

# **Responsible Leadership and Workplace Deviant Behaviour: Modeling Trust and Turnover Intention as Mediator**

**Muhammad Shakil Ahmad<sup>1</sup>, Fatima Iqbal<sup>1</sup>, Raffia Saddique<sup>1</sup>, Sohail Abbas<sup>1</sup>, Zainab  
Fakhr<sup>5</sup>**

<sup>1,2,3,4</sup>Department of Management Sciences, COMSATS University Islamabad, Attock Campus,  
43600, Punjab, Pakistan

<sup>5</sup>Guildhall School of Business and Law, London Metropolitan University, London, UK

Corresponding Author email: [onlyshakil@gmail.com](mailto:onlyshakil@gmail.com)

## **Compliance with Ethical Standards**

### **Conflict of Interest**

The authors declare that they have no conflict of interest

### **Informed Consent**

Informed consent was obtained from all the respondents in the study

# **Responsible Leadership and Workplace Deviant Behaviour: Modeling Trust and Turnover Intention as Mediator**

## **Abstract**

**Purpose:** Drawing on psychological contract theory and social identity theory, this study aims at examining the mediating role of trust and turnover intention between the relationship of responsible leadership (RL) and work deviant behaviour (WDB).

**Methodology:** Data was collected from 230 full-time hospital staff to examine the hypothesized relationship. Moreover, the study employed a two-step SEM approach to testing the proposed relationships

**Findings:** The results derived from “partial least squares structural equation modeling (PLS-SEM)” analysis revealed that RL does not affect WDB. The findings further provided a noteworthy theoretical understanding that of influence of RL on WDB is better explained by Trust, whereas the impact of RL on WD is less translated through turnover intention.

**Implications:** This study entails vital managerial implications by demonstrating how hospitals should improve WDB.

**Originality:** The study makes a unique contribution to RL literature by linking psychological contract theory and social identity theory. This novel research endeavor also bridges important theoretical gaps by highlighting the additive effects of RL and exploring the competing mediation mechanism through which RL influence WDB.

**Keywords:** Responsible leadership; Workplace deviant behaviour; Trust; Turnover intention; Health sector; Pakistan

## **Introduction**

The idea of RL in the contemporary world is gaining recognition. It has also emerged as a dominant component of literature because of executive misconduct and financial crisis contributing to organisational studies (Haque, Fernando, and Caputi, 2019). An example of which is the irresponsible practices of lending money by US institutions that resulted in the meltdown of the financial system around the globe in 2008 together with plenty of other corporate corruption and scandals caused the management scholars and western governments to re-evaluate leadership practices in dominant corporations to get back the lost trust (Benn, Edwards, and Williams, 2014; Mousa, Puhakka, and Abdelgaffar, 2019). Scholars examined the term “responsibility” in terms of skill capabilities and obligations that should happen correctly. Maak (2007) defined RL as, the ability and art involved in cultivating, building and sustaining trustworthy relations with various stakeholders, both inside the organisation and outside, and organizing responsible acts to attain a purposeful, shared business goals and vision (p.331). It is such that, the responsible leaders ought to have resources and authority that help in establishing trustful relationships with organisations, stakeholders and workers to make them collaborate and determine a common social agenda (Mousa, 2017, 2018; Mousa & Puhakka, 2019).

It is evident from the literature that an overlap exists between ethical and legitimate practices that stakeholders and responsible leaders share to fulfill social responsibilities that would add to the welfare of their organisation and working environment agenda (Mousa, 2017, 2018; Mousa & Puhakka, 2019). Antunes and Franco (2016) concluded that the organisations which maintain the trust relationships with stakeholders are the ones that will survive for long. Numerous attempts are made in the literature of leadership to help explain the phenomenon of RL, but only some empirical studies discovered the effect of RL on the organisational outcomes and its employees (Antunes & Franco, 2016; Haque et al., 2019). One of the factors in organisational studies is the organisational trust that is used to judge the behaviour of employees and commitment towards their organisation. Employees' trust determines their intentions and behaviours in the workplace (Özyılmaz, 2010).

WDB is defined as "a behaviour that is voluntary that violates that significant norms of the organisation and in doing that threatens organisational well-being and the members of that organisation, or both" (Robinson & Bennett, 1995, p. 556). Mangione and Quinn (1975) referred to such behaviour as counterproductive behaviour, while Giacalone and Greener (1997) labeled

it as anti-social behaviour. Moreover, Vardi (2001) termed this kind of behaviour in the workplace as misbehaviour. Fox et al. (2001) evaluated behaviours at the workplace and suggested that deviance in behaviour at the workplace caused harmful and ill effects in the workplace that leads to aggression in the working environment, interpersonal conflict, robbery and sabotage. Here, the main idea is to harm the workplace that affects the purpose of the organisation, lowers the productivity and effectiveness of the organisation, harms the organisational social structure and equity perceptiveness (Bulutlar & Öz, 2009; Seçer & Seçer, 2009).

Organisations that support the loyalty and trust of their employees by recognizing their independent individual contributions would get benefit by attaining employees' commitment towards their organisation (Liao, Joshi, and Chuang, 2004; Wayne et al., 2002). On the other hand, lack of organisational trust will give rise to WDB's (Thau et al., 2007). Hence, with the deviant behaviour the scholars have started their search to find a solution to this problem (Chen & King, 2018; Guay et al., 2016; Hsieh & Wang, 2016). Therefore, with such a growing interest in WDB, several definitions are used in literature. One of the definitions of WDB described by Robinson and Bennett (1995) is, "voluntary behaviour that is aimed at violating norms of organisations and in doing this action, it threatens the welfare of both the organisations and its members" (P.556).

