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**THE MODERATING EFFECT OF TRANSFORMATIONAL
LEADERSHIP ON THE RELATIONSHIP BETWEEN
INDIVIDUAL AND ORGANIZATIONAL FACTORS AND
DEVIANT WORKPLACE BEHAVIOUR**

JAVED IQBAL



**DOCTOR OF PHILOSOPHY
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**The Moderating Effect of Transformational Leadership on the
Relationship between Individual and Organizational Factors and
Deviant Workplace Behaviour**



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**A Thesis Submitted to
Ghazli Shafie Graduate School of Government,
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in Fulfilment of the Requirement for the Degree of Doctor of Philosophy**



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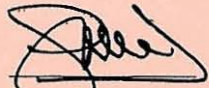
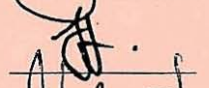

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ABSTRACT

This thesis aims to empirically examine the moderating role of transformational leadership in defining the impact of individual and organizational factors on deviant workplace behaviour. Deviant workplace behaviour is arguably one of the most vital areas of research. Previous literatures indicate that there is a connection between the impact of employee's behaviour and the performance of public organizations. Hence, this explanatory research reviews existing literatures on transformational leadership, individual and organizational factors, and deviant workplace behaviour from different methodological strands. Through this approach, its findings are subsequently synthesized to formulate a new theoretical framework which is supported by other theories, including social exchange theory, social learning theory and psychological breach contract theory. Hypotheses are developed to test the relationship among the variables used in this study. For the purpose of data collection, a self-administered questionnaire is used to collect data from 380 individual employees of 20 public organizations in the Punjab province of Pakistan. SPSS-21 and Smart PLS.3 packages are employed to analyze the acquired quantitative data. To test the hypotheses, partial least squares method of structural equation modeling (PLS-SEM) is adopted. Results from PLS-SEM reveal a significant relationship of the direct impact of individual and organizational factors on deviant workplace behaviour in the public organizations in Punjab. Nonetheless, the findings indicate that the moderated effect of transformational leadership on deviant workplace behaviour is not fully consistent with the hypothesis. When compared to the correlation of dark triad personality traits and deviant workplace behaviour, the findings show a weaker relationship between the individual factor, notably big five personality traits and the deviant workplace behaviour. In sum, the analysis of the findings supports the view that transformational leadership can override predispositions of individuals to engage in deviant workplace behaviour. This research is significant in enriching the body of knowledge in the existing literature, particularly transformational leadership, individual and organizational factors and deviant workplace behaviour. In terms of its practical contribution, this study could serve as a guideline for leaders and office bearers of Pakistani public organizations to develop effective mechanism in overcoming the prevalent incidents of deviant workplace behavior in the country.

Keywords: Deviant Workplace Behaviour, Transformational Leadership, Individual Factors, Organizational Factors, Demographic Factors, Public Organizations

ABSTRAK

Matlamat tesis ini adalah untuk mengkaji secara empirikal kepemimpinan transformasi sebagai peranan penyederhana dalam mentakrifkan kesan faktor individu dan organisasi ke atas tingkah laku devian di tempat kerja. Tingkah laku devian di tempat kerja merupakan salah satu bidang penyelidikan terpenting kerana Kajian literatur yang lepas menunjukkan kewujudan hubungan di antara pengaruh tingkah laku kakitangan dengan prestasi organisasi awam. Berdasarkan penyelidikan *explanatory*, kajian ini mengkaji literatur berkenaan kepemimpinan transformasi, faktor individu, faktor organisasi dan tingkah laku devian di tempat kerja dengan menggunakan berlainan metodologi penyelidikan. Melalui pendekatan ini, hasil dapatan akan disintesiskan untuk menghasilkan satu kerangka kerja teori yang baru di mana ianya turut disokong oleh teori-teori yang sedia ada seperti teori pertukaran sosial, teori pembelajaran sosial dan pelanggaran teori kontrak psikologi. Satu set hipotesis dibentuk untuk menguji hubungan di antara pemboleh ubah kajian. Untuk tujuan pengumpulan data kajian, borang soal selidik sendiri telah digunakan bagi mendapatkan data dari 380 kakitangan kerajaan dari 20 organisasi awam yang terletak di dalam wilayah Punjab, Pakistan. Data yang diperolehi telah dianalisa dengan menggunakan Aplikasi SPSS-21 dan Smart PLS 3. Sementara PLS-SEM pula digunakan untuk menguji hipotesis kajian. Dapatan kajian menunjukkan bahawa terdapat hubungan signifikan berkenaan kesan langsung faktor individu dan faktor organisasi terhadap tingkah laku devian di tempat kerja di dalam organisasi awam di Punjab. Walau bagaimanapun, kesan penyederhana oleh kepemimpinan transformasi tidak menyokong sepenuhnya hipotesis kajian, kecuali hubungan di antara sifat keperibadian *dark triad* dan tingkah laku devian di tempat kerja. Jika dibandingkan dengan sifat keperibadian *dark triad*, dapatan kajian menunjukkan terdapat hubungan yang lemah di antara faktor individu, seperti sifat keperibadian *big five*, dan tingkah laku devian di tempat kerja. Justeru, dapatan kajian ini menyokong pandangan bahawa kepemimpinan transformasi berupaya menghalang kecenderungan kakitangan dari terlibat dengan tingkah laku devian di tempat kerja. Signifikan kajian adalah ia berupaya dalam memperkayakan ilmu pengetahuan di dalam literatur, terutamanya kepemimpinan transformasi, faktor individu, faktor organisasi dan salah laku di tempat kerja. Kajian ini dapat memberikan panduan kepada pemimpin dan pemegang jawatan di dalam organisasi awam di Pakistan dalam membangunkan mekanisme yang efektif bagi mengawal insiden tingkah laku devian di tempat kerja yang berleluasa di negara tersebut.

Kata kunci: Tingkah Laku Devian di Tempat Kerja, Kepimpinan Transformasi, Faktor Individual, Faktor Organisasi, Faktor Demografi, Organisasi Awam

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DECLARATION ASSOCIATED WITH THIS THESIS

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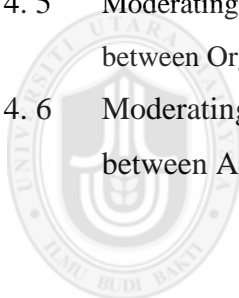


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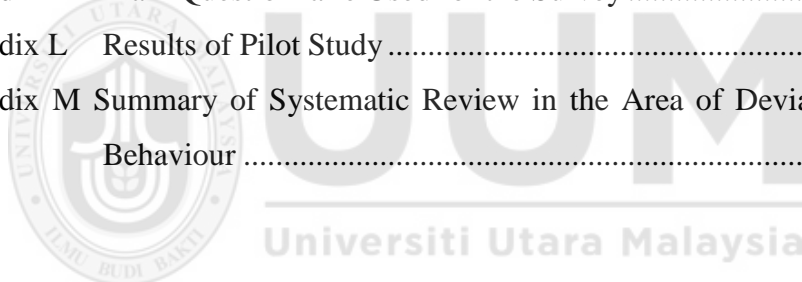
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Universiti Utara Malaysia

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LIST OF ABBREVIATIONS

AS	Abusive Supervision
AVC	Average Variance Explained
BPCT	Beach of Psychlogical Contract Theory
BFT	Big Five Triats
CVM	Common Variance Method
CR	Composite Reliability
DT	Dark Triad Personality
DWB	Deviant Workplace Behaviour
OI	Organisational Injustice
OB	Organisational Behaviour
OCB	Organisational Citizenship Behaviour
PBTE	Punjab Board of Technical Education, Lahore
PU	University of the Punjab, Lahore
NFI	Normed-fit Index
PLS	Partial Least Square
KEMU	King Edward Medical University
PO	Public Organisations
Tr. L	Transformational Leadership
LCWU	Lahore College for Women University, Lahore
SCV	Statistical Conclusion Validity
SEM	Structural Equation Modelling
SLT	Social Learning Theory
SET	Social Exchange Theory
SRMR	Standardised Root Mean Square Residual
UET	University of Engineering and Technology, Lahore
UVAS	University of Veterinary and Animal Sciences, Lahore
UHS	University of Health Sciences, Lahore.
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Introduction

In present epoch, the study of individual's behaviour at workplace has become much more diverse in organizational context (Shirazi & Afrough, 2016) and more important because of globalization and technological advancement (Appelbaum, Deguire & Lay, 2005) and key concern for every organization to achieve its aims and objectives (Kotekar, 2017). Individual with different attitudes, behaviours, backgrounds and personalities observe and perceive the same event in different ways and react differently (Rauf & Farooq, 2014). These behaviours have different effects on the individuals' performance at workplace (Javed, Amjad, Faqeer-Ul-Ummi & Rabia, 2014).

If employee's behaviour at workplace is normal, it means up to fairly, the organization will flourish up to maximum level, will lead to accomplish the goals and objectives of the organization called organizational citizenship behaviour(OCB) (Lin, Law & Zhou, 2016). On contrary, if the employee's behaviour at workplace deviates from its standard or norms then organization definitely will suffer a damage or a harm to the organisation and will sustain loss (Iqbal, Arif & Badar, 2012; Sunday, 2014).

Organisations controlled, managed, regulated and operated by governments are normally ailing with deviant workplace behaviour of the employees (Bashir, Nasir, Qayyum & Bashir, 2012). However, progress and development of every organization whether it is business or an educational institution, mostly depends upon the positive behaviour of its employees at their workplace (Iqbal et al., 2012).

The importance of the study of behaviour can be judged from this fact that effectiveness regarding performance of every organization is depending upon the behaviour of their employees reflected at workplace (Appelbaum, Iaconi & Matousek, 2007). The outcome of organisational citizenship behaviour is thought to a benefit to the organization and contributes towards productivity and profitability (Lin et al., 2016). Whereas, DWB are the intentional acts of employees at workplace and are harmful (Fox & Spector, 2005) and contributes towards destruction (Sunday, 2014) and defame the organization (Fox & Spector, 2005).

The chapter one contains the background of the study on impact of demographic, individual and organisational factors. Individual factors are assumed as big five personality traits and dark triad personality. Organizational factors assumed as organizational injustice and abusive supervision. These factors are contributing to DWB. Moderating effect of transformational leadership on the relationship of individual and organisational factors and DWB shall be explored. Followed by problem statement of the study, the research questions and objectives of the study. After that scope of the study, the significance of the research such as theoretical, methodological and practical are discussed and the conceptual definitions as well as operational definitions of key terms are given Chapter one is closed with conclusion.

1.2 Background of the Study

Success of every organization depends upon the behaviour of the employees (Appelbaum et al., 2007). Employees elicit different behaviours at workplace towards performance; positive behaviour is called organisational citizenship behaviour (Lin et al., 2016). Whereas the destruction behaviour considered counterproductive is called DWB (Robinson & Bennett, 1995), counterproductive workplace behaviour (Mangione & Quinn, 1975), anti-social behaviour (Jawad, Tabassum, Raja & Abraiz, 2013) and organizational misbehaviour (Vardi & Wiener, 1996).

DWB refers to intentional negative act of employees at workplace (Shirazi & Afrough, 2016) and is a pervasive disease in organizations throughout the world (Sharma & Singh, 2015). Therefore, it is important for an organization to be able to understand, explain and predict the behaviours of employees at workplace (Szostek, 2017) because the cost of deviant behaviour is detrimental (Chen, Fah & Jin, 2016).

Pakistan is one of the evolving and developing countries that faces the serious issue of deviant behaviour at workplace (Bashir et al., 2012). Public sector is the largest sector of employment of Pakistan in which millions of public employees are employed (Dar, 2017). However, it has become a target of criticism since long because of deviance behaviour of public employees (Dar, 2017). After passing almost seventy years of freedom, the system of the country could not incept its indigenous practices to operate the public sector organisations for management of resources in proper way (Dar, 2017). Pakistani public sector organisations are rife

with kickback or corruption from top to bottom (Nadeem, Ahmad, Ahmad, Batool & Shafiq, 2015).

In Pakistan, every cog of machinery of public administration is reflecting deviance behaviour either ethically deviant or financially corrupt (Nasir & Bashir, 2012). The whole setup of public administration in Pakistan is locked in red tape that disturbs the behaviour of employees (Quartulain & Khan, 2013). Favouritism, nepotism and cronyism are the main reasons of deviant behaviour at workplace in Pakistani public sector organizations (Dar, 2017; Nadeem et al., 2015; Shaheen et al., 2017).

Moreover, resources which generate and construct the DWB are still guiding new dimension (Shakir & Siddique, 2014). DWB has been a neglected area in organizational and occupational researches (Farhadi, Omar, Nasir, Zarnaghash & Salehi, 2015). A study of Bashir et al. (2012) in Pakistani context, has reported that the response of public employees showed deviant behaviour such as misuse of time/resources and withdrawal seems to be the record threatening forms in Pakistani organizations. Another study of Bashir et al. (2011) in Pakistan context has concluded that public organizations are generally considered as inefficient and public employees are financially corrupt. However; the causes of DWB remained unexamined.

These destructive behaviours accompanied by combination of individual and organizational factors but not come in isolation towards outcome (Kelloway, Francis, Prosser & Cameron, 2010). Big five personality traits (Abdullah & Maricane, 2016; Jone & Srivastava, 1999), dark triad personality (Paulhus & Joness, 2011) and

demographic factors (Fahardi et al., 2012) are assumed as individual factors whereas organizational injustice and abusive supervision are assumed as organizational factors which predict DWB (Appelbaum et al., 2007; Rogoan, 2009).

There are several factors that may lead to deviant workplace behaviour of employees in Pakistan (Ahmed, Kiyani & Hashmi, 2013). However, this study focuses on situational factors such as individual factors, demographic factors and organizational factors that might affect the behaviour of the employee at workplace (Appelbaum et al., 2007). DWB is very rampant and cost oriented (Bashir et al., 2012). So it is a key apprehension for all the organizations and particularly public organizations because they sustain the cost of deviant and increasing globally (Abdi et al., 2016; Ahmad et al., 2015; Bashir et al., 2012; Khan et al., 2015; Nasir & Bashir, 2012).

All organizations either public or private, all professions or business and among all the employees or employers, families and society in general face and sustain the deviant workplace cost (Khan et al., 2015). It is pertinent to control this type of behaviour of the employees otherwise organization facing the problem of poor performance, underutilization of resources and ultimately remain behind the in the race of development (Abdi et al., 2016; Bashir et al., 2012; Khan et al., 2015; Nasir & Bashir, 2012) but the causes of deviance remained unexamined (Bashir et al., 2012).

Earlier studies reported that in developed countries and even United States of America have experienced DWB (Penney & Spector, 2002). The organizations sustained heavy cost to manage workplace violence, employees' theft and for

different types of fraud (Robinson & Greenberg 1998; Buss, 1993; Camara & Schneider, 1994; McGurn, 1988). DWB is quite prevalent and costly to organization (Bolton & Grawitch, 2011), just because of technology-facilitated deviance and estimated very higher cost of deviant behaviour (Lim, 2002).

This behaviour is also concluded as unethical behaviour (Jones, 1990) or anti-social behaviour (Robinson & Greenberg, 1998) and is linked with huge economic, social, psychological and organizational costs that need to be control (Bashir et al., 2012). There is a need to control these negative influences on organizations as well as on the community (Robinson & Greenberg, 1998). This is essential to recognize the factors that pay to such negative behaviour (Peterson, 2002a).

It has been the great concern of the public organization to address serious problems of employee's deviance facing at workplace (Bennett & Robinson, 2003; Henle, 2005). DWB is expansively growing problem which is costly linked to individuals, workplaces and organizations (Kelloway, 2006). DWB is continuously snowballing especially in the public sector organizations (Aquino et al., 2004). Financial pressure is also one of factor that creating workplace deviance behaviour that may be low purchasing power, burden of taxes etc. external financial pressure such as payment of debt, drug habit, gambling etc. (Nasir & Bashir, 2012). Fox, Gentry, Mcniar, Patel, Urban and James (2001) assert that theft caused of economic need deviant behaviour, unethical, frustration and stress etc.

DWB takes place when behaviour of employee is changed at workplace and become deviant because of impact of individual and organizational factors (Mcniar et al.,

2001). This study focuses on the apprehension of deviant workplace behaviour by combining both individual and organisational factors base on the social exchange theory (Zribi & Souai, 2013).

Individual factors are personality traist and characteristics such as big five traits such as “extra-version”, “agreeableness”, “conscientiousness”, neuroticism, and openness to experiences (Mount, Ilies & Johnson, 2006; Goldberg & Saucier, 1995). These big five personality traits have been directly associated to number of DWB (Salgado, 2002; Ones, Viswesvaran & Schmidt, 2003; Cullen & Scaket, 2003). These big five personality traits are predictors of deviant workplace behaviour (Abdullah & Maricane, 2016; Bolton & Grawitch, 2011).

Dark triad personality such as machiavellianism, narcissism and psychopathy are also predicting the relationship to counterproductive behaviour (O’Boyal, Forsyth, Banks & Mcdanil, 2012). Hence, other individual factor such as as job satisfactions, resigned satisfaction, job dissatisfaction, job characteristics (Appelbaum et al., 2005) and other personality traits such as locus of control, emotional intelligence, trait anger and negative affectively etc. are also predicting the relationship with deviant workplace behaviour. However, these individual factors and traits are delimiting in this study due to time constrain (Abdullah & Maricane, 2016; Intan Nurul, Kozakoa, Safinb & Rahim, 2013).

Secondly, organizational factors such, organizational task, structure and involvement (Appelbaum et al., 2005), organizational culture (Golden, Fleet & Griffin 2006), organizational unethical climate, organizational frustration

(Appelbaum et al., 2007), trust unfair offers and reward, unequal treatment (Everton, Jolton & Mastrangelo, 2007), organizational support, abusive supervision (Tepper, 2000) and organizational injustice are predictors of DWB (Alias & Rasdi, 2015). These organizational factors lead to DWB (Alias & Rasdi, 2015).

Hence, this study only focuses on two determinants of organisational factors such as organizational injustice and abusive supervision as predictor of DWB and delimits the other organizational factors due to time and another constraint of the study.

The demographic factors contain information about surface level diversity factors such as gender, age, marital status, education, experience, level of job/rank and nature of job are presumed as predictors of DWB (Appelbaum et al., 2007; Fardhi et al., 2015). Demographic factors have also linked in various ways with DWB (Appelbaum et al., 2007; Fardhi et al., 2015).

Transformational leadership is one of leadership style which is based on ethical dimensions and morality (Burns, 1978; Daft, 2011). It is reported that leadership has a direct link with organizational performance (Daft, 2011; Wihler, Frieder, Blickle, Oerder & Schütte, 2016). Moreover, Tr.L has moderating effect between the relationship of individual and organizational factors with DWB (Avilio & Yammarino, 2013).

The current study focuses on the moderating effect of transformational leadership between the individual and organizational factors and DWB. Transformational leadership can bring significant changes in both followers and organization (Wang et

al., 2016). Transformational leadership moderates the outcome of deviant behaviour (Bass, 1985). Transformational leadership is designated to examine the moderating effect of individual and organizational factors with DWB (Wihler et al., 2016).

Transformational leadership may improve the moral and ethical maturity level of their followers (Avolio & Bass, 2002). Transformational leadership style motivates the employees towards constructive outcome (Avolio & Bass, 2002). Tr. L able to express the probable ethical value within the organization and inspires the subordinate act accordingly (Saidon, Galbreath & Whitely 2013). Tr. L is negatively associated to deviant acts (Hepworth & Towler, 2004).

As for concern of underpinning theories, the present study focuses on supporting background of the various theories presented by the various researchers such as social learning theory (SLT), social exchange theory (SET) and breach of psychological contract theory (BPCT) that help to explain the causes of occurrence of DWB (Alias et al., 2013; Alias & Rasdi, 2015; Mitchell & Ambrose, 2007). On the bases of SLT, it suggests that people can learn from their experiences and certain outcome as result of behaviour in which they had engaged (Griffen & Grew, 1996). SET also introduces the importance of interaction between individual differences and organizational factors (Henle, 2005).

In addition, psychological contract theory describes that an employee believes in a basic nous on which he/she got from his/her employer in return of his/her work and loyalty (Fazzayi & Aslani, 2105; Rousseau,1990; Rousseau & McLean Parks, 1993). But, breach of psychological contract at workplace may be varying from character to

character (Thomas, Au & Ravlin, 2003). These theories (e.g. social learning, social exchange and breach of psychological contract) help to explain the supporting relationship among the implication of the research.

1.3 Problem Statement

DWB is counterproductive behaviour of employees that is prevalent and cost oriented (Bashir et al., 2012; Bashir et al., 2011). Thus, DWB of employees are considered an important problem for every workplace in the world (Zaghini, Fida, Caruso, Kangasniemi & Sili, 2016). DWB is increasing globally among all the organizations and have become key problem in organizations and require attention to address to the problem seriously (Javed, Raashid, Amjad, Mudrasa, Faqeer-Ul-Ummi, Usman, Yousaf, Bukhari & Rabia, 2014; Zaghini et al., 2016). DWB is most prevalent in public sector organizations as compared to private sector (Aquin, Galperin & Bennett, 2004).

DWB is behavior of employee that violates the norms and standards of organization (Nirankari & Seth, 2015). Public sector organizations are facing one of the most serious problems of DWB in Pakistan (Bashir et al., 2017; Shaheen et al., 2017). DWB has prominent effects on the employees as well as on the organization (Fagbohunge, Akinbode & Ayodeji, 2012) and threatening to the well-being of the other employees and the organization (Edralin, 2015; Fagbohunge et al., 2012).

In Pakistan the whole system of public administration is generally based on different types of discrimination (Nadeem et al., 2015; Shaheen et al., 2017). It breeds unrest in the society, favoritism is very usual in public organizations and it exists everywhere (Nadeem et al., 2015; Yousaf et al., 2014). An evidently distinct working

environment prevails on the basis of un-standardized operational procedures, organizational injustice, partial treatment and political pressure seems enormously rooted in public sector organizations of Pakistan (Shahid & Ahmad, 2016).

Clashes occur in organizations because of favoritism, nepotism and cronyism (Shaheen et al., 2017) employees become disappointed (Özler & Buyukarslan, 2011) and cause of violence at workplace (Bashir et al., 2012; Nadeem et al., 2014). In addition, behaviour of the bureaucracy creates a gap between public employees and organization resultantly lowers the morale and commitment of employees (Jellinek & Ahearne, 2006) which is very critical towards the organizational performance and effectiveness of the public organization (Navins-Bennett, 2016). Ultimately, it encourages deviant workplace behaviour (Jellinek & Ahearne, 2006).

DWB increases when employees perceived injustice and cynicism from the organization (Ahmed, Kiyani & Hashmi, 2013; Shaheen et al., 2017) and becomes an increasing problem of organizations (Javed et al., 2014; Zaghini et al., 2016). In addition, job stress and excessive work-load, family to work conflict give rise to an intolerant behaviour (Radzali, Ahmad, Zoharah & Omar, 2013). This type of behaviour is called DWB (Javed et al., 2014).

There are a number of breaking stories reported in Pakistan regarding workplace deviance like illegal activity, bribery/kickback/corruption (Bashir et al., 2012), abuse against others/bullying fraud, cyber loafing and sexual harassment etc (Lim, 2002; Spector et al., 2006). Moreover, misuse of the organization's internet or cyber loafing are various types of DWB reported in print and electronic media on every

day among the office bearer of public sector organizations in Pakistan (Bashir et al., 2012; Lim, 2002; Nasir & Bashir, 2012; Shaheen et al., 2017).

The issue of DWB has been highlighted in the print and digital media. However, the studies on the area of DWB are still limited in Pakistan (Bshir et al., 2012; Shaheen et al., 2017) and in the Asian context (Smithikrai, 2008). The prevalence of deviant workplace behaviour in public organisation could be detrimental and harmful to the government and the public (Birson, 2010; Estes & Wang, 2008; Shaheen et al., 2017).

DWB is the behavioural problem in varying organization and exists and practiced in almost in every organisation (Abdullah & Maricane, 2016). DWB be a prodigious threat to the organizations which can harm the organizational performance (Baig & Ullah, 2017). The health of Pakistani public sector is declining owing to undesirable DWB (Bashir et al., 2012). In pakistan, all the organizations have major apprehension to control the prevalent cost of deviant behavior (Bashir et al., 2012). Step should be taken to control these destructive behaviours otherwise they will eat away the public organization like “termites” (Nasir & Bashir, 2012).

Pakistani public organizations are facing number of problems (Dar, 2017). However, DWB is the key problem commonly challenged by almost of all the public organizations, likes the other under developed and developing countries of the world (Bashir et al., 2012). DWB is costly phenomenon which picnic basket the organizational productivity (Shaheen et al., 2017).

These public sector organizations have distinct typical style of working, injustice in organization, favoritism, nepotism and intensifying political interference (Bashir et al., 2012; Shaheen et al., 2017) and ineffective monitoring, weak internal control systems as well as loose administration of public organizations are the major factors of DWB. These factors can lead towards poor performance at individual and organizational level and generate several problems such as job dissatisfaction and lower work motivation (Yousaf et al., 2014) and financial pressure (Nasir & Bashir, 2012).

The studies of various earlier researchers identify the causes of low motivation of public employees that leads to DWB (Nasir & Bashir, 2012). The whole machinery of government of Pakistan is the best example of bad governance and poor performance (Yousaf et al., 2014). Employees of the public organizations are sally looting the public organization due to overstaffing and poor performance (Yousaf et al., 2014). The infrastructure of administration create itself problem of deviant behaviour in Pakistan (Yousaf et al., 2014). DWB happened in many organizations due to various reasons (Abdullah & Marican, 2014).

In Pakistan, the problem of DWB is arising due to weak culture of public sector organizations (Bashir et al., 2012; Erez & Gati, 2004). It is the dire need of every organization even working in public or private sector of devolving countries like Pakistan to eliminate the problem of DWB (Nasir & Bashir, 2012). An appropriate attention is necessary to solve the problem of DWB otherwise, this problem brings harmful effects on the organizations, economically and socially (Abdullah & Marican, 2014).

Table 1.1
Deviant Workplace Behaviour (DWB) at Glance

Source of Information	Cost of Deviance Workplace Behaviour
Alam (2015)	<ul style="list-style-type: none"> In Pakistan one Public officer is accused of corruption in the rupees 42 billion equal to US \$420 million (Express tribune 2014).
Alisas, Rasdi, Ismail & Samah (2013)	<ul style="list-style-type: none"> In Malaysia, 71 percent respondents reported to workplace incivility.
Appellbaum, Semerjian and Mohan (2012)	<ul style="list-style-type: none"> Almost 1.7 million Americans and 11 percent British employees experienced different type of bullying at workplace.
Bolton and Grawitch (2011)	<ul style="list-style-type: none"> 33.75 percent of all employees involved in some type of deviant behaviour.
Chen (2015)	<ul style="list-style-type: none"> Estimated US\$ 2.9 trillion annual losses as a result of fraudulent activity.
Chappell and Martino (2006)	<ul style="list-style-type: none"> In Australia, employers sustained estimated costs between 6 to 13 billion Australian dollars per year because of theft and bullying.
Fagbohunge et al. (2012)	<ul style="list-style-type: none"> In Nageria, 75 percent of employees engaged in unethical behaviors i.e. theft, damaging equipments, fraud, aggressive behaviors etc.
Goh (2009)	<ul style="list-style-type: none"> In US estimated \$300 billion loss sustained annually because of employees absenteeism, theft and diminish productivity etc.
Jacobson (2009)	<ul style="list-style-type: none"> In United States suffers nearly \$4.2 billion due to workplace violence and \$200 billion annually due to employees theft and \$5.3 million suffering due to the abuse of internet.
Lim and Chen (2012)	<ul style="list-style-type: none"> In United Kingdom employees spent about 40 percent of their time on cyber loafing and businesses incurred cost of £154 million per year.
Malisetley and Kumari (2016)	<ul style="list-style-type: none"> In India 1.7 million experienced rough exploitation at workplace annually. 12 percent of employees in IT sector reported

having been tormented at workplace in the earlier six months of a year and sustained loss of estimated \$15.1 billion per year.

- Muafi (2011)
- U.S retailers lose \$15.1 billion annually in internal theft.
 - In UK nearly 11 percent of British employees reported having been bullied at workplace in the prior 6 months and
 - In Australia, cost an average of \$2.1 million incurred on account of fraud committed employees.
- Pizzino (2002)
- In Canada and U.S., Surveys reported that 69 percent of Public employees experienced some form of workplace deviance.
- Schmidtke (2007)
- Estimated annual revenue loss due to theft at workplace is as \$600 billion and growing upward.
- Settler (2017) cited the report of Verizon April 2016
- Over 1,000 customers lost their services due to employee sabotage and sustain estimated annual costs of \$4.2 to \$120 billion because of sabotage.
- Hiscox Embezzlement Study (2017)
- In United States reported that businesses impacted by employee's theft lost an average of \$1.13 million in 2016.

Source: Synthesized by the Researcher

1.4 Research Questions

On the basis of problem given in problem statement and gaps identified, the present study addresses the following research questions and finds out answers of these questions.

1. What is the level of deviant workplace behaviour in Pakistani public sector organizations?
2. How do the demographic factors contribute to deviant workplace behaviour in Pakistani public organizations?

3. How do individual factors that big five personality traits and dark triad personality contribute to deviant workplace behaviour in Pakistani public sector organizations?
4. How do the organizational factors such as organisational injustice and abusive supervision contribute to deviant workplace behaviour in Pakistani public sector organizations?
5. What is relationship between the transformational leadership and deviant workplace behaviour?
6. How does transformational leadership moderate the effects among the individual and organizational factors with deviant workplace behaviour in public sector organizations?

1.5 Research Objectives

This research would answer the above questions related to the problem through following goals and objectives of the current study;

1. To identify the level of deviant behaviour at workplace in Pakistani public sector organizations.
2. To investigate the relationship between the demographic factors with deviant workplace behaviour in public sector organizations.
3. To examine the relationship between the individual factors that is big five personality trait and dark triad personality with deviant workplace behaviour in public sector organizations.
4. To investigate the relationship between the organizational factors that organisational injustice and abusive supervision with deviant workplace behaviour in public sector organizations.

