentions to benefit the organisation and its members (Galperin, 2012; Yildiz et al., 2015b).
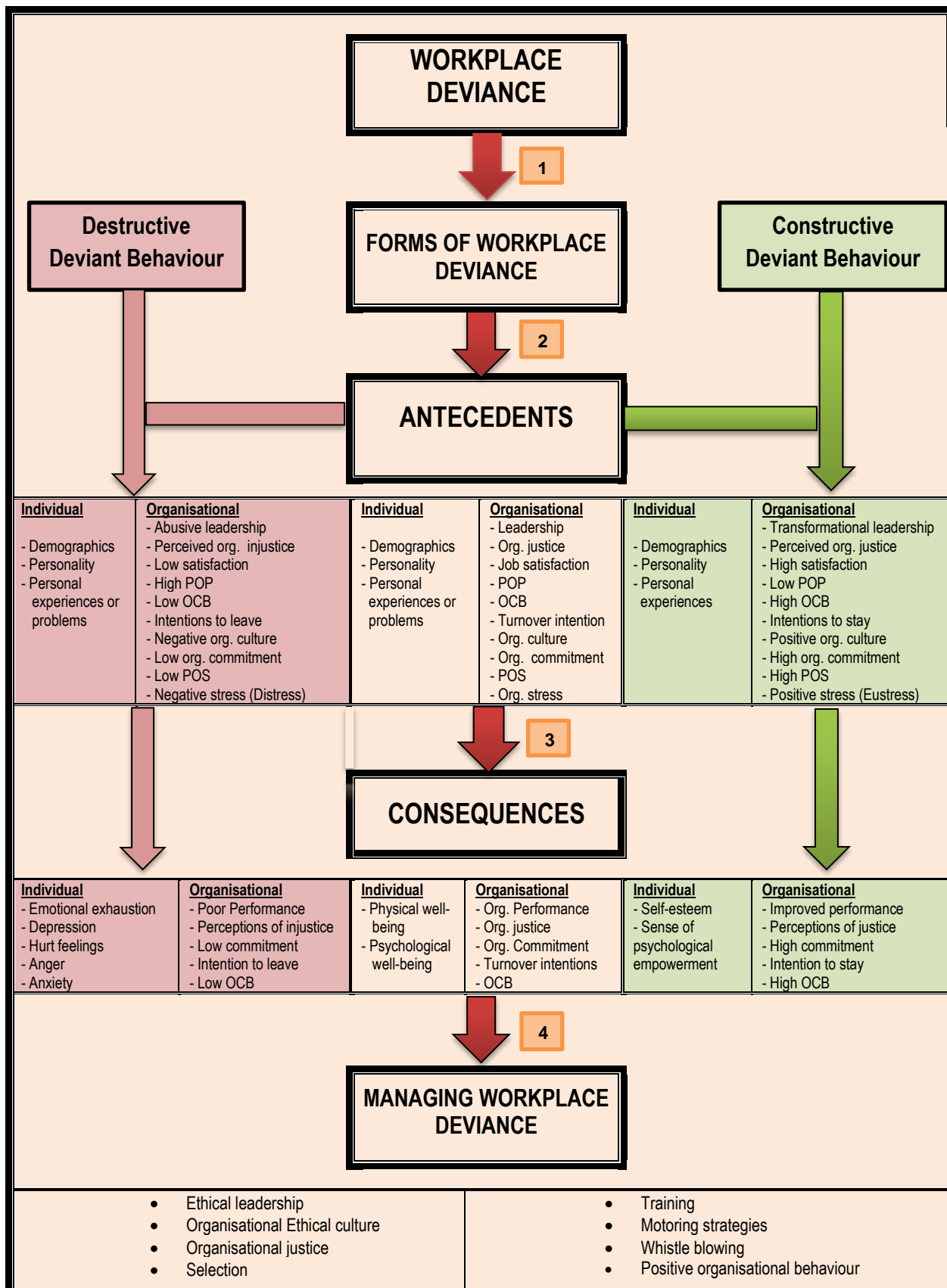
Figure 25. The Conceptual Model

The second step involves understanding the possible reasons for employees to engage in both destructive and constructive workplace deviance. Previous studies identified individual factors such as personality traits, demographics factors, personal experiences or problems as some of reasons behind employees' engagement in both destructive and constructive deviant behaviours in the workplace (Bolton et al., 2010; DeShong et al., 2015; Palmer, 2017; Chen et al., 2018). It is therefore important to understand the possible individual precursors of farm workers' engagement in both constructive and destructive deviant behaviour in order to seek ways to manage workplace deviance effectively.

Research revealed the following as some of the organisational factors that can cause employees to engage in deviant behaviour: leadership/supervision, perceived organisational justice, job satisfaction, pay satisfaction, perceived organisational politics, perceived organisational support, organisational culture, organisational commitment and turnover intention (Restubog et. al., 2011; Galperin, 2012; Harvey et al., 2014; Neves & Champion, 2015; Yildiz et al., 2015b). Understanding the organisational antecedents may assist the organisation in finding ways to minimise the negative precursors and promote positive precursors.

The third step involves understanding consequences of employees' deviant behaviours. Literature revealed that destructive workplace deviance has negative consequences on members of the organisation (interpersonal), the organisation or both (Bennett & Robinson, 2000), while constructive workplace deviance is also believed to have positive consequences on members of the organisation and the organisation or both (Galperin, 2012).

The individual consequences of deviant behaviours in the workplace include employees' physical and psychological well-being (Gardner, 2004; Mulki, Jaramillo & Locander, 2006; Tepper et al., 2009; Pierce & Hamed, 2010; Seibert, Wang & Courtright, 2011; Yildiz et al., 2015a). Organisational

consequences include organisational performance, organisational justice, organisational commitment, organisational citizenship behaviour and turnover intention (Rogojan, 2009; O'Neill & Hastings, 2011; Ling, 2013; Piquero et al., 2013; Harvey et al., 2014; Sun & Wang, 2017).

Lastly, the main objective of understanding workplace deviant behaviour as a double-edged behaviour is to design appropriate strategies that would minimise its negative effects and maximise its benefits to the organisation and members of the organisation. Empirical studies suggested amongst others, the following as possible actions to inhibit destructive deviant behaviour and encourage constructive workplace deviance: promoting an ethical leadership, promoting an ethical organisational culture, adhering to principles of organisational justice, promoting organisational citizenship behaviour, conducting training programs, executing proper selection processes, promoting positive organisational behaviour as well as implementing effective monitoring strategies (Spreitzer & Sonenshein, 2004; Youssef, & Luthans, 2007; Jelinek & Jelinek, 2008; O'Neill & Hastings, 2011; Vardaman et al., 2014; Van Gils et al., 2015).

4.4 CHAPTER SUMMARY

It becomes apparent from the empirical findings presented above that there are two forms of deviant behaviour, namely; interpersonal and organisational deviant behaviours. The antecedents of workplace deviance presented include amongst others demographics, personality, personal experiences or problems, perceptions of leadership or supervision, organisational justice, organisational politics, organisational support and organisational stress, job satisfaction, organisational citizenship behaviour, turnover intentions, organisational culture and organisational commitment.

It is also evident that consequences of destructive deviant behaviour can be disastrous to both individual employees and the organisation, while consequences of constructive deviant behaviour may be beneficial to both the

organisation and its members. The consequences of workplace deviance were identified as amongst others physical and psychological well-being, organisational performance, organisational justice, organisational commitment, turnover intentions and organisational citizenship behaviour.

Lastly, the possible ways of managing workplace deviance were presented, and these include amongst others the following: promotion of ethical leadership and organisational culture, organisational justice principles, appropriate selection practices, beneficial training programmes, motoring strategies, encouraging whistle blowing as well as promotion of organisational citizenship behaviour and positive organisational behaviour. The conceptual model based on the reviewed literature was presented towards the end. The following chapter presents the methodology adopted in this study.

CHAPTER 5

RESEARCH METHODOLOGY

5.1 INTRODUCTION

This chapter presents the methodology implemented in this study. The chapter is organised in such a way that the well-known research paradigms are reviewed prior to the provision of a detailed description of philosophical assumptions underpinning this study. Subsequently, the discussion progresses by focusing on the research methodology and research design used in this study, including a detailed explanation of the employed research methods, sampling strategies, data collection techniques and procedures as well as the data analysis methods.

5.2 RESEARCH PARADIGM

Research is regarded as a process of inquiry which involves data collection, data analysis and interpretation in order to "understand, describe, predict or control" a phenomenon understudy (Mertens, 2005, p. 2). In order to achieve this, it is essential for the researcher to understand the philosophical assumptions of major research paradigms because different paradigms have different views concerning what reality is and the kind of the relationship between the researcher and what is known, as well as how the researcher discovers or constructs knowledge (Elder, 1997 cited in Aliyu, Singhry, Adamu, & Abubakar, 2015).

A paradigm is a meta-conceptual framework through which knowledge is constructed (Coetzee, 2016). This is supported by Mac Naughton, Rolfe and Siraj-Blatchford (2001, p.32), who regarded a paradigm as a belief about the nature of knowledge, which informs the "methodology to create knowledge and the measures to ensure the validity of the inquiry". Therefore, a research

paradigm refers to a set of basic beliefs, values and assumptions which researchers have in common relating to the nature of the world, which determines the manner in which research should be conducted (Kuhn, 1977; Creswell, 2013; Aliyu, Singhry, Adamu, & Abubakar, 2015). This implies that a research paradigm shapes, confines, and supports the entire process of research inquiry.

It can be deduced from the definitions presented above that a research paradigm determines the manner in which a scientific or research inquiry should be conducted in a particular discipline, and that the appropriate research methodology and methods of the study should be linked to the appropriate research paradigm. Eriksson and Kovalainen (2008) asserted that knowledge about basics relating to philosophy is very essential as it enables the researchers to be better informed when making research-related decisions. Literature identified three main components of research paradigm, namely; ontology, epistemology and methodology (Scotland, 2012; Aliyu, et al., 2015). These main components of research paradigm are discussed separately in the next sub-sections.

5.2.1 Ontology

Dieronitou (2014, p. 4) indicated that ontology originated from the ancient Greek present participle "ωv/on/" which means 'to exist'. Ontology is regarded as the starting point of all research, as it determines the researcher's epistemological assumptions to adopt and methodological procedures to follow (Denzin & Lincoln, 2005). It is therefore important to define ontology and explain the different viewpoints of ontology prior to identifying and justifying the ontological assumptions underpinning this study.

Ontology is regarded as a "general view on the nature of things" (Mahner, 2007, p. 524). Crotty (2003, p. 10) defined ontology as "the study of being", which is concerned more with "what kind of world we are investigating, the nature of

existence, and the structure of reality as such", while Al-Saadi (2014, p. 1) emphasised that ontology focuses on "our beliefs about the kind and nature of reality and the social world". This means that ontology is the "theory of what exists" (Ladyman, 2007, p. 303) as it involves taking a position relating to the "perceptions of how things really are and how things really work" (Scotland, 2012, p. 9).

Bryman (2008, p. 18) indicated that ontological matters involves two opposing perspectives, namely; "whether the social objects should be viewed as objective objects with reality being external to social actors", or "whether social objects should be viewed as social constructions, made up from the social actors' perceptions and actions". Corresponding to this, literature recommended objectivism and constructivism as the two opposite ontological viewpoints (Bryman, 2008; Al-Saadi, 2014; Bryman et al., 2014).

Objectivism paradigm views the truth as being static and objective, which implies that there is a specific right way in which objective truth can be discovered, and that social phenomena and meanings exist independently from people (including researchers) and their actions (Eriksson & Kovalainen, 2008; Al-Saadi, 2014; Bryman et al., 2014). This assumption is based on the principles of natural science, as it involves application of the data collection methods and the data analysis methods such as hypothesis testing, causal explanations and modelling, which are similar to those used in natural science setting (Creswell, 2009; Bryman et al., 2014; Dieronitou, 2014).

On the other hand, constructivism, also called relativism, is based on the principles of humanistic sciences. The assumption of this ontology is that there are multiple realities, which can only be understood or reconstructed through human interactions between the researcher and the research participants (Kivunja & Kuyini, 2017). Its position is that social reality can be created by exploring and understanding the social world of people being studied, and this can be accomplished through social interaction (Eriksson & Kovalainen, 2008).

Therefore, construction of social reality involves the "interpretation and negotiation of the meaning of the social world" (Kvale, 1996, p. 41).

This means that the constructivist's or relativist's view on ontology focuses mainly on the subjective meanings and interpretations people attach within a particular context, and the researchers construct meanings and interpretations based on what has been gathered from the research participants (Bryman, 2008). As reality is about people's meanings and interpretations, it can therefore be concluded that in constructivism, reality does not exist outside people, meaning that a constructivists cannot detach themselves from the inquiry (Eriksson & Kovalainen, 2008).

Denzin and Lincoln (2005) indicated that the researchers' ontological positions have direct influence on the type of method perceived appropriate for their study, and as a result, it is imperative to identify the ontology relating to this study. The ontological stance supporting this study is the constructivism perspective. As constructivism involves a partnership between the researcher and the research participants in their social natural world, in this study, the social world was the farming workplace, consisting of human beings, who are farm workers and supervisors. The researcher interacted with farm workers and supervisors in order to infiltrate their unique perceptions, thoughts, interpretations and meanings relating to workplace deviance through the use of in-depth interviews.

As reality from the constructivist's perspective is subjective and multiple, the researcher interacted with the research participants to gather different viewpoints, opinions and interpretations of different participants in order to understand the phenomenon under study (workplace deviance). This means that the researcher reconstructed meanings and interpretations based on those constructed by the research participants. The researcher achieved this by focussing on the quotes and themes acquired directly from the research participants in their own words. The subjectivist stance in this study also

manifested in the type of methodology used, which focussed on farm workers and their supervisors' own narratives regarding their experiences of how workers' behaviours threatened or safeguarded the well-being of their organisation.

5.2.2 Epistemology

Epistemology is the theory of knowledge as it involves analysis of knowledge and its relationship to belief and truth (Ladyman, 2007). Epistemology is a concept derived from the ancient Greek verb "episteme" which means "to know something very well" (Dieronitou, 2014, p. 5) or "knowledge" (Kivunja & Kuyini, 2017, p. 27). Prior to the identification and justification of the epistemological assumptions guiding this study, definitions of the concept of epistemology and the different epistemological stances are explored.

Mahner (2007, p. 524) defined epistemology as a "general view on the nature of knowledge", while Crotty (2003, p. 3) defined epistemology as "a way of understanding and explaining how we know what we know". This implies that epistemology entails the manner in which people seek ways to understand the world and make sense of it by focussing on the origins, nature, methods and limits of knowledge (Al-Saadi, 2014).

Cohen, Manion and Morrison (2007, p. 7) emphasised that epistemology involves the assumptions which a person makes concerning "the nature and form of knowledge, how knowledge can be acquired and how knowledge is communicated to others". This means that the kind of epistemological assumptions people hold about knowledge influence the manner in which they uncover knowledge of social behaviour (Al-Saadi, 2014). Literature identified two contrasting epistemological stances, namely; positivism and interpretivism (Scotland, 2012; Al-Saadi, 2014).

Positivism is an epistemological stance based on the ontological assumptions of objectivism, and it involves researchers' engagement in the discovery of absolute knowledge regarding an objective reality through direct observation (Scotland, 2012; Dieronitou, 2014). Positivists focus on the objectivity and evidence when they search for truth as they believe that meaningful realities already exist, and what is only needed is for those realities to be discovered. Positivistic researchers believe that reality exists externally and independently from them and therefore they should distance themselves throughout the process of the inquiry in order to avoid their influence on the research findings (Al-Saadi, 2014, Dieronitou, 2014).

A second version of positivism called post-positivism, emerged as a result of arguments relating to the possibilities that future observations may not align with the previously discovered natural laws and rules. Although the post-positivism is also based on the principles of natural science, it acknowledges that the discovery of reality or knowledge may not be able to yield the absolute truth, but the approximate truth (Scotland, 2012; Al-Saadi, 2014).

On the other hand, interpretivism is an epistemological stance based on the ontological assumptions of constructivism or subjectivism, which believes that there are other ways of knowing the world around us other than relying on direct observation, and this resulted in accepting that reality can be constructed socially (Crotty, 2003). From the interpretivist's or subjectivist's perspective, knowledge of the world is based on people's own understanding, reflection on events as well as on lived experiences (Creswell, 2007; Eriksson & Kovalainen, 2008). Therefore, the researcher constructs meaning of the collected data by cognitively processing the data based on the interactions with research participants (Kivunja & Kuyini, 2017). This means that reality can be known through people's subjective experiences, perceptions and interpretations of the world around them.

As different people may create different meanings of the same phenomenon in many different ways, in interpretivism, truth is a product of consensus formed by co-constructors (Crotty, 2003). This means that the researcher relies more on the research participants to understand each aspect of the phenomenon being studied by interacting with them (Creswell, 2013). Therefore, it is impossible for the interpretivists or subjectivists to disconnect themselves from being part of the inquiry process as they need to be as close as possible to the participants being studied (Eriksson & Kovalainen, 2008; Aliyu et al., 2015).

As the researcher's epistemological perspective influences the manner in which the researcher acquires knowledge and the role that the researcher plays, it is important to identify the epistemology guiding this study. The study was based on epistemological position of interpretivism. The researcher believed that absolute reality or truth does not exist in the social world because people construct different meanings for the same phenomenon, based on their different frames of reference (Wellington, 2000).

In agreement with the interpretivist view, the researcher tried to acquire knowledge of the social world and understand human behaviour by interacting with research participants (farm workers and their supervisors) in their natural social world (farming workplace). This means that the researcher did not make use of any intervention or manipulation mechanisms throughout the entire study, but only relied on the participants' views of their natural social world of work concerning the phenomenon under study (Creswell, 2009; Al-Saadi, 2014). The application of the interpretivism notion provided the researcher with the opportunity to explore the workplace deviance phenomenon in-depth, by asking questions relating to "why" and "how" concerning the phenomenon.

Furthermore, the researcher examined the phenomenon under study through the eyes of the participants, in order to ensure that social reality is constructed based on the participants' interpretations, meanings and experiences. This means that the researcher was sensitive towards the participants and

acknowledged the uniqueness of human nature by paying attention to multiple and different meanings, interpretations and perspectives of different participants on the same phenomenon (Wellington, 2000; Crotty, 2003).

In a nutshell, as an interpretivist/ constructivist, the researcher believed that reality is socially constructed, and therefore considered to examine the opinions of research participants in order to understand the phenomenon understudy better (Crotty, 2003; Mackenzie & Knipe, 2006; Creswell, 2007; Creswell, 2013. Consequently, it was impossible for the researcher to detach herself from the inquiry, as the researcher had to be personally engaged throughout the entire course of the research by interacting with the research participants in their natural work site, where they experienced the phenomenon under study.

Moreover, the main purpose was to understand the research participants' perspectives and interpretations relating to the phenomenon being studied. Therefore, the natural science rules and laws relating to objectivism and positivism were not appropriate for this kind of study because they would not have enabled the researcher to explore the participants' experiences and meanings concerning workplace deviance.

5.2.3 Methodology

Scotland (2012) stressed that it is impossible for researchers to conduct research without taking a stance, directly or indirectly on the nature of ontology and epistemology guiding their studies. This is based on the fact that the researchers' ontological and epistemological positions would channel them into following a particular research methodology (Al-Saadi, 2014). This means that two researchers investigating the same phenomenon but with different ontological and epistemological positions would adopt different methodologies (Scotland, 2012).

Methodology is regarded as the "theory of the scientific method" (Ladyman, 2007, p. 303) or the "nature of research" (Bunniss & Kelly, 2010). Crotty (1998, p. 3) defined methodology as the "strategy or plan of action which lies behind the choice and use of particular methods", while Mahner (2007, p. 524) defined it as the "proper ways of acquiring and handling knowledge." Kivunja and Kuyini (2017) further emphasised that methodology encompasses the research design, methods and procedures used in a research inquiry. This implies that methodology focusses on the different processes in which researchers engage, in an attempt to best produce knowledge about a particular phenomenon or in trying to discover what they believe need to be uncovered (Eriksson & Kovalainen, 2008).

The research methodology includes specifications relating to the nature of the scientific inquiry, research design and specific research method(s) as well as specifically chosen techniques and procedures used for collecting data, as well as the manner in which the data is organised and analysed (Scotland, 2012; Creswell, 2013; Al-Saadi, 2014). The different elements of methodology as mentioned above are discussed independently in the subsequent sub-sections.

5.2.3.1   Research design

Mouton (2001) associated a research design to a house plan, meaning that it provides a guideline on the processes that need to be followed in order to build a house. The author defined research design as "a plan or blueprint of how one intends to conduct the research" (Mouton, 2001, p. 55). This means that research design provides a detailed description of what the research entails, and all activities and decisions that the researcher takes in order to realise the objectives of the study. There are two main types of research design, namely; quantitative and qualitative research designs (Creswell, 2009; Al-Saadi, 2014).

Quantitative research design focuses on testing objective theories through examination of relationships between variables in such a way that numerical

data is collected and analysed by using statistical procedures (Creswell, 2009). The role of quantitative research design is to test theories by deductively building from general to particular themes (Bryman, 2008). This means that it is based on the principles of natural science, which involve manipulation and controlling of variables in order to generalise and replicate research findings.

On the other hand, qualitative research design involves exploring and understanding the different meanings that people assign to social or human problems by studying people in their natural social settings (Creswell, 2007). Bryman (2008) indicated that the role of qualitative research design is to generate theory by inductively building from particular to general themes. McMillan and Schumacher (2014) asserted that qualitative researchers synthesize and make meaning from the data, beginning with specific data and finishing with categories and patterns in order to reach general conclusion. This means that the main focus of qualitative researchers is to draw conclusions from specific meanings and interpretations that individuals ascribe to a situation or phenomenon.

A qualitative research design was considered the most appropriate method to explore possible reasons and consequences of farm workers' engagement in various forms of constructive and destructive deviant behaviours. This research approach enabled the researcher to explore workplace deviant behaviour directly from the eyes, thoughts and words of farm workers and their supervisors' in their social work context. Creswell (2007, p. 18) mentioned that qualitative research enables researchers to understand phenomena within particular contexts as they "conduct their studies in the 'field', where the participants live or work", a term called "naturalist methodology" by Kivunja and Kuyini (2017).

As a cross-sectional research, this study was aimed at collecting qualitative data from the research participants at one point in time (Lavrakas, 2008). The current study was not intended to test an existing theory, but focussed mainly

on the inductive approach of generating a theory from the collected data (Bryman, 2008). In addition, the qualitative research design enabled the researcher to obtain rich data on the participants' points of view and the meanings they attributed with regards to their experiences of both destructive and constructive workplace deviance, in a manner that made it possible for the researcher to explore and understand the antecedents and consequences of deviant behaviour amongst farm workers (Flick, 2009).

In justifying the appropriateness of a qualitative research design in this study, it becomes imperative to link the design to the nature of this study or research questions guiding this study (McMillan & Schumacher, 2014). Creswell (2007) affirmed that there are four types of research questions or nature of study guiding the research process, namely; explanatory, exploratory, descriptive and emancipatory studies. An explanatory study seeks "to explain patterns related to a particular phenomenon"; an exploratory study "investigates a phenomenon which is little understood"; a descriptive study strives "to describe a phenomenon in detail" while an emancipatory study "engages one in social action about a phenomenon" (Creswell, 2007, p. 107).

The nature of this study is both exploratory and descriptive. According to Babbie (2007, p. 88), researchers can conduct an exploratory study for three reasons; firstly, "to satisfy their own curiosity and desire for better understanding of the phenomenon"; secondly, to test the feasibility of undertaking a more extensive study; and lastly, "to develop the methods to be used in any successive study".

The current study was meant to satisfy the researcher's curiosity and desire for understanding workplace deviant behaviour as a double-edged phenomenon in a farming setting, where very little research of this nature has been undertaken. This was achieved through the use of in-depth critical incident inquiry, a method that has been rarely used to explore the phenomenon studied (Anderson & Wilson, 1997 as cited in DeMarais & Lapan, 2004:78). DeMarais and Lapan (2004) regard critical incident inquiry as being useful in generating exploratory

information. The information acquired from this study may provide new insights on the phenomenon from an unfamiliar work setting, which may propel subsequent studies in similar settings.

This study is also descriptive in nature, as it provides detailed descriptions of how the phenomenon is perceived by farm workers and their supervisors as well as their experiences relating to the phenomenon. Kumar (2011) asserted that a descriptive study seeks to describe a situation, problem or phenomenon in a systematic way in order to provide detailed information about what is prevalent about the situation, problem or phenomenon under study. Therefore, in the current study, the researcher interacted with research participants within their social context in order to gather comprehensive descriptions of their perceptions, meanings and interpretations concerning the phenomenon being studied (Creswell, 2013).

Furthermore, McMillan and Schumacher (2014) emphasised that the combination of descriptive and exploratory designs in one study can be regarded as "descriptive exploratory study". Descriptive exploratory study is appropriate in examining a new or little-understood phenomenon by discovering and describing categories and themes of participants' experiences and meanings (McMillan & Schumacher, 2014).

In summary, qualitative, explorative and descriptive designs within the paradigm of constructivism were used in this study. The combination of these designs allowed the researcher to encourage participants to actively describe their own lived experiences with regards to destructive and constructive workplace deviant behaviours in their natural working environment. This also enabled the researcher to obtain valuable data with regards to the participants' views, experiences and meanings relating to workplace deviance (Creswell, 2013).

5.2.3.2   Research method

Mackenzie and Knipe (2006, p. 6) view a research method as the "systematic modes, procedures or tools used for collection and analysis of data". Research methods are drawn from the methodology, epistemology and ontological viewpoint of the researcher. There are various forms of methods that can be used in a qualitative research study and these methods are all aimed at describing and interpreting research participants' experiences in a particular natural setting (Denzin & Lincoln, 2005). Although different authors identified different types of qualitative research methods, Creswell (2007; 2013) considered the following as five main qualitative research methods to choose from; narrative, phenomenology, grounded theory, ethnography and case study.

A narrative research method focuses on the experiences as expressed in lived and told stories of people under study. Phenomenology describes common meanings for different people of their lived experiences relating to a particular concept or phenomenon; grounded theory focuses on description of meanings in order to generate or discover a theory; ethnography focuses on examining shared patterns of a particular cultural group; while a case study involves exploring a particular problem or issue through one or more cases within a bounded system (Creswell, 2007; 2013).

The current study adopted a narrative approach to inquiry. The narrative inquiry was considered appropriate for this study as majority of farm workers are Africans with marginal level of literacy (Evian, 2009). Therefore, the approach required farm workers to simply rely on their memories to retell their stories. This is closely related to tapping into indigenous knowledge, which is stored in people's memories and expressed orally in the form of stories as suggested by Chilisa (2012). Tuwe (2016) emphasised that by nature, Africans are very good and vibrant when it comes to storytelling because they are deep-rooted in oral cultures and traditions.

Presser and Sandberg (2019) emphasised that narratives are historical versions of events that give meaning to those events, and that through narratives, knowledge about ourselves and others in the world can be acquired. Therefore, the use of narrative qualitative research method was appropriate in a sense that it enabled the participants to recall and narrate their employment-related experiences in a way that they were familiar with (Bryman, Bell, Hirchsohn, Dos Santos, Du Toit, Masenge, Van Aardt & Wagner, 2014; Tuwe, 2016).

Narrative research can be event-centred or experience-centred (Andrews, Squire & Tamboukou, 2013). Event-centred research assumes that individuals' internal representations of events, thoughts and feelings are more or less constant, while experience-centred research assumes that individuals' internal representations of events, thoughts and feelings differ over time, and across the circumstances within which they live. This means that from experience-centred approach's perspective, a researcher believes that different stories can be gathered on a single phenomenon from different people (Andrews et al., 2013). Therefore, the current study took the experience-centred approach to narrative inquiry, as the interest was in gathering multiple stories pertaining constructive and destructive deviant behaviours from different farm workers and their supervisors.

The process deemed important in conducting a narrative research was followed in this research, as suggested by Creswell (2007; 2013). The process involves firstly, defining the research topic; secondly, choosing the participants to narrate and share about their experiences; thirdly, deciding on the data collection instrument(s), fourthly, recording research participants' stories or experiences and demographical details on recording devices and a notebook; fifthly, transcribing the recorded information, and sixthly, analyse and reconstruct (retell) the information into a structure.

Creswell (2007; 2013) further identified four forms of narrative research practices, namely; biographical study, autobiographical study, life history study

and oral history. A biographical study involves writing and recording experiences of a research participant's life while an autobiographical study includes personal written and recorded experiences of a research participant. A life history study involves describing a research participant's entire life, while an oral history consists of gathering personal reflections of events as well as their causes and outcomes from one research participant or more research participants (Creswell, 2013; Le Roux, Seroto & Wolhuter, 2017). It is apparent that all four forms of narrative research are interested in uncovering individuals' experiences over time.

Narrative research in a form of oral history was considered appropriate for the purpose of this study as it was perceived useful in gaining insights into farm workers and their supervisors' subjective views in relation to forms, causes and consequences of workplace deviance based on their experiences from the past (Creswell 2007, Creswell, 2013). Kumar (2011) asserted that oral history is a qualitative research approach appropriate to study people's personal perceptions, experiences and accounts of an event in their own words. This means that the memory of participants is central in obtaining, recording, presenting and interpreting the event.

Furthermore, Federer (2015) suggested there are four useful basic genres to consider in oral history; namely, life history, community history, family history and subject-oriented history. Life history involves exploration of a person's historical experiences (Hagemaster, 1992); community history includes investigation of a community's historical experiences; family history involves examination of a particular family's historical experiences; while subject-oriented history involves formulating a particular focus of interest or topic into the interview questions (Federer, 2015).

A subject-oriented history perfectly suited the purpose of this study, and the subject of interest explored was workplace deviance in a farming sector, a setting where limited research has been conducted. This implies that the

researcher's specific focus of interest was on workplace deviance, which involved asking farm workers and their supervisors to recall and reflect from the past, incidents relating to both positive and negative forms of workplace deviant behaviour, including the causes, consequences and management thereof.

In a nutshell, this study used a narrative research approach whereby the researcher relied on the narratives of farm workers and their supervisors in order to understand describe and explain their experiences relating to both constructive deviant behaviours and destructive deviant behaviours in the farming workplace as suggested by Andrews et al. (2013).

5.2.3.3   Research setting

Marshal and Rossman (1995) indicated that it is important for qualitative researchers to search for research settings where the phenomenon to be studied is most likely to occur, while McMillan and Schumacher (2014) emphasised that it is important to select the best research site that would enable the researcher to locate people from which the data can be collected. The research site chosen for this study was three commercial citrus fruit farms from a conglomerate commercial farm in Hoedspruit - the South Eastern part of the Limpopo Province, which export citrus produces and mangoes. This means that the three farms selected were owned by the same citrus farming group.

Hoedspruit area is one of the primary agricultural producers for both the local and the export markets, with citrus such as lemons, grapefruit, oranges and naartjies as well as mangoes as the main produces. The area was chosen based on the fact that there are many citrus fruit farms within close proximity (Evian, 2009). This provided the researcher with the opportunity to easily reach different farms, and eventually gained access to conduct this study.

5.2.3.4 Research participants

In order to describe those who participated in this study, it is important to first describe the research population from which the research participants were drawn.

- Population

A population in research refers to the "universe of units from which a sample is to be drawn" (Bryman, 2012, p. 548). The population for this study included farm workers and their supervisors from the three selected commercial farms exporting citrus in Hoedspruit – Mopani District in the Limpopo Province. There are approximately 28 farms which export citrus in Hoedspruit (DAFF, 2018).

The rationale for choosing workers from the three selected citrus farms was based on the fact that the farms export fresh citrus in the world. The farms have employed fulltime employees (permanent), year-round employees (10 or more months) and casual workers, depending on the labour demand – for example, more farm workers are needed during pruning, sanitation and harvesting periods (Simbi & Aliber, 2000; Evian, 2009; Erwee, 2016).

The three chosen farms have an estimated number of $\pm$ 290 employees, with $\pm$ 130 full-year employees (permanent workers) and $\pm$ 160 year-round and casual workers (temporary workers). During pruning and harvesting periods, each group of $\pm$ 25 workers are supervised by one supervisor on average. This implies that during the three chosen farms are composed of $\pm$ 12 supervisors on average. Each of the three farms had its own operational manager, who reports to one manager.

For the purpose of this study, only fulltime (permanent) employees and the supervisors were regarded as the population of the study. This means that the

population for this study was composed of ± 130 permanently employed farm workers and ± 12 supervisors. The rationale for choosing only permanent farm workers was based on the assumption that workers who were permanently employed are in a better position to communicate about the critical incidents stories relating to their work and the workplace as compared to those who were in employ for a short time.

- Sampling procedure

A sample refers to the segments of the population, which are selected to form part of a particular study (Bryman et al., 2014). Maxwel (2005, p. 87) stated that qualitative researchers do not only sample people, but also "settings, events and processes". In this study, a sample was drawn at both primary and secondary levels. At the primary level, the sampling process involved the sampling strategy followed by the researcher to select specific farm(s) in which this study was conducted. On the other hand, secondary sampling level included sampling procedures followed to choose farm workers and supervisors who participated in the study.

In a qualitative study, the researcher's main focus is not in generalising the research findings but to gather different individuals' opinions and interpretations of the phenomenon under study (Flick, 2009). Therefore, the researcher believed that each individual is unique, and the unique views cannot represent another individual's view. This means that the most important goal was to gather as much in-depth information as possible concerning the participants' different views (Creswell, 2013).

A non-probability sampling strategy in a form of criterion and convenience sampling was used at the primary sampling level. In employing non-probability sampling strategy, the researcher does not engage in any procedure in attempt to ensure that all members of the population have an equal chance of being included in the sample (Bryman, 2012). This implies that the researcher was not

interested in making sure that the sample represents certain characteristics of the population.

Criterion sampling refers to the selection of participants on the basis that certain criterion is met (Miles & Huberman, 1994). The criteria that the researcher used involved two aspects. Firstly, the researcher identified the citrus producers who export their produces, and the citrus producers' database for special export markets was used to identify citrus exporters in Hoedspruit. The citrus producers' database for special export markets revealed that there are approximately 28 citrus exporters in Hoedspruit (DAFF, 2018).

Secondly, a membership with the Fresh Produce Exporters Forum (FPEF) was used to scale down the 28 citrus exporters in Hoedspruit. A list of citrus exporters accessed from the Fresh Produce Exporters Forum website was used to identify and select the farms. The FPEF consisted of 96 exporter members at a time of selection, and from the 96 exporter members, only ten members were situated in Hoedspruit (FPEF, 2018).

The contact details of the ten members of FPEF in Hoedspruit were accessed from internet and then attempts were made to call the farms in order to get their email addresses (FPEF, 2018). Formal letters of request were sent to only six commercial farms which were accessible at the time. A permission to conduct interviews in three farms of the conglomerate farm consisting of seven farms was obtained at the end. This means that the farms were chosen based on accessibility.

The sampling strategy stated above corresponds with a non-probability sampling strategy in a form of convenience sampling as described by Bryman (2012). In a nutshell, the three farms chosen for this study belong to a conglomerate citrus producer, with a combined citrus production area of approximately 630 hectares. The production area for each farm ranged between $\pm$ 200 and $\pm$ 220 hectares (201, 206 and 218 respectively). At the secondary

sampling level, a non-probability sampling strategy was used to select research participants for this study. The sampling methods used to obtain the sample for this study were convenience and snowball sampling methods. During the presentation made on each farm about the research purpose prior to the interview process, it was made clear that only farm workers who were permanently employed were eligible to participate in this study.

The operational managers and supervisors from each farm assisted in getting into the field and accessed few farm workers who were willing to participate in the study. This is in line with Bryman's (2012) description of convenience sampling, thus sampling based on the research participants' willingness, availability and accessibility. Snowball sampling method was also used, whereby after interviewing the first few willing participants, the researcher asked the first few participants to identify other potential permanently employed farm workers who could provide valuable information relating to the phenomenon under study until the desired number was reached (Flick, 2009).

In selecting the supervisors who participated in this study, a non-probability sampling strategy in the form of convenience sampling method was also used. This means that the first three supervisors who were available and showed willingness to participate in the study from each of the three chosen farms were included as part of the sample for this study.

- Sample size

Malterud, Siersma and Guassora (2016) asserted that the sample size in qualitative research is necessary for planning, while the adequacy of the final sample size must be continuously evaluated during the research process as samplinf size is bssed on reaching data saturation. This means that in qualitative studies, sample size is informed by data saturation. Data saturation occurs when no new data about a phenomenon is being heard by the interviewer (DeMarais & Lapan, 2004; Flick, 2009). As the intention of

conducting a qualitative research is to collect extensive detail information about a particular site or individual researched, and not to generalize the information (Pinnegar & Daynes, 2006), a very small, selective sample size of the right people are interviewed in order to understand the phenomenon under study fully (Patton, 2002; Kumar, 2011; O'Reilly & Parker, 2012; Fusch & Ness, 2015).

As Creswell (2007) suggested that in a narrative research, one or two individuals, or a larger pool of twenty (20) to thirty (30) participants can be used to develop a collective story, the researcher chose the maximum number sample of thirty (30) farm workers and nine (9 supervisors). This makes a total sample size of thirty-nine (39). The initial intention was to continuously evaluate the need to increase or decrease the number during the research process, based on reaching or not reaching data saturation.

In spite of suggestions that a qualitative researcher can cease to collect data when data saturation has been reached (DeMarais & Lapan, 2004; Flick, 2009), in this study, a total number of ten (10) interviews with farm workers and three (3) supervisors on each of the farm as initially planned were conducted as presented in Table 4.

Table 4

Research Participants' Population and Sample Size

Farm Pseudonym	Total Population of Permanent farm workers	Number and Percentage of participating farm workers	Total population of Supervisors	Number and Percentage of participating Supervisors
Lavelle	45	10 (22%)	4	3 (75%)
Mandarin	40	10 (25%)	4	3 (75%)
Valencia	45	10 (22%)	4	3 (75%)
Total	**130**	**30 (23%)**	**12**	**9 (75%)**

In order to keep the participating farms anonymous, pseudonyms were used and arranged in an alphabetical order for discussion throughout this study. The following names of produces found in all three farms were used as pseudonyms; Lavelle, Mandarin and Valencia.

In total, thirty (30) permanently employed farm workers, who constitute approximately 23 percent of the total population and nine (9) supervisors, constituting about 75 percent of the total population formed part of the sample used in this study. The farm workers included both general workers and specialists. The profile of the research participants is presented in the next chapter.

The confirmation of data saturation in this study was made after the process of collecting data (during data analysis stage). This was aimed at ascertaining whether there was a need to conduct more interviews in the farms or not. The number of codes created during data coding assisted to verify data saturation (Nascimento, Souza, Oliveira, Moraes, Aguiar & Silva, 2018), and the following process was adopted:

➢ Dividing the participants into groups of four, namely; the first ten farm workers interviewed, the second ten farm workers interviewed, the third ten farm workers interviewed and lastly, the nine supervisors interviewed.
➢ Recording and numbering codes created for each group.
➢ Reading the codes and eliminating codes that were already created for the second, the third and the last groups correspondingly, in such a way those only new codes remain on each group.
➢ Recording the number of new codes created for the second, third and last groups respectively.
➢ Attainment of data saturation through absence of new codes from the last group.

The confirmation of data saturation was made for constructive and destructive workplace deviance separately before combining the two edges of workplace deviance. Figures 26 to 28 depict the process in which data saturation was reached in this study. As suggested by Ose (2016), the number of codes rises steeply during the first few interviews and then decreases when most of the content is virtually covered. However, the suggestions by Guest, Bunce and Johnson (2006) that data saturation can be reached after twelve (12) interviews was not evident in this study.

Figure 26 illustrates data saturation process in relation to constructive workplace deviance as one aspect of workplace deviance's double edges. A total of 100 codes were created, and this includes codes concerning constructive deviance incidents (5 codes), antecedents (5 codes), outcomes (19 codes), current management practices (21 codes) and proposed management ways (50 codes).
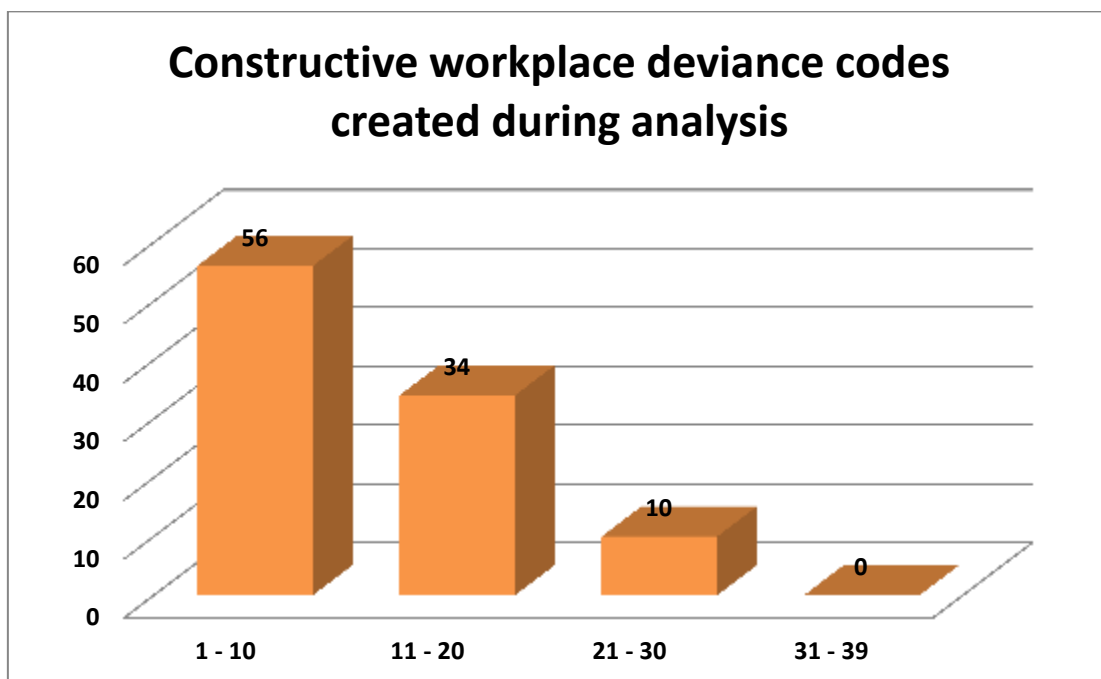
Figure 26. The synopsis of data saturation in relation to constructive deviance

Figure 27 illustrates how data saturation was reached with regard to destructive workplace deviance. A total of 99 codes were created, including 14 codes for destructive deviance incidents, 20 codes for antecedents, 15 codes for outcomes, 22 codes for current management practices and 28 codes for proposed ways of managing destructive deviant behaviours.
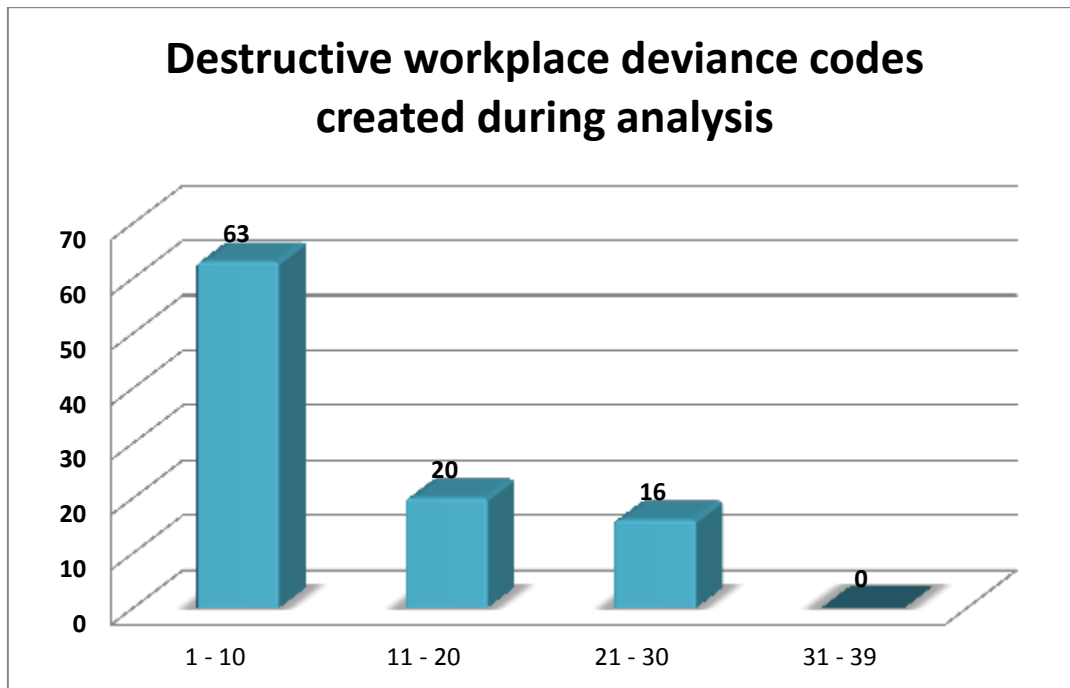
Figure 27. The synopsis of data saturation in relation to destructive deviance

Figure 28 shows how data saturation was reached concerning workplace deviance as a single phenomenon studied. A total of 199 codes were created for both workplace deviance as a phenomenon (19 codes for workplace deviance incidents, 25 codes for antecedents, 34 codes for outcomes, 43 codes for current management practices and 78 codes for proposed ways of managing workplace deviance.
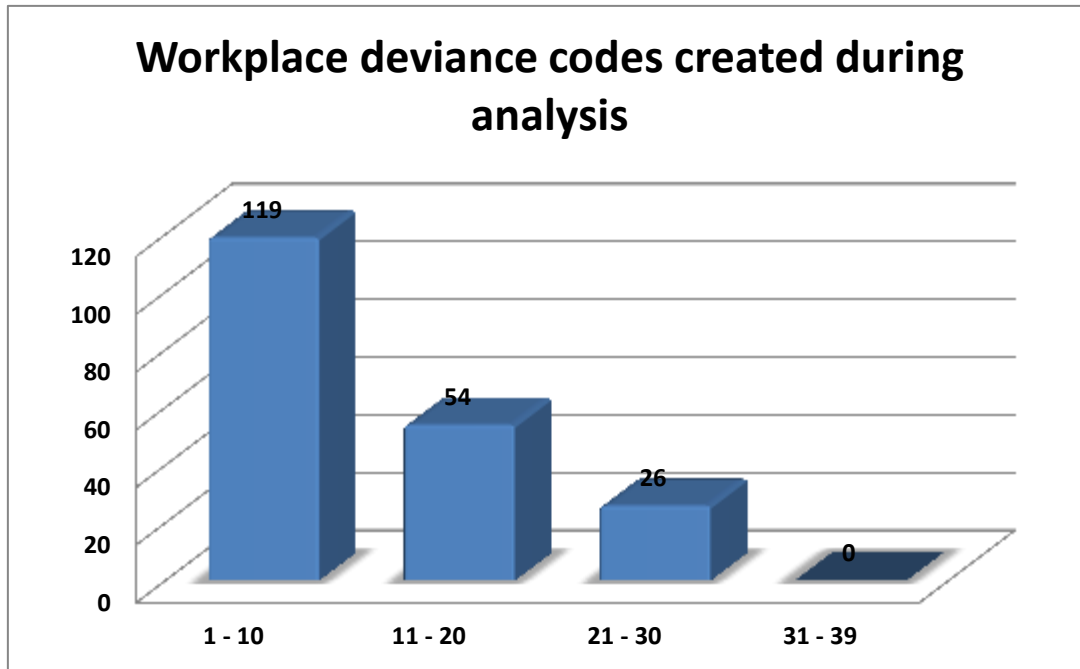
Figure 28. The synopsis of data saturation in relation to workplace deviance

5.2.3.5   Data collection technique

The instrument used to collect the data from the research participants was an interview. The interviewer asked the interviewees questions and then record their responses. There are three types of interviews, namely; unstructured interviews, structured interviews and semi-structured interviews. In a structured interview, predetermined set of questions are asked to all participants using the same wording and same sequence of questions while in an unstructured interview, there is no predetermined set of questions, and interviewer uses different wording to explain questions to different interviewees. In a semi-structured interview, a prepared list of issues, topics, discussion points or questions to be covered in the interview serves as reminder but the interview is conducted in a flexible way (Bryman, 2012; Bryman et al., 2014).