This research focuses on providers of healthcare services in a public hospital. Keeping in view the contributions of the healthcare sector ranging from saving lives, prevent and cure disability and diseases, relieve and prevent suffering and prevent consequences when a disease cannot be cured, this sector was chosen. Hence, the healthcare sectors ought to be deeply associated with deviant behaviour issues of the workforce. While past work on this topic is still not sufficient, more research is required to fill the gap of RL literature. The literature highlighted the need to examine the role of RL style in the health care sector to minimize the possibility of deviance at the workplace. Previously, some authors reported that responsible leadership reduces the occurrence of deviance behaviours in the organisation (Bedi, Alpaslan, and Green, 2016; Mo & Shi, 2017; Neves & Story, 2015). The aforementioned authors of this study sought to fill up the gap of leadership related literature through discovering the relationship between RL and the workplace behaviour in the environment of Pakistani public hospital while seeing the mediating role of trust and turnover intentions. The paper contributes to the body of knowledge

by enhancing understanding between RL and WDB amid the mediation of trust and turnover intention.

## **Literature Review**

### **Responsible leadership**

RL refers to "an ethical and relational phenomenon that happens in the process of social interaction with people who get affected and affect the leadership and have a purpose and stake in vision of relationship leadership" (Maak & Pless, 2006)(p.102), and in another definition "the capability to effectively meet and address of demands of stakeholder environment globally" (Miska, Stahl, & Mendenhall, 2013) (p.554). The RL provides a closer look at the relationship among leaders and stakeholders (Shi & Ye, 2016). Moreover, the responsible style of leadership enables leaders to deal with the stakeholder demands of a heterogeneous society (Voegtlin, Patzer, & Scherer, 2012). Stakeholders include an individual or a group of people that are affected or can affect the achievement of an organisation's corporate purpose (Freeman, 2004). Pless and coworker argue that the primary concerns for the stakeholder community and responsible leaders include, clients, employees, business partners, customers, natural and social environment (Maak & Pless, 2006).

RL is linked with the stakeholder theory (Freeman, 1984). Thus, it considers the dynamics of leadership in the stakeholder context that comprises the ethical opinion including norms, principles, and values (Pless, 2007). The stakeholder perspective considers: values are evidently and necessarily a business part (Freeman, 1994). This viewpoint of stakeholder theory encourages the leaders to execute RL via their values and principles while considering the requirements of all parts that are affected by this leadership (Waldman & Galvin, 2008). Hence, in this perspective, RL values such as morals and ethics, align together perfectly with the stakeholder's point of view enabling followers and leaders to share a joint purpose, contributing towards a sustainable future (Maak & Pless, 2009).

### **Workplace deviance behaviour**

Wiener and Vardi have explained deviant behaviours at the workplace as, "Such type of behaviours that acquire unfair advantage of the organisation, and influence organisational expectations and norms negatively as well habits, social values, and production" (Vardi & Wiener, 1996). It threatens the norms and harms employees' mental health while obstructs the organisational goals on the other hand. The employees in an organisation accept the norms and

collectively work for the goals while exhibiting deviant behaviours at the workplace (Pulich & Tourigny, 2004). The conceptual definition of term WDB varies among various scholars; it looks like all these definitions are complementary and harmonious, as nearly all of them agree that deviance at the workplace is targeted towards the organisation and its members. These behaviours are only aimed to cause damage (Avcı, 2008). As a result, deviant behaviour at the workplace is explained as intentional behaviour by members of an organisation who aim at obstructing the schedule of that organisation. In other words, a deliberation on these behaviours exists (Demir, 2010).

Gruys (1999) has formed eighty-seven titles of deviant behaviours and categorized them into eleven groups. These groups include: (1) to harm property; (2) robbery behaviours; (3) mis-using time; (4) mis-using the existing knowledge and experience; (5) unsatisfactory attendance; (6) non-confident behaviours; (7) damaged work- quality; (8) selling and using narcotics; (9) drinking alcohol at the workplace; (10) sexually harassing other employees as also cited in (Sackett, 2002); (11) not showing appropriate behaviours (Gruys, 1999). While there are many definitions of DWB, Tuna et al, emphasize that DWB are voluntary actions and are taken by employees on purpose to violate norms of the organisation that threatens the wellbeing of an organisation and its members (Tuna, Ghazzawi, Yesiltas, Tuna, & Arslan, 2016). The research framework was presented in Figure-1, the relationship between RL and work deviant behaviour is mediated by trust and turnover intention.