5. To determine the relationship between transformational leadership and deviant workplace behaviour.
6. To determine the moderate effect of transformational leadership on the relationship among individual and organizational factors with deviant workplace behaviour in public sector organizations.

1.6 Significance of the Study

This study has number of significance contributions such as theoretical, practical and methodological contribution. The present study would also contribute theoretical, practical and methodological. The outcome of this study is to provide significant theoretical contribution in literature particularly in the area of impact of individual and organizational factors on DWB and moderating effect of transformational leadership between individual and organizational factors and DWB. Practical contribution will help to guide Pakistani public organizations to develop mechanism to control high prevalence jeopardy and common risk of deviance in the public sector organizations.

Despite, a large number and various contributions have been paid in research by the researcher of management, psychology, industrial psychology, organizational behaviour, human resource management, human behaviour, public management and public administration subjects especially in the area of DWB. This might be the first study in Pakistani context to investigate impact of factors contributing to deviant workplace behaviour with the support of social learning theory, social exchange theory and psychological breach contract theory.

1.6.1 Theoretical Significance

The present study will contribute to new knowledge from application of social learning theory (SLT), social exchange theory (SET) and breach of psychological contract theory (BPCT) on DWB and effect of individual factors that big five personality trait, and dark triad personality (DT) and demographic factors as well as organizational factors such as organizational injustice and abusive supervision on deviant workplace behaviour in terms of Pakistani public sector organizations.

This contribution also enhances understanding the concepts of deviant workplace behaviour of employees and moderating effect of transformational leadership on the relationship among individual and organisational factors with deviant workplace behaviour in public sector organizations among the executive, managers, researchers and practitioners. The present study will also help to explain the causes for happening and occurrence of deviant workplace behaviour in Pakistani public sector organizations at broader level. It also guides how to develop mechanism to control high prevalence jeopardy and common risk of deviance in public organizations. This study strives for deeper understanding of deviant workplace phenomenon as it also contributes to the trait literature.

The study will broaden our understanding of employee's outcome in the proposed model the moderating effect of transformational leadership relationship between individual and organisational factors and deviant workplace behaviour. This model will contribute the moderating effect of transformational leadership between factors and DWB. This has come in new contribution in knowledge that the concept of

deviant behaviour has been evolved and developed with contributions from scholars in a multiplicity of academic disciplines in the social and behavioural sciences.

1.6.2 Practical Significance

It is anticipated that proposed study moderating effect of transformational leadership on the relationship between individual and organisational factors with deviant workplace behaviour that will address the negative or de-motivated behaviour of employees. It addresses the issues of deviance such as red tape, negative behaviour and job dissatisfaction, deviant workplace behaviour and corruption of employees. It also may lead public sector organizations to enhance the performance of employees as well as organization outcome.

The outcome of the study will help the public organization to reshape the behaviour of their workers at workplace to improve the efficiency of employees and effectiveness of management. Thus it might help the leadership in tumbuling the destructive behaviour of the employees and generate atmosphere that will bolster the productive behavioural outcomes (Narayanan & Murphy, 2017).

Furthermore, by highlighting the impact of bright and dark sides of workplace behaviour of employees in public sector organizations on job satisfaction, organizational commitment and performance. It can help the public sector organizations in trying to sought out the negative factors of employees that is corruption and workplace deviance etc. The results can also be helpful for making new policies to control DWB. In terms of practical contributions and implications on

deviant workplace behaviour are in a non-western context embrace to the literature (Mazi & Alias, 2015).

This research can also be practically beneficial for the policy makers, heads, managers and administrators as well as supervisors in the public sector organization to develop appropriate performance strategies to make the employees more productive and efficient to get maximum performance.

It is progressively important to leaders, executives and administrators and to research scholars to prevent or control deviant workplace behaviour for good reasons (Robinson & O'Leary-Kelly, 1998). In addition, this will help to control the consequences of deviant workplace behaviour such as absenteeism, job dissatisfaction, de-motivation and decrease in organizational commitment of employees at workplace (Bashir et al., 2012; Nasir & Bashir, 2012).

The present study will also guide to the public organizations how can they implemented sustainable human resources policies and practices to contribute higher productivity of public employees and control deviance act of employees. In return this will enhance the public service delivery system without jeopardizing the stakeholder' interest. Secondly, this study is going to serve the practitioners, manager, recruiters, to enhance their understanding about an employee's behaviour and its importance in organizational context. It also helps to develop mechanism to control deviant workplace behaviour, abusive supervision and organisational injustice in the organisation. The researchers and practitioners will gain useful information in this context through the out come of this study.

1.6.3 Methodological Significance

Results of the study will contribute various methodological suggestions and implications. Methodological contributions lie in assessing the criterion variables using situation specific measure, specifically, in attempt to fill a methodological gap as suggested by Bowling and Gruys (2010). Review of the present study will show the partial least square structural equation modeling (PLS-SEM) has become an increasingly contributed applied multivariate analysis technique and methods in organisational investigation (Hair, Sarstedt, Pieper & Ringle's, 2012).

Secondly, the present study will have assessed workplace deviance constructs based on the job-relevant behaviours identified by the subject matter experts (SMEs) such as job incumbents or immediate supervisors (Bowling & Gruys, 2010).

Thirdly, according to Bennett and Robinsons (2000) proposed methodology will analysis to generic workplace deviance measure and added relevant items in order to really capture the degree to which deviant behaviours occurs in the context of the study (Bowling & Gruys, 2010; Cook & Campbell, 1979). By adding the relevant items and removing the irrelevant ones from the original scale.

The fourth, it is also anticipated with the help of methodology uses in this study refined & purified and tested the measure of deviance workplace behaviour in Pakistan, which is different for culture from the setting in which this measure was initially developed. The fifth, another methodological contribution of this study is related to use Smart PLS path modelling help to measure the psychometric properties of each latent variable (Hair et al., 2012).

1.7 Scope of the Study

Scope of the present study is to identify the factors that may cause deviant workplace behaviour from previous literature as well as through the outcome of responses of survey questionnaire and to describe their impact on outcome. It will cover the link between DWB of employees working under the different public organizations culture and evaluate the moderating effect of transformational leadership to curb the deviant workplace behaviour in public organisations. The current study covers on the area of DWB of employees of various public sector organizations of Pakistan before go ahead to determine the scope of study. It is necessary to build understating of different sector of the economy such as private and public sector.

In all over the world, there are two sectors of each economy such as private sector and public sector. Private sector works for personal interest and private organizations are owned and run by private business men, they invest capital to make money and profit. Private organizations don't take risky ventures or those where having a chance of low margin of profit. The main objective of private sector is to earn maximum profit. In addition, private sector focuses on the individual performance towards output contribution and determines their remuneration and benefits according to their performance/output.

On contrary, it is common understanding that public organizations provide services to the citizen irrespective of the ability of individual to pay. These public organizations controlled, managed and operated by civil servants, government personnel and public employees and only established to provide services to her

citizen. The main objective and goal of these public sector organizations have to work for the welfare of the nation and not seeking to earn profit.

But, unfortunately the performance of public sector employees is under question in developed, developing and under developed countries (Abdi et al., 2016; Bashir et al., 2012; Khan et al., 2015; Nasir & Bashir, 2012). Whereas in private sector, employees are more productive as compared to public sector employees. One cause of poor performance of employees is a deviant workplace behaviour that practically diminishing the performance of employees of public sector organizations (Abdi et al., 2016; Bashir et al., 2012; Khan et al., 2015; Nasir & Bashir, 2012).

In Pakistan, public sector organizations are trapped in serious problems at workplace and deserve to help them to seek out their problem and diagnose the deviant workplace behaviour (Bashir et al., 2012). This is a basic reason to carry out this study and focuses on public sector organizations working under the umbrella of different type of education and training organisations of public sector. However, this study focuses those public sector organizations that are working in education and training sector and owned by the Government of the Punjab, Pakistan and their operational network is spread over throughout the province of Punjab, Pakistan.

The detail of these public sector organizations from the population of this research got are as University of the Punjab, Lahore, Government College University, Lahore, University of Education, Lahore, University of Health Sciences, Lahore, King Edward Medical University Lahore, Fatima Jinnah Medical University, Lahore, University of Veterinary and Animal Sciences, Lahore, University of Engineering

and Technology, Lahore, Punjab, Educational Endowment Fund (PEEF) Lahore, Punjab Education Foundation, Lahore, Punjab Board of Technical Education, Lahore, Punjab Text Book Board and Curriculum Authority, Lahore, Punjab Examination Board, Lahore, National Educational Equipment Centre Lahore, Board of Intermediate and Secondary Education, Lahore, Punjab Skills Development Fund Lahore, Punjab Technical and Vocational Training authority Lahore, Punjab Vocational Council, Lahore.

The basic reason to conduct this study in the public organizations of Punjab province of Pakistan is that these organizations have unique operation and mostly cover geographical territory of the province the Punjab but their head offices are based in Lahore provincial capital of Punjab, Pakistan. Moreover, these organizations are autonomous or independent to develop and implement their own HR practices and policies such as recruitment and selection, compensation, performance and appraisal and measurement, training and development, and career growth of employees etc. to discourage the DWB and may be implemented the recommendations of this study.

In addition, the present study focuses only public sector organizations associated to education and training of the Government of the Punjab, Pakistan and delimit the private organizations because the development of any country depends upon the education and training system of that country. This research focuses on investigate the deviant behaviour of employees at workplace in education and training sector of the Government of the Punjab, Pakistan. Because the number of scholars have investigated the deviance behaviour of teachers working in schools and in universities.

However, ignored to investigate the behaviour of employees whose are working in administration or in establishment as supporting and administrative staff or employees of public sector education and training organizations. This study also focuses to analysis the moderating effect of transformational leadership on the relationship of individual and organisational factors and DWB in public organisations of Pakistan.

A quantitative self-administrated questionnaire was used to collect information from respondents from twenty selected public sector organizations of the Government of the Punjab, Pakistan. The data collected through questionnaire containing information of the dimension of DWB and DWB as dependent variable and demographic, individual and organizational factors as independent variables and transformational leadership as moderating variable would be analysed by using SPSS-21 and Smart PLS.3 package for structural equation model (SEM) technique.

1.8 Conceptual Definitions of Key Terms

Conceptual definitions are elaborated below on the basis of literature review of the earlier studies, especially in the area of deviant workplace behaviour cover different aspect and allied areas.

1.8.1 Deviant Workplace Behaviour

DWB refers to voluntary behaviour of individual that violates significant organizational norms and in so doing threatens the well beings of an organization, its members or both (Robinson & Bennett, 1995) and violate the norms and rules and regulations of organization by individual at workplace (Satpathy et al., 2016).

DWB refer to abuse/bullying as “harmful behaviours toward co-workers, physically or psychologically through making threats, nasty comments, ignoring the person or undermining the person’s ability”, production deviance; “purposeful failure to perform job tasks effectively”, sabotage; “defacing or destroying physical property belonging to the employer or others at work place”. Theft: “Stealing or looting from employer or co-workers”, withdrawal; “restricting working time to less than is required by the organization” (Spector & Fox, 2005). Kickback/corruption; “deviating from formal job duties to get unlawfully aiding from person or manipulating decision in his/her favour who pays bribes/ kickbacks” (McKinney & Moore, 2008).

1.8.2 Demographic Factors

Demographic factors such as gender, marital status, age, education, experience and tenure, level of job or rank and nature of employment are relevant to deviant workplace behaviour and influence the behaviour of individual at workplace (Fardhi et al., 2015) and significantly related to DWB (Kumi, 2013).

1.8.2.1 Gender

The gender is the differences between male and female that creates deviance but difference in deviance act at workplace i.e. females are more ethical as compared to males (O’Fallon & Butterfield, 2005). In addition, females are less engaged in aggressive behaviour than the male (Appelbaum et al., 2007). Gender difference also affects the performance of the organizations. Gender is predictor of DWB (Farhadi et al., 2012; Fardhi et al., 2015; Kumi, 2013).

1.8.2.2 Marital Status

The marital status is generating the difference of individual behaviour on the basis of married and unmarried status (Farhadi et al., 2012). Married employees are more responsible as compared to unmarried. Married employees are less indulging in deviance activities at workplace (Kumi, 2013). Marital status of individual can be used as predictor of deviance behaviour of employee at workplace (Farhadi et al., 2012; Farhadi et al., 2015; Kumi, 2013).

1.8.2.3 Age

The age of the individual is predicted to passively associate with deviant workplace behaviour (Appelbaum et al., 2005). Younger employees are less honest as compared to elders (Appelbaum et al., 2007). Age is most powerful predictor of workplace deviance (Fardhi et al., 2015). Age of individual is prominent feature of demographic factors that may affect the behaviour of employee at workplace (Farhadi et al., 2012; Farhadi et al., 2015; Kumi, 2013).

1.8.2.4 Education

The level of education of an individual plays a vital role in the shaping the behaviour of employee at workplace (Farhadi et al., 2015). Those who have high level of education are less likely to indulge in deviance act as compared to individuals who possess low level of education (Farhadi et al., 2012; Farhadi et al., 2015; Kumi, 2013; Vansandt et al., 2006).

1.8.2.5 Experience

The experience of an individual also plays a vital role in shaping the behaviour of employee at workplace. Those who possess good experience level are less likely indulge in deviance act as compared to individuals who possess less experience. Experienced individual always try to reflect ethical decision making (Baharom et al., 2017). Experienced and seasoned employees also source of motivation as compared to less experienced or inexperienced. The experience of the employee is also the predictor of DWB (Kumi, 2013).

1.8.2.6 Tenure

The tenure of an individual also plays a main role in shaping the behaviour of employee at workplace. Those who have longer stay in organization less likely indulge in deviance act (Baharom et al., 2017). Tenure of the employee also predicts the deviant workplace behaviour of the employee (Fardhi et al., 2015; Kumi, 2013).

1.8.2.7 Level of Job/Rank /Position

The different level of job or rank of an individual also plays a fundamental role in shaping the behaviour of employee at workplace. Those who have high level of job exhibit high ethical decision making as compared to low level job holder or low rank in organization (Baharom et al., 2017; Farhadi et al., 2015).

1.8.2.8 Nature of Job/Employment

The nature of job/employment such as permanent, on contract or on daily wage bases plays a vital role in shaping the behaviour of employee at workplace in public

organizations. Nature of job such as permanent, on contract or on workcharge bases in public organization is also the predictor of DWB (Baharom et al., 2017).

1.8.3 Individual Factors

Individual factors are personality characteristics and traits consisting of thousands of personality traits (Goldberg, 1971) but context to this study identified most widely acceptable big five personality traits “extraversion, agreeableness, conscientiousness, neuroticism and openness to experience” (Mount et al., 2006) and dark triad personality (e.g. Machiavellianism, narcissism and psychopathy) (Smith & Lilienfeld, 2013). These individual factors have direct effect on the behaviour of the employees at workplace and predictors of DWB (Zhao, Zhang & X U, 2016).

1.8.3.1 Big Five Personality Traits

The five dimensions in big five traits can be explained below to conceptualize the concepts of each dimension of personality trait such as extraversion, agreeableness, conscientiousness, neuroticism, openness to experiences are predictor of deviance workplace behaviour. Extraversion indicates “an energetic and spirited approach towards the material and social words” (John & Srivastava, 1999). Agreeableness is described as “a prosaically and communal orientation towards others with antagonism” (John & Srivastava, 1999). Conscientiousness can be defined as “socially prescribed impulse control that facilitates task and goal directed behaviour” (John & Srivastava, 1999). Neuroticism means “emotional stability and even-temperedness with negative emotionality” (John & Srivastava, 1999). Openness to experiences may be defined as “the breath, depth, originality, and complexity of individual’s mental and experience life” (John & Srivastava, 1999).

1.8.3.2 Dark Triad Personality

Eminent Psychologist Cohen (2015) cited Smith and Lilienfeld, (2013) and indicates that the dark triad is a “constellation of three theoretically separable, albeit empirically overlapping, personality constructs that are typically constructed as interpersonally maladaptive, Machiavellianism, narcissism and psychopathy.” Paulhus and Williams (2002) named these three traits as dark triad as “individuals with these traits share a tendency to be callous, selfish, and malevolent in their interpersonal dealings”. Dark triad personality traits i.e. Machiavellianism, narcissism and psychopathy may predict deviant misbehaviour of the employee at workplace (O’Boyle, Jr., Forsyth Bank & McDaniel, 2012).

Dark triad personality focuses on pathologies characterized by motives to elevate the self and harm others (Paulhus & Williams, 2002). Machiavellianism is the first component of dark triad of personality (O’Boyle et al., 2012). Furnham, Richards and Paulhus (2013) describe machiavellianism as “people who score high on this trait are cynical (in an amoral self-interest sense, not in a doubtful or skeptical sense), unprincipled, believe in interpersonal manipulation as the key for life success, and behave accordingly”.

The second component of dark triad of personality is narcissism (O’Boyle et al., 2012). Corry, Merritt, Mrug, and Pamp (2008) defined narcissism as “Individuals who score high on narcissism display grandiosity, entitlement, dominance and superiority”. The third component of dark triad is psychopathy (O’Boyle et al., 2012). Dark triad personality could guess bribe-offering intention behaviour of employees at workplace (Zhao, Zhang & X U, 2016).

1.8.4 Organizational Factors

Organizational deviance caused by various organizational variables (Robbins & Benett, 1995) such as organizational injustice (OI) and abusive supervision (AS). These factors are predictors of DWB. These organizational factors such as organisational injustice and abusive supervision elaborated in next two sections.

1.8.4.1 Organizational Injustice

Organizational injustice (OI) defines in two ways such as distributive injustice and procedural injustice (Greenberg, 2006). In distributive injustice people perceive that they are not treated well with comparison to their work contribution by their organisations. Moreover, procedural injustice is employee's belief that measures are being used to define output unjust (Greenberg, 2006). These perceptions as well as belief of employees about organizational injustice influence on employee performance negatively (Siers, 2007). The perception of OI directly influence on employee's behaviour (Ambrose, Seabright & Schminke, 2002). When employees perceived that the employer dealt the subordinate with discrimination or on the basis of liking and disliking; the employee reacts in positive tendency in deviance (Ambrose et al., 2002).

1.8.4.2 Abusive Supervision

Abusive supervision refers to perception of employees about their supervisor non physical and unfriendly behaviour towards their subordination (Kennedy, Homant & Homant, 2004). Abusive supervision influences the behaviour of employee at workplace (Milam, Spitzmueller & Penney, 2009). Abusive supervision covers

several behavioural ranges of acts from major to minor behaviour of supervisor at workplace deviance (Tepper, 2007). Abusive Supervision is a study of behaviors of dark side of leadership (Martinko, Harvey, Brees & Mackey, 2013) and harmful for the productivity and effectiveness of the organization (Tepper, Duffy, Henle & Lambert, 2006).

1.8.5 Transformational Leadership

Transformational leadership is a style of leadership in which leader encourages ethical act in organizational culture (Daft, 2011). The leader transfers the values to the led and acts as role model and tries to induce employees to commit themselves ethical acts in the organization and promotes creativity (Uusi-Kakkuri, 2017). Leaders usually influence on internal factors of the organization such as culture and climate, vision and strategy (Daft, 2011). In the words of Burns (1978) "transforming leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation". Transformational leadership is the extraordinary form of leadership that raises the morality, ethics and values of both the leader as well as the followers (Pradhan & Pradhan, 2014).

1.8.6 Public Organizations

Public organizations are autonomous bodies, special institutions and universities linked with education sector of the province of the Punjab of Pakistan and owned by the Government of the Punjab, Pakistan and their having operation throughout the Punjab province and make their policies independently and implement accordingly.

1.9 Operational Definitions

In order to operationalize the study, the following definitions of variables of the study have been described below one by one.

1.9.1 Deviant Workplace Behaviour

In this study, the research will focus on the seven dimensions of DWB such as bullying or abuse against others, sabotage, withdrawal, production deviance, theft, misuse of resources and times and corruption/ kickback are measured at five Likert scale by using instrument of Spector et al. (2006) and modified by Nasir and Bashir (2012) contain the questions i.e. “do you think that employees in your organization, purposely waste organization material/supplies” (Spector et al., 2006). “Most of the employees in my organization, come work to late without permission, (withdrawal)”, “purposely did your work incorrectly”, production deviance, Spector et al. (2006) and modified by Nasir and Bashir (2012), “I have seen many employees in my organization: stealing something belonging organization” (Spector et al., 2006), “I have observed employees in my organization conducting personal business during official timings”, misuse of time and resources (Bashir et al., 2012), employees in this organization; “deviate formal job responsibilities for Kickbacks”(Spector et al., 2006; Bashir et al., 2012).

1.9.2 Demographic Factors

Demographic factors are considered as independent variable to examine the impact on deviant workplace behaviour caused by the demographic factors such as gender, marital status, age, education, tenure, experience, level of job and nature of job. This is examined with the help of nominal questionnaire containing one to eight questions

related to demographic difference between gender as male and female, marital status as married and unmarried and what is the level of education and experience etc.

The first question of demographic factors is gender that contain two options such as male and female. The second question of demographic factor is related to marital status of employee that contained two options such as married and unmarried. The third question of demographic information is related to level of formal of education of employee that contained six options such as “less than Graduation, Graduation/Degree, Master degree, M. Phil or other (name please”).

The fourth question of demographic information was regarding the age of employee that was divided in to four options such as less than twenty-five years, twenty-six to thirty years, thirty-one to thirty-five years, thirty-six to forty years, forty-one to forty-five and above forty-five years. The fifth question of demographic information was regarding work experience of employee in total (“How many years’ experience does you have total? -----years”).

The sixth question of demographic factor was working experience current organisation (“From how many years you are working in the current organisation-----years”). The seventh question related to level of the job/rank of the employee in organisation. Three options were given to respondent such as top level, middle level and lower level. The last question of demographic factor was related to nature of job of employee. This question contained three options such as permanent, on contract or on work charge basis.

1.9.3 Individual Factors

The study examines the impact of individual factors on deviant workplace behaviour as independent variables and the individual factor contain two dimensions which are big five personality traits and dark triad personality. These can be explained below:

1.9.3.1 Big Five Personality Traits

The first dimension of individual factor is big five personality traits and the second, dark triad of personality. The big five personality traits are measured at five Likert scales such as strongly disagree to strongly agree through the big five inventory (BFI) scale developed by John and Srivasatava, (1999). The extraversion is measured as “I see myself as someone who”: is talkative. Agreeableness is measured “Tends to find fault with others” (R), conscientiousness is measured “does a thorough job”, neuroticism is measured “Is depressed blue” and openness is measured “Is original comes with new ideas” (An & Wang, 2016).

1.9.3.2 Dark Triad Personality

The second dimension of individual factor dark triad personality is measured with three characteristics subscale through instrument developed by Paulhus and Jones (2011) at five Likert scale strongly disagree to strongly agree. The Machiavellianism is measured “It’s not wise to tell your secrets” and “It like to use clever manipulation to get my way”, Narcissism is measured “people see me as natural leader” and Psychopathy is measured “I like to get revenge on authorities”.

1.9.4 Organizational Factors

To judge the impact of organizational factors on DWB, the two-dimension organizational injustice and abusive supervision are measured at five-point Likert scale.

1.9.4.1 Organizational Injustice

The first dimension of organizational factors, organizational injustice is measured with the help of instrument developed by Hodson et al. (1994) that consists of five subscales with options such as strongly disagree, somewhat disagree, neutral, somewhat agree and strongly agree. The instrument contains such type of question “some people receive special treatment because they are friendly with supervisor”.

1.9.4.2 Abusive Supervision

The second dimension of organisational factors is abusive supervision which is measured with instrument developed by Tepper, (2000) consist of 15 subscales at five-point Likert scale i.e. strongly disagree to strongly agree and The instrument contain such type of questions, “Ridicules me”, “Tells me my thoughts or feelings are stupid,”

1.9.5 Transformational Leadership

Transformational leadership is operationalized to judge the moderating effect of transformational leadership on relationship of individual and organizational factors through the instrument leadership version of Multifactor Leadership Questionnaire (MQL) (Avolio & Bass, 1999; Bass, 1985).

The instrument is consisting of 20 subscales at five point Likert scale (1-5 strongly disagree to strongly agree) to investigate the such type of questions such as “My boss provides me with assistance in exchange for efforts”, “My boss re-examines critical assumptions to question whether they are appropriate”, and My boss demonstrate that problems must become chronic before taking action”.

1.10 Public Organizations

Twenty public organizations such as autonomous bodies, special institutions and attached departments linked with education amd training sector of the province of the Punjab of Pakistan and owned by the government of the Punjab, Pakistan having operation throughout Punjab province were selected to examine this study.

1.11 Organization of the Thesis

The present thesis is arranged into five chapters and a brief picture for each chapter given below as: -

Chapter 1: Introduction

Chapter one of this thesis has explained the research blueprint through the gap identification from existing body of literature. Introduction of the chapter, background of the study, problem statement followed by research questions and objectives of the study have been discussed and enlisted. After exploring the significance (theoretical, practical and methodological contribution), scope of the study, the chapter also includes the conceptual and operational definitions of key terms involved in the study and organization of thesis and summary of the chapter.

Chapter 2: Literature Review

Chapter two discusses the review of literature regarding dimensions of deviant workplace behaviour individual and organisational factors and moderating impact of transformational leadership. The main objective of the chapter is reviewing empirical research studies that will provide the bases to formulate the framework and research hypotheses of the study, summary of the hypotheses and finally this chapter closed with a summary of the chapter.

Chapter 3: Research Methodology

Chapter three is about the research methodology adopted in this study; firstly, it provides discussion on research philosophy, research design, pilot study, research approach, research methodology, population, sample size, sampling technique, data collection methods, questionnaire measurement and instrument, data analysis techniques, structural equation modelling, hypothesis testing, reliability and validity of results and ethical considerations. This chapter identifies the overall research plan for answering the research questions. Finally, the chapter concludes with a summary at the end.

Chapter 4: Findings

Chapter four has been designed to describe the results and findings obtained through the instrument of the study, to test the response rate, data screening, descriptive analysis of demographics factors, descriptive analysis of the latent variable construct, test of hypotheses of the study, answer the research questions, present and describe the findings obtained through different statistical techniques. Statistical results of the research are discussed in this chapter and also help in drawing up summary of testing

of hypothesis and the summary of the chapter for final conclusions regarding research questions and objectives of the research.

Chapter 5: Discussion and Conclusion

Chapter five discusses the findings and results in relation to the existing literature on transformational leadership, demographic, individual, organizational factors and workplace deviant behaviour in general and with reference to the Pakistani public organization in specific. The discussion leads to a building of recommendations for future studies and contributions for theory and practice. Finally, this chapter presents a summary of findings of the study and its contributions to the body of knowledge. This chapter also discusses the limitations of the present study and avenues of research for the upcoming researchers.

1.12 Summary

The first chapter of present study is started with the introduction of the study, background of the study, problem statement of the study, research questions, research objectives, and significance of the study, conceptual definitions of key terms and operational definition of variables involved in study and organisation of thesis and close with summary.

The next chapter will discuss the literature review of present study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In order to examine the impact of individual, demographic and organizational factors on DWB and moderating effect of transformational leadership between individual and organizational factors and DWB. There is a dire need to review the literature of the study focuses on deviant workplace behaviour such as bullying or abuse against other, withdrawal, production deviance, theft, sabotage, misuse of time and resources and kickback etc. Impact of individual factors that are five personality trait and dark triad personality as well as organizational factors that are organizational injustice and abusive supervision and DWB.

Underpinning theories that can support the research model such as social learning theory (SLT), social exchange theory (SET), breach of psychological contract theory (BPCT) and conceptual framework containing the relationship among dependent variable, independent variable and moderating variable such as relationship among deviant workplace behaviour, individual, demographic and organizational factors as well as transformational leadership in the public sector organizations.

2.2 Deviant Workplace Behaviour

DWB of employee is directly harmful to the organization (O'Boyle et al., 2011) and to other employees in the organization (Kanten & Ülker, 2013). Individual who enter in organizations to work have the potential to display this destructive behaviour in several categories namely minor and major deviance (Griffin & Lopez, 2004). The first, minor such as production deviance (Robinson & Betnet, 1995), intentionally work slow, (Bashir et al., 2012), during official hours indulge in gossiping with co-workers and day dreaming while on workplace (Nasir & Bashir, 2012).

The second major, deviance towards production as theft from organization, abuse of official photocopier for personnel purpose, taking office equipment and supplies for personal use (Anjum & Pervaiz, 2013; Spector & Fox, 2005). Political deviance is making fun, deal rudely and blaming coworkers for mistakes did on job (Robinson & Betnnett, 1995). Personal aggression, (major) such as cursing, incivility, humiliating and bullying and assaulting with injury to peers (Brown, 2008).

DWB has also been considered under various terms such as organizational misbehaviour (Vardi & Wiener, 1996), individual dysfunctional behaviour (Tahir, Baloch & Shujaat, 2018) and counterproductive workplace behaviour (Fox, Spector & Miles, 2001). There is no common definition of DWB (Robinson & Greenberg, 1998). Hence, eminent scholars explain and elaborate the construct of DWB through eight definitions and operationalized and develop key dimension and recognized boundaries of DWB.

Firstly, “anti-social behaviour” that is defined as “any behaviour that brings harm or intended to bring harm to the organization and its employees or its stakeholders” (Greenberg, 1997). Secondly, “workplace deviance” is defined as “voluntary behaviour of organizational members that violates significant organizational norms and in so doing, threatens the well-being of the organization and/its members” (Robinson & Morrison, 1998). Thirdly, “organizational vice” moral weakness is defined by Moberg (1997).

Fourthly, “organizational misbehaviour” is defined as “any intentional action by members of the organization that violates the core organizational or societal norms” (Vardi & Wiener, 1996). Fifthly, “workplace aggression” is defined as “any form of behaviour by individual that is intended to harm current or coworkers or their organization” (Baron & Kenny, 1986; Folger & Baron, 1996).

Sixthly, “organization motivated” that is aggression defined as “attempt injurious or destructive behaviour initiated by either an organizational insider or outsider that is instigated by some factor in the organizational context” (O’Leary-Kelly et al., 1996). Seventhly, “organization retaliation behaviours” is defined as “adverse reaction to perceived unfairness by disgruntled employees towards their employer” (Skarlicki & Folger, 1997). Lastly, “non-complaint behaviour” is defined as “non- task behaviours that have negative organizational implication” (Puffer, 1987). “an act that betrays the trust of either individuals or the organizational community”.