In this study, semi-structured interviews, in a form of oral history were conducted to gather concrete descriptions of farm workers and supervisors' lived experience with regards to workplace deviance without deviating from the

research objectives (Brinkmann & Kvale 2015). Bryman et al. (2014, p. 370) concur that semi-structured interview allow the researcher to prepare an interview guide in order to ensure that all interviewees are asked similar questions, but "the interview process is flexible" in the sense that interviewees engage freely in the process without simply responding to questions generated by the researcher. Kumar (2011, p. 341) views oral history as a method of data collection that involves "obtaining, recording, presenting and interpreting historical or current information, based upon personal experiences and opinions of some members of a study group or unit," in their own words.

As suggested by Muylaert et al. (2014), the use of semi-structured narrative interviews allows the interview to flow by the order of the interviewee and creates a relationship between the interviewer and interviewee. The prepared written list of questions and points enabled the interviewer to ascertain that all areas to be covered in an interview are not omitted (Kumar, 2011). Semi-structured narrative interviews also assisted in loosening up the controlling role of the researcher and encouraged respondents to become prominent participants in the process (Muylaert et al., 2014). In this study, the researcher asked participants to recall and reflect on workplace deviance incidents from their past through the use of prepared interview guide.

In order to uncover the two-edges of workplace deviance, the critical incident technique was employed. Grove and Fisk (1997, p. 67) considered a critical incident method as being an important contributor, "either positively or negatively, to an activity or phenomenon". Thomas (2010) asserted that critical incident technique is useful in exploring extremely effective and extremely ineffective behaviours. Hence, critical incident method involves "asking participants to identify incidents or experiences that are perceived critical, and this involves "reporting the behaviour, clarifying the relationship of the reporter to the behaviour, providing relevant facts underpinning the behaviour and clear reasons for the judgement" (DeMarais & Lapan, 2004, p. 74). DeMarais and Lapan (2004) regarded critical incident inquiry as being useful in generating

exploratory information although it is "unfamiliar to most readers, except in the field of Industrial and Organisational Psychology" (Anderson & Wilson, 1997 as cited in DeMarais & Lapan, 2004, p. 78).

The researcher began the interviews by asking respondents to provide their demographic details prior to inviting them to discuss critical incidents relating to workplace deviance. Farm workers were provided with the opportunity to tell their perceived critical incident stories relating to workplace deviant behaviour as well as to explain the significance of the behaviour by asking primary questions relating to both constructive workplace deviance and destructive workplace deviance in the farming sector.

In order to gather the data relating to constructive deviance, the researcher asked the following questions: "Think of a time when you or someone did something unusual in order to safeguard the well-being of your firm, Tell me what you or the person did, What was the main reason for your or the person's actions, Why were the actions effective in safeguarding the well-being of your firm, What was the outcome of the actions, What could be done to encourage such actions?".

The researcher continued to gather more data on critical incidents relating to constructive deviant behaviour until the respondents exhausted all the critical incidents they could think of. Secondary questions adapted from the Constructive Workplace Deviance Scale developed by Galperin (2012) as well as other probing questions were also used in order to fill in the missing information during the story telling (See Appendix D: Question 1).

In order to gather data relating to destructive deviance, the researcher considered making use of a second person as it is sometimes difficult for people to report on their own wrongdoings. Stewart et al. (2009) and Galperin (2012) indicated that when participants are required to report about their own

behaviour, they are more likely to respond in a socially desired way, which may result in distorting their own destructive deviant behaviour.

Therefore, the farm workers were asked the following questions relating to destructive deviant behaviour: "Think of a time when someone did something that threatened the well-being of your firm, Tell me what the person did, What was the main reason for the person's actions, Why did his/her actions threaten the well-being of your firm, What was the outcome of the actions, What could be done to discourage such actions?"

Once more, the researcher continued to gather more data on critical incidents regarding destructive workplace deviance until the respondents exhaust all critical incidents they could think of. Secondary questions adapted from the Workplace Deviance Scale developed by Bennett and Robbins (2000), as well as other probing questions were also used to fill in missing information during narration (See Appendix D: Question 2).

With regards to supervisors, the questions focussed only on the second person, for example, "Think of a time when a subordinate did something unusual in order to safeguard the well-being of your firm, Tell me what he/she did, What was the main reason for his/her actions? Why were the actions effective in safeguarding the well-being of your firm? What was the outcome of his/her actions? What could be done to encourage such actions?" and "Think of a time when a subordinate did something that threatened the well-being of your firm, Tell me what he/she did, What was the main reason for his/her action, Why did his/her actions threaten the well-being of your firm? What was the outcome of his/her actions? What could be done to discourage such actions?"

The researcher continued to gather more data on critical incidents until the supervisors exhausted all critical incidents they could think of. Secondary questions adapted from the Workplace Deviance Scale developed by Bennett and Robbins (2000) and questions adapted from the Constructive Workplace

Deviance Scale developed by Galperin (2012) as well as other probing questions were used in order to encourage them to engage in a meaningful communication as well as to align the interview with the objectives of the study (See Appendix F).

In addition, the researcher had a notebook with her throughout the data collection process. A notebook was used to take field notes, and included recordings such as the work atmosphere, participants' observable behaviour, and non-verbal communication as well as significant others' behaviours. McMillan and Schumacher (2014) suggested that it is important for a qualitative researcher to use devices such as a note book and a camera in order to gather other important data that may not be gathered by relying solely on interviews. The authors emphasised the importance of recording and analysis of non-verbal communication such as facial expressions, gestures and other body movements in supplementing the chosen data collection technique(s). However, a camera was not used in this study in order to protect the identity of the farms.

5.2.3.6   Data collection procedure

The contact details of ten commercial farms registered with FPEF were accessed from the internet. The ten commercial farms were contacted in order to get their email addresses so as to send formal request via email between 15 March 2019 and 22 March 2019. The researcher managed to reach six commercial farms telephonically. A formal written letter to request permission to conduct research was sent via email to the six commercial farms (See Appendix B). A promising response was received from two commercial farms between 25 March 2019 and 27 March 2019.

An appointment was made to physically visit the offices of the farms, as well as their three citrus farms in order to make formal presentation as well as to make arrangements regarding the most convenient time for data collection, but one farm indicated that data collection would only be possible three months later.

The researcher then made arrangements to collect data from the other farm, which is a conglomerate farm with three citrus farms and other farms producing mangoes and vegetables. An opportunity was provided for the researcher to present the request directly to each farm's operational manager, and then to the supervisors and farm workers.

The actual interviews took place between 25th April and 07th May 2019, excluding weekends and public holidays. The interviews were auspiciously scheduled during harvesting season, which is the busiest time with many temporary workers assisting with picking and packing of produces. Dates and time for interviews with employees and supervisors were based on the agreement between the researcher, the management of the commercial farms and the operational managers. Prior to the interviews, booking forms with interview schedule, specifying dates and time were sent to the farms in order for willing participants to choose the most convenient date and time for them to be interviewed.

On each day of the scheduled interviews, all research participants who willingly chose to be interviewed were informed about the nature and purpose of the study. They were also requested to sign consent forms before beginning the process of interviewing each participant. During the interview, research participants' consent to use recording devices in order to record the interviews and a note book to record field notes was obtained. The use of audio recording devices is considered useful when conducting interviews as it enables the researcher to capture everything without missing out on important information that the research participants shared (Guest & Mitchell, 2007).

Though majority of the research participants indicated that they can understand English, some of them had low educational and literacy levels, and preferred the translated version of the Interview Guide (See Appendix E). After realising that sometimes the farm workers' White operational manager also communicates with them in their preferred language (Xitsonga), most interviews

were conducted in Xitsonga. People in the areas surrounding Hoedspruit can speak Sepedi, Xitsonga and SiSwati, and majority of them understand the three languages, even if they may not be fluent in speaking all them. Consequently, research participants were informed that they were free to respond in any language of their choice.

In order to reach the desired number of participants, the first few participants were asked to identify and ask other farm workers who could participate in the study until the desired number of respondents was reached. Each interview took approximately 45 to 55 minutes on average. For example, the average time spent on each interview at the Lavelle Farm was 50 minutes; an average period of 55 minutes was spent per interview at the Mandarin Farm while an average time of about 45 minutes was spent at the Valencia Farm.

5.2.3.7   Data analysis

The data obtained in this study included information relating to research participants' demographics as well as the data on destructive and constructive deviant behaviours of farm workers. Demographic information of participants was collected with the sole reason of describing the research participants. Although this study is a qualitative study, descriptive statistics in a form of tables, graphs and percentage was used in order to provide a description of the research participants' profile. Miles and Banyard (2009) indicated that descriptive statistics can be used with the mere purpose of providing clear description of the data without making any attempt of drawing inferences from the collected data.

Literature suggests two ways of data analysis in narrative research, namely; analysis of narratives and narrative analysis (Eriksson & Kovalainen, 2008). Analysis of narratives focuses on "narrative as a form of representation," and the researcher analyses "people's plots and narrative structure or type" (Eriksson & Kovalainen, 2008, p. 218). On the other hand, narrative analysis

focusses on "narrative as a mode of analysis," whereby the researcher "organises and interprets empirical data by describing events and actions" (Eriksson & Kovalainen, 2008, p. 218). In this study, the researcher adopted narrative analysis, and a discussion will follow at a later stage on how the collected data was organised and interpreted.

Furthermore, as suggested by Eriksson and Kovalainen (2008), the researcher considered four alternatives to choose from in analysing narrative data. These include meaning, structure, interactional context and performance. Meaning involves focusing on the narrative content; structure focuses on the devices and structure of putting narratives together; interactional context focuses on the sequential setting of narratives; and performance focuses on actions of the narrator (Eriksson & Kovalainen, 2008). In order to address the research questions guiding this study, the researcher focussed on analysing the meaning and content of the narrative.

Thematic content analysis was employed in analysing qualitative data collected in this study. Eriksson and Kovalainen (2008) emphasise that in analysing narrative data, thematic or pattern analysis is a frequently used procedure. Bryman et al. (2014, p. 350) pointed out that thematic analysis is a flexible method that involves "identifying, analysing and describing patterns or themes across the data set".

Creswell (2013) suggested that computer programs are not mostly helpful in smaller databases of less than 500 pages of text, while Brinkmann (2018) indicated that the use of computer-assisted software in narrative and discursive analyses might fail to produce the envisioned rich information. Therefore, as a novice qualitative researcher with a smaller database, not using any data analysis software was the only potion to circumvent the possibility of being uncomfortably distanced from the actual collected data and compromised the richness of the collected data. The Microsoft Office Suite was used to analyse the data (Strauss & Corbin, 1990).

Microsoft Office Suite, especially Microsoft Word and Microsoft Excel, is used worldwide to analyse qualitative data (Bree & Gallagher, 2016; Ose, 2016). In line with suggestions by Ose (2016), the collected data was transferred from audio into text and saved on Word files. The text was then transferred from Word document into Excel spreadsheet for coding and then sorted by content. The coded and sorted text was then transferred back to Word for further structuring, presenting and discussing purposes.

Braun and Clarke (2006) cited in Bryman et al. (2014, p. 351) identified the six steps that can be followed by researchers in analysing qualitative data, and these steps are; "transcribing the data, generating initial codes, collating codes into potential themes, reviewing the themes, defining and naming the themes, and lastly, selecting vivid and compelling extracts".

On the other hand, McMillan and Schumacher (2014) identified five steps in analysing the qualitative data, namely; data organisation, data transcription, data coding, data categorisation and patterns development. It is however worth mentioning that the different steps identified above are relatively similar. Therefore, the researcher combined the data analysis procedures suggested by both Braun and Clarke (2006) cited in Bryman et al. (2014, p.351) and McMillan and Schumacher (2014), but used the five main stages identified by McMillan and Schumacher (2014) to guide the analysis process in this study.

The next sub-sections provide a detailed discussion on how the researcher handled the collected data by focussing on each of the five steps of data analysis as recognised by McMillan and Schumacher (2014), including suggestions by Clarke (2006) cited in Bryman et al. (2014).

• Data organisation

Data organisation involves making sense of data by arranging large amount of the collected data into few workable and manageable units or predetermined

categories (McMillan & Schumacher, 2014). The preliminary phase of data organisation was done every evening on the day of the interview while the actual data organisation occurred soon after collecting data.

During this phase of data analysis, the researcher followed the procedure elaborated below as recommended by McMillan and Schumacher (2014):

> The researcher went through the collected data by listening to the recordings;
> The researcher organised the collected data according to the three sites (farms);
> The researcher divided the data collected from farm workers and the data collected from supervisors on each farm;
> Lastly, the researcher reviewed the recorded field notes in order to organise the data according to the site and respondents (farm workers and supervisors).

- Data transcription

Data transcription includes converting various kinds of collected information, such as field notes and recordings into a format that will enable analysis (McMillan & Schumacher, 2014). This implies that data transcription enables the researcher to convert the data into visual presentation. The preliminary phase of transcription occurred in-between data collection process while the final data transcription was conducted after data collection process.

As suggested by Strauss and Corbin (1990), researchers' decisions to transcribe data on their own does not only bring them closer to the data, but also provides opportunity to evaluate the interview process and make improvements thereof. Furthermore, the process also involved translating auditory data from Xitsonga and SePedi into English, and the researcher was familiar with the local dialects and meanings. In order to transcribe the data in a

manner that facilitated the analysis process, the procedure below as proposed by Creswell (2007) and Bryman et al. (2014) was adopted:

- ➢ The researcher converted interview recordings word-for-word and typed the data and saved into Microsoft Word document.
- ➢ A translation of auditory from SePedi and Xitsonga recordings into English was made.
- ➢ The transcribed Word document was then transferred to Microsoft Excel spreadsheet.
- ➢ The transcribed data for each question was transferred to a separate Microsoft Excel sheet.
- ➢ A space was left between each question and each participant's response.
- ➢ Columns were created for additional comments and coding next to the responses.
- ➢ At the end of this stage, the researcher referred to the field notes to type in important non-verbal actions that occurred during the interview session next to the relevant extracts.

On average, the process of translating and transcribing each interview took the researcher approximately 150 to 180 minutes (2½ - 3 hours). This implies that in total, the process of data transcription lasted for about 5 850 to 7 020 minutes (97½ - 117 hours).

- Data coding

McLafferty and Farley (2006) asserted that soon after transcribing the data is, it is important to organise it into small manageable chunks or segments of text and then code them according their meaning. Therefore, data coding involves identifying and forming distinct sub-elements of the data in a sentence format, and then analyse each element in order to create a code that provides meaning to or describes a segment (McMillan & Schumacher, 2014).

In order to identify concepts or key ideas which are potentially related to the workplace deviance from the transcribed textual data, the researcher focussed on each eminent incident and followed the procedure below as recommended by Bryman et al. (2014) as well as McMillan and Schumacher (2014):

- The researcher examined the raw textual data sentence by sentence in order to identify incidents and ideas.
- The researcher organised word for word quotes from the interviews and grouped similar statements together.
- The researcher examined each respondent's narrative sentences and reduced it into a simple descriptive format.
- The researcher repeatedly read the data in order to make sense of it.
- The researcher wrote ideas that came from what was read in order to create data segments.
- Critical incidents codes were generated from the data segments in line with what each segment talked about (description).
- Each critical incident code was written on the code column, followed by its antecedent's code(s), consequences code (s), current management practice code(s) and proposed management practice code(s).
- Different colours were used to highlight each code and labels were also given to each code.
- The researcher made a list of all codes in order to identify duplication and overlapping of codes.
- The researcher revisited the data that was not highlighted in order to verify if each code created cannot be broken down into more than one code.
- The researcher continued to refine the codes as more data was added.
- The text was then transferred back to Word document for data categorisation, pattern development, structuring, presenting and discussing purposes.

In a nutshell, the researcher summarised the central meaning of the collected data and use that to create the various codes. It is noteworthy to mention that the process of data coding was done separately for each farm before combining the created codes from the three farms in order to present the various forms of constructive and destructive deviant behaviour prevalent to the three farms. Thus, the first stage of the process focussed on coding data collected from the farm workers whilst the second stage focussed on coding data collected from the supervisors. The last phase focussed on combining data collected from both farm workers and supervisors in the three farms.

- Data categorisation

Data categorisation includes the process of grouping similar codes together into a particular category or a theme, and then each category is labelled or given a name in line with the principle and meaning of the codes (McMillan & Schumacher, 2014). During this stage, the researcher followed the process stipulated below as recommended by McMillan and Schumacher (2014):

- The researcher repeatedly read the created codes in order to search for similarities and differences in the data
- Different codes were formed and all similar codes were then grouped together.
- The researcher created general classification of categories or themes of workplace deviance from the codes.
- The specifics of each category or theme created were repeatedly refined in order to ensure that each category or theme fits the combined codes and data segments.
- Clear definitions and names for each created critical incident category or theme were provided.
- The researcher verified if the categories or themes matched the coded extracts in order to ensure credibility.

The process of data categorisation was performed by focussing on the codes created from farm workers and supervisors separately on each farm before combining created codes of the three farms understudy.

- Patterns development

Patterns development involves examining categories in order to establish relationship among different categories, which is the main aim of a qualitative study (McMillan & Schumacher, 2014). In order to search for patterns, the researcher engaged in the following analysis activities as suggested by DeMarais and Lapan (2004), as well as Bryman et al. (2014) and McMillan and Schumacher (2014):

> Solicited and unsolicited data was identified and assessed.
> The researcher re-examined the data to identify specific and vague statements.
> The researcher referred back to relevant non-verbal data collected to support data.
> The researcher selected vibrant and persuasive extracts to use in reconstructing farm workers' narratives (stories) on workplace deviance (both constructive and destructive deviant behaviours) as well as to ensure credibility.
> The researcher referred back to the literature, research objectives and questions in order to establish relationship among different categories or themes.
> The researcher compared data collected from farm workers and supervisors.
> The researcher searched and identified inconsistencies between the collected data.
> The researcher rearranged the created categories or themes in order (i.e. critical incident, antecedent(s), consequence(s), current

management practice(s) and proposed management practice(s)) for presentation purposes.

➢ The collected information was assembled and then used figures and tables were used to provide visual representation.

➢ As a final step, the researcher reconstructed farm workers' narratives of constructive and destructive deviant behaviour at the workplace

The process of examining created categories in order to establish relationship between the categories was performed separately for each of the three farms prior to combining the generated categories of the three farms. At the end, the farm workers and supervisors' experiences were reconstructed, organised and communicated in a narrative format. The extracts perceived compelling from both farm workers and supervisors were also included during the process of reconstructing and presenting the workplace deviant behaviour narratives.

5.2.3.8 Reliability and validity of the study

Reliability and validity are commonly used in quantitative research as they originated from the positivistic epistemology (Golafshan, 2003). Reliability of the study refers to the extent to which the results of a study are consistent over time (Eriksson & Kovalainen, 2008). This means that reliability is concerned with the constancy of a measure over a given time period as well as the similarity of measurements within a given time period (Bryman, 2012). On the other hand, the validity of the study refers to the extent to which a study measures the specific concept(s) it intended to be measure (Eriksson & Kovalainen, 2008).

However, in qualitative paradigm, reliability and validity are conceptualised in terms of trustworthiness, rigour and quality (Golafshani, 2003; Tracy, 2010). Bryman et al. (2014) suggested that four criteria through which reliability and validity of a qualitative study can be evaluated, namely; credibility, confirmability, dependability and transferability. A discussion below shows how

the researcher used the four criteria in order to assure the reliability and validity of the study.

Credibility refers to a procedure of showing the trustworthiness of the study by showing the logical links between the data collected and interpretations made (Eriksson & Kovalainen, 2008). Kivunja and Kuyini (2017) suggested that in the interpretivist paradigm, credibility is a preferred criterion to internal validity. McMillan and Schumacher (2014) concurred with Kivunja and Kuyini (2017) and emphasised that validity of qualitative data depends mostly on the data collection and analysis techniques. This means that credibility can be assured by matching the research participants' views and researchers' reconstruction as well as the representation of views. In order to assure credibility, the researcher provided a detail description of how the data was collected, transcribed, coded, categorised and interpreted.

McMillan and Schumacher (2014) further suggested the use of recording devices such as tape recording devices, cameras and videotape recorders as another way to enhance validity. Therefore, during the data collection process, the researcher used tape recording devices to record the interviews in order to ensure collection of accurate data. During the data analysis process, the gathered data was transcribed word-for-word, general classification scheme of workplace deviance was created and critical incidents codes were generated in such a way that all data relevant to each code was included in order to ensure credibility (Bryman et al., 2014).

Confirmability involves the researcher's attempt to be objective by avoiding influences of explicit personal values and inclination (Bryman, 2012). Confirmability in the interpretivist paradigm is a preferred criterion to objectivity (Kivunja & Kuyini, 2017). This implies that there must be evidence that corroborates the findings and interpretations. A complete objectivity is regarded as being impossible in a qualitative study as qualitative researchers are involved in the inquiry, meaning that they cannot detach themselves from the

study (Eriksson & Kovalainen, 2008). However, one way of complying with conformability includes the use of member checking (Eriksson & Kovalainen, 2008; McMillan & Schumacher, 2014).

Member checking involves the process of using participants to verify the data in order to ensure that only participants' views were captured as well as allowing participants to provide feedback on the findings and conclusions of the study (Eriksson & Kovalainen, 2008; McMillan & Schumacher, 2014). During the interviewing process, the researcher rephrased participants' responses and used probing questions to confirm participants' experiences and meanings. Furthermore, prior to writing a final report, the researcher went back and approached few farm workers and supervisors who participated in this study. This was meant to provide them with the opportunity to attest to the researcher's interpretation of the collected data and to validate the research findings before writing up the final report.

During the analysis process, the researcher created incidents codes from participants' verbatim, categorised incidents codes into potential themes, reviewed the themes and related the themes in order to ensure confirmability. Furthermore, during the final stage of data analysis, the researcher ensured credibility and confirmability by selecting extracts and related them back to the literature, research objectives and research questions before writing a final report (DeMarais & Lapan, 2004; Bryman et al., 2014).

Dependability focuses on the proof of the research's trustworthiness by providing logical explanations of how the researcher conducted the research and how the researcher drew the conclusions (Eriksson & Kovalainen, 2008). In the interpretivist paradigm, dependability is a preferred criterion to reliability (Kivunja & Kuyini, 2017). In line with suggestions made by DeMarais and Lapan (2004), the dependability of the study was assured by a careful step-by-step explanation of the data collection procedure followed as well as the rich descriptive detail of data analysis process in order to provide a base to judge

the applicability of the research. In addition, the researcher thoroughly checked and rechecked the data throughout the data analysis process in order to guarantee dependability. Moreover, participants' responses were quoted in order to support the conclusions made in this study. Bryman et al. (2014) suggested that quoting can be used to ascertain the dependability and confirmability of the study.

Transferability refers to the extent of similarities between the research and other previously conducted research (Eriksson & Kovalainen, 2008). In the interpretivist paradigm, transferability is a preferred criterion to external validity (Kivunja & Kuyini, 2017). In order to assure transferability, the researcher provided evidence to illustrate some sorts of connection between this study's findings and other previous findings concerning the phenomenon. McMillan and Schumacher (2014) emphasised that the power and logic behind conducting a qualitative research design is on its ability to gain in-depth insights about the phenomenon relating to a specific context, and not in the generalizability of the findings.

Therefore, it can be concluded that the narrow sample representing the general population of farm workers limit the generalisation of the results to all farm workers. It is however worth mentioning that the transferability of this study could also be realised by making thoughtful and logical sense based on the thick description of critical incidents provided, in order to establish similarities with other similar environments (Tashakkori & Teddlie, 2003).

The use of more than one source of data also assisted in enhancing the reliability and validity of the study. McMillan and Schumacher (2014) refer to this as "multi-method strategy" while Eriksson and Kovalainen (2008) refer to it as "triangulation". Triangulation is defined as a strategy in which research results are validated by using multiple observers, sources of data or methodologies (Eriksson & Kovalainen, 2008; McMillan & Schumacher, 2014). In this study, the data concerning farm workers' engagement in deviant workplace behaviour was

obtained from two different sources, namely; the farm workers and supervisors. Furthermore, the researcher also used a notebook to record non-verbal data collected during the data collection process in order to supplement the verbal collected data.

5.2.3.9   Limitations of the methodology

The section below discusses limitations of the current study, as literature revealed that using a qualitative research methodology has its own drawbacks. Firstly, by playing a role of a qualitative researcher means that it was impossible for the researcher to detach herself from the inquiry. This implies that researcher's subjectivity might have influenced some of the conclusion reached. As suggested by Kumar (2011), researcher's subjectivity is an integral part of the way the researcher thinks, which is influenced by the researcher's educational background, experience and skills.

Secondly, a citrus farming industry is a very huge industry, with different commercial farms in Hoedspruit, in Limpopo and other provinces in the country. As the main purpose of conducting a qualitative study is to gain in-depth insights about the phenomenon understudy in a particular context from a small sample, generalisation of the research findings becomes impossible (Pinnegar & Daynes, 2006). Therefore, focussing on the three commercial farms managed by three different operational managers falling under one conglomerate farm implies that the current research findings cannot be generalised to other citrus farms.

Thirdly, the manner in which the sample was drawn could have resulted in sample bias. Kumar (2011) mentioned that the findings from a sample drawn through a non-probability sampling strategy cannot be generalised to the total sampling population as the available participants might have different characteristics to those of non-participants. The fact that the research participants were allowed to voluntary participate in this study implies that there

is no guarantee that the participants were truly representing the population. Therefore, there is a possibility that the farm workers or supervisors who did not participate in this study might have reported different incidents relating to their experiences of workplace deviant behaviours.

Fourthly, the data collection method employed could have influenced the research findings. Bhattacherjee (2012) stated that in interviews, interviewees have a tendency of engaging in social desirability. Social desirability refers to a tendency of respondents to avoid negative opinions or embarrassing comments about themselves or their fellow workers by spinning the truth (Bhattacherjee, 2012).

Therefore, participants could have responded to the questions in a manner that they believe was acceptable and withheld information perceived as social undesirable. This might have happened in reporting incidents relating to destructive deviant behaviours even though both workers and supervisors were expected to report destructive deviant behaviour of a second person. Furthermore, the quality and richness of information gathered might have been compromised if participants felt uncomfortable to fully express their experiences and opinions (Kumar, 2011).

Fifthly, the use of a narrative method in this study could have resulted in recall bias. Recall bias refers to participants' failure to adequately recollect incidents that happened in the past (Bhattacherjee, 2012). This means that research participants' memory might have made it difficult for them to adequately narrate substantial incidents relating to workplace deviant behaviours. The participants may have recalled the most recent critical incidents and failed to recall most critical incidents that happened in the past. This means that crucial information may have been omitted during narration process as a result of recall bias.

Sixthly, majority of the participants were more comfortable to respond in either SePedi or Xitsonga, which means that the researcher had to translate the

collected auditory data into English. Even though the researcher was familiar with the local dialects and meanings; and tried to translate the exact narratives in a best possible approach, the risks of possible distortions and errors in translation cannot be completely ruled out.

Seventhly, the time frame of conducting this study could have compromised the richness of the information gathered, as conducting interviews among workers in their working environment meant taking them away from their jobs. Brinkmann and Kvale (2015) referred to this as the challenge of efficiency, whereby researchers are forced to engage in the most efficient and fast way to collect data instead of prolonging data collection process in order to gather as much information as they can.

5.3 ETHICAL CONSIDERATIONS

It is important to consider ethical implications when conducting research, especially a qualitative research, as it can be personally intrusive, resulting in psychological discomfort. Kivunja and Kuyini (2017) emphasised the importance of considering ethical issues throughout their entire research process. The ethical clearance was obtained from Turfloop Research Ethics Committee (TREC) before conducting this study (See Appendix A). The Ethics Committee ascertained that all relevant ethical principles applicable to this study have been catered for in order to ensure ethical compliance.

As a qualitative researcher, ethical principles taken into account include full disclosure, voluntary participation, informed consent, and protection from harm as well as participants' privacy as suggested by McMillan and Schumacher (2014). The subsections below describe in detail the steps taken by the researcher to comply with research ethical principles throughout this study.

5.3.1 Full disclosure

The ethical principle of full disclosure involves communicating about the nature and purpose of the research, the benefits and the drawbacks of participating or not participating in the study (Eriksson & Kovalainen, 2008). This means that participants need to know everything about the nature and purpose of the research in order to make an informed decision with regards to whether they should or should not participate. When the request for access to conduct this study was made from the management of the commercial farms, the nature and purpose of the study as well as measures to comply with ethical principles were fully communicated (See Appendix B).

Furthermore, during the proposal presentation to the operational managers, farm workers and supervisors, the nature and purpose of this study was communicated. Research participants were also informed that there were no incentives attached to participation or penalties associated to non-participation in this study. In a nutshell, the purpose of the study was communicated throughout the research, starting from the initial presentation when request for access to conduct this study was made, as well as during the actual interviewing process.

5.3.2 Informed consent

Informed consent implies that the research participants should be provided with the opportunity to give their informed consent to participate in the study so that they agree to participate based on the knowledge of the study's purposes (Kumar, 2011; Myers & Venable, 2014). This means that to collect information from the participants without their expressed willingness to participate is considered unethical.

In order to comply with the ethical principle of informed consent, the researcher first sought permission to conduct the proposed study from the management of

the commercial farms. A formal letter of request was sent to the management of the farms as well as each farm's operational manager in order to get their consent. The letter of request included information pertaining to the nature and purpose of the study (See Appendix B). As suggested by Bryman (2012), research participants' consent to participate in the interviews and for the interviews to be recorded was obtained prior to the actual interviews. The research participants were provided with a consent form to sign as evidence that they consented to participate in this study (See Appendix C).

5.3.3 Voluntary participation

It is important for the research participants to participate in the research at their own will, without any coercion (Eriksson & Kovalainen, 2008). Therefore, the researcher complied with this ethical principle by communicating from the onset that participation in this study was strictly voluntary and that the participants were not coerced in any way to participate in this study.

The interview booking forms with possible dates and time slots were prepared for farm workers and supervisors, who were willing to participate in this study to enlist their names according to their most convenient date and time (See Appendix G). The participants were informed that they were not obliged to participate in this study, and that even if they opt to participate, they were free to withdraw at any stage of the interview whenever they feel uncomfortable to continue with the interview.

5.3.4 Participants' privacy, confidentiality and anonymity

Privacy and confidentiality involves respecting research participants' personal issues and protecting the collected information about the research participants (Myers & Venable, 2014). This is also heightened by the Constitution of the Republic of South Africa's Chapter on Bill of Rights, which proclaims individuals'

rights to privacy (Republic of South Africa, 1996). This also include considering research participates' anonymity, by protecting their identity.

The research participants' privacy may be put at risk if their names are revealed when writing up a report. In adhering to the ethical principles of anonymity and confidentiality, all participants who chose to participate on the same date, signed consent forms in the morning, before the actual interviews began. This was meant to protect their identity. During the actual interviews, research participants were not required to reveal unnecessary information that could be linked to their identities, such as their names or surnames. In that way, it was impossible for the researcher to link responses to any of the research participants' signed consent forms.

Furthermore, each participant was interviewed in a safe and private place in order to safeguard their privacy and confidentiality. The interview guide was used in order to avoid asking participants unnecessary information. All materials concerning the research participants, including collected data and tapes were kept confidential. The participants' confidentiality was also assured by locking the collected data and tapes in a safe place where no one else could access them and the conclusions drawn in this study were not based on individual responses, but on all participants' responses.

As the three farms were reported to be dominated by male workers, the researcher took this into consideration when reporting the research findings in order to protect the probability of linking narratives to a particular female worker or supervisor, as very few of them participated. The researcher presented the research findings and narratives on constructive and deviant behaviours by using male pseudonyms. Thus, pronouns such as "he" and "his" were used to refer to both male and female workers' responses. This action was intended to make it difficult for someone to guess a female worker who could have uttered certain narratives.

In addition, pseudonyms were used to keep the identity of the participating farms. The pseudonyms used are the names of citrus products which are produced in all of the three chosen farms. In this way, it was impossible to link any farm to a particular type of product produced. Moreover, for the purpose of reporting, the researcher arranged the pseudonyms in an alphabetical order instead of the order in which the interviews were conducted. This made it difficult to link any information gathered to a particular farm.

5.3.5 Protection from harm

Kumar (2011) regards harm as anything that may be discomforting, distressing or demeaning on the part of the research participants. This means that is important for researchers to protect research participants from any harm that could emanate from research, be it physical or psychological harm (Eriksson & Kovalainen, 2008).

As collecting sensitive information such destructive deviant behaviours can make participants to feel a bit uncomfortable or distressed, the researcher tried to minimise this by asking participants to report deviant behaviours of the second person. In this way, it became easier for participants to detach themselves from wrongdoings by pinpointing other people's wrongdoings (Stewart et al., 2009; Galperin, 2012).

Furthermore, the researcher protected the research participants from harm by considering their rights to respect and dignity. This was attained by making sure that the participants were treated with respect they deserved and by acting in a sensitive and sensible manner all the time. This means that the research participants were treated as human beings and not as objects to draw information from. Their feelings were considered and they were informed that they can withdraw from the interview when they feel uncomfortable to continue with the interview or may opt not to answer certain questions.

Kumar (2011) asserted that all professions are guided by a code of ethics, which usually stipulates ethos, values, needs and expectations to be upheld by those who are professional members. Kumar (2011) further emphasised that there are some advanced professions that also include code of conduct in terms of carrying out research. Therefore, as a human resource professional, the researcher was guided by the core ethical values of the SA Board for People Practice (SABPP), the professional body for human resource profession.

The SABPP's core value, "respect for human dignity" values respect for human rights as prescribed by the Republic of South Africa's Constitution (SABPP, 2015). In a nutshell, as a human resource professional, the researcher tried her level best to uphold the core ethical values of the SABPP, the professional body in her field, throughout the entire research process.

5.4 CHAPTER SUMMARY

This chapter presented in details the manner in which this study was conducted. As a qualitative researcher, a constructivist's ontological standpoint and interpretivist's epistemological stance were adopted in this study. The researcher believed that in order to understand social reality in relation to workplace deviance, it is important to view it as being subjective and multiple. Therefore, the researcher interacted with people in their natural social settings in order to gain insights into their perceptions, experiences and opinions, and then the reconstructed their combined critical incident stories into a set of comprehensive stories.

A narrative research method was adopted and semi-structured interviews were used to collect in-depth information about farm workers' experiences as well as supervisors' experiences regarding workplace deviant behaviour. Thematic analysis was used to make sense of the collected data. In order to enhance the reliability and validity of the study, detailed explanations of procedures followed in analysing the collected data were provided.

Furthermore, participants' excerpts, multiple sources of data and member checking were also used. However, the methodology adopted had few limitations, which were highlighted. These limitations include amongst others researcher's subjectivity, sampling bias, recall bias, social desirability and lack of generalizability.

The ethical principles which were taken into considerations include full disclosure, informed consent, voluntary participation, protecting participants from harm and respect for their privacy. The next two chapters present and discuss the research findings.

CHAPTER 6

RESEARCH FINDINGS: DEMOGRAPHICS AND CONSTRUCTIVE WORKPLACE DEVIANCE

6.1 INTRODUCTION

This chapter presents the research participants' demographics profile and the research findings on constructive workplace deviance. The chapter is structured in such a way that the demographics of research participants from the three farms is presented first; secondly, the presentation of the research findings relating to constructive workplace deviance as perceived by farm workers and supervisors; thirdly, the reconstructed narratives of constructive workplace deviance; and lastly, the discussion of research findings on constructive workplace deviance.

6.2 DEMOGRAPHICS PROFILE OF RESEARCH PARTICIPANTS

In this section, the demographics profile of farm workers and supervisors is presented separately.

6.2.1 Farm workers' demographics profile

Figures 29-34 represents compared demographics composition of farm workers in the three farms studied.

6.2.1.1 Gender

The gender compositions of workers in all three farms tend to be male-dominated as portrayed in Figure 29. Lavelle and Valencia Farms have 70% permanently employed male workers and 30% female while Mandarin has 80%

male workers and 20% females. Therefore, the gender composition of interviewed workers in the studied farms of the conglomerate is composed of 73% males and 27% females. This supports that the sector tends to be dominated by males, which could be because of the demanding nature of farming tasks.
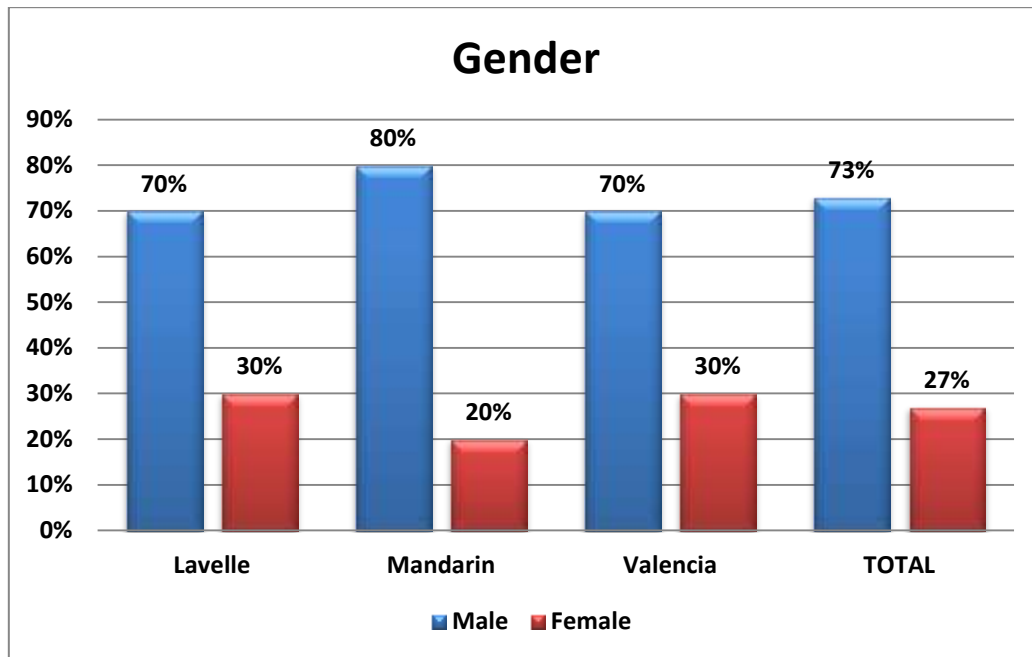
Figure 29. Gender profile of farm workers

6.2.1.2   Age

The age profile of workers from the three farms seems to be slightly different as depicted in Figure 30. Lavelle Farm has 50% of workers in their early life-career stages (25-35 years) and 50% in their middle life-career stages (36-45 years). Mandarin Farm has 10% of workers in their late life-career stages (56-65 years), 20% in their late middle life-career stages (46-55 years), 30% in their middle life-career stages (36-45 years) and 40% in their early life-career stages (26-35 years).

On the other hand, Valencia Farm has 40% in their late middle life-career stages (46-55 years), 50% in their middle life-career stages (36-45 years) and 10% in their early life-career stages (26-35 years). In general, the conglomerate has 4% of workers in their late life-career stages (56-65 years), 20% in their late middle life-career stages (46-55 years), 43% in their middle life-career stages (36-45 years) and 33% in their early life-career stages (26-35 years). This means that there is a probability that majority of their workers could be in their employ for years before reaching retirement age.
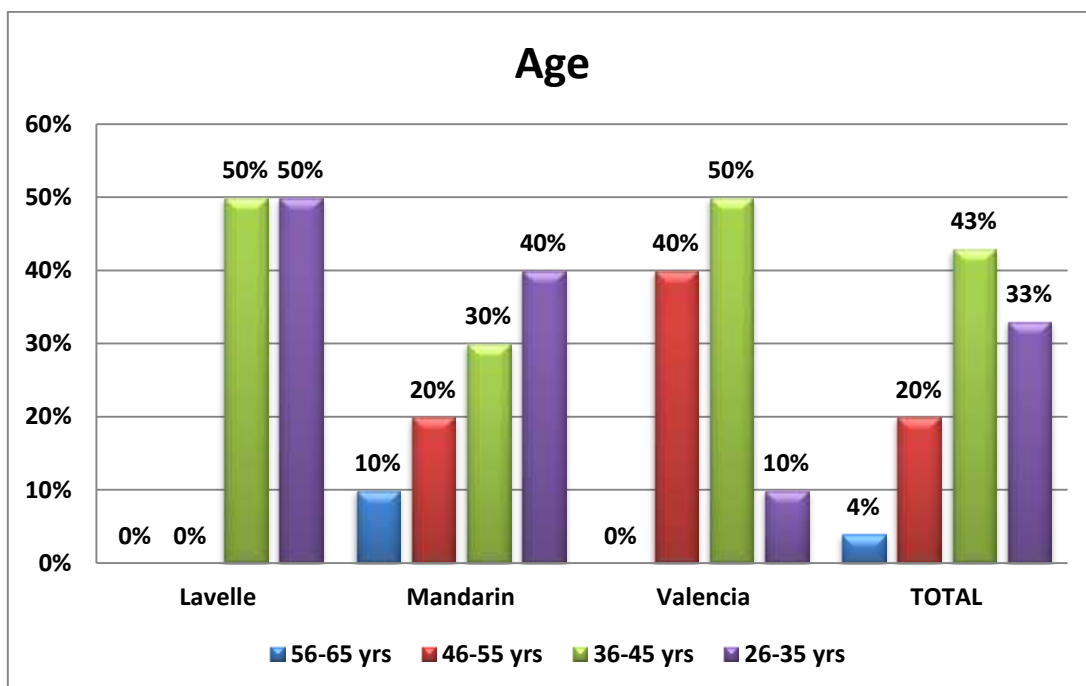
Figure 30. Age profile of farm workers

6.2.1.3   *Home language*

Figure 31 shows that the home language of the majority of permanently employed workers in the conglomerate is SePedi (63%), while Xitsonga is a home language of 30% workers. SePedi is a home language of 60% workers at Lavelle and Mandarin while at Valencia; it is a home language of 70% of permanently employed workers.
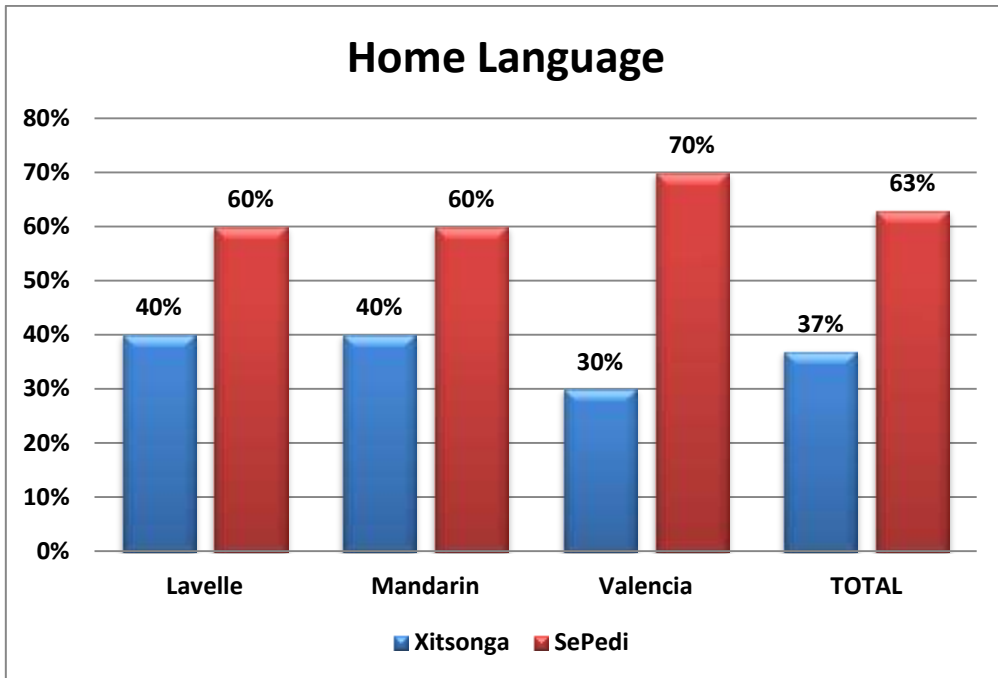
Figure 31. Home language of farm workers

6.2.1.4   Education level

The highest education level of majority of workers in the conglomerate is Grades 10-12 (63%), 10% with Grades 8-9, 17% with Grades 4-7 and 10% with Grades 1-3. This is depicted in Figure 32. Lavelle and Mandarin Farms have 20% with Grades 4-7, 10% with Grades 8-9 and 70% with Grades 10-12. On the hand, Valencia Farm has 30% of permanently employed workers with Grades 1-3, 10% with Grades 4-7, 10% with Grades 8-9 and 50% with Grades 10-12.

Although in all three farms, those with Grades 10-12 are in the majority, it could be presumed that there are workers who cannot read and understand their employment contracts because highest education level of 30% workers at Valencia Farm is Grades 1-3.
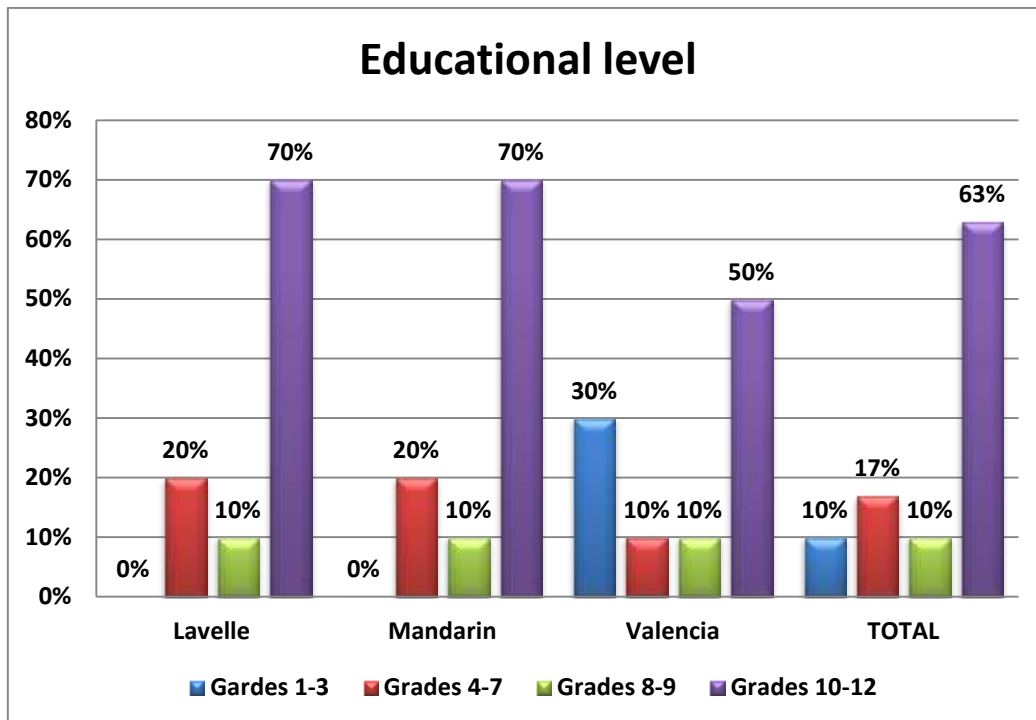
Figure 32. Education level of farm workers

6.2.1.5 Positions

The majority of the permanently employed workers who participated in this study are general workers (60%) and 40% of them are specialists in different areas as shown in Figure 33. In Lavelle and Valencia, general workers who participated constitute 70% while 30% of the workers were specialists.

In contrast, majority of 60% specialists participated at Mandarin whereas general workers are composed of 40%. As majority of general workers perform similar tasks, participation of various specialists in different areas in this study was found to be useful and informative.
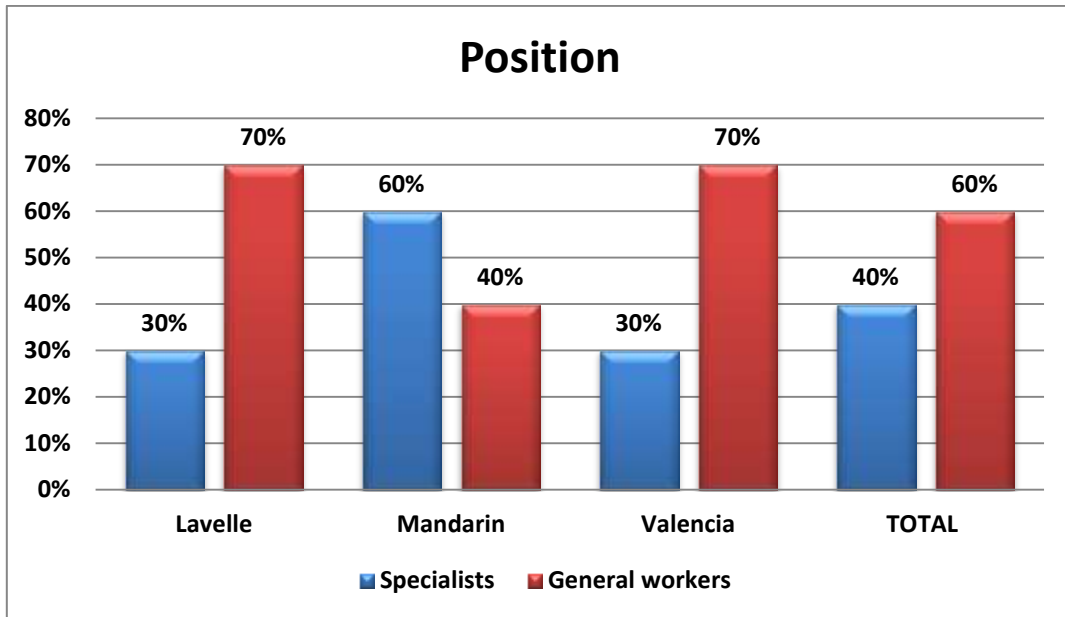
Figure 33. Positions of farm workers

6.2.1.6   Experience in the farming sector

Valencia Farm is the only one that has workers with more than 30 years'
experience in the farming sector (10%), while Mandarin is the only farm that has
workers with 26-30 years' experience (10%) and 10% with 21-25 years'
experience. Lavelle and Valencia Farms both have 40% of workers with 16-20
years' experience. All three farms have workers with 11-15 years' experience
(Lavelle is 10%, 30% for Mandarin and 40% for Valencia). Similarly, the three
farms have workers with 6-10 years' experience (Lavelle is 20%, 50% for
Mandarin and 10% for Valencia). This is illustrated in Figure 34.

