

Effect of HRM Practices on Constructive Deviance in Pharmaceuticals Companies: Mediating by Ethical Climate

Waleerak Sittisom

Suan Sunandha Rajabhat University, Bangkok, Thailand

*Corresponding author: waleerak.si@ssru.ac.th

Article History:

Submitted: 13.01.2020

Revised: 15.02.2020

Accepted: 05.03.2020

ABSTRACT

The purpose of the current study is to elaborate that how ability, motivation and opportunity enhancing human resource management practices effect on constructive deviance in pharmaceuticals companies. The study also examine that how ethical climate mediates the relationship between them. In present study the data is collected from pharmaceuticals company's employees of Thailand. Under this study, the AMO theory is essential to explain the importance of the research framework. It is considered as fundamental theory and this study add knowledge in ability, motivation and opportunity theory. For fulfilling the nucleus aim of the current study the deductive approach is used. The data is collected from employees through survey method. The questionnaire method is used under this study for collecting the data from the respondents. Simple random sampling technique is used under this study for data collection from 300 employees. Total 300 questionnaires are distributed out of which 270 questionnaire collected from employees. The smart PLS is used under this study for analyzing the relation among variables. The study is correlational among variables. The primary concern of this study is to identifying the

relationship among variables such as AMO enhancing HRM practices, constructive deviance and ethical climate. Moreover, there are limited studies available on pharmaceuticals human resource management department of Asian economies. Still, the human resource management practices are not properly followed in developing countries. So, this study provides greater knowledge about HRM practices according to ability, motivation and opportunity theory. Similarly, the practical implication and future direction are provided at the end of the study under the discussion heading.

Keywords: Ability, motivation and opportunity, HRM practices, ethical climate, constructive deviance

Correspondence:

Waleerak Sittisom
Suan Sunandha Rajabhat University
Bangkok, Thailand

E-mail: waleerak.si@ssru.ac.th

DOI: [10.5530/srp.2020.3.04](https://doi.org/10.5530/srp.2020.3.04)

©Advanced Scientific Research. All rights reserved

INTRODUCTION

Due to globalization organizations are being overstretched by different stake holders to prevent the environment. The prevention of environment is possible by enhancing the importance and awareness (Chetthamrongchai & Jermstittiparsert, 2020; Kerdpitak & Jermstittiparsert, 2020; Phrakhrupatontakitti, Watthanabut, & Jermstittiparsert, 2020). But still organizations are lacking in preventing the environment (Jang, Zheng, & Bosselman, 2017; Martín-de Castro, Amores-Salvadó, Navas-López, & Balarezo-Nuñez, 2017; Theodoulidis, Diaz, Crotto, & Rancati, 2017). Moreover, it could be happen in the organizations because the organization employees are not interested in the prevention policies of the environment. Many researchers argued that organizations are increasingly interested in the topic of how human resource management practices which enhances the ability, motivation and opportunities of employees to show the constructive behaviors in the organizations. The behaviors having two types one is good behavior and another is bad behavior. The bad behavior is the behavior of employees where employees deviate from the organization policies. There are number of research available on the deviant behaviors. The deviant behaviors having two kinds: 1) constructive behavior 2) destructive behavior (Hackney & Perrewé, 2018; Kura, Shamsudin, & Chauhan, 2016). Whenever the word deviant is used in the organization the meaning which mostly people considered is the behavior that is harmful for the employees and organization also. Moreover, the constructive behavior is the type of deviant behavior where employee deviate the behavior but not in the harmful manners. The employees violate the organizations policies for performing out the job duties and also for helping another colleague. The nucleus aim of the current study is to examine the

relationship among ability, motivation and opportunity enhancing human resource management practices and constructive deviance. Further, this study also examines the mediating effect of ethical climate.

Previously, a large number of studies are available on the deviant behaviors but mostly studies discuss the deviance as destructive behaviors. Fewer studies discuss the deviance as constructive behavior that is beneficial and positive link with the organizations positive outcomes (Malik & Lenka, 2019). The ability, motivation and opportunity enhancing human resource management practices effect the positive behavior of employees because it give empowerment to employees to take active part in the decision making which motivate the employees to raise voice against any misleading role. They are whistle blowers and save the organizations for any negative behaviors (Tay, Tan, & Yahya, 2017).

On the bases of the purpose of the current study following are the research objectives of the study.

1. To elaborate the ability enhancing HRM practices which effect on constructive deviance.
2. To examine the motivation enhancing HRM practices which effect on constructive deviance.
3. To examine the opportunity enhancing HRM practices which effect on constructive deviance.
4. To determine the effect of ability enhancing HRM practices and ethical climate.
5. To determine the effect of motivation enhancing HRM practices and ethical climate.
6. To determine the effect of opportunity enhancing HRM practices and ethical climate.
7. To examine the effect of ethical climate on constructive deviance.