## Figure-1      **Research Framework**

### **Hypothesis Development**

#### **Responsible Leadership and Work Deviant Behaviour**

Responsible Leadership (RL) has been argued on the infant level by scholars (Waldman and Balven, 2015). While mentioning responsible leader, Stückelberger and Mugambi (2007) persuade with the term good manager. Responsible leader behaviour varies among organisations. Different organisation cultures will produce, unlike behaviour because of separate stakeholders. e.g. in the Health sector, leaders exhibit responsible, less harmful behaviour. This results in the organisation's performance boost up as employees show significant interest in their productivity Huselid (1995). Moreover, Mertens et al., (2016) claimed that the organisation's prosperity is directly proportional to lesser deviant behaviour

H<sub>1</sub>: RL affects WDB among workers in hospitals

#### **Responsible Leadership and Trust**

Employee's level of trust over-responsible leadership leads to positive outcomes in organisations and influences employees' behaviour. Principle oriented leadership focuses more on workplace ethics and encourages fairness, honesty and care among their workers (Brown & Trevino, 2006). From a relationship-based standing point, followers always apprise such leaders, under the supervision of which they feel more secure and comfortable as they assume that their leaders respect them and give due considerations to their problem. Gaines-Ross (2008) emphasis that organisation's positive reputation depends on their leadership style and employees trust in their management, therefore, we propose that:

H<sub>2</sub>: RL affects workers trust in the hospital setting

### **Workplace deviant behaviour and organisational trust**

Organisational trust portrays employee's beliefs and trust towards their organisation that fosters relationships among employees in the organisation (Alias, Rasdi, Ismail, & Samah, 2013). The lack of trust in an organisation is linked with various implications, including inefficiencies, the decline in productivity, anti-social behaviour and profit reductions (Thau & Mitchell, 2010). Organisational trust determines employees' behaviours and intentions in the workplace (Nunnally, 1994). Past research indicates that organisations support their workers in terms of rewards and training, or by appreciating independent individual contributions; and help them grow such that employees get capable to help the organisation achieve their goals, and vision (Liao, Joshi, & Chuang, 2004; Wayne, Shore, Bommer, & Tetrick, 2002). The deficiency in organisational trust brought by organisational actions that do not meet the responsibilities or promises that an organisation should meet might release negative behaviours in return such as WDB (Aquino & Byron, 2002; Yin, Yusof, Lok, & Zakariya, 2018). Thau and Mitchell (2010) have shown that there is an inverse relationship between workplace behaviour and organisational trust (Thau & Mitchell, 2010). Azim et al, (2020) found that organisational trust harms WDB.

H<sub>3</sub>: Organisational trust affects WDB among employees in the hospital setting

### **Responsible leadership and Turnover intention**

It is evident from the literature that employee turnover intentions are the most instant driving factor to choose whether to leave or remain their organisations (Fishbein, 1967).



Employee turnover intentions have gained considerable attention of scholars as a mediator for the multiple behavioural consequences of employees, such as leadership related outcome, employee well-being, perceived organisational support and organisational commitment (Watty-Benjamin and Udechukwu, 2014). Previous research indicates that as employees perceive the greater capacity of RL of their leaders, they have a low level of turnover intention (Yousaf et al., 2015). Therefore, we hypothesize that:

H<sub>4</sub>: RL affects turnover intention among employees in hospital setting

### **Turnover intention and Work Deviance Behaviour**

Literature advocate's that organisation's unequal treatment with employees force them to quit the organisation and search for other suitable options (Walumbwa et al., 2009; Cole, Bernerth, Walter and Holt, 2010), however, there are multiple other reasons, which may employees to switch their job including job opportunities in the market. Chen et al., (2012) stressed that organisations assure a productive environment with equal opportunities and consider employees as valuable members of their organisation. Wren et al., (2014) noted that unequal treatment is a source of disrespect for employees, resulting in low commitment and increase perception of withdrawal such as turnover intention and work deviance behaviour. Therefore, we hypothesize that:

H<sub>5</sub>: WDB affects turnover intention among employees in the hospital setting

### **Trust as Mediator**

Trust plays an important role in building a supple relationship between leaders and followers. When followers believe their leader to be "genuine, honest, and natural", they feel more comfortable participating in citizenship behaviour in organisations (Jiang, Zhao, and Ni, 2017). If followers believe that their leaders are immoral, they are more probable to be under stress and anxiety and feel discomfort at the workplace, and show negative behaviours resulting in lower performance and outcomes (Detert et al., 2007).

H<sub>6</sub>: Trust mediates the relationship between RL and WDB

### **Turnover intention as Mediator**

When employees do not experience higher levels of RL from their managers, their work pride and job satisfaction would decrease (Doh et al., 2011), resulting employees might quit the organisation (turnover intentions). Blomme et al., (2010) and Waldman & Balvin (2014) also highlighted the mediating role of turnover intention in their findings and their influence on organisation's success and other related outcomes. Therefore, we propose that:

H<sub>7</sub>: Turnover intention mediates the relationship between RL and WDB

## **Methods**

### **Sample and Procedures for Data Collection**

The main purpose of this study is to determine how RL affects WDB in Pakistani hospital dynamics. Consequently, the population of this study consists of doctors, nurses, laboratory assistants, ward boys working at public sector hospitals in the resource-poor area of Pakistan. Data was collected using convenience sampling, which is a non-probability sample technique. The convenience sampling technique is a quick and cost-effective way of gathering data and is particularly helpful when there is little variation in population characteristics (Saunders et al., 2009).

### **Research Instrument**

The study employed research instruments from previous studies. All items were measured on 7 points Likert scale i.e. 1= strongly disagree and 7= strongly agree. The scale of RL was employed by Doh et al., (2001), consist of 5 items. An example of an item is my immediate manager leads by example. The construct of turnover intention was measured using the scale developed by Roodt (2004). The scale consists of 5 items; one of the items is How often have you considered leaving your job. The scale of trust was adopted from Podsakoff et al., (1990). It consists of 6 items and one of the item examples is I have a strong sense of loyalty towards my leader. A 7 items scale of work deviant behaviour was employed from Bennet and Robinson (2000). An example of an item is Spent too much time fantasizing or daydreaming instead of working.