The permanently employed workers at the conglomerate fall under the seven
created categories of experience in the farming sector. Those with reasonable
farming experience of 6-10 years, 11-15 years and 16-20 years are 27% on
each category. Workers with extensive farming experience of 21-25 years, 26-
30 years and above 30 years are 3% on each category. On the other hand,
10% of the workers have limited experience in the farming sector (below 5
years). It can therefore be concluded that the majority of the permanently

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employed workers at the conglomerate have experience needed for them to perform their duties in the farming sector.
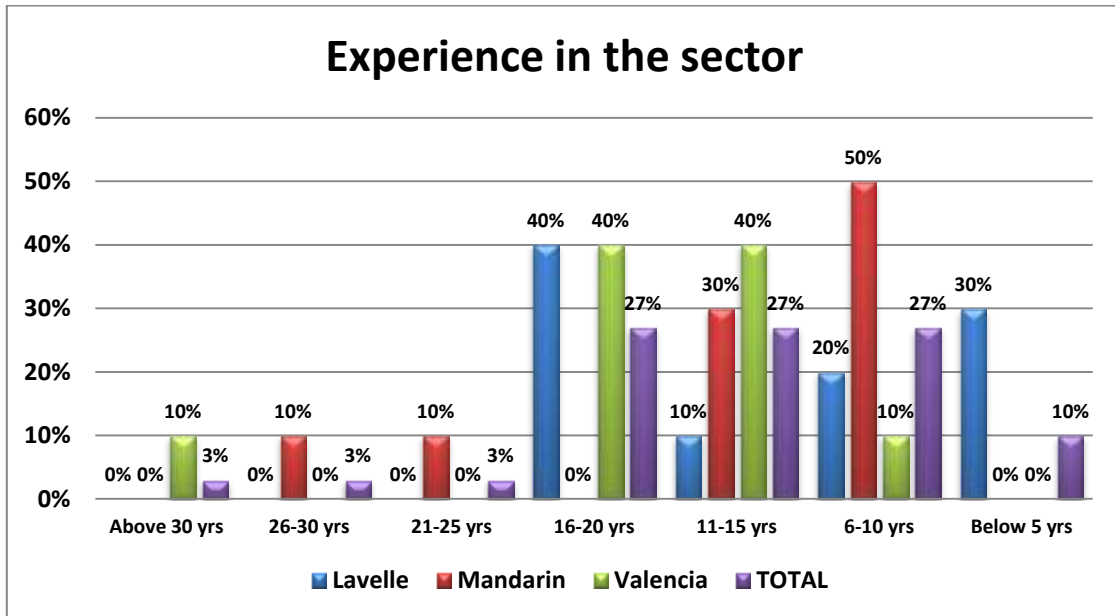
Figure 34. Experience of farm workers

6.2.2 Supervisors' demographics profile

Figures 35-39 represents compared demographics composition of farm workers in the three farms investigated.

6.2.2.1 Gender

The gender compositions of supervisors in the three farms seem to differ as depicted in Figure 35. Lavelle has 67% male supervisors and 33% female supervisors whereas Mandarin has 100% male supervisor. In contrast, Valencia Farm has 67% female supervisors and 33% male supervisors. In general, the conglomerate tends to be dominated by male supervisors as displayed in Figure 35. This emulates the perceptions that the physical nature of farming jobs requires men.
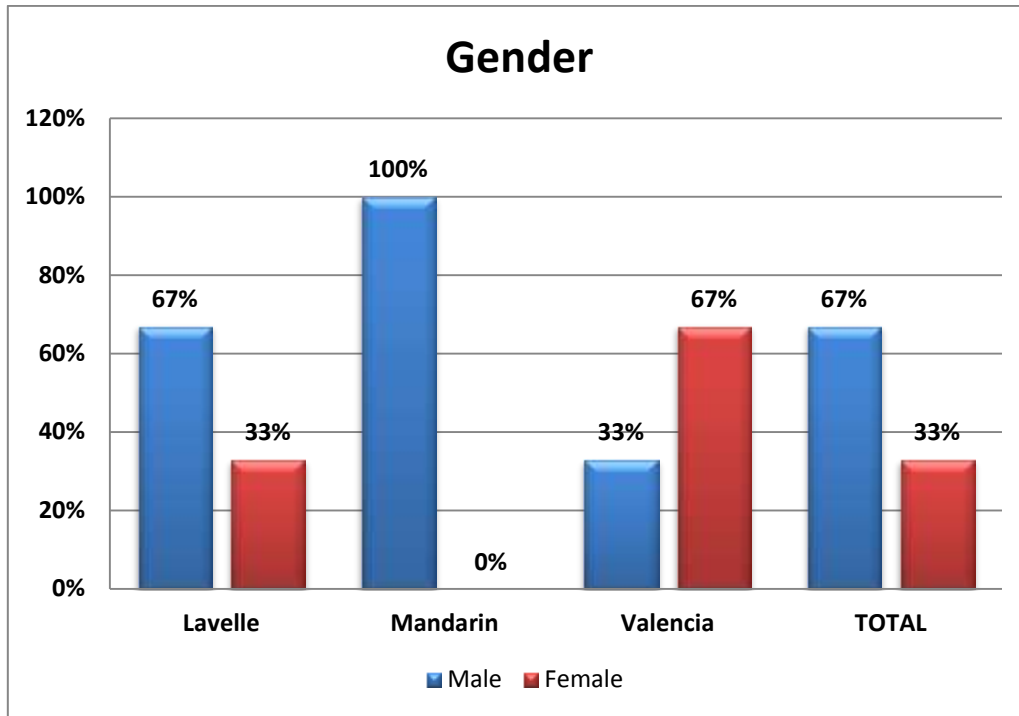
Figure 35. Gender profile of supervisors

6.2.2.2   *Age*

As depicted in Figure 36, the age profile of supervisors in the three farms is comparatively similar as the three supervisors are in the following three different life-career stages; early life-career stages, middle life-career stages and late life-career stages.

The majority of the supervisors in the conglomerate seem to be in their early life-career stages (25-35 years) and middle life-career stages (36-45 years), which is beneficial for the continuity of the operations. However, the 23% of supervisors in their late life-career stages requires attention in terms of preparation for succession planning.
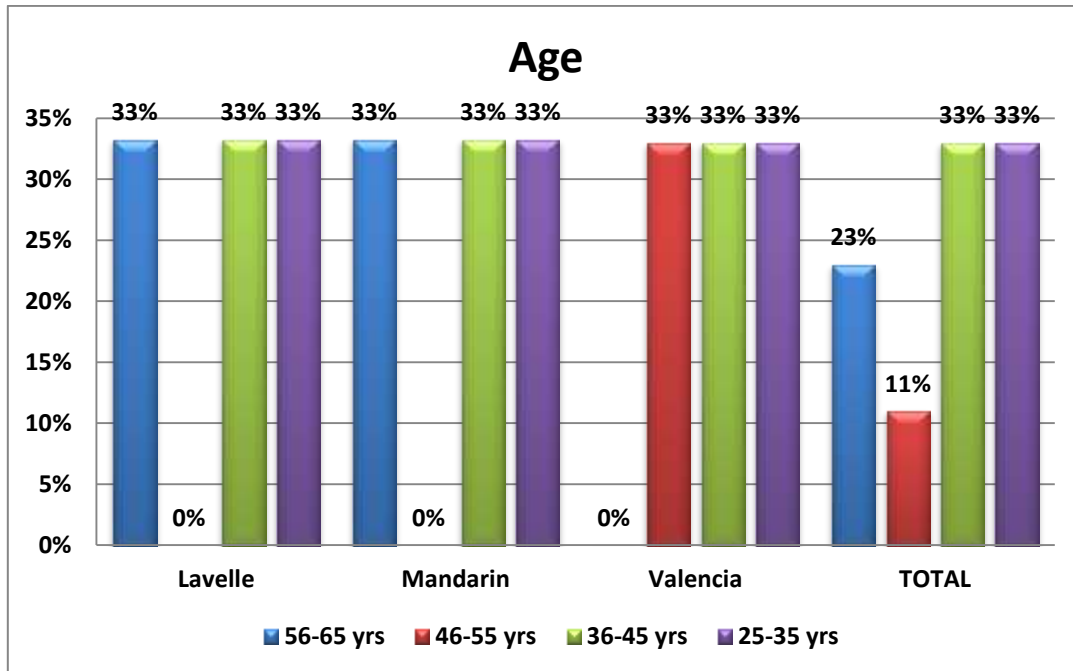
Figure 36. Age profile of supervisors

6.2.2.3 Home language

Xitsonga is the home language of 67% and IsiZulu for 33% at Lavelle Farm. In Mandarin and Valencia Farms, SePedi is a home language of 67% and Xitsonga for 33%. As illustrated in Figure 37, the home language of the majority of supervisors in the conglomerate is SePedi and Xitsonga, at 40% each. It is not surprising that majority of workers and the operational managers can speak the two languages to certain extent.

6.2.2.4 Education level

The highest education levels of supervisors in the three farms differ as shown in Figure 38 underneath. At Lavelle Farm, 67% of the supervisors have Grades 4-7 and 33% has Grades 10-12 as their highest education level. At Mandarin, 67% of the supervisors have Grades 1-3 and 33% has Grades 10-12 as their highest education level.
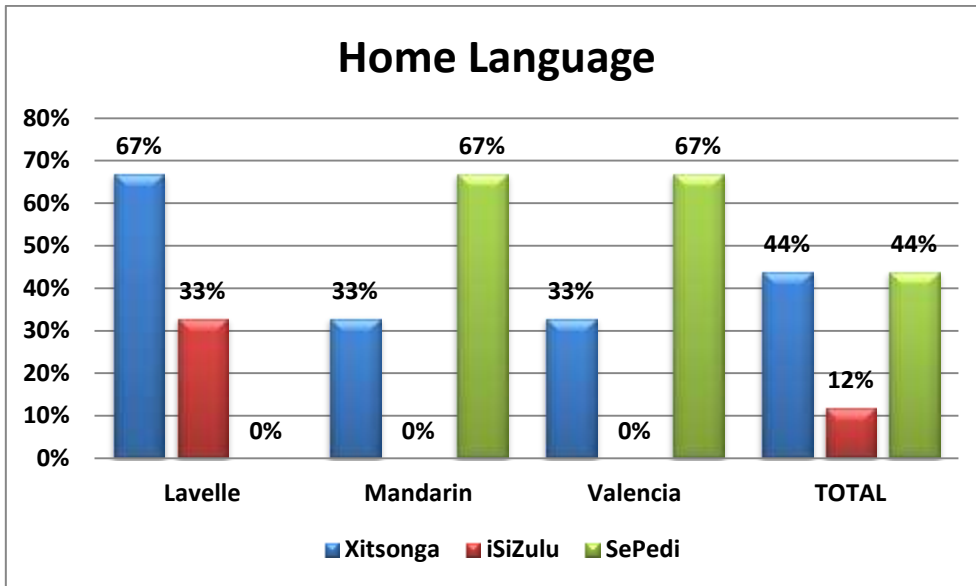
Figure 37. Home language of supervisors
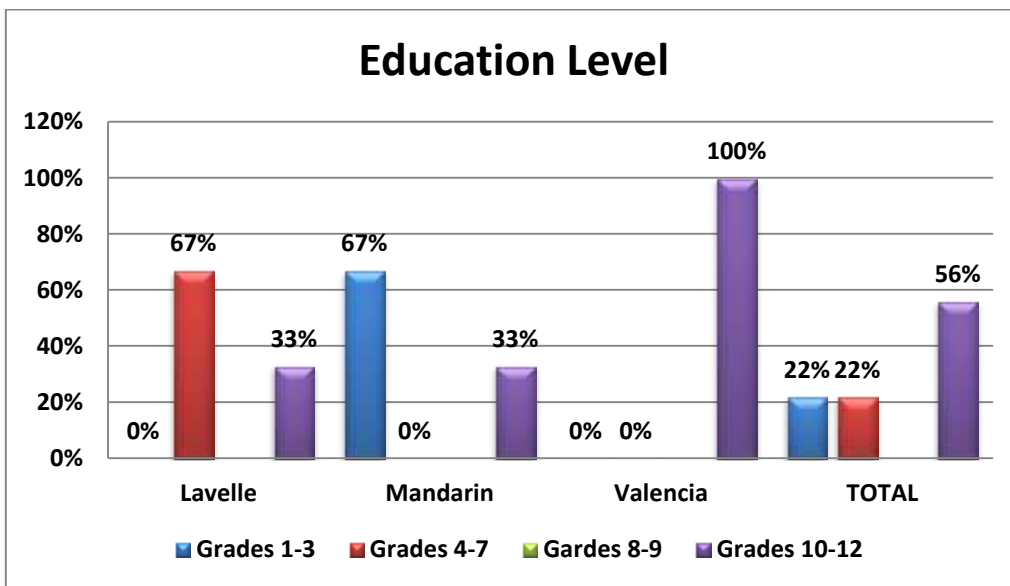
Figure 38. Education level of supervisors

Conversely, all supervisors at Valencia Farm have Grades 11-12 as their highest education level. In general, the majority of 5 (56%) supervisors have Grades 11-12, while 2 (22%) supervisors have Grades 1-3 and Grades 4-7 individually. Although in all three farms, those with Grades 10-12 are in the majority, it could be considered useful if there are opportunities to improve the literacy levels of those with Grades 1-3.

6.2.2.5   Experience in the farming sector

As displayed in Figure 39, Lavelle and Mandarin Farms have supervisors with extensive experience of more than 30 years (33% and 67% respectively), as well as 33% of those with 5-10 years' farming experience individually. Furthermore, Lavelle and Valencia Farms have supervisors with reasonable experience of 16-20 years (33% and 67%) correspondingly.

Valencia Farm has 1 supervisors with 11-15 years of experience in the farming sector. In general, the majority of supervisors in the conglomerate have extensive experience of above 30 years (33%) and 16-20 years (33%). Those with reasonable experience of 11-15 years are 12%, while 22% have 5-10 years' experience.
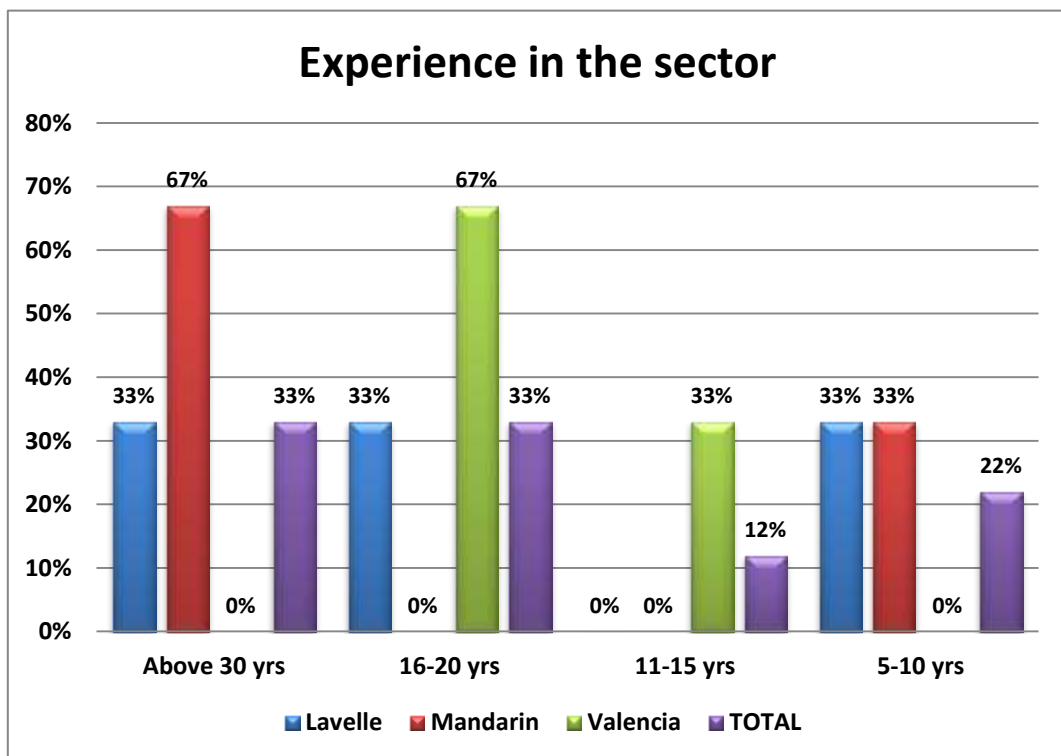
Figure 39. Experience of supervisors

6.3 CONSTRUCTIVE WORKPLACE DEVIANCE

6.3.1 Definitions of constructive workplace deviance themes

Prior to presentation of constructive workplace deviance findings on constructive workplace deviance, it is important to identify and provide descriptions of all themes created for constructive workplace deviance incidents in this study. In general, there are eight (8) themes of constructive deviant actions created in this study.

These themes are; extra-role job performance, high in-role job performance, creative job performance, whistle blowing, urgent decision making, disobedience of unreasonable orders and utilisation of knowledge and skills. Table 5 presents a list of these themes as well as their descriptions.

6.3.2 Presentation of research findings on constructive workplace deviance

In presenting the research findings on constructive workplace deviance, farm workers' and supervisors' perspectives of constructive deviant behaviour are separated.

6.3.2.1 Farm workers' perspectives of constructive workplace deviance

The current study's findings in relation to constructive workplace deviance from workers' perspectives in the three farms are summarised in Tables 6 - 8. A total number of five (5) themes explaining incidents of constructive workplace deviance were created as perceived by the farm workers.

Table 5

List of Constructive Workplace Deviance Themes

Theme	Description
Extra-role job performance	Engaging in behaviour that goes beyond the specified formal job requirements in order to ensure the smooth functioning of the organisation and to promote organisational goals (Hui, Law & Chen, 1999; Somech & Drach-Zahavy, 2000; Reychav & Sharkie, 2010).
High in-role job performance	Engaging in actions that are in line with the formal job requirements but performing in a manner that exceptionally assists the organisation in accomplishing its objectives (Sosik, Juzbasich, & Chun, 2011; Ghosh, Sekiguchi, & Gurunathan, 2017; Griffin, Phillips, Gully & Carrim, 2019).
Creative job performance	Innovative and potentially valuable products, ideas, procedures or solutions generated and applied by the employee and judged by others as contributing factor to effective organisational performance (Reaves, 2015; Lin, et al., 2016).
Whistle blowing	An act of disclosing any kind of information or activity that is considered to be illegal, immoral, illegitimate or unethical within the practices to relevant people in the organisation (Spreitzer & Sonenshein, 2004; Kidwell & Kochanowski, 2005).
Urgent decision making	An immediate action that an employee takes to attend to an important urgent situation based on previous experience in order to achieve organisational goals (Turpin & Marais, 2004).
Disobedience of unreasonable orders	Refusing to take orders that may put an organisation or organisational member at risk (Galperin, 2012).
Knowledge sharing	Dissemination of task information as well as the "know-how" and "know-why" in order to assist and collaborate others with others in problem-solving and development of new ideas, which assist an organisation to gain a competitive advantage (Gurteen, 1998; Wang & Noe, 2010; Huie, Cassaberry & Rivera, 2019).
Utilisation of knowledge and skills	Applying job knowledge, skills and experience to perform the job in an effective and productive manner (Cummings & Worley, 2009; Nel & Werner, 2017).

These themes include extra-role job performance, high in-role job performance, creative job performance, whistle blowing, urgent decision making, disobedience of unreasonable orders, knowledge sharing and utilisation of knowledge and skills. The five themes are elaborated below.

- Extra-role job performance

Farm workers who participated in this attested to having experienced incidents relating to workers' extra-role performance, which involve performing above the duties they were hired to perform (100% Lavelle farm workers, 80% Mandarin farm workers and 60% Valencia farm workers). The possible reasons behind such incidents included farm workers' commitment to their jobs and the farm as well as collegial collaboration.

The consequences relating to extra-role performance were reported to be both organisational and individual. The identified organisational consequences include improved performance, high productivity, costs savings, quality produces, identification of crop problems and timely interventions thereafter while individual consequence includes feelings of accomplishment.

Current management practices to encourage workers at workers to perform extra duties include supervisors' praises, continuous communication, and training of workers with potential as well as proper placement of workers based on their abilities and performance. Farm workers suggested that both extrinsic (extra rewards for good performance, pay raise and bonuses) and intrinsic (praises and recognition for long service) motivational strategies as possible strategies that the farm should adopt in an attempt to encourage workers to perform extra duties.

Table 6

Themes of Constructive Workplace Deviance: Lavelle Farm Workers' Perspectives

CODING CONSTRUCTIVE DEVIANCE: LAVELLE FARM WORKERS					
N. (%)	Incidents	Antecedents	Consequences	Management	Proposed management strategies
10 **(100%)**	Extra-role job performance	• Job commitment • Organisational commitment • Collegial collaboration	• Improved performance • Quality produces • Costs savings • Identification of problems in time • Timely interventions • Good relations between workers and supervisors • Good relations among workers	Supervision • Supervisors' praises • Communication • Provide enough opportunity to utilise skills • Training offered to those with potential • Proper placement	• Extrinsic motivation Extra rewards for good performance, Pay raise, Bonuses • Intrinsic motivation Praises, Recognition for long service • Training Conduct training needs analysis, provide training, encourage workers to be multi-skilled • Working relations Promote collegial support, Avoid competition among workers, Emphasis on common goals (team work), Knowledge sharing • Autonomy Provide room for creativity, Provide room to utilise skills • Supervision Open communication channels, Supervisors' continuous support, Emphasis on the importance of overtime, Willingness to learn from subordinates, Emphasise respect of position and authority
4 **(40%)**	High in-role job Performance	• Job knowledge and skills • Job commitment	• Timeous completion of tasks • Quality produces • Improved performance • Job security .	Extrinsic motivation • Extra leave days • Knock off early • Bonuses Intrinsic motivation • Supervisors' praises Supervision • Room to work independently • Room to utilise skills • Performance evaluation	• Extrinsic motivation Extra rewards for good performance, Bonuses, Promotion • Autonomy Provide room for creativity • Working relations Avoid competition among workers, Emphasis on common goals (team work), Knowledge sharing • Supervision Open communication channels • Training
3 **(30%)**	Creative job performance	• Job commitment	• Improved performance • Feelings of accomplishment	• Supervisor's praises	• Autonomy Provide independency • Working relations Avoid competition among workers, Emphasis on common goals (team work), Knowledge sharing • Supervision Consistency in the application of rules and procedures among the farms, provide enough working resources/equipment • Training (training needs analysis

Table 7

Themes of Constructive Workplace Deviance: Mandarin Farm workers' perspectives

CONSTRUCTIVE DEVIANCE: MANDARIN FARM WORKERS				
N. (%)	**Incidents**	**Antecedents**	**Consequences**	**Management**	**Proposed management practices**
4 (40%)	Whistle blowing	• Organisational commitment	• Elimination of wrong doings	• Disciplinary action	• Consistency in the application of disciplinary procedures • Making whistle blowing a culture in the farm • Provide for anonymous whistle blowing • Provide bonuses • Reduce close supervision • Reduce too much pressure / workload
1 (10%)	Creative job performance	• Organisational commitment • Job commitment	• Good performance • High productivity	• Praises • Performance evaluation • Bonuses	• Reward good performance • Training • Provide autonomy • Knowledge sharing • Workers' participation • Opportunity to utilise skills
8 (80%)	Extra-role job performance	• Collegial support • Organisational commitment • Job commitment	• High productivity • Improved performance • Cost saving • Saves water • Quality produces	• Communication • Praises • Provide enough opportunity to utilise skills • Proper placement	• Good relationship among workers • Knowledge sharing • Avoid competition among workers • Common goals (team work) • Reward good performance • Opportunity to utilise skills • Promotion • Provide Training • Continuous performance feedback • Provide ABET • Bonuses • Praises
8 (80%)	High in-role job Performance	• Organisational commitment • Job commitment	• High productivity • Improved performance • Completion of tasks with perfection • Quality produces	• Room to work independently • Opportunity to utilise skills • Praises from the supervisor	• Reward good performance • Provide Training • Provide autonomy • Praises • Bonuses • Knowledge sharing • Promotion • Take other people's ideas • Willingness to listen to each other
7 (70%)	Utilisation of knowledge and experience	• Organisational commitment • Job commitment	• High productivity • Quality of produces • Completion of tasks with perfection	• Communication	• Reward good performance • Opportunity to utilise skills • Provide autonomy • Knowledge sharing • Open communication • Good relationship between the workers and supervisors • Linking performance to bonus • Continuous performance feedback • Equitable distribution of work • Provide Training

Table 8

Themes of Constructive Workplace Deviance: Valencia Farm Workers'
Perspectives

CONSTRUCTIVE DEVIANCE: VALENCIA FARM WORKERS					
P No.	Incidents	Antecedents	Consequences	Management	Proposed management practices
4 (40%)	Utilising knowledge and experience	• Organisational commitment • Job commitment • Self-determination	• High productivity • Quality produces • Prevention of possible loss • Good performance	• Open communication channels • Provide training • Praises • Performance evaluation • Bonuses	• Reward good performance • Opportunity to utilise skills • Provide autonomy • Knowledge sharing • Provide training • Open communication • Good relationship between the workers and supervisors • Link performance with pay • More money is needed as motivator
2 (20%)	Creative job performance	• Organisational commitment • Job commitment • Self-determination	• High productivity • Quality produces • Prevention of possible loss	• Provide autonomy • Praises • Performance evaluation • Bonuses	• Reward good performance • Opportunity to utilise skills • Provide autonomy • Provide training • Promote team work • Link performance with pay Bonuses • Knowledge sharing
6 (60%)	Extra-role job performance	• Organisational commitment • Job commitment	• High productivity • Improved performance	• Open Communication channels • Praises	• Reward good performance • Opportunity to utilise skills • Provide autonomy • Provide training • Promote team work • Link performance with pay • Bonuses • Open communication channels • Performance evaluation
10 (100%)	High in-role job performance	• Organisational commitment • Job commitment • Self-determination	• High productivity • Good performance	• Provide autonomy • Praises • Performance evaluation • Bonuses • Promotion	• Reward good performance • Opportunity to utilise skills • Provide autonomy • Provide training • Link performance with pay • Bonuses • Knowledge sharing • Money is the main motivator • Continuous performance feedback • Attend to workers' needs • Supervisors' care for his followers • Promotion • Praises • Performance based pay • Provide ABET • Consistency in overtime payment
1 (10%)	Whistle blowing	• Organisational commitment • Job commitment	• Promoting ethical culture	• Communication of policies	• Continuous communication of policies • Promote whistle blowing culture

Furthermore, identification of workers' training needs and provision of training as well as encouraging workers to be multi-skilled were identified as possible management actions to explore. The farm workers also believed that promoting good working relationship among workers, encouraging knowledge sharing and emphasis on the importance of team work can result in workers' commitment to perform extra duties. They also suggested providing workers with an opportunity to work independently and utilise their skills as another possible managerial practice to consider.

Lastly, the farm workers emphasised on the importance of supervision. They indicated that the supervisors should continuously provide support to their subordinates and make sure that communication channels are always opened. The supervisors' willingness to learn from subordinates, while emphasising on the importance of respecting positions and authority were also considered of utmost prominence. The workers also believe that the supervisors should communicate the significance or reasons for doing overtime work.

- High in-role job performance

High in-role was reported to be a constructive deviant behaviour that seemed to occur in the farms by 100% of Valencia Farm workers' participants, 80% of Mandarin Farm workers and 40% of Lavelle Farm workers. Workers' self-determination, their commitment to the farm and to their job as well as their job knowledge and skills were identified as possible reasons behind such incidents. The consequences relating to high in-role performance include timeous completion of tasks, high productivity, improved performance, job security and completion of tasks with perfection, which ultimately leads to production of quality produces.

The participants reported that the management currently uses both extrinsic and intrinsic motivational strategies to encourage employees to perform better. Extrinsic motivation strategies include provision of extra leave days and

allowing high in-role performers to knock off early as well as provision of bonuses. On the other hand, intrinsic motivational methods include supervisors' praises to the well-deserving workers for their exceptional performance and providing workers with the opportunity to work independently as well as to utilise their skills. Furthermore, the supervisors evaluate workers' performance and provide degree of autonomy to the workers who are responsible as well as the opportunity to utilise their skills.

Workers suggested that both extrinsic and intrinsic motivation should be used to encourage workers to perform in an outstanding manner. Extra rewards for good performance, bonuses and promotion are examples of extrinsic motivation strategies that workers believed Lavelle Farm should use to promote excellence in performance. They further identified the importance of providing workers with the opportunity to be creative in performing their duties.

The management system that promote good working relationship and knowledge sharing among workers was also identified as being useful in encouraging workers to perform in an exceptional way. This also includes putting more emphasis on the promotion of team work and discouraging competition among workers. Furthermore, the workers considered supervisors' care for their followers as being important in encouraging workers to perform in an exceptional manner. They also mentioned paying attention to ensuring consistency in overtime payment.

The importance of having wide opened communication channels in the farms and provision of training was highlighted. The participants suggested that workers with low literacy should be afforded with the opportunity to attend ABET classes. They also suggested that managers should reward good performance and consider that money is the "main motivator".

- Creative job performance

Creativeness in performing duties was recognised as another constructive deviant behaviour that was evident at the farms by 30% of the workers from Lavelle Farm, 20% from Valencia Farm and 10% from Mandarin Farm The possible precursors of workers' behaviour of engaging in incidents relating to creative job performance were reported to be self- determination as well as their commitment to their jobs and the farms.

Both organisational consequences and individual consequences were regarded as possible consequences of engaging in such a constructive deviant behaviour. Organisational consequences include improved performance and high productivity while individual consequence was reported to be workers' feelings of accomplishment.

The current managerial practices to encourage creative job performance include the supervisors' praises and provision of bonuses based on evaluation of the workers' performance. Workers are allowed to workers to work independently and their performance is evaluated. The workers recommended that workers should be equipped with skills and be provided with the opportunity to freely utilise the acquired skills. They proposed that skilled workers should also be rewarded for their good performance and be allowed to participate in decisions relating to their jobs.

Furthermore, the workers indicted that promotion of teamwork spirit and knowledge sharing can encourage creative job performance. They emphasised the need to conduct training needs analysis in order to make sure that workers receive the type of training they need. They also suggested that there should be consistency in the application of rules and procedures among the farms and workers should be provided with necessary working resources or equipment.

- Whistle blowing

Whistle blowing was considered to be a constructive deviant acts in which the workers engaged on by 40% of Mandarin Farm workers and 10% of Valencia Farm workers who participated in this study. The reasons for workers to report wrong doings were considered to be commitment to the farm and commitment to the job. The consequences of such behaviour are the promotion of ethical culture and elimination of wrong doings.

The current management practices to encourage whistle blowing were identified as disciplining a person who is found guilty of wrong doings and communication of policies. The workers therefore suggested that there must be a way in which whistle blowing becomes a culture of the farm whereby the workers are provided with platform to report wrongdoings anonymously or whistle blowers receive bonus for reporting wrong doings.

It was also suggested that the farms should avoid putting too much pressure on the workers or giving them too much work overload in an attempt to avoid wrong doings. Consistency in the application of disciplinary procedures was perceived as another way of encouraging the workers to report wrong doings while the supervisors' close supervision can reduce wrong doings.

- Utilisation of knowledge and skills

70% of Mandarin Farm workers and 40% of Valencia Farm workers regarded utilisation of knowledge and skills as a constructive deviant action undertaken by the workers. The workers' organisational commitment, job commitment and self-determination were regarded as possible precursors for such action. The consequences of the action include good performance, high production of quality produces, and prevention of possible loss as well as completion of tasks with perfection.

The workers identified open communication channels, provision of training, performance evaluation and provision of bonuses and praises for good performance as managerial strategies currently used in the farm. The workers proposed several managerial practices that could encourage workers to utilise their knowledge and skills. These include opening communication channels and building good relationship between the workers and supervisors and providing workers with training and a room to utilise their skills autonomously as well as to share their knowledge with others. Furthermore, the workers should be provided with equitable distribution of work and their good performance should recognised in the form of performance based bonus. They emphasised "more money" remains the "main motivator".

6.3.2.2 *Supervisors' perspectives of constructive workplace deviance*

The findings on constructive workplace deviance from the supervisors' perspectives at the three farms are summarised in Tables 9 - 11. A total number of eight (8) themes explaining incidents of constructive workplace deviance were created as perceived by the supervisors. These themes include high in-role job performance, creative job performance, extra-role job performance, whistle blowing, urgent decision making, disobedience of unreasonable orders and knowledge sharing. These themes are explained below.

- High in-role job performance

The three supervisors at Valencia Farm and two of the three supervisors at both Lavelle and Mandarin Farms recognised high in-role job performance as one of the constructive deviant behaviours farm workers engaged in. They reported expectations of rewards, organisational commitment and job commitment as the antecedents to such action.

Table 9

Themes of Constructive Workplace Deviance: Lavelle Farm supervisors'
perspectives

CONSTRUCTIVE DEVIANCE: LAVELLE FARM SUPERVISORS					
N (%)	**Incidents**	**Antecedents**	**Consequences**	**Management**	**Proposed management strategies**
2 (67%)	High in-role job performance	• Rewards expectation • Organisational commitment to • Job commitment	• Cost saving • Productivity • Good performance	• Communication • Extra rewards for good performance • Provide training	• Considering workers' needs • Provide training • Create room for creativity • Provide room to utilise skills • Bonuses linked to the whole year's performance • Provide appropriate protective/ safety gears
2 (67%)	Creative job performance	• Rewards expectation • Job commitment • Job knowledge and experience	• High productivity • Improved performance	• Rewards given • Provide training • Praises from the supervisor	• Provide autonomy • Provide room to utilise skills • Provide training to those with potential • Encourage workers to be multi-skilled • Provide room for knowledge sharing • Encourage creativity
3 (100%)	Extra-role job performance	• Organisational commitment • Job commitment • Job knowledge and experience	• High productivity • Cost saving	• Praises from the supervisor	• Provide room to utilise skills • Provide training • Encourage workers to be multi-skilled • Room for knowledge sharing • Build good relations with workers • Pay for skills • Pay for performance • Bonus linked to performance
1 (33%)	Whistle blowing	• Organisational commitment	• Promotion ethical actions	• Communication	• Introduce anonymous whistle blowing
1 (33%)	Urgent decision making	• Organisational commitment • Job commitment	• High productivity • Good performance	• Praises	• Provide room to utilise skills • Praises in front of others
1 (33%)	Knowledge sharing	• Organisational commitment	• Good Performance • Accident prevention	• Communication	• Build good relations with workers • Proper safety management
1 (33%)	Disobedience of unreasonable orders	• Self-protection	• Cost savings	• Provide training	• Provide appropriate protective/ safety gears

Table 10

*Themes of Constructive Workplace Deviance: Mandarin Farm Supervisors'
perspectives*

CONSTRUCTIVE DEVIANCE: MANDARIN FARM SUPERVISORS					
N. (%)	**Incidents**	**Antecedents**	**Consequences**	**Management**	**Proposed management practices**
2 (67%)	High in-role job performance	• Organisational commitment • Job commitment	• High productivity • Good performance	• Communicate outcome of good performance • Extra rewards for good performance • Praises from the supervisor • Provide degree of autonomy	• Room to utilise skills placement of workers • Open communication channels • Knowledge of workers' skills and abilities • Encourage workers to be creative • Room for Knowledge sharing Provide degree of autonomy Performance based bonus
1 (33%)	Extra-role job performance	• Organisational commitment • Experience and knowledge	• High productivity • Good performance	• Provide training	• Room to utilise skills • Room for Knowledge sharing
1 (10%)	Knowledge sharing	• Organisational commitment	• Good Performance • Good relations	• Communication	• Build good relations with workers • Allow workers to work as a team
1 (33%)	Whistle blowing	• Organisational commitment	• Prevent possible accidents • Saving costs • Elimination of wrong doings	• Communication about safety	• Provide room for anonymous whistle blowing
3 (100%)	Creative job performance	• Organisational commitment • Experience and knowledge	• High productivity • Good performance	• Praises from the supervisor	• Provide room to utilise skills • Open communication channels • Knowledge of workers' skills and abilities • Encourage workers to be creative • Room for Knowledge sharing • Provide degree of autonomy • Good relationship • Performance based bonus • Willingness to learn from subordinates

Table 11

Themes of Constructive Workplace Deviance: Valencia Farm Supervisors'
Perspectives

				CONSTRUCTIVE DEVIANCE: VALENCIA FARM SUPERVISORS	
N. (%)	Incidents	Antecedents	Consequences	Management	Proposed management strategies
3 (100%)	High in-role job performance	• Organisational commitment • Job commitment	• High productivity • Improved performance	• Praises from the supervisor • Provide degree of autonomy • Knocking off early	• Provide room to utilise skills • Room for Knowledge sharing • Provide degree of autonomy • Performance based bonus • Open communication channels • Encourage workers to be creative • Taking subordinates' advices • Workers' engagement
2 67%	Knowledge sharing	• Organisational commitment • Job commitment • Job Knowledge	• Skills transfer	• Communication	• Promote acquisition of multi-skills • Give room to share knowledge
3 (100%)	Creative job performance	• Organisational commitment • Job commitment • Experience and knowledge	• High productivity • Improved performance	• Communication • Praises	• Provide room to utilise skills • Room for Knowledge sharing • Provide degree of autonomy • Performance based bonus • Open communication channels • Encourage workers to be creative • Taking subordinates' advices • Show appreciation

High in-role performance is reported to result in costs savings, improved
performance and high productivity in the farm. The current managerial actions
to encourage high in-role performance include supervisors' praises, providing
training to equip workers with required skills, providing workers with some
degree of autonomy, keeping communication channels opened, giving extra
rewards to workers with outstanding performance as well as affording those
who perform exceptionally with the opportunity to knock off early.

The supervisors identified the following as ideal management practices that could encourage the workers to perform in an exceptional manner; open communication channels, emphasis on creativity, providing the workers with a room and autonomy to utilise their skills, encouraging proper placement of the workers, consider workers' needs, providing training and ensure that they have appropriate protective/ safety gears and room for knowledge sharing. Lastly, they proposed that their whole year's performance should be used to determine the bonus workers should receive end of the year.

- Creative job performance

All three supervisors from Mandarin Farm and those from Valencia Farm as well as two supervisors from Lavelle Farm recognised creative job performance as a constructive deviant behaviour. The precursors for creative job performance were identified as the workers' knowledge and experience, organisational commitment, job commitment, job knowledge and experience as well as rewards expectations. The consequences of creative job performance were reported to be workers' improved performance and the farm's high productivity.

The supervisors encouraged such behaviour by communicating and giving praises for workers' creative job performance, provide training to workers and rewards workers for their creativity. In order to encourage creative job performance, the supervisors suggested provision of training to workers with potential, encouraging them to be multi-skilled providing workers with a room to autonomously utilise their skills and share their knowledge with others. This should be accompanied by the application of performance based bonus system. Furthermore, the communication channels should be opened and supervisors should be willing to take their subordinates' advices and to learn from their subordinates, show appreciation of workers' contributions and build good relationships in the workplace.

- Extra-role job performance

The three supervisors from Lavelle Farm and one supervisor from Mandarin Farm attested to workers engaging in a constructive deviant behaviour by performing extra duties. They identified job commitment and job knowledge and experience as well as organisational commitment as antecedents of extra-role performance. Workers' extra-role performance along with what they are hired to do result in high productivity, outstanding job performance and saves costs.

The workers are currently encouraged to perform extra duties by providing them with training opportunities to acquire different skills as well as giving praises to those who perform extra duties. The proposed managerial actions that can encourage the workers to perform extra duties include providing training, encouraging workers to be multi-skilled, providinge workers with the opportunity to utilise their skills and share their knowledge with other workers. They considered building good relations with workers and suggested that pay system and bonuses should be linked to workers' skills and performance.

- Whistle blowing

One supervisor from Lavelle Farm and on supervisor from Mandarin Farm identified whistle blowing as a constructive behaviour that workers engaged in. Organisational commitment was regarded as the reason behind employees reporting wrong doings in the farm. Such behaviour assists in the promotion ethical actions in the farm, coats savings and prevention of possible loss or accidents. Currently, the supervisors continuously communicate about what needs to be done and what should be done. It was proposed that a mechanism be introduced to make provision for anonymous whistle blowing.

- Urgent decision making

One supervisor from Lavelle Farm identified urgent decision making as one of constructive deviant acts previously undertaken by the workers. The workers' organisational commitment and job commitment were considered reasons for workers to make urgent decision without consultation for the benefit of the farm. Such action resulted in good performance and high productivity.

The supervisors gave praises to the worker who made urgent decisions for the sake of the farm. In order to encourage workers to take a stand in situations which require urgent decision making, the supervisors suggested that workers should be provided with a room to utilise their knowledge and skills. They further emphasised that workers should also be praised in front of everyone for taking a bold decision to save the farm.

- Disobedience of unreasonable orders

One supervisor from Lavelle Farm reported disobedience of unreasonable order as one of the constructive deviant act undertaken by workers in the past. The reason for the workers to engage in such behaviour was self-protection. Such action saved the farm from possible costs associated with chemical risks. The farm currently sends workers who worked with chemical to attend training but the supervisors thought it would be ideal for the farm to ensure that appropriate protective or safety gears are provided to workers.

- Utilisation of knowledge

40% of workers from Valencia Farm who participated in this study recognised utilisation of knowledge and skills as a constructive deviant behaviour that occurred at the farm. The workers' organisational commitment, job commitment and self-determination were regarded as possible reasons for workers' engagement in this kind of behaviour. The consequences of this behaviour

include good performance, high productivity as result of quality produces as well as prevention of possible loss.

The workers identified open communication channels, provision of training, performance evaluation and provision of bonuses and praises for good performance as managerial strategies currently used in the farm. The workers proposed several managerial practices that could encourage workers to utilise their knowledge and skills. These include opening communication channels and building good relationship between the workers and supervisors.

They also suggested that workers should be provided with training and a room to utilise their skills autonomously as well as to share their knowledge with others. Furthermore, workers' good performance should be rewarded and pay should be linked to workers' performance. They emphasised "more money" remains the "main motivator".

- Knowledge sharing

One supervisor from Lavelle and Mandarin Farms and two supervisors from Valencia Farm reported knowledge sharing as another form of constructive deviant behaviour that occurred. Workers' commitment to the farms and to their job as well as their job knowledge were considered to be the precursors of workers' acts of sharing their knowledge.

Communication about the importance of workers sharing their knowledge was stated as the current management practice in place. The supervisors proposed that measures to should be taken to build good relationship between the workers and to encourage them to work as a team in attempt to create an environment that promote knowledge sharing. Furthermore, proper management of safety was considered to be useful in ensuring that workers advise one another on matters relating their safety.

6.3.3 Reconstructed narratives of constructive workplace deviance

Yin (2011, p. 311) stated that narrative research findings are "constructed in a narrative form" and "accentuates certain features, such as bringing to readers a sense of "being there" that differs from more commonplace narratives". Therefore, the discussion below presents the combined narratives relating to constructive workplace deviance as reconstructed from both farm workers and supervisors at the three farms. The focus was on the selected extracts of sixteen (16) research participants, which were considered to be most vibrant and persuasive on each of the eight (8) incidents narrated by both farm workers and supervisors in relation to constructive deviant behaviours as already presented. Pseudonyms were used to protect the identity of the research participants.

6.3.3.1 Extra-role job performance

There was a time when a worker who was busy walking in the orchard, realised that some of the plants were showing signs of being infected with a particular disease. The worker reported the matter to the supervisors and the operational manager and suggested possible ways that could be used to treat the disease. The worker's suggestions were based on his knowledge and experience acquired from his previous employer. Thabo reported;

> "*When Mpho told our supervisors and the operational manager how the disease could be treated, they did not believe him. They treated Mpho's suggestions as some kind of a joke. They instead decided to work with* the *farm's crop scouts to treat the plants but the disease continued to spread until lots of plants got infected. The supervisors decided to call Mpho and asked for his assistance. Mpho told them what needed to be done in order to treat and control the disease from spreading further and his suggested interventions managed to save the plants. This was on*

account of his knowledge and experience acquired from his previous employer".

This shows that the worker's commitment to the farm enabled him to come forth and make suggestions to resolve the problem. If the worker was not committed to the success of the farm, he would not have continued to offer his assistance, especially after being ridiculed. The worker's willingness to voluntary performs extra roles in addition to what he was hired to do, resulted in high productivity and saved the farm from extra costs.

It is considered important for the farm to ensure that communication channels are wide open and workers are made free to suggest ways that promote the well-being of the farm. It is also important for the farm management to understand various skills and knowledge possessed by different workers in order to place them in positions which will enable them to add value and to enable to utilise their knowledge and skills.

Extra-role job performance can also be promoted by providing workers with training and encouraging them to be multi-skilled. The management of the farm should seek ways to promote good working relationship between workers and encourage workers to share their knowledge with other workers. Lastly, extra-role performance can be encouraged by recognising it through praises, extra rewards, pay raise and bonuses. In support of farm workers' engagement in extra-role perfomance, Themba said;

> *"When workers walk in the orchard and noticed that a pipe that was supposed to channel water to a fellow block man or woman's hectares is leaking, they fix the pipe and only informs the block man or woman assigned to the hectares later. If it happens that the pipe problem needs serious attention, they bend the pipe to avoid leakage, and then informs the concerned block man or woman to report the case. As block men or women are responsible for very huge areas, in most cases, it is difficult*

for them to notice the leaking pipes as they may be more about six (6) hectares away from where the problem is".

Workers' engagement in this kind of behaviour benefits both the farm and the block man or woman responsible for the block with the identified challenge. The farm benefits as water is saved and the plants manage to get the expected quantity of water, which results production of quality produces. In addition, the worker would not be in trouble with the supervisor for wasting water or depriving plants of the required amount of water. This kind of behaviour is possible when workers are committed to the farm and their job as well as when there is collegial support and good relationships between workers.

Although the supervisors communicate that workers should report anything that they detect to be wrong in the orchard, it is important to for the farm to train workers so that they can acquire different skills, which will enable them to perform extra duties and assist the farm to save costs. It is important for workers to understand that they all strive to achieve common goals, which involve the success of the farm. In addition, hard working workers should be rewarded for their hard work through praises, bonuses and promotion. Muzi supported this when he said;

"*If workers could know that the success of the farm can also benefit them as workers, there would not be situations whereby a worker would want to derive satisfaction from what could put a fellow worker's job in jeopardy as they will know that it will definitely affect them too".*

6.3.3.2   High in-role job performance

The workers reported high in-role performance as a constructive deviant action that occurred in the farm. Pule, who was employed as crop scout in one of the three farms narrated;

"When I just started to train as a crop scout and still busy attending training, I noticed a particular disease in the orchard, and told the operational manager that I suspect that there is a challenge of red mite. Red mite is very dangerous as it causes the fruit to rot from inside out. When we went to the orchard; it was discovered that I was right. The operational manager was so impressed and informed the facilitator of the training programme I was attending. The facilitator gave me a prize of R150 as a token of appreciation as promised during the training sessions. The urgent interventions were made right away".

Vonani, who was employed as a crop scout in a different farm reported high in-role job performance that occurred at the farm by saying;

"There are certain pests like rust mice, which are not easy to detect without a microscope, but as I move around and perform my duties, I detected rust mites without a micro scope. When I reported this to the operational manager and supervisors, they did not believe me. We then went back to the orchard with a microscope, and it proved that I was correct. They were so surprised and this is assisted in coming up with an urgent intervention. Rust mites affect stems, leaves and fruits, which can destroy all plants in the orchard".