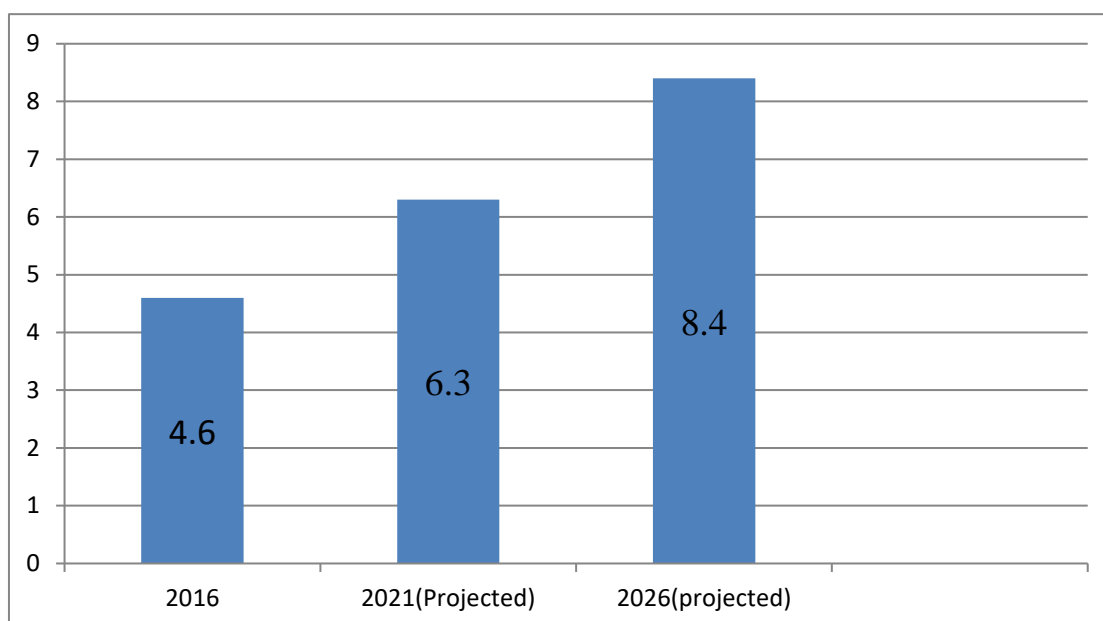
8. To examine the ethical climate mediates the relationship between ability, motivation and opportunity enhancing HRM practices and constructive deviance.

On the bases of the above mentioned objectives following are the research questions of the current study.

1. How the ability enhancing HRM practices effect on constructive deviance?
2. How the motivation enhancing HRM practices which effect on constructive deviance?
3. How the opportunity enhancing HRM practices which effect on constructive deviance?
4. To what extent ability enhancing HRM practices effect on ethical climate?
5. To what extent motivation enhancing HRM practices effect on ethical climate?
6. To what extent opportunity enhancing HRM practices effect on ethical climate?

7. Does ethical climate affect the constructive deviance?
8. To what extent ethical climate mediates the relationship between ability, motivation and opportunity enhancing HRM practices and constructive deviance?

The next section represents the literature review under the literature review heading the paper discuss the different variables such as the ability, motivation and opportunity enhancing HRM practices, ethical climate, and constructive deviance. It also discusses the hypothesis of the study, the research framework of the study under the literature review heading. After discussing all the variables in detail, this paper discusses the methodology of the study, finding the understudy variables and finally discusses the limitation and future direction of the current study.



The Thai pharmaceutical market, one of the largest in the Asian region, stood at USD 4.6 billion in size in 2016. A recent report from the Dutch Embassy in Thailand projects that the market will grow to USD 6.3 billion in 2021 and 8.4 billion by 2026.

LITERATURE REVIEW

HRM practices

The recruitment and selection, training and development practices is used by the organizations as ability enhancing HRM practices in the organization to achieve the organizational goals and create competitive advantage (Guerci, Radaelli, Siletti, Cirella, & Shani, 2015; Snape & Redman, 2010; Tay et al., 2017). Moreover, the organizational explicit objectives can be achieved the enhancing the abilities of the employees. In the meantime, as indicated by Bello-Pintado (2015) ability upgrading HRM practice is indicated as the practices that improve the

laborers' capacities to accomplish authoritative goals through new hiring of employees and investment in the on the job and off the job trainings of the employees. Besides, as indicated by Jiang et al. (2012) ability enhancing HRM activities are the practices that impact the workers abilities through hiring and selecting and training and development. As such, ability enhancing HRM practices are the practices that expansion the workers capacities and capabilities to accomplish organizational objectives. Moreover the organizational objectives can be achieved by enhancing the capacities and abilities of the employees. "Ability enhancing HRM practices include the recruitment and selection and training and development" (Gardner, Wright, & Moynihan, 2011; Guerci et al., 2015; Hassan, 2016; Jiang et al., 2012; Mostafa & Gould-Williams, 2014). Moreover, recruiting and selecting the employees practices were tried to guarantee looking for potential representatives and picking the correct workers that match

with the aptitudes and capabilities for a particular activity necessity. On the other hand, training and development practices expanded the know-how and ability of the workers inside the associations through furnishing workers with fitting knowledge and aptitudes to perform the job in effective and efficient manner.

