

1. INTRODUCTION

Organizations wish to have employees who will execute daily tasks, responsibilities, and duties of their assigned designations and who will not involve in actions which will harm the organization, its staff and other employees or its customers in any way. Behaviors which cause damage are objectionable and are referred as deviant acts. These behaviors are matter of concern for many organizations because it represents a potential for an extensive range of negative performance and psycho-social outcomes for business and its members and it results in enormous losses to the organizations.

Deviant behaviors are widely spread in the working environment. These behaviors in the workplace can take numerous forms, starting from difficult personality traits that harm team cohesion, to damaging property that undermines organization's financial stability. These behaviors could be minor such as misuse of internet, littering and creating rumors, to major acts such as harassment, sabotaging equipment, employee theft, verbal aggression, and physical violence. Some studies have aimed to predict deviant behaviors related to individual for example; theft, tardiness and absenteeism, while other studies predict multiple behaviors within a typical type of workplace CWB, for example; deviance related to personal, political, production, and property. Therefore, it is useful to pursue the analysis of behaviors which go against objectives of the organization.

Various descriptions and conceptual modeling of negative behavior at work settings have been proposed. These definitions include: workplace deviance (Robinson & Bennett, 1995), noncompliant behavior (Puffer, 1987), antisocial behavior (Giacalone & Greenberg, 1996), employee vice (Moberg, 1997), organizational misbehavior by employees (Vardi &

Wiener, 1996), organizational retaliation behavior (Skarlicki & Folger, 1997), revenge (Tripp, Bies, & Aquino, 2007), workplace aggression (Baron & Neuman, 1996), and counterproductive work behavior (CWB) (Spector et al., 2006). It is clear that the difficulty which exists in outlining and conceptualizing an area as complex as deviant behavior.

Numerous studies have intended to inspect the originators of such practices and have endeavoured to predict these behaviors. Goals of these studies were to highlight the components of individual and organizational factors so that profiling of the degenerate representative can be accomplished accordingly. A lot of this literature has examined the predecessors and correlates of various sorts of working environment abnormalities. Two important variables which have constantly been observed to be critical in foreseeing working environment abnormalities are aggression and negative affect (NA).

Popular model of deviant conduct that spotlights on aggression is “frustration-aggression model”. Trait anger as well as trait anxiety have been witnessed to have affected aggression (Fox & Spector, 1999). According to this model, when individuals get disappointed because of adverse events, they get involved into hostility and afterward these individuals get into deviant conducts. Work environment hostility is termed as an organizational stressor (Kahn & Byosiene, 1992) and it is identified as an event with which members are target of aggressive activities on interpersonal level in the work setting zone. Past exploration on the subject reported that work environment hostility is matched with negative feelings and dysfunctional practices in the organizations (Spector, Fox, & Domagalski, 2005). Aggression can be described in various ways in view of the basic underlying driver components and intention behind such negative demonstrations. Hostile behavior is observed when aggression happens in light of provocation that leads to anger and

reaction in such cases is exceptionally indiscreet and receptive with the objective of hurting other individuals, which is another act of CWB (Spector, 2010).

“Stressor-emotion theory” (Fox & Spector, 2006), proposed the connection from the environment to perceptions, then to emotions, and then finally to CWB. The combination of perceived stressors and inability to control the situation create negative environment, which in turn increase the likelihood which states that employee will engage in CWB, which is viewed as a distinctive type of “behavioral induced strain”. This way, increase in negative emotion can result in more deviant behavior. Various studies have showed validity of a connection between emotions which are negative in nature and job stressors (Spector & Goh, 2001), and also between negative emotions and deviant behavior (Chen & Spector, 1991). Likewise, negative effect of job stressors on deviant behavior is moderated by the emotional disposition of employees, including NA (Salami, 2010), emotional stability (Penney, Hunter, & Perry, 2011) . It is also observed that emotional suppression increases negative emotions (Brans et al., 2013) and aggressive behavior (Stucke & Baumeister, 2006). Study conducted by Douglas and Martinko (2001) revealed that individual differences in attribution style, NA, outlooks for revenge, trait anger, low level of self-control, and previous exposure to aggressive cultures, combined to define the variance of around 67% , as found in the data collected from self-report of deviant behaviors.