Ntsumi reported high-in-role behaviour displayed by one of the crop scout in the farm and said;

"Pule always goes extra miles in order to ensure that the quality of produces is not compromised. When detecting diseases in the orchard, a crop scout is expected to detect ten (10) trees in one block (hectare) but Pule is so dedicated to his job to such an extent that he always goes beyond the prescribed number of plants if he does not get anything from the normal ten (10) trees in a block, until he is satisfied that there is no problem".

The precursors for workers' constructive deviant behaviour include workers' self-determination and their commitment to the farm and their job. The consequences of their actions include improved performance and farm's high productivity. Ntsako, who was employed as picker reported another form of constructive deviant behaviour by stating;

> "When we are picking produces, they give us targets of 60 bins as a group. There was time when we managed to fill 100 bins. This means that we exceeded the targets. However, we never received any form of praises from the supervisor. Maybe our performance was the reason they called us to fill permanent positions as soon as there were permanent vacancies".

Although workers with high in-role job performance are provided workers with some degree of autonomy and opportunity to knock off early, it is important for management to explore some other avenues in an attempt to influence exceptional job performance. It was proposed that managerial actions such as provision of training to workers, giving opportunity to freely to utilise their skills and share their knowledge with others as well as considering as money as the "main motivator" for high in-role performance could assist. In addition, workers suggested that those with low literacy should be afforded with the opportunity to attend ABET classes.

6.3.3.3   Creative job performance

The workers reported that in order to perform their job effectively, some of creativity is applied. Senzo, who worked with tractor drivers to apply agrochemicals on plants narrated;

> "When we were busy applying agrochemicals on plants, we had to mix the chemicals and spray at the same time. The agrochemical is supposed to be mixed inside the tank, which is very huge. We decided to

take a suggestion from one worker to use drums instead of moving the tank with us around the orchard. The suggestion made our lives easy because when the chemicals ran out of the drum, we simply refilled the drum and continue to move to the next blocks".

Another incident involved a worker who was responsible for pruning trees, and performed his job in an extra-ordinary way, and everyone in the farm did not understand the reasons for such a unique way of pruning plants. The worker cut the plants in such a way that they take a pyramid or Christmas tree shape. The supervisors and the operational manager were fascinated about this and approached the worker in order to understand what informed such performance. The worker indicated that he acquired the knowledge and skills related to pruning of plants in that particular way from his previous employer. Vukosi narrated the incident by saying;

"*A plant with a pyramid or Christmas tree shape is able to get enough sunlight from the top (head) and it becomes easy for the sunlight to penetrate to the bottom. Furthermore, it becomes easy for the plant to get enough water during irrigation as the bottom part provides shade in order to prevent water from drying out easily during sunny days*".

Another incident happened when a new plantation area was identified and had to be prepared in order to extend the orchard. There area had long grasses, weeds and trees, which made it very difficult to clean and prepare it. The workers assigned to perform the tasks tried to burn the grass in order to reduce the forest, but one worker stood up against the idea and came up with a different suggestion.

The worker indicated that if the whole area is burnt, it will be very difficult to control the fire and suggested that the grass in the area surrounding slashed before burning the area. In that way, huge fire was in the middle and not in the slashed area, which assisted in controlling the fire successfully. Such behaviour

is possible when workers are committed to their jobs and when they have relevant knowledge and experience. In appreciation of the worker's suggeststion, Nsovo said;

> "*I have definitely learned from that experience and will apply it in future when I am expected to work with others to prepare a new area for plantation or in other similar situations*".

Another instance involved a block man who had his own plan of cutting grass, and making sure the blocks assigned to him were always clean. The worker identified the side that is exposed to sun in the morning and in the afternoon. Instead of slashing one line in full, the worker only focused on one side of different lines where there was a shade in the morning and then moves to the other sides when the shade moves. This kind of creativity requires one's job commitmentr as well as job knowledge and experience.

The workers' creativity in job performance requires the workers' commitment to their job and the farm as well as job knowledge and skills. Creative job performance is important for the well-being of the farm as it increases the farm's performance and its productivity. Workers who perform their job in a creative way and manages to achieve best results will have feelings of internal satisfaction and pride in their accomplishments.

It was proposed that creative job performance in the farm could be encouraged by providing workers with training in order to acquire knowledge and skills as well as to provide them with the opportunity to utilise the newly acquired knowledge and skills in an autonomous manner. Furthermore, it was also suggested that workers should be encouraged to be multi-skilled and be provided with the opportunity to share their knowledge with other workers. Workers who perform in a creative manner should be praised for their creativity in order to promote "*culture of creative job performance at the farm*".

6.3.3.4   Whistle blowing

Whistle blowing incidents were reported by the research participants. There was an incident involving workers who were assigned to work as a group in order to accomplish a particular task (fixing main pipe). As they were busy working, one worker decided not to follow the instructions which were supposed to carried out. When other workers tried to advise him to do the right thing, he refused and continued to it the wrong way. The group members asked the worker to stop working with them but he refused. The uncooperative worker indicated that "*he was entitled to do things his own way because he has his own mind*".

One worker was sent to report the matter to the supervisor as the group members were failing to continue with their task. The supervisor managed to address the problem and reprimand the uncooperative worker. The workers' commitment to the farm and the task at hand were the reasons behind employees reporting the uncooperative worker's wrong doings in the farm. The actions taken by the other workers assisted in ensuring that the right things are done in order to promote the well-being of the farm.

Another incident involved a supervisor who took advantage of the workers when the operational manager was not around. He treated workers very badly and became so bossy to such an extent that workers found it difficult to continue to work effectively. When the operational manager came back, different workers reported to the operational manager the different kinds of verbal abuse endured from the supervisor during his absence.

There were also reports relating to practices of sexual harassment, whereby a supervisor requested sexual favours in order to promise better working conditions and positions. Female workers reported the matter to the operational manager. The workers who reported the matter were committed to their jobs and the farm, as they did not opt to leave the farm, but reported the wrong doings.

The operational manager conducted investigations in order to establish what really happened relating to the various allegations, and at the end, the culprit was dismissed from his job. It is important for the farm to make sure that there is consistency in the application of disciplinary procedures. The farm's policies must be communicated to the workers and whistle blowing on an anonymous basis must be made part of the farm's culture. Mazwi applauded the worker who reported the supervisor's ill-treatment and said;

> "It takes a brave person to report wrong doing. Most people are scared of what will happen to them if the person reported finds out who reported him or her. The farm should make the process easier by creating a way in which workers can report wrong doing without fear of victimisation by introducing anonymous reporting systems."

Whistle blowing assists in the promotion ethical actions in the farm. It was recommended that the farm management should communicate about the importance of reporting wrong doings and it would be ideal to have a system that enables workers to report wrong doings in the farm on an anonymous basis.

6.3.3.5   Urgent decision making

There was an incident whereby a worker was forced to make an urgent decision in order to continue to perform his duties well in the absence of the supervisor or operational manager. Thabang reported;

> "When I was busy working at the orchard, I noticed that my plants were not receiving water as planned. I discovered that there was a problem with the irrigation pipe. I reported the matter to the supervisor and then used temporary measures to fix a faulty irrigating pipe in order ensure that plants continued to receive water instead of just waiting for the supervisor to someone to fix the problem".

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Thabang made an urgent decision for the benefit of the farm and such action resulted in good performance and high productivity. Thabang sated that the supervisors were very pleased and praised him for making urgent decisions in order to ensure that the farm gets quality produces at the end. It is suggested that management should encourage employees to take a stand in situations which require urgent decision making by giving workers room to utilise their knowledge and skills. Workers should also be encouraged to take courageous actions in order to save the farm from unnecessary costs and such actions should be accompanied by praises and recognition.

6.3.3.6 Disobedience of unreasonable orders

There was an incident that involved Menzi who disobeyed supervisor's unreasonable orders. The supervisor informed Menzi to apply certain agrochemicals with bare hands (without gloves), and indicated that the agrochemical was harmless. Menzi refused to do it and instead went to seek for a second opinion. Menzi was advised not to take chances as there are agrochemicals which are very dangerous. Menzi demanded safety gears in order to apply the agrochemical and said;

> "I told the supervisor that even if I were to choose between working without necessary safety gears and to be marked absent and forfeit hours, I would not choose risking my own safety".

The action of the worker protected the farm from possible incidents related to injury on duty as a result of engaging in risky behaviour. This means that such saved the farm from possible costs associated with chemical risks. Although the farm currently sends workers who worked with agrochemicals to attend various training on the types and use of various agrochemicals, the management of the farm should always ensure that workers are provided with proper protective or safety gears.

6.3.3.7 Utilisation of skills and knowledge

There was an incident that involved Pule who disagreed with the supervisor based on his knowledge and skills. The supervisor reported to the operational manager that he saw mealy bug pests at the orchard and therefore an intervention is urgently needed. The operational manager approached Pule with signs of dissatisfaction. Pule narrated;

> *"I told the operational manager that mealy bugs are visible pests, and therefore I am aware of them and no intervention. However, there was no need for intervention yet. Mealy bugs do not require urgent intervention because they are monitored based on stages. At an early stage, they assist to control pests".*

Another incident about a worker who relied on his knowledge and skill to behave in a constructive behaviour involved Thapelo, who worked with agrochemicals. Thapelo approached the supervisor and informed him that he gave him a wrong chemical. Thapelo reported;

> "*I was given an agrochemical to mix in order to spray the plants. A closer view of the chemical made me realise that it was not the right chemical. The chemical colour was the same as the chemical needed, but it was not as thick as the required chemical and the labelling also differ. The agrochemical was instead used to destroy grass and if it is applied in plants, they will be destroyed*".

Tiyani utilsed his knwledge and skills when he was assigned with a task to use an axe to cut branches of few trees. Tiyani said;

> "*I realised that using an axe will require me to use more power and that the end product will not be as good as when I use a handsaw. I then*

decided to get a handsaw and used it to cut the branches. At the end, the job was done smarter and faster".

The various forms of constructive behaviour stated above are informed by the workers' commitment to their jobs and the farm as well as some degree of self-determination, which definitely result in better performance and improved productivity. Although the supervisors praise workers for good performance and bonuses are given based on performance, it was recommended that management should provide workers with a room to utilise their knowledge and skills by giving them some degree of autonomy.

It was also suggested that training should be provided to workers in order to acquire necessary skills and knowledge as well as to be in better position to share that knowledge and transfer their skills to other workers. The research participants accentuated that "*more money will always be the main motivator*". Furthermore, supervisors should understand that they can never know everything and therefore they should be willing to also listen and learn from their subordinates.

6.3.3.8 Knowledge sharing

Ntokoto, who worked with chemicals decided to go extra miles and search for more information about different chemicals in order to be in a better position to handle the chemicals with care as well as to educate others about the agrochemicals. Such behaviour was inspired by Ntokoto's commitment to his job as well as his commitment to the farm. Ntokoto narrated;

> *"I know that working with agrochemicals can be very dangerous, and therefore I made it my responsibility to learn as much as I can about the different agrochemicals that we are using and share the information with other workers. This protects me and other workers from getting injuries from agrochemicals".*

Ntokoto's commitment saved the farm from possible expenditure related to various forms of injuries that could occur at the workplace due to the misuse of agrochemicals. Furthermore, the farm's productivity improves as there would not be workers who would fail to execute their duties because of being absent from work as a result of injuries related to misuse of agrochemicals.

Although general training is provided on the use of agrochemicals, there are different kinds of agrochemicals that are used at the farm. This requires extensive knowledge of best ways to handle different agrochemicals as some are more dangerous than others. The initiative taken by the worker to search for information and share that with other workers is an example of high-in-role performance and the voluntary actions to share the information with other workers deserved to be applauded.

Though farm management currently evaluates workers' performance and provide bonuses in line with the performance evaluation consequences, it is important for the management to encourage workers to engage in high in-role job performance by using both extrinsic and intrinsic motivational strategies. This could include amongst others extra rewards for good performance, bonuses and promotion opportunities, good working conditions, with appropriate work clothing and safety gears, opportunity for workers to be creative in performing their duties, good working relationship and create a room for knowledge sharing.

6.4   DISCUSSION OF RESEARCH FINDINGS ON CONSTRUCTIVE WORKPLACE DEVIANCE

The discussion below focusses on the consolidated research findings from both farm workers and supervisors relating to constructive workplace deviance. These include themes generated to represent constructive deviant actions, antecedents and consequences of constructive deviant actions, as well as current management practices and proposed managerial practices relating to

constructive workplace deviance as recognised by both farm workers and supervisors from the three farms studied.

6.4.1 Constructive deviant actions

The constructive deviant actions which were reported to have occurred in the three farms include both forms of constructive deviant behaviour; interpersonal and organisational constructive deviant behaviours as identified by previous research (Galperin, 2012; Yildiz et al., 2015b). Interpersonal constructive deviant behaviour is aimed at safeguarding the well-being of the organisational members while organisational constructive deviant behaviour is aimed at safeguarding the well-being of the organisation (Bennett & Robinson, 2000; Galperin, 2012). Consequently, the discussion of the results on the forms of constructive deviant behaviours focuses on the two identified forms separately.

6.4.1.1 *Interpersonal constructive deviant behaviour*

Table 12 provides a summary of interpersonal constructive deviant actions apparent in the three farms. It is evident from the table that the interpersonal constructive deviant actions which the farm workers in the three farms were likely to engage in involved voluntarily sharing of knowledge or equipping co-workers with knowledge or skills in order to enable them to perform their tasks better.

Table 12

Interpersonal Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Voluntarily sharing knowledge about agrochemicals.	• Voluntarily teaching co-workers and supervisors basics in plumbing.	• Voluntarily teaching other workers best ways of pruning plants.

Knowledge sharing is regard as dissemination of task information as well as the "know-how" and "know-why" in order to assist and collaborate others with others in problem-solving and development of new ideas, which assist an organisation to gain a competitive advantage (Gurteen, 1998, Wang & Noe, 2010; Huie et al., 2019).

Although limited research identified knowledge sharing as one form of constructive workplace deviance, Huie et al. (2019) found that tacit knowledge sharing has positive influence on job performance. Razaka, Pangil, Zin, Yunus and Asnawi (2016) supported this by stating that knowledge sharing in the organisation assists in increasing the organisation's productivity and employees' innovativeness and creativeness.

6.4.1.2   Organisational Constructive Deviant Behaviour

Table 13 illustrates organisational constructive deviant actions that occurred in the three farms. The research findings revealed various actions relating to organisational constructive deviance which seemed to occur in the three farms. The following forms of organisational constructive actions seem to occur in all three farms:

- ➢ Workers reporting wrong doings (whistle blowing);
- ➢ Temporary measures to fix leaking pipes (extra-role job performance);
- ➢ Voluntarily working extended hours to finish the job (high in-role job performance);
- ➢ Setting own targets in order to exceptionally complete tasks or exceed set targets (high in-role job performance);
- ➢ Pruning trees in the most exceptional and unique way (creative job performance);
- ➢ Volunteering to assist with the main pipe (extra-role job performance);
- ➢

Table 13

Organisational Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Reporting workers for wrongful acts.	• Reporting wrong things; • Reporting a worker who always sits in an unsafe position inside the moving tractor.	• Reporting wrong doings.
• Fixing leaking pipes on my own; • Applying temporary measures to fix the pipe while waiting for apparatus to be bought.	• Fixing leaking pipes on my own.	• Fixing leaking pipes on my own.
• Working extended hours to ensures that assigned blocks are in good condition.	• Working extended hours in order to meet the demands.	• Working extended hours in order to meet the demands.
• Pruning trees in such a way that they take a pyramid (Christmas tree) shape in order for the trees to get enough water and sunlight; • Pruning trees by using a measuring stick only on one tree, the used the tree as baseline instead of carrying the stick around the orchard; • Volunteering to fix plants which were not properly pruned.	• Using the main branch and start cutting next to the branch to the side instead of starting from the sides.	• Using the main branch and start cutting next to the branch to the side instead of starting from the sides. • Pruning trees in a unique but brilliant and effective way.
• Volunteering to assist with a main pipe that has been troubling the workers.	• Volunteering to assist with a main pipe that has been troubling the workers; • Suggesting long-term solution to fix the main pipe.	• Applying plumbing knowledge, skills and experience to fix main pipes.
• Exceeding the targets (prescribed number of bins to pick per day).	• Setting own targets and meet them.	• Creativity to exceed set targets; • Creativity in picking harvest faster.
• Utilising multiple skills to assist in the farm.	• Utilising multiple skills to assist in the farm.	• Using different methods to achieve desired results.
• Cleaning the offices and the yard, and making sure that everything is in the farm premise is in order.	• Cleaning the offices and the yard, and making sure that everything is in the farm premise is in order.	
• Reporting unusual detections concerning plants.	• Reporting unusual detections concerning plants.	
• Planning work schedule in such a way that reports are always submitted in advance.	• Submissions of weekly reports in advance.	
• Volunteering to assist to prepare for a new plantation area instead of getting a contractor (taking measurement, and listing the all the necessary equipment and installation thereafter).		• Creativity in preparing a newly identified plantation area which had huge bush; • Voluntarily preparing a new plantation and ensure that new plants receive water.
• Searching for information about different agrochemicals; • Utilise agrochemicals knowledge to assist with mixing of agrochemicals in the farm; • Applying limited agrochemicals sparingly by focussing areas with long grass first.		• Using knowledge and experience of chemicals to identify wrong and correct chemicals to use for plants; • Creativity in mixing and applying agrochemicals to pants.
	• Creativity in making the plantation hectares exceptional.	• Creativity in making the plantation hectares exceptional.
	• Detecting more than prescribed number of crops in order to establish if there are any possible crop diseases; • Disregarding orders to check 10 trees for "Red Scale" and applied scouting knowledge, skills and experience to check 100 fruits from 100 trees.	• Detecting rust mice in the orchard without a microscope; • Detecting Red mite in the orchard at an early stage; • Disregarding orders to check a particular disease on plants, and focus on any possible plant disease; • Using knowledge and skills to manage mealy bugs in the orchard instead of supervisor's suggestions.
• Refusing to work with agrochemicals without proper safety gears.		
• Constant reminding a manager in time before running out of working apparatuses.		
• Temporary fixing a faulty irrigating pipe so as to continue watering the plants.		
	Volunteering to assist with recording of bins during picking season.	
	Watering small plants more than the prescribed amount of grown plants.	
		• Workers distributing work among themselves in order to perform better.

> Utilising multiple skills to assist in the farms (utilising knowledge and skills).

The organisational constructive actions which were reported to occur by the research participants from Lavelle and Mandarin Farms only include the following:

> Cleaning the offices and making sure everything in the farms' premises in order (high in-role job performance);
> Reporting unusual detections on plants (extra-role job performance);
> Submissions of reports in advance (high in-role job performance).

The following organisational constructive actions were identified by the research participants from Lavelle and Valencia Farms:

> Being creative in preparing a newly identified plantation area in a huge bush (creative job performance);
> Searching for information about different agrochemicals (extra-role job performance);
> Utilise agrochemicals knowledge to assist with mixing of agrochemicals and applying agrochemicals to plants (creative job performance and utilisation of knowledge and skills).

The organisational constructive actions which were reported to occur by the research participants from Mandarin and Valencia Farms only include the following:

> Being creative in making the plantation hectares exceptional (high in-role job performance);
> Inspecting more than prescribed number of plants in order to detect possible diseases early (high in-role job performance).

The constructive deviant acts that were reported to have occurred at Lavelle Farm only include:

- ➢ Refusal to work with agrochemicals without proper safety gears (disobedience of unreasonable orders);
- ➢ Constant reminding a manager in time before running out of working apparatuses (extra-role job performance);
- ➢ Temporary fixing a faulty irrigating pipe so as to continue watering the plants (urgent decision making).

The following constructive actions were only reported to have occurred by the research participants from Mandarin Farm:

- ➢ Voluntarily assisting with recording of bins during picking season (extra-role job performance);
- ➢ Watering small plants more than the prescribed amount of grown plants (disobedience of orders).

There was only one constructive action which was only reported by the participants at Valencia Farm, and it involved workers distributing work among themselves in order to perform better (high in-role job performance).

In summary, workers from the three farms seemed to engage in various actions which, even though they differ, could be grouped under the same umbrella of constructive workplace deviant behaviours because they all involve intentionally deviation from what one is expected to do, but in a positive way. It is apparent that collectively, there are eight (eight) forms constructive deviant behaviours prevailing in the three farms and are: creative job performance, whistle blowing, extra-role job performance, high in-role job performance, urgent decision making, disobedience of unreasonable orders, utilisation of knowledge and skills as well knowledge sharing.

- Creative job performance

Creative job performance is defined as innovative and potentially valuable products, ideas, procedures or solutions generated and applied by the employee and judged by others as contributing factor to effective organisational performance (Reaves, 2015; Lin, et al., 2016). Spreitzer and Sonenshein (2004) regard creativity or innovation as one of the important aspects contributing to constructive workplace deviance.

Reaves (2015) found that significant relationship exist between creative performance and effective task performance, which eventually result in organisational success. Gurteen (1998) asserted that creative job performance involved generation of ideas as well as implementing these ideas in order to ensure effective performance. Therefore, creative performance can be regarded as one form of constructive deviant behaviour as reported by the workers.

- Whistle blowing

Kidwell and Kochanowski (2005, p. 135) define whistle blowing as "an act of disclosing any kind of information or activity that is considered to be illegal, immoral, illegitimate or unethical within the practices to relevant people in the organisation". In their study, Spreitzer and Sonenshein (2004) showed that there are practices of whistle blowing which constitute constructive deviant behaviour, and they involve reporting wrong doings in order to promote ethical culture.

In their study, Klaas, Olson-Buchanan and Ward (2012) concluded that whistle blowing is a form of workplace voice that can include either identifiable or anonymous voice. Henik's (2015) emphasised that whistle blowing can assist in safeguarding the well-being of the organisation only if the organisation responds positively to whistle blowing. Gao and Brink (2017) supported this by indicating

that the sole reason for whistle-blowers to report wrongdoings is to assist in stopping the recurrence of wrongdoings in the near future.

- Extra-role job performance

Extra-role performance is regarded as employees' engagement in behaviours that go beyond the specified formal job requirements in order to ensure the smooth functioning of the organisation and to promote organisational goals (Hui et al., 1999; Somech & Drach-Zahavy, 2000, Reychav & Sharkie, 2010). This means that employees voluntarily perform extra tasks in order to assist the organisation to realise its objectives.

Extra-role performance can be regarded as one dimension of organisational citizenship behaviour, which may involve attending to non-mandatory functions with the aim of facilitating accomplishment of the goals of the organisation (Chang et al., 2012). Somech and Drach-Zahavy (2000) suggested that in order to promote organisational efficiency, employees should be encouraged to consider extra-role behaviour in three levels, namely; towards the customer, co-workers and the organisation. On the other hand, Reychav and Sharkie (2010) proposed that management should create trust relationship with employees in order to promote employees' engagement in extra-role behaviour.

- High in-role job performance

High in-role job performance refers to employees' performance that is in line with the formal job requirements but such performance exceptionally assists the organisation in accomplishing its objectives (Sosik et al., 2011; Ghosh et al., 2017; Griffin et al., 2019). This means that high-in role performance can be regarded as another dimension of organisational citizenship behaviour, which may involve performing mandatory functions effectively with the aim of facilitating accomplishment of the goals of the organisation (Chang et al., 2012).

Gosh et al. (2017) discovered perceptions of procedural justice tend to influence employees' engagement in high in-role job performance. The authors therefore emphasised that the proficiency with which employees perform their formal duties depend on largely on the organisations' ability to engage workers in the process of decision making related to their jobs.

- Urgent decision making

Urgent decision making may be regarded as an immediate action that an employee takes in order to attend to an important urgent situation based on previous experience in order to achieve organisational goals (Turpin & Marais, 2004). The research participants indicated that there are circumstances which forced workers to make urgent decisions in order to safeguard the well-being of the farms.

As urgent decision making is propelled by the unexpected emergencies, decisions are taken quickly and with very limited information in order to prevent negative consequences (Cosgrave, 1996). Pradhan and Jena (2017) suggested that an employees' positive reactivity in times of emergency or difficulties can be regarded as creative performance. This means that urgent decision making can constitute to constructive workplace deviance when it is taken to safeguard the well-being of the organisation or its members.

- Disobedience of unreasonable orders

Galperin (2012) viewed disobedience of unreasonable orders as employees' refusal to take orders that they perceive may put an organisation or organisational member at risk. The research participants reported incidents relating to workers' refusal to take unlawful orders from their supervisors.

It can therefore be concluded that employee's disobedience of unlawful orders constitutes constructive deviant act at the workplace as it is a voluntary action

aimed protecting either the well-being of the organisational member(s) or the organisation itself.

- Utilisation of knowledge and skills

Nel and Werner (2017) considered utilisation of knowledge and skills as employees' application of knowledge and skills to perform the job in an effective and productive manner. The research participants reported that there were incidents whereby workers utilise their knowledge and skills in order to perform their duties and other duties in the farms in an exceptional manner.

These research findings are similar to those of Wright and Sissons (2012), who found that low-wage sectors tend to be guilty of poor skills utilisation, which in turn inhibit the low-wage sectors from growing and eventually becoming more competitive.

6.4.2 Antecedents of constructive deviant behaviour

The current study managed to discover possible reasons for employees' engagement in workplace deviant behaviours based on the two categories as identified by previous research. The two categories of constructive deviant actions' antecedents include individual factors (Peterson, 2002; Bodankin & Tziner, 2009; Rogojan, 2009; Yildiz et al., 2015b; Chang, Chou, Liou & Tu, 2016) and organisational factors (Bass, Avolio, Jung & Berson, 2003; Appelbaum et al., 2007; Reynolds, Shoss & Jundt, 2015; Fan, Uddin & Das, 2017). The two categories are elaborated below:

6.4.2.1   Individual factors

Table 14 presents a summary of possible individual factors reported to be antecedents of workers' constructive deviant actions in the three farms. It is

evident from the table that participants from Lavelle Farm identified only one individual factor, self-protection as a precursor to constructive deviant behaviour, while participants from Valencia Farm regarded self-determination as an antecedent of workers' engagement in constructive deviant behaviour. However, none of the participants from Mandarin Farm narrated about an individual factor as a possible precursor to constructive deviant act.

Table 14

Individual Antecedents of Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Self-protection		• Self-determination

It can therefore be concluded that in this study, only two individual factors were found to be antecedents of workers' engagement in constructive deviant behaviours, namely; self-determination and self-protection. The two individual factors are discussed below:

• Self-determination

Self-determination is regarded as a process which involves persons' sense of choice to initiate and regulate their own actions (Deci, Connell & Ryan, 1989). This means that self-determined employees who engage in constructive deviant act will willingly decide to direct their actions in a manner that will safeguard the well-being of the organisation (Geldenhuys, Laba & Venter, 2014). Self-determination was found to positively influence creativity, conceptual learning, emotional tone, and self-esteem (Deci et al., 1989).

- Self-protection

Self-protection in the perspective of this study focuses on workers' responsibilities to behave in a manner that safeguards their health and safety (Jonathan & Mbogo, 2016). This also includes an employees' action to intentionally disobey orders in order to safeguard their health and safety, which also protects the organisation from possible expenses relating to injuries on duty.

In support of this, Jonathan and Mbogo (2016) emphasised the importance of phasing out the traditional approach to safety ("careless worker model"), which views the employer as being solely responsible for employees' health and safety and be replaced by the new approach ("shared responsibility model"), which requires employees to also take a stand in safeguarding their own safety.

Although there seems to be limited studies that directly linked the two individual factors (self-determination and self-protection) to constructive deviant behaviour, Zakaria, Abdulatiff and Ali (2014) found that employees who seemed to be physical and psychological well, tend to view things in a positive way, which assist them to make rational decisions that yield constructive outcomes in their organisations.

6.4.2.2 Organisational factors

Table 15 shows a summary of possible organisational factors perceived to be antecedents of workers' constructive deviant actions in the three farms. It is apparent from the table that the research participants from Lavelle Farm identified five organisational antecedents, namely; organisational commitment, job or work commitment, job knowledge, skills and experience, collegial support and expectation of rewards.

Table 15

Organisational Antecedents of Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Commitment to the farm	• Commitment to the farm	• Commitment to the farm
• Commitment to the job	• Commitment to the job	• Commitment to the job
• Experience, knowledge and skills	• Experience, knowledge and skills	• Experience, knowledge and skills
• Collegial support	• Collegial support	
• Expectation of rewards		

The research participants from Mandarin Farm only reported four organisational antecedents, namely; organisational commitment, job or work commitment, job knowledge, skills and experience as well as collegial support. At Valencia Farm, only three organisational antecedents were identified and are; organisational commitment, job or work commitment, and job knowledge, skills and experience.

It can therefore be concluded that in this study, five organisational factors that could be precursors to workers' engagement in constructive deviant behaviour were identified. These include organisational commitment, job or work commitment, job knowledge, skills and experience, collegial support and expectation of rewards; and are discussed below.

• Organisational commitment

Organisational commitment is regarded as an employee's attachment, identification and involvement in a particular organisation resulting in retention of organisational membership (Chang, Tsai & Tsai, 2011). Previous research identified organisational commitment as a possible precursor to constructive deviant behaviour. This is supported by Griffin et al. (2016), when they emphasise that employees who are committed to their organisation believe and

accept their organisations' objectives and values to such an extent that they put extra effort to assist in the accomplishment their organisations' objectives.

- Job or work commitment

Literature shows that there is a difference between organisational commitment and job or work commitment. Job commitment refers to the extent to which employees understand their job practices and the extent to which their job meets their needs (Hegazy & AqylAlmaizar, 2017). Thus, workers who are committed to their job may not necessarily be committed to their organisation.

Even though limited studies seemed to have identified job or work commitment as an antecedent of constructive deviant behaviour, this study revealed that it could be regarded as a possible precursor. Mohammadtaher (2011) emphasised that employees with high levels of work commitment perform their duties to the best of their abilities. This means that such employees may show their devotion to their job by performing their tasks with enthusiasm while looking for the same job somewhere else.

- Job knowledge, skills and experience

The current study found that workers' job knowledge, skills and experience can result in constructive deviant actions. Previous studies suggested that an employee's job knowledge, skills and experience can assist the organisation to gain competitive advantage in the highly competitive and unpredictable global market (Bollinger & Smith, 2001).

In their study, Bollinger and Smith (2001) emphasised the importance of knowledge management in organisations, both explicit (information) and tacit (skills, abilities and experience) knowledge. However, there seems to be limited studies directly linking employees' job knowledge, skills and experience to constructive deviant behaviour.

- Collegial support

The support that workers received from their co-workers were reported to be the possible antecedent of constructive deviant behaviour. Research that specifically focussed on support from co-workers as a possible precursor to constructive deviant behaviour is very minimal but support from co-workers is regarded as important aspect of perceived organisational support (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2015). Altunoğlua and Gürel, (2015) asserted that employees' perceptions of organisational support may encourage them to engage in creative performance.

- Expectation of rewards

The workers' expectation of rewards relating to exceptional job performance was regarded as another precursor to farm workers' engagement in constructive deviant actions. Bourdage et al., (2018) supported this by stating that in line with equity theory, employees who perceive that they are well rewarded for their performance, they are more likely to increase their inputs and engage on constructive deviant behaviour in the process, which is similar to the dimension of organisational justice, distributive justice (Appelbaum et al. 2007).

6.4.3 Consequences of constructive deviant behaviour

This section presents the possible consequences of constructive deviant behaviour in general, as reported by the research participants from the three farms. The consequences or outcomes of constructive deviant actions are grouped into two, namely; individual consequences (Pierce & Gardner, 2004; Hamed, 2010; Seibert, Wang & Courtright, 2011) and organisational consequences (Rogojan, 2009; O'Neill & Hastings, 2011; Ling, 2013; Piquero et al., 2013; Harvey et al., 2014; Sun & Wang, 2017). The subsections below

present the two groups of consequences of constructive deviant behaviour as deduced from the participants in the three farms.

6.4.3.1   Individual consequences

Table 16 shows that only research participants from Lavelle Farm reported a possible individual outcome of workers' engagement in constructive deviant actions. They reported feelings of accomplishment as an individual outcome of constructive deviant behaviour.

Table 16

Individual Consequences of Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Feelings of accomplishment		

The research participants reported that the individual outcome of workers' engagement in constructive deviant behaviour is enhanced feelings of accomplishment. Feelings of accomplishment can be regarded as one of workers' psychological well-being states. Previous research revealed that the consequences of employees' engagement in constructive deviant behaviour are positive and may include psychological well-being states such as self-esteem, and sense of psychological empowerment (Pierce & Gardner, 2004; Hamed, 2010; Seibert, Wang & Courtright, 2011).

6.4.3.2   Organisational consequences

Table 17 presents a summary of possible organisational consequences of constructive deviant actions in the three farms as reported by the research participants. It is apparent from the table that the consequences of constructive

deviant behaviour as reported by the research participants from Lavelle Farm can be grouped into five, namely; improved organisational performance (productivity and quality of produces), improved workers' performance, promotion of good workplace relations, promotion of ethical culture and saving of costs.

Table 17

Organisational Consequences of Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Productivity	• Productivity	• Productivity
• Improved workers' performance	• Improved workers' performance	• Improved workers' performance
• Quality production	• Improved quality of produces	• Improved quality of produces
• Cost saving	• Saving costs	• Prevention of possible loss
• Right things were done		• Promoting ethical culture
• Build good relations		

The participants from Mandarin Farm reported possible consequences of constructive deviant behaviours which can be grouped into three, namely; improved organisational performance (productivity and quality of produces), improved workers' performance and saving of costs. On the other hand, the research participants from Valencia Farm identified possible consequences of constructive deviant behaviours which can be grouped into four, namely; improved organisational performance (productivity and quality of produces), improved workers' performance, saving of costs and promotion of ethical culture.

In a nutshell, the organisational consequences of workers' engagement in constructive deviant behaviour as revealed in this study include improved organisational performance (productivity and quality of produces), promotion of ethical culture, improved workers' performance, promotion good workplace relations and saving of costs. These consequences are discussed below:

- Improved organisational performance

Workers' constructive deviant behaviours were reported to contribute to improved organisational performance in the form of improved farms' productivity and production of good quality produces. The positive influence of constructive deviant behaviour on the overall performance of the organisation was discovered in the previously conducted studies on constructive workplace deviance (Doskeya et al., 2013; Mertens et al. 2016).

- Improved workers' performance

The actions related to constructive deviance were regarded as contributing factors towards workers' improved performance in the farms. Research showed that constructive deviance is one way in which employees "shine" and "show off" their innovativeness, which eventually improve the manner in which they perform their duties (Reynolds et al., 2015).

- Promotion of ethical culture

A constructive deviant act in the form of reporting wrong doings was reported to assist the farms in a mission of promoting ethical culture. Spreitzer and Sonenshein (2004) regarded whistle-blowing as a pro-social behaviours constituting constructive deviant behaviour. Galperin (2012) regard whistle-blowing as a form of constructive deviant behaviour aimed at redressing wrong doings and thus, promoting ethical culture.

- Promotion of good workplace relations

The research participants revealed that workers' engagement in constructive deviant behaviours may also result in promotion good workplace relations, especially behaviours aimed at assisting a fellow worker or their supervisors. The relationship between co-workers as well as between workers and

supervisors is considered as one of the important features of job satisfaction (Nel & Werner, 2017).

In their study, Abun, Magallanes and Tabur (2018) found that workplace relationship influenced employees' perceptions of job satisfaction. They therefore emphasised that it is important for organisations to always seek ways to improve workplace relationship between employees as co-workers and between employees and their supervisors in order to increase the levels of employees' job satisfaction.

Although high level of job satisfaction was previously identified as a possible precursor of constructive deviant behaviour, (Plickert et al., 2017), this study revealed that it can also be a consequence of constructive deviant behaviour. This means that workers derive satisfaction from being able to engage in various forms of constructive deviance aimed at assisting the organisation to realise its objectives.

- Saving of costs

The current study found that saving of costs is regarded as another outcome of workers' engagement in constructive deviant behaviours. This was reported to be in the form of saving costs by engaging in actions that save water and prevent possible accidents in the farms. Vanalle, Costa and Lucato (2014) accentuated that it is very crucial for organisations to always encourage organisational members to perform in a manner that reduces costs and expenses because this may assist the organisation to gain competitive advantage within its industry. Shields and Young (1992, p.16) asserted that organisations should seek ways to make "effective long-term cost reduction a strategic and cultural priority."

6.4.4 Current management of constructive deviant behaviour

This section presents the managerial practices that are implemented at the three farms in an attempt to encourage workers to engage in various forms of constructive deviant behaviour. Table 18 provides a summary of the current management practices aimed at encouraging workers to act in a constructive deviant way as identified by the research participants from the three farms.

Table 18

Current Management Practices of Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Communication	• Communication	• Open communication channels
• Supervisors' support	• Supervisors' support	• Supervisors' support
• Performance evaluation	• Performance evaluation	• Performance evaluation
• Good temporary workers getting permanent employment	• Proper placement	• Promotion from temporary to permanent positions
• Provision of bonuses	• Provision of bonuses	• Provision of bonuses
• Room to work independently	• Provide degree of autonomy	• Provide degree of autonomy
• Training	• Provide training	• Provide training
• Provide enough opportunity to utilise skills	• Provide enough opportunity to utilise skills	
• Extra rewards for good performance	• Extra rewards for good performance	
• Knocking off early when performing well		• Knocking off early when performing well
	• Promoting teamwork	• Promoting teamwork
• Extra days added to their normal annual leave		

The participants in the three farms considered the following seven practices as being useful in the three farms; communication, praises, performance evaluation, proper placement (identifying hard working temporary workers and give them permanent positions), provision of bonuses, providing degree of autonomy and provision of training.

The participants from Lavelle and Mandarin Farms also regarded the provision of opportunity to utilise skills and giving extra rewards for good performance as current management practices which are used to encourage workers to engage in constructive deviant behaviours. The participants from Lavelle and Valencia Farms recognised the management's action of allowing workers who are performing well to knocking off early as another way that encourage constructive deviant behaviour.

In addition, the participants from Mandarin and Valencia Farms reported that management's promotion of teamwork at the farms assist in in influencing workers to behave in constructive deviant manner. Lastly, the research participant from Lavelle only indicated that another management practice that is used to influence workers to engage in a constructive deviant behaviour involved adding extra days added to best performers' normal annual leave.

In summary, the managerial practices relating to constructive deviant behaviour in the three farms can be grouped into nine (9), namely; communication, performance management, rewarding good performance (provision of bonuses, extra rewards for good performance, knocking off early when performing well and extra days added to their normal annual leave), provision of training, supervisors' support (praises from the supervisors), degree of autonomy, opportunity to utilise skills, proper placement (identifying hard working temporary workers and give them permanent positions), and promotion of teamwork.

6.4.4.1   Communication

The research participants indicated that the supervisors communicate about the importance of in-role performance, and make sure that all workers know about what is expected of them in terms of their prescribed formal duties and responsibilities (job descriptions). Ghosh et al (2017, p. 30) asserted that job descriptions outline essential duties and responsibilities that are expected of the

employee and the basic purpose of the work the employee is expected to perform".

Mangaleswaran and Kirushanthan (2015) further indicated that job descriptions serve as bases for performance evaluation, which means that when employees know what is expected of them, they may engage in high in-role performance in order to get the rewards for their contributions.

6.4.4.2　Performance management

Performance management is defined as "an integrated process of defining, assessing, and reinforcing employee work behaviours and outcomes" (Cummings & Worley, 2009, p. 421). The participants from the three farms reported that the management of the farms conduct performance evaluation in an attempt to establish the extent to which workers are meeting or exceeding the standard of performance required.

Mwema and Gachunga (2014) discovered that evaluation of employees' performance does not only assist organisations to identify training needs and influence employees to meet performance targets, but also assist in encouraging them to continue to excel, which result in increased in employee's productivity. Furthermore, Kammerhoff, Lauenstein and Schütz (2019) found that the leadership style which managers adopt may influence employees' performance.

6.4.4.3　Rewarding good performance

Organisational rewards are regarded as one of the most powerful motivational ways of influencing employees to perform well in the organisation (Cummings & Worley, 2009). The research findings revealed that rewarding good performance is another managerial strategy used in the three farms to encourage workers to engage in constructive deviant behaviour. This is done by

giving workers bonuses based on their performance at the end of the year. During the course of the year, good performance is rewarded by giving high performers the privilege to knock off early or by adding extra days on their annual leave.

Salah (2016) discovered that positive significant relationships existed between different types of reward systems and suggested that organisations should try to implement possible combination of different types of reward systems in order influence high employees' performance. They emphasised that "highly rewarded employees, tend to be highly satisfied well performing employees" (Salah, 2016, p. 22).

6.4.4.4 Provision of training

The research participants reported that the farms provide training to workers who are perceived to have potential, and in this manner, the workers who are equipped with necessary skills tend to go extra miles when performing their duties. In support of this, Halawi and Haydar (2018) found that providing training to employees benefit both employees and organisations; employees benefit with new acquired skills which result in inner satisfaction while organisations benefit with quality output.

In addition, Spanuth and Wald (2017) emphasised that continuous training does not only improve employees' job knowledge and ability to perform their duties, but can also assist in heightening the employees' problem-solving skills as well as opening opportunities for employees to be innovative and creative.

6.4.4.5 Supervisor support

Supervisors' support is considered one of the most important components of perceived organisational support because supervisors represent first level of management in the organisation and they work very closely with employees

(Elangovan & Karakowsky, 1999). Perceived organisational support is regarded as employees' perceptions of whether their organisation values what they contribute to the organisation as well as whether the organisation shows concerns about the well-being of its employees (Eder & Eisenberger, 2008).

The research participants reported that the support they get from their supervisor assist in encouraging workers to behave in a constructive deviant way, with the sole purpose of increasing their contributions to the farms. This means that the support that the workers get from their supervisors makes it possible for them to perform, which eventually assist in making the organisation the "high-performance" organisation (Cummings & Worley, 2009; Baloyi, van Waveren & Chan, 2014).

6.4.4.6   Degree of autonomy

The research findings revealed that management of the three farms provides workers with some degree of autonomy in executing their duties, which to certain extent serves as a motivator for workers to engage in constructive deviant behaviour. Cummings and Worley (2009, p. 115) asserted that autonomy provides employees with "freedom and discretion" when it comes to "scheduling their work and determining work methods", and it is regarded as one of the core characteristics of job design.

Morrison's (2006) discovered that employees who are provided with some degree of autonomy to control their own duties and solve problems when performing their duties are more likely to engage in constructive deviant behaviours. Gallos (2006) emphasised that the degree of autonomy that an employee gets in his job autonomy influence job satisfaction and job performance. Furthermore, in their study, Malinowska and Tokarz (2020) discovered that employees' job autonomy positively associates with their work engagement.

6.4.4.7 Opportunity to utilise knowledge and skills

Cummings and Worley (2009, p. 379) defined an employee knowledge and skills as "the education and experience levels" which an employee possess. The research participants reported that the management at the farms provides workers with the opportunity to utilise their skills. This is in contrast to the findings by Wright and Sissons (2012) in the United Kingdom. They discovered that there seemed to be underutilisation of skills, especially in the low-wage sectors such as the farming sector.

In their recommendations, Wright and Sissons (2012) emphasised that it is very important for any type of organisation to provide room for employees to utilise their knowledge and skills. This is considered of utmost importance in the organisation to gain competitive advantage.

6.4.4.8 Proper placement

Proper placement involves placing workers in positions which they will be able to perform and excel (Sarinah, Gultom, & Thabah, 2016). This study discovered that one of the current management practices used in the farms to encourage workers to behave in a constructive manner is proper placement. The supervisors identify the most committed and hard-working temporary workers and consider them first when permanent positions prevail in the farms.

Akkerman, Sluiter and Jansen (2020) compared temporary and permanent workers' likelihood to engage in destructive deviant behaviour and discovered that under certain circumstances, temporary workers were more likely to engage in destructive deviant behaviour than permanent workers, especially in behaviours relating to property deviance.

Robinson and Bennett (1995) emphasised that any employee who is appointed in the organisation could be a reason for an organisation's success or failure.

This implies that organisations that make proper placement are in a better position to succeed because they will have employees who will put the well-being of their organisations first. In their study, Sarinah et al. (2016) discovered that employee placement significantly influenced employees' performance.

6.4.4.9   *Promotion of teamwork*

Organisations that value teamwork are those that encourage the use of teams in accomplishing their objectives (Cummings & Worley, 2009). The practices involving the promotion of teamwork were identified as one of the managerial practices at the farms. These practices were considered useful in encouraging workers to engage in constructive deviant behaviours.

Ali, Wang and Khan (2019) indicated that in an attempt to gain competitive advantage, organisations tend to progressively move towards the introduction of teamwork. Such actions are considered to be "a creative solution for contemporary market challenges" (Ali, Wang & Khan, 2019, p. 115).

6.4.5 Proposed management of constructive deviant behaviour

The research participants from the three farms suggested numerous ways in which management of the farms can influence the behaviour of workers to act in a constructive deviant manner. There are twenty-six (26) proposed managerial practices to promote constructive deviant behaviour of workers and are; opening communication channels, building good relations with workers, considering workers' needs, workers' participation, willingness to learn from subordinates or to take advises from subordinates, supervisors' continuous support, introducing team leaders who represent workers and communicate their needs, proper placement of workers, knowledge of workers' skills and abilities, providing promotion opportunities, provision of training, encouraging workers to be multi-skilled, creating room for creativity and to utilise skills, providing degree of autonomy, encourage knowledge sharing, reward for long

service, pay for skills and for performance, bonuses be linked to the whole year's performance, continuous performance feedback, praises in front of others, making whistle blowing a culture in the farms through anonymous whistle blowing, provision of appropriate protective/ safety gears and working resources/equipment, consistency in the application of rules and procedures among the farms as well as equitable distribution of work.

It is apparent from the list of the proposed managerial ways that twelve (12) practices are similar to those identified and discussed as current management practices. These are; communication channels, building good relations with workers, proper placement of workers, provision of training, creating room for creativity and to utilise skills, providing degree of autonomy, encourage knowledge sharing, pay for skills and for performance, bonuses be linked to the whole year's performance, continuous performance feedback and supervisors' continuous support.

Therefore, Table 19 depicts only fourteen (14) managerial practices which were not discussed as current managerial practices but are perceived to be ideal managerial practices to be taken into consideration in an attempt to continue to encourage constructive deviant behaviour.

These practices include; considering workers' needs, workers' participation, willingness to learn from subordinates or to take advises from subordinates, introducing team leaders who represent workers and communicate their needs, knowledge of workers' skills and abilities, providing promotion opportunities, encouraging workers to be multi-skilled, reward for long service, making whistle blowing a culture in the farms through anonymous whistle blowing, provision of appropriate protective/ safety gears and working resources/equipment, consistency in the application of rules and procedures among the farms, equitable distribution of work, knowledge sharing as well as promotion of good relations at the workplace.

Table 19

Proposed Management Practices of Constructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Build good relations with workers	• Promote good relationship among workers and supervisors	• Good relationship between the workers and supervisors
• Supervisors ask for help from their subordinates	• Willingness to learn from subordinates	• Taking subordinates' advices
• Introduce anonymous whistle blowing	• Making whistle blowing a culture in the farm	• Promote whistle blowing culture
• Consistency in the application of rules among the farms	• Consistency in the application of disciplinary procedures	
• Room for knowledge sharing	• Knowledge sharing	
• Considering workers' needs		• Attend to workers' needs
• Promotion		• Promotion
	• Workers' participation	• Workers' involvement
	• Equitable distribution of work	• Reduce too much pressure/ workload
• Team leaders to represent workers and communicate their needs		
• Encourage workers to be multi-skilled		
• Reward for long service		
• Provide appropriate working resources/ equipment and protective/ safety gears		
	• Knowledge of workers' skills and abilities	

The research participants from the three farms proposed that in an attempt to encourage constructive deviant behaviour, the management should promote good relations amongst workers and between workers and supervisors; supervisors should be able to ask for help from their subordinates and anonymous whistle blowing culture should be introduced at the farms.

The participants from Lavelle and Mandarin Farms proposed that the management should consider consistency in the application of rules and procedures among the farms as well as creating room for knowledge sharing in order to encourage workers to engage in constructive deviant behaviours. The

research participants from Lavelle and Valencia Farms suggested that promotional opportunities should be made available and management must consider workers' needs in order to be able to influence them to behave in constructive manner.

The research participants from Mandarin and Valencia Farms recommended that management should consider workers' participation in decisions that affect them as well as ensuring that work distribution is equitable between workers in an attempt to influence to willingly act constructively at the farms.

The following ideal managerial practices were suggested by the research participants from Lavelle Farm only; having team leaders who represent workers and communicate their needs to management, encouraging workers to be multi-skilled, giving rewards for long service as well as providing appropriate working resources/ equipment and protective/ safety gears.