### **Data Analysis Procedures**

This research carried out data analysis using Structural Equation Modeling (SEM). Hypothesis model estimation was employed using a two-step SEM-technique (Anderson and Gerbing, 1988).

### Data analysis and results

The choice of an appropriate statistical model for analysis is among the greater challenge in survey research. PLS-SEM is focused on the main component concept and utilizes the estimator of partial least squares (Lowry & Gaskin, 2014; Hair, Ringle & Sarsted, 2011). We employed the PLS-SEM method and evaluated the measurement and structural model. Figure 2 outlines our approach in more detail.

### Measurement Model

Evaluation of the PLS-SEM measurement model includes composite reliability (CR) for internal consistent evaluation, individual indicator reliability and average extracted variance (AVE) for convergent validity determination (Sarstedt, Hult, Hair, &, Ringle 2013). In the early evaluation convergent and discriminating validity and reliability through internal consistency. Table 1 also indicates the analysis of the internal consistency measures.

This is a way of reliability consistency of results via items of the same variables (Hair et al., 2013). It shows in the results that items used to measure a variable have the same results. (Anderson, Black, Tatham & Hair, 2006). Reliability for internal consistency is obtained through the use of CR. Table 1 shows the Composite Reliability scores of all latent variables operated in this research. It was discovered that these values are  $> 0.70$  (Hair et al., 2006), which creates internal consistency. The determination of the internal consistency of the indicators is also illustrated in Table 1. Cronbach's ' $\alpha$ ' value for all constructs reaches an acceptable amount of 0.60 (Robinson et al., 1991).

Table 1 Convergent Validity, Internal Consistency, and Reliability

Construct	Indicators	Outer loadings	AVE	$\alpha$	CR
Responsible Leadership	RL2	0.579	0.626	0.791	0.867
	RL3	0.838			
	RL4	0.882			
	RL5	0.83			
Turnover	TI 1	0.957	0.716	0.832	0.881

intention

TI 2            0.886

TI5            0.67

Trust

T2            0.861            0.703            0.894            0.887

T3            0.944

T4            0.799

T5            0.708

T6            0.862

Deviant  
behaviour

DB2           0.501           0.672           0.842           0.887

DB3           0.854

DB4           0.938

DB5           0.911

To test the discriminant validity, we used the heterotrait–monotrait (HTMT) ratio of correlations (Henseler, Ringle, & Sarstedt, 2015). Voorhees, Brady, Calantone and Ramirez (2016), suggested the use of HTMT 0.85 (with a ratio cut off of 0.85). The Kline, (2011) criterion is an ideal method that performs well because it offers the best balance between high detection and low arbitrary violation (i.e., false positive) rates. Based on Table 2, all the values were much lower than 0.85, indicating the measures are distinct.

Table 2 **Heterotrait-Monotrait Ratio (HTMT)**

	<b>RL</b>	<b>T</b>	<b>TI</b>	<b>WDB</b>
<b>RL</b>				
<b>T</b>	0.29(-0.37,-0.12)			
<b>TI</b>	0.11(-0.26, 0.18)	0.19		
<b>WDB</b>	0.11(-0.09, 0.16)	0.516(0.36, 0.58)	0.238(-0.36, 0.58)	

### **Structural Model Assessment**

We analyze the structural model, also known as the internal model, to check the relationship between exogenous and endogenous variables and to evaluate their reliability and validity in the measurement model. The structural evaluation includes path coefficients in PLS-SEM to assess the relevance and significance of the relationship to the structural model, R2 for assessing predictive accuracy of the model, Q2 for the assessment of predictive relevance of the model and f2 for calculating significant endogenous variable impacts(Hair et al., 2013). First, we look at the Collinear structural model. Results suggest the VIF effects of all predictor variables below the conservative limit of 3.3, except for 3 variables (DB4, T2, T3), suggesting the absence of multicollinearity problems (Siguaw and Diamantopoulos, 2006).

The importance of direct relationships is then assessed using 500 bootstrap subsamples. The empirical results indicate that except for two (i.e. H3: RL>WDB, H2: RL>TI), All structural relations are important since the critical bootstrap t-values are higher than±1,65(two-tailed test). Except for H2 and H3, H1 through H5 is thus supported (see Table 3 for all results). Trust has the strongest effect on WDB (H4:  $\beta$  0.483,  $p < 0.01$ ), while RL has the highest effect on trust (H1:

$\beta$  -0.243,  $p < 0.01$ ). Although the aim for turnover exerts the greatest effect on WDB (H5:  $\beta$  -0.184,  $p = 0.001$ ).