On the other hand, the motivational practices implies that association utilizes unexpected rewards and performance management to build the workers' motivation to perform (Guerci et al., 2015). In the meantime, motivation improving HRM practice is eluded as the practices that upgrade the laborers' motivation so as to put additional exertion while carrying out the responsibility through reward and compensation and performance management (Bello-Pintado, 2015; Remijan, 2014). Besides, as indicated by Jiang et al. (2012), it is the practices that impact workers motivation and exertion to increment hierarchical execution by means of the compensation system and performance management. In short, motivation enhancing HRM practices is the practices that improve worker inspiration inside the associations to perform better. Motivation enhancing HRM practices included unexpected rewards (e.g. performance based compensation, piece rate frameworks and benefit sharing frameworks) and performance management. Moreover, workers inside the associations are inspired to apply higher endeavors in their activity when their performance will be rewarded with reasonable compensation. For instance, an association upgrades the dedication of the representatives inside the association in drawing in moral practices by compensating them with different financial rewards. Performance management likewise rouses the workers inside associations to perform when the associations give execution norms to employees and impart execution feedback to them. For example, an association sets up the morals execution measures so as to cause the organizational members to comprehend what they should do and this would significantly improve the associations' moral results.

Opportunity-enhancing HRM practice implies that the associations use employee involvement practices to build the workers' engage (Guerci et al., 2015). In the interim, as indicated Bello-Pintado (2015) opportunity upgrading HRM practices are referred to as the practices that delegate decision making authority and responsibilities from top level chain of command to bring down level progressive system through information sharing such as decartelized decision making. In addition, as indicated by Jiang et al. (2012), opportunity improving HRM activities are the practices that give the opportunity to labors inside associations to apply their capacity and motivation through employment structure. In synopsis, opportunity-upgrading HRM practices are the practices that expansion the workers chance to contribute in accomplishing authoritative objectives. For instance, employees association in the basic leadership about moral issues will enable the workers inside the associations to recommend how to improve the association's morals program. Accordingly, it increments hierarchical resolve on the grounds that the associations trust their representatives

and value the possibility of the commitment of the laborers.

Constructive deviance is the type of deviant behavior where employees negate from the organizations policies but in the positive manner which does not harm the environment of the organization (Warren, 2003). Moreover, constructive deviance negates the organizational roles; they are whistle blowers in the organizations. Further, when organization provides better HRM policies to the employees for their welfare, they are more involved in positive behavior. The employees who consider that organizations provide better facilities to the employees are not indulge in the destructive deviance (Griffin & Lopez, 2005; Haider, Nisar, Baig, & Azeem, 2018; Malik & Lenka, 2019). The environment preservation can be possible by involving employees in the proactive behaviors which save the environment from any harmful activity (Kura et al., 2016; Shkoler & Tziner, 2017).

There are number of studies has been done on the "ability, enhancing HRM practices" and ethical climate (Foote & Ruona, 2008; Garavan & McGuire, 2010; Mossholder, Richardson, & Settoon, 2011; Parboteeah, Seriki, & Hoegl, 2014; Thite, 2013). The ethical climate can be achieved in the organizations when organization attract and hire those employees who are ethically responsible (Guerci et al., 2015). The organizations hired and select the employees who have ethical values and their behavior consider the moral good and bad things. Moreover, the it creating and sustaining organizational ethical climate (Arulrajah, 2015). Motivation enhancing HRM activities (i.e. reward, compensation and performance management) have been related to organizational moral atmosphere As indicated by (Guerci et al., 2015) reward and compensation one of the inspiration upgrading HRM activity cultivates authoritative moral atmosphere by presenting discipline, sanctions, benefits (e.g. pay increment, grants). This is on the grounds that the workers are bound to help moral lead if the representatives are compensated with fiscal and non-money related prizes (Guerci et al., 2015). According to Guerci, Radaelli, De Battisti, and Siletti (2017) accentuated that reward and compensation assume a basic job in upgrading authoritative moral atmosphere through remunerating the moral conduct among the organizational individuals. Other than that, performance appraisal one of the motivation improving HRM practices, is used to increment authoritative moral atmosphere (Arulrajah, 2015). Moreover, Parboteeah et al. (2014) featured that performance appraisal continues organizational ethical climate through fusing moral conduct as the significant criteria in the assessment procedure. This training straightforwardly produces solid organizational ethical climate. Also, opportunity-upgrading HRM practices are vital to the improvement of influential ethical climate for the reason that they provide the organization with chances for the organizations members to engage in ethical behavior (Guerci et al., 2015) Along these lines, it shows opportunity-improving HRM practices, for example, amplified workers support and association activity in moral issues can increment organizational moral atmosphere. In view of Guerci et al. (2015) the associations