The importance of supervisors knowing about different workers' skills and abilities was regarded as another ideal managerial practice by participants from Mandarin Farm only, while there was no specific managerial practice that was proposed by the participants from Valencia Farm only.

In summary, the proposed managerial practices presented above can be compressed into the following eight (8) categories, promoting of good relations at the workplace, workers' participation, providing promotion opportunities, rewards for long service, promoting whistle blowing, provision of work clothing, equipment and safety gears, consistency in the application of rules and procedures as well as equitable distribution of work.

6.4.5.1   *Promotion of good relations at the workplace*

The research participants suggested that in order to encourage workers to engage in constructive deviant behaviours, the management of the farm

promote good relations the farming workplace. The participants reported that when good relationship exists between workers and their supervisor, supervisors will be able to consider workers' needs. They also mentioned that good relationship between workers and their supervisors will make it possible for supervisors to take advises from subordinates or be willing to learn from their subordinates.

The participants also suggested that good relations with subordinates may enable the supervisors to know the skills and abilities of their subordinates while good relations among co-workers may enable them to share knowledge. It was therefore proposed that management should create an environment that will enable workers to share their knowledge.

Harmonious relationship between co-workers and between workers and their supervisors was found to influence employees' job satisfaction (Abun, Magallanes & Tabur, 2018). In their study, found that workplace relationship influenced employees' perceptions of job satisfaction and therefore emphasised the importance of improving workplace relationship.

6.4.5.2   Worker participation

Workers' participation is also known as employee involvement, and it entails engaging employees in order to have their voice when making decisions about their own work (Cummings & Worley, 2009; Griffin et al. 2019). The research participants proposed that workers should be involved in setting goals, making decisions that affect their work and their lives as well as in suggesting methods of improving performance. This could assist in motivating employees to strive to realise organisational objectives.

The participants also emphasised the importance of introducing team leaders at the workplace. They suggested that team leaders will be able to represent workers and communicate workers' needs to the management. In support of

workers' participation, asserted that involving workers in decision making create a situation which make workers to willingly pursue organisational as opposed to being forced to accomplish organisational goals (Griffin et al., 2019).

6.4.5.3   Providing fair promotion opportunities

Promotion refers to vertical upward movement from the lower to the higher job, and it is usually accompanied by the combination(s) of the following; increased duties, responsibilities, autonomy and authority (Nel & Werner, 2014). The research participants from the three farms proposed that promotional opportunities should be available for those with potential and this should be considered to those who are multi-skilled. Therefore, they suggested that supervisors should encourage workers to be multi-skilled in order to stand better and fair chance to be promoted.

Promotion was found to have significant and positive impact on job satisfaction, morale and work productivity (Saharuddin & Sulaiman, 2016; Ali & Ahmed, 2017). This implies that workers who perceive that there are fair promotion opportunities in their organisation are more likely to worker harder, faster and smarter; thus, engage in constructive deviant behaviours. This is linked to perceptions of organisational justice, which is regarded as one of the antecedents of constructive deviant behaviour (Yen & Teng, 2013).

6.4.5.4   Rewards for long service

Provision of rewards for long service was proposed by the research participants as another way that the management of the farms could consider in an attempt to influence workers to behave in a constructive manner. Research showed that there are organisations that provide long service reward and also try to make the rewards as personal and relevant to their employees while effective for them (Edenred, 2015). Such action is meant to promote organisational commitment, which is regarded as one of both antecedents (Griffin et al., 2016) and

consequences of employees' engagement in constructive deviant behaviour (Lok & Crawford, 1999).

6.4.5.5 Promoting whistle blowing

The research participants proposed that the management of the farms should encourage workers to engage in constructive deviant behaviour by making whistle blowing a culture in the farms through anonymous whistle blowing. This means that the management should seek ways to protect the identity of whistle blowers in order to encourage workers to report wrong doings at the farms. Klaas et al. (2012) emphasised that employees are more likely to feel comfortable when anonymous whistleblowing system is used because they fear retaliation.

Making whistle blowing a culture in the farms closely relates to one of the steps that can be taken in creating an organisational ethical culture. Defined as a system of shared values that contain ethics which affect the behaviour of employees, organisational ethical culture is regarded as one way of promoting constructive behaviour at the workplace (Nafei, 2018).

6.4.5.6 Provision of work clothing, equipment and safety gear

The research participants suggested that the management of the farms should provide workers with appropriate work clothing, bearing the company's logo as well as appropriate safety gear in order to encourage workers to behave in a constructive manner. An individual's clothing is reported to have influence on how others perceive a person as well as how the person perceives him/herself (Slepian, Ferber, Gold & Rutchick, 2015).

Provision of safety gear is considered of utmost importance in farming as agriculture sector is regarded as one of the most hazardous occupations globally (Park, Hannaford-Turner & Lee, 2009). Therefore, when the

management of the farms provide workers with proper safety gear, they will perceive that the management cares for them, which will eventually enhance their morale. This means that such actions of compassion may directly or indirectly influence workers to behave in a constructive way.

6.4.5.7   Consistency in the application of rules and procedures

The research participants proposed that the management of the conglomerate should ensure that there is consistency in the application of rules and procedures among its farms. Le Roux (2014) emphasised the importance of organisations to be consistent in the manner in which discipline has been applied in the past as well as between two or more employees found to have committed the same misconduct simultaneously.

A study conducted by Knight and Ukpere (2014) in South Africa found that employees perceived inconsistencies in the manner in which organisations applied disciplinary procedures. They suggested that it is of utmost importance for the organisations to consistently apply discipline and treat employees with fairness because it enhances employees' morale and motivation. Consistency in the application of rules and procedures is linked to one of the organisational justice dimensions, procedural justice (Williamson & Williams, 2011; Cropanzano & Molina, 2015).

6.4.5.8   Equitable distribution of work

The research participants proposed that the farm management should consider the manner in which work is distributed among workers at the farms. They reported that in order to influence the behaviour of workers in a positive manner, they need to feel that they are receiving the same treatment. Therefore, there should be equitable distribution of work among workers who are doing the same job.

This is in line with the equity theory, especial internal equity. Internal equity refers to the extent to which people doing similar work and performing similarly in the organisation in the same organisation are rewarded in the same manner (Griffin et al., 2016). When employees perceive equity in terms of work distribution and rewards thereof, they are more likely to engage in constructive behaviour (Ryan, 2016).

6.5 CHAPTER SUMMARY

The chapter presented the demographic compositions of all workers and supervisors who participated in this study. The majority of the workers and supervisors who participated in this study are male workers, in their early and middle life-career stages and their home languages include SePedi and Xitsonga.

The highest level of schooling for both workers and supervisors is FET phase. Most of the workers who participated in this study are general workers with experience in the farming sector ranging from six (6) to twenty (20) years. The majority of the supervisors who participated in this study have been working in the farming sector for sixteen (16) to above thirty (30) years.

The forms of constructive deviant behaviours in which farm workers engaged in are both interpersonal and organisational. The possible antecedents of constructive deviant behaviour reported by the participants include both individual and organisational factors. The consequences of constructive deviant behaviour included both individual and organisational consequences.

The current managerial practices of encouraging constructive deviant behaviour include communication, performance management, rewarding good performance, provision of training, praises from the supervisors, degree of autonomy, opportunity to utilise skills, proper placement, promotion of teamwork and disciplinary actions.

The proposed managerial practices are: promoting of good relations at the workplace, workers' participation, providing promotion opportunities, rewards for long service, promoting whistle blowing, provision of work clothing, equipment and safety gears, consistency in the application of rules and procedures as well as equitable distribution of work. The next chapter presents research findings on destructive workplace deviance as well as additional findings.

CHAPTER 7

RESEARCH FINDINGS: DESTRUCTIVE WORKPLACE DEVIANCE AND ADDITIONAL FINDINGS

7.1 INTRODUCTION

This chapter presents the research findings on destructive workplace deviance and additional findings. The research findings relating to destructive workplace deviance as perceived by farm workers and supervisors are presented first; then the reconstructed narratives and the discussion of research findings on destructive workplace deviance, and lastly, the presentation of additional findings.

7.2 DESTRUCTIVE WORKPLACE DEVIANCE

7.2.1 Definitions of destructive workplace deviance themes

Prior to presentation of findings on destructive workplace deviance at the three farms, it is important to identify and define all themes created for destructive workplace deviance incidents in this study. There are twelve (12) themes of destructive deviant actions identified in this study, and these include; putting little effort, incomplete work, sleeping on duty, extending break, using wrong working methods, ignorance of safety procedures, being under influence of alcohol, late coming, verbal fights, physical fights, theft and abscondment. Table 20 presents a list of all themes created for constructive deviant incidents as well as their descriptions.

Table 20

List of Destructive Workplace Deviance Themes

Theme	Description
Putting little effort	Intentionally withholding work effort by working in a less effective manner, with no attempt to exert physical and mental energy in your work in order to achieve organisational objectives (Robinson & Bennett, 1995; Bennett & Robinson, 2000).
Incomplete work	A form of poor performance relating to employee's intentional failure to finish the assigned tasks (Strebler, 2004).
Sleeping on duty	Intentionally falling asleep while responsible for performing job duties during working hours (Robinson & Bennett, 1995; Bennett & Robinson, 2000).
Extending break	Intentionally taking of longer rest breaks than allowed (The South African Labour Guide, 2019).
Wrong working methods	Performing duties in a manner that is inconsistent with the prescribed methods resulting in poor performance (Strebler, 2004).
Ignorance of safety procedures	Intentionally disregarding stipulated safety procedures by engaging in risky behaviours when performing duties (Stackhouse & Turner, 2019).
Being under influence of alcohol	Reporting for work while the ingested alcohol is still affecting one's nervous system in such a way that may render one incapable of discretion and sound judgement (The South African Labour Guide, 2019).
Late coming	Arriving at work later than the prescribed time (Robinson & Bennett, 1995; Bennett & Robinson, 2000).
Verbal fights	Social interaction that involves personal assaults marked with spoken altercations (Bennett & Robinson, 2000; Nielsen & Einarsen, 2012).
Physical fights	Dispute between two people marked with violence, physical intimidation, force or contact (Nielsen, Glasø & Einarsen, 2017; Yang, Zhang, Xi, & Bovet, 2017).
Theft	Intentionally act of taking something from the organisation without permission (Moorthy, Somasundaram, Arokiasamy, Nadarajah & Marimuthu, 2011).
Abscondment	An employee intentionally deserting work without notifying the employer for a time that it may be inferred that the employee does not intend to return to work (The South African Labour Guide, 2019).

7.2.2 Presentation of research findings on destructive deviance

The presentation focuses on workers and supervisors' experiences of destructive deviant behaviours are presented below in distinct sub-sections.

7.2.2.1 *Farm workers' perspectives of destructive deviance*

The research findings on destructive workplace deviance as perceived by the workers at the three farms are summarised in Tables 21 - 23. A total number of eleven (11) themes explaining incidents of destructive workplace deviance were created. These themes include putting little effort, extending break, verbal fights, theft, abscondment, being under influence of alcohol, wrong working methods, ignorance of safety procedures, sleeping on duty, physical fight and late coming. These themes are explained below.

- Putting little effort

Putting little effort into the job was identified by 60% of the workers who participated in this study at Valencia Farm, 50% from Lavelle Farm and 40% from Valencia Farm. The workers reported that the behaviour could be caused by exhaustion, lack of commitment, dissatisfaction with work overload, personal problems and retaliation. This kind of behaviour results in poor performance, low productivity and poor relationship between workers who put more effort and those who put little effort.

Currently, this behaviour is managed by adopting close supervision or reducing workload, close supervision and transfer of workers to another team or supervisor. In other instances, workers' working hours are extended without pay or reducing number of paid hours for those who put little effort into their work and applying disciplinary measures.

Table 21

Themes of Destructive Workplace Deviance: Lavelle Farm Workers' Perspectives

N. (%)	Incidents	Antecedents	Consequences	Management	Proposed
CODING DESTRUCTIVE DEVIANCE: LAVELLE FARM WORKERS					
5 (50%)	Putting little effort	• Lack of commitment to the job	• Poor performance • Low productivity • Poor relationship	• Setting daily targets • close supervision • Extended unpaid working hours • Paid for reduced hours • Warning • Dismissal	• Close supervision
5 (50%)	Extending break	• Too much Exhaustion • Lunch break is too short	• Rejuvenated	• Close supervision	• Close supervision • Extend lunch to 45-60 minutes
6 (60%)	Verbal fights	• Personal clashes	• Poor relationship • Deserting work	• Referred to workers' committee	• Promote good relationships • To be taught to treat everyone with respect
10 (100%)	Theft	• Turnover intention • Cravings	• Low productivity	• Clause included in the contract about theft. • Communication of policies. • They give us fruit • Dismissal	• They should not take long to give us fruit
1 (10%)	Abscondment	• Turnover intention	• Low productivity	• Dismissal	• Close supervision when necessary
3 (30%)	Being under influence of alcohol	• Drinking over the weekend	• Possible accidents	• Clause included in the contract about reporting under influence. • Communication against alcohol • Sent back home and treat absenteeism	• Continuous communication of policies • Breathalyser
1 (10%)	Wrong working methods	• Jealous	• Plants were destroyed • Poor productivity	• Warning • Measures to rectify damage	• Emphasis on common goals • Build good relations among workers • Close supervision
3 (30%)	Ignorance of safety procedures	• Taking short cuts	• Experienced breathing problems	• Communication about safety	• Communication to emphasise the importance of health and safety • Provide safety gears
2 (20%)	Sleeping on duty	• Too much Exhaustion • Turnover intention	• Poor performance • Low farm productivity	• Warning • Dismissal	• Close supervision • Continuous communication of policies
2 (20%)	Physical fight	• Work-related clashes	• Deserting work • Low productivity	• Communication of policies. • Clause included in the contract about fights	• Promote good relationships • Continuous communication of policies • To be taught to treat everyone with respect
2 (20%)	Late coming	• Missed bus • Exhaustion	• Low farm productivity	• Paid for reduced hours	• Work extended hours

Table 22

Themes of Destructive Workplace Deviance: Mandarin Farm Workers'
Perspectives

N. (%)	Incidents	Antecedents	Consequences	Management	Proposed management practices
9 (90%)	Theft	• Cravings • Turnover intention	• Dismissal	• Clause included in the contract about theft. • Communication of policies. • They give us fruit	• They should not take long to give us fruit
7 (70%)	Extending lunch break	• Limited time • Too much Exhaustion	• Managed to rest • Feeling Reenergised	• Close supervision	• Lunch break should be 45 or 1 hour
6 (60%)	Verbal fights	• Personal clashes • Personal Problems	• Poor performance • Deserting work	• Referred to workers' committee	• Promote good relationships • To be taught to treat everyone with respect
8 (80%)	Being under influence of alcohol	• Drinking over the weekend	• Possible accident	• Clause included in the contract about reporting under influence. • Communication against alcohol • Sent back home and treat absenteeism	• Continuous communication of policies • Breathalyser
4 (40%)	Putting little effort	• No commitment • Dissatisfaction with work overload	• Poor performance • Low productivity	• Close supervision • Reduced work load/assigned hectares	• Reduce the assigned hectares per individual • Equitable distribution of work
1 (10%)	Working slowly	• Competing for space to work	• Poor performance	• Communication	• Open Communication channels
1 (10%)	Abscondment	• Turnover intention	• Low productivity	• Dismissal	• Close supervision when necessary
4 (40%)	Late coming	• Missed bus • Exhaustion	• Low farm productivity	• Paid for reduced hours	• Work extended hours
1 (10%)	Ignorance of safety procedures	• Taking short cuts	• Minor injuries	• Communication about safety	• Communicate to emphasise the importance of health and safety frequently • Provide safety gears
1 (10%)	Sleeping on duty	• Too much Exhaustion • Turnover intention • Laziness	• Poor performance • Low farm productivity	• Close supervision	• Close supervision • Continuous communication of policies
1 (10%)	Physical fights	• Personal clashes • Personal Problems	• Poor performance	• Referred to workers' committee	• Promote good relationships

Table 23

Themes of Destructive Workplace Deviance: Valencia Farm Workers'
Perspectives

CODING DESTRUCTIVE DEVIANCE: VALENCIA FARM WORKERS					
N. (%)	**Incidents**	**Antecedents**	**Consequences**	**Management**	**Proposed management strategies**
9 (90%)	Theft	• Cravings • Poverty • Turnover intention	• Low productivity	• Clause included in the contract about theft. Communication of policies. They give us fruit • Dismissal	• They should not take long to give us fruit • Continuous communication of policies • Reduce amount of fruit given and increase frequency • Identify rejects during mid-season and give to worker
6 (60%)	Putting little effort	• Exhaustion • Personal problems • . Retaliation	• Low productivity • Poor performance	• Close supervision • Transfer	• Close supervision • Setting targets • Provide emotional support • Promote good working relationships • Treating everyone with respect • Promote team spirit (common goal)
6 (60%)	Being under influence of alcohol	• Drinking over the weekend	• Possible accidents	• Communication of policies • Clause included in the contract about reporting under influence. • Sent back home and treat absenteeism	• Continuous communication of policies • Breathalyser
4 (40%)	Extending lunch break	• Exhaustion • Limited time	• Feeling Reenergised	• Close supervision	• Extend break to 45 minutes or 1 hour
4 (40%)	Verbal fights	• Personal clashes	• Poor performance • Deserting work	• Referred to the supervisor and workers' committee • Transfer to another team	• Promote good working relationships • Treating everyone with respect • Treat workers with equity (no favouritism)
4 (50%)	Late coming	• Missed bus • Exhaustion	• Low farm productivity	• Paid for reduced hours/	• Work extended hours
2 (20%)	Physical fights	• Personal clashes	• Poor performance • Deserting work	• Communication of policies. • Dismissal	• Promote good relationships
1 (10%)	Wrong working procedures	• Lack of knowledge	• Low productivity • Poor performance	• Close supervision • provide training	• Close supervision • provide training • Knowledge sharing

The proposed managerial strategies to reduce prevalence of this behaviour in the farm include close supervision, setting targets, giving emotional support, reducing the number of hectares assigned to an individual worker, equitable distribution of workload, promoting good working relationships, workers treating each other with respect and emphasising the importance of teamwork.

- Extending break

Extension of lunch break was reported as a destructive act that most workers engage in by 70% of Mandarin Farm workers, 50% of the Lavelle Farm workers, and 40% of Valencia Farm workers who participated in the study. The possible precursors for such behaviour included exhaustion and limited time for lunch break. The workers reported that extending lunch break assist them to be re-energised, which enable them to perform better when they return to their work stations.

In order to reduce the possible negative impacts of such behaviour, workers reported that close supervision is applied. The workers proposed that the management should consider extending lunch break from 30 minutes to at least 45 or 60 minutes and then continue with close supervision to ensure that workers do not waste time by extending their lunch breaks in future.

- Verbal fights

60% of the workers from Lavelle and Mandarin Farms respectively, indicated that verbal fight is another destructive deviant act that workers engage in. Verbal fights were also reported by 40% of Valencia Farm workers. Personal clashes and personal problems were identified as the antecedent to verbal fights. The consequences of verbal fights stated include poor relationship between workers as well as neglect of work as a result of anger.

Workers who engage in verbal fights are referred to the workers' committee, which was established to assist workers to resolve their differences. When there is a need, workers in conflict are separated by transferring one worker to another team. The workers suggested that some of the strategies that the farm management can do to reduce verbal fights in the farm could include seeking ways to promote good working relationships, teaching workers to treat each other with respect and to make sure that all workers are treated with equity.

- Theft

All employees who participated in this study at Lavelle Farm and 90% from Mandarin and Valencia Farm, respectively reported theft as a destructive deviant action that is prevalent in the farms. The possible reasons for workers to engage in this kind of behaviour included cravings, poverty and turnover intentions. Fruit theft results in low farm productivity. The consequence of workers' tendencies of stealing fruit is low farm productivity.

The current management practices reported include communication about the farm policies, inclusion of a clause about theft in the workers' contract of employment and give workers produces once after a while. The workers stated that there is no mercy when it comes to theft, as when one is caught stealing, it results in dismissal.

It is suggested that management should not take long to give workers fruit in order to curb fruit theft, the amount of fruit given should rather be reduced and increase the frequency. The workers also proposed that lower grades ("rejects") should be identified during mid-season and be given to workers instead of waiting for the season to end. Continuous communication of policies was also recommended.

- Abscondment

Only 10% of farm workers from Lavelle and Mandarin Farms separately reported abscondment as another destructive deviant act occurring in the farms. Turnover intention was identified as the precursor for such action. The consequence of workers' abscondment includes low farm productivity. Currently, the management deals with workers absconding work through disciplinary actions, which may eventually result in dismissal. It was proposed that supervisors should identify workers who seem to avoid work early and implement close supervision work in order to take necessary steps to assist the worker before reaching the state of absconding.

- Reporting under influence of alcohol

Eighty percent of the workers who participated in this study at Mandarin Farm, 60% from Mandarin and 30% from Lavelle Farm reported that incidents of workers reporting for duty being under influence of alcohol. Workers' habits of drinking over the weekend seemed to be the reason for such action. The possible consequence of such action is the possibility of causing accidents.

The managerial practices aimed at controlling this kind of behaviour include sending a worker who is under influence back home and forfeit a full day payment, communicating about farm's policies, as well as inclusion of a clause about reporting under influence in the workers' employment contracts. It is recommended for the management to continuously communication about policies relating to alcohol at the workplace as well as to utilise technology such as breathalysers in order to detect workers who are under influence as well as to influence workers to behave in a desired manner.

- Wrong working methods

Ten percent of workers from Lavelle and Valencia Farms separately reported incidents relating to workers applying wrong working procedures as another form of destructive deviant behaviour occurring at the farm. Lack of knowledge and being ill-informed were regarded as possible reasons for such act. The consequence of such behaviour includes poor productivity.

Currently, close supervision is used to reduce incidents relating to the use of wrong working methods and some workers are provided with training opportunities. Furthermore, disciplinary measures are taken against those who intentionally apply wrong procedure. It is recommended for the farm management to identify workers who need close supervision in order to reduce incidents relating to the use of wrong working methods. Additionally, building good relations among workers and emphasis on common goals were regarded as ways which could provide an environment which enable workers to assist and advice fellow workers.

- Ignorance of safety procedures

30% of the participants from Lavelle Farm and 10% from Mandarin Farm indicated that ignorance of safety procedures is a destructive action evident at their workplace. The reasons for workers to engage in such act include taking short cuts. The consequence of such action resulted in a worker experiencing health (breathing) problems and minor injuries. The management of the farm currently communicates about safety. It was suggested that measures should be put in place to emphasise the importance of health and safety and that the farm management should provide workers with adequate safety gears.

- Sleeping on duty

Sleeping on duty was reported as another deviant action in which workers engage by 20% of the workers from Lavelle Farm and 10% from Mandarin Farm. The participants regarded excessive exhaustion, turnover intention and laziness as possible antecedents to sleeping on duty. The consequences of such behaviour include poor performance and low farm productivity.

Currently, close supervision is applied in an attempt to manage the problem related to sleeping on duty and disciplinary actions, which involve series of warning, leading to dismissal. It was suggested that close supervision should continue to be applied and supervisors should frequently communicate about policies to workers.

- Physical fights

Twenty percent of the farm workers from Lavelle Farm, 10% from Mandarin Farm and another 20% from Valencia Farm reported physical fight as a destructive deviant incident that happened at the farms. This was caused by work-related clashes and personal clashes, which result in workers deserting their work and low farm productivity.

There is a clause in the contract of employment specifying that engaging in physical fight result in dismissal and supervisors frequently communicate this to workers. It is recommended for the farm management to seek ways to promote good relationships among workers, communicate policies continuously and teach workers to treat with respect.

- Late coming

Workplace destructive deviant incidents relating to late coming was reported by 20% of Lavelle Farm workers, 40% of workers from Mandarin and Valencia respectively. The antecedent of the incidents included exhaustion, which resulted in missing a bus in the morning. This result in low farm productivity as a worker does not work for the number of hours as prescribed.

The management pays workers for a number of hours worked. It is suggested that management should consider extending working hours for those who report late for duty in order to cover for the lost hours on that particular day instead of reducing their hours as it affects their wages.

7.2.2.2   *Supervisors' perspective of destructive deviance*

The results of destructive workplace deviance from the supervisors' perspectives are summarised in Tables 24 - 26. A total number of eleven (11) themes explaining incidents of destructive workplace deviance were created. These themes include putting little effort, theft, being under influence of alcohol, extending break, verbal fight, late coming, ignorance of safety procedures, sleeping on duty, wrong working methods, incomplete work and physical fight. These themes are explained below:

- Putting little effort

Two of the three supervisors at Lavelle and Mandarin Farms, respectively, reported putting little effort as a destructive deviant incident that that occurred at farms. The reason for engaging in such act included dissatisfaction with performance based bonuses, laziness, undermining or disrespect of supervisor and turnover intention. Such destructive deviant behaviour results in poor performance and low productivity.

Table 24

*Themes of Destructive Workplace Deviance: Lavelle Farm Supervisors'
Perspectives*

CODING DESTRUCTIVE DEVIANCE: LAVELLE FARM SUPERVISORS					
N. (%)	Incidents	Antecedents	Consequences	Management	Proposed management strategies
2 (67%)	Putting little effort	• Dissatisfaction with performance based bonuses	• Poor performance • Low productivity	• Communication about performance based bonuses	• Workers' engagement in major decision making • Continuous performance evaluation
3 (100%)	Theft	• Cravings • Turnover intentions	• Low productivity	• Clause included in the contract about theft. • Communication of policies. • They give us fruit • Dismissal	• Have stipulated dates for giving workers fruit
2 (67%)	Being under influence of alcohol	Drinking over the weekend of pay day	• Possible accidents	• Clause included in the contract about reporting under influence. • Communication against alcohol • Sent back home and treat absenteeism	• Continuous communication of policies • Breathalyser
2 (67%)	Extending break	• Too much exhaustion	• Poor performance • Low productivity	• Close supervision	• Have two breaks • Lunch being 45 or 60 minutes
3 (100%)	Verbal fight	• Personal clashes • Work-related clashes	• Poor performance • Poor relations	• Referred to the supervisor and workers' committee	• Promote good relationships • To be taught to treat everyone with respect
1 (33%)	Late coming	• Missed bus • Exhaustion	• Low farm productivity	• Paid for reduced hours	• Work extended hours
2 (67%)	Ignorance of safety procedures	• Taking short cuts	• Health problems • Injury on duty	• Communication about safety • Ceased to work with chemicals for 6 months	• Communication to emphasise the importance of health and safety • Provide safety gears
2 (67%)	Sleeping on duty	• Too much Exhaustion • Turnover intention	• Poor performance • Low farm productivity	• Warning • Dismissal	• Close supervision • Continuous communication of policies
1 (33%)	Wrong working methods	• Ignorance • Lack of knowledge	• Low productivity	• Warning	• Training on chemicals to all • ABET for those in need
1 (33%)	Incomplete work	• Lack of knowledge	• Poor performance • Low farm productivity	• Warning • Training	• Open communication channels
1 (33%)	Physical fight	• Work-related clashes	• Deserting work • Poor performance	• Communication of policies. • Clause included in the contract about fights. • Dismissal	• Promote good relationships • Continuous communication of policies • To be taught to treat everyone with respect

Table 25

Themes of Destructive Workplace Deviance: Mandarin Farm Supervisors'
Perspectives

		CODING DESTRUCTIVE DEVIANCE: MANDARIN FARM SUPERVISORS			
N. (%)	**Incidents**	**Antecedents**	**Consequences**	**Management**	**Proposed management strategies**
2 (67%)	Theft	• Cravings • Turnover intention	• Low farm productivity	• Clause included in the contract about theft. • Communication of policies. • They give us fruit Dismissal	• Continuous communication of policies • Not taking long to give us fruits • Have stipulated dates for giving workers fruit
2 (67%)	Sleeping on duty	• Laziness • Turnover intention	• Poor performance • Low farm productivity	• Warning (verbal and later written) • Dismissal	• Close supervision • Continuous communication of policies
3 (100%)	Being under influence of alcohol	• Drinking over the weekend of pay day	• Possible accident	• Clause included in the contract about reporting under influence. • Communication against alcohol • Sent back home and treat absenteeism	• Continuous communication of policies • Breathalyser
3 (100%)	Verbal fights	• Work-related clashes	• Poor performance	• Referred to the supervisor and workers' committee	• Promote good relationships • To be taught to treat everyone with respect
1 (33%)	Physical fights	• Personal clashes	• Deserting work • Poor performance	• Communication of policies. • Clause included in the contract about fights • Dismissal	• Promote good relationships • Continuous communication of policies • To be taught to treat everyone with respect
3 (100%)	Putting little effort	• Turnover intention • Undermining supervisor • Laziness	• Poor performance • Low farm productivity	• Warning (verbal and later written) • Dismissal • Communication of policies. • Close supervision	• Continuous performance monitoring • Provide training • Transfer to another supervisor
1 (33%)	Abscondment	• Turnover intention	• Poor performance • Low farm productivity	• Warning (verbal and later written) • Dismissal	• Continuous communication of policies
1 (33%)	Extending break	• Too much exhaustion	• Poor performance • Low farm productivity	• Close supervision	• Have two breaks • Lunch being 45 or 60 minutes

Table 26

Themes of Destructive Workplace Deviance: Valencia Farm Supervisors'
Perspectives

No. (%)				CODING DESTRUCTIVE DEVIANCE: VALENCIA FARM SUPERVISORS	
	Incidents	**Antecedents**	**Consequence**	**Management**	**Proposed management practices**
2 (67%)	Putting little effort	• Undermining supervision • Disrespect	• Poor performance • Low farm productivity	• Communication of policies. • Close supervision • Warning	• Continuous performance monitoring • Consistency in the application of rules
3 (100%)	Theft	• Cravings	• Low farm productivity	• Communication about policies • Dismissal • Give us fruit	• Continuous communication of policies • Not taking long to give us fruits • Have stipulated dates for giving workers fruit
2 (67%)	Being under influence of alcohol	• Drinking over the weekend of pay day	• Possible accidents	• Clause included in the contract about reporting under influence. • Communication against alcohol • Sent back home and treat absenteeism	• Continuous communication of policies • Breathalyser
2 (67%)	Extending break	• Too much exhaustion • Disrespect	• Poor performance • Low farm productivity	• Close supervision • Verbal warning	• Have two breaks • Lunch being 45 or 60 minutes • Extended working hours
2 (67%)	Late coming	• Missed a bus	• Low farm productivity	• Extend working hours	• Use of a clocking system
3 (100%)	Verbal fights	• Work-related clashes • Personal clashes	• Poor performance	• Referred to the supervisor and workers' committee • Assign them to separate teams	• Promote good relationships • To treat everyone with respect
1 (10%)	Wrong working methods	• Short cuts • Ignorance of procedures	• Poor performance • Low farm productivity • Poor quality of produces	• Communication of policies. • Close supervision • Warning • Forfeiting working hours	• Continuous performance monitoring • Provide training

The current managerial practices include communicating about the farm's
policies and performance based bonuses, close supervision and taking
disciplinary actions against workers who put little effort into their work.

Supervisors suggested that the ideal management practices to deal with workers' tendencies of putting little effort into their work include monitoring workers' performance on a continuous basis, applying rules in a consistent manner, as well as raining and transferring workers to other supervisors.

- Theft

All supervisors at Lavelle and Valencia Farms and two of the three supervisors at Mandarin Farmr reported theft as a deviant action prevalent at the farms. Cravings and turnover intentions were regarded as precursors and low productivity was regarded as the consequence of theft. The management strategies currently practiced in the farm to manage theft include the inclusion of a clause in the contract of employment about theft, communication of policies, choosing a day to give workers fruit as well as charging and dismissing workers who are caught stealing.

The supervisors proposed that there should be continuous communication about policies in order to remind workers as well as reducing the length of period in which workers had to wait before they could be given fruit. The supervisors also suggested that there should be stipulated dates in the calendar for giving workers fruit and workers should be made aware of it.

- Reporting under influence of alcohol

All three supervisors at Mandarin Farm, and two of the three supervisors at Lavelle and Valencia Farms reported workers reporting for duty under influence of alcohol as a destructive deviant action occurring in the farm. The behaviour is promoted by workers drinking till late during weekends of pay day. Such behaviour may result in possible accidents and injuries at the farm.

Currently, the behaviour is managed by inclusion of a clause that alcohol or being under influence of alcohol is prohibited in the farm, supervisors communicate about the prohibition of alcohol in the premises of the farm and workers who come to work under influence of alcohol are sent back home, and marked absent from work. The supervisors proposed that communication about policies should be done on a continuous basis and that breathalysers should be introduced.

- Extension of lunch break

Two supervisors from Lavelle and Valencia Farms, respectively, as well as one from Mandarin Farm reported destructive deviant incidents relating to extension of lunch break. The supervisors regarded extreme exhaustion and sometimes disrespect of supervisors as possible antecedents to such behaviour. The behaviour results in poor performance and low productivity.

Extension of lunch break is currently managed by applying close supervision and instigating disciplinary actions. The supervisors recommend that there should at least be two short breaks or extending lunch break from 30 minutes to 45 or 60 minutes. They further suggested that if needs be the working hours should be extended to cover for the additional break.

- Verbal fights

All supervisors who participated in this study at Lavelle, Mandarin and Valencia Farms identified verbal fights as a destructive deviant behaviour prevalent at the farms. Work-related clashes and personal clashes were reported to be the precursors to verbal fights. Verbal fights result in poor performance and poor relations in the workplace.

The incidents relating to verbal fights are reported to the supervisors and the workers' committee, which was established to resolve workers' differences. If there is a need, workers in conflict are assigned to separate work teams. It is recommended for management to find ways to promote good relations among workers at the farm as well as to teach workers to treat everyone with respect.

- Late coming

Late coming was identified by two supervisors from Valencia Farm and one from Lavelle Farm. The reason for late coming was reported to be exhaustion which also leads to workers missing the bus in the morning. The behaviour results in low farm productivity. Currently, the management of the farm pays workers for reduced hours (number of hour worked).

It is suggested that extension of working hours for those who arrive late be implemented in order to ensure that they work for nine (9) hours per day as stipulated in their contract. In this way, their monthly wages will not be tampered. The supervisors also recommend that the farm management should introduce a clocking system which will record and monitor farm workers inward and outward movements.

- Ignorance of safety procedures

Only two supervisors at Lavelle Farm reported ignorance of safety procedures as destructive deviant behaviour occurring at the farm. This was caused by workers trying to take "short cuts" when performing their duties. The consequences of such action result in health problems and possible injuries at work. The current management practices include communication about policies as well as preventing workers whose blood sample is found to have signs of chemical to work with chemicals for six (6) months. The supervisors proposed

managerial strategies that emphasises the importance of health and safety at the workplace as well as to ensure that workers have necessary safety gears.

- Sleeping on duty

Two of the three supervisors who participated in this study from Lavelle and from Mandarin Farm identified sleeping on duty as a destructive deviant behaviour occurring at the farm. They identified extreme exhaustion, laziness and turnover intention as precursors to such behaviour. The consequences of sleeping on duty was reported to be poor performance and low farm productivity.

In order to manage sleeping on duty problem, management issues warning to workers who are found sleeping on duty and series of warnings may result in dismissal. The supervisors suggested close monitoring of workers and frequent communication of policies as other strategies which could be useful in managing this kind of deviant action.

- Wrong working methods

Only one supervisor from Lavelle Farm and one from Valencia Farm revealed applying wrong working methods as a prevailing destructive deviant behaviour. The behaviour was caused by ignorance and desire to take short cuts as well as lack of knowledge with regards to consequences thereof. The consequences of the use of wrong working methods include poor performance, low farm productivity and poor quality of produces.

The current managerial practices to manage employees' tendencies to use wrong working methods involve close supervision, communication of policies, initiating disciplinary actions and making the workers to forfeit working hours. It is recommended for management to provide training to all workers, especially

on agrochemicals, continuously monitoring performance of workers as well as to identify those with low level of literacy or no literacy in order to provide them with the opportunity to access Adult Basic Education and Training (ABET).

- Incomplete work

One supervisor indicated that incomplete work is another destructive deviant behaviour prevalent at Lavelle Farm. The possible antecedent was reported to be the lack of knowledge. The consequences of such destructive behaviour included poor performance and low farm productivity. The management at the farm provides training to workers at times and gives warning to those who fail to complete their work. It is suggested that management should always keep communication channels open in order to enable workers to ask for directions when needed.

- Physical fights

Only one supervisor at Lavelle Farm and another one at Mandarin Farm reported a destructive incident relating to physical fight. Work-related clashes and personal clashes were identified as an antecedent of physical fight. The tendencies of workers to engage in physical fights result in desertion of work and poor performance.

Physical fights are managed by communicating the farm's policies relating to physical fights, inclusion of a clause in the employment contract that prohibits physical fights at the workplace as well as taking disciplinary actions against workers who engage in physical fights. It is proposed that management should find ways to promote good relationship among workers, continues to communicate about policies and teach workers to   treat everyone with respect.

- Abscondment

Only one at Mandarin Farm identified abscondment from work as a destructive deviant behaviour that occurred at the farm. The possible antecedent was reported to be turnover intention. When workers abscond from work, the possible consequences include poor performance and low farm productivity. The strategies of managing abscondment at the farm include warnings and dismissal. It was proposed that management should continuously communicate about the consequences of workers' abscondment and policies relating to it.

7.2.3 Reconstructed narratives of destructive workplace deviance

The discussion below presents the combined narratives regarding destructive workplace deviance as reconstructed from both farm workers and supervisors employed from the three farms and psuedonyms were used to protect the identity of the research participants. The narratives are based on the selected extracts of twenty-three (23) research participants, which were perceived to be the most vivid and compelling on each of the twelve (12) incidents relating destructive deviant behaviours as presented above.

7.2.3.1 Putting little effort

There were several incidents relating to workers intentionally working slower than what was expected. The workers did not really care about their jobs in such a way that when they were given targets to reach per day, they failed to reach their daily set targets, and block men and women simply left their blocks dirty, with long grass and pipes leaking without their awareness. when reporting this kind of destructive deviant behaviour, Tshepang said;

> *"It once happened when we came back from our first summer festive after the introduction of performance based bonus system. We all did not*

understand how the bonuses we received were calculated and we were so unhappy about it. Some of the workers showed their discontent by working slower than expected ".

This means that the workers' behaviour of putting little effort into their work was because they were aggrieved about the introduction of performance based bonuses. The workers' behaviour had negative impact on the farm in terms of its performance and productivity. Though the management of the farm managed to communicate about performance-based bonuses to the workers after the incidents, such action should have been taken before the implementation of performance-based bonuses in order to avoid possible losses. It is considered of utmost importance for the management to ensure that communication channels are always opened in order to allow workers to communicate their concerns in a manner that does not put the farm's success in jeopardy.

Another incident involved Hlulani, a worker who decided to intentionally put less effort into his work in order to show his dissatisfaction with certain work-related conditions. Andzani reported;

> "*Hlulani was responsible of fifteen (15) blocks. He decided to work slowly in order to make sure that he covered work for few blocks. This was one of his ways to show unhappiness with his workload as he had many blocks to take care of as compared to others who had about ten (10) blocks. At the end, another person (a temporary worker) was assigned to work with him and share the responsibility of fifteen (15) blocks".*

Although the management reduced the workload assigned to the worker, it was recommended that the farm management should ensure that there is equitable distribution of work hectares in order to prevent similar incidents from happening again in the near future.

Kurhula narrated another incident of workers who put little effort into their work and said;

> "*There were three workers who did not want to work and keep on "chatting" and "texting" on their phone. When the supervisor told them to focus on their duties, they just laughed and continued with their deviant acts. The matter was reported the senior supervisor but in an informal manner. One day, as the operational manager drove around, he found them busy "chatting" on their phones during working hours".*

Such behaviour requires urgent attention as it has direct impact on the farm's productivity. Although close supervision by the supervisors assist in controlling workers' tendencies to put little effort into their work, it was suggested that disciplinary actions be taken against culprits in a consistent manner. The workers should be made aware of consequences of their engagement in any form of intentionally putting less effort into their work. In addition, the management should seek ways to engage workers in major decisions that may have impact on them.

7.2.3.2   Incomplete work

There was a worker who failed to perform his duties as it was expected of him. The supervisor tried to set daily targets for the worker in an attempt to force the worker to complete the assigned duties, but the intended results were not achieved. The worker failed to reach the daily targets assigned to him. The worker's poor performance forced the supervisor to resort to taking disciplinary actions against the worker. It was then discovered that the worker did not understand how he should perform his duties but he failed to tell anyone or to seek for assistance from the supervisor or other workers. Jabu suggested possible ways to avoid and said;

"It is very important for supervisors to ensure that workers are provided with training that will enable them to acquire knowledge and skills inherent to effective job performance as well as to make sure that the workers are placed where they will be able to perform".

There should be wide open communication channels in the farm in order to ensure that any obstacle that may hinder job performance is communicated, which will assist in seeking ways to address the problem in time.

7.2.3.3 Sleeping on duty

There was a worker who liked to sleep on duty and got caught on several occasions by the supervisor. One day, the supervisor decided to take few workers with him to his work station and showed them where he always sleeps. The supervisor told the worker that he wanted the few workers to be his witnesses when he takes disciplinary actions against him. Modise narrated;

"When we got to the area, we could not believe what we saw. The grass in the area where the worker slept easily attested to the supervisor's claims that the worker always sleeps on duty instead of performing his duties. His blocks were untidy and his plants did not receive the care they deserved".

Another incident involved a tractor driver who caught a block man sleeping on duty when he was busy driving around the orchard. The tractor driver advised him not to sleep during working hours because if he gets caught, he will lose his job. The worker ignored the advices from the tractor driver. One day, the supervisor found the worker sleeping during working hours. Kagiso reported;

"I found the worker in deep sleep to such an extent that he did not hear me when I approached him. When I asked him whether he was sick, he told me to back off as I am just a white man's watchdog. I only

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discovered later that the worker had been advised by Thato against sleeping on duty for several times".

It was believed that there are workers who sleep on duty because of exhaustion while others engage in such behaviour because of laziness or when they want to be fired. Such actions have detrimental impact on the productivity of the farm. When workers are found sleeping on duty without a valid reason is managed by setting daily set targets to be met, extension of worker's working hours without pay or reduction of the number of hours worked on that particular day. When the behaviour persists, warnings are given to culprits, and series of warnings result in dismissal. It is important for supervisors to closely monitor performance of workers in order to identify this kind of tendencies earlier in order to apply necessary remedial actions before the damage becomes enormous.

7.2.3.4   Extending break

The workers tend to take extend lunch breaks and get caught many times, especially during hectic times such as picking season. Akani attested;

> *"During picking season, workers are expected to work as fast as they could, and by the time they go for their lunch break, they are extremely exhausted to such an extent that thirty (30) minutes becomes very short for them to eat their lunch and "recharge" at the same time. After extending their lunch break, they seemed to have rested a bit and continue to put more effort into their work".*

Thuto jsutified the behaviour and remarked;

> *"Although it is not acceptable for workers to extend their lunch break, because it is the same as stealing production from the farm, stealing income from workers and workers stealing from themselves, thirty (30) minutes is not enough for workers to eat and rest".*

Hlayisani supported Thuto's remarks and said;

> *"Although people will always find ways to avoid work, a thirty (30) minutes lunch break seems to be very short, especially for women. Women have different kinds of food in their lunch boxes and they like eating as a group and share their food. By the time they finish to eat, 30 minutes has long elapsed. They will be reminded by the sound of the supervisor's motor bike that they should have gone back to work long time ago".*

Although the supervisors closely supervise workers in order to ensure that they do not take longer breaks than expected, it is important for supervisors to differentiate between workers who are extending their lunch breaks because they are lazy to work and those who simply want to "recharge" in order to continue to put more effort into their work. It was also indicated that thirty minutes' lunch break is very short and that the ideal time for lunch break should made to be at least be forty-five (45) or sixty (60) minutes. Another recommendation made was to at least have two short breaks instead of one short break.

7.2.3.5   Wrong working methods

There is a tendency of workers deviating from the stipulated working procedures at the farms. Khutso stated;

> *"Workers who pick the produces are given scissors specifically designed to pick the fruit but when they realise that the supervisor is not around, they use their hands to pick the produces because they perceive it as being easier and faster for them. What they do not realise is that they compromise the quality fruit, to be exported".*

Although supervisors are expected to supervise the pickers very closely, reduce working hours for offenders and give them warnings, it is difficult because there are many workers during picking season. It is therefore recommended for farm management to provide workers with some form of training or workshop on the importance of picking harvests in the right way and to continuously monitor the workers' performance. Ntshembo emphasised this and said;

"It is important for workers to understand that the farm's productivity does not come from incorrectly picking huge quantity of produces, but from good quality of produces eligible to be exported".

There was a time when one worker applied wrong agrochemicals to the plants, covering a production area of about ten (10) hectares. Kgosi narrated;

"Ten hectares is a very huge area, especially in a citrus plantation as the size of the trees is small. One (1) hectare has about five hundred (500) citrus plants, and all the plants were affected, and their leaves were drying out".

Ignorance was considered to be the main cause of the disaster, and Kgosi attested to this when he said;

"The worker was very ignorant as he did not bother to check if he has taken the right agrochemical when the supervisors were giving different workers agrochemicals".

Although measures were taken to reverse the effects of the wrong agrochemical applied on the plants, such action reduced the farm's productivity. Supervisors usually give warnings to workers who apply wrong methods when performing their duties. It is however important for farm management to ensure that workers receive necessary training, especially on matters relating to their day-to-day activities in order to avoid possible misfortune of this nature. In addition,

it was suggested that workers who find it difficult to read and write should be provided with the opportunity to attend ABET classes.

7.2.3.6 Ignorance of safety procedures

There are workers who decide to ignore safety rules and procedures by opting not to wear their safety gears when working with poison, though, it does not happen frequently. The reason for engaging in such behaviour is simply "*workers wanting to take short cuts*". There were workers who suffered minor injuries as result of their ignorance. Mikhenso reported ignorance of safety rules and said;

> *"Tractor drivers are the ones who extensively work with chemicals and their blood sample are drawn regularly in order to check if they do not have chemicals their bodies. If the results show that there is a sign of chemicals in the driver's body, such driver will be ceased from working with chemicals for at least six months".*

There was an incident involving a worker who was working with a pruning machine, and he got injured just under the eye because he did not put on the face shield. Bongabi stated;

> *"The worker was just lucky enough not have lost his eye. Although if he lost his eye, it would have become the problem of the farm as it is regarded as injury on duty case, he would have been forced to live the rest of his life with one eye – something that workers do not think of when they take short cuts".*

Although ignorance of safety rules and procedures may result in both major and minor injuries, meaning that the workers suffered the consequences of ignoring safety rules and procedure, the farms' reputation is also put at stake in the process. The supervisors communicate about the importance of complying with

safety rules and procedures. It was suggested that the farm management continue to emphasise the importance of health and safety and ensure that workers have necessary safety gears.

7.2.3.7   Reporting under influence of alcohol

Workers do come to work under influence of alcohol on several occasions, even though they know that if they are detected to be drunk, they would be send them back home. This kind of behaviour usually happens on first Monday after month end. Kheto said;

> *"There is one worker who always comes under influence on Mondays, especially after month end. The worker is one of the hardest working workers, but his main problem is alcohol".*

Although a worker who is found to be under influence of alcohol is back home by the supervisors and the operational manager, then the "no work no pay" rule applies, it seems like workers do not take such admonishment serious as the destructive behaviour of this nature does not cease to occur. The workers suggested other ways of managing workers who report to work under influence of alcohol. Ntsumi recommended;

> "*The only solution would be to randomly test workers. At the moment, supervisors and the operational manager rely on their suspicions to conclude that a worker is under influence of alcohol. It would be much better if systems such as breathalysers are introduced at the farm in order to discourage workers to come to work drunk*". *When people know that they will be tested, they may stop drinking till late a day before a working day".*

7.2.3.8   Late coming

There are instances whereby workers report to work late. Majority of workers who come to work late are those who are using buses to commute from home to work. As workers are expected to report early in the morning, they are expected to leave their homes very early in order to catch their buses. In the afternoon, they wait for the buses and sometimes get home very late in the evening. Vonani said; "*those who come late in the morning miss their buses. This is caused by failure to wake up early as a result of exhaustion*".

As such actions have negative impact on the performance and productivity of the farm; supervisors and the operational manager record the time in which late comers arrive in order to ensure that the hours not worked are reduced from their salaries. Xihlovo suggested;

> "*It would be best if the management come up with a strategy whereby workers who come late for work are compelled to work extended hours in order to cover for the lost time. This will ensure that they get the same salary at the end of the month*".