**Table 3 Hypothesis Testing**

Hypothesis path	and Path coefficient	t-value	p-value	f <sup>2</sup>	Confidence interval (97.5 %)
<i>Direct Effect</i>					
H1: RL > Trust	-0.243	3.629	0.000	0.059	(-0.37, -0.12)
H2: RL > TI	-0.091	1.243	0.21	0.003	(-0.26, 0.18)
H3: RL > WDB	0.041	0.564	0.573	0.002	(-0.09, 0.16)
H4: Trust > WDB	0.483	7.981	0.000	0.374	(0.36, 0.58)
H5: TI > WDB	-0.184	3.491	0.001	0.033	(-0.36, 0.187)
<i>Mediating Effect</i>					
H6: RL > T > WDB	-0.116	3.295	0.001	-----	(-0.18, -0.05)
H7: RL > TI > WDB	0.025	1.213	0.226	-----	(-0.01, 0.08)

Mediation is conducted to analyze the cause relationship of an endogenous variable with an exogenous variable using a third explanatory mediator variable (Hair et al., 2013). Results indicate that trust mediates the relationship between RL and deviant behaviour in the workforce in line with our theory (H6:  $\beta$  -0.116,  $p = 0.001$ ). Contrary to our assumptions there is an adverse mediating impact of turnover intention between RL and WDB in the workforce (H7:  $\beta$  -0.025,  $p > 0.000$ ). The endogenous variable in our research is WDB, trust, and turnover intention have  $R^2$  values respectively 0.339, 0.056 and 0.003. According to Cohen (1988), if the values of  $R^2$  of all endogenous variables are above 0.02, if reflect model's high predictability. Besides,  $f^2$  represents the change in  $R^2$  and the magnitude of  $f^2$  meets standard guidelines of Cohen (1988).

Fourth, in the current study, WDB is included as primary endogenous constructs and trust and turnover intention as intermediate endogenous constructs. In accordance to Hair et al. (2014) suggestions, blindfolding was performed to examine the model's predictive relevance. This study

generated constructs cross-validated Q2 values of 0.031, -0.001, and 0.104 respectively for trust, turnover intention, and WDB. Such Q2 values are greater than zero, and sufficient predictive significance for the structural model.

## **Conclusion**

The study aims at establishing a relationship between RL and work deviant behaviour using SIT and psychological contract, involving the mediating role of employees' trust and turnover intentions. The study stands different as using employees' turnover intentions as a mediator; though in earlier studies the variable of employees' turnover intentions was used as an employees' outcome. The study reveals that perceived RL significantly affects employees' turnover intentions and work deviant behaviour. Furthermore, the relationship between RL and work deviant behaviour---a direct one is partially mediated by employees' turnover intentions. Hence, the results of study unfold how RL leads to employees' commitment towards the task, manager and ultimately for organisation and, consequently, enhancing employees' trust and mitigating employees' turnover intentions

## **Implications of Research**

This study will focus on perceived RL and related results in hospitals for employees. To prevent WDB, we must take into account both individual characteristics and the situation in the workplace. If we have the opportunity, "most of us will perform some deviant behaviour in the workplace. Especially if money is a core motivator, people tend to do whatever it takes to make money, whether it is ethical or unethical. Deviant behaviours usually start small and become more serious (Paul - Titus Rogoan 2009). Finally, in the context of dynamic global labor markets, the problem of nursing shortages and high turnover remains and will always remain to some extent. Given the complex history of nursing recruitment and retention problems, it is clear that no strategy alone can address them effectively (Currie and Carr Hill 2012).

Numerous practical and theoretical implications of this study have been observed. Previous studies have unfolded limited knowledge of RL in terms of employee outcome and WDB. However, theoretically, the uniqueness of the current study lies in the fact that it explains the relationship of RL and works deviant behaviour using Social Identity Theory (SIT) adding turnover intentions as a mediator. In the earlier studies turnover intentions have been taken as an

outcome variable, thus making current study as unique as of using turnover intentions as a mediator in the relationship between RL and work deviant behaviour. In the current study, a psychological contract is employed to unfold the mediational role of turnover intentions between RL and organisational commitment; as turnover, intentions can be seen in employees at work and, ultimately, imitating their commitment towards organisation. The study highlights that Psychological contract is breached if employees are thinking of leaving organisation without letting anyone know.

RL is having an impact on employees' trust and work deviant behaviour. Therefore, it is suggested that organisations need to focus on the skill development of responsible leaders for better engaging and persuading employees. In this regard, specific training and development programmes can be initiated for encouraging responsible leaders to participate and escalate the need for RL practices and how one can endorse such practices for employees' engagement. Previous studies conducted have urged upon the fact that such training can be useful in learning leadership behaviours (Barling et al. 1996). However, Pless et al. (2011) mentioned that RL practices can be learnt even conducting training and development programmes; rather RL need to engage in tasks that make them behave responsibly and thus engaging employees within the organisation. In actual practice RL gives room to employees to be listened to and acknowledged and adores them as primary stakeholders.

The stakeholders of most organisations are extensively asking for 'do well by doing good' to their organisations, it includes designing their business models based on maximizing wealth along with CSR practices (Waldman and Siegel 2008). However, 'doing good' behaviour does encompass formulating such HR practices that must be employee-friendly (Stahl and Luque 2014). In this regard, there is a need to engage Counselors or leadership advisors for improvisation of RL practices leading to best HR practices, establishing a helpful culture for stakeholders and providing support in the decision making of leaders (Doh et al. 2011). Such practices will work positively in developing employees' trust and minimizing work deviant behaviour.

One more thing important concerning the current study is the use of latent, unobserved variables which are difficult to study as employee turnover being used as a mediator. The model used in the current study was based on previous studies for elaborating on all pivotal processes involved in the advancement of RL. It elucidates the various practices to be encouraged for



enhancing RL outcomes and, resultantly, mitigating work deviant behaviours shown by employees. Another practical implication of the study is to conduct training and developing programmes for the betterment of behaviours related to RL as such behaviours will facilitate employees' trust in the long run. In HR viewpoint, RL can be venerated as an opportunity, in progressing towards managerial leadership, in focusing more on employees' work deviant behaviour and employees' turn over intentions.

