

## Formation Factors and Influence Mechanism of the Concept of Deviant Behavior in Organizations

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**Abstract:** With the continuous advancement of globalization, the importance of innovation to enterprises is becoming more and more prominent. Enterprises are paying more and more attention to the innovation ability of employees. However, due to the limited resources, not all creative ideas can be supported by the organization. Therefore, in order to realize their own innovative ideas, most employees can only secretly carry out behind them. This is the deviant innovation behavior. The deviant innovation behavior has been widely concerned by the academic community and is a research hotspot in the field of management. However, the academic community has not yet received a systematic and consistent answer to the concepts, connotations, influencing factors and impact results of deviant innovation. Based on the literature review, this paper clarifies the concept of deviant innovation behavior from the connotation of deviant innovation, the relationship with related concepts and measurement, and summarizes the influencing factors of deviant innovation from the individual level, team level and organization level, and analyzes the derailment. Innovative antecedent variables, boundary mechanisms, and outcome variables, and pointed out future research directions.

### 1. Introduction

In the new era, relying on unchanging management processes and business operations can no longer meet the needs of enterprises to be based on increasingly fierce competition, rapid changes in the external environment, globalization, and integration. Knight (1976) pointed out that as a result of the rapid changes in science and technology, innovation has become an important concept in today's society. Innovation and creativity play a central role in the output and the continued value of the company. Innovation is the core competitiveness of a company (Slavich, Svejenova, 2016). However, in management practice, in order to avoid the risks brought by innovation, the organization will set a series of formal processes and rules to limit employees' innovative behavior while giving employees a high degree of work autonomy (Amabile, 1988; Augsdorfer, 1996; 玮, etc., 2017). When an individual's innovative ideas are vetoed by an organization or a superior, but the individual still believes that his or her innovative ideas are very valuable, then he is likely to choose an informal way to carry out innovative behavior, even at the expense of organizational rules. Known as deviant innovation (Augsdorfer, 1996; Mainemelies, 2010). Huang et al. (2017) suggest that in the new era of comprehensive implementation of the universal innovation policy, society and organizations are likely to pay more attention to innovation results than innovative methods, which will further lead to the frequent emergence of deviant innovations in the workplace.

Although the current academic research on innovative behavior and deviant behavior is relatively mature, there is a lack of cross-sectional research between them (Mainemelies, 2010). Through literature review, there are still some shortcomings in the research on transboundary innovation: (1) The definition of concept is controversial. At present, it is mainly based on the "bootlegging" of Augsdorfer scholars and the "creative deviance" of Mainemelies et al. No agreement has been reached yet. "bootlegging" (2) on the measurement method of deviant innovation, the academic-related maturity scale mainly uses Criscuolo's "The Bootlegging Scale" and Lin's "The creative deviance Scale" scale, lacking the Chinese localization scale. (3) The research on transboundary innovation is relatively fragmented, and the research on the impact of

deviant innovation is insufficient.

Therefore, this paper aims to clarify the conceptual connotation, measurement methods, influencing factors and impact results of deviant innovation behaviors, which helps enterprises to better control the deviant behaviors in organizations and give full play to their initiative, spontaneity and altruism. And so on, to serve the organization's strategic goals better.

## **2. Development and definition of deviant innovation**

Deviance innovation was developed from the concept of innovation, first proposed by Knight (1967), in his article that the deviant is usually another type of innovator that people think, by questioning the existing processes in the organization, Products, organizational structures, and people, through continuous search for ways to criticize current behaviors and propose alternatives to achieve change and innovation. Staw (1995) pointed out that the introduction of a new idea is usually rejected because they are considered strange, uncertain, and risky, but these ideas may be considered useful and groundbreaking for some time to come. Accepted by society. Therefore, deviant behavior, especially in violation of managers' orders to stop new ideas, plays an important role in this contradiction (Mainemelis, 2010). Deviance innovation is the concept of crossover and innovation. Some scholars have proposed that transgressive innovation is a special innovation behavior with innovation as the purpose and deviant as a means (Jiang Yi, 2018). Amabile (1996) suggests that it is difficult for organizations to “give employees, especially those responsible for research and development, with sufficient flexibility and work autonomy to explore novelty and unusualness” and “to provide sufficient constraints on employees to make organizational strategies Balanced goals, priorities, and priorities. Therefore, when individual requirements conflict with organizational requirements and systems, employees will choose to carry out innovative activities in secret (Abetti, 1997; Augsderfer, 1996; Knight, 1967).