7.2.3.9   Verbal fights

Verbal disagreements occurred at the farms, especially when workers are working as a team. Ntokoto reported;

> "*It was once happened that one member of the team made fun of another member, thinking it was just a joke. It got so ugly that the other team members requested the two workers in conflict to be separated by assigning them to different teams*".

Another verbal fight happened during picking season between two temporary workers. Nyiko narrated;

"During picking season, the farm hires many temporary workers to come and assist with picking of harvests. The workers are given daily targets to meet and they have to work as fast as they can, and as a team. The two workers who had an argument fought over bins which were used to carry harvests. Their fight had a negative impact on their team's performance".

Mpho narrated incident relating to verbal disagreement by saying;

"One worker deliberately clashed with another worker in order to get to another supervisor as he had unresolved issues with the supervisor. This had negative impact on their performance. The worker was given a chance to calm down and then referred the matter to the workers' committee in order to resolve it when they were both calm".

Although verbal disagreements are referred to the workers' committee, several suggestions to reduce such problems were made. It is suggested for the farm management to engage the agencies in communicating the farm's rules and policies to the temporary workers. It is also important for the management to seek ways to promote good relationships at the workplace and to emphasise the importance of treating fellow workers with respect and dignity irrespective of their differences. Furthermore, supervisors should treat workers with equity.

7.2.3.10 Physical fights

During picking season, a temporary female worker found it difficult to stand the "*heat of working at a very fast pace*" and physically fought with a temporary male worker over bins used to place in harvests. The female worker "*attacked and bit the male worker but the male worker did not fight back*". The incident forced other workers to desert their work and tried to stop the fight. The two workers were summoned to the office.

Another incident involved two workers who had personal clashes. Nsovo narrated;

> *"One worker borrowed money from the other and then failed to pay at the agreed time as promised. They began to physically fight and other workers try to stop them. The workers were forced to desert their work".*

The farm's policies prohibit workers from engaging in any form of physical fight, and it is clearly stipulated that any worker who involves him/herself in physical fights faces dismissal. The management must communicate about farm's policies on a continuous basis. There should be ways in which workers are encouraged to work as a team and be afforded with the opportunity to acquire interpersonal skills and accept their differences.

7.2.3.11   Theft

When harvesting time comes, workers are caught stealing the harvests by the security officers. Workers take advantage that during harvesting season, there are many temporary workers in the farm, which makes it difficult for security officers to search everyone. The workers did not even "*consider that it was the beginning of the harvest season, which means that the farm has not yet gained any kind returns on the investment made*". This means that such an action has a direct impact on the productivity of the farm. The workers seemed to give in to their cravings. Thato said;

> *"Recently, a temporary worker stole oranges from the orchard and when she left the orchard, the security officer searched her bag and found the oranges. The behaviour seemed to continue even though they always tell us that theft is not tolerated in the farm and that it leads to dismissal".*

Thapelo said;

"There are those who want to resign from the farm but fear that if they do, they will not get their benefits from the Unemployment Insurance Fund (UIF). In such cases, workers would simply steal harvest so that they can be dismissed".

Although the operational manager "*gives us harvests when he feels is the right time, such favours take place after a long time*". It would be much better if there are stipulated dates for giving workers produces, and the dates be made public, in order to curb tendencies of workers stealing harvests. In addition, the supervisors should continue to communicate about policies relating to theft as a way of reminding workers to refrain from stealing produces.

7.2.3.12   Abscondment

There was an incident involving a worker who decided to continuously abscond from work for a day or two and failed to notify the supervisors or the operational manager. The worker continued to do it even after getting series of warnings. Another incident involved a worker who did not put effort into his work until such a time when he realised that it was difficult for him to catch up. The blocks assigned to the worker were very filthy *and* "*one could not stop asking questions relating to what the worker was doing every time he comes to work*". Such behaviour has a negative impact on the farm's productivity.

Vukosi explained the possible reason for absconding and said;

"I think it happens when the worker is tired of working and wants to be dismissed. The workers know that if they resign, they will not get UIF benefits and therefore engage in a behaviour that will eventually lead to dismissal".

As workers' abscondment from work means that their tasks are not attended to, it requires effective management of the problem. Currently, supervisors try to

sometimes supervise workers very closely but it is not enough. It was proposed that supervisors should be able to identify between dedicated and reliable workers as well as lazy and unreliable workers in order to use appropriate management strategies for the two different types of workers at the farm.

7.3   DISCUSSION OF RESEARCH FINDINGS ON DESTRUCTIVE WORKPLACE DEVIANCE

7.3.1   Destructive deviant actions

The various forms of destructive deviant behaviours were reported to have occurred in the three farms. These forms of destructive deviant behaviours can be grouped into interpersonal and organisational destructive deviant behaviours as suggested by previous research (Robinson & Bennett, 1995; Bennett & Robinson, 2000). Interpersonal destructive deviant behaviour threatens the well-being of the organisational members while organisational destructive deviant behaviour threatens the well-being of the organisation (Robinson & Bennett, 1995; Bennett & Robinson, 2000). The presentation of research findings below focusses on each form of destructive deviant behaviour separately.

7.3.1.1   *Interpersonal destructive deviant behaviour*

Table 27 presents a summary of interpersonal destructive deviant acts which seem to exist in the three farms. The participants from the three farms attested that workers engage in interpersonal destructive deviant behaviours relating to both verbal fights and physical fights. The participants from Lavelle Farm added workers' tendencies to provide wrong advises to fellow workers as well as making fun of fellow workers as other forms of interpersonal destructive deviant behaviours that occurred in the farms. Giving wrong advises and making fun of

fellow workers can be regarded as indirect forms of verbal fights. Therefore, the forms of interpersonal destructive deviant actions that seemed to exist in the three farms can be grouped into two, namely; verbal fights and physical fights, and are discussed below:

Table 27

Interpersonal Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Saying hurtful things to a fellow worker/ Verbally attacking another worker	• Saying hurtful things to a fellow worker/ Verbally attacking another worker	• Verbally attacking another worker
• Physically attacking another worker	• Physically attacking another worker	• Physically attacking another worker
• Providing wrong advices on how to perform duties		
• Making joke of a fellow worker		

• Verbal fights

Verbal fights were reported to be one of the destructive deviant acts occurring at the farms. Verbal fights are regarded as social interaction that involves personal assaults marked with spoken altercations at the workplace (Bennett & Robinson, 2000; Nielsen & Einarsen, 2012). By its nature, verbal fights can be regarded as another form of verbal workplace aggression (Chirilă & Constantin, 2013).

Hills (2018) indicated that verbal aggression may include direct destructive actions such as non-physical threats or intimidation, and indirect destructive actions include acts such as spreading rumours, betraying confidences and undermining a co-worker. Chirilă and Constantin (2013) regarded an employee's damaged physical or psychological reputation as a consequence of being a victim of personal aggression.

- Physical fights

Physical fights refer to a dispute between two people, which is marked with violence, physical intimidation, force or contact (Nielsen, Glasø & Einarsen, 2017; Yang, Zhang, Xi, & Bovet, 2017). This form of interpersonal destructive deviant act was reported to be prevalent in the farms. Physical fights at the workplace form part of physical workplace aggression which can either be direct or indirect (Hills, 2018).

The indirect form of physical workplace aggression includes an employee raising a hand or object in a way that threatens or intimidates a co-worker, while direct form of physical workplace aggression includes acts relating to the actual physical attack and sexual harassment (Steffgen, 2008; Hills, 2018).

Research showed that physical fights in the workplace may have detrimental effects on both individual and organisational level. At the individual level, a victim of physical fights may suffer from physical injuries or psychological challenges such as depression and psychosomatic disorders, while at the organisational level, the organisation's productivity and employees' performance may be negatively impacted (Steffgen, 2008; Ikyanyon & Ucho, 2013).

7.3.1.2   *Organisational destructive deviant behaviour*

Table 28 illustrates organisational constructive deviant actions that occurred in the three farms. The research findings revealed various actions relating to organisational constructive deviance which seemed to occur in the three farms. The following forms of organisational constructive actions seem to occur in all three farms: stealing of fruit, putting little effort into work, extending lunch break, workers reporting under influence of alcohol and reporting for duty late.

The participants from Lavelle and Mandarin Farms reported four additional destructive deviant acts that seemed to occur in the farms, namely; incomplete work, ignorance of safety procedures, abscondment and sleeping on duty. The research participants from Lavelle and Valencia Farms reported chatting over the phone for long time during working hours as a form of destructive deviant behaviour prevailing in the farms.

Table 28

Organisational Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Stealing fruit	• Stealing fruit	• Stealing fruit
• Putting little effort into their work	• Putting little effort into their work	• Putting little effort into their work
• Extending lunch break	• Extending lunch break	• Extending lunch break
• Reporting under influence of alcohol or with hang over	• Reporting under influence of alcohol or with hang over	• Reporting under influence of alcohol or with hang over
• Reporting late for duty	• Reporting late for duty	• Reporting late for duty
• Incomplete work	• Incomplete work	
• Ignoring safety procedures	• Ignoring safety procedures	
• Absconding work	• Absconding work	
• Sleeping on duty	• Sleeping on duty	
• Chatting over the phone for long time during working hours		• Chatting over the phone for long time during working hours
	• Listening to radio news on duty	
		• Using wrong working methods

Furthermore, research participants from Mandarin Farm reported listening to radio news during working hours while those from Valencia Farm reported using wrong working methods as other forms of destructive deviant behaviours that occurred in the farms.

In order to discuss the different forms of organisational destructive deviant behaviour as reported by the participants, similar deviant actions were grouped together to form three different groupings. Firstly, putting little effort, incomplete work, sleeping on duty, chatting over the phone for long time during working hours and listening to radio news on duty were grouped under poor performance. Secondly, wrong working methods and ignorance of safety procedures are grouped under wrong working procedures. Lastly, reporting under influence of alcohol, late coming, extending break, theft and abscondment are grouped under violation of rules and procedures.

- Poor performance

Strebler (2004) regards poor performance as an employee's behaviour or performance that is below the minimum standard of performance required. Consequently, putting little effort, incomplete work, sleeping on duty, chatting over the phone for long time during working hours and listening to radio news on duty may bear a resemblance to what constitutes poor performance. Moreover, Robinson and Bennett (1995) as well as Bennett and Robinson (2000) identified putting little effort, incomplete work and sleeping on duty as some of destructive deviant behaviours that employees are likely to engage in.

Putting little effort into work involves withholding work effort by working in a less effective manner, with no attempt to exert physical and mental energy in your work in order to achieve organisational objectives (Robinson & Bennett, 1995; Bennett & Robinson, 2000), while incomplete work relates to employee's intentional failure to finish the assigned tasks (Strebler, 2004). Sleeping on duty involves intentionally falling asleep while responsible for performing job duties during working hours (Robinson & Bennett, 1995; Bennett & Robinson, 2000). Chatting over the phone for long time during working hours and listening to radio news on duty may result in a worker putting little effort or failure to complete assigned tasks.

Strebler (2004) emphasised that it is important for management to identify the possible causes of poor performance and to tackle poor performance as early as possible. The factors that may have impact on employee performance could be organisational factors, managerial factors, human resource factors or individual factors (Strebler, 2004). This means that an appropriate strategy to manage poor performance as a form of destructive deviant behaviour may depend largely on knowledge of the possible cause(s).

- Wrong working procedures

Robinson and Bennett (1995) as well as Bennett and Robinson (2000) associated the application of wrong working methods and ignorance of safety procedures as some of destructive deviant behaviours that employees tend to engage in. Wrong working methods involve performing duties in a manner that is inconsistent with the prescribed methods, which may also result in poor performance (Strebler, 2004), while ignorance of safety procedures includes disregarding stipulated safety procedures by engaging in risky behaviours when performing duties (Stackhouse & Turner, 2019).

Antoniou (2013) found that there is a difference between ignorance because of lack of information or knowledge as well as ignorance because of disobedience, and therefore emphasised that it is important for organisations to investigate factors that lead to unhealthy behaviours of ignorance. This means that workers could ignore working procedures or safety procedures because they are ill-informed in terms of the repercussions of their actions, which requires ignorance management. Antoniou (2013) regards ignorance management as:

> "*a process of discovering, exploring, realising, recognising and managing ignorance outside and inside the organisation through an appropriate management process to meet current and future demands, design better policy and modify actions in order to achieve organisational objectives and sustain competitive advantage*" (p. 113).

- Violation of rules and procedures

Reporting under influence of alcohol, late coming, extending break, theft and abscondment were reported as destructive deviant behaviours occurring at the farms. These four behaviours fall under the term "misconduct", which involves the negative behaviour or conduct of the employee in the workplace (Mogotsi, 2013; The South African Labour Guide, 2019).

For misconduct to be regarded as entirely the employee's fault, the employer should make sure that the rules or standards are reasonable, employees are aware of the rules or standards, and the rules or standards should be applied fairly and consistently among all employees (Mogotsi, 2013; The South African Labour Guide, 2019).

7.3.2 Antecedents of destructive deviant behaviour

The antecedents of deviant behaviour can be grouped into two, namely; individual factors (Peterson, 2002; Bodankin & Tziner, 2009; Rogojan, 2009; Yildiz et al., 2015b; Chang, Chou, Liou & Tu; 2016) and organisational factors (Bass, Avolio, Jung & Berson, 2003; Appelbaum et al.,2007; Reynolds, Shoss & Jundt, 2015; Fan, Uddin & Das, 2017). Consequently, the possible antecedents of destructive deviant behaviour as perceived by the participants who participated in this study are grouped according to those two categories.

7.3.2.1   *Individual factors*

Table 29 provides a summary of possible individual factors reported by the participants as antecedents of workers' destructive deviant acts in the three farms. It is evident from the table that participants from the three farms identified personal problems, cravings and drinking over the week as individual factors

that contribute to workers' tendencies to engage in destructive end deviant behaviour.

In addition, participants from Valencia Farm reported poverty as a possible antecedent of destructive deviant behaviour at the farms. The three individual factors contributing to workers' engagement in destructive deviant acts can be grouped under personal circumstances. Swimberghe et al. (2014) discovered that employees' personal circumstances, problems or stress could predict employees' likelihood to engage in deviant behaviour.

Table 29

Individual Antecedents of Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Personal Problems	• Personal Problems	• Personal problems
• Cravings	• Cravings	• Cravings
• Drinking over the weekend of pay day	• Drinking over the weekend	• Drinking over the weekend of pay day
		• Poverty

Cravings were reported to be a possible antecedent to destructive deviant behaviour. Nicholls and Hulbert-Williams (2013) defined cravings as strong desires for particular types of food to such an extent that a person finds it difficult to resist. This means that workers who craves for food that they work with, may engage in destructive deviant act relating to theft if their personal circumstances do not allow them to satisfy the cravings.

The habit of abusing alcohol is regarded as a societal problem in South Africa, but farm workers seemed to be trapped in this kind of habit. Research suggested that the "dop system" which was historically dominating in the farming sector could have contributed to this (London, 2000; Herrick 2012; Gossage et al., 2014; Evan; 2015). Nel and Werner (2011; 2014) reported that alcohol abuse among workers may have negative at the workplace such as

decline in quality and quantity of work, increased accidents and poor interpersonal relationships with co-workers.

Furthermore, a person's personal circumstances such as poverty may contribute to a worker's tendency to engage in destructive deviant behaviour at the workplace. A study conducted by Feder and Yu (2019) revealed that workers who are employed in low paid employment seemed to fail to make a sustainable minimum standard of living, which forced them to continue to drown in poverty. In addition, Ferguson et al. (2012) discovered that personal problems could assist in explaining some of the reasons behind employees' engagement in production destructive deviance.

7.3.2.2   Organisational factors

Table 30 shows a summary of possible organisational factors that could lead to destructive deviant behaviour as reported by the research participants.

Table 30

Organisational Antecedents of Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Lunch break is too short	• Limited time lunch break	• Limited lunch break
• Turnover intention	• Turnover intention	• Turnover intentions
• Work-related clashes	• Work-related clashes	• Work-related clashes
• Too much exhaustion	• Exhaustion	• Exhaustion
• Ignorance of procedures	• Taking short cuts	• Ignorance of procedures
• No commitment	• No commitment	
• Lack of knowledge		• Lack of knowledge
• Jealous		• Favouritism
• Dissatisfaction with performance bonuses		• Retaliation
	• Undermining supervisor	• Undermining supervision/ Disrespect

The research participants from the three farms identified the following as possible organisational precursors of destructive deviant actions; short lunch break, turnover intentions, work-related clashes, exhaustion and ignorance of procedures.

The participants from Lavelle and Mandarin Farms reported that workers' lack of commitment to their jobs and the farms was the reason for workers to engage in various forms of destructive deviant behaviours. The research participants from Lavelle and Valencia Farms identified lack of job knowledge, favouritism and retaliation as some of the reasons behind workers' engagement in destructive deviant behaviour; while those from Mandarin and Valencia reported disrespect of supervisors as an antecedent of destructive deviant behaviour.

In general, there are eight (8) organisational antecedents of destructive deviant behaviours that were identified by the research participants, namely; short lunch break/ exhaustion, turnover intentions, work-related clashes, ignorance of procedures, lack of commitment, lack of job knowledge, favouritism and retaliation/ disrespect of supervisors. These are antecedents are explored below:

- Short lunch break/exhaustion

The participants reported limited lunch break and exhaustion as the possible reasons for workers to engage in destructive deviant behaviour relating to extension of lunch break. Tucker (2003) discovered that there was limited evidence that rest breaks could yield better results such as enhancing employees' performance as well as their physical and psychological well-being .

However, a study by Zhu, Kuykendall and Zhang (2019) revealed contradicting results by discovering that within-day work breaks could assist in reducing employees' fatigue and negative feelings, which eventually result in improved performance. The conservation of resources theory could assist in explaining

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this as it is based on the assumption that workers can prevent depletion of resources and remain productive by taking within-day work breaks (Woods & West, 2019).

- Turnover intentions

Turnover intentions were reported to be the possible antecedents of destructive deviant behaviour. Qu (2017) defined turnover intentions as the employees' evaluation of whether to leave or remain in their current organisation. De Simone et al. (2018) considered employees' turnover intention as one of the main predictors of turnover behaviour in the organisation and destructive deviant behaviour is an example of turnover behaviour.

Qu, Jo and Choi (2020) discovered that employees with intentions to leave their organisation tend to engage in organisational destructive deviant behaviour. Luo et al. (2013) as well as Akgunduz and Eryilmaz (2018) specifically reported that employees who were planning to leave their organisation reduced their effort into their work and also underperform as team members when they are working as a team. Tepper et al. (2009) labelled employees' turover intention behaviour as satisfaction of personal interests and disregard of the organisation's well-being.

- Work-related clashes

The participants reported work-related clashes or conflict as possible antecedent of destructive deviant behaviour, especially when workers are working as a group. This relates to poor working relationships among co-workers, which is regarded as one of the factors that may cause job dissatisfaction (Nel & Werner, 2011). Sims (2002) emphasised that low job satisfaction may result in destructive deviant behaviour.

Moreover, Mulki et al., (2006) found that employees with low job satisfaction tend to lose interest on their jobs and engage in various acts of negative deviance. Abun et al. (2018) emphasised that organisations should create a working environment that promote harmonious relationship between workers in order to influence workers to behave in a positive manner.

- Ignorance of procedures

The research participants identified workers' ignorance of stipulated procedures when performing duties as another reason behind prevalence of destructive deviant behaviour in the farms. Ignorance of procedures can be regarded as an antecedent of destructive deviant behaviour when employees intentionally and knowledgeably engage in such behaviour (Antoniou, 2013).

This means that workers who ignore working procedures intentionally decide not to obey the stipulated rules even though they know very well that the repercussion of such behaviour could be risky to themselves, co-workers or to the entire organisation (Stackhouse & Turner, 2019).

- Lack of commitment

The research participants reported lack of commitment to both the farms and the job as possible reasons for worker to engage in various forms of destructive deviant behaviours. Employees who are committed to their jobs will want retain their organisational membership and therefore behave in a manner that is consistent with that, while those who are committed to their jobs continue to perform even though they may want leave the organisation (Chang et al, 2011; Hegazy & AqylAlmaizar, 2017).

Mulki et al. (2006) mentioned that their research findings showed that employees with lower levels of organisational commitment tend to put less effort

on their jobs, resulting in negative deviant acts in the workplace. This means that low commitment could be an antecedent of destructive deviant behaviour.

- Lack of job knowledge

The research participants reported that lack of job knowledge was one of the antecedents of destructive deviant actions. Job knowledge is considered one of the most important resources that an employee needs in order to assist the organisation to be productive (Bollinger & Smith, 2001). The South African Labour Guide (2019) stipulated that lack of job knowledge may not always be regarded as the employee's fault, unless the employee fails to acquire the required job knowledge after several interventions. This means that it is the responsibility of the employer to ensure that workers are equipped with knowledge and skills inherent to their jobs.

Spanuth and Wald (2017) emphasised the importance of training in an attempt to enhance employees' job knowledge and their ability to perform their duties effectively. This may reduce probabilities of employees' engagement in destructive deviant behaviour and opening a possibility for constructive behaviour. In their study conducted by Hagela et al. (2016) emphasised the importance of training in an effort to reduce risky behaviours and hazards in the farming workplace.

- Favouritism

Favouritism was reported as the antecedent of destructive deviant behaviour in this study. Favouritism can be defined as preferential treatment that an employee receives in the organisation or job based on irrelevant attributes or qualifications (Raja, Zaman, Hashmi, Marri & Khan, 2013). Büte (2011) found that favoritism caused the damage to the organisation's efficiency and effectiveness as it showed negative effects on job satisfaction and

organisational commitment. Therefore, it is crucial for organisations to treat their employees with equity and fairness (Williamson & Williams, 2011; Cropanzano & Molina, 2015).

In line with organisational justice theory, employees expect to be treated with fairness (O'Neill & Hastings, 2011), while equity theory emphasises that employees tend to engage in social comparison (Ryan, 2016). In line with this, the envy theory regards the primary source of envy in the workplace as employees' social comparisons, whereby employees may envy those who are receiving preferential treatment (Erdil & Müceldili, 2014).

- Retaliation/ disrespect of supervisors

Retaliation was reported to be another antecedent of destructive deviant behaviour. Eadeh et al., (2017, p. 27) defined retaliation as an act of revenge in such a way that would hurt or harm someone in response to the "wrong suffered at the person's hands". Liang et al. (2018) asserted that the only way that an employee has in possession to retaliate against the wrong doings of the organisation or the supervisor such as abusive supervision and perceived injustices is by engaging in destructive deviant behaviours.

Therefore, disrespect of supervisors could be a way of retaliating against what employees perceived as unfair treatment. Griffin et al. (2016) and Sungu et al. (2020) emphasised that when employees perceive that their supervisor abuse power, they have no other option except behaving defiantly to show their dissatisfaction.

7.3.3 Consequences of destructive deviant behaviour

This section generally presents the possible consequences of workers' engagement in destructive deviant behaviour, as reported by the research participants from the three farms. The consequences or outcomes of

constructive deviant actions are grouped into two, namely; individual consequences (Pierce & Gardner, 2004; Hamed, 2010; Seibert, Wang & Courtright, 2011) and organisational consequences (Rogojan, 2009; O'Neill & Hastings, 2011; Ling, 2013; Piquero et al., 2013; Harvey et al., 2014; Sun & Wang, 2017). The subsections below present the consequences of workers' destructive deviant actions as gathered from the participants in the three farms.

7.3.3.1 Individual consequences

Table 31 depicts that the research participants from the three farms reported that workers' engagement in destructive deviant behaviour may yield positive results such as workers regaining strength and feel reenergised to continue to perform their duties effectively. This outcome was linked to workers' tendencies of extending lunch break, and is in line with the conservation of resources theory.

Table 31

Individual Consequences of Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Feeling reenergised	• Feeling reenergised	• Feeling reenergised

The conservation of resources theory is based on the assumption that while people strive to preserve, safeguard and acquire resources, they also strive to prevent potential loss the acquired valued resources and prevent burnout (Woods & West, 2019). Ferguson et al. (2012) indicated that when employees feel that their resources are becoming depleted or drained, they would seek ways to generate resources that would be necessary to cope with the work stressors and demands by engaging on what could be perceived as deviant behaviour. Therefore, extension of lunch breaks in order to be reenergised

could be perceived as a coping mechanism to avoid future depletion of resources.

7.3.3.2   Organisational consequences

Table 32 presents a summary of possible organisational consequences of destructive deviant behaviours in the three farms as reported by the research participants. It is apparent from the table that the consequences of destructive deviant behaviour as reported by the research participants from the three farms are four, namely; low farm productivity, poor performance, deserting work and possible accidents.

Table 32

Organisational Consequences of Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Low farm productivity	• Low productivity	• Low productivity
• Poor performance	• Poor performance	• Poor performance
• Deserting work	• Deserting work	• Deserting work
• Possible accidents	• Possible accidents	• Possible accidents
• Injury on duty	• Minor injuries	
• Breathing problems		
• Poor relationship		

The research participants from Lavelle and Mandarin Farms reported injuries on duty as a possible outcome, while breathing problems and poor relationship at the workplace were identified by the participants from Lavelle Farm only. In general, the consequences of destructive deviant behaviour as reported by the participants can be grouped into three categories, namely; Low productivity (low farm productivity, poor performance, deserting work), health and safety problems (possible accidents, injuries on duty and breathing problems), and poor relationship. The three categories are discussed independently below.

- Low productivity

The consequences of destructive deviant behaviours were reported to be low farm productivity, poor performance and desertion of work. Phusavat (2013) defined productivity as the effective use of limited resource (time, raw materials, equipment, etc.) to produce quality outputs. This means that the productivity of the organisation relies more on how employees perform their duties.

Poor performance by employees implies that employees are failing to meet the required standard of performance (Strebler, 2004). Therefore, poor performance as an outcome of employees' engagement in destructive deviant behaviour means that workers engage in undesired behaviour which negatively impact on their performance. Similarly, desertion of work implies that workers engage in an unwanted behaviour which drives them away from their job responsibilities. Such behaviours result in an ineffective use of limited resources, which results in the production of poor quality outputs (Phusavat, 2013).

- Health and safety problems

Organisations have social, moral and legal obligations to ensure employees' health and safety in their working environment as failure to do so may have detrimental effects such as low productivity, discontinuity of services due health or injury problems, and the financial implications thereof (Nel & Werner, 2017). However, employees' engagement in destructive deviant behaviour may make it difficult for organisations to fulfil these obligations.

The current study discovered that farm workers' engagement in destructive deviant behaviour resulted in increasing the probabilities of accidents, injuries on duty as well as health related problems (breathing problems). It is therefore important for low-wage sectors such as agricultural sector to reduce the tendencies of workers engaging in health risky behaviours due to low education

by continuously highlighting the importance of health and safety through training (Park et al, 2009).

- Poor relationship

The current study revealed poor relations at the workplace was one of the consequences of destructive deviant behaviour. This means that the destructive deviant actions that workers engaged in negatively influence the interpersonal relationships between the workers and between the workers and their supervisors, which may have negative impact on the functioning of the organisation. The nature of the existing relationships at the workplace was found to be one of the features that influence job satisfaction (Baloyi et al., 2014; Plickert et al., 2017; Abun et al., 2018).

Dobre (2013) asserted that for organisations to be productive and to remain competitive, they should be able create strong harmonious relationship with their employees. It was further emphasised that harmonious relationship between employees and their employer make it easier for the employer to influence employees to behave in a positive desired way (Dobre, 2013).

7.3.4 Current management of destructive deviant behaviour

This section presents the managerial practices that are implemented at the three farms in an attempt to encourage workers to engage in various forms of destructive deviant behaviour. Table 33 provides a summary of the current management practices aimed at encouraging workers to act in a constructive deviant way as identified by the research participants from the three farms.

It is apparent from the table that participants from the three farms identified the following as managerial practices implemented in an attempt to manage various forms of destructive deviant behaviour in the farms; communication of policies, close supervision (setting daily targets), disciplinary and remedial procedures

(referring to workers' committee, warning or dismissal), paying for reduced hours and giving workers fruit.

Table 33

Current Management Practices of Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• Communication of policies	• Communication of policies	• Communication of policies
• Close supervision (Setting daily targets)	• Close supervision	• Close supervision
• Warning / Dismissal	• Warning/ Dismissal	• Warning/ Dismissal
• Paid for reduced hours	• Paid for reduced hours	• Paid for reduced hours/ Forfeiting working hours
• Giving workers fruit	• Giving workers fruit	• Giving workers fruit
• Referred to workers' committee	• Referred to workers' committee	• Referred to workers' committee
• Training		• Provide training
• Extended unpaid working hours		• Extend working hours
• Stopping workers to work with chemicals for 6 months		
	• Reduced work load/assigned hectares	
	.	• Transfer to another team

The research participants from Lavelle and Valencia Farms reported provision of training and extending working hours as other ways in which destructive deviant behaviour is managed in the farms. Participants from Lavelle reported that workers working with chemicals may be stopped for six (6) months if agrochemical is detected in their blood while those from Mandarin only reported that work load/assigned hectares can be reduced in order to manage destructive deviant behaviour. The participants from Valencia Farm reported that workers are transferred to another team/supervisor in an attempt to manage destructive deviant behaviour.

In general, the current management practices can be grouped into seven categories, namely; communication, close supervision, disciplinary and remedial actions (disciplinary and remedial procedures, referring to workers' committee, warning or dismissal and stopping workers to work with chemicals for 6 months), compensation management (pay for reduced hours or extended unpaid working hours, giving workers fruit), provision of training, work re-allocation (reducing work load/assigned hectares) and proper placement (transfer to another team or supervisor). The discussion below elaborates how the seven categories can assist in managing destructive deviant behaviour.

7.3.4.1   Communication

Communication is regarded as the process through which information is transmitted from one person to another in order to ensure that people understand and see things in a similar way (Griffin et al, 2019). The research participants considered management's communication about the policies and the emphasis on acceptable and unacceptable behaviours as well as the consequences thereof assists the farms in trying to curb workers' tendencies to engage in destructive deviant behaviour at work.

In an attempt to examine how communication transparency and consistency between words and actions of superiors can influence the behaviour of subordinates, Vogelgesang, Leroy and Avolio (2013) discovered that communication transparency can be considered to be a precursor of behavioural leader integrity.

7.3.4.2   Close supervision

The research participants reported that close supervision is applied among workers who seem to be putting little into their work, whereby supervisors set daily targets for the workers. In this way, close supervision is used as a

mechanism to reduce tendencies of workers' engagement in destructive deviant behaviours. Although McGregor's Theory X was perceived as a negative approach to manage the behaviour of employees (Arslan & Staub, 2013; Mohamed & Nor, 2013), close supervision as one way of managing employees' destructive deviant behaviour relating to their tendencies of putting little into their work best matched McGregor's Theory X.

McGregor's Theory X assumes that is natural to have employees who will always find way to avoid putting the required effort into their work, and such employees should be closely monitored in order for them to perform as expected (Mohamed & Nor, 2013). Therefore, it is important for managers and supervisors to identify employees who tend to avoid work and utilise McGregor's Theory X (close supervision) in order to manage their deviant behaviour.

The concept "authoritarian leadership style" was used by Zheng, Huang, Graham, Redman and Hu (2020) to refer to close supervision as a strategy attempt to manage employees' tendenices to engage in destructive deviant behaviour. In their study, Zheng et al. (2020) discovered that authoritarian leadership style assists in preventing employees' interpersonal destructive deviant behavior when managers send clear indications of potential punishments associated to engagement in undesirable behaviour.

In addition, close supervision can also include the use of different monitoring strategies such as checking employees' bags and lunch boxes before they leave the organisations' premises (Rogojan, 2009) in order to manage destructive deviant behaviour relating to theft. In their study, Zoghbi (2011) asserted that monitoring of employees' behaviour should be done in a procedural fair manner in order to yield positive results.

7.3.4.3 Disciplinary and remedial actions

Disciplinary and remedial actions are usually taken as measures to deal with employees' tendencies to contravene the established rules of the organisation (Mogotsi, 2013). The current study revealed that management of the farm uses disciplinary and remedial actions as way of managing various forms of workers' destructive deviant behaviours.

Disciplinary and remedial actions that are available for management in include giving workers warnings or dismissal, depending on the severity and recurrences of destructive deviant behaviours, referring disputes amongst workers to the workers' committee and stopping workers found to have agrochemicals in their blood from working with chemicals for a period of six (6) months.

7.3.4.4 Compensation management

The participants in this study reported that compensation management is used in a manner that assists to manage destructive deviant behaviour of farm workers. Nel and Werner (2017) grouped compensation into categories, namely; direct and indirect compensation. Direct compensation involves anything with cash value such as basic salary or wage and incentives, whereas indirect compensation has no cash value (Nel & Werner, 2017).

Compensation management practices in relation to destructive deviant behaviour included both direct and indirect compensation. The management of the farms manage destructive deviant behaviour relating to late coming and putting little effort by either paying workers for reduced hours at the end of the month or extend their working hours in order to cover for the lost time or in order to finish the daily targets. Therefore, destructive deviant behaviour is used to determine the workers' direct compensation.

Moreover, the management of the farm use indirect compensation in order to manage destructive deviant behaviour relating to workers' tendencies of stealing produces. There are times whereby the management gives farm workers produces to take with them home. In this instance, direct compensation is used to manage destructive deviant behaviour.

7.3.4.5   *Provision of training*

The research participants reported that provision of training is another way that the management of the farms is using in an attempt to manage destructive deviant behaviours of workers. Nel and Werner (2014) considered training as being important in equipping employees with job related knowledge, skills, or behaviours that are very crucial for effective job performance. This means that training provides an opportunity for workers to understand how certain behaviours would or would not benefit the farms.

Training is of utmost importance in the farming sector because it is considered as one of most hazardous sectors (Myers, 2004). In their study, Hagela et al. (2016) proposed that the farming sector should invest in training in order to reduce the probabilities of hazards and incidences of accidents in the farms. This means that training can benefit both the farm workers and the farms; with farm workers being safe and the farms saving on possible costs related to health and safety challenges.

7.3.4.6   *Work re-allocation*

The research participants reported that the re-allocation of work, which involved reduction of work load in terms of number of hectares assigned to individual worker, was made in an attempt to manage destructive deviant behaviour. This type of management practice also includes transferring workers from one team to another team or supervisor.

In their study, Rocha, Cezar-Vaz, Verde de Almeida, Piexak and Bonow (2014) discovered that work overload may have negative impact on farm workers' health such as body pains, injuries, and disorders, which will eventually have effect on their job performance. Smith and Smith (2017) discovered that high workload related to increased employees' fatigue, which also increased the risk of negative incidents and poor performance. This means that relooking at employees' workload may assist in preventing negative impacts of work overload on both employees and organisations.

7.3.4.7   Proper placement

The research participants reported that proper placement whereby workers who are in dispute or fail to work together are assigned to different supervisor or a different team. Such actions assist in managing destructive deviant actions by one or both parties that do not get along. Sarinah et al. (2016) emphasised placing workers in positions where they will be able to perform and excel assist the organisation in realising its intended objectives.

7.3.5 Proposed management of destructive deviant behaviour

The research participants from the three farms proposed about twenty (20) ways in which management of the farms can influence workers to behave in a constructive deviant manner. These include; continuous communication of policies, promoting good relationships, close supervision when necessary, not taking long to give workers fruit (having stipulated dates for giving workers fruit), frequent evaluation of performance, extending lunch to 45-60 minutes or having two breaks, use of breathalyser, sanctioning workers to work extended hours, providing safety gears, promoting teamwork (common goals), provide room for creativity and autonomy, involving workers' engagement in major decision making, reduce the assigned hectares per individual, equitable distribution of work, transfer workers to another supervisor, providing emotional support, allow

workers to share knowledge, ensure consistency in the application of rules, treating workers with equity, and the use of a clocking system.

It is apparent that among the proposed managerial ways of dealing with destructive deviant behaviour, eight (8) of them were also reported to be current practices used by the management to destructive deviant behaviour. These include; continuous communication of policies, promotion of good relationships, close supervision, extending working hours, provision of training, reducing the assigned hectares per individual, equitable distribution of work, transfer of workers to another supervisor.

Therefore, in order to circumvent duplication, Table 34 only depicts twelve (12) managerial practices which were not discussed as current managerial practices but proposed to be managerial practices that can preclude destructive deviant behaviour from occurring in the farms. These managerial practices are; not taking long to give workers fruit (stipulated dates for giving workers fruit), frequent evaluations of performance, extending lunch break (to 45-60 minutes or have two breaks), breathalyser, provision of safety gears, promoting teamwork (emphasis on common goal), creating room for creativity and autonomy, workers' engagement in major decision making, providing emotional support, knowledge sharing, consistency in the application of rules (treating workers with equity), and the use of a clocking system.

The research participants from the three farms proposed that in an attempt to reduce destructive deviant behaviours, management should not take long to give workers fruit and provide stipulated dates for giving workers fruit, frequent evaluations of performance, extending lunch break to forty (45) or sixty (60) minutes or have two breaks, as well as making use of a breathalyser.

Table 34

Proposed Management Practices of Destructive Deviant Actions

Lavelle Farm	Mandarin Farm	Valencia Farm
• They should not take long to give workers fruit / Have stipulated dates for giving workers fruit	• They should not take long to give workers fruit/ Have stipulated dates for giving workers fruit	• Not taking long to give workers fruit/ Reduce amount of fruit given and increase frequency/ Identify rejects during mid-season and give to workers
• Frequent evaluation of performance	• Continuous performance monitoring	• Continuous performance monitoring
• Extend lunch to 45-60 minutes/ Have two breaks	• Lunch break should be 45 or 1 hour	• Extend break to 45 minutes or 1 hour / Have two breaks
• Breathalyser	• Breathalyser	• Breathalyser
• Provide safety gears	• Provide safety gears	
• Emphasis on common goals/ teamwork		Promote team spirit (common goal)
• Room for creativity and autonomy		
• Workers' engagement in major decision making		
		• Provide emotional support
		• Knowledge sharing
		• Consistency in the application of rules/ Treating workers with equity
		• Use of a clocking system

Participants from Lavelle and Mandarin Farms proposed that the management should provide workers with safety gears, while participants from Lavelle and Valencia Farms suggested promotion of teamwork and emphasis on common goals in order to discourage destructive deviant behaviour.

The research participants from Lavelle Farm only proposed creating room for creativity and autonomy as well as workers' engagement in major decision making as possible ways to inhibit destructive deviant behaviours in the farm,

while those from Valencia suggested provision of emotional support, allowing knowledge sharing, consistency in the application of rules and treating workers with equity as well as the use of a clocking system as other ways of managing destructive deviant behaviour.

The twelve (12) proposed managerial practices to manage destructive deviant behaviours were further compressed into the following nine (9) managerial practices; distribution of produces, performance management, revising lunch break, health and safety management, promoting teamwork and knowledge sharing, room for autonomy and creativity, workers' involvement, providing emotional support and consistency in the application of rules. These proposed managerial practices are discussed in the subsequent sub-sections:

7.3.5.1   *Distribution of produces*

The participants indicated that even though the management give them the produces they work with; they wait for a long time before the produces are shared amongst workers. It was therefore proposed that in an effort to avoid workers' cravings of produces getting out of hand, the management should reduce the waiting period by identifying "rejects" (low quality produces) during mid-season and give to workers instead of waiting for the harvest season to end.

It was also suggested that another way of reducing destructive deviant behaviour of workers relating to stealing of produces could be to reduce amount of produces given to individual workers while increasing the frequency, as well as communicating the specific dates chosen for workers to receive produces. Fogleman and McCorkle (2013) considered giving workers farm produces as another form of indirect compensation which could be used by the management of farms to gain competitive advantage over other farms.

7.3.5.2   Performance management

The participants proposed that management should frequently evaluate workers' performance in order to manage destructive deviant behaviour relating to job performance. DeNisi and Murphy (2017) regard performance management as all activities, policies, procedures and interventions aimed at assisting employees to improve on their performance. This suggests that it could be beneficial for the farms' performance management policies to be amended in such a way that the frequency of evaluating workers' performance is increased in order to be in a better position to identify challenges and implement interventions sooner.

7.3.5.3   Revising lunch break

The research participants proposed that the management should consider revising lunch break by either extending it from forty-five (45) to sixty (60) minutes or divide it into two breaks in order to curb the tendencies of workers to engage in destructive deviant behaviour relating to intentionally extending their lunch break because of exhaustion. In support of this, Woods and West (2019) discovered that employees who took within-day work breaks tend to be more productive. This implies that within-day breaks may assist workers to recover from exhaustion in order to continue to perform their duties effectively.

7.3.5.4   Health and safety management

Agriculture sector is considered to be one of the most hazardous sectors because it involves intensive use of machinery and agrochemicals (Myers, 2004). The research participants suggested that the management of farms should have effective health and safety management programmes in order to protect workers from injuries and the farms from unnecessary expenses relating to injuries or accidents. The use of breathalysers to detect workers who report

for duty under the influence of alcohol was proposed as another way of promoting safety at the farms.

Yanar, Lay and Smith (2019) discovered that high risk of physical injuries on workers with occupational health and safety vulnerability and lack of supervisor support than those with occupational health and safety vulnerability and supportive supervisors. In their study, Petitta, Probst, Barbaranelli and Ghezzi (2017) suggested employees' compliance to safety procedures depends on the supervisor's safety leadership and the culture of safety instilled in the organisation.

This means that health and safety management in order to reduce probabilities of workers getting injured or inhaling agrochemicals is very crucial, which include provision of safety gears and ensuring that workers are complying with health and safety procedures. In their study, Newnam and Goode (2019) discovered that organisations tend to focus more on task-related communication such as productivity and workflow than relationship-related communication such as workplace relations, and safety-related communication.

7.3.5.5   *Promoting teamwork and knowledge sharing*

The research participants proposed that management should promote teamwork in order to influence the behaviour of workers in a positive way and reduce probabilities of destructive deviant behaviours in the farms. They indicated that teamwork spirit could enable workers to put emphasis on common goals and strive to accomplish the goals as well as to putting the members of the team to be in a better position to share their knowledge with other team members. Teamwork is regarded as one of the mechanisms organisations can use in order to gain competitive advantage over their competitors (Ali et al., 2019).

7.3.5.6 Room for autonomy and creativity

The workers and supervisors proposed that trained and reliable workers should be provided with job autonomy in order to reduce tendencies of engaging in destructive deviant behaviours. Saragih (2011, p. 205) defined job autonomy as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling work and in determining the procedures to be used in carrying it out". It is apparent from this definition that employees with some degree of autonomy are in a better position to become creative in executing their duties.

Saragih's (2011) research findings supported that job autonomy result in high self-efficacy, which enables an employee to put forth more effort and to attain the best performance. A study conducted by Ngo, Nguyen, Lee and Andonopoulos (2020) revealed that employee creativity significantly influenced employees' job performance in a positive manner.

In their study, Malinowska, Tokarz and Wardzichowska (2018) as well as Malinowska and Tokarza (2020) discovered that job autonomy associated with employees' work engagement. This means that when employees have opportunities to make decisions on the best way to execute their duties, they are more likely to perceive their job as fascinating and satisfying to such an extent that their engagement in the accomplishment of their tasks could be enhanced (Malinowska et al., 2018).

7.3.5.7 Workers' involvement

The research participants suggested that management should consider encouraging workers' participation in major decision making. The involvement of workers in decision making make employees to feel that they are part of the decisions made and therefore will feel compelled to do everything in their powers to make sure that the actions they take are in line with the decisions

taken (Griffin et al., 2019). This implies that it would be highly unlikely for workers to engage in destructive deviant behaviour and defy their own decisions.

7.3.5.8   Providing emotional support

The research participants suggested that management should provide emotional support to workers in order to eliminate destructive deviant behaviour. A study conducted by Hämmig (2017) discovered that workers who found it difficult to rely on their supervisor when they encountered work-related or personal-related problems were more likely to experience increased health-related problems and negative work-related consequences.

7.3.5.9   Consistency in the application of rules

The participants proposed that management should apply rules consistently and make sure that all workers are treated in the same way in order to discourage workers from engaging in destructive deviant behaviour. For example, the participants suggested that the farm management should introduce a clocking system, which will provide accurate records of the exact time each worker reports for duty as well as the time each worker knocks off without any favouritism.

7.4 ADDITIONAL FINDINGS

Both farm workers and supervisors provided additional information which could assist in managing workplace deviant behaviour, resulting in promoting constructive deviant behaviours and discouraging destructive deviant behaviours. Table 35 shows the additional findings relating to workplace deviance as reported by the participants in the three farms.

Table 35

Additional Findings on Workplace Deviance

Lavelle Farm	Mandarin Farm	Valencia Farm
• Provision of training	• Training on the nature of business	• Training for workers and for supervisors
• Consistency in the application of policies	• Consistency in the application of rules	• Consistency in the application of rules
• Work clothing and safety gears	• Provision of work clothing	• Work clothing and safety gears
• Dealing with sickness or injury on duty and medical condition during placement	• Caring for the sick	• Proper placement
• Introducing team work and work teams	• Promotion of "ubuntu"/humanity	
	• Government's involvement	• Government's involvement
	• Motivation	• Motivation
	• Selection of workers' committee	
		• General meetings
		• Equal treatment and equal distribution of work

The participants from the three farms reported the importance of provision of training, consistency in the application of policies, provision of work clothing and safety gears, dealing with sickness or injury on duty and medical condition during placement as well as promotion of teamwork and work teams as important aspects that management need to pay attention to.

The research participants from Mandarin and Valencia Farms regarded government's involvement and motivation as being of utmost importance. The participants from Mandarin Farm only raised the importance of considering how the selection of workers' committee is made, while the participants from Valencia Farm reported the importance of general meetings and equitable distribution of work and equal treatment of workers. None of the additional suggestions were made by participants from Lavelle Farm only.

It is apparent that among the ten additional findings stated above, five categories were already discussed under current management practices and proposed managerial practices. These categories include provision of training, consistency in the application of rules, provision of work clothing and safety gears, promotion of teamwork as well as equal treatment of workers and equal distribution of work. Therefore, the discussion below focuses only on the categories which never mentioned or discussed before, and are; caring for the sick or injured, government's involvement, motivation, selection of workers' committee and general meetings.

7.4.1   Caring for the sick or injured

The participants raised suggestions in relation to the manner in which the management of the farms and supervisors should treat workers who are sick or got injured at work. They believed that this may have impact on workers' likelihood to engage in positive or negative behaviours at work.

In their study, Aronsson, Gustafsson and Dallner (2000) found that there are committed employees who may report to work in spite of feeling that their state of health is not good. In such instances, there is a possibility that such employees' health status may become worse at work, which requires the employers' support. This means that a loyal employee who comes to work despite feeling unwell deserves to be treated with care.

The employer's goodwill in terms of finding ways to accommodate employees who got injured at work in order to enable them to recover was considered of utmost importance in creating a caring working environment (MacEachen, Clarke, Franche, Irvin & the Workplace-based Return to Work Literature Review Group, 2006). This means that employees may feel that their employer acts in their best interests instead of focussing solely on production.

7.4.2 Government's involvement

The research participants reported that the government's involvement in the sector should be visible. Although the National Minimum Wage Act became effective date on the 01st January 2019, farm workers began to be entitled to R18.00 per hour since 01 May 2018 according to the National Minimum Wage Bill (Republic of South Africa, 2017; 2018).

The research participants indicated that as workers, they expect to get salary increment on yearly basis but when there are inconsistencies, they become demotivated. This means that farm workers have been expecting to get their increase from 01 May 2019. Although extrinsic factors such as pay (money) are not regarded as motivators, Herzberg's theory indicated that dissatisfaction with extrinsic factors may demotivate workers (Nel & Werner, 2017).

7.4.3 Motivation

The participants suggested the importance of management to use various forms of motivational strategies in order to influence workers to behave in a manner that will safeguard the well-being of the farms. Motivation involves a process management seeks to encourage employees to perform better in order realise the objectives of the organisation (Griffin et al., 2019).

Literature identified two types of motivation, namely, intrinsic and extrinsic motivation. Intrinsic motivation is linked to Herzberg's motivators which could be derived from interesting and challenging duties, responsibility, autonomy and feelings of achievement derived from one's job. On the other hand, extrinsic motivation is linked to Herzberg's hygiene factors such as tangible reward, pay and promotion (Al-Madi, Assal, Shrafat & Zeglat, 2017). It is therefore important for management to explore these various ways of motivation in order to identify those which could be best suitable to the organisation's specific employees.

7.4.4 Selection of workers' committee

The research participants indicated that workers should be involved in choosing the members of the workers' committee because such committee should be formed by people who are trusted by the workers. Employee involvement when it comes to making decisions that may have impact on employees' lives is considered very essential (Cummings & Worley, 2009; Griffin et al, 2019).