### **Limitations and Future recommendations**

The current study had a few limitations. The current study sample was taken from healthcare institutions of the resource-poor area; therefore, caution could be drawn to generalize the results of this research. Secondly, in this study data was collected using a cross-sectional approach therefore data were not analyzed with a maximum degree of confidence. Contrarily, a longitudinal approach could be used for achieving a higher degree of confidence in the future. To replicate the findings of the study, a longitudinal research design is recommended. Moreover, self-reported surveys were made, thus making information biased as the responses could be socially desirable; explicitly, respondents like to reveal their favorable image (Johnson and Fendrich 2002).

Another limitation of this is reliant on the view of hospital paramedics, and other staff such as managerial role staff are not included in the study. The study considered only constructs as mediators; therefore, not all possibly mediating mechanisms were introduced in this study. Future work may, therefore, examine the impact of RL on trust; turnover intention and deviance from the workplace by using a more comprehensive research design. Future research can also benefit employees from more comprehensive techniques of sampling. More comprehensive research frameworks are required to sort the actual reasons of WDB. Future studies also investigate the relationship in other sectors like banking or education sector, which may give differentiated findings. Besides, future research may also explore the overall effect on WDB of other leadership styles, such as "ethical leadership, servant leadership, and transformational leadership". Finally, future research may also use other conceptual frameworks and measurement scales for the understudy concepts from the previous literature, recreating the results of this study using different dimensions and measurements.

## References:

- Aksu, A. (2016). Organisational Deviance and Multi-Factor Leadership. *Educational Research and Reviews*, 11(8), 589-597.
- AL-Abrow, H. A., Shaker Ardakani, M., & Harooni, A. (2013). The relationship between organisational trust and organisational justice components and their role in job involvement in education. *International Journal of Management Academy*, 1(1), 25-41
- Antunes, A., & Franco, M. (2016). How people in organisations make sense of responsible leadership practices. *Leadership & Organisation Development Journal*, 37(1), 126-152
- Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018). The influence of ethical leadership on deviant workplace behaviour mediated by ethical climate and organisational commitment. *International Journal of Law and Management*, 60(2), 233-249.
- Bajwa, E. U., Yousaf, M., & Rizwan, M. (2014). Employee Turnover Intention in services sector of Pakistan. *International Journal of Human Resource Studies*, 4(2), 164.
- Bashir, S., Nasir, M., Qayyum, S., & Bashir, A. (2012). The dimensionality of counterproductive work behaviours in public sector organisations of Pakistan. *Public Organisation Review*, 12(4), 357-366.
- Bayin, G., & Yesilaydin, G. T. (2014). Analysis of Nurses' Organisational Deviant Behaviour: An Example of a University Hospital. *Journal of Business Research*, 6(3), 81-107.
- Bedi, A., Alpaslan, C. M., & Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. *Journal of Business Ethics*, 139(3), 517-536
- Benn, S., Edwards, M., & Williams, T. (2014). *Organisational change for corporate sustainability*: Routledge.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of applied psychology*, 85(3), 349.
- Bijlsma, K., & Koopman, P. (2003). Introduction: trust within organisations. *Personnel Review*, 32(5), 543-555.
- Blais, A. R., & Thompson, M. (2009). The trust in teams and trust in leaders scale: a review of their psychometric properties and item selection (no. drdc-tm-2009-161). Defense research and development Toronto (Canada).

- Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). The use of the psychological contract to explain turnover intentions in the hospitality industry: A research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Management*, 21(1), 144-162
- Bonds, A. A. (2017). Employees' Organisational Commitment and Turnover Intentions.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616
- Burnes, B., & Pope, R. (2007). Negative behaviours in the workplace: A study of two Primary Care Trusts in the NHS. *International Journal of Public Sector Management*, 20(4), 285-303.
- Chen, C.-T., & King, B. (2018). Shaping the organisational citizenship behaviour or workplace deviance: Key determining factors in the hospitality workforce. *Journal of Hospitality and Tourism Management*, 35, 1-8
- Chen, M. Y. C., Lin, C. Y. Y., Lin, H. E., & McDonough, E. F. (2012). Does transformational leadership facilitate technological innovation? The moderating roles of innovative culture and incentive compensation. *Asia Pacific Journal of Management*, 29(2), 239-264
- Cole, M. S., Bernerth, J. B., Walter, F., & Holt, D. T. (2010). Organisational justice and individuals' withdrawal: Unlocking the influence of emotional exhaustion. *Journal of Management Studies*, 47(3), 367-390
- Currie, E. J., & Hill, R. A. C. (2012). What are the reasons for high turnover in nursing? A discussion of presumed causal factors and remedies. *International Journal of Nursing Studies*, 49(9), 1180-1189.
- Detert, J. R., Trevino, L. K., Burris, E. R., & Andiappan, M. (2007). Managerial modes of influence and counterproductivity in organisations: A longitudinal business-unit-level investigation. *Journal of Applied Psychology*, 92(4), 993
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4), 611
- Doh, J. P., Stumpf, S. A., & Tymon, W. G. (2011). Responsible leadership helps retain talent in India. In *Responsible Leadership* (pp. 85-100). Springer, Dordrecht