that create employees interest and involvement practices in moral issues give a solid sign legitimately to the organizational individuals to endeavor in increasingly moral practices. It very well may be executed through rousing the employees inside associations to report any untrustworthy practices (e.g. discharge poisons, dumping contaminations) while guaranteeing the workers inside associations that their identity would not open in front of everyone (Guerci et al., 2015; Mostafa & Gould-Williams, 2014).

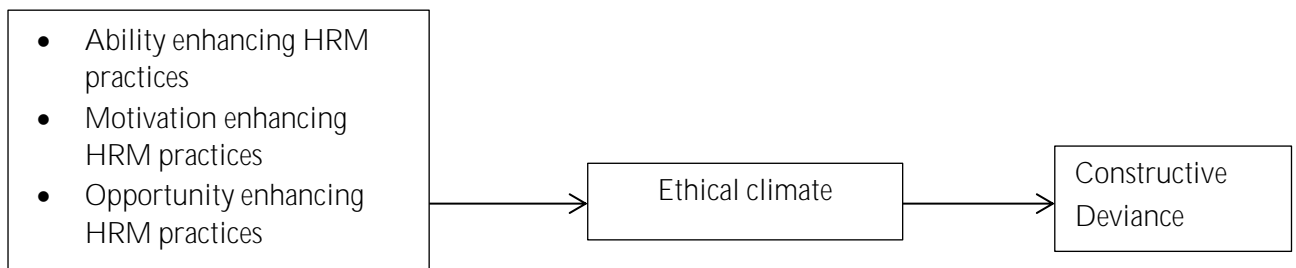
Hypothesis Development

- H1. There is positive and significant relationship between ability enhancing HRM practices and constructive deviance.
- H2. There is positive and significant relationship between motivation enhancing HRM practices and constructive deviance.

- H3. There is positive and significant relationship between opportunity enhancing HRM practices and constructive deviance.
- H4. There is positive and significant relationship between ability enhancing HRM practices and ethical climate.
- H5. There is positive and significant relationship between motivation enhancing HRM practices and ethical climate.
- H6. There is positive and significant relationship between opportunity enhancing HRM practices and ethical climate.
- H7. There is positive and significant relationship between ethical climate and constructive deviance.
- H8. Ethical climate mediates the relationship between AMO enhancing HRM practices and constructive deviance.

Research Framework

Based on the purpose of the current study following are the research framework of the current study.



METHODOLOGY

The sample of study is the sales employees of the pharmaceutical companies of Thailand. The constructive deviance gains much importance in current companies. It plays an important role in development of sales employees of medicine companies. The data was collected from the salesmen of pharmaceutical companies of Thailand, so the unit of analysis of study is individuals. The data was collected in one point of time the study is cross sectional in its nature. The current study is descriptive all the variables of study described in many details. The sale representative of pharmaceutical companies of Thailand is the population of the current study, and the sample selected from a large population that represents the overall population. There are many techniques available for selecting a sample from a large population. After using different techniques, the researcher can use one sample technique which represents the overall population. Furthermore, Kotrlík and Higgins (2001), examine one of technique for sample size which shows that the sample size at least 20% of the whole population. Even though most the total number of populations is restricted in such situations, it uniforms much at simplicity to select the sample and collect data. For the defined number of the population, the (Krejcie & Morgan) table is used for selecting the sample size (Krejcie & Morgan, 1970). Likewise, 200 to 400 respondents are enough for the sample size for the structural equation model (Oke, Ogunsami, & Ogunlana, 2012). On the bases

of the above mentioned discussion, data were collected from 200 sales representative of Thailand. After deciding on the sample size, the next step which is considering under this study is sampling technique. Furthermore, there are several sampling techniques available in research but data were collected by randomly selecting the respondents. Sales representative of the pharmaceutical companies was the population and questionnaires were used to gather data. The questionnaire distributed through electronic mail, post mail, and face to face distribution. The questionnaire depends on two parts, the part “1” related to demographics of the respondents and part “2” consisted of the entire variable related to this study. Previously developed measures have been used; the 5 points Likert scale is used under this study for collecting the response from sales representative and evaluating the relationship among variables. The 12 item measurement of ethical climate was adapted from the previous study (Cullen, Victor, & Bronson, 1993). The ability is having 6 items and motivation having 4 items and the opportunity having 7 items. The ability motivation and opportunity scale has been adapted from the previous study (Guerci et al., 2015). The 15 item scale is used from the previous study to measure the constructive deviance (Galperin, 2003). The smart PLS used under this study for analysis. Next section represents the results of the current study.