Rotundo and Xie (2008) list down 66 types of deviant workplace behaviour described by the Chinese managers in Chinese language and reproduced in English

version as given in detail in Figure 2.1. However, these above sixty-six dimensions are concluded by Rotundo and Xie (2008) into eight counterproductive dimensions on the basis of review of Western literature:

<i>Counterproductive Work Behaviour</i>	
1. Do not protect organizational image in public.	37. Do not complete task on time.
2. Do not pay attention to present the organization well.	38. Do not work hard.
3. Destroy organizational interests with others.	39. Do not take work responsibility seriously.
4. Destroy facility.	40. Talk about colleagues behind their back.
5. Destroy organizational reputation.	41. Make small alliances.
6. Not faithful to the organization.	42. Make or distribute rumours.
7. Waste organization's resources.	43. Attack colleague by making secretive reports to supervisors.
8. Fraudulently use organizational documents.	44. Intentionally belittle colleagues.
9. Fraudulently create receipts.	45. Attack others verbally in public.
10. Fraudulently represent statistical figures.	46. Play politics with colleagues.
11. Fraud.	47. Create conflict among colleagues.
12. Leak confidential organizational information.	48. Conflict/fight with colleagues.
13. Use organization name to cheat others.	49. Cannot control emotion and argue with colleagues.
14. Corruption.	50. Create obstacles for others' work.
15. Disobey organizational rules and regulations.	51. Bad attitude toward client/customer.
16. Deviate from occupational ethics.	52. Do not cooperate with others' work.
17. Take advantage of imperfect organizational regulations for self.	53. Low sense of cooperation with others.
18. Take rebate for self.	54. No respect for others.
19. Deviate from contract.	55. Mistreat subordinates.
20. Gain personal benefit through unethical means.	56. Inconsistent behaviour towards management.
21. Openly against organizational leadership.	57. Do not obey superior's work arrangement.
22. Use public facility to make personal gain.	58. Put personal interests above organizational interests.
23. Stealing.	59. Complaints that affect work morale negatively.
24. Tell lies.	60. Inconsistency between what the person says and does.
25. Sleep during work hours.	61. Boast about one's abilities but fail to demonstrate it.
26. Smoke, eat or make noise in public.	62. Take credit for self.
27. Come to work after drinking alcohol.	63. Deny responsibility.
28. Deviate from dress code.	64. Say coarse words.
29. Do not pay attention to public hygiene.	65. Sexual harassment.
30. Tardiness.	66. Rudeness.
31. Absence or lateness from work.	
32. Absence without prior report.	
33. Leaving work station during work time.	
34. Use work time to do things for self.	
35. Chat during work time.	
36. Do not complete assigned tasks.	

Figure 2. 1
Dimensions of Deviant Workplace Behaviour (Rotundo and Xie 2008)

The first, Katz and Kahn (1978) “Joining or staying with organization” defined as “behavioural incident as turnover and absenteeism, destructive or hazardous behaviours and down time behaviour”. The second, defined behaviour incident by Oliver, Hall, Hales, Murphy & Watts, (1998) as “Violating security and safety; destroying equipment, accidents and substance abuse; illegal activities”. The third,

maintaining personal discipline defined behaviour occurrence by Campbell, (1990) as “avoid negative or adverse behaviour e.g. substance abuse”.

The fourth, useful personal behaviour defined behavioural event by Borman and Brush (1993) as “working within the guidelines and boundaries of the organization”.

The fifth, Raelyn (1994) defined as “professional deviant/adaptive work-scale behaviour incident as unethical practices, absenteeism, work-to-rule, bootlegging. Self-scale ie flaunting of external offers, rationalization, alienation, apathy. career-scale e.i. premature external search, external performance emphasis”.

The sixth, Robinson and Bennett (1995) defined a behaviour incident of employee deviance as “Property deviance i.e. damage property such as violate norms about quality or quantity of work”. The seventh, Hunt (1996) defined generic workplace behaviour “adherence to confrontational rules, industriousness thoroughness schedule flexibility off task behaviour, unruliness, theft and drug misuse etc”.

The eighth, Gruys and Sackett, (2003) defined as behavioural occurrence of deviance workplace behaviour as “Theft and related destruction of property, misuse of information, misuse of time and resources, unsafe behaviour, poor attendance, poor-quality work, alcohol use, drug use, inappropriate verbal actions, inappropriate physical actions”.

Another relevant study of Gruys (1999) has recognized eighty seven separate DWB appearing in the literature by category. However, Gruys (1999) summarized into 11

categorizing of workplace deviance from 87 categories after using factor analysis techniques. These types are as under:-

1. "Theft and related behaviour e.g. theft of cash or property; giving away of goods or services; misuse of employee discount".
2. "Destruction of property (defaces, damage, or destroys property; sabotage production)".
3. "Misuse of information (reveal confidential information; falsify records)".
4. "Misuse of time and resources (waste time, alter time card, conduct personal business during work time)".
5. "Unsafe Behaviour (failure to follow safety procedures; failure to learn safety procedures)".
6. "Poor attendance (unexcused absence or tardiness; misuse sick leave)".
7. "Poor quality work such as intentionally slow or sloppy work".
8. "Alcohol use for example alcohol use on the job; coming to work under the influence of alcohol"
9. "Drug use possess, use, or sell drugs at work".
10. "Inappropriate argue with customers and verbally harass co-workers)."
11. "Inappropriate physical actions such as physically attack on coworkers; physical sexual advances and harassment toward coworker."

Buss (1961) presented 8 types of typology or workplace aggression. The typology was divided on the basis of direct and indirect dimension of workplace aggregation, active and passive and physical and verbal basis. Various Western scholars contributed in the research of deviance behaviour of employees. Neuman and Baron (2005) adopted typology of Buss (1961) and presented research on workplace

aggression and Neuman and Baron (2005) cited the Buss (1961) typology that containing the types and taxonomies that served as basis for different studies of DWB.

Eight type of workplace aggression category physical-verbal dimension, active-passive dimension and direct- indirect dimension.

Examples of Eight Types of Workplace Aggression Categorized According to the Buss (1961) Typology

Physical-verbal dimension	Active-passive dimension	Direct-indirect dimension	
		Direct	Indirect
Physical	Active	Homicide and nonfatal assaults with weapon Rape/sexual assault Glared at in hostile manner Obscene/hostile gestures Interference with work activities	Theft Sabotage Defacing property Destruction of resources needed by target Hiding needed resources
	Passive	Excluded from work-related social gatherings Others "storm" out of room when target enters Intentional work slowdowns Refusing to provide needed resources Prevented from expressing self	Showing up late for meetings held by target Delaying work to make target look bad Failing to protect target's welfare Causing others to delay action on important matters Denied raise/promotion without a valid reason
Verbal	Active	Threats Yelling/shouting Sexual harassment Insults, sarcasm, rude/disrespectful comments Unfairly harsh criticism Negative comments about sexual orientation Unwanted terms of endearment Racist remarks	Blamed for others mistakes Talking behind target's back Spreading rumors Belittling opinions Attacking protégé Transmitting damaging info to higher levels Attempts made to turn others against target Others take credit for target's work
	Passive	Intentionally failing to return phone calls Giving the target the silent treatment Damning with faint praise Refusing the target's request Shown little sympathy during difficult time	Failing to transmit information Failing to deny false rumors about target Failing to defend target Failing to warn target of impending danger Failing to provide target with important feedback

Figure 2. 2
Workplace Aggression, (Source Neuman & Baron, 2005)

Spector et al. (2006) have categorized these deviant behaviours into five major dimensions that may be called dimensionality of deviant workplace behaviour such as "abuse against others, production deviation, sabotage, theft and withdrawal".

However, Robinson and Bennett (1995) have concluded these negative actions into four category production deviance, political deviance, property deviance and personal aggression.

Robinson & Bennett, (1995) presented typology of deviant workplace that is placed below as figure (2.3).

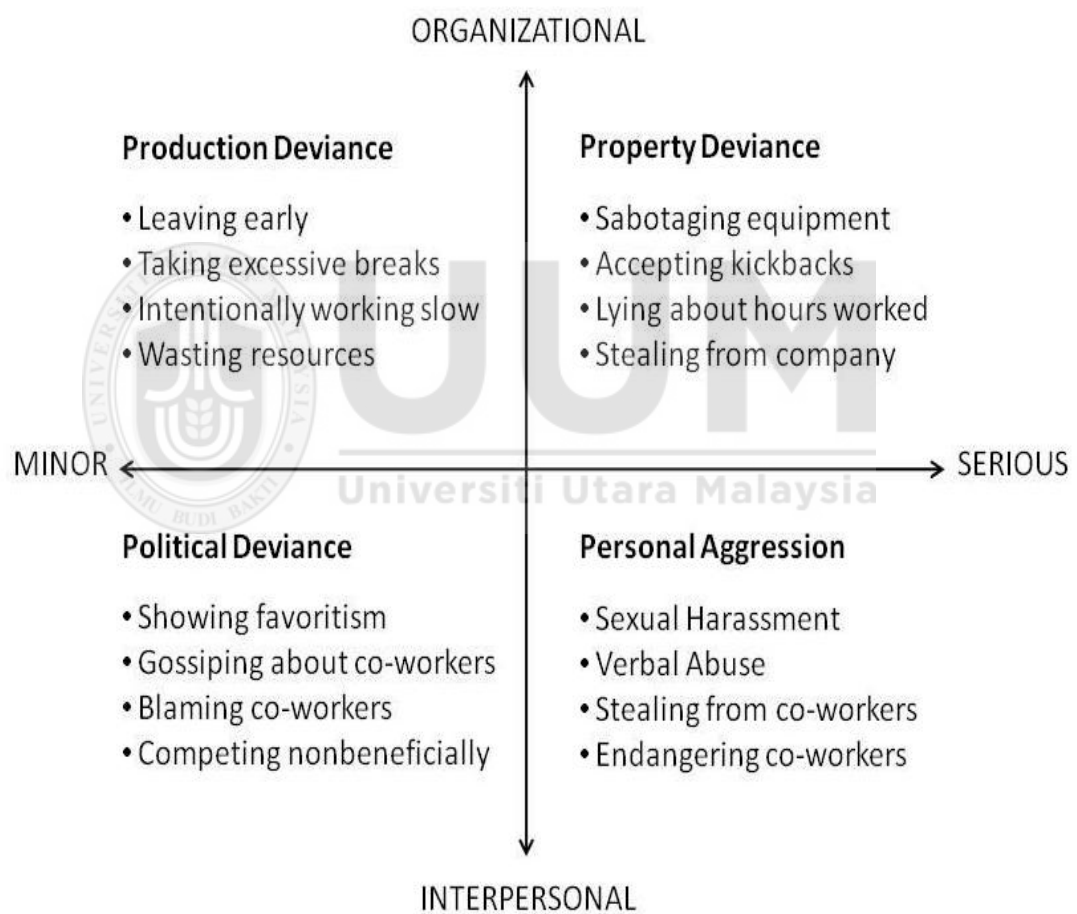


Figure 2. 3
Typology of DWB (Robinson and Bennett, 1995)

In addition, Gruys and Sackett (2003) have presented two broad dimensions of counterproductive behaviour, the first, interpersonal and organizational dimension

and the second, task relevance demission and the second, task relevance dimensions (Grauy, 1999; Gruys & Sackett, 2003) that is called two-dimensional interpersonal deviant workplace behaviours (Brkic & Aleksic, 2016). Maryyan (2006) and Hall (2007) described the relationship of workplace behaviour and job performance as “work behaviour as job performance and their intention to quite”. Dar, Akmal, Naseem and Din (2011) highlighted that stress has adverse affect on performance of individuals.

Absenteeism, job dissatisfaction, low productivity, demotivation, low organizational commitment, turnover and defamation are the major consequences of deviant behaviours at workplace (Shakir & Siddique, 2014). Employees serve as a backbone of any service organization because they play crucial role to ensure the implementation of the policies and programs of the organizations efficiently and effectively to get a better outcome (Cheang & Appelbaum, 2015; Khan et al., 2015; Shirazi & Afrough, 2016).

DWB has main influence on employees’ motivation and performance and it can be categories in two ways e.g. constructive behaviour and destructive behaviour (Alias et al., 2013). Constructive behaviour of employees leads to innovative and motivational behaviours that can promote the organization performanc; that behaviour consider as organizational citizenship behaviour (Lin et al., 2016; Organ, 1979).

On the other hand, the destructive behaviour is act in which employee purposely wants to cause harm to coworkers or to the organization (Robbins & Bennett 1995;

Spector et al., 2006) in such a way that doing work incorrect way, purposely against the instructions of working of the organization (Robbins & Bennett, 1995). A study of Tuclea, Vranceanu and Filip (2015) on DWB evaluated the employees and manager level in a small and medium sized enterprise in Bucharest was tested and found the indications of DWB (Tuclea et al., 2015).

Empirical research of Brkic and Aleksic (2016) showed the consequences of DWB among the employees in organizations in Croatia. It is essential to mention that earlier studies generally cover the micro level, two causes of workplace deviance directly related to interpersonal, demographic and organizational, such as study of Sarwar, Awan, Alam and Anwar (2010) cover the interpersonal and organizational behaviour among the primary school teachers who are working in rural urban area of Pakistan. A study of Faheem and Mahmud (2015) in Pakistan context constrained only on organizational factors i.e. relationship between organizational injustice (Shaheen et al., 2017) and abusive supervision and deviant workplace behaviour is under research (Aycan et al., 2000).

DWB is an emerging, widespread and common problem in most of the Pakistani organizations (Fatima, Atif, saqib & Haider, 2012; Usmani, Kalpina, & Husain, 2013) particullarry in Public sector organisations but remain unexplored (Bashir et al., 2012). Research of eminent scholars Robinson and Bennett (2000) has shown that deviant workplace behaviours pose social and economic threats to organizations (Khan, Mahmood, Kanwal & latif, 2015).

This study is investigating the destructive deviance behaviour occurs at workplace in public organizations where the public sector employees intentionally to cause harm to the organization and take the undue benefit from the organization (Appelbaum et al., 2007). Contemporary research on DWB often distinguish between interpersonal targeted behaviour and organizationally targeted behaviour of individual at organisations (Berry, Ones & Sackett, 2007; Mount, Ilies & Johsons, 2006; Robbinson & Bennett, 1995; Robins & Greenberg, 1988).

The study of DWB is considered as essential subject matter of concern for organization to get competitive advantage of job satisfaction (Tuna, Ghazzawi, Yesiltas, Tuna, & Arslan, 2016). The studies on destructive workplace behaviours are receiving more significance in present's business world (Tuna et al., 2016) and influence behaviour of employees at workplace (Sharma & Thakur, 2016).

Interpersonal deviance involves in gossip and verbal abuse, black mailing to peers and bosses by the members of the organization (Iqbal et al., 2012; Spector et al., 2006) such as abuse/bullying whereas organizational deviance involves destructive act towards the organization (e.g. stealing and absenteeism and property damages) (Robbins & Bennitt, 1995). A study of Cortina, Magley, Williams and Langhout (2001) reported incivility, negative behaviour and interpersonal mistreatments among the employees of public service organizations in United States.

Alias et al. (2014) cited a study of kuIshak's, (2006) in Malaysia context, reported common type of DWB among the employees that taking more breaks or leaves than sanction standard, spending longer time daydreaming, hurt to other, creation of fun to

co-workers at workplaces. Another study of Sivaraja, (2009) in Malaysia context, on 252 employees of three hospitals of public sector reported there was an existence of several type of deviance at workplace. Similarly, a study of Abdullah, Salleh, Ismail and Ngah (2010) reported that public employees in the three state agencies in Terengganu, Malaysia were found to perceive corruption among public employees.

DWB not only sustain a cost of billions dollars to organizations per annum but have counterproductive consequences such diminishing of job satisfaction, augmented in stress and intension to quit (Berry et al., 2012) conflict and bullying (Baughman et al., 2012). Interpersonal deviance is more related to the personal behaviour of the employee such as effects of big five personality traits such as extraversion, agreeableness, conscientiousness, neuroticism and openness to experience etc. (Jone & Srivastava, 1999; Mount et al., 2006) and dark triad of personality traits such as machiavellianism psychopathy and narcissism etc. (Paulhus & Joness, 2011).

On organizational side, there are countless organizational reasons of destructive deviance such as organisational injustice, abusive supervision, ethical climate, working environment, job stress, organizational culture (Kokt & Ramarumo, 2015; Simon, Tepper & Park, 2015; Tepper, 2007). DWB has enlarged distinction due to its impact on public organization and on its employees (Tuna et al., 2016).

2.3 Dimensions of Deviant Workplace Behaviour

On basis of the literature reviewed on DWB and in order to operationalize the concept of dimensions of deviant workplace behaviour, the present study focuses on the Spector et al. (2006) five dimension of DWB for example bullying, sabotage,

withdrawal, production deviation and theft. Bashir et al. (2012) added two independent dimensions such as misuse of time and resources and kickback/corruption as dimensionality of DWB and recently also defined by Chu, Chau and So (2015). So the present study focuses on the following seven dimensions of DWB i.e. abuse against others, withdrawal, production deviance, sabotage, theft, miss use of time and resources and kickback etc.

2.3.1 Abuse against others/Bullying

Bullying at workplace has emerged as a worldwide badly behaved problem, often associated with substantial psychological harm for those exposed DWB (Bashir et al., 2012) and costly implications for both organizations and the society at large (Rukhsana & Kaleem, 2017). Abuse against others or bullying means violent act of treating and handling to the co-workers and other members of the organisation (Kohut, 2007). Moreover, victimization consists of overt harmful behaviours of an employee at workplace (Izawa, Kodama & Nomura, 2006).

Abuse against others is an act to harm the co-workers (Spector et al., 2006). Unpleasant comments are the main reason of bullying at workplace (Contin & Magley, 2003). “Bullying” at workplace leads to abuse (Saunders et al., 2007; Monks et al., 2009) and verbal aggression is established abuse (Porath & Erez, 2009). In addition, hostile and instrumental aggression is coupled with negative emotions that are intentional to harm the organization as well as its employees too (Porath & Erez 2009). Bullying can include being ridiculed, humiliated, threatened or harassed and affects one’s performance either organization or employee (Hussain & Aslam, 2015).

According to Hogh, Carneiro, Giver and Rugulies (2011) employees can be bullied at workplace by co-workers and managers too. “whenever the goal directed behaviour of an employee is hampered in an organizational setting, frustration occurs and it potentiates to direct employee’s behavioural responses toward aggression” (Rauf & Farooq, 2014). According to Oghojafor, Muo and Olufayo (2012) “abusive, intimidating or insulting behaviour, abuse of power or unfair punishment which upsets, threatens, humiliates the recipient, undermining their self-confidence, reputation and ability to perform”.

Bullying creates tension, frustration and anxiety which lead to interpersonal conflict at workplace (Paracha & Shahzad, 2017). So remedial arrangements, necessary measures and actions should be taken to control DWB (Boyle & Wallis, 2016; Bashir et al., 2012; Bashir et al., 2011). Bullying is an act of dogged others (Georgakopoulos, Wilkin & Kent, 2011). This type of psychological abuse is carried out doggedly and persistently over time and has a negative impression on the target’s performance and wellbeing of the organization (Georgakopoulos et al., 2011).

The organizations have to ultimately sustain the cost of occurrence of DWB in the form of low productivity and efficiency (Altman & Akdere, 2008; Steffgen, 2008). It is important to investigate the reasons, forms, and impact of bullying at workplace on employee performance and organization (Hussain & Aslam, 2015). Appelbaum et al. (2012) reported that almost 1.7 million Americans and eleven percent of British employees experienced variety of bullying at workplace such as physical assault, threatening and sabotage etc. Resultantly, decrease productivity, effectiveness and performance of the organization (Appelbaum et al., 2012).

Dowden (2016) informed that 63 percent of respondents were harassed by a person in authority and almost 95 percent of employees have had some experience to general bullying behaviours in the workplace over a period of five years (Samnani & Singh, 2012). There are number of causes of bullying at workplace have taken by researchers in to account such as poor social competencies and having particular personality traits that will easily become victims of abuse of bullying and most of the organisations have a serial bully (Giorgi & Mayer, 2008; Field, 2016 Mickelcson & Einarsen, 2002).

2.3.2 Withdrawal

Withdrawal is the unique demission of DWB (Marcus & Schuler, 2004). Withdrawals are destructive behaviours that diminish deliberate amount of official working time than the mandatory time by the organization (Spector et al., 2006). Withdrawal is deviant workplace intentions and behaviour of employees studied comprehensively in the organizational studies but remained under research (Carragher & Buckley, 2008).

Withdrawal behaviour is the utmost common type of employees work disengagement, which manifested as absenteeism, tardiness, employee turnover and burnout (Timms, Brough & Graham, 2012). Withdrawal behaviour of public servants' can influence the performance of organization (Nasir & Bashir, 2012). Sometime diminishing the morale of employees along with possibly to escalate the level of turnover intention of employees (Shaw, Gupta & Delery, 2005). Withdrawal behaviours are basically a state of mind of employees that demonstrate to less

participative and less productive (Kaplan, Bradley, Luchman & Haynes, 2009; Smith, Micich & McWilliams, 2016).

In withdrawal situation the employee takes fake sick leave (Nasir & Bashir, 2012) and avail the excessive leaves more than the admissible (Bashir et al., 2012). There are several hours of lost productivity each year due to withdrawal that adversely affecting health of organization and creating a burden of unproductive cost on organization (Strom, Sears & Kelly, 2014). There are reasons for absence can occur; health of employee, culture of the organization, psychological disorder, labour versus management conflict and individual differences (Chen, Fah & Jin, 2016). Withdrawal behaviours of employees are possibly overwhelming for organization (Llies, De Prater, Lim & Binnewies, 2012).

In U.S organizations almost \$120 billion dollars cost sustained on sickness and absenteeism of employees (Biron & Bamberger, 2012). Withdrawal behaviour of employee declined the overall organizational performance (Spector et al., 2006). In addition, Withdrawal behaviour globally consumes very nearly fifteen percent of payroll of organisation (Faulk & Hicks, 2015).

Withdrawal is a counterproductive behaviour to the effectiveness of organization (Thornton, Esper & Morris, 2013). Withdrawal behaviours such as absenteeism, sluggishness, tardiness, disengagement and turnover intention of employees adversely upset the costing of organizations (Malik, 2013). Employee disengagement is another type of deviant that leads absenteeism and a loss of productivity at workplace (Carpenter & Berry, 2014).

Withdrawal deviance behaviours can lead to unproductive and inefficient operations, expressive and emotional exhaustion, turnover of employees (Timms et al., 2012) which adversely influence the wellbeing of colleagues and coworkers (Roche & Haar, 2013). Employees adopted withdrawal behaviour and miss work for a number of reasons (Llies et al., 2012). When absenteeism, come late at workplace and leave early from workplace become routine of employees (Raina & Roebuck, 2014), resultantly employees' performance, productivity and organizational values may be compromised at various levels (Raina & Roebuck, 2014).

2.3.3 Theft

Theft is a stealing of the asset, equipment or physical property from the organization (Spector et al., 2006). Employees deliberately harm to the organization for satisfaction of their interior motives (Niehoff & Paul, 2000). Theft as one of the aspects of deviance behaviour that instigates the employees towards the breach of the custom and norms of organization (Galperin, 2000; Mishra & Prasad, 2006). Theft can take different types such as merchandise theft, pilferage, misleading of records, over charging, fraud in payroll and embezzlement of cash and voiding a sale etc. (Mishra & Prasad, 2006).

In the words of Greenburg (2002) theft is "the unauthorized taking, control, or transfer of money or property or time theft of the formal work organization that is perpetrated by an employee during the course of occupational activity". Appelbaum, et al. (2006) defined theft as "unauthorized appropriation of company property by employees either for one's own use or for sale to another". Various researchers argued that anger and other negative emotions are the causes of stealing and theft

from organization (Mustaine & Tewksbury, 2002; Fox, Kesingland, Gentry, McNiar, Patel, Urban & James, 2001; Bolin & Heatherly, 2001).

Theft turns the employees behaviour towards greediness (Kennedy & Benson, 2016). A study of Spector et al. (2006) pointed out that improper control system of organization is another cause of theft because the employees perceived that they shall not be held. Theft is a cause of economic need (Fox et al., 2001). It is assumed that theft has more instrumental than hostile (Spector et al., 2006).

In US, it is reported that billions of dollars are lost due to theft every year (Spector et al., 2006). Economic need, organizational unjust, abusive and lower job satisfaction are the major causes of theft (Mustaine & Tewksbury, 2002). Theft is a common type of employees' deviance at workplace (Nasir & Bashir, 2012). Almost seventy-five percent of employees have involved in theft from their respective organization (McGrun, 1988). Almost \$600 billion annual revenue loss sustained due to theft at workplace and is growing upward (Schmidtke, 2007). It would seem that almost all the organizations and uncountable individuals will continue to be adversely affected by employees' theft (Bashir et al., 2012).

The Shulman Center for Compulsive Theft and Spending (2007) reported that "employee theft is the fastest growing crime in America. Seventy-five percent of employees steal from work and most do so repeatedly". Survey revealed that 43.2 percent of the retail shrinkage was due to customer theft, 35 percent due to employee theft, 16.2 percent due to internal error and 5.6 percent due to suppliers-vendors' frauds.

Another survey carried out by the Centre for Retail Research (2011) about twenty Malaysian retailers with a combined sale of US\$2.155 billion participated in the Global Retail Theft Barometer (GRTB) survey and revealed shrinkage of \$271 million, a percentage of total sales of 1.62 percent, an increase of 5.9 percent compared to 2009–2010. Within this, customer theft amounts to 51.2% (US \$138.75 million) followed by employee theft at 23.3 percent (US \$63.14 million) administrative errors 18.9 percent (US \$51.22 million) and supplier or vendor theft at 6.6 percent (US\$17.89 million).

Findings of Hiscox embezzlement study (2017) after investigation and examination of employee's theft in the United States reported that businesses impacted lost an average of \$1.13 million in 2016 by employee's theft. Employee's theft is the second major component of retail shrinkage (Moorthy, Seetharaman, Jaffar & Foong, 2015). Employees who expressed both denial of injury and denial of victim have the highest levels of theft and counter productivity at workplace (Moorthy et al., 2014).

2.3.4 Misuse of Time and Resources

Misuse of official time and resource is another emerging dimension of deviant workplace behaviour. Number of employees of Pakistani public sector organisations carry out their personal or private business during official timings and taking longer break (Bashir et al., 2012). It is further pointed out that the use of unauthorized public organizations resources such as unauthorized use of photo copiers, use official telephone for long personal calls and playing games on official computer and involved in cyber loafing i.e. gossiping and chatting at workplace (Gruys & Sackett, 2003; Lim, 2002; Spector et al., 2006).

In recent epoch, frequent advancement in technology and innovation of information and other imperative changes due to internet open the door of various type deviance acts at workplace in organizations (Brkic & Aleksic, 2016; Lim, 2002). It is a common evil among employees of the public organization to misuse the organization resources and time (Bashir et al., 2012; Nasir & Bashir, 2012). In Pakistan, the misuse of motor vehicle is common among public officers and employees too. “Dawn” news reported on August 2, 2012, that “every federal secretary is keeping more than one official car for personal use at home while drawing Rs 95000 per month as transport facility at the same time”.

2.3.5 Production Deviance

Production deviance is another important demission of deviant workplace behaviour (Spector et al., 2006). In this type of deviant behaviour employees violate and break organizational norms and custom of the organisation (Lim, 2002; Spector et al., 2006).

When employee decisively does not perform a task which one is capable of performing; one is indulged in production deviance. It is also caused by aggression at workplace but it is more inactive than sabotage, is less visible and can be difficult to prove (Anjum & Parvez, 2013; Bashir et al., 2012). If employee intentionally making difficulties and create foot race against accomplishment of the organization, ultimately it can affect the organizational effectiveness (Nevins-Bennett, 2016).

Production deviance occurs due heavy workload on employees, inadequate technology, and inappropriate environment, taking excessive breaks, and

intentionally working slowly (Robinson & Bennett, 1995). Production deviance is an act brought about by the intentional behaviour of an employee which violates significant organizational norms and goodwill (Robinson & Bennett, 1995).

Young employees who are new to their job, having low-paying or work on time basis are mostly involve in production as well as property deviance (Anjum & Parvz, 2013). Dissatisfaction of employees who have low level jobs may cause to indulge in production deviance (Sims, 1992) because their organization had no right to claim victim status given the insufficient rewards to its employees (Moortthy et al., 2014). Production deviances affect the effectiveness of the organization (Nevins-Bennett, 2016).

2.3.6 Sabotage

Sabotage is a serious dimension of deviant workplace behaviour which narrowly linked to production deviance (Spector et al., 2006). Though, production deviance is a passive while sabotage is active approach, but in fact, both acts are knotted theoretically (Ambrose, Seabright & Schmink, 2002). Production deviance and sabotage are imitating the two types of behaviours. Firstly, it shows that not to do a work task or do not work task correctly. Secondly, deliberately destructive something (Gruys & Sackett, 2003). Sabotage has to do with a purposeful destruction of company's equipment (Akhigbe & Amamino, 2017).

Sabotage is deviance behaviour intent to damage, disrupt or subvert the organization's operations for the personal purposes, destruction of working relationships and effect the overall performance of the organisation (Waseem, 2016).

Its literal sense refers to an act of destruction of the physical property of an organization (Spector et al., 2006; Spector & Fox, 2005). Misuse of official communication and information means of technology against the organizational interest and criticizing and defaming organizations is also a type of sabotage (Tucker, 1993; Weatherbee, 2010).

Production deviance is less harmful as compared to sabotage generally occurs due to anger and frustration and instrumental aggression, boredom and injustice (Ambrose et al., 2002). Whereas, sabotage can be done in organization in reaction to anger and unsympathetic feelings or feeling of hostile to attain instrumental motives (Ambrose et al., 2002). By predicting sabotage, organisations can reduce the cost of such type of damages (Settler, 2017).

2.3.7 Corruption/Kickback

Kickback is a serious and important dimension of DWB prevalent in Pakistani organisations (Bashir et al., 2012). Corruption is another key form of workplace deviance (Robbins & Bennett, 1995). It is a common type of corruption (Bashir et al., 2012) and exists widely in public organisations (Zhao et al., 2016). Moreover, corruption has become a common way of living in Pakistan (Islam, 2004) which consequently made organisation extremely inefficient (Abbasi, 2011).