Knight (1967) believes that transgressive innovation is an unconscious deviant behavior of individuals, which is quite different from the concept of transgression innovation proposed by later scholars such as Augsderfer and Mainemelis. Augsderfer (1996) scholars described the deviant innovation as “bootlegging” and defined the deviant innovation behavior as “innovative behaviors aimed at improving the interests of the organization by the grassroots employees spontaneously and not informing the management”, which defines the deviant The autonomy, concealment and grassroots of innovative behavior. In addition, Mainemelis (2010) described the deviant innovation as “creative deviance”, which means “employee violates the management's order to stop developing innovative ideas and still insists on innovative behavior”, which highlights the characteristics of deviant innovations that violate management orders. The two schools have a slightly different understanding of the transitional innovation, and each has the intention of promoting and realizing their own creativity without the support of organizational resources and organization.

## **3. Measurement of deviant innovation**

As mentioned above, the academic community has not yet reached a consensus on the connotation of deviant innovation. The definition of deviant innovation behavior in the academic world is mainly divided into two genres. The transgressive innovation behavior is described as “Bootlegging” and “Creative deviance”. At present, the academic measurement of deviant innovation behavior is mainly represented by Criscuolo (2014) “Bootlegging” scale and Lin (2012) “Creative deviance” scale. See Table 1 for details.

Although the deviant innovation behavior has also received the attention of scholars in China, the domestic related research started late. Through the search, there are only 40 domestic research papers, only a dozen papers published in the core journals, and The measurement of innovative behavior is based on the mature scale developed by Criscuolo or Lin. Although the reliability and validity of the Lin et al. scale in the Chinese context have been verified (Lin, Mainemelis, Kark, 2016), Western cultural differences and the development of localized scales are necessary. On the other hand, the scales for deviant innovations are mainly measured in a self-reported manner,

lacking scales for other evaluation sources, such as peer evaluations, subordinate/superior evaluations, etc. Further development is needed.

#### 4. Influencing factors, mechanism of action and boundary conditions of deviant innovation behavior

Through the literature review, the influencing factors, mechanism of action and the results of the impact on the deviant innovation behavior are obtained, as shown in Figure 1. Based on the conceptual connotation of transboundary innovation, this paper will summarize and discuss the relevant results of empirical research from the three levels of individual, team and organization.