- Engelbrecht, A. S., Heine, G., & Mahembe, B. (2014). The influence of ethical leadership on trust and work engagement: An exploratory study. *SA Journal of Industrial Psychology*, 40(1), 1-9.
- Erkutlu, H., & Chafra, J. (2013). Effects of trust and psychological contract violation on authentic leadership and organisational deviance. *Management Research Review*, 36(9), 828-848.
- Fiedler, F. E. (1967). *A theory of leadership effectiveness*. McGraw-Hill
- Floey, J. (2017). Responsible leadership: A behavioural perspective.
- Gaines-Ross, L. (2008). Corporate reputation: 12 steps to safeguarding and recovering reputation. John Wiley & Sons
- Galbraith, V. L. (2017). Analysis of Factors Related to Turnover Intentions Among the Financial Management (65Fx/65Wx) Career Field (No. AFIT-ENV-MS-17-M-187). Air Force Institute of Technology WPAFB United States.
- Gond, J. P., Kang, N., & Moon, J. (2011). The government of self-regulation: On the comparative dynamics of corporate social responsibility. *Economy and society*, 40(4), 640-671
- Guay, R. P., Choi, D., Oh, I. S., Mitchell, M. S., Mount, M. K., & Shin, K. H. (2016). Why people harm the organisation and its members: Relationships among personality, organisational commitment, and workplace deviance. *Human Performance*, 29(1), 1-15.
- Guay, R. P., Choi, D., Oh, I.-S., Mitchell, M. S., Mount, M. K., & Shin, K.-H. (2016). Why people harm the organisation and its members: Relationships among personality, organisational commitment, and workplace deviance. *Human Performance*, 29(1), 1-15
- Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156(3), 759-774
- Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156(3), 759-774

- Haque, M. A., Fernando, M., & Caputi, P. (2015). The relationship between responsible leadership and organisational commitment with the mediating effect of turnover intentions: An empirical study with Australian employees.
- Haque, M., & Jahid, A. (2016). The Relationship between responsible leadership and presenteeism and the mediating role of organisational commitment and employee turnover intentions: an employee perspective.
- Howladar, M. H. R., Rahman, S., & Uddin, A. (2018). Deviant Workplace Behaviour and Job Performance: The Moderating Effect of Transformational Leadership. *Iranian Journal of Management Studies*, 11(1), 147-183.
- Hsieh, & Wang. (2016). Linking perceived ethical climate to organisational deviance: The cognitive, affective, and attitudinal mechanisms. *Journal of Business Research*, 69(9), 3600-3608
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672
- Itzkovich, Y., & Heilbrunn, S. (2016). The role of co-workers' solidarity as an antecedent of incivility and deviant behaviour in organisations. *Deviant Behaviour*, 37(8), 861-876.
- Jabnoun, N., & Juma AL Rasasi, A. (2005). Transformational leadership and service quality in UAE hospitals. *Managing Service Quality: An International Journal*, 15(1), 70-81.
- Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organisational citizenship behaviour. *Sustainability*, 9(9), 1567
- Kovar, K. A. (2014). Factors influencing socially responsible leadership development in college students (Doctoral dissertation, University of Missouri--Columbia).
- Larsson, I. E., & Sahlsten, M. J. (2016). The staff nurse clinical leader at the bedside: Swedish registered nurses' perceptions. *Nursing research and practice*
- Liao, H., Joshi, A., & Chuang, A. (2004). Sticking out like a sore thumb: Employee dissimilarity and deviance at work. *Personnel Psychology*, 57(4), 969-1000
- Lin, Y. Y. (2013). The Effect of Perceived Unfairness and Negative Emotions on Workplace Behaviour.

- Longest, B. (2017). Responsible leader behaviour in health sectors. *Leadership in Health Services*, 30(1), 8-15.
- Maak, T. (2007). Responsible leadership, stakeholder engagement, and the emergence of social capital. *Journal of Business Ethics*, 74(4), 329-343
- Majeed, N., Jamshed, S., & Mustamil, N. M. (2018). Striving to restrain employee turnover intention through ethical leadership and pro-social rule breaking. *International Online Journal of Educational Leadership*, 2(1), 39-53.
- Mayer, D. M., Thau, S., Workman, K. M., Van Dijke, M., & De Cremer, D. (2012). Leader mistreatment, employee hostility, and deviant behaviours: Integrating self uncertainty and thwarted needs perspectives on deviance. *Organisational Behaviour and Human Decision Processes*, 117(1), 24-40.
- McCullough, L. B. (2012). An ethical framework for the responsible leadership of accountable care organisations. *American Journal of Medical Quality*, 27(3), 189- 194.
- Mertens, W., Recker, J., Kohlborn, T., & Kummer, T. F. (2016). A framework for the study of positive deviance in organisations. *Deviant Behaviour*, 37(11), 1288-1307
- Mo, S., & Shi, J. (2017). Linking ethical leadership to employee burnout, workplace deviance and performance: Testing the mediating roles of trust in leader and surface acting. *Journal of Business Ethics*, 144(2), 293-303.
- Mo, S., & Shi, J. (2017). Linking ethical leadership to employee burnout, workplace deviance and performance: Testing the mediating roles of trust in leader and surface acting. *Journal of Business Ethics*, 144(2), 293-303
- Mousa, M. (2017). *Factors affecting organisational commitment among teachers in Egyptian Public primary schools*. Dissertation. The Estonian Business School, Estonian.
- Mousa, M. (2018). Inspiring work-life balance: responsible leadership among female pharmacists in the Egyptian health sector. *Entrepreneurial Business and Economics Review*, 6(1), 71-90
- Mousa, M., & Puhakka, V. (2019). Inspiring organisational commitment: responsible leadership and organisational inclusion in the Egyptian health care sector. *Journal of Management Development*, 38(3), 208-224