In developing countries, the corruption has become key public concern (Bernardi & Vassill, 2004). It is a general impression of public of Pakistan that practice of kickback has augmented in volume with passage of time and there is less evidence that public employees feel any guilty about corruption or kickback (Bashir et al.,

2012). It is crucial obstacle against their social advancement and development of the country (Luo, 2005). It destroys opportunities and decreasing resources and hampers economic development of the country (Blackburn & Forgues-Puccio, 2009).

Corruption is a serious illegal act that is seen in a number of public sector organizations in Pakistan (Shahid & Ahmad, 2016). A study of Abdullah et al. (2010) in Malaysia context, reported that public employees were found to perceive that corruption among public employees was high. Kickbacks are a mutual prearrangement through which public employee accepts personal financial gain (Yahya, Yean, Johari & Saad, 2016). Without analyzing kickback or corruption as dimensionality of DWB in public sector organizations study remains incomplete (Bashir et al., 2012).

In Pakistan corruption is deeply rooted in public sector organization (Bashir et al., 2012; Nasir & Bashir, 2012). Corruption is deviating the employees from formal job duties to get unlawfully aiding from person or manipulating decision in his favor who pays kickbacks. Corruption is a collective activity of individuals that in sum make the organizational behaviour (Asorwoe & Klutse, 2016). Gifts and bribery, is also a kind of kickbacks (Nasir & Bashir, 2012). Pakistani public organizations are facing the common problem of bribery and kickback since long (Yahya et al., 2016) like in other developing countries (Shaheen et al., 2017; Nasir & Bashir, 2012). Corruption is widespread in public organizations from petty transactions to big mega projects and has countless influence on public organizations of Pakistan (Bashir et al., 2012; Nasir & Bashir, 2012).

Shahid and Ahmad (2016) cited that Transparency International Pakistan is an international coalition partner against corruption since long and regularly reporting massive amounts being plundered by corrupt civil servants in public organizations of Pakistan. The study on the dimensionality of DWB in Pakistani context by Bashir et al. 2012 is given in Table 2.2 that showed the severity and need of further research on DWB.

Table 2. 1
Deviant Workplace Behaviour in the Pakistani Context

Dimensions	Item	Percent
Sabotage	• Purposely waste organizational material/supplies	72
	• Purposely damage the organizational equipment /property	38
	• Purposely litter the work place	48
Withdrawal	• Come late at workplace without permission	82
	• Stay at home and lie as being sick/ill when actually not	69
	• Take longer breaks than allowed	79
	• Leave work earlier than allowed	66
Theft	• Stealing something belonging to the organization	45
	• Taking office supplies/tools home without permission	60
	• Taking money from the organization without permission	16
	• Stealing something belonging to someone/peer at work	41
Misuse of time and resources	• Conduct private/personal business during official hours/timings	75
	• Taking/availed longer lunch/prayer breaks	90
	• Using authorized organizational resources which are not	83
	• Making personal long calls from official telephone	94
	• Using office computer for games/chatting rather than duty	49
Kickbacks	• Deviant from formal job responsibilities for kickbacks	49
	• Intentionally delay a job to receive kickbacks	39
	• Ignore merit or rules for kickbacks	43
	• Receive huge personal gain through kickbacks	31
	• Illegally favor a person who pays bribe	38

Source: Study of Bashir et al. (2012) Pakistani public organizations' context

2.4 Factors Contributing to Deviant Workplace Behaviour

There are number of causes that explain why employees intentionally want to cause damage to workplace. Different factors indicate the link to DWB (Robbins & Greenberg, 1998; Robbins & Benett, 1995). Rogoan (2009) has structured these factors into interpersonal factors, social factors and organizational factors. Appelbaum et al. (2007) assert that combination of both individual characteristics and workplace situations can be the best predictor of DWB (Aleksic & Vukovic, 2018) and these factors effect workplace incivility (Torkelson, Holm, Bäckström & Schad, 2016).

DWB canbe divided as inter-personal and organizational deviance workplace behaviours (Aliasia & Rasdi, 2015; Iqbal et al., 2013). Mishra and Pandey (2014) divided the impact of factors such as personality-related factors, organizational-related or work-related factors that determined DWB. However, this study focuses on demographic, individual and organizational factors.

2.4.1 Demographic Factors

The demographic factors such as gender, marital status, age, tenure, experience and level of job are also important factors/variables to predict the workplace deviance in Asian context and affect the employee behaviour (Farhadi et al., 2015). Demographic factors such as gender, marital status, education, age, tenure, experience and rank/level of job holds and nature of job within the organization have significant differences on DWB (Farhadi et al., 2015; Robbins & Judge, 2013). Demographic is also assumed to valid predictors of different types of DWB (Applium et al., 2007; Farhadi et al., 2015; Lau and Sholihin, 2005).

2.4.1.1 Gender

Gender is associated to DWB (Henle, 2005). Moreover, gender influences DWB (Abdullah & Mericane, 2016). It is the general perception that females are more ethical than males (Douglas & Martinko, 2001). On the other hand males generally express explicit aggressions as compared to female (Douglas & Martinko, 2001; Martinko et al., 2002; Martinko & Moss, 1999; Eagly & Steffen, 1986).

Furthermore, different studies documented that males are generally apparent higher in the levels of self-serving biases as compare to females as well as males relatively more external in their characteristics as compared to females (Lau & Sholihin, 2005). Females are more ethical as compare to males and females are more likely to hold higher values (O’Fallon & Butterfield, 2005). Moreover, usually males engaged aggressive behaviours but not females (Appelbaum et al., 2007). Female shows compassion attitude and empathy while male shows dilemmas with fairness and justice (Valentine & Rittenburg, 2007).

2.4.1.2 Marital Status

Number of studies established relationship between marital status and job performance (Farhadi et al., 2015). Previous research indicated that married employees are more responsible and committed to their jobs as compare to unmarried employees (Lau & Sholihin, 2005). Marital status is a valid predictor to judge the deviant workplace behaviour (Appelbaum et al., 2007; Lau & Sholihin, 2005).

2.4.1.3 Age

Age is significantly associated to ethical decision-making (Appelbaum et al., 2005) and also related to DWB (Henel, 2005). Moreover, age also influences on DWB (Abdullah & Mericane, 2016). In fact, young employees are less honest as compare to elder employees (Appelbaum et al., 2007). Age was the most influential predictor of deviant behaviour (Farhadi et al., 2015; Lau & Sholihin, 2005). However, the research of O'Fallon and Butterfield (2005) on age shows mixed results regarding ethical decision-making.

2.4.1.4 Education

An individual who has a longer length of formal education is “more aware of the social world and his place in it” (VanSandt, Shepard & Zappe, 2006). Thus education has positive association with ethical decision-making (Appelbaum, et al., 2005). Moreover, according to Rogoan (2009) in case of corruption/kickback high educated person are generally involved in mega corruption scandal.

2.4.1.5 Experience

Experience is dimension of demographic factors having most impact on unethical behaviours and predict to DWB Farhadi et al., 2013). An individual who has more experience will behave and engage less unethically (Appelbaum et al., 2005; Appelbaum & Sapiro, 2006). Experience is the predictor of DWB (Farhadi et al., 2013).

2.4.1.6 Tenure

Tenure is a dimension of demographic factors having most impact on unethical behaviours and predict to DWB (Sims, 2002). Longer tenure of an employee is more unlikely he will act unethically and engage in deviant acts (Appelbaun et al., 2005). Short tenure in an organization is more likely to engage in acts of property type deviance (Appelbaum et al., 2007). Long tenured employees have high commitment than short tenured employees (Fardhi et al., 2015).

2.4.1.7 Level of Job/Rank of Job

The level of job in organization describes the position/status of employee at workplace i.e. high level, middle level and low level job also predicts the DWB. Blue clour employees are more indulge in DWB (Anjum & Pervez, 2013).

2.4.1.8 Nature of Job/Employment

Nature of job is an important dimension of demographic variable to predict the DWB. Generally, there are three categories of job in public organizations such as permanent, contract or work charge basis in Pakistan. It is general perception that employee who are working on temporary basis are more likely engaged in DWB (Rogan, 2009).

2.4.2 Individual Factors

Number of individual factors such as job dissatisfaction refers to “results from the comparison of the actual work situation with the individual aspiration level, if a person feels dissatisfaction with one’s work situation, a decrease in the level of

aspiration leads to resigned work satisfaction at workplace” (Rössler, 2012). Resigned attitude of satisfaction among employees of public sector is significantly relevant to DWB (Giauque, Ritz, Varone & Anderfuhren-Biget, 2012; Bright, 2008; Kim, 2005).

Job satisfaction is degree which shows perception of employee at workplace regarding his/her job satisfaction, satisfied form supervisor’s behaviour as well as from organization (Khan et al., 2016). Lack of motivation enhances dissatisfaction among the employees that leads DWB (Livingston, Gneezy, List, Qin & Sadoff, 2016; Moynihan & Pandey, 2007; Stazyk, Pandey & Wright, 2011).

According to Appelbaum and Shapiro (2006) job satisfaction is directly associated to deviant act of employees. If employees who are less satisfy or dissatisfied with organizations, they likely, engage in deviant workplace behaviour towards abuse of theft, employment privileges and absenteeism (Appelbaum et al., 2007). Contrary, highly satisfied employees are less likely to involve in DWB (Appelbaum & Shapiro, 2006).

In addition, satisfaction of employee that his/her skills and efforts put in his/her work, with progress as well as satisfied with the chance getting ahead in organization in future (Robbins & Judge, 2013). Level of job satisfaction also predicts the DWB (Nasir & Bashir, 2012; Quratulain & Khan, 2013).

However, this study focuses on individual factors such as big five personality traits, (e.g. consciousness, agreeableness, openness to experience conscientiousness,

neuroticism or emotional intelligence and openness to experiences) (John & Srivastava, 1999; Everton et al., 2007; McClurg & Butler, 2006) and dark triad of personality such as psychopathy, narcissism and machiavellianism, etc. (Smith & Lilienfeld, 2013) may also predicts DWB (O'Boyle, & Forsyth, 2012). Personality trait approach make significant contribution to DWB (Aleksic & Vukovic, 2018; Jensen & Patel, 2011). However, it is unclear whether the personality trait provides the unique prediction of DWB (Hastuti, Noor, Osman, Lubis, 2017). These personality traits are explained in next sections.

2.4.2.1 Big Five Personality Traits

Personality is reflection, how an individual reacts, perceive and thinks towards attitude or behaviour (Fathimath, Baiduri & Zubair, 2015). Big five personality trait is an arrangement of personality traits that make up the foundation of important variations in the personality of individual (Aleksic & Vukovic, 2018). The big five personality traits model is presented by John and Srivastava (1999) such as “extraversion, agreeableness, conscientiousness, neuroticism and openness to experiences”. These big five personalities are present in every one that makes them different in level achieve in every trait (Abdullah & Maricane, 2016). John and Srivastava (1999) had also developed big five inventory (BFI) to predict personality traits of the individual. These traits are explained below one by one: -

Extraversion implies to energetic approach towards material world. Extraversion trait is one of assertive personality, sociable on talkative, energy, tends to quit, sociability, surgency, confident self-expression and positive (Watson & Clark, 1997). Extroverts

abused to spent more time on non-work related matters which in turn led to decreased productivity (Wyatt & Phillips, 2005).

The agreeableness is important trait under interpersonal related to individual factors. Agreeableness is a social behaviour (Bolton, 2010). Employees who are low in agreeableness are normally antagonistic, annoying, and mistrustful and have low self-esteem (Laursen, Pulkkinen & Adams, 2002). Agreeableness is also one of the most relevant and influential dispositional constructs to predict deviant behaviour (Laursen et al., 2002). In agreeableness, an individual having this trait does not find fault with others, not quarrels with others, forgiving nature, trusting on others and sociable (John & Srivastava, 1999; Laursen et al., 2002).

An agreeableness is individual's personality trait that is tactful and cooperative (Bolton, 2010). A low-agreeableness refers to individual tends to be skeptical, selfish as well as hostile, and vice versa (Cullen & Sackett, 2003). Agreeableness was negatively associated to various types of DWB (Bolton, 2010; O'Neill et al., 2011) such as absenteeism, violence, property damage and turnover (Gruys & Sackett, 2003).

Conscientiousness is social impulse has significantly negative linked (John & Srivastava, 1999) and predicted a variety of deviant workplace behaviours (O'Neill, Lewis & Carswell, 2011; Lepine, Lepine & Jackson, 2004; Witt, Andrews & Carlson, 2004). Conscientiousness is defined as "quality of being organized and self-disciplined whereby an individual who is low in conscientiousness is irresponsible, untrustworthy, lacks self-discipline and vice versa" (Mount & Barrick, 1995;

Salgado, 2012; Smithikrai, 2008). Conscientiousness trait complete job or task, care for others, reliable, organized, active, things done efficiently, make plan and follow (Salgado, 2012; Smithikrai, 2008).

Neuroticism is emotional stability. Neuroticism trait, having personality depressed, not relaxed, tense, imagination, unstable, moody and nervous, is relevant to emotional stability, openness the breadth, depth of life and experiential life (John & Srivastava, 1999). It reflects the situation of people who are more depressed, anxious and angry (Major, Turner & Fletcher, 2006). Neuroticism is positively associated with DWB (Bolton, 2010; O'Neill, Lewis & Carswell, 2011). Neuroticism is a tendency to show poor emotional adjustment in the form of stress, anxiety and depression (Judge & Iles, 2002) and encompasses traits that include excessive worry, pessimism, low confidence and tendencies to experience negative emotions (Bozionelos, 2004).

Openness to experiences, the last to describe human personality in the big five model (Goldberg, 1993). Openness to experience is one of the domains which are used in original, comes up with new ideas, curious, deep tinker, generate enthusiasm, imagination, value artistic and inventive (Guay et al., 2016). It reflects the more creativity, innovative and imaginative behaviour of employees and has keen interest in experiences in new things because of curiosity (Kozako, Safin & Rahim, 2013).

Individual having more openness traits are more likely to be emotionally exhausted and will lead to DWB (Deary, Watson & Hogston, 2003). Moreover, having high degree of openness to experience of individual is more linked with DWB (Bolton,

2010). However, according to Bolin and Heatherly (2001) previous research does not address the association between the personality traits with employees' deviance at workplace.

2.4.2.2 Dark Triad Personality

DWB is probably the single most popular topic for the study of dark personality in the workplace (Spain, Harms & Lebreton, 2013) which have received attention in recent years (Cohen, 2016). In light of the growing interest in the dark side of organizations in research, two concepts such as dark triad personality (Machiavellianism, narcissism, psychopathy) and DWB (Ying and Cohen 2018).

In the words of Smith and Lilienfeld, (2013) the dark triad personality is “a constellation of three theoretically separable, albeit empirically overlapping, personality constructs that are typically construed as interpersonally maladaptive: psychopathy, narcissism and machiavellianism”. Paulhus and Williams (2002) named these three traits the dark triad personality (DT), for “individuals with these traits share a tendency to be callous, selfish, and malevolent in their interpersonal dealings”. Individuals with high dark triad traits were more likely engage in bribe deviance behaviour Zhao et al., 2016).

Dark triad personality includes the traits of machiavellianism, psychopathy and narcissism was linked with unethical behaviours (Azizli et al., 2016; Egan et al., 2015; Furtner, Maran & Rauthmann, 2017; Roeser et al., 2016). Meta analysis of dark triad and workplace behaviour of employees from 1951 to 2011 of 245 independent samples indicated that deviant workplace behaviour was associated with

increases in all three components of the dark triad personality (O'Boyle, Ernest, Forsyth, Donelson, Banks, George, McDaniel & Michael, 2012).

Machiavellianism is dark triad personality trait that reflects behaviour state of mind that more likely to take revenge against others (Nathanson, 2008) and liess more frequently with their peers and friends (Kashy & DePaulo, 1996). High machiavellianism is related to antisocial behaviour and is primarily concerned about extrinsic goals, power, financial and other benefits (Tang & Chen, 2008).

Machiavellianism and ethical decision making had negative association (Tang & Chen, 2008). Having personality machiavellianism individual can encourage people to behave aggressive, cunning, hypocritical and manipulative with other to attain specific targets (Tang & Chen, 2008). People with a high machiavellianism character are less ethical than those with a low machiavellianism character (O'Fallon & Butterfield, 2005). Machiavellianism is linked with individual as well as organizational workplace deviance (Tang & Chen, 2008).

It can be explained that individuals having high machiavellianism character apply aggressive practices to attain personal motives despite of caring thoughts and feelings of others, needs and rights of others as well as high machiavellianism character personality associated to antisocial behaviour and anxious about power (Tang & Chen, 2008). Machiavellianism trait described as not wise to share secrets, clever manipulation, get favour from important people, avoid direct conflict, keep the personal record of others and use against others for blackmailing, hide the thing from others, only watch personal interest and ignore others (Paulhus & Jones, 2011).

Psychopathy most of research on area of the dark triad personality is based on model presented by Schyns (2015). The term psychopathy can be used as an umbrella term to cover the dark triad personality (Klotz & Neubaum, 2016). It is mostly correct for the terms corporate psychopathy or successful psychopathy that in fact, it refer to the dark triad but have become established terms themselves (Klotz & Neubaum, 2016). Of all the individuals with the dark triad personality are personality disorders (Boddy, 2010) and linked with several arrangements of criminality i.e. sexual assault and murder etc. (Megargee, 2009).

Some of the traits of psychopaths can be adaptive in work settings, seems to make psychopaths “successful” at work is that they are good at creating an illusion of success at the expense of honest work (Chiaburu, Muñoz & Gardner, 2013) and might be slightly overrepresented in leadership and top positions (Schyns, 2015). Psychopathy is an arrangement of volitional acts that damage or expect to mischief associations and their partners (Jonas, Joeri & Filip, 2016).

Psychopathy trait describe to get revenge on authorities, nasty temper, indulge in dangerous situation, out of control, means of others and say anything to get any thing from other (Paulhus & Jones, 2011). The business world serves as a virtual magnet for psychopaths, suggesting that the base of state of mind the upper ranks of corporations may in fact be as high as 3%, as compared with 1% in the general population (Schyns, 2015; Smith & Lilienfeld, 2013).

Narcissism is a type of selfishness and psychopath exists who is not prone to outbursts of impulsive, violent, criminal behaviour (Boddy, 2010; Smith &

Lilienfeld, 2013). Narcissism trait praise own self, hate, self-praise, consider something special, not embarrassed, acquainted with important people and not average person (Paulhus & Jones, 2011). According to Miller, Widiger and Campbell (2010) “Narcissists, when their egos are threatened, are often hostile and aggressive and their romantic relationships tend to be troubled due to their egocentrism and infidelity”. Narcissism is the strong predictor of DWB (Grijalva & Newman, 2014).

It is concluded that machiavellianism, psychopaths and narcissism the likelihood of deviant behaviour within individuals and predict the DWB of employee (O’Boyle, Jr. et al., 2102). In addition, researchers have found relation between the dark triad personality traits and DWB (O’Boyle, Forsyth, Banks & McDaniel, 2012; Spain et al., 2013) and pointed out the need of more research is required to understand the relationship between the dark personality and behaviour and the conditions under which the dark character can be adaptive (Cohen, 2016; Schyns, 2015: Spain et al., 2014).

2.4.3 Organizational Factors

DWB is a common dilemma faced by almost all the public sector organisations, mostly in developing countries where literacy rate is low and poverty is high (Nisar & Bashir, 2012). There are various reasons of DWB such as organizational and work related factors. These organisational factors may be further categorized as organizational climate, organizational injustice, abusive supervision, organizational frustration, organizational stress and powerlessness etc. (Chirasha & Mahapa, 2012).

General characteristics and working environment of the organization that directly influences the behaviour of employees at workplace (Verdi & Wiener, 1996). Working environment of the organization also causes of DWB (Chen et al., 2016). If working environment of organization provides opportunity of theft or any unethical act, everyone takes the benefit of opportunity (Greenberg & Barling, 1996) because individual might be inherently greedy and take the advantage of chance (Greenberg & Barling, 1996). Operation or working environment of some organizations is known for providing opportunity for offence (Chen et al., 2016).

The lack of supervision or loose supervision, employees are more likely involve to steal in large organizations (Mc Clurg & Butler, 2006). It may contribute to the emergence of organizational misbehaviour at workplace (Cao, 2015). Furthermore, organizational goals and policy are closely linked with organizational values and expectations have influence on the normative motivational component that may directly instigate disobedience (Stein & Kanter, 1993).

Job characteristics and organizational task structure also associate with aggressions and violence (Rogojan, 2009; Appelbaum et al., 2007). Work pressure, fatigue, burnout, debilitation, loss of energy, procedural constraints, work-life imbalance and work overload, interpersonal conflict are also the causes DWB (Bakker, Emmerik & Riet, 2008). These factors become the cause of job dissatisfaction of employee at workplace (D'angelo et al., 2016).

Burnout and emotional exhaustion deemed two crucial causes of turnover of employees of public sector organizations (Kim, 2005). Job stress has become is one

of the most imperative challenge for the public organization (Khan, Mahmood, Kanwal & Latif, 2015) because of its massive occurrence upon the job satisfaction of the employee at the workplace (Khan et al., 2015). Emotional exhaustion is a predictor of deviant workplace behaviour (Samantrai, 1992). Job security, if management ensure the employees job security with autonomy and feedback, then employees will be more engaged in progressive performance (Shantz, Alfes, Truss & Soane, 2013)

Studies have explored the different aspects of organizational political that might affect the behaviour of employees in the workplace. A study of Khan, Rehman and Rehman (2016) in public sector organizations context, has exposed that employees who have dispositional resistance may be unable to deal with organizational change, lower employees participation in activities of organizational change and feel job insecurity, resulting in them becoming cynical, inclined to leave their posts that can increase employees' withdrawal behaviour and decrease their job satisfaction (Shahen et al. 2016; Khan et al., 2016).

Organizational cultural plays a key role in common operation of organization. It helps to determine the organization and performance and effectiveness (Austen & Zany, 2015). Employees can get a sense of identity and understanding about the values, beliefs and ideology through the organizational culture that creates sense of belongingness and they commit their personal interest and imperative values (Kunda, 1992). Organizational cultural has a significant effect on the behaviour of employees in organization (Robbins & Judge, 2013). Organizational culture implies

organizational norms and value about the performance and behaviour (Goldman, Van Fleet & Griffin, 2006).

Variety of people belong to different religions, sects, casts, regions and languages at workplace breed different type of biasness and interpersonal conflict (Nasir & Bashir, 2012). These biasness and conflict also a major cause of deviant behaviour of employees at workplace in Pakistani public organizations (Nasir & Bashir, 2012). Some job attitudes that have been empirically associated to workplace deviance comprise job satisfactions, injustice, low organizational commitment and low organizational support (Bragg, 2015). Moreover, the perception of individual regarding organization is not implementing of human resource practices is become another cause of employee indulges in DWB (Shamudin, Subramanian & Ibrahim, 2011).

However, the current study only focuses on organizational injustice (Manville, El Akremi, Niezborala & Mignonac, 2016) and abusive supervision (D'angelo et al., 2016; Schaubroeck, Peng & Hannah, 2016). Abusive supervision creates the sense of being underestimating or undervalues the subordinate employees (Michel et al., 2015; Tepper, 2007). Employee satisfied with their working perceives experience in their organization (Taylor, 2007) and delimit the others organisational factors. These organizational factors such as organisational injustice and abusive supervision as predictors of deviant workplace behaviour are explained in given below sections.

2.4.3.1 Organizational Injustice

Organizational justice refers to employee's perception of fairness within an organization (Asadullah, Akram, Imran & Arain, 2017). Cropanzana, Bowen and Gilliland (2007) defined organizational justice as “an employee’s personal evaluation or perception of the moral and ethical status of the practices of its manager.” Organizational justice depends upon the policies, strategies, actions and decisions of the organization (Jordan & Turner, 2008). Organisation justice a vibrant type feature of an organization (Clay-Warner, Reynolds & Roman, 2005) and possesses the prospective to produce significant settlement between the employees and an organization itself (Cropanzana et al., 2007).

Organizational justice is vital for all type of organizations (Safi & Arshi, 2016). When employees perceive fairness and justice, they became satisfied and work with dedication and put more effort for organisation (Aguilera, Rupp, Williams & Ganapathi, 2007). Organizational justice generates organizational commitment among the employees (Aguilera et al., 2007). Research of Wiesenfeld, Swann, Brockner and Bartel (2007) showed that organizations who treat their employees fairly have more committed employees.

According to eminent Pakistani researchers Nasir and Bashir (2012,) there are two kinds of organizational justice that are distributive justice and procedural justice. These distributive and procedural justices are concerned with management maltreatment, discrimination and working relationship of employees (Roberson & Stevens, 2006). Organizational justice serves as a source of motivation among the

employees to learn and gain knowledge at workplace (Liao & Tai, 2006) and motivation is a key element of workplace attitudes (Manville et al., 2016).

While, deviant workplace behaviour usually takes place when an employee perceives organisational injustice, inequality, unfair treatment within the organization (Omotayo, Olubusayo, Olalekan & Adenike, 2015). DWB can be viewed as a form of protest in which organizational members' express dissatisfaction with or attempt to resolve injustice within the organization (Kelloway, Francis, Prosser & Cameron, 2010). Therefore, employees may retaliate against their perceived organisational injustice against the employer in the form of DWB (Dajani & Mohamad 2017).

The cost to U.S. corporations of abusive supervision such as absenteeism, cost of health care and lost of productivity has been estimated at \$23.8 billion annually (Tepper, Duffy, Henle & Lambert, 2006). Organizational injustice increases deviant workplace behaviours and organizational cynicism amongst the employees in organization (Abdi, Delkhah & Kheirgoo, 2016; Shaheen et al., 2016).

The previous studies have recognized the relationships between employees' perceptions of organisational justice and DWB (Abubakar, 2017). However, the findings of these studies were inconsistent. Some have shown significant negative relationship between employees' perceptions of organizational justice and DWB.

Contrary, many other studies have shown insignificant negative relationship between employees' perceptions of organisational justice and DWB (Abubakar, 2017). Some

of the scholars, have a point of view that an ethical relation at workplace is a base of organizational justice the most important requirement (Byers & Rhodes, 2007).

Multiplicity of factors can determine justice in the organization (Byers & Rhodes, 2007). Some of researchers believe that personality and behaviour of leadership has a significant influence on the organizational justice (Mayer, Nishii, Schneider & Goldstein, 2007). Organizational leadership, structure of the organization, pay system and behaviour of peers are the factors that contributing to justice at workplace (Campbell et al., 2007; Mayer et al., 2007).

On the other side, organizational injustice creates stress and can have negative impact on behaviours of employees (Saleem & Gopinath, 2015). Greenberg (2006) has defined distributive injustice as the “general perception of employees that they are not fully rewarded according to their contribution”. Greenberg (2006) also defines procedural injustice as “employee’s beliefs that the measures being used to determine output are unjust”.

The behavioural and affective reaction to procedural injustice is targeted the organization and affecting the organization’s outcome negatively (Siers, 2007). Therefore, it is suggested that if managers want satisfied and committed employees, they should practice procedural justice (Clay-Warner, Reynolds & Roman, 2005). Findings of the study of Rafiee et al. (2015) suggested that there is a negative association between organizational justice and deviant workplace behaviour. Personality and commitment also significantly influence the workplace deviance (Guay et al., 2016).

A study of Ahmed et al. (2013) in Pakistani context after investigating the 300 nurses and doctors of the public sector reported that DWB increases when employees perceive from the organization a sense of injustice and cynicism. Organisational injustice is dangerous for organization and results in negative impact on employee (Cropanzano et al., 2007). On experiencing organizational injustice, employees involved themselves in DWB (Peterson, 2002). Organizational injustice explains the situation in workplace where some individual receive some special treatment because they are friendly with manager or supervisor and get more benefits as they deserve (Fatima et al., 2012).

Job satisfaction declines the perceived organizational injustice while job dissatisfaction promotes to perceive to organizational injustice which leads to DWB (Fatima et al., 2012). Several scholars have showed that perceptions and observation of poor organizational justice led to negative and destructive behaviour at workplace (Jones, 2009; Kwak, 2006). Although, the reviewed of the above results highlighted in different studies on the prominence and standing of organizational justice as a predictor of DWB among support employees in public sector organizations (Mazni & Rasdi, 2105).

A study of Zribi and Souai (2013) in Tunisia context, reported that the transactional and relational psychological contract breach mediate the relationship between the organizational injustice and DWB. A study of Ceylen (2011) was conducted on 700 health sector doctors and nurses in Turkey context shows the relationship between DWB and procedural injustice, i.e. work alienation, is relatively strong. Results of study of Danaeefard and Boustani (2016) on 420 employees who were engaged in

administrative departments of a public organizations in Iran context revealed that justice perceptions were negatively associated with employee's workplace misbehaviour.

2.4.3.2 Abusive Supervision

Abusive supervision is a type of organizational workplace deviance and detrimental phenomenon in the workplace behavioural and occupational studies (Hu & Liu, 2016; Malisetty and Kumari, 2016). Abusive supervision represents a serious and expensive problem of the organization (Robinson & Bennet, 2000; Kemper, 2016) because of its negative consequence on subordinate employees and on the health of organization (Hamid, Juhdi, Ismail & Abdullah, 2016).

According to Tepper (2000) abusive supervision is defined as “sustained display of hostile verbal or nonverbal behaviours”. Abusive supervision is closely related to organizational deviance causes that hamper the performance of organization and generate workplace conflicts (Malisetty & Kumari, 2016). Abusive supervision is the substantial area to study because various minor acts of workplace aggression can eventually lead to workplace violence (Hamid et al., 2016).

In addition, psychological contract violation, psychological resource depletion, presence of depressive symptoms of anxiety and increased workplace alcohol consumption are the antecedents of the abusive supervision (Byrne, Dionisi, Barling, Akers, Robertson, Lys & Dupré, 2014). Some acts of abusive supervision deviance such as aggression may lead to violence at workplace (Schaubroeck et al., 2016).