As a consequence of CWB, deviant behaviors are costing American business a loss of around \$200 billion annually as a direct cost (Penney & Spector, 2002). In terms of annual sale, CWB may cost on an average 1% to 2% of annual sales and could be responsible for 20% of failed businesses (Coffin, 2003). There are many indirect cost also associated with CWB such as loss of performance, productivity, and even loss of stakeholders. CWB is

prevalent everywhere and its consequences are associated with many negative outcomes and therefore it is important to understand the factors that influence employees' likelihood of engaging in CWB and to discover cost effective options to avoid them.

In spite of the fact that a lot of studies have been dedicated to identify the predictors (for example, aggression and negative feelings) of CWB, there is still no direct method recommended so far to reduce CWB in a very simple and financially low cost manner. Researches on prevention of such negative conduct in the work settings have been missing, and the proposed study presented here is intended to address the solution for this important issue. The present study tries to expand this area of examination by inspecting the adequacy of yoga so that such deviant practices can be avoided by directly lessening the impact of both deviant behaviors and predictors of such behaviors.

Practice of yoga has been associated with numerous benefits and yoga has the potential to improve health and functional capacity. Moreover, a significant portion of the yoga studies have been concentrated on its impact on positive psychological condition and well-being. In the field of stress, yoga has shown better outcome in reducing work related stress (Shapiro, Astin, Bishop, & Cordova, 2005), perception of stress (Latha & Kaliappan, 1992), reduced anxiety (Kirkwood, 2005), Improved quality of living and well-being (Oken et al., 2006), improved mindfulness and accepting self as it is (Schure, Christopher, J., & Christopher, S., 2008). To sustain healthy emotional states in the work settings, emotional intelligence is required to control the factors of "emotion appraisal", "use of emotion", and "self-emotion appraisal of self and as well as those of other stakeholders" because these factors significantly affect CWB (Jung & Yoon, 2012). Yoga may act as a beneficial component for the development of emotional intelligence among working professional

(Adhia, Nagendra, & Mahadevan, 2010). Yoga is known to have positive impact on positive moods as well (Watanabe, Fukuda, Hara, & Shirakawa, 2002).

Researches have shown that yoga can reduce levels of aggression, depression, and hostility (Shapiro & Cline, 2004). It is also found that NA is linked to CWB and PA is related to organization citizenship behavior (OCB) (Miles, Borman, Spector, & Fox, 2002). Yoga sessions have proven to be beneficial in enhancing PA and decreasing NA (Narasimhan, Nagarathna, & Nagendra, 2011). Relaxation training through yoga has shown positive progress in self-esteem and people with higher level of self-esteem perform better and have higher locus of control (LOC) (Kovačič & Kovačič, 2011; Levy, 1993). Therefore yoga sessions at workplace should be practiced in work settings for its potential positive effect on deviant behaviors. Act of aggressive and hostile behaviors have long been common at work place and it can lead to social, physical, mental, and occupational damages. Heppner et al. (2008) examined that mindfulness is known to lower ego-involvement because mindfulness plays important role of aggression mitigation. Researches have shown that low degree of mindfulness was associated with higher degree of aggression patterns, such as aggressive attitude and physical or verbal aggression (Shorey, Anderson, & Stuart, 2015).

Examples described above alone show that yoga has the potential to teach new cognitions in terms of new ways of judging, perceiving, assessing new environment that helps an individual to achieve psychological balance in the present moment that leads to health and well-being. These outcomes of the current study may be useful for individual, corporates, public health, and society at large. Moreover, possible usefulness of yoga is due to combined impact of the body and the mind.

The resolution of the current study covers three areas. First, to provide a comprehensive review of the body of yoga research, which highlights the strengths of a yoga intervention in the work setting for setting up positive environment purposes. Second, to review the influence of yoga practices on the reduction of deviant behavior and its predictors among employees, and provides a rationale for investigation of yoga session as a mechanism for prevention of such deviant behaviors. Finally, to present the results of empirical investigation describing the influence of yoga towards reducing negative deviant behaviors and predictors and to propose a cost effective yoga intervention model in the organizations.