- Mousa, M., Puhakka, V., & Abdelgaffar, H. A. (2019). Climate change, responsible leadership and organisational commitment. *Management of Environmental Quality: An International Journal*
- Neves, P., & Story, J. (2015). Ethical leadership and reputation: Combined indirect effects on organisational deviance. *Journal of Business Ethics, 127*(1), 165-176
- Özyılmaz, A. (2010). Vertical Trust In Organisations: A Review Of Empirical Studies Over The Last Decade/Örgütlerde Dikey Güven: Son On Yillik Dönemdeki Ampirik Çalışmaların Gözden Geçirilmesi. *Mustafa Kemal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 7*(13), 1-28
- Peterson, D. K. (2002). Deviant workplace behaviour and the organisation's ethical climate. *Journal of business and psychology, 17*(1), 47-61.
- Pless, N. M., & Maak, T. (2011). Responsible leadership: Pathways to the future. In *Responsible Leadership* (pp. 3-13). Springer, Dordrecht.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviours and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organisational citizenship behaviours. *Journal of management, 22*(2), 259-298
- Qu, Y. (2017). Understanding workplace deviant behaviours based on perceived gender discrimination, organisational justice and organisational attachment: A case of Chinese hotel employees (Doctoral dissertation).
- Rizvi, S. T., Friedman, B. A., & Azam, R. I. (2017). Overall Injustice, Workplace Deviance and Turnover Intention among Educators and Supporters. *The BRC Academy Journal of Business, 7*(1), 45-71.
- Rogojan, P. T. (2009). Deviant workplace behaviour in organisations: Antecedents, influences, and remedies. na.
- Sarto, F., & Veronesi, G. (2016). Clinical leadership and hospital performance: assessing the evidence base. *BMC health services research, 16*(2), 169.
- Sellgren, S., Ekvall, G., & Tomson, G. (2007). Nursing staff turnover: does leadership matter? *Leadership in Health Services, 20*(3), 169-183.
- Sfantou, D., Laliotis, A., Patelarou, A., Sifaki-Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017, October). Importance of leadership style towards quality of care measures in

- healthcare settings: a systematic review. In *Healthcare*, 5(4), p.73. Multidisciplinary Digital Publishing Institute.
- Stone-Johnson, C. (2014). Responsible leadership. *Educational Administration Quarterly*, 50(4), 645-674.
- Stückelberger, C., & Mugambi, J. N. (2007). *Responsible Leadership. Global and Contextual Ethical Perspectives*. Geneva: Globethics. Net/World Council of Churches Publications
- Thau, S., Crossley, C., Bennett, R. J., & Sczesny, S. (2007). The relationship between trust, attachment, and antisocial work behaviours. *Human Relations*, 60(8), 1155-1179
- Voegtlin, C., Patzer, M., & Scherer, A. G. (2012). Responsible leadership in global business: A new approach to leadership and its multi-level outcomes. *Journal of Business Ethics*, 105(1), 1-1
- Waldman, D. A., & Galvin, B. M. (2008). Alternative perspectives of responsible leadership. *Organisational Dynamics*, 37(4), 327-341.
- Waldman, D. A., and Balven, R. M. 2014. "Responsible leadership: theoretical issues and research directions." *Academy of Management Perspectives* 28 (3): 224-234
- Walumbwa, F. O., Cropanzano, R., & Hartnell, C. A. (2009). Organisational justice, voluntary learning behaviour, and job performance: A test of the mediating effects of identification and leader-member exchange. *Journal of Organisational Behaviour*, 30(8), 1103-1126
- Waseem, M. (2016). *Deviant Workplace Behaviours in Organisations in Pakistan*.
- Watty-Benjamin, W., & Udechukwu, I. (2014). The relationship between HRM practices and turnover intentions: A study of government and employee organisational citizenship behaviour in the Virgin Islands. *Public Personnel Management*, 43(1), 58-82
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organisational support and leader-member exchange. *Journal of applied psychology*, 87(3), 590
- Wren, B. M., Berkowitz, D., & Grant, E. S. (2014). Attitudinal, personal, and job-related predictors of salesperson turnover. *Marketing Intelligence & Planning*, 32(1), 107-123
- Yang, Y. F. (2014). Studies of transformational leadership: Evaluating two alternative models of trust and satisfaction. *Psychological Reports*, 114(3), 740-757



- Yasir, M., & Rasli, A. (2018). Direct and indirect effects of ethical leadership on workplace deviance in the public healthcare sector of Pakistan. *Journal of Advances in Management Research*, 15(4), 558-574.
- Yousaf, O., Popat, A., & Hunter, M. S. (2015). An investigation of masculinity attitudes, gender, and attitudes toward psychological help-seeking. *Psychology of Men & Masculinity*, 16(2), 234
- Zaccaro, S. J., & Horn, Z. N. (2003). Leadership theory and practice: Fostering an effective symbiosis. *The Leadership Quarterly*, 14(6), 769-806