Litzky et al. (2006) defined abusive supervision as “the perceptions of subordinates to the extent to which supervisors engage in the sustained display of hostile verbal or non-verbal behaviours at workplace”. Eminent researchers Burke (2006) and Dotlitch and Cairo (2003) have pointed that dark triad personality leadership in organizations as a main culprit in the on-going problems of deviance.

Research of Tepper, Duffy, Hoobler & Ensley (2004) shows that American employees experience between 10% to 16% of abusive supervision at workplace on a regular basis and incurred in annual organizational costs of \$23.8 billion approximately because of abusive supervision (Tepper et al., 2006). In addition, 75% of incidents of bullying deviance workplace are executed by hierarchically superior agents (supervisor) against subordinate targets (Hoel & Cooper, 2000).

Abusive behaviour of the supervisor negatively influences the employee's organizational commitment and job satisfaction (Tepper, 2000). If abusive supervision is practiced by the supervisor towards the subordinate in the organization, sometimes the outcome is retaliation (Vogel et al., 2015). Victims of abusive supervision are less likely to be committed to the organization, leading to a greater likelihood for committing acts of DWB (Uzundu, Nwonyi & Ugwumbor, 2017). On the other hand, if employee who perceives that supervisor is caring and supportive to him or her, in response to this, subordinate employee hesitates to involve in DWB (Schaubroeck et al., 2016).

Generally speaking the behaviour of the supervisor or boss may also influence the behaviour of employees at workplace (Mitchell, Vogel & Folger, 2015). Subordinate

employees prefer to quit rather than to argue when his supervisor adopt abusive supervision (Thau, Bennett, Mitchell & Marrs, 2009). Ethical behaviour of the supervisors/leaders promotes organization citizenship behaviour (Khan et al., 2016) while abusive behaviour promotes counterproductive behaviour (Fakhar, 2014).

Employee's behaviours at the workplace are the main mechanism through which organization are able to accomplish their strategic goals (Byrne et al., 2014). Thus supervisors/managers are rightfully concerned regarding ensuring and enact employee's behaviour that will be helpful for success of the organization (Jensen & Raver, 2012). Work process is a source of stress creates uncertainty among the employees and cause organizational stressors (Appelbaum & Shapiro, 2006).

Inappropriate supervisor's behaviours towards performance evaluation may also lead to stress among the employees (Connor & Worley, 1991). Abusive supervision could become the causes of low job satisfaction and organizational commitment (Park, Hoobler, Wu & Wilson, 2015). A recent study of Wang (2016) concluded that in order to prevent the loss of the organization, there is dire need that necessary measures should be taken to eliminate the negative effect of abusive supervision and to maintain the efficiency of organization resources. workplace conflict (non-job factor) seems to giveaway the attention which can trigger deviant workplace behaviour (Ahmad & Omar, 2013).

In addition, abusive supervision explains the behaviour of supervisor at workplace such as ridicules others, dealing with others as stupid, silent treatment with other, puts down others in front of co-workers, invades privacy of others, reminds the

mistake and failure of others, not give to others a credit of job, express anger and rude to subordinate and lies with subordinate employees (Tepper et al., 2006; Tepper, Moss & Duffy, 2011; Tepper, 2000; Park et al., 2015).

Abusive supervision is one of the serious predictors of DWB in public organization and private organizations too (Park et al., 2015). Abusive supervision, as it represents serious problem plaguing modern organizations owing to its volatile implications to subordinates, supervisors and overall work environment. Lower employee performance (Martinko, Harvey, Brees & Mackey, 2013), higher turnover (Tepper et al., 2006) workplace deviance (Herscovis & Barling, 2010) and family conflict (Hoobler & Brass, 2006) are the major consequence of abusive supervision (Martinko et al., 2013).

This type of supervision refers to merging field of research such as workplace mistreatment and destructive leadership or unethical supervision and having significant effect on DWB (Anwar, 2017; Tepper, Simon & Park, 2017). This leads to decrease of the efficiency and job satisfaction level of the employees and increases separation and turnover rate (Anwar, 2017). In some extreme cases, employees would even take retaliatory action against their organization (An & Wang 2016). Therefore, studying the relationship among abusive supervision, DWB and transformational leadership has become necessary and significant in improving management strategies to promote the working attitude and behavior of employees (An & Wang, 2016).

2.5 Transformational Leadership

Generally, the success of every business and organization depends upon the effective leadership of the organization, without appropriate leadership no one organization either public or private can survive (Maher & Youssef, 2016). The role of leadership is vital and indispensable for every organisation (Maher & Youssef, 2016). Leadership plays a dynamic role to control or minimize employee's dysfunctional or counterproductive behaviour (Maher & Youssef, 2016).

Leadership is the process having influence on subordinate employees (Daft, 2011). Leadership addresses ethics, power and how to lead employees rather than controlling them (Daft, 2011). It has been found to be an important factor in preventing DWB (Zaghini, Fida, Caruso, Kangasniemi & Sili, 2016). Leaders motivate the employee to achieve specific targeted goals and objective of the organization (Daft, 2011; Fry, 2003). Leadership maintains coordination and cooperation for development of the organization (Daft, 2008; Yu kl., 1994) and enhance the employee's productivity and creativity (Daft, 2011; Fry, 2003). The concept of leadership is a complex phenomenon to understand its implications (Zhang, 2016).

Leadership may refer to those who occupy the highest positions in various organizations like managers or directors or it may refer to those who possess certain leadership characteristics or qualities (Silva, 2014). Leadership is basically a circumstantial relationship between a leader and his or her followers (Puni, Agyemang & Asamoah, 2016). A number of views have been expressed on leadership style in research by various scholars (Puni et al., 2016). A leader who is

equitable, sensitive, ethical, and honest will be perceived as more fair (Shaheen et al., 2017).

Number of leadership styles have been discussed and evident from literature (Neil & Chong, 2015). These styles are autocratic leadership style, democratic style of leadership, laissez fair style of leadership, transactional leadership and transformational leadership style. The first, autocratic leadership style makes decision on the basis of power and authority. Autocratic leadership determine the policies, procedures for achieving goals and objective, believes mainly on implementation of the rules and regulation and control on rewards and authority (Mullin, 1999; Punie, ofei & Okoe, 2013).

The second style of leadership in which leader makes decision that involve the subordinate and helps to develop individual's skills and promote team work (Mullin, 1999) friendliness, helpfulness and encouragement of participation (Puni et al., 2016).

The third style of leadership is laissez-fair leadership which is basically "non-leadership style" because the leader has no influence over the group members (Bass, 1965). Laissez-fair leadership style is an effective style when employees are highly educated, experienced and skilled (Yukl, 1994) or when employees have pride in their work and derived to do work successfully on their own (Yukl, 1994). Such leaders achieve goals and objectives when necessary or required and to avoid decision making and unnecessary communications (Puni et al., 2016).

The fourth style of leadership is transactional leadership. Transactional leadership style focuses on motivating or inspiring their followers through the system of reward and punishment (Daft, 2011) and generally focuses on motivating and increasing the efficiency of their followers through reward and punishment (Daft, 2011). Transactional leadership style is management of expectations and allowances or rewards (Puni et al., 2016). This type of leadership maintains the status quo and more concerned to follow the existing rules and regulations and procedure of the operation (Puni et al., 2016; Pradhan & Pradhan, 2014).

Last but not the least, transformational leadership is one of the key style of leaderships and different from other styles of leadership on the basis of moral influence on the followers' especially from transactional leadership (Pradhan & Pradhan, 2014). Transformational leadership is an expression of ethical guidelines (Daft, 2011) as well as leaders' noble intentions (Pradhan & Pradhan, 2014). Transformational leadership is an ideal style of leadership that advocates for positive changes in individuals and social system (Zhang, 2016) and raises different level of morality and values on the leaders as well as on the followers (Pradhan & Pradhan, 2014). Therefore, transformational leadership has a positive relationship with work performance behaviors (Al Kindy, Shah & Jusoh, 2016).

Some of the researchers explore a style of transformational leadership comprising of four key components/dimension consist of "charisma" or idealized influence, individual consideration, intellectual stimulation and inspirational motivation (Bass, 1987; Bass, Avolio, Jung & Berson, 2003; Nemanich & Keller, 2007). These four dimensions of transformational leadership are explained by Bass (1987).

The first dimension; “charisma” “is a behaviour which produces strong emotions, in follower as well as leaders’ identification”. The second, “inspiration” “to articulate is a strong persuasive vision to help out the subordinate’s efforts at workplace”. The third, “intellectual stimulation”, “is referred to behaviour that enhances the awareness of problem as well as motivate followers to sight the problem from narrative perspective”. The fourth, “individualized consideration” “is another component of transformational leadership to provide lending sport and guideline to the followers”.

It is important to mention that leadership plays a vital role to manage and control employee’s deviant behaviour at workplace (Maher & Youssef, 2016). Lack of moral leadership in organization may also cause of unethical behaviour of employees (Maher & Youssef, 2016). Hence, the ethics and values characteristics of transformational leadership are more relevant to control DWB (Puni et al., 2016). Over the past two decades, the style of transformational leadership has emerged as one of the most popular tactic to understand leaders’ effectiveness in the organisation (Youli, Xixi, Wang & Xi, 2014).

This study focuses on how the transformational leadership moderates the effect of individual and organizational factors contributing to DWB. Owing to ethical orientation transformational leaders are considered as more ethical and morality upright. Transformational leaders understand the moral values and norms and refine the rules and regulation of the organization on the basis of norms and value (Puni et al., 2016). Transformational leadership style is a role model for their subordinates

(Bass,1965). Moreover, their philosophy and actions deeply influence the attitude and behaviour of their followers (Pradhan & Pradhan, 2014).

The study of Maher and Yousaef (2016) suggested that leadership should take a strong role in managing the DWB. Leaders act as role model, communicate awareness among the employees regarding core ethical value of the organization, creating a positive and healthy internal work environment and proper implementation of HR policies. Furthermore, the type and quality of leadership can play a vital role in either bolstering or curbing such type of destructive and damaging behaviours of employees at workplace (Pradhan & Pradhan, 2014).

Earlier researchers have pointed that transformational leadership style is one of the more ethical style of leaderships and easily address the problem of DWB (Hepworth & Towler, 2004; Sajeet & Rabindra, 2014; Saidon et al., 2013). Transformational leadership is a style of leadership which is generally accepted fact among the researchers that apart from personal disposition of the employee behaviour (Pradhan & Pradhan, 2014). Burn (1978) defined as “transforming leadership is process in which leaders and follower helps each other to advance to higher level of morale and motivation”.

One of the studies on transformational leadership suggested that “transformational leadership promote cooperation among the subordinates and motivate them to work together toward super ordinate goals even if that means to sacrifice some of their personal goals and aspirations” (Organ, Podsakoff & MacKenzie, 2006). Transformational leadership always tries to protect their followers against deviant

behaviours and toxic at workplace (Hepworth & Towler, 2004). In the words of Pradhan and Pradhan (2014), Tr.L. a type of leadership can play vital role to boost or diminish negative behaviours at workplace.

Transformational leadership is helpful to modify the association between moral disengagement (deviant workplace behaviour) in different customs (Hystad, Mearns & Eid, 2014). Transformational leadership style gives attentions to followers to resolve their problem (Avolio & Bass 1999; Bass, 1998). This vision factor of transformational leadership made use of motivating to employees (Hystad et al., 2014). In this manner and process of transforming, transformational leadership listen to their subordinate employees, and try to figure out values and provision they have (Bass et al., 2003).

Moreover, a transformational leader enables his subordinate employees to overcome problems or difficulties that they encounter, and provide them with autonomy for raising their performance and competence (Bass et al., 2003). Transformational leadership is a type of leadership that is conscious and aware of individual differences of employees (Pradhan & Pradhan, 2014). As a result, individuals will feel that they are working under such type of leadership that recognizes and caring about their well-being and value their contributions at workplace. In return, they will not commit deviant acts (Sajeet & Rabindra, 2014; Saidon et al., 2013).

It is common understanding of the researchers, psychologists, management practitioners and consultants that DWB took place because of lack of moral and ethical leadership in organization (Sajeet & Rabindra, 2014). Subordinate

employees' follow the behaviour of leaders. If leaders, commit deviant acts, induced the subordinate employee to commit themselves such negative act (Sajeet & Rabindra, 2014). Supervisor or manager needs to be a role model to their subordinates through visible actions and instructions (Saidon et al., 2013). Leaders have to communicate ethics and standards as well as reward systems to sustain ethical and moral standards in organization (Trevino et al., 2000).

Transformational leadership is a more ethical style of leadership (Burn, 1978). This type of leadership can create significant change in the life of individual and culture of the organization (Yean & Jhang, 2017). Transformational leadership easily influences followers and motivates the followers to get involved in the organizational to achieve quality and outstanding performance (Yean & Jhang, 2017). On the basis of above discussion and support of social exchange theory and social learning theory, it is posited that transformational leadership moderating effect between individual and organizational factors between DWB in Pakistani Public sector organisations.

2.6 Underpinning Theories

Generally speaking, every study regarding investigation of construct require relevant theories of area of study that supporting a research framework. Underpinning theories are formulated to define, elaborate, predict and to understand the concept and construct phenomena. In this study, the framework/model examining the effect of individual and organizational factors on DWB and defining moderating impact of transformational leadership on the relationship between individual and organisational factors and DWB. Majority of the researchers of the area agreed that social learning theory, social exchange theory and breach of psychological contract theory, support

the arguments to overcome the problem of DWB (Henle, 2005; Johnson & O’Leary-kelly, 2003 Majeeda, Jamsheda & Mustamila, 2018). The current section of this chapter discusses the major theories that underpinning the current research.

2.6.1 Social Learning Theory

To understand the deviant workplace behaviour, social learning theory (SLT) perspective is one type of framework (Bandura, 1977b; O’Leary-Kelly et al., 1996). In this framework, it has been proposed and suggested that people can learn from experiencing and certain outcomes as a result of behaviours in which they have engaged (Bandura, 1977b). SLT reinforces the idea that learning occurs within a social context (Bandura, 1977b). People learn from observing others’ behaviours and the outcomes of those behaviours (Astray-Caneda, Busbee & Fanning, 2011). This theory depends on the possibility that individuals learn from their interaction with others in a social setting (Majeeda et al., 2018).

Social learning theory has turned into the most intense theory of learning and improvement (Majeeda et al., 2018). SLT implies people learn what actions are appropriate from models in their surrounding environment (Uzondu et al., 2017). Social learning theory postulated that people or individual learn behaviour from their workplace culture and environment through observation, imitation and modelling of others (Bandura, 1977b) to understand the acceptable forms of behaviours in a given context and utilize it as a guide for action (Hsi, 2017).

SLT draws heavily on the concept of modelling, or learning by observing behaviour. Bandura (1977b) outlined three types of modelling stimuli; A Live model, in which

an actual person is demonstrating the desired behaviour, secondly, A Verbal model instruction, in which an individual describes the desired behaviour in detail and instructs the participant into engaging in the behaviour. Thirdly, A Symbolic model, in which modelling occurs by means of the media, including movies, television, internet, literature, and radio. Stimuli can be either real or fictional characters.

Moreover, SLT also suggests that people can learn from the behaviour and the outcomes of the behaviours of others employees (Astray-Caneda et al., 2011). Therefore, employees may see or view the other employees engaging in DWB to gaining some rewards (Sharma & Singh, 2015). If any employee who is engaging in the deviant behaviour is not punished, other employees who are seeing the situation will learn that this could also be the case, if they chose to engage in deviant behaviour (Sharma & Singh, 2015). If this is true, individuals who hadn't previously engaged in deviant employee behaviour but may choose to engage in DWB (Sharma & Singh, 2015).

According to Appelaum et al. (2005), SLT proposes that “deviant role model in an organization or in any group in general, will influence others in the group to commit acts of deviance as well”. An organization may attempt to eliminate or try to diminish DWB by making rules that punishment will take place for deviance and insuring that the punishment is actually carried out to offenders (Sharma & Singh, 2015).

If the organization effectively implement these polices, then social learning theory pointed out that there will be less occurrence of DWB (Abdullah & Halim, 2016).

For example, if someone sees a fellow employee steal from the cash register, but then also sees that the employee is fired as a result, the observer is less likely to steal from the register there after and reflects OCB (Kura, Shamsudin & Chauhan, 2013c).

Given the relative support for social learning theory across various life situation and underlying principle of social learning that individual learn behaviour from their work-based referent others via observation and imitation, social learning theory has demonstrated predictive capacity in relation to DWB (Baumgartner, Valkenburg & Peter 2011; Kura et al., 2013c). However, very few researches have focused on its antecedents and even fewer are the attempts to study the social learning factors that responsible for dysfunctional behaviour of the employees at workplace (Crane & Platow, 2010; Frone & Brown, 2010; Sharma & Singh, 2015).

Generally speaking, the previous studies concerning the causes of deviant workplace behaviour in organizations are focused on the perceived organisational injustice on part of employees, employee stress and personality traits etc. (Sharma & Singh, 2015) but quite surprisingly not much stress is given on the social learning aspect of employees (Sharma & Singh, 2015). Through this social learning process, individuals absorb different techniques, attitudes, behaviours, motives, drives and rationalizations for committing lead to DWB and react accordingly (Sharma & Singh, 2015).

This theory also tries to communicate how personality traits factors influences on individual relationship and how the individual reacts in different situations in an organization (Abdullha & Halim, 2016). These two factors such as personality and

organizational factors are very influential on deviant workplace behaviour (Abdullah & Halim, 2016). Thus, SLT provides a good understanding about deviant behaviour occurrences at workplace taking into consideration the individual factor that influences the behaviour at workplace (Abdullah & Halim, 2016).

2.6.2 Social Exchange Theory

Social exchange theory is introduced to help to understand the deviant workplace behaviour (Henle, 2005). Social exchange theory (SET) treats social life as involve a series of sequential transactions between two or among the more parties (Mitchell, Cropanzano & Quisenberry, 2012). SET is one of the most tenacious and commonly used conceptual frameworks to build on these straight forward ideas (Cropanzano & Mitchell, 2005). Most important research topics in the area of management, organizational behaviour, sociology, industrial psychology and social psychology have been analyzed through the lens of social exchange theory (Appelbaum et al., 2007).

SET successfully explored the conceptual framework such as organizational commitment (Bishop, Scott, & Burroughs, 2000), job satisfaction (Appelbaum et al., 2007), organizational citizenship behaviours (Organ,1990) organizational justice (Tepper & Taylor, 2003) and organizational support (Ladd & Henry, 2000). This theory also introduces the importance of interaction between individual differences factors and organizational factors (Henle, 2005).

Moreover, SET was used to understand the workplace behaviour (Chernyak-Hai & Tziner, 2014). It also helps to explain the interaction between individuals or

organizational members who are involved in any transactions with the expectation of a reward and avoidance of penalties or punishments (Ishak & Bohari, 2016). DWB may be understood within the framework of SET (Chernyak-Hai & Tziner, 2014).

Social exchange theory explains the associations between organizational factors DWB and turnover intention (Pradhan & Jena, 2016). SET has been commonly castoff by different scholars to describe the happening of deviance at workplace (Alias et al., 2013; Mazni & Rasdi, 2015; Mitchell & Ambrose, 2007). SET is reliable with norms of exchange which recognizes that an individual will response to deviance behaviours with the existence of hostile and unfavourable conditions at workplace (Alias et al., 2013).

Concepts of reciprocal (give & take) deviance have their underpinnings in social exchange theory (Mazni & Rasdi, 2015), which proposes that social exchange develops relationships between two parties through a sequence of mutual exchanges that produce give-and- take reciprocal activities from each party (Blau, 1964). Thus, motivation of the employees depends upon the fairness and equality of social exchange within organizations (Anwar, 2017).

On the other hand, if employee perceives unfairness employees tend to minimize their expectations and involvement from their jobs (Adams, 1965). The social exchange process begins when organization perpetrator or act usually treat a target individual in a positive or negative fashion (Peng, Jien, Lien & Tetrick, 2016). According to De Schrijver, Delbeke, Maesschalck and Pleysier (2010) equity theory explains the balance of individuals' contributions towards efforts, job skills, job

training, working experience, intelligence with the incentive of intrinsic and extrinsic rewards, seniority and job status which received from the organization that also supports the social exchange theory. This theory explains the positive relationship between individual value and organizational value in response of exchange (Fayyaz & Alasani, 2015).

It is concluded that individual as well as organizational characteristics both match with each other in organisational studies (Muchinsky & Monahan, 1987; French et al., 1982; Dawis, 1992; Kristof-Brown, et al., 2005). It means that individual attitudes and characteristics are the outcome of analogy of the characteristics of organization resources, values, culture and goals (Ender & Magnusson, 1976).

The apprehension of deviant workplace behaviour is henceforth done by combining individual and organisational factors based on the social exchange theory and exploring the relationship between the injustice and the deviance (Zribi & Souai, 2013). On the basis of above discussion, it is assumed that the social exchange theory supports the model of current study as explain by Chernyak-Hai and Tziner (2014). SET predicts that in relation to positive initiating actions, target will lend to reply in kind by enjoying more positive reciprocating response or fewer negative reciprocating responses (Peng et al., 2016).

2.6.3 Breach of Psychological Contract Theory

Rousseau (1990) defined psychological contract theory as “the beliefs employees hold regarding the obligation of the exchange agreement between themselves and their organization”. Furthermore, psychological contract is mutual obligation that

describes the relationship between employee and organization (Fayyaz & Alsani, 2015). Based on the knowledge of psychological contract individual believe that his or her organization is obliged its promised (Robinson & Rousseau 1994) and positive outcome of psychological contract recognized as organizational citizenship behaviour (Bordia, Restubog & Tang, 2008; Jenssen, Opland & Rayan, 2010; Kickul, 2001; Trunley & Feldman, 2000).

Breach of psychological contract influence the success of organization by overlooking of job responsibilities (Bordia et al., 2008) and reduce participation in positive activities that beneficial for the organization (Trunley & Feldman, 2000). In addition, when the expectations of employees are not fulfilled or nor met by their employers, it will result in breach of psychological contract (Robinson & Morisson, 2000). Resultantly, this situation leaving employee feeling frustrated, less dedicated and demotivated (Shaheen et al., 2017).

The outcome of breach in psychological contract decreases the dedication of employee towards organization (Lester et al., 2002), lack of integrity (Johnson & O'Leary-kelly, 2003; Thompson & Hart, 2006), decreases contribution (Robinson, 1996) and deprives organizational performance (Pate, 2006). The perception of breach of psychological contract induces employees to indulge in DWB (Bordia et al., 2008; Hussain, 2014).

Engagement of individual in DWB in response to psychological contract breach can also be explained through the social exchange theory (Fayyazi & Aslani, 2015; Shaheen et al., 2017). Based on social exchange theory, individual and organization

form a reciprocal relationship by which they agree to fulfill their obligations of each other (Fayyazi & Aslani, 2015; Quratulain & Khan, 2013). Bal, Chiaburu and Jansen (2010) reported a negative relationship between breach of psychological contract and work performance that was moderated by social exchanges. Such relationship was stronger for employees with high social exchange relationship, perceived organizational support and trust (Bal et al., 2010).

Breach of Psychological contract occurs when employees perceive that employer has failed to fulfil its obligations and affects the behaviours and outcomes of employees in many ways at workplace (Ishaq & Shamsheer, 2016; Shaheen et al., 2017). Breach of psychological contract of employee exhibits DWB (Shaheen et al., 2017). Unfavourable working conditions, perceived mistreatment by the organization and other breach of psychological factors creates DWB (Metofe, 2017).

Psychological contract theory is grounded at norms of social exchange theory, how the employees reciprocate the treatment received from their employers (Bal et al., 2010; Fayyazi & Aslani, 2015). These contexts explain to help the dynamics of employee organization exchange relationship (Quratulain & Khan, 2013).

Breach of psychological contract is executed when employees perceive that organization has failed to fulfill its responsibilities and obligations towards their employees (Fayyazi & Aslani, 2015). Psychological contract breach is actually the termination of employment relationship between employee and organization (Rousseau, 1989). This breach of contract affects the behaviours and outcomes of employees in many ways (Ishaq & Shamsheer, 2016; Fayyazi & Aslani, 2015).

In addition, BPCT refers to an individual's perception at workplace that another party/organization has failed to fulfil the promised obligations (Fayyazi & Aslani, 2015). It is important to mention that if an employee perceived that organization cannot fulfill its obligations, it can motivate the employees to indulge in DWB that are harmful to the organization (Robisonn & Bennett, 1995). In order to identify the cognitive, affective and motivational underpinnings of DWB, psychological contract breach, revenge and workplace deviance are brought together as outcome (Restubog, Bordia & Tang, 2007).

The studies of earlier researchers demonstrated that psychological contract breach leads to negative perceptives and emotional reactions i.e. job dissatisfaction, anger and stress (Ishaq & Shamsher, 2016; Morrison & Robnison, 1997). These negative perspectives and emotional reactions may motivate employees to engage in deviance behaviour at workplace such as absenteeism (Deery, Iverson & Walsh, 2006) and high turnover (Hershcoris, Barling, Arnolod, Dupre, Inness, LeBane & Sivanathan, 2007). Rousseu (1995) describe that an individual perceived psychological contract is affected by the personal traits and organizational factors and environment.

Result of breach in psychological contract showed negative outcomes i.e. withdrawal, distrust, job dissatisfaction and increased in turnover or intention to quit from organization (Ballou, 2013; Suazo, 2009; Peng et al., 2016), loose organizational commitment (Agarwal & Bhargava, 2013; Bal, Langer, Jansen & Veld, 2008) and work engagement (Parzefall & Hakanen, 2010). Breach of psychological contract has positive relationship with DWB of employees (Restubog et al., 2008).

However, a study of Kura et al. (2013) in Negeria context reported that perceived behaviour control of employees is negatively associated with deviance behaviour i.e. interpersonal behaviour and organizational behaviour. Various earlier empirical studies on DWB and psychological breach contract of Pakistani scholars in Pakistani context contributed empirical, for example a study of Bashir et al. (2011) concluded that the breach of psychological contract is significantly associated with organizational deviance such as cynicism. Another study of Malik and Khalid (2016) reported that if employees perceive psychological contract breach then it leads to low work engagement and high turnover intention.

A study of Hussain, Gul, Usman and Islam (2016) in Pakistan context found that psychological contract breach and task performance have negative relationship and established that employees who found that organization failed to fulfil the psychological contract; consequently, they lose commitment and loyalty towards the organization and would be exposed deviance. Employees feel inequity between they provide to them and they expect to obtain from employers, breach of psychological contract arises (Hussain et al., 2016).

When the breach of psychological contract occurs, employee will become less satisfied from their job and their performance will be decreased and they will likely to show DWB (Hussain et al., 2016). Breach of psychological contract occurs frequently in the organisation and thus, employees exhibit DWB (Shaheen et al., 2017). Inefficiency and corruption are common deviance in the majority of the public sector organizations in developing countries like Pakistan (Shaheen et al., 2017).

2.7 Gaps in Literature

Various scholars have defined DWB and clarified the outcomes of DWB within the organisation (Appelbaum et al., 2007) but studies about deviant behaviours workplace are still limited particularly in developing countries like Pakistan (Bashir et al., 2012; Iqbal et al., 2015; Nasir & Bashir, 2012; Yıldız et al., 2015). DWB has been a ignored area in organizational studies (Farhadi et al., 2015).

Research on counterproductive behaviours is still limited in Pakistan (Abdi et al., 2016; Bashir et al., 2012; Iqbal et al., 2012; Khan et al., 2015; Nasir & Bashir, 2012). Studies on relationship between employees and organizations have become an area of key concern for many organizations throughout the world particularly in developing countries (Khan et al., 2015). DWB got the attention of both practitioners and researchers even slowly but surely (Membere, Ahmad, Anderson, Lindesy, Sabat & King 2015). So the study on the behaviour of employees at workplace is need of time (Mo & Shi, 2015). The incidence costs of deviant behaviour at the workplace has directed to a vital escalation in this negative behaviour research area of interest (Appelbaum et al., 2007).

Morover, DWB has been a neglected topic in organizational researches (Fardhi et al., 2015) which requires for further studies in the area of DWB (Iqbal et al., 2013; Cohen, 2017). In order to control the consequences of withdrawal behaviour, leadership of the organization faces challenges to develop aptitudes that limit the adverse effects of withdrawal behaviour on organizations (Banks, Patel & Moola, 2012).

Withdrawal behaviours of employees at workplace are challenging for organizational leadership and coworkers (Johnson, Holley, Morgeson, LaBonar & Stetzer, 2014). Emninet resarchres Torre, Pelatgatti and Solari, (2014) have asserted that further research must conduct on non attendance management as executive administrators seek to comprehend withdrawal behaviours and moderate operative expenses associated with employee's absences.

In order to identify the potential gaps in literature, a detailed systematic review of literature regarding all the variables of the research was performed with the help of Google search engine. The systematic review of literature has been undertaken on the basis of six to seven factors such as big five personality trait, dark trait personality, demographic factors, abusive supervision, organizational injustice and transformational leadership and DWB.

For the selection of articles or papers to find the gap for present study, four phases as decribed in the article of Zaghini et al. (2016). Firstly, identification of relevant articles, secondly screening based on the title and abstract reading. Thirdly, "eligibility evaluation" through readings of full text of research articles.

Fourthly, this study made inclusion of articles on the base of empirical study or review on the focus area of DWB. Lastly, the study focuses on articles, papers and thesis found through Google and Google scholar search engine on the DWB and allied areas. A summary of systemic review of the literature relevant to aforesaid variables of the study of since 2000 to 2017 is presented in at appendix "M".

From the literature review, several conclusions have been drawn; the said study also examines the moderating effect of transformational leadership on the relationship among individual and organizational factors with DWB. A number of predictors of deviant workplace behaviour have been identified in the literature.

To date, some of predictors of DWBs have been studied which include big five personality trait (Abdullah & Maricane, 2016), dark triad personality (Cohen 2017), demographic factors (Boharom, et al., 2017), abusive supervision (Tepper, 2007), organizational justice (Near & Miceli, 2013), breach of psychological contract (Tenenhaus, 2008), social exchange theory (Cropanzano & Mitchell, 2005) and transformational leadership styles (Shamsudin et al., 2012b).