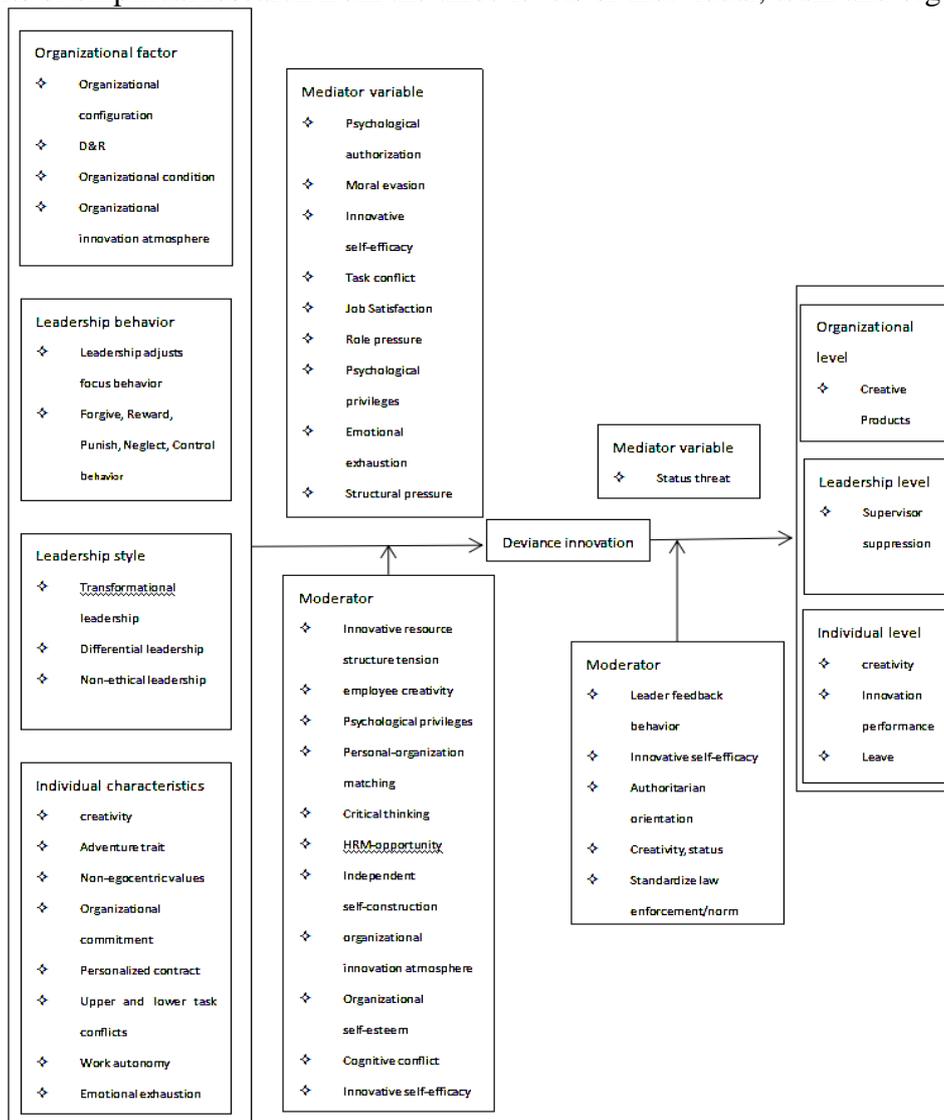


Figure 1 Antecedents and consequences variables of deviant innovation behavior

#### 5. Impact of deviant innovation behavior

At present, academics' influence on the behavior of deviant innovation mainly focuses on the study of the impact on individuals and organizations. For the individual level, the deviant innovation fails, and employees may face the consequences of being punished, such as demotion, fines, scolding by superiors, not Being valued and even forced to leave, but the deviant innovation will also bring benefits to individuals, such as improving employee exploration ability, enhancing employees' recognition of the project, using fragmented resources to improve individual innovation performance. , creativity, etc. (Criscuolo et al., 2014; Mainemelis, 2010; Huang Wei et al., 2017). In addition, employees' deviant and innovative behaviors may bring a sense of status to the superiors,

thereby increasing the supervisory behavior of the supervisor (Chen Wuyang et al., 2017).

From the perspective of the organization as a whole, the employee's deviant innovation is a double-edged sword. On the one hand, the success of deviant innovations can bring radical innovation to the organization (Ahuja, Lampert, 2001), improve organizational innovation competitiveness, and improve organizational management efficiency. On the other hand, the employee's deviant behavior is essentially a deviant behavior, which is not conducive to the implementation of organizational systems and organized management. In addition, the employee's deviant innovation behavior will reduce the expectations of other members of the organization on the implementation of the bottom line, so that more people participate in the deviant innovation behavior, excessive deviant innovation behavior will distract employees' attention and decentralize organizational resources, which not only reduces the staff's Efficiency and innovation effectiveness are not conducive to the achievement of organizational goals (Burgelman, Grove, 2007).