Findings

Table 1. Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpha	CR	Ave
Ability Enhancing HRM Practices	AB1	0.689	0.864	0.895	0.55
	AB2	0.775			
	AB3	0.768			
	AB4	0.731			
	AB5	0.822			
	AB6	0.715			
	AB7	0.68			
Constructive Deviance	CD1	0.901	0.931	0.946	0.745
	CD2	0.905			
	CD3	0.822			
	CD4	0.765			
	CD5	0.877			
	CD6	0.9			
Ethical Climate	EC1	0.849	0.851	0.893	0.593
	EC2	0.833			
	EC3	0.848			
	EC4	0.814			
	EC5	0.771			
	EC6	0.438			
Motivation Enhancing HRM Practices	Mot.1	0.813	0.849	0.898	0.688
	Mot.2	0.852			
	Mot.3	0.833			
	Mot.4	0.819			
Opportunity Enhancing HRM Practices	Opp1	0.801	0.845	0.883	0.525
	Opp2	0.807			
	Opp3	0.714			
	Opp4	0.762			
	Opp5	0.782			
	Opp6	0.697			
	Opp7	0.697			

Table 1 is highlighting the results for the confirmatory factor analysis (CFA). Before showing the hypothesis testing measurement model was evaluated by performing CFA which provides the reliability and validity. First of all table 1 is showing the values of Cronbach's Alpha for the variables namely; ability enhancing HRM practices, motivation enhancing HRM practices, opportunity enhancing HRM practices, employee engagement and constructive deviance which are 0.864, 0.849, 0.845, 0.851 and 0.931 respectively. All the values of Alpha are greater than 0.7 and establish that all the measures are internally consistent and therefore, all are reliable.

Table 1 is showing the values for CR (composite reliability) and AVE (average variance extract). As per the standard

the values for both CR and AVE should be greater than 0.8 and 0.5 accordingly. CR values for the variables namely; ability enhancing HRM practices, motivation enhancing HRM practices, opportunity enhancing HRM practices, employee engagement and constructive deviance are 0.895, 0.883, 0.898, 0.893, 0.893, and 0.946 accordingly. Furthermore, AVE values for the variables namely; ability enhancing HRM practices, motivation enhancing HRM practices, opportunity enhancing HRM practices, employee engagement and constructive deviance are 0.55, 0.688, 0.525, 0.593, and 0.745 respectively. It shows that there is no issue with the CR and AVE, therefore convergent validity is established.

Table 2. Discriminant Validity

	AB	CD	EC	Mot.	Opp
AB	0.742				
CD	-0.407	0.863			
EC	0.573	-0.575	0.77		

Mot.	0.614	-0.406	0.599	0.829	
Opp	0.501	-0.265	0.585	0.584	0.725

Table 2 is showing the values for the Fornell & Larckers criterion to assess the discriminant validity. As per the criterion the values of square root of AVE of a variable should be greater than its correlation with other variables.

As per the table square root of AVE for all the variables is greater than the correlation with other variables. Hence, it does establish the discriminant validity.

Table 3. Cross Loadings

	AB	CD	EC	Mot.	Opp
AB1	0.689	-0.234	0.332	0.432	0.334
AB2	0.775	-0.277	0.409	0.417	0.338
AB3	0.768	-0.3	0.379	0.47	0.373
AB4	0.731	-0.411	0.469	0.43	0.386
AB5	0.822	-0.315	0.484	0.504	0.406
AB6	0.715	-0.272	0.369	0.485	0.382
AB7	0.68	-0.268	0.484	0.449	0.37
CD1	-0.351	0.901	-0.529	-0.33	-0.235
CD2	-0.307	0.905	-0.471	-0.291	-0.214
CD3	-0.365	0.822	-0.482	-0.364	-0.15
CD4	-0.431	0.765	-0.499	-0.471	-0.306
CD5	-0.339	0.877	-0.522	-0.336	-0.254
CD6	-0.298	0.9	-0.461	-0.288	-0.203
EC1	0.479	-0.376	0.849	0.443	0.543
EC2	0.489	-0.531	0.833	0.563	0.445
EC3	0.483	-0.39	0.848	0.48	0.532
EC4	0.507	-0.379	0.814	0.476	0.547
EC5	0.415	-0.63	0.771	0.474	0.369
EC5	0.251	-0.087	0.224	0.272	0.438
EC6	0.204	-0.293	0.408	0.274	0.212
Mot.1	0.481	-0.336	0.512	0.813	0.48
Mot.2	0.513	-0.369	0.529	0.852	0.453
Mot.3	0.527	-0.308	0.467	0.833	0.508
Mot.4	0.519	-0.328	0.473	0.819	0.503
Opp1	0.435	-0.2	0.543	0.524	0.801
Opp2	0.371	-0.161	0.403	0.379	0.807
Opp3	0.401	-0.166	0.375	0.416	0.714
Opp4	0.359	-0.297	0.493	0.486	0.762
Opp5	0.328	-0.119	0.374	0.348	0.782
Opp7	0.365	-0.237	0.442	0.456	0.697

Table 3 is showing the cross loadings which also determine the discriminant validity. The loading of a latent variable should be greater than its loading on other variables. As

per the table all the cross loadings are meeting the criterion which adds to the strength of discriminant validity.