Despite these empirical studies, literature indicate that very few studies have looked at the moderating effects of transformational leadership among individual and organisational factors with deviant workplace behaviours in the context of Pakistani public sector organisations. Even if there are studies on control of deviant workplace behaviour, the studies were limited to examine the specific types of deviant workplace behaviours. Hence, in order to better understanding of variety of deviant behaviours at workplace, this study intends to assess the influence of transformational leadership on broader construct of deviant workplace behaviour rather than the specific types.

Secondly, a comprehensive review of literature indicates that there are many earlier studies on deviant workplace behaviour in western countries which makes individual factors and organizational factors as predictors DWB (Abdullah & Halim, 2016).

However, very few studies on DWB were conducted by researchers in Asia context such as China, Japan, Hong Kong and Malaysia (Alisas, Rasdi, Ismail & Samah, 2013; Sharkawi, Rahim & Dahalan, 2013) and in Pakistani context (Bashir et al.2012).

Conversely, the results of previous studies still indicate inconsistent results and findings regarding the relationship between individual and organisational factors on deviant workplace behaviours (Abdullah & Halim, 2016; Kura et al., 2013a). However, in Pakistan research on DWB and allied areas is very scarce and limited (Bashir et al., 2012; Shaheen et al., 2017). It reflects the thirst of research on DWB especially in public sector organizations of Pakistan (Bashir et al., 2012).

There is a need of such studies which can explore the possible solutions of ending this menace from the Pakistani public sector organizations (Shahid & Ahmad, 2016). This generates the need to investigate the impact of individual and organisational factors contributing towards DWB. Therefore, further investigation to find more empirical evidence on the predictors of DWB is needed generally in the Asian context (Sharkawi et al., 2013) especially in Pakistan (Dar, 2017; Iqbal et al., 2013; Shaheen et al., 2016). This study may give valuable contribution internationally because it is first kind, to our knowledge that is conducted in Pakistan one of the developing countries.

In order to better understand the underlying causes of DWBs, this study intends to assess the individual factors such as big five personality traits and dark trait personality and organisational factors such as organizational injustice and abusive

supervision as well as by incorporating transformational leadership as a moderator on the relationship between individual and organisational factors and DWB. By doing so, this study aims to better understand and explain the predicting factors of DWB among employees of the Pakistani public organisations.

As for concern of study gap, Iqbal et al. (2012) after conducting comparative study on DWB of university teachers have suggested more research should be conducted on the following areas: a) to compare the DWB of university teachers based on gender i.e. male and female, b) to investigate the different causes of DWB at university level, c) to investigate the effects of DWB of the employees on the progress and dignity of the university, d) to investigate the behaviour modification techniques being used by the heads of departments of universities of Punjab, Pakistan.

Overall, literature review of the study incorporates individual factors i.e big five personality trait and dark triad personality and organizational factors consisting of organizational injustice and abusive supervision as the independent variables. DWB is evaluated in terms of behaviour that violates significant organizational norms as the dependent variables in the study.

Finally, transformational leadership is included as a moderator to better explain and understand the influence of each dimension in individual and organizational factors and DWB. The proposal of present study is also associated with Litzky et al. (2006) who have a sight that DWB is a role of individual factors and leadership as well as the norms of the organizations.

2.8 Conceptual Framework

After review of the literature on the areas of deviant workplace behaviour, individual, demographic factors and organizational factors and transformational leadership. the following model is proposed: -.

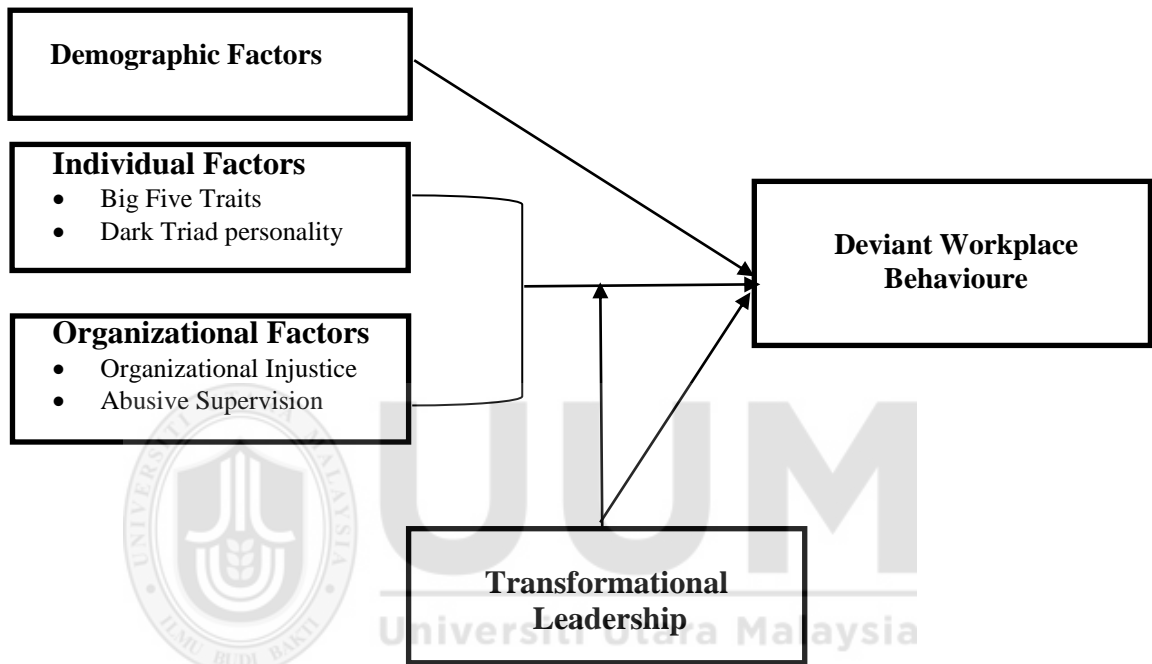


Figure 2. 4
Theoretical Framework

In present study individual factors such as big five personality trait and dark triad personality traits and organizational factors i.e. organizational injustice, abusive supervision and demographic factors presumed as independent variables whereas deviant workplace behaviour as dependent variable and transformational leadership is presumed as a moderating variable. The conceptual relationship with the support of underpinning theories among the variable explain below.

Figure 2.4. shows the theoretical framework. DWB is treated as dependent variable where as demographic factors, individual (e.g. big five personality trait and dark trait personality) and organisational factors (e.g. organisational injustice and abusive supervision) are assumed as the independent variables in this study.

Moreover, the said framework suggests transformational leadership as a potential moderator on the relationship between individual and organisational factors with DWB. This framework also helps to examine the impact of transformational leadership on DWB.

As described in the above section that earlier researchers describe the link between demographic, individual, and organisational factors with DWB as well as reliable with the norms of exchange which identifies that an individual will response to deviance behaviours with the existence of unfavourable conditions at workplace (Alias & Rasdi, 2015). Social exchange theory, breach of psychological contract and social learning theory support the proposed model.

According to Shaheen et al. (2017) a number of studies have demonstrated that breach of psychological contract is negatively linked to workplace outcomes (Robinson & Morrison, 2000) such as job satisfaction (Matthijs Bal, Lange, Jansen, & Velde, 2013), organizational commitment (Zhao et al., 2007) and performance (Shaheen et al., 2017). Social exchange theory and the norm of negative reciprocity offer strong theoretical support for establishing a positive relationship with DWB (Chao, Cheung, & Wu, 2011; Chiu & Peng, 2008) resulting in the two variables not examined together.

Thus, the current study aims to fill in this gap by supports of the social exchange theoretical lens in analysing the theoretical framework. When employees feel that their organisation have not address their promises, the employees might wish to involve in deviance by decreasing their productive behaviours (Shaheen et al., 2017) and showing more destructive behaviours (Ertas, 2015). This situation leaving employee feel frustrated, less dedicated and demotivated (Shaheen et al., 2017).

Ultimately, as a result the discernment of breach of psychological contract encourages DWB (Borgia, Restubog & Tang, 2008; Kickul, 2001). Breach of psychological contract influences the success of organization by overlooking of responsibilities (Bordia et al., 2008) and reduces participation in positive business activities and increase the turnover intention (Trunley & Feldman, 2000). To understand the DWB such as aggression, bullying and violence (O'Leary-Kelly et al., 1996). SLT perspective is a type of framework which has been proposed and suggests that people can learn from experiencing certain outcomes as a result of behaviours in which they have engaged (Bandura, 1977b).

2.8.1 Relationship between Demographic Factors and Deviant Workplace Behaviour

The present study examines the relationship between demographic factors as independent variable and deviant workplace behaviour as the dependent variable. Specifically, the relation among the demographic factors (e.g. gender, marital status, age, education, and experience) is examined. While, there are other number of information of demographic determinants (e.g. religion, marginality position, family background) that may be referred in study to describe the demographic. But focus

was chosen to be referred to gender, marital status, age, education, experience, tenure or length of service and nature of job describe in this study.

The first presumed determinant of demographic factor is gender. Gender is classified into male and female. It is general perception and belief that females are more ethical than the males (Farhdi et al., 2015). Research supports that males are more likely to express overt aggression as compared to females (Douglas & Martinko, 2001). It is documented that males have higher level of manifest of self-serving biases as compared to females (Dobbins, Pence, orban & Sgro, 1983).

In empirical research there is often no difference discovered between male and female but when there is a difference, females are more ethical than males (O'Fallon & Butter field, 2005). Usually, males not females engage in aggressive behaviour (Appelbaum et al., 2007) However, there are no gender differences in employees' tendencies at workplace to engage in kickback/corruption and interpersonal revenge (Ogungbamila & Udegbeb, 2014).

The second presumed determinant of demographic factors is marital status. Different studies concluded the relationship between marital status and job performance and indicated that as married individuals take more responsibilities as compare to unmarried individuals (Farhdi et al., 2015). It is general perception that married employees are more responsible behaved more ethical, more job satisfaction and avoid to deviant acts at workplace (Farhdi et al., 2015).

The third presumed determinant of demographic factors is age. Age is positively linked to ethical decision (Applbaum et al., 2005). Generally, elder employees are more honest as compared to young employees (Applbaum et al., 2005). It is an empirical that younger employees are associated to “epidemic of moral laxity” because of involvement in theft has been found among younger employees” (Greenberg & Barling, 1996). But the research of O’ Fallon and Butterfeild (2005) on age has showed mixed results regarding ethical decision making (O’ Fallon & Butterfeild, 2005).

The fourth presumed determinant of demographic factor is education. Education is associated to ethical decision making, more educated employee is less likely to engage in acts of deviance workplace and act unethically (Applbaum et al., 2005).

The fifth presumed determinant of demographic factors is tenure. Tenure is also linked to unethically act and engaged in deviant behaviour workplace (Applbaum et al., 2005). The longer tenure of employees in organization, it is more likely act deviant than employee with less tenure to involve in the deviance of property (Applbaum et al., 2007).

The sixth presumed element of demographic factors is experience. Experience of employee is also linked to unethically act and engagement in deviant workplace behaviour (Applbaum et al., 2005). Inexperience employees or less experience employess are more likely to act deviant and involve in the deviance of property (Applbaum et al., 2007).

The seventh presumed element of demographic factors is position of job or level of job such as upper level, middle level or lower level. Level of job is also related to DWB. The last, nature of job such as permanent, oncontract and work charge basis is also assumed as predictor of DWB. On the basis of above arguments, H1 hypothesized as: -

H1: There is a positive relationship between demographic factors and deviant workplace behaviour.

2.8.2 Relationship between Individual Factors and Deviant Workplace Behaviour

In this study the individual personality characteristics such as big five personality and dark triad personality are treated as independent variables as predictor of DWB. The association between individual factors and deviant workplace behaviour is presumed as individual independent variable such as big five personality and dark triad personality. It is presumed to predispose a number of individual factors to engage in DWB (Hastuti et al., 2017).

Personality traits are emphasis on big five personality traits such as “extraversion, agreeableness, conscientiousness, neuroticism and openness to experiences” and dark triad personality (e.g. machiavellianism, narcissism and psychopathy).

The relationship between individual factors and deviant workplace behaviour is discussed in two sections such as a) Relationship between individual factors that is big five personality trait and deviant workplace behaviour and b) Relationship

between individual factors that is dark triad personality and deviant workplace behaviour. These relationships can be explained as below.

a. Relationship between Big Five Personality Trait and Deviant Workplace Behaviour

Eminent scholars Penney, David and Witt (2011) argued that big personality traits is an important factor and determine individual behavior at the workplace. Big five personality factors are consistent when used for different populations such as the population of children, students and individual (Aluja et al., 2005) and even can be used for cross-cultural research (Feldman, 2003).

It is assumed that big five personality traits are valid predictors to DWB. These big five personality traits are described as; “extraversion” refers to a marked engagement with the external component, “agreeableness”, refers to level of one sense of social coordination, coordination and cooperation, “conscientiousness” refers to concern the way individual control, regulate and direct impulses, “neuroticism” refers to individual inclination to experience negative feelings (Bolton et al., 2010) and “openness to experiences” refers to creative innovative and imaginable individual (Johnson & Ostendorf, 1993).

The literature review of the previous studies shows that there is considerable evidence on the relationship between big five personality traits and DWB (Abdullah & Maricane, 2016). Engagement of individual in deviant workplace behaviour in response to breach of psychological contract can also be explained through the social exchange theory (Fayyazi & Aslani, 2015; Shaheen et al., 2017).

Social learning theory postulated that individual learn behaviour from their workplace culture and environment through observation and imitation (Bandura, 1977b). SLT also suggests that people can learn from the behaviour and the outcomes of the behaviours of other employees (Astray-Caneda et al., 2011). If any employee who is engaging in the deviant behaviour is not punished, other employees who are seeing the situation will learn that this could also be the case if they chose to engage in deviant behaviour (Sharma & Singh, 2015). If this is true, individuals who had n't previously engaged in deviant employee behaviour but may choose to engage in DWB (Sharma & Singh, 2015).

In addition, the outcome of breach in psychological contract is decreases the dedication of employees towards organization (Lester et al., 2002). BPC create lacks integrity between organisation employees and organisation and decrease contribution (Johnson & O'Leary-kelly, 2003; Thompson & Hart, 2006) and deprived organizational performance (Pate, 2006). The perception of breach of psychological contract induces negative DWB (Bordia et al., 2008; Hussain, 2014). On the basis of above discussion, H2a is hypothesized as;

H2a: There is significant positive relationship between individual factors that big five personality trait and deviant workplace behaviour.

b. Relationship between Dark Triad Personality and Deviant Workplace Behaviour

In this study dark triad personality is also presumed as predictor of DWB of individual factor. In light of the emergent interest in main stream research of dark

side of organizations, two concepts of deviant workplace behaviours and dark triad personality traits (e.g. machiavellianism, narcissism, psychopathy) related to organizational behaviour and literature have received attention in recent years (Cohen, 2017). Earlier studies have tried to find an association between them; however, their findings were not impressive (Cohen, 2017).

Despite, there has been increasing interest in dark triad personality in organizational sciences, these characteristics remain relatively understudied and somewhat misunderstood as; “machiavellianism” refers to individual construct having desire linked with inclination to achieve personal goals and objectives to pursue power regardless of honesty” (Smith & Lilienfeld, 2013); “narcissism” “refers to personality construct defined by grandiosity, as a lack of empathy and sense of entitlement” (Smith & Lilienfeld, 2013).

Furthermore, “psychopathy” “is individual personality construct refers to thrill-seeking and impulsivity and with low empathy and anxiety and lack of guilt” (Spain et al., 2014; O’Boyle et al., 2012). Psychopathy and machiavellianism share both a high level in manipulation however, narcissism displays the highest level in grandiosity, followed by psychopathy, whereas machiavellianism does not tend to be associated with grandiose imaginations (Furtner, Maran & Rauthmann, 2017). Breach of Psychological contract is supporting the relationship between individual factors and DWB (Shaheen et al., 2017).

The main argument for a relationship between the dark triad personality and DWBs is that deviant workplace behaviours may be best predicted by deviant personality

traits (Wu & Lebreton, 2011). The interpersonal manipulation of machiavellianism, the sense of entitlement of narcissism, and the antisocial tendencies of psychopathy all serve as facilitators of DWBs (O'Boyle et al., 2011). In light of the above discussion, H2b is hypothesized: -

H2b: There is significant positive relationship between individual factors that is dark triad personality and deviant workplace behaviour.

2.8.3 Relationship between Organizational Factors and Deviant Workplace Behaviour

Secondly, the present study looks at the relationship between organizational factors as independent variable (e.g. organisational injustice and abusive supervision) with dependent variable (e.g. deviant workplace behaviour). Specifically, the study covers the relationship among organizational injustice and abusive supervision under the supports of social learning theory and social exchange theory.

However, in this study, organizational injustice and abusive supervision were chosen as organisational factors contributing to deviant workplace behaviour. The relationship between organisational factors and deviant workplace behaviour is discussed in two sections; a) Relationship between organisational factors that is organisational injustice and deviant workplace behaviour and b) Relationship between organisational factor that is abusive supervision and DWB. These relationships can be explained in next sections: -

a. Relationship between Organisational Injustice and Deviant Workplace Behaviour

The first presumed dimension of organizational factors is organizational injustice. Byrne and Cropanzano, (2001) defined organisational justice as “at its most general level, organizational justice is an area of psychological inquiry that focuses on perceptions of fairness in the workplace. However, organizational injustice is classified into three categories that are distributive injustice, procedural injustice and interactional injustice argued that both injustices have direct and indirect negative impact on the behaviour of individual (Greenberg, 2006).

It is the psychology of justice applied to organizational settings”. The behavioural outcome targeted the organization output negatively (Sire, 2007). Organizational injustice is harmful to the organization as a whole (Cropanzano et al., 2007) and pressing issue for organization (Henle, 2005). Various studies showed that in order to fight injustice employee get indulge in deviance acts at workplace (Peterson, 2002).

Drawing prior literature has ample prove that DWB is a cognition-based response to perceived organizational injustice at workplace (Dajani & Mohamad, 2017). Sometime dissatisfaction of personal needs of employee from the organization may cause an increase in misbehaviour (Analoui & Kakabadse, 1992; Greenberg, 1990). The culture and environment of Pakistani public organizations is proven to be more exposed to organizational injustice (Dar, 2017).

The social exchange theory (SET) and social learning theory (SLT) linked to the workplace behaviours and explain the relationship between organisational factors such as organisational injustice and DWB (Chernyn-Hai & Tziner, 2014; Dajani & Mohamad, 2017). SET has been commonly used by various researchers to explain the occurrence of deviant workplace behaviour (Alias et al., 2013; Manzi & Rasdi, 2015). Concepts of reciprocal (give and take) deviance have their underpinnings in SET (Manzi & Rasdi, 2015).

Existing studies display the relationship between organisational injustice and DWB based on the social exchange theory (Dajani & Mohamad, 2017). It posits human relationships are based on the application of subjective cost-benefit analysis and the weighing of comparative options (Colquitt et al., 2013; Fox, Spector, & Miles, 2001). Therefore, employees may retaliate against their perceived injustice against the employer in the form of DWB (Dajani & Mohamad, 2017). On the basis of above discussion, H3a is hypothesised: -

H3a: There is significant positive relationship between organizational factors that is organizational injustice and deviant workplace behaviour.

b. Relationship between Abusive Supervision and Deviant Workplace Behaviour

The second presumed dimension of organizational factors is abusive supervision. In organizations, abusive supervision is closely associated with DWB and significantly predicted DWB (Etodike, Ezech, Chukwura, 2017). Abusive supervision is well-defined as the perception of the subordinate employees to the extent to which supervisor or immediate boss engages in unfair play (Litzky et al., 2006). Moreover,

AS display of hostile verbal or non-verbal behaviours at workplace bound to subordinate to retaliate and react to DWB (Sarwar, Alam & Anwar, 2010).

If supervisors produce burden or fatigue, debilitation, work pressure, loss of energy, burnout and work overload on employee and the prevalence of workplace aggression employees will react negatively (Schat, Frone & Kelloway, 2006). Resultantly, dissatisfaction in job of employee and interpersonal conflict contributes to DWB (Bakker, Van Emmerik & Van Riet, 2008). Social learning theory and social exchange theory support the presumption that the reaction of abusive supervision factors enforce to employees to involve in DWB (Litzky et al., 2006).

On the basis of above discussion, it is hypothesized that there is a significant relationship between organizational factors which is abusive supervision and deviant workplace behaviour (Faheem & Mahmud, 2015). DWB may be understood within the framework of social exchange theory (Chernyak-Hai & Tziner, 2014). Social learning theory proposes and suggests that individual can learn from experiencing certain outcomes of abusive supervision (Tepper, 2007). Moreover, it reinforces of idea that learning within social context (Astray-candeda et al., 2011). On the bases of above discussion H3b is hypothesized;

H2b: There is a significant positive relationship between organizational factor that is abusive supervision and deviant workplace behaviour.

2.8.4 Relationship between Transformational Leadership and Deviant Workplace Behaviour

The present study also examines the direct negative relationship between transformational leadership as and DWB. Transformational leadership is also presumed as the moderating variable on the relationship between individual and organizational factors between DWB. Moreover, transformational leadership is also presumed as an independent variable to predict DWB dependent variable. It is generally accepted that quality of leadership can play very important role in either boosting or diminishing such negative behaviour (Kurkand, 1995). However, transformational leadership style may serve to moderate the relationship between the individual and organisational factors and DWB (Pradhan & Pradhan, 2014).

This study forecasts that transformational leadership is helpful to modify the association between moral disengagement (deviant workplace behaviour) in different customs (Hystad, Mearns, & Eid, 2014). Therefore, transformational leadership is considered the most positive form of leadership that yields positive organizational outcomes (Kessler, Bruursema, Rodopman & Spector, 2013).

In addition, transformational leadership gives attentions to followers. This vision factor of transformational leadership made use of motivates to employees (Pradhan & Pradhan, 2014). In this manner and process of transforming, transformational leaders listen to their subordinate employees and try to figure out values and provision they have (Bass et al., 2003). Transformational leadership promotes positive culture in the organisation and negatively influence on DWB (Pradhan & Pradhan, 2014; Daft, 2011).

Social learning theory and social exchange theory are supporting the relationship organisational factors (e.g. Organisational injustice and abusive supervisiopn to predict the DWB. SET explains the positive relationship between personal/individual value and organizational value in response of exchange (Fayyaz & Alasani, 2015).

Transformational leadership is an inspiring type of leadership, which motivates the employees to enhance their performance and excel to move forward beyond self-interest (El Badawy & Bassiouny, 2014). Moreover, in the words of Hsi (2017) transformational leadership is predicted the DWB at both individual and organizational level. The study presumed transformational leadership is predictor to DWB. On the base of above discussion, it is hypothesized that;

H4: There is a negative relationship between transformational leadership and deviant workplace behaviour.

2.8.5 Moderting Effect of Transformational Leadership on the Relationship of Individual Factors and Deviant Workplace Behaviour

It is assumed that there will be moderating effect of transformational leadership on the relationship between the individual factors with deviant workplace behaviour. This relationship can be explained in two ways a) moderating effect transformational leadership on the relationship between big five personality traits with deviant workplace behaviour and b) moderating effect of transformational leadership on relationship of between dark triad personality with deviant workplace behaviour.

a. Moderating Effect of Transformational Leadership on the Relationship of Big Five Personality Traits and Deviant Workplace Behaviour

It is a common observation of the researchers and practitioners, DWB took place because of lack of moral and ethical leadership in organization (Pradhan & Jena 2018). Subordinate followed the behaviour of their leaders (Daft, 2011). If leader commits deviant acts this induces the subordinate to commit themselves such negative acts (Hystad et al., 2014; Pradhan & Pradhan, 2014).

A style of transformational leadership is supportive to modify the behaviour of employees (Hystad et al., 2014; Trevino et al., 2000). On the basis of above discussion H5a is hypothesized:

H5a: There is moderating effect of transformational leadership on the relationship between individual factor that is big five personality traits and deviant workplace behaviour.

b. Moderating Effect of Transformational Leadership on relationship Between Dark Triad Personality and Deviant Workplace Behaviour

It is common observation that subordinates notice the ethical judgment of their leaders (Daft, 2011) and imitate their action, regardless of the fact and react unethically (Appelbaum et al., 2007). Supervisors or managers needs to be role model to their subordinates through visible actions (Trevino et al., 2000). Leaders have to communicate ethics and standards as well as reward systems to sustain ethical and moral standards in organization (An & Wang, 2016).

Transformational leadership is more ethical style of leadership as compared to other styles of leadership (Burn, 1978). Transformational leaders can generate substantial changes in individual's life, norms, standard and culture of the organization (Hystad et al., 2014). Moreover, transformational leadership easily influence the behaviour of their followers (Pradhan & Pradhan, 2014). Transformational leadership can change and redesign perceptions, value and aspiration of employees who are working in the organization (Burn, 1978). On the bases of above discussion, it is hypothesized:

H5b: There is moderating effect of transformational leadership on the relationship between individual factors that is dark triad personality and deviant workplace behaviour.

2.8.6 Moderating Effect of Transformational Leadership on the Relationship between Organizational Factors and Deviant Workplace Behaviour

On the basis of previous literature, it is anticipated, that there will be moderate significance relationship among the transformational leadership; organizational factors that organizational injustices and abusive supervision with deviant workplace behaviour. The said relationships can be elaborated in two categories: a) Moderating effect transformational leadership on relationship between organizational factors that is organizational injustice with deviant workplace behaviour and b) Moderating effect transformational leadership on relationship between organizational factors that is abusive supervision and deviant workplace behaviour.

a. Moderating effect of Transformational Leadership on the Relationship Between Organisational Factor that is Organisational Injustice and Deviant Workplace Behaviour

Drawing on prior studies from various areas of organisational studies (Brienza, 2013), it is anticipated that different types of organizational injustice would predict DWB. It is a common observation of the scholars and organisational practitioners that DWB took place because of lack of ethical leadership in the organization. Subordinate employee follow the behaviour of their leaders (Hystad et al., 2014). If leaders, commit deviant acts at workplace, induced the subordinate to commit themselves such negative act (Hystad et al., 2014).

Leaders are expected to create organizational systems that members perceive as fair, caring and transparent (Tatum, Eberlin, Kottraba & Bradberry, 2003). Social learning theory and social exchange theory also support this assumption. Various researchers argued that leaders tend to focus on clear communication, solving immediate problems and rewarding subordinates (Tatum et al., 2003). The concept of organisational justice was introduced by J. Greenberg (1987) that refers to the perceptions of fairness within the organization. Organizational justice is defined as the just and fair treatment meted out to individuals within an organization (Cropanzano & Greenberg, 1997).

Previous literature elaborates the concept of organisational justice in three types such as distributive justice, procedural justice, and interactional justice (Liljegren & Ekberg, 2009; Dajani & Mohamad, 2017). Distributive justice refers to the how economic and social goods and services are fairly distributed in the society (Lambert,

Cluse-Tolar, Pasupuleti, Hall, & Jenkins, 2005). Procedural justice is the seeming fair process of regulating distributive awards such as monetary or non-monetary privileges (Thibaut & Walker, 1975).

Therefore, implicitly distributive justice is the end towards the achievement of equality and procedural justice is its means (Lambert, Hogan, & Griffin, 2007). In case of procedural injustice employees retaliate by exhibiting deviant behaviors against their supervisors and organization because processes and procedures are formulated and implemented by top management and at the organizational level (Bies & Moag, 1986).

On other side, employee's perceptions of distributive injustice take place when their rewards and benefits are not matching with their human investment (Colquitt, Greenberg, & Zapata-Phelan, 2005) on the 'why' a certain procedure was used, or 'why' specific outcomes were distributed in that form or pattern. Procedural injustice is the seeming unfair process of regulating distributive awards such as monetary or non-monetary privileges.

Interactional justice refers to how employees are being given the appropriate treatment (with respect and sensitivity) or explanations for decisions that are being made (Bies & Moag, 1986). Interactional injustice takes place when employees perceive unequal treatment from supervisor (Dajani & Mohamad, 2017).

Procedural injustice involves the perceived unfairness of the procedures, rules and regulations used to make outcome decisions. Individual may perceive interactional

injustice when their supervisors or co-workers ill-treat them or demonstrate abusive attitudes or behaviors towards them. Organizational justice plays a significant role in engaging people in a meaningful and constructive way (Dajani & Mohamad, 2017).

But any injustice actual or perceived can break the trust of employees on their leader and their organization, the consequence of which will be toxic and unproductive activities by employees (Dajani & Mohamad, 2017). DWB is when the employee behaviour goes against the goals and interests of his/her employer. (Martinko, Gundlach & Douglas, 2002). DWB embraces different negative behaviours, such as, abuse, bullying, sabotage, withdrawal and others.

DWB is when the employee behaviour goes against the goals and interests of his/her employer. (Martinko, Gundlach, & Douglas, 2002). DWB embraces different negative behaviours, such as, abuse, bullying, sabotage, withdrawal, and others (Bashir et al., 2012; Dajani & Mohamad, 2017). These types of nasty behaviours not only influence the performance of the employees and also affect the work of other employees. It creates counterproductive environment in the organisation and harmful consequences. (Robinson & Bennett, 1995; Spector et al., 2006).

In the same manner, employees' displayed DWB may be explained as an implicit motivation to inflict punishment on their employer that is perceived to be unjust to them, in search for the restoration of their farfetched justice (Kaplan, Bradley, Luchman & Haynes, 2009). Number of studies have proven the significant association between perceived organisational justice practices and DWBs (Dajani & Mohamad, 2017; Devonish & Greenidge, 2010; Henle, 2005). On the basis of above

discussion and in order to explore the moderation relationships between transformational leadership organisational injustice and DWB, H6a is hypothesized:

H6a: There is moderating effect of transformational leadership on the relationship between organizational factors that is organizational injustice and deviant workplace behaviour.

b. Moderating Effect of Transformational Leadership on the Relationship Between Organizational Factors That Is Abusive Supervision and Deviant Workplace Behaviour

Researchers have suggested that organizations are responsible for finding ways to address or prevent abusive supervision (Tepper et al., 2017). Number of studies conducted to address the employee's behaviour at workplace and also emphasized on the darker side of those in supervisory and managerial positions (Pradhan & Jena 2018). AS is a one of negative managerial construct which leads DWB (Tepper, 2007). Pradhan and Jena (2018) cited Tepper (2000) AS refers to "subordinate's perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact". Individual who enter in organizations to work have the potential to display this destructive behaviour in several categories namely minor and major deviance (Griffin & Lopez, 2004). Employees serve as a backbone of any service organization because they play crucial role to ensure the implementation of the policies and programs of the organizations efficiently and effectively to get a better outcome (Cheang & Appelbaum, 2015; Khan et al., 2015; Shirazi & Afrough, 2016).