## **6. Future research prospects**

In the current complex and ever-changing external environment, organizational rules and norms are becoming less and less binding on employee behavior, especially for new generation employees born in the 1980s and 1990s, who are often not bound by traditional authoritarianism. Distinctive personality and strong self-awareness. This requires the organization to give appropriate support and encouragement to employee breakthroughs and innovations, and requires the organization to give correct guidance to employees' deviant behavior. The two sides of the deviant innovation behavior are conducive to the organization, but also bury the uncertainty risk to the organization's orderly management. How to treat the employees' deviant and innovative behaviors, and use this force to make themselves better stand in the new era. forest? This requires clarifying the definition of deviant innovation, optimizing the measurement methods of deviant innovation behavior, exploring the influencing factors of deviant innovation, understanding the results of deviant innovation, grasping the boundary conditions of deviant innovation, and enriching the localization research of deviant innovation.

First, unify the definition of deviance innovation and optimize the measurement method of deviant innovation. Since the current academic definition of deviant innovation has not yet formed a unified opinion, the existing scale of deviant innovation also has its own focus, failing to cover all types of deviant innovations. Therefore, in the future research, we first need to unify the definition of deviant innovation, and then optimize the measurement method of deviant innovation, including the measurement content of the deviant innovation at night based on the definition of uniformity, and increase the number of evaluation sources to ensure the measured data. Validity and authenticity.

Secondly, to explore the influencing factors of transboundary innovation, there is not much empirical research on transboundary innovation. As mentioned above, leadership style has an important impact on employee behavior and attitude. Previous studies have only explored the impact of non-ethical leadership and differential leadership on deviant innovation behavior (Liu Xiaoqin, 2017; Wang Hongjun et al., 2018). Studies have proved the influence of predecessor-led leaders and narcissistic leaders on constructive deviant behavior or deviant behavior, but did not elaborate on the influence of these two leadership styles on the deviant innovation behavior (Li Mingze et al., 2017; Wang Yanzi, Zhang Li, 2018) Therefore, future research can focus on the relationship between leadership style and employee deviant innovation.

Moreover, most of the relevant researches are currently exploring the mechanism of the deviant innovation behavior, and the research on the impact of the deviant innovation behavior is very rare. Only a small number of studies have explored the impact of deviant innovation on individual innovation performance/creative output (Mainemelis). , 2010; Lin et al., 2016; Huang Wei et al., 2017). However, the impact of deviant innovation behavior on the organizational and team levels is still at the theoretical level, and no substantive research has been carried out. For example, employees' deviant innovations may have an impact on organizational culture, organizational structure, normative execution, and leadership style. Future research needs to further analyze all the

effects of deviant innovation behavior, including the impact on colleagues, leaders and the entire organization, and enrich the results of the role of deviant innovation behavior.

In addition, given the current lack of academic outcomes for the consequences of deviant innovation behaviors, there has been little research showing whether deviant innovations have a positive or negative impact on the organization. Wang Hongyu and Zou Chunlong (2018) believe that only by exploring the boundary conditions of the deviant innovation behavior, and clarifying whether the behavior can bring benefits to the organization or have drawbacks, can existing research have real practical significance. Chen Wuyang et al. (2017) proposed that employees' deviant innovations will bring status threats to managers, thus increasing their management inhibition behavior. This is not only not conducive to the career development of the deviant innovative individual, but also not conducive to the formation of a fair atmosphere. Chen Wuyang's suggestion of the authoritarian orientation of the supervisor will affect the status threat of the employee's deviant innovation behavior to the supervisor. That is, when the authority is highly oriented, the employee's deviant behavior may be detrimental to the organization and itself. In addition, Huang et al. (2017) verified the role of the individual's own creativity and status (formal/informal status) in regulating the deviant innovation behavior and individual innovation performance. It has not been enough to study the boundary mechanism of deviant innovation. In future research, we can further explore the regulatory effect of normative implementation/normative bias, organizational culture, organizational atmosphere, etc. on the results of deviant innovation.

Finally, enrich localization research. Localization studies are necessary because of cultural differences. First of all, for the understanding of transboundary innovation, China and the West may be biased due to cultural differences. In addition, the scale of deviant innovation needs to develop a localized scale. In addition, are the influencing factors and effects of Chinese employees' deviant innovation behavior consistent with the West? Therefore, future research needs to consider more cultural factors and enrich localization research, so as to draw more research results that are closer to China's reality.

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