Table 4. Heterotrait-Monotrait Correlation Ratio

	AB	CD	EC	Mot.	Opp
AB					
CD	0.443				
EC	0.652	0.641			
Mot.	0.718	0.451	0.7		
Opp	0.581	0.282	0.669	0.677	

Table 4 is showing the values for the HTMT. It is the latest technique to measure the discriminant validity. As per the standard all the values of HTMT should be less than 0.85. Table 4 is showing that all the values are less than 0.85. However, it is recommended that values less than 0.95 are also acceptable. Therefore, it is stated that discriminant

validity is established. Since there is no issue with the validity and reliability it permits to proceed for hypothesis testing.

Structural Equation Modeling

Table 5. Direct Effects

	Beta	SD	t value	p value
AB -> CD	-0.115	0.045	2.539	0.006
AB -> EC	0.26	0.036	7.154	p<0.05
EC -> CD	-0.547	0.042	13.068	p<0.05
Mot. -> CD	-0.112	0.047	2.401	0.008
Mot. -> EC	0.264	0.04	6.543	p<0.05
Opp -> CD	0.178	0.044	4.011	p<0.05
Opp -> EC	0.3	0.034	8.705	p<0.05

Table 5 is showing the results for the direct relationship between the variables. As per the table ability enhancing HRM practices are found not to be associated with constructive deviance valued at -0.115. The ability enhancing HRM practices are found to be associated with ethical climate valued at 0.26, which means that when organization provided the ability enhancing HRM practices to employees their knowledge enhances and their self-confidence also enhanced that improves the organization ethical climate. Similarly, the other factors such as ethical climate opportunity enhancing HRM practices found to be associated with constructive deviance behaviors. Similarly, the motivation enhancing HRM practices and opportunity enhancing HRM practices are having a relationship with ethical climate. It means that when motivation and opportunity enhancing HRM practices prevail in the organizations their sales representative perception about HRM practices improves

their ethical climate. Interestingly, the relationship between ethical climate and constructive deviance are significant but the negative in nature which is not in line with the hypothesis. Thus, did not support the hypothesis and rejected.

Additionally, results also reported that the “ability and motivation enhancing HRM practices” are not link with the constructive deviance and same like the ethical climate are not associated with the constructive deviance. It also shows the insignificant result with ability enhancing HRM practices and motivation enhancing HRM practices with constructive deviance. Notably, the association between motivational HRM practices and the ethical climate are strongly associated with each other. All the hypothesis is accepted, expect the hypothesis H1, H2 and H7. The hypothesis H1, H2 and H7 is rejected and does not support by the findings.

Table 6. Specific Indirect Effects

	Beta	SD	t value	p value
AB -> EC -> CD	-0.142	0.023	6.24	p<0.05
Mot. -> EC -> CD	-0.144	0.024	5.929	p<0.05
Opp -> EC -> CD	-0.164	0.023	7.049	p<0.05

Table 6 is showing the results for the mediation analysis. As per the findings reported in table 6 the first mediation is significant due to P value less than 0.05. Therefore, this hypothesis is not supported by the results because it shows the negative relationship with ability enhancing HRM practices and constructive deviance with mediation of ethical climate. Moreover, ethical climate found to be a significant but negatively associated mediator between relationship of motivation enhancing HRM practices and constructive deviance valued at -0.144. Further, the P-value is less than 0.05. In addition this, ethical climates also found to be a significant mediation between the association of opportunity enhancing HRM practices and constructive deviance. The results establish that the influence of

variables namely; ability, motivation and opportunity enhancing HRM practices and constructive deviance become weaker in presence of ethical climate. It can be concluded that all the results shows the significant relationship. However, the results of ethical climate as mediation are not proven by the findings, which rejected the hypothesis H8.