However, DWB is the major cause of low performance and abusive supervision is a major source of DWB (Tepper, 2007). Subordinates at workplace took notice the ethical judgment of their leaders or supervisors (Daft, 2011) and replicate their action, regardless of the fact that this imitation employee act unethically (Appelbaum et al., 2007). Supervisors or managers need to be a role model to their subordinates through visible actions (Pradhan & Pradhan, 2014).

Leaders have to communicate ethics and standards as well as reward systems to sustain ethical and moral standards in organization (Trevino et al., 2000). Leadership plays a vital role to manage and control employee's deviance behaviour (Maher & Youssef, 2016). Tr. L is more ethical style of leadership among the other styles of leadership (Daft, 2011) and can create significant change in the lives of individuals' norms, standards and culture of the organization and easily influence the followers (Hystad et al., 2014; Trevino et al., 2000; Pradhan & Pradhan, 2014).

On the contrary, AS has affected subordinates' intention to quit the organization (Pradhan, & Jena, 2018). Tr. L may decrease depressiveness among employees through strengthening the personal resources of employees (Perko, Kinnunen & Feldt, 2012). Lack of moral leadership in organization may also be because of unethical behaviour of employees (Maher & Youssef, 2016). Tr. L redesigns the perceptions and values and aspirations of individuals who are working in the organization towards positive behaviour (Burn, 1978) and more relevant to control DWB (Puni et al., 2016). On the basis of above discussion and in order to explore the moderation relationship, between AS and DWB (Burn, 1978; Spector & Fox, 2002; Tepper, 2007), H6b is hypothesized as: -

H6b: There is moderating effect of transformational leadership between organizational factors i.e. abusive supervision with deviant workplace behaviour.

The summary of the hypotheses is given below in Table 2.2.

Table 2. 2
Summary of Hypotheses

Hypotheses	
H1	There is positive relationship between demographic factors and deviant workplace behaviour.
H2a	There is significant positive relationship between individual factors i.e. big five personality trait and deviant workplace behaviour.
H2b	There is significant positive relationship between individual factors i.e. dark triad personality trait and deviant workplace behaviour.
H3a	There is significant positive relationship between organizational factor i.e. organizational injustices and deviant workplace behaviour.
H3b	There is significant positive relationship between organizational factor i.e. abusive supervision and deviant workplace behaviour.
H4	There is negative relationship between transformational leadership and deviant workplace behaviour in public organizations.
H5a	There is moderating effect of transformational leadership between individual factors such as big five personality traits and deviant workplace behaviour.
H5b	There is moderating effect of transformational leadership between individual factors such as dark triad personality traits and deviant workplace behaviour.
H6a	There is moderating effect of transformational leadership between organizational factors such as organizational injustice and deviant workplace behaviour.
H6b	There is moderating effect of transformational leadership between organizational factors i.e. abusive supervision and deviant workplace behaviour.

Source: Synthesized by Researcher

2.9 Summary

The summary of this chapter derives from the literature reviews that behaviour plays a major role in an organization because it reflects acts and define individual who acts deviant at workplace would limit the opportunities for personal career growth and face serious problems for him as well harmful to organization and other stakeholders. This literature review has been helped to understand the impacts of different factors on deviant workplace behaviour such as the impact of individual, demographic factors as well as organizational factors on deviant workplace behaviour and moderating effect of transformational leadership between individual and organizational factors with deviant workplace behaviour and cover up with numerous underpinning theories, supporting to the study on the purposed area.

The next chapter will discuss the research methodology used in this study.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The initiative of the present study is to investigate the impact of individual, demographic and organisational factors on deviant workplace behaviour of administrative and supporting personnel in public organizations and moderating effect of transformational leadership on the relationship of individual and organizational factors and DWB and to test a hypothesized structure model.

In response to achieve these objectives, the proposed model theorized and hypothesized different relationships between the demographic factors, individual factors, organizational factors and deviant workplace behaviour. Individual factors such as big five personality traits “extraversion”, “agreeableness”, “conscientiousness”, “neuroticism and openness” and dark triad personality such as machiavellianism, narcissism and psychopathy and demographic factors are expected to link to DWB.

Organizational factors such as organizational injustice and abusive supervision are expected to link to DWB. In addition, a transformational leader is expected to moderate the relationship between individual and organizational factors and DWB. Ten hypotheses have been formulated based on the objectives of the present study and tested. The current proposed model focuses on study of theory testing and verification rather than building or developing a new theory.

The present chapter firstly, discusses, the nature and research philosophy of the study, methods employed to collect data for the study to examine the expected relationship of impact of individual, organizational and demographic factor on DWB and moderating effect of transformational leadership on the relationship between individual and organisational factors and DWB. Subsequently, the theoretical rationale of underlying hypothesized relationship and then followed by the research techniques and methodology used to conduct the study.

Specifically, the chapter covers the discussion revolve around all pertinent matters that address the research philosophy, research design, research approach, population of the study, sampling design, variable, instrument and measurements of variable, data collection techniques and method, procedures and techniques for data analysis and conclusion of the chapter.

3.2 Research Philosophy

Every research design followed a research philosophy to explain or explore and to discuss the framework of the study (Bhattacharjee, 2012). The understanding of research philosophy about proposed paradigm is required to conduct research

(Bhattacharjee, 2012). A research philosophy is a research paradigm of basic belief system of proposed study that guides the ways, in which data about a phenomenon/study should be investigated, gathered, analyzed and used (Guba & Lincoln, 1994). In the words of Saunders, Lewis and Thornhill (2007), research philosophy is “the development of the research background, research knowledge and its nature” and depends on the particular view of the relationship between knowledge and the process by which it is developed”.

Research philosophy is also defined with the help of research paradigm (Saunders et al., 2007). According to Cohen, Manion and Morrison (2000) “research paradigm” can be defined as “the broad framework, which comprises perception, beliefs and understanding of several theories and practices that are used to conduct a research”. In the words of Gliner and Morgan (2000) “paradigm is a way of thinking about and conducting a research. It is not strictly a methodology but more of a philosophy that guides how the research is to be conducted”.

Research paradigm and philosophy comprises various factors such as individual’s mental model, his way of seeing thing, different perceptions, variety of beliefs towards reality etc. (Gliner & Morgan, 2000). This philosophy concept influences the beliefs and value of the researcher, so that he can provide valid arguments and terminology to give reliable results (Bhattacharjee, 2012). It can also be considered as a precise process and procedure, which contains various steps through which a researcher builds a relationship between the research objectives and questions (Cohen et al., 2000).

According to Easter-by-Smith, M.P.V., Antonacopoulou, Graca and Ferdinand (2006) there are three different ways to think about research philosophy or three components of research paradigm i.e. epistemology, ontology and methodology. According to them epistemology, is defined as a common parameter and assumptions that are associated with the excellent way to investigate the nature of the real world”. Ontology defined as “common assumptions that are created to understand the real nature of the society”. Methodology is defined as “combination of different techniques that are used by the researcher to investigate different situations”.

In addition, there are three research philosophy i.e. realism, positivist and interpretive research philosophy (Saunders et al., 2007). However, the proposed phenomenon is elaborated through positivist and interpretive research philosophy (Bhattacharjee, 2012; Bryman & Bell, 2007). Saunders et al. (2007) claimed that “business and management research is often a mixture between interpretivist and positivist.” The present research could also be defined as “between interpretivist and positivist” (Saunders et al., 2007).

Positivist research philosophy is also called scientific research philosophy. In positivist research philosophy, the researcher is concerned with gaining knowledge in a world which is objective using scientific methods of enquiry (Cooper & Schindler, 2006). Research methods associated with this paradigm consist of experiments, investigation and surveys where quantitative data is the standard and contributes philosophical phenomena (Mack, 2010; Moore, 2010), observations, interviews and experiments to collect data (Bhattacharjee, 2012; Easter-by-Smith et al., 2006) and

case studies where qualitative data is the standard and contributes philosophical phenomena.

This research method of inquiry is also applied in social science and related disciplines (Mack, 2010; Willis, 2007). According to Neuman (2011), the doctrine of positivism has been the most widely experienced research paradigm in organizational behaviour and social sciences. Moreover, according to positivist social life can be explained and represented quantitatively by using statically correlation and experimentation to determine cause and effect relationship of variables (Bhattacharjee, 2012; Creswell, 2009).

On the other hand, interpretive research philosophy may refer to interpretivism an approach to social science that opposes the positivism and called anti positive or constructivist (Bhattacharjee, 2012). Interpretivism can be referred as the social constructionism in the field of social sciences research (Bhattacharjee, 2012). According to interpretivism philosophical approach research gives significance to their beliefs and value to give adequate justification for a research problem (Easterby-Smith et al., 2006).

In this research, philosophical paradigm highlights the real facts and figures the research problem (Bryman & Bell, 2007). In this kind of philosophical research approach, the researcher understands the specific business situation and circumstances (Bryman & Bell, 2007). The researchers use small sample to evaluate large population in detail to understand their views (Kasi, 2009).

In view of the above discussion, taken together, positivists employ deductive inquiry which aims to test hypothesis that reflects causal relationship between variables that are based on theories and empirical evidence (Tashakkori & Teddlie, 1998; Bryman & Bell, 2007; Creswell, 2009; Perlesz & Lindy, 2003). Deductive research also helps to draw conclusion (Bryman & Bell, 2007) that are generalizable and allow a revision of particular theory (Deshpande, 1983). According to Neuman (2011) positivists researcher advocated value free science that seek precise quantitative measure, tests of casual theories and believes in the role of replicating studies.

In the words of Gill and Johnson (2010) deductive research approach permits the research to assume or establish a hypothesis by using theory and verify data and information is collected to confirm or reject the hypotheses to resolve research problem or issue (Tashakkori & Teddlie, 1998; Bryman & Bell, 2007; Creswell, 2009; Perlesz & Lindy, 2003). This deductive approach is based on the general indication or idea to reach at the particular or specific position or situation and it is associated with the positivism paradigm (Bhattacharjee, 2012; Gill & Johnson, 2010).

The present study followed and adopted the positivists research philosophy along deductive research phenomena. The main purpose of this study was proposed to test hypothesized structure model based on the objectivism as the underlying ontological and epistemological situations. So, the model theorized that transformational leadership has significant moderating effect on the relationship between individual and organizational factors and DWB and focused on theory testing and verification rather than developing innovative theory.

3.3 Research Design

This basic research aims to explain the impact on individual, and organizational factors on deviant workplace behaviour in public sector organizations of Pakistan and to explain the moderating effect of transformational leadership on the relationship between individual and organizational factors and DWB. The research design is a kind of explanatory and descriptive research that helps to examine the effect of changes in existing phenomena and mainly focuses on specific problem to clarify the patterns of association among the various variables i.e. dependent, independent and mediating or moderating variables (Bhattacharjee, 2012).

Online Business Dictionary defined research design as “a detailed outline of an investigation that will take place. A research design will typically include data that is to be collected and what instruments will be employed, the instruments will be used and the intended means for analyzing data collected”. Research design cover the detail of study regarding data collection, measurement issues and method of analysis involved (Saunders et al., 2007).

According to Zikmund, Babin, Carr and Griffin (2010) research design is “a master plan for collecting and analyzing the data”. Further, research design assist the researcher in allocating the resources by offering good and practical methodology choices (Bhattacharjee, 2012; Cooper & Schindler, 2008). In the present study the researcher adopted quantitative research approach to measure the structural relationship among the individual factors such as big five personality traits and dark triad personality and organizational factors such as organizational injustice and abusive supervision, transformational leadership and DWB.

Partial Least Square Path modelling was used to test several hypotheses based on various supporting theories such as social learning theory, social exchange theory and breach of psychological contract theory. The data collection process was conducted through cross-sectional via survey questionnaire. Cross-sectional research design was adopted over longitudinal research design because of time and money resources constraint of the researcher (Sekaran & Bougie, 2010; Zikmund, Babin, Carr & Griffin, 2009).

Data was collected once during the whole study. Survey research method was used to collect data through self-administrated questionnaire and focuses on cross-sectional research compared with observations of the various variables. Quantitative research approach was employed in this study to collect data and analysis of data because the findings and outcome of quantitative studies are comparatively independent (Bhattacharjee, 2012; Sekaran & Bougee, 2010).

3.4 Pilot Study

A pilot study was conducted through online survey survey to check the reliability of the current study. A link was generated with Google forms and informed the employees of public sector organisation though emails, messenger and WhatsApp. They were requested to fill the questionnaire online. A total of 95 employees of public sector organisations were requested to fill the questionnaires. 78 responses were collected via online Google form out of which 70 responses were valid and up to the mark for analysis.

Reliability was checked with the Cronbach's Alpha on SPSS 21. Findings of the analysis reported Cronbach's Alpha for all variables are more than 0.7. It means that the scales are reliable for further study and analysis. A Table given at appendix "L" showing the results of Cronbach's Alpha representing the reliability values of all constructs.

3.5 Research Approach

The study falls under the category of quantitative approach, quantitative research approach often interprets and explains into the use of statistical analysis to make the connection between what is known and what can be learned by research (Sekaran & Bougee, 2010). In this way survey questionnaire tools increased the reliability of the study and in-depth understanding of the phenomenon (Sekaran & Bougee, 2010). It helps to those researchers who are interested in collecting data from very large population that cannot be possible directly through observations (Keeter, 2005).

Accordingly, analyzing data with quantitative strategies requires an understanding of the relationships among variables by either descriptive or inferential statistics (Trochim, 2000). Descriptive statistics helps to draw inferences about populations and to estimate the parameters (Trochim, 2000).

In addition, inferential statistics are based on the descriptive statistics and generalize the population from a selected sample (Trochim, 2000). Quantitative data needs and requires statistical analysis to test research hypotheses (Saunders et al., 2007). Generally, there are two main research approaches: inductive approach and deductive approach (Saunders et al., 2007). Deductive research approach is commonly used as

it enables the research to reason from generic to specific. In this approach from general perspectives leads the researcher to develop a theoretical framework contains hypothesis and test it and closing a specific conclusion (Saunders et al., 2007).

According to Soiferman (2010) the deductive research approach of analysis comprises of the following steps: the first step is exploration of theories, the second step is the development of theoretical framework or hypotheses, the third step is make observations through statistical testing of hypotheses, the fourth and last step is the confirmation of a specific conclusion drawn logically from premises.

Oppositely, in an inductive research approach, the researcher first collected data and then developed theory in response of the data analysis (Saunders et al., 2007). Furthermore, the deductive research approach gives the chance to have more explanation of what is going on (Saunders et al., 2003; Gill & Johnson, 2010).

The present study is shaped by using deductive research design. The researcher started the research process by exploring and collecting the data from different sources by using questionnaire. A research carried out through survey that is considered the most appropriate that is why it is a widely used method by organizational and social sciences (Sekaran & Bougee, 2010;Saunders et al., 2007).

3.6 Population, Sample and Sampling Technique

This section of chapter explains the population, sample and the sampling techniques. Specifically, it comprises the population of the study and how the sample was

selected, and explains in detail the sampling techniques used to select the sample to represent the population identified.

3.6.1 Population

People, record or an event that may have wanted information and can answer the research question is stated as population (Cooper & Schindler, 2008). As the main object of the current study is to examine the impact of individual and organisational factors on deviant workplace behaviour of public employees and moderating effect of transformational leadership on the relationship of individual and organisational factors and DWB.

The targeted population from 20 public sector organizations from three clusters i.e. autonomous bodies, universities and special institutions of the Government of the Punjab, Pakistan are carry out activities of teaching and training of the students in Lahore the provincial capital of the Punjab, Pakistan.

Sample from 21500 of administrative and supporting employees as population is determined on base of guidelines cited by Collis and Hussy (2013) and initially presented by Krejcie and Morgan (1970). So this study was conducted in twenty educational and training public sector organizations of Punjab, Pakistan based provincial capital, Lahore, Pakistan. A list of selected public sector organisations is given in Table 3.1.

It is important to explain that these public sector organizations have been selected as sample from public organizations belonged to Government of the Punjab, Pakistan,

because, firstly, these organizations are related to education and training sector of Government of the Punjab; secondly, these organizations have their own distinct working style, design, arrangement, operation, culture and characteristics. Thirdly, these organizations head offices based at Lahore, capital city of Punjab Pakistan, but mostly have operational network as regional offices or campuses separate throughout province of the Punjab.

Fourthly, the selected organizations are autonomous bodies and special institution of the government of the Punjab establishment by the Act or Ordinance and operation in managed and controlled by their own board of management (BoM), board of directors (BoD), board of governor (BoG), board and syndicate etc. Finally, these organizations can easily implement the outcome of this study to improve their efficiency with the consent of the Govt. of the Punjab. The detail regarding sample selection is given in Table 3.1.

It is pertinent to address the common question needed to be addressed, why this study focuses to conduct investigation on public organizations especially education sector and ignored private sector organizations? There are so many causes or reasons. However, few are given as, the first, while examining decision making public organizations and private organizations reported notable differences (Rodeiguez & Hickson, 1995). Moreover, to follow the suggestions of Pakistani researchers Iqbal et al. (2012) regarding to examine DWB of the head of departments of universities of public sectors universities of Pakistan.

The second, private organizations work to earn profit and seeking money and have smooth and prompt decision making as compared to public sector. In public sector

organization, these organisations only work for the welfare of the public but having turbulence, interruption and lengthy process for decision making (Rainy & Perry, 1986; Perry, 1990). On contrary, in private sector, if any employee found guilty of misconduct or deviance act, the employer or owner can take prompt disciplinary action against him, but in public sector of Pakistan, if any employee found guilty of misconduct, the employer cannot take prompt or immediate disciplinary against him because of lengthy process of initiate disciplinary proceedings and decision making.

The third, the researchers attribute these differences to the role that played by private and public sector organization in society. Private sector sells goods and services to the public with the objective to earn wealth, money and profit whereas public sector organizations call for public response because public organizations are run by the tax money of the public. If public sector organizations face the problem of workplace deviance, the outcome of deviance have to face and sustain to both public and organization.

On the other hand, private organizations invest their own capital, if organization face problem of workplace deviance, they have to sustain the cost of deviance alone, so it believes that private sector is more vigilant as compared to public sector.

The fourth and last, the public sector organizations have distinct role and to fulfil certain requirements and expectation of the public or society and accountability to public that required various decision making practices.

On the basis of above reasons and arguments, it is presumed that deviant workplace behaviour become common problem of private and public organizations but more prevalent and costly to public sectors organizations that needs to diagnosis the problem of deviance that is why the present study focuses on public sector organizations.

3.6.2 Sample Size

According to Cooper and Schindler (2008) the process of selecting some element from the target population that can represent the whole population is known as sampling. Fink, (2002) defined sample size as the number of element from population selected in order to get precise findings. Gay and Diehl (1992) argued that choosing an appropriate sample is crucial because the generalization depends on the quality of sample.

Moreover, sampling is generally carried out instead of complete data collection from every item of the population due to financial and time constraint (Sekaran, 2003; Sekaran & Bougee, 2010; Zikmund et al., 2010). However, selecting a sample will lead to more successful outcome due to reduction of fatigue and errors resulting in data collected specially when the number of elements involved are huge (Sekaran, 2003).

Keeping in mind the suggestions of earlier scholars, the present study focused on targeted population to analyse the proposed hypothesis on the basis of statistics accessible afrom the official website of the Government of the Punjab, Pakistan (www.punjab.gov.pk). There are 40 provincial departments in province of Punjab,

in which 108 attached departments, 152 autonomous bodies and 12 special institutions of the Government of the Punjab are working in the territory of province of Punjab. Pakistan.

From 152 autonomous bodies and 12 special institutions, 100 are associated to education and training, from them 20 public sector organizations linked to education and training sectors were selected in three clusters for present study (e.g. boards. specials instructions and public universities) because education and training aligned organizations and institutions that can get the benefits from the outcome of the present research. The reason behind choosing these public sector organizations is that all are situated in Lahore provincial headquarter of Government of the Punjab and their working cover different territory of province of Punjab, Pakistan.

3.6.3 Sampling Techniques

Generally, there are two major sampling techniques used by researchers in order to collect data from respondents, probability and non-probability techniques of sampling (Sekaran & Bougee, 2010). These two methods or techniques of sampling discuss the sampling with equal chances of selection and describe how an element of the population has an equal chance of selection in a frame or not (Sekaran & Bougee, 2010).

In the current research, multi-stage probability sampling was used to randomly select and to provide responding organizations with an equal chance of selection from given total population. The main considerations include the cost, time and effort required. According to Saunder et al. (2009) a multi-stage sampling is also a type of

probability sampling and it involves a process of selecting the samples in a research study at the two or more stages.

Multi-stage sampling can be a complex form of cluster sampling because cluster sampling involves dividing the population into groups or clusters then one or more clusters are chosen at random and everyone within the chosen cluster is sampled (Saunders et al., 2009). Selecting all the sample elements from all the selected clusters may be expensive and time consuming. However, multistage cluster sampling becomes useful. Instead of using all the elements contained in the selected clusters, the researcher randomly selects elements from each cluster (Saunders et al., 2009).

In order to select the sample of this study, at the first stage researcher has divided all the homogeneous public sector organization having their head office/quarter based in Lahore into three main clusters i.e. A. public universities, B. autonomous bodies (boards), C. special training institutes.

Later on, out of these clusters main respondents (administrative/supporting staff) were randomly selected on the basis of the table developed by Krejcie and Morgan in 1970 and cited and adopted by Collis and Hussy (2013).

A detailed list of sample size and sampling frame is given above in Table 3.1.

Table 3.1
Details Regarding Sample Selection

Cluster	Sr. NO.	Name of Public Organization	Total Employees (N)	Sample Size (n)
A. Public Universities	1	University of the Punjab, Lahore.	55	96
	2	University of Health Sciences Lahore.	1050	19
	3	University of Education Lahore.	1200	21
	4	University of engineering and Technology, Lahore.	4000	71
	5	Govt. College University Lahore.	3500	62
	6	Lahore College for Women University Lahore.	1300	23
	7	University of Veterinary & Animal Sciences, Lahore.	1500	27
	8	King Edward Medical University, Lahore.	750	13
B. Autonomous Bodies (Boards)	9	Punjab Board of Technical Education, Lahore.	275	05
	10	Board of Intermediate and Secondary Education, Lahore.	850	15
	11	Punjab Examination Board, Lahore.	90	02
	12	Punjab Medical Faculty, Lahore.	40	01
	13	Punjab Text Book Board, Lahore.	275	05
C. Special Training Institutes	14	Punjab Directorate of Staff Development, Lahore.	60	01
	15	Punjab Skills Development Fund, Lahore.	55	01
	16	Punjab Technical and Vocational Authority, Lahore.	410	07
	17	Punjab Vocational Council, Lahore.	350	06
	18	Punjab Education Endowment Fund (PEEF), Lahore.	90	02
	19	Punjab Education Foundation, Lahore.	80	02
	20	National Educational Equipment Centre, Lahore.	40	01
Total			21,500	380

Source: Synthesized by Researcher

3.7 Data Collection Process

In selection of population, public sector organizations such as public sector universities, autonomous bodies and special institutions of the Government of the Punjab were selected. These public institutions or organisations have their own head office at provincial capital of the government of the Punjab in Lahore. However, their functioning is spread over in different region of the province of Punjab Pakistan. Questionnaire instrument was used to collect data from respondent i.e. administrative and supporting employees of public sector organisations particularly attached with all type of selected sample of education and training in province of Punjab, Pakistan.

Furthermore, the unit of analysis was individual employee (supporting staff) who is working in the twenty targeted in Pakistani public sector organizations. The collection of actual data was completed in three phases. In initial stage of data collection an official letter was got from Ghazali Shafie Graduate School of Government UUM, and wrote a cover letter addressed to the Chief Secretary of the Government of the Punjab, Lahore with questionnaire to get formal approval to collect data from public sector organizations. After got black and white and verbal approval regarding collection of data from the competent authorities of each public sector organisation.

In second phase, the total 660 questionnaires were circulated with cover letter to the nominated official of concerned targeted organizations for further distribution to the unit of analysis that means individual employee of public sector organization to answer the questionnaire. It further clarified that the cover letter over questionnaire

clearly highlights the background and purpose of the study and in order to increase the willingness of the participant to take part in the survey, their anonymity and confidentiality were confirmed in the cover letter and cover letter also provides instructions on questionnaire to guide the respondents, how to answer the questions and return. Hence, the circulation of questionnaire took a period of two months (Nov & Dec 2016) because of public organizations.

In third and last phase of data collection, after circulation of questionnaire within a period of three months January to March 2017, 420 questionnaires were received out of 660 through the nominated officials of 20 public sector organizations. However, 40 questionnaires were not filled properly and unable to use for analysis. It is pertinent to mention here that a period of approximately six months was consumed on circulation/distribution of questionnaires among the unit of analysis means individual employee and return of filled questionnaire from them. It has been observed that in public organizations generally employees are lethargic and slow mover and not bother to fill the questionnaire.

3.8 Instrument and Measurement

In order to conduct survey a closed ended type of self-administrated questionnaire was used as instrument because closed questions can be more easily answered as compared to open questions (Sekaran & Bougee, 2010). It is important to mention that closed questions boost and enhance the answerability of the asked questions and these closed questions help to simplify more what is requisite to be answered by the respondents (Sekaran & Bougee, 2010).

Moreover, another benefit of using closed questionnaire is that it diminishes and almost eliminates the variable amongst the answers and thereby making it easier for the researcher to analyze the collected data (Sekaran & Bougee, 2010).

In this approach, the respondents were asked to tick only the answer on option of the particular question given, from 1 to 5. The questionnaire instrument was adopted from earlier researcher's work of having acceptable range of reliabilities calculated by Cronbach's Alpha. The questionnaire is consisting of five sections (1 to 5).

Section 1 demographic factors contains information of such as gender, marital status, age, education, experience, tenure or length of service, and level of job. The items of demographic factors randomly distributed in the survey format. Eight demographic factors such as gender, marital status, age, education, experience, tenure and employment status or level measured through the same survey on nominal scale.

Section 2 of questionnaire related to the dimension DWB. In order to measure dimension of DWB instrument contains 43 sub scales. To measure to "abuse to others" 18-sub scale (Spector et al., 2006). To measure "Sabotage" 4 sub scale (Spector et al., 2006); to measure "withdrawal" 4 sub scales (Spector et al., 2016); to measure "theft" 4 sub scales (Spector et al., 2006); to measure to "property deviance" 3 sub scales and 5 sub scales to " misuse of time and resources" (Bashir et al., 2012); to measure to kickbacks/corruption" 5 sub scales (Bashir et al., 2012).

Section 3 of survey questionnaire instrument linked to individual factors such as. big five personality trait (John & Srivastava, 1999), instrument contained 44 items, in which for 8 items to measure “extraversion”, 9 items to measure “agreeableness” 9 items to measure “conscientious”, 8 items to measure “neuroticism and 10 items to measure openness to experiences.

To measure the dark triad personality trait 27 items instrument was used in which 9 items to measure machiavellianism, 9 items to measure narcissism and 8 items to measure psychopathy (Paulhus & Jones, 2011). In survey questionnaire, Section 3 was also measured at five Likert-scales (1 to 5).

Section 4 linked to measurement of organizational factors that contained 4 sub scale to measure organizational injustice (Hodson et al., 1994); 15 sub scale of Tepper (2000) was used to measure abusive supervision. In survey questionnaire, generally, five Likert-scales that contain (1 to 5) such as strongly disagree to strongly agree. Dimensions of organizational injustice measured as strongly disagree, some what disagree, neutral, somewhat agree and strongly agree.

Section 5 of the questionnaire related to transformational leadership, the 20 items from the Multifactor Leadership Questionnaire (MLQ) Form 5X; Bass & Avolio, 1995), was used and section 5 also measure five Likert- scales that contain (1 to 5) such as strongly disagree to strongly agree used. Research instrument were explained in next section.

However, Table 3.2 contained the summary of the measures adopted in this study.

Table 3. 2
Summary of Items of Instrument

Sources	Variable	Dimensions	Items
Spector et al. (2006)	DWB (Dependent Variable)	Abuse/Bullying	18
		Production Deviance	03
Bashir et al. (2012)		Withdrawal	04
		Theft	04
		Sabotage	04
		Misuse of time & resources	05
		Kickback/ corruption	05
	(Independent Variable) Individual Factors		
		Demographic information	08
John & Srivastava (1999)		Big Five Personality Traits	44
Paulhus & Jones (2011)		Dark Triad personality	17
Hodson et al. (1994) and Tepper (2000)	Organisational Factors	Organisational Injustice	04
		Abusive Supervision	15
Bass & Avolio (1995)	(Moderating Variable) Transformational Leadership (Moderating Variable)	Transformational Leadership	20

Source; the Researcher

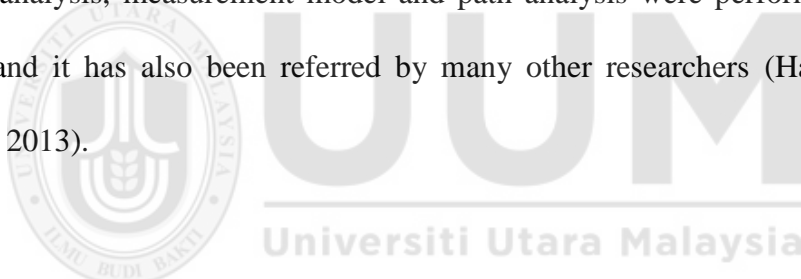
3.9 Data Analysis

Generally, in order to analysis data, structural equation model is used in social and behavioural sciences (Hair et al., 2013). In present study, the quantitative data analysis was performed in three consecutive phases. Firstly, multi scale items were refined. Secondly, the scales were examined and confirmed by using confirmatory factor analysis (CFA). Thirdly, the research hypotheses were tested by using the

partial least squares method based on SEM. So, SEM techniques was used to analysis the data of this study because it is very general modelling technique contained combination of path analysis, regression analysis and factor analysis. The focus of SEM is usually on theoretical construct (Hair et al., 2012; Hair et al., 2013).