7.4.5 General meetings

The research participants emphasised the importance of having general meetings, involving workers and management at the farms in order to discuss matters relating to their work and the farms. Klaas et al. (2012) regard meetings as a form of identifiable workplace voice that enables ideas to be exchanged and decisions to be made. Meetings could be useful in the organisation because they can provide a platform to identify differences between employees and employers' expectations, assist in resolving differences, facilitate decision making and goal-setting as well as sharing of important information (Geimer, Leach, DeSimone, Rogelberg & Warr, 2015).

In their study, Allen, Beck, Scott and Rogelberg (2014, p. 14) discovered that meetings are very useful in "discussing on-going projects, routinely discussing the state of the business, brainstorming ideas or solutions and discussing productivity and efficiencies". This implies that meetings can produce good results which may safeguard the well-being of the organisation.

7.5 CHAPTER SUMMARY

The chapter presented research findings on destructive workplace deviance as well other findings relating to workplace deviance. The various forms of destructive deviant behaviours that seemed to be prevailing among farm workers are both interpersonal and organisational. The possible antecedents of

destructive deviant behaviour at the farms include both individual and organisational factors supervisors. The consequences of destructive deviant behaviour included both the individual and organisational consequences.

The current managerial practices of discouraging workers' destructive deviant behaviour include communication, close supervision, disciplinary and remedial actions, compensation management, provision of training, work re-allocation and proper placement. The proposed managerial practices include: promoting of good relations at the workplace, distribution of produces, performance management, revising lunch break, health and safety management, promoting teamwork and knowledge sharing, promoting teamwork and knowledge sharing, room for autonomy and creativity, providing emotional support and consistency in the application of rules.

The additional findings relating to workplace deviance which were not linked to any form of workplace deviant behaviour include provision of training, consistency in the application of rules, provision of work clothing and safety gears, caring for the sick or injured, promotion of teamwork, government's involvement, motivation, selection of workers' committee, general meetings, as well as equal treatment of workers and equal distribution of work. The next chapter provides a summary of the findings, recommendations and concluding remarks.

CHAPTER 8

SUMMARY, RECOMMENDATIONS AND CONCLUSION

8.1 INTRODUCTION

This chapter provides summary of this study and conclusion, with specific focus on the research design and method adopted, research findings corresponding to the research questions and objectives, the revised conceptual model and other relevant findings. The chapter also presents recommendations directed to the farm management, government as well as recommendations for future studies. Furthermore, the contributions of the study as well as its limitations are discussed. At the end, the concluding remarks are made.

8.2 RESEARCH DESIGN AND METHOD

This study was based on the ontological stance of a constructivist, who believed that social reality can be explored by trying to explore and understand human beings in their social world through interaction with them (Eriksson & Kovalainen, 2008). The interpretivism, as an epistemological viewpoint emphasises that the researcher should understand people's subjective experiences, perceptions and interpretations of the world by interacting with them in order to acquire knowledge was adopted in this study (Kivunja & Kuyini, 2017).

Corresponding to the ontological and epistemological stances, a qualitative research approach was adopted. A qualitative research approach was appropriate for this study as it enabled a researcher to explore and understand different meanings that people assign to social or human problems by studying them in their natural social settings (Creswell, 2007). The study was both exploratory and descriptive in nature. Descriptive exploratory study is considered appropriate in examining a new or little-understood phenomenon by

discovering and describing categories and themes of participants' experiences and meanings (McMillan & Schumacher, 2014).

A narrative research method in a form of oral history was used in this study. The research participants were farm workers and their supervisors from three citrus farms, who were conveniently selected. By nature, Africans are regarded as good story tellers (Tuwe, 2016), and therefore, narrative method accommodated farm both workers and supervisors who were literate and illiterate. In-depth semi structured interviews, guided by critical incident inquiry were used to collect data from the participants. Thematic content analysis was used to analyse the collected data.

8.3 SUMMARY OF THE RESEARCH FINDINGS

The discussion below provides a summary of research findings with specific reference to the research questions (RQ), which were guided by the objectives of the current study, the revised conceptual model based on the findings, and other relevant findings.

8.3.1 The research questions

8.3.1.1 RQ 1: What forms of constructive deviant behaviour are relevant to the farm workers?

The current study revealed that farm workers engaged in both interpersonal constructive deviant behaviours and organisational constructive deviant behaviours. The findings are consistent with previous studies (Galperin, 2012; Yildiz et al., 2015b; Mertens et al.; 2016).

The interpersonal constructive deviant acts discovered in this study included farm workers sharing knowledge with co-workers as well equipping co-workers

with knowledge or skills voluntarily in order to assist them to carry out their tasks effectively.

- Knowledge sharing in the organisation was found to be important in increasing the organisation's productivity and employees' creativity (Razaka et al, 2016). Creativity or innovativeness was reported to be one of the most important dimensions of constructive deviant behaviour (Lin et al., 2016; Mertens et al., 2016). Reychav and Sharkie (2010) found that it is possible for employees to share their knowledge and skills for the benefit of both the organisation and co-workers when the relationships created at the workplace are based on trust.

The organisational constructive deviant behaviours that farm workers were reported to engage in were grouped into seven, namely; creative job performance, whistle blowing, extra-role job performance, high in-role job performance, urgent decision making, disobedience of unreasonable orders and utilisation of knowledge and skills. The categories are supported by previously conducted studies as highlighted below:

- Creative performance was found have a significant relationship with task performance (Reaves, 2015).
- Whistleblowing is considered useful in the organisation and this is supported by Gao and Brink (2017), who discovered that the main reason for whistle-blowers to report wrong doing in the organisations is to prevent it from happening again.
- Chang et al. (2012) regarded extra-role performance as positive behaviour that involves attending to non-mandatory functions in order to promote the well-being of the organisation, while high in-role job performance involves exceptionally performance of mandatory functions in order to assist the organisation to realise its objectives. Extra-role performance and high in-role job performance can be associated to the dimensions of organisational citizenship behaviour (Chang et al., 2012;

Dirican & Erdil, 2016). Çinar and Karcioğlu (2015) regard employees' organisational behaviour as one of the most with valuable behaviour an organisation can have.

- An employees' positive reactivity by <u>making urgent decision</u> was found to be an important aspect that constitutes creative performance (Pradhan & Jena, 2017).

- <u>Disobedience of unreasonable orders</u> was found to be very useful in saving the organisation or employees from unnecessary risks (Galperin, 2012).

- Providing employees with the opportunity to <u>utilise their knowledge and skills</u> was reported to be important in assisting the organisation to be competitive (Wright & Sissons, 2012; Nel & Werner, 2017).

8.3.1.2 *RQ 2: What are the antecedents of farm workers' constructive deviant behaviour?*

The research findings showed that reasons for farm workers to engage in constructive deviant behaviour include both individual and organisational factors. These correspond with previous research findings (Yildiz et al., 2015b; Chang, Chou, Liou & Tu, 2016; Reynolds, Shoss & Jundt, 2015; Fan, Uddin & Das, 2017).

The individual factors that were found to contribute to workers' constructive deviant behaviour are self-determination and self-protection. Although there are very few studies that directly linked the two individual factors (self-determination and self-protection) to constructive deviant behaviour per se, the factors could be linked to individual's personality (Chang et al., 2016) and personal experiences (Zakaria, Abdulatiff & Ali, 2014). These two factors are elaborated underneath:

- In support of <u>self-determination</u>, Deci et al. (1989) and Geldenhuys et al. (2014) asserted that self-determined people have sense of choice to

initiate and regulate their own actions in a manner that will safeguard the well-being of the organisation through creativity.

- The importance of <u>self-protection</u> is emphasised by Jonathan and Mbogo (2016) who found that workers who chose to behave in a manner that protect their and health safety save their organisation from health or injury related expenses.

The organisational factors perceived as antecedents of constructive deviant behaviours were five, namely; organisational commitment, job or work commitment, job knowledge, skills and experience, collegial support and expectation of rewards and are explained below:

- Although Genevičiūtė-Janonienė and Endriulaitienė (2014) stated that high <u>organisational commitment</u> does not always relate to positive results, in this study, it was reported to be the antecedent of constructive deviant behaviour, which is congruent to Sunday's (2013) research findings.

- <u>Job or work commitment</u> was also identified as the precursor to constructive deviant behaviour in this study, although there seems to be limited studies with similar findings. However, Hegazy and AqylAlmaizar (2017) asserted that employees who are committed to their job will do everything in their power to meet their job's demands.

- <u>Employees' job knowledge, skills and experience</u> were also regarded as antecedents of constructive deviant behaviour regardless in this study. In support of this, Spanuth and Wald (2017) emphasised that an employees' job knowledge and skills can enhance the employees' problem-solving skills and open room for creativity.

- <u>Collegial support</u> was reported to be an antecedent of constructive deviant behaviour in this study and Kurtessis et al. (2015) considered collegial support an important aspect of perceived organisational support. Previous research findings identified perceived organisational

support as an antecedent of constructive behaviour (Vatankhah et al., 2017).

- <u>Expectation of rewards</u> as an antecedent of constructive deviant behaviour corresponds with previous studies on equity theory (Ryan, 2016; Bourdage et al., 2018), social exchange theory (Cropanzano & Mitchell, 2005; Palmer et al., 2017) and distributive justice as a dimension of organisational justice (Appelbaum et al., 2007; O'Neill & Hastings, 2011).

8.3.1.3   *RQ 3: What are the consequences of workers' constructive deviant behaviour?*

This study discovered that farm workers' engagement in constructive deviant behaviour had consequences which can be classified into individual and organisational consequences, which corresponds with previous research findings (Pierce & Gardner, 2004; Hamed, 2010; Seibert, Wang & Courtright, 2011).

The individual's feelings of accomplishment were reported to be one the individual consequences of workers' engagement in constructive deviant behaviours.

- <u>Feelings of accomplishment</u> can be linked to employees' psychological well-being state, which was previously found to be an antecedent of positive behaviours at the workplace (Hamed, 2010; Seibert, Wang & Courtright, 2011). In his study, it was also found to be a consequence of constructive deviant behaviour. This means that when employees are provided with the opportunity to engage in constructive deviant behaviour and produce good results, they get internal satisfaction.

This study revealed five organisational consequences of employees' engagement in constructive deviant behaviour, namely; improved organisational

performance, promotion of ethical culture, improved workers' performance, promotion good workplace relations and saving of costs.

- Improved organisational performance was found to be a consequence of workers' constructive deviant behaviour, which is consistent with previous research's findings (Doskeya et al., 2013; Mertens et al., 2016).

- In consistent with previous studies, constructive deviant actions aimed at preventing an ethical wrong-doing can assist in promotion of ethical culture (Spreitzer & Sonenshein, 2004; Appelbaum et al., 2007, Nafei, 2018).

- Improved workers' performance was reported to be a consequence of constructive deviant behaviour in this study. Similarly, Reynolds et al. (2015) discovered that constructive deviance can be one of the ways in which employees "shine" and "show off" their innovativeness. This result in employees' improved performance, which contributes positively to improved organisational performance (Doskeya et al., 2013).

- Promotion good workplace relations is regarded as one way of increasing job satisfaction (Appelbaum et al., 2007; Plickert et al., 2017), but in this study, it was found to be a consequence of employees' engagement in constructive deviant actions. Thus, employees gain satisfaction in situations which allow them to   engage in constructive acts in order to perform better.

- The current research also found that there are constructive deviant actions taken by employees which result in saving of costs. Although there seems to be very minimal studies that directly linked constructive deviant behaviour to costs saving, Vanalle et al. (2014) emphasised that any action taken by the employees in an attempt to reduce costs and unnecessary expenses are very essential in order to assist the organisation to remain competitive.

8.3.1.4   RQ 4: What forms of destructive deviant behaviours are relevant to the farm workers?

The current study discovered that farm workers engage in both interpersonal destructive deviant behaviours and organisational destructive deviant behaviours, which corresponds to previous research findings (Robinson & Bennett, 1995; Bennett & Robinson, 2000).

The interpersonal destructive deviant actions revealed in this study included verbal fights and physical fights.

- Previous research concurs that <u>verbal fights</u> could be regarded as a form of destructive deviant behaviour employee's damaged physical or psychological reputation (Bennett & Robinson, 2000; Nielsen & Einarsen, 2012; Chirilă & Constantin, 2013; Hills, 2018).
- <u>Physical fights</u> were reported to be prevalent among farm workers. Previous studies regard this form of destructive deviant behaviour as damaging to both the victims and the functioning of the organisation (Steffgen, 2008; Ikyanyon & Ucho, 2013; Nielsen et al., 2017; Yang, Zhang, Xi, & Bovet, 2017; Hills, 2018).

The organisational destructive deviant behaviours found to occur among farm workers were grouped into three, namely; poor performance, wrong working procedures and violation of rules and procedures.

- In their studies, Robinson and Bennett (1995) as well as Bennett and Robinson (2000) discovered various forms of employees' intentional destructive deviant behaviour that result in <u>poor performance</u>. In this study, such behaviour includes putting little effort, leaving work incomplete, sleeping on duty, chatting over the phone for long time during working hours and listening to radio news on duty. The organisational

actions aimed at diagnosing and alleviating causes of poor performance early was considered of utmost importance by Strebler (2004).

- Similar to this study, the application of <u>wrong working procedures</u> when executing assigned duties was reported to another way in which employees engage in destructive deviant behaviours in previous studies (Robinson & Bennett, 1995; Bennett & Robinson, 2000).

- Stackhouse and Turner (2019) discovered that one way in which employees use wrong working procedures involves ignorance of safety procedures. In addition, farm workers' <u>violation of rules and procedures</u> was discovered to be another form of destructive deviant behaviour. These include workers reporting under influence of alcohol, reporting late for duty, extending lunch break, theft and abscondment. These actions are consistent with previous research findings on destructive deviant actions of workers at the workplace (Robinson & Bennett, 1995; Bennett & Robinson, 2000).

8.3.1.5 *RQ 5: What are the antecedents of farm workers' destructive deviant behaviour?*

The current study discovered that the various reasons for farm workers to engage in various forms of destructive deviant behaviour include both individual and organisational factors, which relate to previous research findings on destructive workplace deviance (Restubog et. al., 2011; Harvey et al., 2014; DeShong et al., 2015; Neves & Champion, 2015; Palmer, 2017).

The individual factors which were discovered to contribute to workers' destructive deviant behaviours include personal problems, cravings, habit of drinking alcohol and poverty. These factors are comparable to previous studies which discovered that personal circumstance may influence employees' tendencies to engage in various forms of destructive deviant behaviour (Ferguson et al. (2012).

- Personal problems were reported in previous research as one of the personal circumstances that can negatively influence the behaviour of employees (Swimberghe et al., 2014),

- Cravings and poverty are other personal circumstances linked to negative behaviour (Nicholls & Hulbert-Williams, 2013; Feder & Yu, 2019).

- The habit of drinking or abusing alcohol was found to be one of the personal problems that negatively influence the behaviour of farm workers (Herrick 2012; Gossage et al., 2014; Evan; 2015).

The organisational factors which were reported to cause workers to engage in destructive deviant behaviours include exhaustion, turnover intentions, and work-related clashes, ignorance of procedures, lack of commitment, and lack of job knowledge, favouritism and retaliation / disrespect of supervisors.

- Exhaustion may be linked to organisational stress, which was found to be a possible cause of employees' destructive deviant actions (Appelbaum et al., 2005; Smith et al., 2018). In consistent with the conservation of resources theory, it was discovered that employees may engage in destructive deviant behaviours for good intentions when the actions are aimed at avoiding further depletion of resources (Hobfoll et al., 1990; Reynolds et al., 2015; Woods & West, 2019).

- Turnover intentions were found to be an antecedent of destructive deviant behaviour in this study, which is consistent with previous studies' findings (Luo et al. 2013; Christian & Ellis, 2014; Akgunduz & Eryilmaz, 2018; Simone et al., 2018; Qu, Jo & Choi, 2020).

- Work-related clashes could be seen as being similar to poor working relationship at the workplace, which is regarded as a cause of low job satisfaction. Previous research found that employees with low job satisfaction tend to engage in various destructive deviant actions (Muafi, 2011; Mulki et al., 2006; Plickert et al., 2017).

- Workers' ignorance of procedures was another precursor of destructive deviant behaviour found in this study. Although there seems to be limited

research that specifically identified ignorance of procedures as an antecedent of destructive deviant behaviour, it can be concluded that if workers observe that those who ignore procedures got away with it, such behaviour can become a norm in the organisation. In that case, differential association–social learning theory would best explain such behaviour (Matsuedo, 1988). In their study, Appelbaum et al. (2007) discovered that observations of deviant role models in the organisation explained some of the reasons for employees' engagement in deviant actions.

- The current study revealed that workers' lack of commitment was an antecedent of the destructive deviant actions. This is consistent with previous studies (Liao et al., 2004; Chang et al, 2011; Sunday, 2013; Hegazy & AqylAlmaizar, 2017). Although limited studies linked lack of job knowledge to destructive deviant behaviour, it was reported to be a possible antecedent of destructive deviant behaviour in this study.

- Favouritism was reported to the cause of workers' tendencies to engage in destructive deviant actions in this study. This means that workers perceiving that they are not treated fairly may show their frustrations by engaging in destructive deviant behaviour. The equity theory (Ryan, 2016), social exchange theory (Palmer et al., 2017) and interactional justice as a dimension of organisational justice (O'Neill & Hastings, 2011) may assist in explaining employees' reactions on perceptions of favouritism at the workplace. This means that when employees sense that their supervisors or managers do not treat them with fairness, they may engage in destructive deviant behaviours (Restubog et. al., 2011; Wolfe et al., 2018). Furthermore, in line with envy theory, favouritism at work may cause other employees to envy those who receive preferential treatment (Erdil & Müceldili, 2014). Therefore, interpersonal destructive deviant behaviour against those perceived as favourites may follow.

- Retaliation and disrespect of supervisors were reported to be the antecedents of destructive deviant behaviour in the current study. In their study, Liang et al. (2018) found that employees tend to retaliate against

abusive supervision and perceived injustices at the workplace by engaging in destructive deviant behaviour. Retaliation theory was reported to assist in explaining employees' revenge and retaliation through of destructive deviance acts at the workplace (Tepper et al., 2009).

8.3.1.6   RQ 6: What are the consequences of workers' destructive deviant behaviour?

It was discovered in this study that destructive workplace deviance may have both individual and organisational consequences, and this is consistent with previous research finding (Jaramillo & Locander, 2006; Mulki, Tepper et al., 2009; Rogojan, 2009; O'Neill & Hastings, 2011; Ling, 2013; Piquero et al., 2013; Harvey et al., 2014; Yildiz et al., 2015a; Sun & Wang, 2017; Michalak, Kiffin-Petersen & Ashkanasy, 2018).

The individual consequence of destructive deviant behaviour discovered in this study included workers feeling reenergised.

- Previous studies found that employees may engage in destructive deviant behaviour in order to address exhaustion and avoid further depletion of resources, in line with the conservation of resources theory (Hobfoll et al., 1990; Reynolds et al., 2015; Woods & West, 2019). This means that employees may engage in destructive deviant behaviours such as working slowly, taking frequent breaks or extend lunch break in order to feel reenergised and perform better. Similar to this study, exhaustion and limited break caused workers to extend lunch break in order to regain strength which is consistent with Zhu et al. (2019) regarding the importance of within-day work breaks.

The organisational consequences of destructive deviant behaviour revealed in this study include low productivity, health and safety problems and poor relationship.

- In support of this, previous studies discovered that the tendencies of employees to engage in destructive deviant behaviour have negative effect on the employees' performance (Muafi, 2011) and the overall organisational performance (Dunlop and Lee (2004), which in turn results in low productivity (Phusavat, 2013).

- Furthermore, health and safety problems such as accidents and injuries on duty breathing problems were reported to be consequences of farm workers' engagement in destructive deviant behaviour in a form of ignoring safety rules and procedures. Research reported that the agriculture sector is one of the most hazardous work environment and consequences of failing to comply with stipulated health safety rules result in high accidents or injuries and inhalation of agrochemicals (Myers, 1997; Myers, 2004; Cooper et al., 2006; Weyers, 2006; Rakesh et al., 2013; Hagela et al., 2016; Devereux et al., 2017).

- This study found that poor relationship at the workplace was another consequence of destructive deviant behaviour. This may include the poor interpersonal relationships between co-workers and between the workers and their supervisors. Previous studies interpersonal destructive deviant behaviour such as spreading rumours and aggression may be perceived as organisational stressors (Appelbaum et al., 2005). Furthermore, the nature of the existing relationships at the workplace was found to be one of the important features of job satisfaction (Baloyi et al., 2014; Plickert et al., 2017; Abun et al., 2018). This implies that low job satisfaction and organisational stress can be both precursors and consequences of destructive deviant behaviour.

8.3.1.7 RQ 7: How are various forms workers' deviant behaviours managed within the commercial farms?

It was discovered in this study that there are various practices that are applied at the farms to manage workers' destructive deviant actions. These managerial practices were compressed into the following ten categories; communication, compensation management, provision of training, proper placement, performance management, autonomy and opportunity to utilise skills, close supervision, disciplinary and remedial actions, work re-allocation and promotion of teamwork.

- Although there seems to be limited studies that directly identified communication as a managerial action to manage deviant behaviour, it was discovered in this study that management's <u>communication</u> about the policies and consequences of failing to comply assists in managing workplace deviant behaviour. The supervisors communicate about the importance of in-role performance, and communicate about workers' prescribed formal duties and responsibilities. In their study, Vogelgesang et al. (2013) discovered that communication can influence employees to behave in a desired way if there is communication transparency and consistency between words and actions of management.

- It was discovered that farm management also used <u>compensation management</u> strategies to manage workplace deviance. The research findings revealed that the farm management rewards good performance through bonuses in order to encourage workers to engage in constructive deviant behaviour. Organisational rewards are regarded as one of the most powerful motivational ways of influencing employees to perform well in the organisation (Cummings & Worley, 2009). In order to discourage destructive workplace deviance, compensation methods that have direct impact on the workers' monthly wages include excluding unworked hours when paying workers or extending working hours to cover for lost hours. However, Van Zyl (2010) emphasised that it is important for management

to guard against excessive employee-remuneration gaps as they can be harmful to labour-productivity. Indirect compensation method used to prevent workers from stealing fruit involves giving workers fruit.

- Provision of training was found to be another method employed to manage workplace deviance in this study. Previous research acknowledged the role that training may play in encouraging employees' constructive deviant behaviour by stating that equipping employees with the necessary job knowledge skills enables them to willingly go extra miles when performing their duties and heightens their problem-solving skills and creativity (Spanuth & Wald, 2017; Halawi & Haydar, 2018). Furthermore, training may equip employees with knowledge regarding behaviours that would be beneficial to the farm as well as to reduce the probabilities of workers' engagement in destructive behaviours that may jeopardise their health and safety (Hagela et al. (2016).

- The findings of this study revealed that proper placement is used to manage workplace deviance. In promoting constructive behaviour, temporary workers who perform in an extra ordinary way are appointed on permanent positions when such vacancies prevail. Furthermore, workers who are in fighting or fail to work together are separated by transferring one to another supervisor or team in order to prevent their destructive actions to continue to affect their performance. This is supported by Sarinah et al. (2016), who discovered that employee placement may have influence on employees' performance.

- Performance management was found to be another managerial practice that is used to manage workplace deviance. The performance of workers is evaluated in order to identify performance gaps and those exceeding the minimum performance. Workers' whose performance is outstanding receive praises from the supervisors, receive privilege to knock off early, extra days may be added to their normal annual leave and performance-based bonuses at the end of the year. This is supported by Mwema and Gachunga (2014) who discovered that evaluation of employees' performance achieve is aimed at addressing both positive and negative

performance. In addressing positive performance, employees are encouraged to continue to shine, while negative feedback assists in identifying training needs. Furthermore, supported by Cummings and Worley (2009) as well as Baloyi et al. (2014), supervisors' support, which is the most important component of perceived organisational support, was reported as another way that encouraged workers to behave in constructive deviant manner.

- Providing workers with the degree of autonomy and opportunity to utilise their skills was reported to be the management practice that exist in the farms. This managerial practice is aimed at encouraging workers to engage in constructive deviant behaviour. Autonomy was found to provide workers with opportunity to utilise their knowledge and skills in order to perform exceptionally and to successfully solve problems they may encounter when performing their duties (Morrison, 2006; Gallos, 2006, Cummings & Worley, 2009; Wright & Sissons, (2012; Malinowska & Tokarz, 2020).

- Close supervision was reported to be another method that the farm management utilised to manage workers' destructive deviant actions. This strategy is consistent with the monitoring strategy reported to be one of the methods that can be used to manage employees' destructive deviant behaviour (Rogojan, 2009; Zoghbi, 2011; Eadeh et al., 2017). However, monitoring of employees' destructive behaviour should be perceived as procedurally fair in order to avoid provoking employees to retaliate in a more damaging way (Eadeh et al., 2017). This means that for monitoring system to be effective in managing destructive deviant behaviour, organisational justice should prevail.

- The current study revealed that disciplinary and remedial actions are used by management as ways of managing various forms of workers' destructive deviant behaviours. These include following normal disciplinary and remedial procedures, based on the nature of offense. Mogotsi (2013) regarded disciplinary and remedial actions as effective measures to deal with employees' tendencies to contravene the

established rules of the organisation. However, previous studies suggested that management should consider the organisational justice dimension, procedural justice (consistency, neutrality, accuracy, correctability, and representativeness as well as morality and ethicality), in an attempt to manage employees' behaviour in an effective manner (Fernandes & Awamleh, 2006; Cropanzano & Molina, 2015; Wolfe et al., 2018).

- The managerial practice that involves <u>work re-allocation</u> was identified as another way that management prevent destructive deviant behaviour. This involves making efforts of reducing workers' work overload by reducing the number of hectares assigned per worker. This is a very important move by management as work overload was linked to various negative consequences such as workers' fatigue and physical illnesses as well as risk of negative incidents and poor performance at work (Rocha et al, 2014; Smith & Smith, 2017).

- The managerial practices relating to the <u>promotion of teamwork</u> were identified as another action that is taken by the farm management in an attempt to encourage workers to engage in constructive deviant behaviours. Ali et al. (2019) asserted that one of the most important moves that organisations are increasingly taking in an attempt to gain the needed competitive advantage and for survival are practices involving teamwork.

8.3.1.8   RQ 8: How should workplace deviance be managed in order to benefit both workers and the commercial farms?

In response to this question, there were managerial practices which were reported as both current management practices and proposed management practices. These practices are; performance management, room for autonomy and opportunity to utilise skills and promotion of teamwork. In order to avoid repetition, these practices are excluded from proposed managerial practices presented in this section. Therefore, the following are proposed managerial

practices perceived to be important in managing workplace deviance: promoting of good relations at the workplace, health and safety management, consistency in the application of rules and procedures, promoting whistle blowing, workers' participation, providing promotion opportunities or rewards for long service, equitable distribution of work; distribution of produces, revising lunch break, room for knowledge sharing, and providing emotional support.

- Promotion of good relations between workers and their supervisor as well as among co-workers was proposed to be another way in which management can adopt in an attempt to manage workplace deviant behaviour. Good relationship between co-workers and between workers and their supervisor is considered to be an important feature of job satisfaction (Abun, Magallanes & Tabur, 2018). This means that management should focus on mechanisms that could result in high job satisfaction in order to encourage constructive deviant behaviour and discourage destructive deviant behaviour at the workplace. Previous studies showed that high job satisfaction can be linked to constructive deviant behaviour while lower levels job satisfaction may result in employees' engagement in destructive deviant behaviour (Mulki et al., 2006; Appelbaum et al., 2007; Muafi, 2011; Plickert et al., 2017).

- Proper health and safety management was suggested to be a managerial practice that could be useful in managing workplace deviance in this study. The actions to promote positive behaviour with regards to safety can include communication about the importance of safety, provision of safety gears, work clothing and safe equipment, developing and implementing safety policies as well as provision of incentives related to safety behaviours (Nel & Werner, 2017). Agriculture sector is regarded as a hazardous sector (Myers, 2004) and previous studies showed that the kind of safety leadership that is practiced in an organisation can determine the type of safety-related behaviour that employees may engage in (Petitta et al., 2017; Yanar et al., 2019). In addition, organisations should encourage their employees to take a lead in

safeguarding their own health and safety at the workplace (Jonathan & Mbogo, 2016).

- Consistency in the application of rules and procedures was also considered to be another managerial practice that could assist in managing workplace deviance. Consistency in the application of rules and procedures is linked to procedural justice, as one dimension of the organisational justice (Williamson & Williams, 2011; Cropanzano & Molina, 2015). In consistent with this suggestion, previous research found that employees' perceptions of organisational injustices at the workplace may result in their engagement in destructive deviant behaviour (Reynolds et al., 2015) while perceptions of organisational justice may motivate employees to put more effort towards accomplishment of the organisational goals (O'Neill & Hastings, 2011).

- The promotion of whistle blowing was proposed as another way in which workplace deviance can be managed at the workplace. Organisational whistleblowing is considered to be one of the ways in which organisational ethical culture can be instilled in the organisation (Rogojan, 2009; Miceli et al., 2012; Nafei, 2018). However, for an organisation to make whistle blowing its ethical culture, it is important to develop a policy regulating whistle blowing, as well as establishing room for anonymous whistle blowing as well as taking necessary steps to act on it (Henik, 2015).

- Promotion of an environment that provides for workers' participation was also suggested as a possible way of managing workplace deviance. Cummings and Worley (2009) as well as Griffin et al. (2019) asserted that by involving workers in decision making processes compel them to enthusiastically commit to the objectives of the organisation and therefore they are less likely to behave in a manner that could sabotage the realisation of the organisational objectives.

- Providing workers with promotion opportunities or rewarding workers for their long service at the workplace was considered to be a managerial practice that may assist in managing workplace deviance. As promotion

may be accompanied with increased salary, authority, responsibilities and autonomy, it can be considered as another aspect of job satisfaction (Nel & Werner, 2014; Saharuddin & Sulaiman, 2016; Ali & Ahmed, 2017). However, not all workers could be fortunate enough to get promotion. It was therefore suggested that management should encourage workers to continue to be loyal to the farms by giving them rewards for their ling service. The loyalty of employees to retain of organisational membership is considered to be employees' organisational commitment. Therefore, management should seek ways to increase workers' level of their commitment to the farm. Previous research showed that lower levels of organisational commitment related to destructive workplace deviance while higher level were associated with constructive workplace deviance (Sims, 2002; Liao et al., 2004; Sunday, 2013; Plickert et al., 2017).

- It was proposed that management should ensure that there is <u>equitable distribution of work</u> among workers who are doing the same job in order to manage workplace deviance effectively. The equity theory stipulates that employees have a tendency of comparing themselves with other employees who are doing the same job within and outside their organisation; the outcome is then used to decide on whether to engage in constructive or destructive behaviour (Griffin et al., 2016; Ryan, 2016). Furthermore, the organisational justice theory states that employees expect to be treated with fairness and perceptions of any form injustices may lead them to engaging in destructive behaviours (O'Neill & Hastings, 2011; Restubog et al., 2011; Cropanzano & Molina, 2015).

- The managerial practices in relation to the <u>distribution of produces</u> were proposed. It was proposed that the management should reduce the waiting period by identifying "rejects" (low quality produces) during mid-season and give to workers instead of waiting for the harvest season to end, and reducing amount of produces given to workers while increasing the frequency. This was considered important in managing destructive deviant behaviour relating theft of produces. Fogleman and McCorkle

(2013) considered this as another way of encouraging workers' commitment to the farm.

- In order to manage workers' destructive deviant behaviour relating to extension of lunch break, it was suggested that the management should consider <u>revising lunch break</u>. It was proposed that the management should do this by either extending the lunch break from thirty minutes to forty-five or sixty minutes or dividing the break into two breaks in order to allow workers to rest. A study conducted by Woods and West (2019) confirmed that within-day work breaks assist employees to recover from exhaustion and continue to exert more effort into their work.

- It was proposed that the management should create <u>room for workers to share their knowledge</u>. In support of this, it was discovered that when employees are provided with the opportunity to share their knowledge, they are in a better position to work as a team, engage in effective problem-solving and display their innovativeness (Gurteen, 1998; Wang and Noe, 2010; Razaka et al., 2016).

- The provision of <u>emotional support</u> to the workers when they need it was considered as one of the managerial practice that could be useful in managing workplace deviance. In support of this, Hämmig (2017) found that workers who could not get the needed emotional support from their supervisor during work-related or personal-related problems experienced health-related problems and negative work-related problems. Furthermore, the supervisor's support is considered an important aspect of perceived organisational support. Previous research showed that employees' positive perceptions of organisational support encourage them to commit their organisation (Altunoğlua & Gürel, 2015; Vatankhah et al., 2017; Palmer et al., (2017) while negative perceptions of organisational support result in destructive deviant behaviours (Aliasa & Rasdi, 2015; Chena et al., 2016).

8.3.2 The revised conceptual model

The findings of the current study assisted in modifying the conceptual model which was initially proposed as presented in chapter 4. The revised conceptual model is depicted in Figure 40. The highlighted information in the figure shows the additions that were made based on the current research findings. The first step involves acknowledging that workplace deviance is a double-edged behaviour, consisting of employees' constructive and destructive deviant behaviours directed at the organisation (organisational deviance), member(s) of the organisation (interpersonal) or both (Galperin, 2012; Yildiz et al., 2015b).

The second step involves understanding the possible reasons for employees to engage in both destructive and constructive workplace deviance in order to promote the ones that yield positive results and inhibit those that results in negative outcomes. The antecedents of workplace deviance include both individual and organisational factors Individual factors are that may serve as precursor to workplace deviance include personality traits, demographics factors and personal experiences or problems (Bolton et al., 2010; DeShong et al., 2015; Palmer, 2017; Chen et al., 2018).

Organisational factors that can cause employees to engage in deviant behaviour are: leadership/supervision, perceived organisational justice, job satisfaction, pay satisfaction, perceived organisational politics, perceived organisational support, organisational culture, organisational commitment and turnover intention (Restubog et. al., 2011; Galperin, 2012; Harvey et al., 2014; Neves & Champion, 2015; Yildiz et al., 2015b). The current findings added job or work commitment as well as job knowledge and skills as other organisational factors that may be antecedents of workplace deviance.
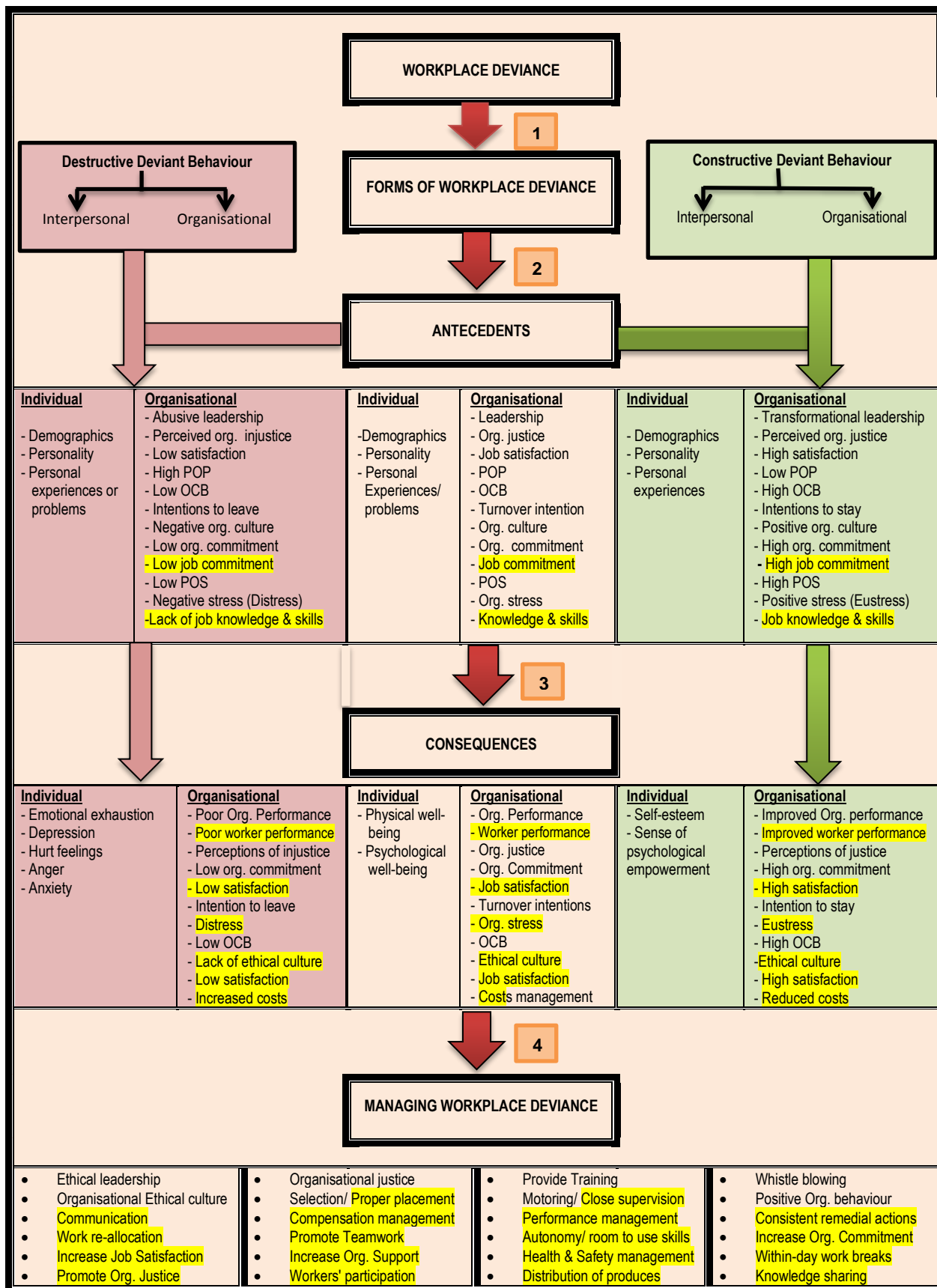
Figure 41. The Revised Conceptual Model

The third step involves understanding consequences of employees' workplace deviant behaviours. Literature revealed that constructive workplace deviance has positive consequences on members of the organisation and the organisation or both (Galperin, 2012) while destructive workplace deviance has negative consequences on members of the organisation, the organisation or both (Bennett & Robinson, 2000). The individual consequences of deviant behaviours in the workplace include employees' physical and psychological well-being (Gardner, 2004; Mulki, Jaramillo & Locander, 2006; Tepper et al., 2009; Pierce & Hamed, 2010; Seibert, Wang & Courtright, 2011; Yildiz et al., 2015a).

Organisational consequences include organisational performance, organisational justice, organisational commitment, organisational citizenship behaviour and turnover intention (Rogojan, 2009; O'Neill & Hastings, 2011; Ling, 2013; Piquero et al., 2013; Harvey et al., 2014; Sun & Wang, 2017). The current research findings added the following organisational consequences of workplace deviance; worker performance, organisational stress, job satisfaction and costs management.

Lastly, the main objective of understanding workplace deviant behaviour as a double-edged behaviour is to design appropriate strategies that would minimise its negative effects and maximise its benefits to the organisation and members of the organisation. Empirical studies suggested amongst others, the following as possible managerial actions to inhibit destructive deviant behaviour and encourage constructive workplace deviance: promoting an ethical leadership, promoting an ethical organisational culture, adhering to principles of organisational justice, promoting organisational citizenship behaviour, conducting training programs, executing proper selection processes, promoting positive organisational behaviour as well as implementing effective monitoring strategies (Spreitzer & Sonenshein, 2004; Youssef, & Luthans, 2007; Jelinek & Jelinek, 2008; O'Neill & Hastings, 2011; Vardaman, et al., 2014; Van Gils et al., 2015).

The current research findings added the following managerial practices to encourage constructive workplace deviance and discourage destructive workplace deviance: effective communication, work re-allocation, proper placement, compensation management, promotion of teamwork, close supervision, performance management, degree of autonomy and room to utilise skills, disciplinary and remedial actions, increasing job satisfaction, promoting organisational justice, increasing organisational support, promoting workers' participation, health and safety management, distribution of company's produces, increasing organisational commitment, introducing within-day work breaks and encouraging knowledge sharing.

8.3.3 Other relevant findings

This study discovered additional findings relating to workplace deviance which were not necessarily linked to any form of workplace deviant behaviour. These include provision of training, consistency in the application of rules, provision of work clothing and safety gears, caring for the sick or those who got injured, promotion of teamwork, government's involvement, motivation, selection of workers' committee, general meetings, as well as equal treatment of workers and equal distribution of work. It is evident that some of the additional findings' themes have already been discussed under previous headings. Therefore, the additional relevant findings presented below only include the following: caring for the sick or those who got injured, government's involvement, motivation, selection of workers' committee, and general meetings.

- The organisation's commitment of <u>caring for the sick or those who got injured at work</u> is considered as the important act of goodwill which create a caring working environment (MacEachen et al., 2006), and this was reported to be of importance to the workers.
- As the <u>government is involved</u> in stipulating minimum wages and annual increment of low-wage sectors, it was suggested that this should be done and communicated in a consistent manner as workers expect increment

on annual basis. In line with Herzberg's theory, anything that may cause workers to be dissatisfied with their salaries may results in demotivation (Nel & Werner, 2017).

- It was suggested that various means of <u>motivation</u> should be introduced at the farms in order to influence workers to behave in a constructive manner. Herzberg's theory of motivation regards the following actions as being useful in motivating employees; as making the job more interesting and challenging, adding responsibilities, providing room for autonomy and control over one's job (Al-Madi et al, 2017).

- It was suggested that workers should be involved in <u>choosing the members of the workers' committee</u> they trust as well as conducting <u>general meetings</u> at least twice a year in order for both workers and management to discuss pertinent matters. Such meetings are regarded as being very useful in "discussing on-going projects, routinely discussing the state of the business, brainstorming ideas or solutions and discussing productivity and efficiencies" (Allen et al., 2014, p. 14).

8.4 RECOMMENDATIONS

The recommendations made in this study are organised into three, namely; recommendations directed to future researchers and scholars, recommendations aimed at management in the farming sector, and recommendations intended for government. These recommendations are presented in the subsections below:

8.4.1   Recommendations for future research

The following recommendations are directed to scholars and practitioners for future research:

➤ As there seems to be limited research on employees' behaviour and management practices in the farming sector, it is recommended for scholars to conduct studies aimed understanding and diagnosing work-related behaviour of employees in the sector.

➤ This study focussed solely on three selected farms from a single conglomerate in a particular area, therefore, it therefore is recommended for future research to focus on a larger scale by focussing on other provinces and through the use of multiple researchers. This could provide an in-depth and general insight into the work-related behaviour of farm workers that need to be managed.

➤ Lastly, it is recommended for future research to focus on employees' behaviour and management by conducting studies that would make it possible for the findings to be generalised to the agriculture sector at large.

8.4.2 Recommendations for farm management

The following recommendations are directed to the management of farms:

➤ As "knowledge is the power", it is recommended for the management of the farms to invest in training programmes aimed at equipping workers with skills inherent to their jobs and business knowledge with regards to the operational functioning of the farms.

➤ In order to be in a better position to meet both organisational needs and those of workers, it is recommended that general meetings aimed at addressing challenges be organised.

➤ As workers have tendencies of comparing themselves with other workers within and outside their organisation, it is therefore recommended for the farm management to always ensure that all workers receive same treatment and to be always consistent in the application of rules and procedures.

- The management should provide their workers with work clothing and safety gears that have the logo of the company in order to enhance workers' feelings of belonging.
- It is recommended for management to consider revising lunch break in order to reduce workers' tendencies to deceitfully extend their lunch break.
- The management should involve workers in decision that may affect them, including the selection of workers' committee, and also seeks ways to promote teamwork spirit in the farms. This may assist in reducing competition while promoting good relations at the farms.
- Annual or bi-annual general meetings, whereby management and workers meet to discuss all relevant matters relating to the day-to-day operations of the business should be scheduled.
- It is recommended for management to reconsider the manner in which produces are distributed among workers in order to reduce the rate of theft.
- The management should seek ways to address workers' workload in such a way that would ensure very minimal discrepancy from the suggestions that one worker should be assigned at least one hectare of citrus plantation in order to ensure efficiency.
- Lastly, it is recommended for farm management to consider taking major steps aimed at investing on human capital in order to prepare themselves for the changes that the fourth revolution is bringing to the farming sector.

8.4.3 Recommendations to the government

The following recommendations are directed towards the government:

➢ The government's visibility in terms of monitoring the functioning of various farms is recommended in order to ensure that the rules and regulations of the country are complied with as well as to assist in promoting good employment relations.

➢ As the majority of farm workers have low levels of literacy, the government should design various forms of interventions aimed at equipping farm workers. This may include programmes such as ABET, health awareness programmes and training on basic employment conditions.

➢ Furthermore, as farm workers form part of the low-wage earners, it is recommended for government to ensure that communication about farm workers' annual increment is done consistently in such a way that they know the specific month(s) in which they should expect salary increase.

➢ In an attempt to reduce youth unemployment, progressive programmes aimed at empowering South African youth to identify and forecast opportunities in the agricultural industry should be established.

➢ Lastly, it is important for the South African government to become proactive and prepare the country, the agriculture sector, farming sector, farmers, farm workers and most importantly, South African youth for the changes and opportunities that the fourth industrial revolution may bring to the agricultural industry.

8.5 CONTRIBUTIONS OF THE STUDY

The valuable contributions that this study has made in this study can be grouped into three, namely; theoretical contributions, empirical contributions, and practical contributions. The discussion below shows how this study has made the specified contributions.

8.5.1 Theoretical contribution

The current study contributes to the existing body of knowledge with regards to destructive workplace deviance and towards filling the gap of the limited knowledge existing on constructive workplace deviance (Spreitzer & Sonenshein, 2004; Jelinek & Jelinek, 2008; Tepper et al., 2009; Rogojan, 2009; O'Neill & Hastings, 2011; Kennedy, 2014; Mertens et al., 2016).

Furthermore, this study is one of the very few studies that explored workplace deviance as a double-edged phenomenon which could assist scholars in the future to develop a validated comprehensive model of workplace deviance. Yildiz et al. (2015b) emphasised the importance of research to focus on both destructive deviance and constructive deviance within a particular context in order to understand situational and contextual variables that could explain workplace deviance in a holistic manner.

8.5.2 Empirical contribution

The critical incident technique was used in order to gain insight into both negative and positive deviant behaviours that farm workers were likely to engage in. Even though critical incident inquiry is considered to be very useful in generating exploratory information about extremely effective and extremely ineffective behaviours, it is seen as being "unfamiliar to most readers" (Anderson & Wilson, 1997 as cited in DeMarais & Lapan, 2004, p. 78; Thomas; 2010). Therefore, this study adopted the "hardly used" technique to explore workplace deviance as a doubled-edged phenomenon.

Moreover, the current study is one of the few studies that collected data by relying on both self-report and non-self-report systems in a single study in order to obtain comprehensive information on workplace deviance in the farming sector. The use of non-self-report systems to collect negative data encouraged research participants to report own negative behaviours of others (Galperin,

2012). In this way, the criticisms relating to failure to uncover negative responses or information through the use of self- report system were eliminated.

There seems to be limited studies that focus on the behaviour of farm workers (Erwee, 2016). Therefore, conducting a qualitative research in an unfamiliar context provided different perspectives of understanding workplace deviance, both destructive and constructive deviant behaviours. This assisted in discovering other ways of managing various forms of employees' deviant behaviours in their workplace.

Furthermore, a narrative approach to inquiry was adopted in order to accommodate all participants, the literate and the illiterate. Therefore, the use of narrative inquiry was one way of decolonising the manner in which research is conducted as indigenous knowledge saved in the memories was articulated through storytelling (Chilisa, 2012; Tuwe, 2016). A narrative inquiry is considered to be one of the most useful methods in decolonising the manner in which research is conducted, especially in the African context (Chilisa, 2012).

Lastly, conducting a qualitative research in an unfamiliar context could provide different perspectives of understanding a phenomenon under study, which could also assist in discovering best ways of managing various forms of employees' deviant behaviours in their working environment. Lastly, the current study and its findings can definitely pave a way for future studies and perhaps also draw interest of practitioners and scholars in the fields of Industrial and Organisational Psychology, Human Resources Management as well as Business Management to pursue studies in the agriculture sector.

8.5.3 Practical contribution

As there is little research conducted on farm workers' behaviour (Erwee, 2016), this study managed to fill this gap by providing an insight into farm workers' engagement in deviant behaviour. The findings of this study could serve as "an

eye opener" as different forms of destructive deviant behaviours that could jeopardise the well-being of farms and farm workers were uncovered. By understanding the various forms of farm workers' destructive deviant behaviours, farmers could be in a better position to implement mechanisms in order to prevent such dreadful types of behaviours.

Furthermore, the various forms of constructive behaviours to be encouraged in order to enhance the well-being both farms and farm workers were also revealed in this study. The knowledge of various forms of constructive deviant behaviours that farm workers are likely to engage in creates an opportunity for farmers to find ways to encourage such behaviours.