CONCLUSION

The aim of the current study is to examine the relationship among ability, motivation and opportunity HRM practices and constructive deviance while mediating by ethical climate. The findings of the study reveal that the ability, motivation and opportunity enhancing HRM practices

implementation give positive perception to the employees about the organization. Moreover, the employees involve in positive constructive deviance and avoid the negative destructive deviance. The HRM practices of AMO are enhancing the positive relationship with ethical climate (Armstrong & Taylor, 2020; Poikkeus, Suhonen, Katajisto, & Leino-Kilpi, 2020; Sabiu, Kura, Mei, Raihan Joarder, & Umrani, 2019). The employees how have knowledge about the HRM practices and ethical climate shows the positive and significant relationship with constructive deviance. All the hypothesis of the understudy variables are accepted and highlight the positive and significant relation with positive deviance but the hypothesis H1, H2, and H7 is rejected and not supported by the findings, which is necessary in the organizations to know about the flaws of the business. The constructive deviance of employees moves the organizations towards success. The mediation of ethical climate with the ability, motivation and opportunity enhancing HRM practices and constructive deviance is not proven because it weaker the relationship.

Future Direction and Limitation

The current study is to examine the effect of ability, motivation and opportunity HRM practices to the constructive deviance while mediating by ethical climate. The study is cross sectional in its nature only one shoot data is collected from the employees, the onetime data is not provided the in depth details about the under studied variables. In future the longitudinal study will be used to get more knowledge about the variables. Secondly, the data is collected from the sales representative of pharmaceutical companies, it provide details about only one industry and the other industries is neglected under this study, which is not suitable for generalizing the findings of the study. Also, the proposed model can be tested in different industries for the generalizability of the proposed results. Under this study the findings are by using PLS software. The future can be performed by using other software to know the relationship among variables. This study collects the data from the sales representative employees. The future research will be examining the ability, motivation and opportunity HRM practices on the perspective of leaders rather than employees. The simple random sampling technique is used under this study for collecting the responses from the respondents, in future the cluster and stratified sampling is used under this study for collecting the data from the respondents by making groups in overall population. The study is done on the developing country such as Thailand, the future study will be perform on develop country to the practices of develop country and make a comparison between developing and developed economies

REFERENCES

1. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*: Kogan Page Publishers.
2. Arulrajah, A. A. (2015). *Contribution of human resource management in creating and sustaining*

ethical climate in the organisations. *Sri Lankan Journal of Human Resource Management*, 5(1).

3. Bello-Pintado, A. (2015). Bundles of HRM practices and performance: empirical evidence from a Latin American context. *Human Resource Management Journal*, 25(3), 311-330.
4. Chetthamrongchai, P. & Jermisittiparsert, K. (2020). Ensuring Environmental Performance of Pharmaceutical Companies of Thailand: Role of Robotics and AI Awareness and Technical Content Knowledge in Industry 4.0 Era. *Systematic Reviews in Pharmacy*, 11(1), 129-138.
5. Cullen, J. B., Victor, B., & Bronson, J. W. (1993). The ethical climate questionnaire: An assessment of its development and validity. *Psychological reports*, 73(2), 667-674.
6. Foote, M. F., & Ruona, W. E. (2008). Institutionalizing ethics: A synthesis of frameworks and the implications for HRD. *Human Resource Development Review*, 7(3), 292-308.
7. Galperin, B. L. (2003). Determinants of deviance in the workplace: An empirical examination in Canada and Mexico.
8. Garavan, T. N., & McGuire, D. (2010). Human resource development and society: Human resource development's role in embedding corporate social responsibility, sustainability, and ethics in organizations. *Advances in Developing Human Resources*, 12(5), 487-507.
9. Gardner, T. M., Wright, P. M., & Moynihan, L. M. (2011). The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel psychology*, 64(2), 315-350.
10. Griffin, R. W., & Lopez, Y. P. (2005). "Bad behavior" in organizations: A review and typology for future research. *Journal of management*, 31(6), 988-1005.
11. Guerzi, M., Radaelli, G., De Battisti, F., & Siletti, E. (2017). Empirical insights on the nature of synergies among HRM policies-An analysis of an ethics-oriented HRM system. *Journal of Business Research*, 71, 66-73.
12. Guerzi, M., Radaelli, G., Siletti, E., Cirella, S., & Shani, A. R. (2015). The impact of human resource management practices and corporate sustainability on organizational ethical climates: An employee perspective. *Journal of Business Ethics*, 126(2), 325-342.
13. Hackney, K. J., & Perrewé, P. L. (2018). A review of abusive behaviors at work: The development of a process model for studying abuse. *Organizational Psychology Review*, 8(1), 70-92.
14. Haider, S., Nisar, Q. A., Baig, F., & Azeem, M. (2018). Dark Side of Leadership: Employees' Job Stress & Deviant Behaviors in Pharmaceutical Industry. *International Journal of Pharmaceutical Research & Allied Sciences*, 7(2).
15. Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of*

- Academic Research in Accounting, Finance and Management Sciences, 6(1), 15-22.
16. Jang, Y. J., Zheng, T., & Bosselman, R. (2017). Top managers' environmental values, leadership, and stakeholder engagement in promoting environmental sustainability in the restaurant industry. *International Journal of Hospitality Management*, 63, 101-111.
 17. Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A.-L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85.
 18. Kerdpitak, C. & Jermisittiparsert, K. (2020). Influence of Engineering Education and Integrated Quality & Environmental Management on Quality, Firm and Environmental Performance. *Test Engineering and Management*, 82, 3452-3463.
 19. Kotrlik, J., & Higgins, C. (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19(1), 43.
 20. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
 21. Kura, K. M., Shamsudin, F. M., & Chauhan, A. (2016). Organisational trust as a mediator between perceived organisational support and constructive deviance. *International journal of business and society*, 17(1).
 22. Malik, P., & Lenka, U. (2019). Exploring the impact of perceived AMO framework on constructive and destructive deviance. *International Journal of Manpower*.
 23. Martín-de Castro, G., Amores-Salvadó, J., Navas-López, J. E., & Balarezo-Nuñez, R. M. (2017). Exploring the nature, antecedents and consequences of symbolic corporate environmental certification. *Journal of Cleaner Production*, 164, 664-675.
 24. Mossholder, K. W., Richardson, H. A., & Settoon, R. P. (2011). Human resource systems and helping in organizations: A relational perspective. *Academy of Management review*, 36(1), 33-52.
 25. Mostafa, A. M. S., & Gould-Williams, J. S. (2014). Testing the mediation effect of person-organization fit on the relationship between high performance HR practices and employee outcomes in the Egyptian public sector. *The International Journal of Human Resource Management*, 25(2), 276-292.
 26. Oke, A. E., Ogunsami, D. R., & Ogunlana, S. (2012). Establishing a common ground for the use of structural equation modelling for construction related research studies. *Construction economics and building*, 12(3), 89-94.
 27. Parboteeah, K. P., Seriki, H. T., & Hoegl, M. (2014). Ethnic diversity, corruption and ethical climates in sub-Saharan Africa: Recognizing the significance of human resource management. *The International Journal of Human Resource Management*, 25(7), 979-1001.
 28. Phrakhuopatnontakitti, Watthanabut, B., & Jermisittiparsert, K. (2020). Energy Consumption, Economic Growth and Environmental Degradation in 4 Asian Countries: Malaysia, Myanmar, Vietnam and Thailand. *International Journal of Energy Economics and Policy*, 10(2), 529-539.
 29. Poikkeus, T., Suhonen, R., Katajisto, J., & Leino-Kilpi, H. (2020). Relationships between organizational and individual support, nurses' ethical competence, ethical safety, and work satisfaction. *Health care management review*, 45(1), 83-93.
 30. Remijan, K. W. (2014). Improving teacher motivation in secondary schools with hybrid positions. *American Secondary Education*, 42(3), 30.
 31. Sabiu, M. S., Kura, K. M., Mei, T. S., Raihan Joarder, M. H., & Umrani, W. A. (2019). The mediating role of ethical climate in the relationship between performance appraisal and organizational performance. *International Journal of Public Administration*, 42(8), 642-653.
 32. Shkoler, O., & Tziner, A. (2017). The mediating and moderating role of burnout and emotional intelligence in the relationship between organizational justice and work misbehavior. *Revista de Psicología del Trabajo y de las Organizaciones*, 33(2), 157-164.
 33. Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis. *Journal of management studies*, 47(7), 1219-1247.
 34. Subramony, M. (2009). A meta-analytic investigation of the relationship between HRM bundles and firm performance. *Human resource management*, 48(5), 745-768.
 35. Tay, L.-C., Tan, F.-Y., & Yahya, K. K. (2017). THE POWER OF ABILITY-MOTIVATION-OPPORTUNITY ENHANCING HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL ETHICAL CLIMATE. *International Journal of Business & Society*, 18(3).
 36. Theodoulidis, B., Diaz, D., Crotto, F., & Rancati, E. (2017). Exploring corporate social responsibility and financial performance through stakeholder theory in the tourism industries. *Tourism Management*, 62, 173-188.
 37. Thite, M. (2013). Ethics and human resource management and development in a global context: case study of an Indian multinational. *Human Resource Development International*, 16(1), 106-115.
 38. Warren, D. E. (2003). Constructive and destructive deviance in organizations. *Academy of Management review*, 28(4), 622-632.
 39. Chu, H., Yang, J., Mi, S., Bhuyan, S.S., Li, J., Zhong, L., Liu, S., Tao, Z., Li, J., Chen, H. Tumor necrosis factor-alpha G-308 A polymorphism and risk of coronary heart disease and myocardial infarction: A case control study and meta-analysis (2012) *Journal of Cardiovascular Disease Research*, 3 (2), pp. 84-90. DOI: 10.4103/0975-3583.95359