Lastly, this study provides a model that could be useful in managing workers' deviant behaviour in a holistic and effective manner. This might assist in managing the farming sector in such a way that it grows and indeed creates one million new jobs by 2030 as projected by the NDP for 2030 (Liebenberg & Kristen, 2013; National Planning Commission, 2013).

8.6 LIMITATIONS OF THE STUDY

As literature indicates that a qualitative study has its own shortcomings, this study was not immune to such drawbacks. The researcher played an integral role in conducting, analysing and interpreting the findings, which means that the researcher's subjectivity, based on her way of thinking, educational background, experience and skills could have directly or indirectly influenced the research findings (Kumar, 2011).

Although the citrus sector is considered to be the third biggest in the horticultural industry in terms of size, this study only focussed on three farms in a particular area. The main purpose of conducting a qualitative research was to gain in-depth insights about workplace deviance in a particular farming context from a small sample, therefore, the findings of this study cannot be generalised

to the entire farming sector (Pinnegar & Daynes, 2006; McMillan & Schumacher, 2014). Furthermore, the use of convenient sampling method implied that there was no assurance that the participants were truly representing the population.

Although the researcher used a non-self-report system to collect data on destructive deviant behaviour, the quality and richness of information collected could have been compromised if participants felt uncomfortable to fully express their experiences and opinions relating to their fellow workers' destructive behaviours (Kumar, 2011; Bhattacherjee, 2012).

Furthermore, the use of a narrative method in this study implies that research participants relied on their ability to recall incidents relating to workplace deviance. Therefore, recall bias could not be completely ruled out (Bhattacherjee, 2012). Lastly, the majority of the participants were more comfortable to respond in either SePedi or Xitsonga, which means that the collected auditory data had to be translated from SePedi and Xitsonga into English. Therefore, the risks of possible distortions in translation could have occurred.

8.7 CONCLUDING REMARKS

The agriculture sector is one of the most important sectors that South Africa needs, not only for food security, but to assist the country in reducing the escalating unemployment rates, especially among youth. It is therefore important for all stakeholders to provide much needed support to the sector in order to improve the country's economic status.

Furthermore, one of the most important weapons that management of any organisation requires in order to manage organisations effectively is information. The management of various farms in the country is not excluded. This means that scholars and practitioners in various management disciplines

and organisational- related disciplines could assist the agriculture sector in this regard.

Management of employee behaviour is of utmost importance in any organisation as organisations rely on employees to effectively carry out their duties and responsibilities while on the other hand employees' negative acts may significantly harm organisations. This study managed to discover various forms of destructive and constructive deviant behaviours in the farming sector as well as to outline the antecedents and consequences of such behaviours. In addition, the various ways in which workplace deviance as a doubled-edged behaviour can be managed, especially in the farming sector were identified.

It becomes apparent that in an attempt to manage workplace deviance, as a double-edged phenomenon, management has to focus on both destructive deviant behaviours and constructive deviant behaviours. Thus, discouraging all forms of destructive deviant behaviours and encouraging various forms of constructive deviant behaviours. The current research findings, together with further research in the sector, could contribute positively towards assisting the agriculture sector to flourish as anticipated.

CHAPTER 9

REFLECTION ON MY RESEARCH JOURNEY AS A DOCTORAL STUDENT

9.1 INTRODUCTION

In this last chapter, I reflect on the long and thought-provoking journey that I travelled in order to complete this study. This chapter reflects on my journey as a novice qualitative researcher, starting from registering as a doctoral student, choosing the topic, writing up and getting the research proposal approved, gaining access to conduct interviews, experiences during data collection and analysis as well as all other processes that I have gone through in order to complete this study. The reflection covers all good and bad experiences, triumphs and obstacles encountered, as well as invaluable lessons learned throughout the entire research process.

9.2 MY DOCTORAL RESEARCH JOURNEY

A doctoral student is faced with a huge task of independently learning about research, including going through an initiation process of mastering the rigorous research paradigms in order produce a thesis that tremendously contributes to the literature in a particular field of study (Callary, Werthner & Trudel, 2012). The discussion that follows presents my experiences in light of this.

9.2.1 Motives of enrolling for PhD

People decide to become doctoral students for different reasons. Sweitzer (2009) identified two types of doctoral students, and are:

➤ Those who want to be top academics and become professors as well as top leading researchers in their field.

➢ Those who are interested in continuous learning and personal development.

As a wife, a mother, a full-time employee and a student, who had to juggle between these different multiple roles, my intent to register for doctoral studies was solely for personal development. This is supported by Callary, Werthner and Trudel (2012), who stated that not all doctoral students are necessarily interested in becoming professors or leading researchers who publish in top-tier journals.

My decision to enrol for a doctoral study came after realising that my youngest child has grown to pre-school level. I knew that my decision had implications such as relocating away from home, social isolation, especially from my family, and time constraints. In spite of these, I registered for my doctoral study on the 9th February 2017. This forced me to leave home and my workplace to join my new workplace, which was perceived more conducive for my studies.

As somebody who enjoys being at home with my family all the time, it was the most difficult time in my entire life. However, the overwhelming support that I got from my family made it attainable. This made me realise how precious and powerful one's family support can be. A person can definitely "reach the sky" and "move the mountain" when there is family support. This supports the African proverb that says; "A tree is strong because of its roots".

9.2.2 Choosing the research topic

I have always been curious about the lives of farm workers and how they are managed at their workplace. This propelled me to interact with people who worked as farm workers as well as those who were still working as farm workers, in order to gain more insight. Based on the information collected, I vowed that someday, I will conduct a study among farm workers. However, I did not have a particular topic or area in mind.

When I enrolled for my doctoral study, I thought I had an idea regarding the area that I wanted to research on. I started to do preliminary readings on the area, but it was not easy based on the workload and lack of adequate resources. I was assigned with a task to design and teach a new honour's module, with no resources such as reading materials, work computer and internet connection, while on the other hand I was still in the process of settling-in the new work environment. I felt like I was expected to "cook and feed" at the same time, in an unfamiliar kitchen, which was indeed a very difficult task to perform.

I was forced to use my personal laptop to perform my work duties day and night, and this drew my focus away from my studies. This went on for about seven months, as I only received my work laptop and internet access on the 11th and 15th September 2017 respectively. At that point of time, I was thinking of discontinuing my studies. Nevertheless, something good came out of the long wait. The preliminary readings that I have been doing while waiting for the resources, assisted me to identify my research focus area, which was not the same as the one I had in mind during my registration.

I had a discussion with my supervisor about my new focus area just a week before I got the resources, and my supervisor was very excited about the new research area. This taught me that in life, everything happens for a reason. If it was not for a long wait, I would not have done such extensive preliminary readings that led me to conducting a study on workplace deviance. It is true that "one should always seek a seed of triumph in every adversity".

9.2.3 Research proposal stages

I began to collect reading materials relating to my new research focus area on the third and fourth week of September 2017. This was followed by doing extensive reading on workplace deviance and the South African agriculture sector in October 2017. In November 2017, I started to write up my research

proposal and the first draft was sent to my supervisor on the 25th November 2017. I received feedback from my supervisor on the 14th December 2017. After realising that the feedback from my supervisor did not require me to do major amendments, I decided to put my studies on hold until after 2017 summer festive season.

On the 04th January 2018, I sent the revised draft of my research proposal to my supervisor. My supervisor gave me feedback on the 16th January 2018, and I was very pleased to learn that my research proposal was ready to be served to the first 2018 Departmental Higher Degrees Committee (DHDC). My research proposal was submitted on the 22nd January 2018 and got approved by the DHDC with minor corrections in the meeting that took place on the 02nd February 2018.

During the week of the 05th – 08th February 2018, I worked on the suggested corrections in order to make submissions for the School Higher Degrees Committee (SHDC) on the 12th February 2019. It was one of the most difficult times in my life as I worked on my research proposal while busy attending to my mother, who was fatally ill. There was a time when I was forced to work next to her bed in order to keep on checking her pulse.

The SHDC sat on the 22nd – 26th February 2019 and feedback was received on the 05th March 2018. The Committee suggested minor corrections and resubmission after the amendments were made in the next meeting, which was scheduled for 28th – 31st May 2018. This gave me an opportunity to focus on my mother for few weeks. The proposal was re-submitted on the 14th of May 2018.

There had been series of postponements of the SHDC meetings, which resulted in unanticipated delays and long wait of about four months before I received feedback from the SHDC. Although I was busy working on my chapters, the long wait for feedback from the SHDC was so frustrating and heart-breaking.

The feedback from the SHDC finally came through on the 14th September 2018. I was incredibly relieved to learn that the proposal was approved by the SHDC for submission to the Faculty Higher Degrees Committee (FHDC).

The pace at which my research proposal was moving made me to become less optimistic about the whole process. It therefore came as a surprise for me when I received a confirmation letter that my research was approved at the FHDC meeting that took place on the 26th November 2018. It was however disheartening to accept that the academic year 2018 had already gone, as the University's scheduled Ethics Committee's meetings for 2018 had already passed.

On the 10th January 2019, I submitted my research proposal to the Turfloop Research Ethics Committee (TREC) for ethical clearance. The first meeting of 2019 was scheduled to take place on the 06th February 2019. I received feedback from the Ethics Committee on the 26th February 2019. It was suggested that I make minor amendments to my research proposal, in order to adequately address ethical matters and resubmit to the TREC.

The proposal was resubmitted after revisions were effected on the 28th February 2019. A decision to award an ethical clearance certificate was finally made at the TREC's meeting that took place on the 06th March 2019, and the ethical clearance certificate was granted on the 13th March 2019. To be honest, this came when I least expected it because I was so accustomed to the "snail pace" of the processes.

Although it was a great jubilation to finally get the ethical clearance certificate I longed for, I came to realise that conducting a doctoral research is not a speedy process. It requires a person to be extremely patient, open-minded, critical-minded, resilient, willing to continuously learn and accept concrete criticisms in order to continuously strive to produce a product of good quality, which eventually groomed me to become a better person. My experience during the

research proposal stages surely supports Glaze's (2002) suggestions that doing a doctoral study is an experience full of substantial learning and development.

9.2.4 Getting permission to conduct interviews

The process of gaining access to conduct interviews was a very slow and discouraging process. After reaching a consensus with my supervisor regarding my research topic, an informal meeting was arranged with representatives of few farms on the 15th October 2017. The meeting was aimed at establishing the possibilities of gaining access to the farms, which formed part of establishing the feasibility of the study. The decision to continue with this study was based on the outcome of the meeting.

As already indicated, the process of getting the proposal to be approved took longer than anticipated; I was forced to start the process of gaining access afresh. Formal request was made soon after obtaining the ethical clearance certificate from the TREC on the 14th March 2019. Attempts were made to contact ten farms identified during the sampling process between the 15th and 22th March 2019. I only managed to reach six farms, and formal letters of request were sent to the six farms. Feedback from three farms was received a week later (25th – 27th March 2019), but all farms needed to engage with all relevant stakeholders before a final decision could be made.

During the week of 01st – 05th April 2019, emails were sent to the remaining three farms in order to make follow ups on my request. I received instant feedback from two farms declining my request. I then downheartedly waited for the response from the other farm. At that point, I felt so nervous to make follow ups with the first three farms which indicated that they still needed to engage with all relevant stakeholders. I decided to wait for at least four weeks before engaging in any form of conversation with the farms. At that point in time, I felt that I would not be able to endure another negative feedback.

The long wait for the positive feedback nearly "killed" me. I started questioning if I had chosen the wrong topic or the wrong site to conduct my research. There was a time when I thought that all the hard work, time and energy I devoted to this study would be in vain. I felt so helpless because I had no control over the process. The only thing that kept me going was a positive mind, which without a doubt, helped me to continue to be sane and calm.

The evidence of the proverb that says; "good things come to those who wait" was practical and accurate in my situation. After what seemed to be a very long wait, I was over the moon when I finally received a positive feedback on the 12th April 2019 (four weeks after receiving an ethical clearance). I was finally granted permission to conduct my research in three citrus farms of one conglomerate farm in Hoedspruit.

I immediately started to make arrangements for the collection of data. I had my first formal meeting with the commercial farm management's representative, who introduced me to the farm, farmers and workers on the 15th April 2019. This provided me with the opportunity to present my proposal and possible dates for the interviews were also discussed and finalised on this date.

The excitement of making my final preparations for the interviews was short-lived. Two days later, I received bad news that my supervisor has tendered her resignation. This sounded like a terrifying dream, which would be over as soon as I woke up. Unfortunately, it was a reality that I was forced to live with. I kept on believing that my supervisor may consider changing her decision to leave, but it was just a wishful thought. I never had time to speak to my supervisor about this because her resignation came when I was about to leave to attend to the "already arranged interviews".

The recollection of the phrase; "it is always darkest before the dawn," kept me moving and helped me to continue to be optimistic. I decided to accept the situation and find a way to move on, with the hope that one day, "the sun will

shine on me" again. I also decided to focus on what she taught me and this help me to remain positive. It was however deeply heart-breaking to deal with the fact that I would not be around to witness my supervisor's departure, because she left when I was busy conducting interviews.

Another reality that kept bothering me was the fact that I had to wait until the completion of the interviews before I could know who my newly assigned supervisor was. The process of conducting interviews seemed to be the longest one. I was compelled to keep on wondering as to who my new supervisor would be and what kind of working relationship we would have.

After the completion of the interviewing processes, good news came. I was finally introduced to my newly assigned supervisor. The first meeting I had with my new supervisor made me realise that I kept myself awake at night wondering about what will happen to me for nothing. The new supervisor was as supporting and optimistic as my first supervisor.

9.2.5 Data collection stage

The 25th April 2019 was my first day to conduct interviews. On the first day at the first farm, I arrived very early and received warm welcome from the operational manager and the supervisors. Farm workers and supervisors were gathered in one place and started to sing worshipping songs, followed by a short prayer while the operational manager, senior supervisor and supervisor were in their meeting.

Later on, the operational manager came to take a roll-call and gave the workers instructions in both English and Xitsonga. I was very surprised to hear a White man speaking in Xitsonga. It made me realise that if there is a need, it is possible for farm workers who are not adequately literate to somehow communicate directly with their operational manager.

Later on, the senior supervisor reminded the farm workers of the firm's rules and how they were expected to behave. The senior supervisor also reminded those who chose to participate in the interviews to come on time. Afterwards, farm workers were moved to their work stations. It seemed to be a habitual gathering that takes place on a daily basis. I was really touched and surprised to observe that all workers seemed to be in a good mood and eager to move to their workstations.

I was provided with an office which was reserved for the interviews, and then started with my interview sessions. During the interviews, I was very surprised and impressed to learn that farm workers had some degree of autonomy in performing their duties. Even though they reported to be aware of the minimum standards of performance required, they indicated that the nature of their job requires them to apply their own minds in order to decide as to when and how they perform certain tasks. For example, block men and women, who are custodians of certain number of production hectares, are responsible for everything in their working areas, including cleaning; irrigating, pruning and making sure that the water pipes are functional.

On the second day, soon after the morning prayer and the roll-call, the senior supervisor told them that it was a day to fertilise plants. The male workers loaded fertilisers on the tractor trailers and the mechanic inspected the tractors before workers were moved to their work stations. When I was busy with the interviews, a government's mobile clinic came to attend to workers in the farm's premises and later moved to the different production areas.

I also learned that the mobile clinic always come at least once a month to provide primary health care services to the farm workers who are in need of primary health care services, and was fortunate enough that my interviews were scheduled at the same time as the mobile clinic's visit. One of the supervisors who received me on my first day noticed that I was battling with cold and influenza, and then came to ask me to consult as there was a mobile clinic. I

was so moved with the hospitality that I got from both the farm workers and their supervisors.

When I visited the mobile clinic, there were few workers who were also battling with cold and influenza but could not be helped. The primary health care workers indicated that they did not have any medications for cold and influenza. It was very disappointing to notice that the primary healthcare workers' efforts to provide primary healthcare services to the farm workers could not really achieve the desired outcomes because they did not have sufficient medications.

From the second day of the interviews, I gathered that not all farm workers actually enjoy their jobs. There were those who always want to be told as to what to do and how to perform their jobs on a continuous basis. Such workers were only there to do as they were told, and nothing more. On the other hand, there were those who were multi-skilled and used their skills to perform much better. Such workers felt that they needed more training exposure in order to learn more and update their skills. The interviews conducted on the first and second days were meant for the workers and supervisors from the first farm only.

The third and fourth days of interviews (02nd and 03rd May 2019) were scheduled to be with farm workers and supervisors from the second farm. On my first day of the scheduled interviews at the second farm, I noticed similar practices to what was observed from the first farm. In the morning, workers gathered in one place for morning prayer.

After the morning prayer, the operational manager came to take a roll-call and reminded those who willingly chose to participate in the interviews to honour their interview schedule. The senior supervisor reminded them of the farm's rules before they were moved to their working stations. It was also fascinating to hear the operational manager talking in a SePedi and IsiZulu, although he was not fluent.

I also received warm welcome and the operational manager reserved his own office for the two days' interviews in his section. On the first day, I started with my interview sessions and it did not take long to notice differences between workers from the first and second farms, even though they both fall under same ownership. Although there were aspects of their experiences which were very similar, there seemed to be slight differences in terms of their experiences. As already stated earlier, each farm investigated had its own operational manager. I therefore drew conclusion from the observations that to certain extent, the management style could have contributed to those slight differences.

On the second day, when I just started with the interviews, a government's mobile clinic came to the farm's offices. The senior supervisor called the other supervisors and informed them to tell workers that there was a mobile clinic. The mobile clinic moved to a mid-area, where it would be easy for workers from various working stations to come and access primary health care services.

It was also evident that primary health care workers did not have sufficient medication as they resorted to using a pair of scissors to cut a pack of 10 tablets for pains (Panado) into two, so that two workers could share a single pack. This means that a worker who was in serious pains would not have tablets to last him or her for just a single day (if one has to take two tablets three times a day). The big question that kept ringing on my mind was; "what good would it do for mobile clinics to visit the farms if workers cannot access the required medication"?

Nevertheless, my experiences at the second farm were full of positive things and provided me with more insights concerning farm workers' experiences at their workplace. It was very interesting to find that among the workers who were interviewed at the farm, two of them were occupying two positions different to those occupied by the workers who volunteered to participate in the interviews from the first farm.

The 06th and 07th of May 2019 were scheduled for interviews with farm workers and supervisors from the third farm. The farm is located within close proximity of the conglomerate's main offices, and therefore interviews were not conducted in the physical farm's premises but in the conglomerate's boardroom. It was easy for workers to walk from their work stations to the boardroom.

Upon arrival, I received warm welcome and I was so touched to find that all necessary arrangements were already made for the interviews to proceed as planned. There was no way I could not have felt that I was in the conglomerate's actual main offices. The buildings, the front view, horticulture, the reception area and arrangement, the offices and office equipment, and most of all, the atmosphere was totally different to the one from the two farms I visited previously.

While still waiting to be escorted to the boardroom, a supervisor from the pack house came to request a copy of a warning template because he found one worker (a packer) deserting his working station until his co-workers became suspicious of his "whereabouts". The worker was found sleeping in between the huge bins used to move produces. The supervisor took a picture of the worker who seemed to be in deep sleep.

Even though my study did not focus on investigating workers at the pack house, I realised that destructive deviant behaviour seemed to occur in various areas of the conglomerate. This made me feel that may be I made the right decision when it comes to choosing the research site and that the conglomerate may actual benefit from this study.

On my way to the boardroom, I met the operational managers and few supervisors from the first two farms I previously visited. I also got a privilege to formally meet the third farm's operational manager. It was so inspirational to find out that the third farm was managed by an African male, and he was the only Black manager in the whole conglomerate.

The managers and supervisors were attending management meeting at the conglomerate's main offices. Therefore, on my first day, I only interviewed farm workers because none of the supervisors were available. The operational manager and supervisors informed the workers in advance to come to the boardroom during their scheduled time of interviews.

When the interview process was proceeding, a mobile clinic came and waited for few minutes before moving to the various areas closer to where farm workers were working. The fact that the mobile clinic came to all three farms that participated in this study on different days made me realise that the South African government does make an effort in trying to make sure that farm workers are able to access primary health care services. The only challenge is with provision of medication.

My first day encounter with the farm workers made me realise that there were major differences between farm workers' experiences from the third farm and the other two farms which were previously visited. The huge difference was more on their perceptions of the treatment they receive from their supervisors or operational managers.

On the second day, I arrived almost at the same time with the health care workers who came specifically to test farm workers for malaria as the area is regarded as malaria zone. I learned that health care workers frequently come to test farm workers and also to provide medication those found to be infected with malaria. This also shows that to certain extent, the government is aware of farm workers' challenges and therefore put mechanisms in place to assist them.

Among the three supervisors who volunteered to participate from the third farm, two of them were female supervisors. I was very pleased to learn that the female supervisors were responsible for supervising female workers, even though majority of their subordinates were temporary workers. I have learned from my observations that majority of permanently employed farm workers were

male and this was confirmed later by the operational managers and supervisors.

As a woman myself, it was very inspiring to realise that there are women who are taking the lead in a "male-dominated" environment like the farming sector. This could assist in challenging the myths that women cannot lead in the male-dominated sectors, and may be in future we could see more and more women penetrating other sectors perceived to be male-dominated.

It was very fascinating to discover again that amongst the participants who volunteered to take part in the interviews, two workers were occupying two positions different to those occupied by workers from the first two farms. This means that my study managed to gather information from workers occupying various positions or performing different activities in the farms.

I can therefore confidently comment that the farm workers who volunteered to participate in this study represented almost all crucial positions available in the farms, with the exception of packers. Packers do not work for a particular farm but are placed where the conglomerate's offices are.

Even though it is difficult to directly capture the lived experience of research participants, as a qualitative researcher, I managed to gather data in such a way that the research participants spoke for themselves. The question that kept ringing in my mind was whether I would be able to adequately analyse and present the data in the same way that the research participants spoke for themselves.

The thought of how the presentation of my research findings would be like seemed similar to attempting to climb a huge mountain with the hope that eventually, its peak will be reached. I realised that there is some truth in the old African Proverb that read thus; "until the lion tells his side of the story, the tale of the hunt will always glorify the hunter".

9.2.6 Data analysis stage

The data analysis stage started when I was still busy with the data collection process. Every day when I came back from the farm after interviews, I organised the data in such a way that data collected from supervisors was saved separately from the data collected from the farm workers. The field notes were also reviewed in order to create a document linked to each research participant. The process of organising data was completed on the last day of interviews and it seemed to be a manageable process. However, data transcription was completely different.

I never thought that the process of data transcription could be the most difficult and time-consuming stage of data analysis process. My worst nightmare began during translation and transcription of my first interview, which took me approximately two and half to 3 hours (2½ - 3 hrs). I could not stop imagining the amount of time it would take me to transcribe the remaining thirty-eight (38) interviews. I thought the whole process was unattainable. Frankly, it was not a good experience for a novice qualitative researcher of my calibre.

I however had no any other choice except continuing to translate and transcribe the remaining data into Word document. Surprisingly, after transcribing five (5) interviews, I began to feel confident and started to do it better and faster compared to transcribing the first five interviews. I started to enjoy the process, and was also able to link each recorded voice to the pictured face in my mind. The translation and transcription of my sixth up to the last interviews was smooth sailing compared to translating and transcribing the first five interviews.

There was a time when the process of translation and transcription became inseparable part of me. My life began to revolve around translation and transcription, which made it very difficult for me to focus on anything else. Every time I close my eyes, the audio recordings would keep on echoing in my ears. I

would sometimes wake up in the middle of the night and began to translate and transcribe the audio recordings.

In general, the process of translating and transcribing took me about a month and a week, as it started on the first day of my interview (25th of April 2019), and my last transcription was performed on the 01st of June 2019. Indeed, there is some truth in the African proverb that says; "if you fear something, you give it power over you". If I did not choose to stand and face the transcription demon, I would not have reached a stage where I felt poised to continue with the data transcription process.

In a nutshell, I had both fascinating and frustrating experiences during the translation and transcription phase. The most fascinating moment was when I discovered new things that I never imagined before, concerning the farm workers' experiences in their workplace. On the other hand, it was very frustrating to experience the continuous sleepless nights, which forced me to opt for sleeping tablets in order to get some rest.

Furthermore, the continuous echoes of interviews in my mind made my life difficult and this made me to start counting down the number of interviews that still needed to be translated and transcribed as well as to calculate how I should juggle between my work, family and student roles, taking into consideration that I had to travel approximately 250 kilometres every week between my workplace and home.

As data translation and transcription was very exhausting, I decided to take a week's break before data coding. Instead, I decided to focus on the analysis of the demographics of both farm workers and supervisors, which was the easiest process. The process of data coding started on the 08st June 2019, and it was the most challenging and demanding process.

My first attempt to code the collected data made me realise that the process required more than hundred percent cognitive immersions, which compelled me to revisit the literature in order to make sure that I understand clearly the correct steps to follow in order to code the data in the most effective way. As a novice researcher, it took me a while before I could actually understand what was required of me.

I was forced to go through different sources of literature, and then try to apply what I have just learned. The very same process was repeated several times before I could get it right and felt confident in doing it. The data coding process lasted for four weeks (08 June – 29 June 2019), as each week was assigned to each farm while the fourth week was for the consolidation of the codes.

Data categorisation and pattern development began soon after coding and the process lasted for about one month (July 2019). It was the most challenging time because I was forced to split my attention between my studies and work demands. This was based on the fact that it was the beginning of a new semester, and I was assigned with the responsibility to design and teach a new module, which forced my studies to "take a back seat" for a while.

The process of data categorisation assisted me to classify the different incidents of both constructive and destructive deviant behaviours by focussing on the collected data and possible existing themes from the literature in order to create final themes. This involved moving back and forth to refine the created incident codes and themes. The process also included revising antecedents, outcomes, management practices and ideal management practices linked to each incident code. Data categorisation within a particular farm seemed better to manage as compared to the consolidation, which was cumbersome process.

As soon as the process of data categorisation was completed, the process of pattern development started. The process of pattern development enabled me to structure my research findings in such a way that each identified critical

incident of workplace deviance is aligned with possible causes, consequences as well as management and proposed management practices. This assisted in reconstructing the narratives of constructive deviant behaviours and destructive deviant behaviours as perceived by the research participants in the three observed farms. This was the most demanding yet interesting part of my doctoral journey.

9.2.7 Consolidation of research findings

The consolidation of the research findings began with the demographics details of research participants, which was done at the same time as the analysis of demographics data for each farm. The process was very easy for me and made me to wrongly conclude that it would be the same with the consolidation of the remaining findings. The month of August 2019, was dedicated to the process of consolidating the research findings in line with the aims of the study.

The consolidation of my research findings was perceived as the "moment of truth", whereby, I had to assess the extent to which I have succeeded in addressing my research objectives and to ascertain whether my research questions were appropriately answered. Most of all, I had to assess how my research findings could assist in the refinement of the proposed conceptual model. I therefore knew that this process did not require me to rush.

I found myself becoming too obsessed with my research work to such an extent that I could not let anything stand on my way. I would carry my laptop with me even in places which one would never thought of using a laptop, like when I went to the shopping mall with my family. There was a time when I was expected to attend a function at my daughter's school and I took my laptop with me to work while other school pupils were performing. I only concentrated on the show when my daughter was performing. The most excruciating experience I had was overhearing my five-year old daughter yearning for my attention and uttered; "*Daddy, mummy does not care about me*".

It did not take long before the storm pounced on. I paid a heavy price for my obsession when I lost the most crucial information at the most crucial time. I lost information relating to the research findings on one of the farms observed. This was because I worked on the USB flash drive and forgot to save the information on my laptop. When I tried to access my work the next day, the USB flash drive was dysfunctional and none of the different computers used could detect the flash drive. It was the most exasperating and emotional-draining time in my entire journey as a doctoral student.

The African proverb that says; "*an elephant does not die from one broken rib*" kept me going. I picked up from where things went wrong, tried to put the pieces of the puzzles together and continued with my research work. It took me about eight hours of work to recover the information I lost. At the end, like a tree with strong roots, I had the last laugh on the storm.

On the 24th of August 2019, I attended a function organised by the farms' partners and I learned a lot about the farming sector. I was so thrilled to be fortunate enough to meet other stakeholders who provided me with more information about citrus farming. This definitely assisted me to fine-tune my literature on citrus farming. I also used the opportunity to make arrangements in relation to sharing my preliminary results with some of the research participants in order for validate my research findings before preparing and submitting my final draft.

It was very interesting to discover that this study did not only manage to identify the various forms of constructive and destructive deviant behaviours in which farm workers are more likely to engage but, it also managed to add to the existing list of possible antecedents and outcomes as well as proposed possible strategies to manage various forms of workplace deviant behaviours. This assisted in the refinement of the conceptual model.

9.2.8 Preparation and submission of the final draft

The month of September 2019 was devoted to preparation and submission of the first draft of my final work to my supervisor and the editor. I realised that one's research journey does not really have specific platforms like a normal journey. I found myself moving back and forth every time I got new information relating to the chapters that were previously finalised as well as continually redefining or rephrasing the created themes. This drove me to a conclusion that I will never be totally satisfied with the work I produced.

I realised that there was some truth when they say; "it *never rains but it pours*" when I was busy finalising my research work. My home laptop crashed when I had already taken a leave from work for a week in order to finalise my research project. Although I had saved my work in the external hard driver, I felt like the world was coming to an end. I had no any other choice except making some other means to get another laptop in order to continue and complete my research work, which I did.

However, every time my mind would take me back to a particular chapter, and there would be something new that I would want to add or amend. I therefore realised that if I failed to accept that everything has an end, my research journey would be like a cyclical process that would never end. This assisted me to focus on preparing my first final draft, which occurred during the first two weeks of September 2019. The submission of my first final draft to my supervisor was made on the 26th September 2019.

After my submission, I felt like someone has offloaded a huge and heavy burden from my shoulders. I found it so difficult to believe that I was about to reach the end of my research journey and could not take my mind off my research work. I therefore waited impatiently for the supervisor's feedback. I was a bit nervous because it was his first time to go through my work after taking over from my first supervisor.

While waiting for the feedback from my supervisor, I started to search for an editor. I never thought it could be a time consuming exercise, but at the end I got one. I received feedback from my supervisor concerning the first two chapters on the second week of October 2019. It took me one day to make corrections on the first two chapters as suggested by my supervisor. Feedback on next two chapters came on the second week of November 2019, and it took me three days to make the corrections. The revised version of the first four chapters was sent to the supervisor on the third week of November 2019.

I impatiently waited for the feedback on the remaining chapters for about two and half months. I felt like it was the longest wait and temporarily detaching myself from my work was the only thing that kept me sane. On the third week of February 2020, I finally received feedback from my supervisor. I made final amendments as suggested and then sent my revised work to my supervisor end of February 2020.

The national lockdown which commenced on the 26th March 2020 as a result of COVID-19 began when I was still awaiting my supervisor's final feedback. My supervisor provided me with feedback that gave me a green light to send out my manuscript for editing after minor revisions approximately three months later (23rd May 2020). The final revised manuscript was sent to the editor on the 26th May 2020.

The excitement of sending out my manuscript for editing was short-lived. I received sad news about my editor's ill health, while he was already half-way through the editing process end of June 2020. Consequently, I recognised in the hardest way that there is indeed some truth in the proverb that says; "*do not count your chickens until they are hatched*." Due to his ill health, it took the editor approximately three and half months to finish my manuscript as I received the edited manuscript on the 16 September 2020. My final work was submitted for assessment on the last week of September 2020. It was such a huge relief that could never be expressed in words.

9.3 CONCLUDING REMARKS

This chapter highlighted all the good and bad experiences that I have gone through during the course of conducting and completing this study. The trials and tribulations that I encountered as well as the accomplishments and treasured lessons that I gained were elaborated in this chapter.

I had to extensively read literature from other disciplines, on top of my own discipline so as to broaden my knowledge in order to pursue this study. These included disciplines such as agricultural science, sociology, psychology and organisational psychology. Although it was a "hell of a job", it was very informative and served as a big eye opener in the most tremendous manner I could ever imagine before.

I also had to do extensive readings on qualitative research design in order to be able to know the manner in which I should approach this study. As someone who never had a background in qualitative research design before, I enjoyed every avenue that I travelled throughout this study and have tremendously grown as a researcher. It was never easy, but each experience that I had gone through made me a better person inside and out.

Although this journey was a "real" first step towards my journey of becoming a "real" researcher, I truly believe that the journey has transformed me from being a novice qualitative researcher to become a qualitative researcher. In the beginning, I thought it was a journey that I would not be able to complete. My greatest appreciation goes to my first supervisor, Prof Charlotte Pietersen, for inspiring me to view the world or reality through a different lens.

Doing this qualitative study has groomed me in the most remarkable way than I could ever envisage. I have also gained more insight into how an in-depth narrative inquiry can be conducted - something that I never thought I would do, based on my quantitative background. The challenge that is left for me now, is

to continue exploring this further and eventually become an undeniably "true scholar".

On a personal level, my doctoral journey assisted me to master the importance of patience, persistence and optimism in the midst of predicament. If I were to weigh the "ups and downs" I travelled throughout my doctoral journey, "my ups" definitely outweigh "my downs". In a nutshell, my doctoral journey was certainly full of considerable learning and development, which will definitely remain the milestone of my lifelong-learning journey.

To all those who are yet to travel this journey (doctoral journey), embrace all the experiences, good or bad, because they will definitely make you a better, stronger and wiser person than you were before undertaking the journey. It is good to always remember that "if there is a will, there will definitely be a way" to accomplish it, irrespective of the number of different obstacles that may seem to block the route. To the citrus sector, continue to boost the South African economy with your amazing contribution.

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APPENDICES

APPENDIX A: ETHICAL CLEARANCE CERTIFICATE

University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 06 March 2019

PROJECT NUMBER: TREC/27/2019: PG

PROJECT:

Title: Workplace Deviance: A Case of Farm Workers
Researcher: HR Maluka
Supervisor: Prof C. Pietersen
Co-Supervisor/s: N/A
School: Economics and Management
Degree: PhD in Human Resource

PROF P MASOKO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics
Council, Registration Number: REC-0310111-031

Note:
i)   This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned
        date. Application for annual renewal (or annual review) need to be received by TREC one
        month before lapse of this period.
ii)   Should any departure be contemplated from the research procedure as approved, the
        researcher(s) must re-submit the protocol to the committee, together with the Application for
        Amendment form.
iii)   PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

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APPENDIX B: REQUEST FOR ACCESS LETTER

REQUEST FOR ACCESS

UNIVERSITY OF LIMPOPO

Department of Business Management
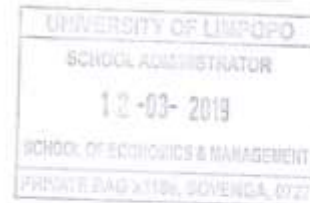School of Economics and Management

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E-mail: harriet.maluka@ul.ac.za

18/03/2019

The Farm Manager
Hoedspruit
1380

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Dear Sir/Madam

My name is Harriet Rivalani Maluka, a Doctoral student in Human Resource Management at the University of Limpopo, Department of Business Management. I am currently working on my research proposal and the title is; "Workplace deviance: A case of farm workers." I would like to request your permission to conduct my study in your farm.

The purpose of the study is to explore workplace deviance among farm workers in order to address specific positive and negative deviant behaviours. A more nuanced and grounded understanding of workplace deviance could serve as a basis for developing strategies and interventions to manage workplace deviance. This should be done in such a way that incidents of destructive deviant behaviour are reduced and constructive deviant behavior encouraged.
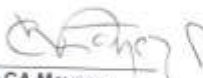
Interviews will be conducted with the key informants (farm workers and supervisors) and participation in this study will be strictly voluntary. In line with the Turfloop Research Ethics Committee (TREC), the researcher will make an effort to safeguard and adhere to the confidentiality of the information provided by respondents and their anonymity is guaranteed. All questions that will be used during the course of the study will be evaluated by the Committee in order to establish if they do not violate any ethical principles, and then a certificate of compliance will be provided. This includes evaluating whether the questions to be used do not contain any identifying aspects such as names or addresses, which could link responses to any of the participants. If the management of the farm requires feedback on the project, such a feedback can only be in the form of group responses and no individual information will be divulged.

The study can contribute to a larger body of knowledge as there is limited literature on the behaviour of workers in the farming sector, even though it is documented that Agriculture sector is one of the leading industry that could assist South Africa in reducing the unemployment rate and alleviating poverty by 2030. The study can also assist management in the farming sector in developing informed effective management strategies.

Yours sincerely,

Mrs HR Maluka
(Student)

Prof C Pietersen
(Supervisor)

Mr CA Mayeza
(Programme Coordinator)

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APPENDIX C: CONSENT FORM

Turfloop Campus
Private Bag X1106, Sovenga, 0727, South Africa

I, ... (participant) hereby voluntarily consent to participate in the following project titled, "Workplace deviance A case of farm workers". I realise that:

1. The purpose of the study is to explore workplace deviance among farm workers in order address specific positive and negative deviant behaviours. A more nuanced and grounded understanding of workplace deviance could serve as a basis for developing strategies and interventions to manage workplace deviance. This should be done in such a way that incidents of destructive deviant behaviour are reduced and constructive deviant behavior encouraged.

2. The researcher is a Doctoral student in the Department of Business Management at the University of Limpopo.

3. The researcher will make an effort to safeguard and adhere to the confidentiality of the information provided by respondents and their anonymity is guaranteed.

4. I may withdraw from the study at any time.

5. I am aware that it is anticipated that my participation in the study will enhance understanding of the relationship among the variables of interest in my workplace.

6. If I have any questions or problems regarding the study I can contact the researcher at 083 431 8143 or harriet.maluka@ul.ac.za

7. My signature below indicates that I have given my informed consent to participate in the above mentioned study.

Signature of respondent: _____ Date: 26/04/2019

Signature of researcher: _____ Date: 26/04/2019

APPENDIX D: INTERVIEW GUIDE FOR WORKERS

SECTION A:

1. What is your gender?
2. What is your age?
3. What is your highest grade/standard of schooling?
4. What is your home language?
5. For how long have you been working in the farming sector?
6. What is your position?

SECTION B

Question 1

Main questions

Think of a time when you or someone did something unusual in order to safeguard the well-being of your firm,

    a. Tell me what you or the person did.
    b. What was the main reason for your or the person's actions?
    c. Why were the actions effective in safeguarding the well-being of your firm?
    d. What was the outcome of the actions?
    e. What could be done to encourage such actions?

Secondary questions

a. Think of a time you or someone bent or broke the rules in order to perform your or his/her job effectively.
b. Think of a time you or someone ignored the working procedures in order to solve a problem.
c. Think of a time you or someone ignored the working procedures in order to assist another person.
d. Think of a time you or someone reported another person who did something wrong at work.
e. Think of a time you or someone did not follow the orders of the supervisor in order to improve work procedures.
f. Think of a time you or someone disagreed with others in the work group in order to improve work procedures.
g. Think of a time you or someone disobeyed the supervisor's instructions in order to perform more efficiently.

    i.   Tell me about it?

   ii.   Why did you or the person do it?

  iii.   What was the outcome?

Question 2

Main questions:

Think of a time when someone did something that threatened the well-being of your firm,

    a. Tell me what the person did,

    b. What was the main reason for his/her actions?

    c. How did his/her actions threaten the well-being of your firm?

    d. What was the outcome of the person's actions?

    e. What could be done to discourage such actions?

Secondary questions:

a. Think of a time when someone put little effort into his or her work.

b. Think of a time when someone took a property from work without permission.

c. Think of a time when someone intentionally worked slower than he/she could have worked.

d. Think of a time when someone used an illegal drug or consumed alcohol on the job.

e. Think of a time when someone took an additional or a longer break than is acceptable at their workplace.

f. Think of a time when someone said something hurtful to another person at work.

g. Think of a time when someone left his/her work for another person to finish.

h. Think of a time when someone acted rudely toward another person at work.

i. Think of a time when someone reported to work late without permission.

j. Think of a time when someone made fun of another person at work.

Probing questions:

    i.   Tell me about it

   ii.   Why do you think the person did it?

  iii.   What was the outcome?

APPENDIX E: TRANSLATED INTERVIEW GUIDE FOR WORKERS

XIYENGE XA A: SWIVUTISO MAYELANA NA VUWENA

1. *Xana u wa rimbewu rihi?*
2. *Xana u na malembe ma ngani?*
3. *Xana u hetelela eka ntangha muni exikolweni?*
4. *Xana u vulavula ririmi rihi ekaya?*
5. *Xana u na nkarhi wo tani hi kwihi u tirha emapurasini?*
6. *Xana u tirha ntirho muni?*

XIYENGE XA B: SWIVUTISO

Xivutiso 1

a. *Swivutiso swo sungula*

Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga endla swin'wana leswi swi nga tolovelakangiki, eku humelerisa purasini leri u tirhaka eka rona,

a. *Vula leswi wena u/ kumbe munhu loyi a swi endleke.*
b. *Xana i yini xivangelo xo endla leswi wena u/ kumbe munhu loyi a swi endleke?*
c. *Xana hikwalaho ka yini swiendlo leswi swi humelerisile purasi leri u tirhaka eka rona?*
d. *Xana swiendlo leswi swi vile na mbuyelo wihi ke?*
e. *Xana i yini lexi xi nga endliwaka eku hlohletela swiendlo swo fana na leswi ke?*

b. *Swivutiso swa vumbirhi*

a. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga tshika ku landzelela milawu ya matirhelo hi ndlela yo antswisa xiyimo xa matirhelo.*
b. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga tshika ku landzelela milawu ya matirhelo e ku ololoxa xiphiqo xo karhi.*
c. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga tshika ku landzelela milawu ya matirhelo e ku pfuna mutirhi un'wana.*

d. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga byela varhangeri hi swiendlo swo biha swa un'wana entirhweni.*

e. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga tshika ku landzelela swileriso swa murhangeri wa n'wina, hi ndlela yo antswisa matirhelo.*

f. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga hambana na vatirhi lavan'wana hi miehleketo eku endlela ku antswisa matirhelo.*

g. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga ala ku landzelela swileriso swa murhangeri wa n'wina hi xikongomelo xa antswisa xiyimo xa matirhelo.*

Swivutiso swo lavisisa:

   i.   *Vula leswi wena kumbe munhu loyi a swi endleke*
   ii. *Xana hikwalaho ka yini u/ kumbe munhu loyi a swi endlile?*
   iii. *Xana swi vile na mbuyelo wa njhani?*

Xivutiso 2

a. **Swivutiso swo sungula:**

Ehleketa hi nkarhi lowu un'wana a nga endla swin'wana leswi swi vekeke epurasi ra n'wina eka xiyimo xo ka xi nga tsakisi,

   a. *Vula leswi munhu loyi a swi endleke.*
   b. *Xana i yini xivangelo xo endla leswi munhu loyi swi endleke?*
   c. *Xana hikwalaho ka yini swiendlo leswi swi vekile purasi leri u tirhaka eka rona eka xiyimo xo ka xi nga tsakisi?*
   d. *Xana swiedlo leswi swi vile na mbuyelo wihi ke?*
   e. *Xana i yini lexi xi nga endliwaka eku tiyisisa leswaku swiendlo swo fana na leswi swi nga ha endleki?*

b. **Swivutiso swa vumbirhi:**

a. *Ehleketa hi nkarhi lowu un'wana a nga tirha hi ndlela yo va hava ku tiyimisela.*

b. *Ehleketa hi nkarhi lowu un'wana a nga teka swilo epurasini handle ka mpfumelelo.*

c. *Ehleketa hi nkarhi lowu un'wana a nga hlawula eku tirha ntirho wa yena hi ku nonoka.*

d. *Ehleketa hi nkarhi lowu un'wana a nga tirhisa swidzidziharisi kumbe swipyopyiwa a ri entirhweni.*

e. *Ehleketa hi nkarhi lowu un'wana a nga teka nkarhi wa ku wisa wo hundza enkarhi lowu wu amukelekeke entirhweni.*

f. *Ehleketa hi nkarhi lowu un'wana a nga vula emarito yo tlhava eka mutirhi un'wana.*

g. *Ehleketa hi nkarhi lowu wena u/ kumbe un'wana a nga sukela ntirho wu nga helanga leswaku un'wana a ta wu hetisa.*

h. *Ehleketa hi nkarhi lowu un'wana a nga endla swilo swa tihanyi eka mutirhikulobye entirhweni.*

i. *Ehleketa hi nkarhi lowu un'wana a nga fika hi ku hlwela entirhweni handle ka mpfumelelo.*

j. *Ehleketa hi nkarhi lowu un'wana a nga endla mutirhikulobye xihlekiso entirhweni.*

Swivutiso swo lavisisa:

    i.   *Vula leswi munhu loyi a swi endleke.*

    ii.   *Xana u ehleketa leswaku hikwalaho ka yini munhu loyi a swi endlile?*

    iii.   *Xana swi vile na mbuyelo wa njhani?*

APPENDIX F: INTERVIEW GUIDE FOR SUPERVISORS

SECTION A: DEMOGRAPHIC QUESTIONNAIRE

1. What is your gender?
2. What is your age?
3. What is your highest grade/standard of schooling?
4. What is your home language?
5. For how long have you been working in the farming sector?
6. What is your position?

SECTION B

Question 1

a. Main question:

Think of a time when a subordinate did something unusual in order to safeguard the well-being of your firm,

    a. Tell me what he/she did.

    b. What was the main reason for his/her actions?

    c. Why were his/her actions effective in safeguarding the well-being of your firm?

    d. What was the outcome of his/her actions?

    e. What could be done to encourage such actions?

b. Secondary questions

a. Think of a time when a subordinate bent or break the rules in order to perform his or her job effectively.

b. Think of a time when a subordinate ignored the working procedures in order to solve a problem.

c. Think of a time when a subordinate ignored the working procedures in order to assist another person.

d. Think of a time when a subordinate reported someone who did something wrong at work.

e. Think of a time when a subordinate did not follow your orders of in order to improve work procedures.

f. Think of a time when a subordinate disagreed with others in their work group in order to improve the work procedures.

g. Think of a time when a subordinate disobeyed your instructions to perform more efficiently.

Probing questions:

Tell me about it?

Why did they do it?

What was the outcome?

Question 2

Main questions:

Think of a time when your subordinate did something that threatened the well-being of your firm.

    a. Tell me what he/she did

    b. What was the main reason for his/her actions?

    c. Why did his/her actions threaten the well-being of your firm?

    d. What was the outcome?

    e. What could be done to discourage such actions?

Secondary questions:

a. Think of a time when a subordinate put little effort into his or her work.

b. Think of a time when a subordinate took a property from work without permission.

c. Think of a time when a subordinate intentionally worked slower than he/she could have worked.

d. Think of a time when a subordinate used an illegal drug or consumed alcohol on the job.

e. Think of a time when a subordinate took an additional or a longer break than is acceptable at their workplace.

f. Think of a time when a subordinate said something hurtful to another person at work.

g. Think of a time when a subordinate left his/her work for another person to finish.

h. Think of a time when a subordinate acted rudely toward another person at work.

i. Think of a time when a subordinate reported to work late without permission.

j. Think of a time when a subordinate made fun of another person at work.

Probing questions:

Tell me about it?

Why do you think the person did it?

What was the outcome?

APPENDIX G: INTERVIEW BOOKING FORMS

INTERVIEW BOOKING FORM (FARM 1)

DATE: 25 APRIL 2019

Time	Name	Worker/Supervisor
07h30 – 08h30		
08h45 – 09h45		S
10h00 – 11h00		S
11h15 – 12h15		
12h30 – 13h30		
12h30 – 13h30		
13h45 – 14h45		
14h45 – 15h45		

INTERVIEW BOOKING FORM (FARM 1)

DATE: 26 APRIL 2019

Time	Name	Worker/Supervisor
07h30 – 08h30		
08h45 – 09h45		S
10h00 – 11h00		
11h15 – 12h15		
12h30 – 13h30		
12h30 – 13h30		
13h45 – 14h45		
14h45 – 15h45		

APPENDIX H: LETTER OF ENDORSEMENT FROM THE EDITOR

University of Limpopo
T.W Molotja (PhD)
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TO WHOM IT MAY CONCERN

This letter serves to confirm that I, **Dr T.W Molotja** of the Department of Language Education (English Language Teaching), School of Education, University of Limpopo, have proofread and edited the research report for **HARRIET RIVALANI MALUKA** , student number: **9243798** entitled:

WORKPLACE DEVIANCE: A CASE OF FARM WORKERS

The report is edited focusing on the following:

- Coherent writing.
- Eliminating spelling errors.
- Fluency in reading.
- Academic writing.

I therefore recommend for its submission.

Yours Sincerely   Date: 17 September 2020

Finding solutions for Africa