3.9.1 Quantitative Analysis for Data Entry and Screening

The quantitative data analysis was performed in SPSS-21 package. The tests of descriptive statistics, missing data, outliers, normality, multi-collinearity etc. were accomplished with the help of software statistical package for social sciences (SPSS-21) in order to screen the data after its entry and proper coding. To test confirmatory factor analysis, measurement model and path analysis were performed using PLS-SEM and it has also been referred by many other researchers (Hair et al., 2012; Wong, 2013).



3.9.2 Quantitative Analysis for Demographic Factors

The quantitative data analysis for demographics information i.e., gender, marital status, education, experience and tenure of this study are extremely important for the topic of this study on deviant workplace behaviour and was performed in the SPSS-21. Descriptive analysis of demographic factor was analyzed and T- test also.

3.9.3 Hypotheses Testing through Smart PLS

In this study, the quantitative analysis was conducted by using SEM because review study on structural equation modelling (SEM) shows that PLS-SEM has become a progressively and increasingly applied multivariate analysis method in social

sciences research (Hair et al., 2012; Wong, 2013). Substantially, increases its application in International Business research (Richter, Sinkovics, Ringle & Schlagel, 2016). Generally, structure equation modelling (SEM) is applied in social, behavioural and management sciences (Hair et al., 2013; Wong, 2013).

SEM is basically an arrangement and blend of the methods of statistics numbers which allow the analysis of various relationships proposed in the study (Hair et al., 2013; Henseler, 2010). SEM also referred to as “casual modelling”, and “path analysis” (Tabachnick & Fidell, 2007). SEM is the finest tool to measure multiple regressions (Hair et al., 2013).

It is basically consisting of two simple modules such as “the structural model” and “the measurement model” (Rigdon, 2016). Path model is also acquired from structure equation modelling which displays the trend and direction of relationship (Hair et al., 2013; Tabachnick & Fidell, 2007) and enables the researchers to check on spot that what are the independent variables which predict the dependent variables (Henseler, 2010). It also helps to measure many indicators to measure a single variable analysis (Rigdon, 2012; Rigdon, 2013; Wong, 2013).

Another important attributes of SEM of concurrent analysis which make SEM is a multivariate method (second-generation) of data analysis method distinct from other statistical instrument of the first generation (Wong, 2013) that is correlation, factor analysis and regression which are limited for analysing only one layer of associations of independent variables and dependent variables at a time (Hair et al., 2013; Henseler, 2010). It helps to perform a two-fold action that assesses the causation

between the independent and dependent variables hypotheses (Wong, 2013) and measurement loadings on their nominated constructs (Richter et al., 2016; Wong, 2013).

SEM helps to check the strength of factors and hypotheses in a single go (Hair et al., 2013; Wong, 2013). Results from SEM in a more robust and rigorous analysis of the proposed model and better methodological assessment (Hair et al., 2013). SEM is usually suitable to assess the causal modelling of complex and multivariate data sets in which there are compound measures of proposed constructs (Hair et al., 2013). SEM is a friendly technique and method for testing of hypotheses (Wong, 2013) and supports to utilize the covariance-based SEM (Hair et al., 2013; Henseler, 2010).

In addition, PLS-SEM is a “causal modelling approach” to maximize the explained variance of the dependent latent constructs (Hair et al., 2013). The main focus of PLS-SEM is to measure some parameters by maintaining the same theoretical differences (Hair et al., 2013; Tabachnick & Fidell, 2007). PLS-SEM provides a good opportunity for statistical modelling, which helps to transport forward without being restricted by “a large sample size”, “strong underlying theory” and “normally distributed data” (Hair et al., 2013) while defining the associations of variables in complex model (Hair et al., 2013; Kline, 2005).

In present study, PLS-SEM has been employed as the main technique of data analysis and to test the path model (Rigdon et al., 2016). It offers proper and an appropriate interpretation and inference for a series of separate regressions analysis

(Hair et al., 2013; Wong, 2013). Reliability has also been confirmed in this technique through various model techniques (Hair et al., 2013; Henseler, 2010).

PLS-SEM is also capable to make a combined and linked with lateral variables included in this study (Rigdon, 2012; Wong, 2013). Measured variables through SEM can backing and support the investigation to analyze those variables which are unobserved (Tabachnick & Fidell, 2007). PLS-SEM uses “confirmatory modelling” which confirm the hypothesized relationship between the different variables of the study (Hair et al., 2013; Wong, 2013).

In addition, in the present study Smart PLS software qwas the major SEM instrument used for data analysis (Wong, 2013). The main purpose of using SEM is to show a higher R² score and significant t-value, which helps in validating the cause and effect “no effect” of a “null hypothesis” (Hair et al., 2013; Wong, 2013). Smart PLS makes the R² insignificant through having a parallel observation on both factor and path analyses. Smart PLS initially inspects and examines the correlation and covariances between latent variables along with determining values for R square as well as AVE for all constructs (Hair et al., 2006; Henseler, 2010).

It is important to mention here that once the measurement of model and path model have been examined and estimated. Smart PLS applies a bootstrap application to approximate the significant t-value of the paths (Hair et al., 2006; Halepota, 2011; Wong, 2013). Secondly, PLS-SEM was generally employed to validate the pre-established relationship among the independent, dependent and mediating variables

by running a simulation based multiple regression analysis (Hair et al., 2006; Hair et al., 2013; Henseler & Sarstedt, 2013).

In this proposed study a two-step PLS-SEM strategy was adopted to specifying the specifications of structural models (Hair et al., 2013). Firstly, constructs whose causal relationships had been authenticated and validated through supporting theory was used to prove the causal relationships between variables. Secondly, PLS-SEM was applied to validate the pre-established relationship between the endogenous and exogenous variables with the help of simulation-based multiple regression analysis (Hair et al., 2006; Hair et al., 2009; Hair et al., 2013; Henseler & Sarstedt, 2013).

In this study the hypotheses were tested by using PLS-SEM (Wong, 2013) and apply SEM for the measurement of the impact of independent variables on dependent variables and to analyse the moderating effect (Rigdon 2012; Rigdon, 2013; Rigdon, 2014). SEM is most the effective means in the field of organizational behaviour, social sciences, psychology, management, human resource management (Hair et al., 2013; Wong, 2013).

It is used to evaluate the relationship between independent and dependent variables (Rigdon, 2014; Wong, 2013). This approach is applicable widely (Rigdon, 2014; Wong, 2013). SEM is the most suitable tool to -built underlying statistical theory (Hair et al., 2006; Hair et al., 2013). The research hypotheses were tested through, following the PLS-SEM assumptions; with the help of standardized β estimate and t-value. This was followed by an explanation of factor loading so as to identify the

study variables. Generally, SEM generates more reliable conclusions in terms of the construct validity of the measurement used (Rahman, Karan & Ferdausy, 2013).

Smart PLS software was applied for the assessment of the measurement model and structural model of the study on the basis of the data set of 380 cases. Before results were inferred, reliability and validity tests were conducted to confirm that the measurement scales were satisfactory. The significance of the parameters PLS-SEM analysis was done by using Smart PLS software for examining the model and testing the hypotheses by evaluating important assumptions, then estimated and described the findings accordingly as advised by Wong, (2013).

The model was drawn on Smart PLS in which independent variables like individual and organizational factors and transformational leadership were linked with deviant workplace behaviour along with moderating role indications to check the regression weights for the entire model. The overall results regarding the testing of hypotheses is discussed in chapter four.

3.9.4 Model Fitness

Model fitness is one of the key issues confronted by a research study (Sekaran & Bougee, 2010). It is essential for research using the technique that are more comfortable with the area since assessing whether a specified model ‘fits’ the data is one of the most important step in structural equation modelling (Yuan, 2005). Most of the models which are being tested in this current era are derived from future research indications of previous studies (Hooper, Coughlan & Mullen, 2008).

Hence, it is always not necessary that a recommended model stay fit when it integrates all the relationships and for this purpose the test of model fitness is applied (Sekaran & Bougee, 2010). Model fitness basically checks at two levels while doing confirmatory factor analysis (CFA) and while applying SEM and made research on fit indices for structural equation modelling (Hooper et al., 2008).

A variety of fit indices can be used as guidelines for establishing model good fitness (Hooper et al., 2008). To clarify matters to the users of SEM, the most widely reported fit indices are covered and their interpretive value in assessing model fit is examined by Hooper et al. (2008). Hooper et al. (2008) presented guidelines for a selection of fit indices for determining Good Model Fit for prospective structural equation modellers (SEM) to help them to avoid making errors during research study analysis that are widely regarded as the most informative indices available to researchers and also provides reporting strategies of these indices (Hoper et al., 2008).

In addition, Hoper et al. (2008) presented best practices on reporting structural equation modelling and suggested some ways in which model fit can be improved. Structural equation modelling (SEM) has become one of the techniques of choice for researchers across the disciplines especially in social sciences (Hoper et al., 2008).

It is essential that researchers using the techniques that are comfortable with the area since assessing whether a specified model 'fits' the data is one of the most important steps in structural equation modelling (Yuan, 2005). The guidelines are discussed below in two parts the first, absolute fit indices and the second, incremental indices

(Hooper et al., 2008). The first, absolute fit indices determine how well fits the sample data (McDonald & Ho, 2002) demonstrates which proposed model has the most superior fit (Hooper et al., 2008). These measures provide the most fundamental indication of how well the proposed theory fits the data included in this category are the I) Chi-Squared test, II) RMSEA, III) GFI, IV) AGFI, V) the RMR and VI) the SRMR (Hooper et al., 2008).

I) The Chi-Square (χ^2) value is measured to evaluate overall model fit and assesses the magnitude of discrepancy between the sample and fitted covariance matrices' (Hu & Bentler, 1999). A good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007), thus the Chi-Square statistic is often referred to as either a 'badness of fit' (Kline, 2005) or a 'lack of fit' (Mulaik et al., 1989) measure.

On the other hand, where small samples are used, the Chi-Square statistic lacks power and because of this may not discriminate between good fitting models and consider as poor fitting models (Kenny & McCoach, 2003). Due to the restrictiveness of the Model Chi-Square, researchers have sought alternative indices to assess model fit such as minimizes the impact of sample size on the Model Chi-Square is relative/normed chi-square (χ^2/df) (Oper et al., 2008). Whereas, there is no consensus about an acceptable ratio for this statistic, recommendations range from as high as 5.0 (Wheaton et al., 1977) to as low as 2.0 (Tabachnick & Fidell, 2007).

II). Root mean square error of approximation (RMSEA) is the second fit statistic reported in the LISREL program and was first developed by Steiger and Lind (1980, cited in Steiger, 1990). The RMSEA tells us how well the model, with unknown but

optimally chosen parameter estimates would fit to the population covariance matrix (Byrne, 1998). RMSEA in the range of 0.05 to 0.10 was considered an indication of fair fit and values above 0.10 indicated poor fit (MacCallum, Browne & Sugawara, 1996). It was then thought that an RMSEA range of between (0.08 to 0.10) that provides a mediocre fit and below 0.08 shows a good fit (MacCallum et al., 1996).

III). The Goodness-of-Fit (GFI) statistic was created by Jöreskog and Sorbom (1993) as an alternative to the Chi-Square test and calculates the proportion of variance that is accounted for by the estimated population covariance (Tabachnick & Fidell, 2007). By looking at the variances and covariances accounted for by the model, it shows how closely the model comes to replicating the observed covariance matrix (Diamantopoulos & Siguaw, 2000). This statistic ranges from 0 to 1 with larger samples increasing its value. When there are a large number of degrees of freedom in comparison to sample size, the GFI has a downward bias (Sharma et al., 2005). As with the GFI, values for the AGFI also range between 0 and 1 and it is generally accepted that values of 0.90 or greater indicate well fitting models.

VI). Root mean square residual (RMR) and standardised root mean square residual (SRMR) resolves this problem and is therefore much more meaningful to interpret (Diamantopoulos & Siguaw, 2000; Hoper et al., 2008). Rang values for the SRMR from zero to 1.0 with well fitting models obtaining values less than .05 (Diamantopoulos & Siguaw, 2000). However, values as high as 0.08 are deemed acceptable (Hu & Bentler, 1999). An SRMR of 0 indicates perfect model fit but it must be noted that SRMR will be lower when there is a high number of parameters in the model and based on large sample sizes (Hoper et al., 2008).

The second, incremental fit indices are also known as comparative fit indices (Miles & Shevlin, 2007) or relative fit indices (McDonald & Ho, 2002). These are a group of indices that do not use the chi-square in its raw form but compare the chi-square value to a baseline model (Hooper et al., 2008). For these models the null hypothesis is that all variables are uncorrelated (McDonald and Ho, 2002). Incremental fit indices are categories as I) Normed Fit Index (NFI), II) Non-normed, Factor Index (NNFI)/ NNFI (TLI) and III Comparative Fit Index (CFI).

I). Normed fit index (NFI) is the first of these indices of incremental fit to appear in LISREL output (Bentler & Bonnet, 1980). It assesses the model by comparing the χ^2 value of the model to the χ^2 of the null model (Hu & Bentler, 1999; Hoper et al., 2008). The null/independence model is the worst case scenario as it specifies that all measured variables are uncorrelated (Hoper et al., 2008). Values for this statistic range between 0 and 1 with Bentler and Bonnet (1980) recommending values greater than 0.90 indicating a good fit. More recently, suggested that the cut-off criteria should be $NFI \geq .95$ (Hu & Bentler, 1999; Hoper et al., 2008).

II). Non-normed factor index (NNFI) values can fall outside the 0-1 range that favours parsimony. Performs well in simulation studies (Sharma, Mukherjee, Kumar & Dillon, 2005; McDonald & Marsh, 1990) and values always greater than 0.95 (Sharma et al., 2005).

III). Comparative fit index (CFI) (Bentler, 1990) is a revised form of the NFI which takes into account sample size (Byrne, 1998) when sample size is small that performs well even (Tabachnick & Fidell, 2007). This index was introduced by Bentler (1990)

and subsequently included as part of the fit indices in his EQS program (Kline, 2005). Like the NFI, this statistic assumes that all latent variables are uncorrelated and compares the sample covariance matrix with this null model (Kline, 2005).

As with the NFI, values for this statistic range between 0.0 and 1.0 with values closer to 1.0 indicating good fit. A cut-off criterion of $CFI \geq 0.90$ was initially advanced however, recent studies have shown that a value greater than 0.90 is needed in order to ensure that misspecified models are not accepted (Hu & Bentler, 1999). From this, a value of $CFI \geq 0.95$ is presently recognised as indicative of good fit (Hu & Bentler, 1999). Presently, this index is included in all SEM programs and is one of the most popularly reported fit indices due to being one of the measures least affected by sample size (Hoper et al., 2008). In this study the Model Good Fitness is presented in chapter four under section 4.8.

3.10 Reliability and Validity

According to Pallant (2007) without test of reliability and validity of the data the quality of research work may be weak. In order to ensure the reliability and validity of the results, the statistical analysis has been carried out in the present study to guarantee the reliability and validity of the outcome the research.

3.10.1 Reliability Analysis

Reliability is the "consistency" or "repeatability" of measures which means to what extent the results is consistent, that is, the degree to which repeated measurements in the same conditions would yield the same results (Trochim, Donnelly & Arora, 2016). Internal item realibility was assessed by examining the outer loadings of each

construct measures (Trochim et al., 2016). Internal consistency reliability was measured with the help of CFA. The object of confirming reliability is to minimize the chance of biasness of results of analysis (Cooper & Schindler, 2007).

An appropriate pilot study was designed and conducted to test the reliability of the questionnaire before proceeding with the main survey and different statistical tools have been used and applied to confirm the reliability of the results of the study (Trochim et al., 2016). Cronbach's alpha coefficient to assess the reliability of scales was used for present research.

Internal consistency assesses the consistency of results across items within a test which means that items comprising higher internal consistency (Trochim et al., 2016). Cronbach Alpha values are often utilized to indicate the reliability (Cortina, 1993). The alpha value can be ranged between 0 to 1 (Cortina, 1993). The threshold range in this regard is 0.7 and beyond it, the scale will be considered as reliable at this threshold value.

3.10.2 Validity of Results

The validity is an equivalent to accuracy which means that the measures are evaluating what they mean to measure (Brains, Willnat, Manheim & Rich 2016; Trochim et al., 2016). The ends conclusions drawn from the analysis are rigorous (Saunders et al., 2009). For validating the results, there are different methods (Brains et al., 2016) but no consensus on how to differentiate between them (Brains et al., 2016).

However, the researcher has applied the following general categories of validity throughout the current proposed study. Validity is as important indicator as that of reliability because where reliability talks about responses consistency, validity talks about the items accuracy (Sekaran & Bougie, 2010).

3.10.3 Construct Validity

Construct validity is "the degree to which a test measures what it claims, or purports, to be measuring" (Brown, 1996). Researchers demonstrate that the selected measures essentially address the concepts and relationships of the proposed model (Hair et al., 2006). As shown in pilot testing and on SEM, all the constructs have been rigorously selected.

3.10.4 Convergent validity

Sekaran & Bougie (2010) convergent validity means a "measure of intelligence presumes, among other things, that the measure is associated with things". It should be associated with convergent validity and if the measure is not associated or linked with things it should not be associated with discriminant validity (Cronbach & Meehl, 1955). Average variance extracted is its measure which must be or greater than 0.5 (Bagozzi & Yi, 1988).

In addition, convergent validity is explained as the inter-item correlation like items of a certain variable must be related with each other up to some extent (Sekaran & Bougie, 2010). Campbell and Fiske (1959) defined convergent validity as "refers to the degree to which two measures of constructs that theoretically should be related are in fact related".

3.10.5 Discriminant Validity

In the words of Campell and Fiske (1959) tests whether concepts or measurements that are supposed to be unrelated or in fact, unrelated next, the variable have been examined in order to ensure that the items within a construct correlate among themselves. Discriminant validity is contrast to convergent validity (Duarte & Raposo, 2010). Convergent validity is measured with the help of Cronbach's alpha or by t-values in the PLS path model analysis (Cronbach & Meehl, 1955). Researchers suggest that the "square root" of AVE of each latent variable should be greater than the correlations among the latent variables of the study (Fornell & Larcker, 1981).

The concept of discriminant validity is that items of one variable must be strongly related with each other and should be related with the items of other variables with lesser strength. Discriminant validity enhanced this concept by putting a restriction that inter-item correlation must be greater than the correlation between items of one scale with the items of another scale (Campbell & Fiske, 1959).

In the words of Duarte and Raposo (2010) discriminant validity refers to the extent to which a particular latent construct is different from other latent constructs". In order to achieve acceptable or adequate discriminant validity, all the indicators loadings should be higher than the cross-loadings (Chin, 1998). Simply, "Does the measure have low correlation with a variable that is supposed to be unrelated to this variable?" (Sekaran & Bougie, 2010).

3.10.6 Internal Validity

According to Brewer, (2000) “Internal validity as the extent to which a causal conclusion based on a study is warranted, which is determined by the degree to which a study minimizes systematic error (or 'bias').” Internal validity occurs when a researcher controls all extraneous variables (Trochim et al., 2016), with the only one remaining to influence the results of a study being that manipulated by the researcher (Saunders et al., 2009). Composite internal reliability should be 0.7 or higher. If it is an exploratory research, 0.6 or higher is acceptable (Bagozzi & Yi, 1988).

Interrelationships between the key variables of the study are derived through the existing literature and have been controlled across several variables. They have also been carefully selected (Sekaran & Bougie, 2010). In this way, the analysis and measurement has avoided certain biases that can arise from studying the relationships of the main variables of study. Internal validity concerned about the issue of authenticity of the cause and effect relationship (Sekaran & Bougie, 2010).

3.10.7 External Validity or Generalizability

Mitchell and Jolley (2001) defined external validity as “the validity of generalized (causal) inferences in scientific research, usually based on experiments and known and experimental validity”. In the words of Aronson, Wilson, Akert and Fehr, (2007) “external validity is the extent to which the results of a study can be generalized to other situations and to other people”.

External validity is concerned with the generalisability of the findings to the wider population (Aronson et al., 2007; Saunders et al., 2009). Mathematical and statistical

analysis of external validity concerns a determination of whether generalization across heterogeneous populations is feasible to analysis (Pearl, Judea, Bareinboim & Elias, 2014). It helps to developing statistical and computational methods that produce valid generalizations (Pearl et al., 2014). It is very hard to make generalisations because of time constraints (Aronson et al., 2007).

However, the researcher extracted a random sample from the population, so to some extent the generalizability of the results is supported (Aronson et al., 2007; Pearl et al., 2014). The sample size was sufficient to draw reliable results (Krejcie & Morgan, 1970; Sekaran, 2003). The best way of ensuring generalizability is by replicating the study as many times as possible (Pearl et al., 2014). However, due to a lack of resources and time, this step of external validity or generalizability will be left for future research.

3.11 Ethical Considerations

The principles of ethical considerations to conduct research were followed during the whole process of research for seeking surety that the final draft is a true representation of all the data and relevant results (Sekaran, 2003; Sekaran & Bougie, 2010; Easter-by-Smith et al., 2007). Ethics were kept under consideration during the research process so that all the stakeholders i.e. the respondents, the researcher and University Utara Malaysia did not suffer any damage, difficulty, loss of privacy or embarrassment (Cooper & Schindler, 2006). The ethical requirements were followed throughout the course of research work for the protection of the best present interests of the researcher, the university, the organizations under survey and the participants of the study.

Before collection of data, the respondents were informed clearly about the benefits of the study and delivered questionnaire to the respondents by hand. Moreover, a consent form was also delivered to the respondents that explained the title and purpose of study and what was required from the participants. All the questions of instrument were defined and explained in such a manner that the respondent would clearly understand the questionnaire, prior to their participation in the study.

The name, email and the contact addresses and cell numbers of the researcher were given in the cover letter of questionnaire to increase the respondents' confidence and to encourage them to respond by answering the questions truthfully. To ensure that they knew to whom they are giving these responses (Cooper & Schindler, 2006; Easter-by-Smith et al., 2007).

The demographic information i.e. names and addresses of the respondents were not required in the questionnaire and data was coded to make sure of the anonymity and confidentiality during the whole research process. A promise was also made to the respondents regarding confidentiality of personal information provided for study. The researcher was bound not to use the facts provided by the respondents other than research purpose (Zikmund et al., 2010). In order to maintain the confidentiality and privacy of the respondents and organisations only aggregate results and outcome are used in the thesis.

In addition, respondents were requested to participate in the questionnaire survey by informed consent (Sekaran, 2003; Sekaran & Bougie, 2010). The respondents directly interacted with the researcher, and questionnaires were personally

administered by the researcher to reduce the data biasness and guided participants individually regarding how to fill the questionnaire.

It is pertinent that researcher is responsible to make sure that the inquiry is conducted by following the ethical consideration as main principle. In order to ensure the accuracy of the results, the data collection and the process of questionnaire design were carried out professionally that study was truly representing the data and relevant conditions.

It is concluded that ethical consideration and keen care were given, during the whole course of research work. Researcher has made best efforts to minimize all possible ethical issues at all phase and stages of the research design in this study and follow the principle of “Honesty is the best Policy”.

3.12 Summary

This chapter covers the methodology which used in this study; the chapter covers the details about research model and dimensions, theoretical framework, research hypothesis, research design, pilot study, population, sampling procedure, data collection process, instrument a measurement and data analysis, structural equation modelling, external validity or generalizability, ethical consideration.

The next chapter will describe the result analysis and result of data analysis.

CHAPTER FOUR

FINDINGS

4.1 Introduction

Chapter four describes the results of the study derived on the basis of questionnaire survey. The chapter begins by reporting the results of initial data screening and preliminary analysis by using SPSS-21 and PLS Path modelling by using Smart PLS.3. In the next section, results of the descriptive statistics are reported. Later on, the main results of the present study are described in two parts. In the first part the measurement model described in order to determine the individual item reliability, internal consistency reliability, convergent validity and discriminant validity.

Further, results of structural model are reported in the next section (e.g., significance of the path coefficients, level of the R-squared values, effect size and predictive relevance of the model). Finally, results of complementary PLS-SEM analysis, which examines the moderating effects of transformational leadership on the individual factors, organizational factors and deviant workplace behaviour, are described at the end. Finally, the chapter concludes with a summary.

4.2 Responses Rate

In present study, a total of 660 questionnaires were circulated to the targeted unit of analysis individual employees working in targeted cluster of 20 public organizations located in the provincial head quarter of the Punjab Province Lahore, Pakistan. In order to achieve high response rate, several phone calls and short message service (SMS) were made to remind the nominated officials of particular organizations.

A methoed of Krejcie and Morgan (1970) adopted by Hence, Collis and Hussy (2013) for determining sample size from a given population for research activities was used in ths study. Guidelines of Krejcie and Morgan (1970) adopted by Collis and Hussy (2013) for targeted population 21500 for 20000 to 30000 population, sample size is determine 380.

Table 4. 1
Questionnaire Response Rate

Response	Frequency	Percentage
Number of questionnaire distributed	660	
Returned questionnaire	420	
Questionnaires not returned	240	
Questionnaires not properly filled	40	
Valid Questionnaires used in Analysis	380	
Response Rate		64%
Valid Response Rate		57%

Source: Synthesized by Researcher

4.3 Data Screening

Data screening is the first step of data analysis and it is often being done on SPSS-21. It helps to develop better understanding of data collected for further analysis. The data which has been collected from the respondents probably has some faults in

it which can disturb the ultimate results, their reliability and validity so it is good to assess and answer all those issues in advance. In this step, data was screened after its coding on SPSS 21. Such screening was based on some indicators and following preliminary data were performed to screen collected data:-

- i) Missing Values
- ii) Assessment of Outliers
- iii) Normality Test and
- iv) Multi-collinearity

These can be explained in detail in the next sections.

4.3.1 Missing Values

Missing values are referred to blank responses as sometimes respondents miss some questions and not answer it due to variety of reasons. Due to long questionnaire, some difficult questions, lack of interest in the question or privacy revealing question can be some factors due to which the problem of missing value arises. Such problem can also be witnessed due to flaw at the researcher end as there is possibility that he or she can miss some values while coding them on SPSS. In order to check this issue, a test of descriptive statistics has been applied to check whether there is any missing response. If there is no missing value in data, then the data will be entirely considered valid for analysis.

4.3.2 Assessment of Outliers

Grubbs (1969) defined outlier as "Procedures for detecting outlying observations in samples". An outlying observation, or "outlier," is one that appears to deviate markedly from other members of the sample in which it occurs". According to

Maddala (1992) an outlier is an observation point that is distant from other observations. An outlier may be due to variability in the measurement or it may indicate experimental error; the latter are sometimes excluded from the data set. Generally speaking, outlier is also an important indicator for screening the data. Outliers refers to those extra ordinary responses which did not have any logic at their back or the responses which are significantly out of the range designed by the researcher.

Eminent researchers Barnett and Lewis (1994) defined outliers as “observation or subsets of observations which appear to be inconsistent with the reminder of the data”. According to Veradi and Croux (2008) in regression-based analysis, the presence of outliers in collected data can seriously distort the estimates of regression coefficients and lead to defective and unreliable out come and results of collected data. This can also be done due to the negligence at researcher’s and respondent’s ends. For an instance, some respondent has mentioned his age 20 -25 years but has indicated his experience of more than 10 years or researcher himself has coded or entered mistakenly wrong the data on SPSS.

So, these values can be eradicated by applying a range test on the data which can tell that either the responses are in the given range or not which has been designed by the researcher. In order to identify any observation which appears to be outside the SPSS labels value as a result of wrong data entry, firstly, frequency tables were tabulated for all variables by using minimum and maximum statistics. On the basis of initial analysis of frequency statistics, no value found to be outside the anticipated range.

4.3.3 Normality Test

Normality test is another important technique of screening of collected data, distribution of data must be normal before one can proceed with analysis. Being normal refers to a bell type curve when data is plotted on a graph means the data will not have any sort of skewness. A researcher cannot proceed with analysis unless the data is normal. There are many ways to identify or measure such normality but one of the state of the art ways is to check such normality through skewness values. Researchers have mentioned that if the value of skewness is in between +1 and -1 then data will be considered as normal and in vice versa circumstances, it will not be considered as normal (Ghasemi, Zahediasl, 2012).

Table 4.2
Missing Values, Outliers and Normality Test (N=380)

	Minimum	Maximum	Mean	Skewness
	Statistic	Statistic	Statistic	Statistic
OI	1	5	3.42	-.761
AS	1	5	2.47	.132
Tr. L	2	5	3.23	.190
DWB	1	5	2.46	.532
DT	2	5	3.00	.507
BFT	2	5	3.29	.093

Source: Synthesized by Researcher

Table 4.2 exhibits the results regarding data screening. N is showing the number of responses against each construct which is referring that there is no missing value in the data because total sample size was also 380. Minimum and maximum statistics, all responses are in between 1 and 5 which means that none of the recorded response has crossed the bar of 5 points Likert scale so there is also no outlier in the data. Skewness values are also in between -1 and +1 so all variables and their relevant data

will be considered as normal. Big five personality traits, dark triad personality, organizational injustice, abusive supervision, transformational leadership and DWB, all are satisfying the concerns of data screening so this study can proceed with the further analysis.

4.3.4 Multi Collinerarity or Collinearity Test

Multi-collinearity or Collinerarity is a statistical phenomenon, in which two or more predictor variables in a multiple regression model are highly correlated. It means that one can be linearly predicted from the others with a substantial degree of accuracy (Tabachnick & Fidell, 2007). In the words of Hair et al. (2009) collinearity exists when independent variables are highly correlated with dependent variable and variance inflation factors (VIF) are also very useful to identify collinearity. If all values of VIF are near 1, and less than 10 indicates collinearity is not a problem.

Table 4.3
Multi Collinearity Test

Independent Variable	VIF
Abusive supervision Mod	2.457
Abusive supervision(AS)	1.865
Big five personality Mod	1.932
Big five Personality(BFT)	1.976
Dark triad personality Mod	2.613
Dark triad personality (DT)	2.291
DWB	2.031
Organization Injustice Mod	1.246
Organization Injustice(OI)	1.126
Transformational Leadership (Tr.L)	1.442

Source: Synthesized by Researcher

Table 4.3 contains values of collinearity and mentioning that either multi-collinearity issue exists there or not. The table has mentioned the values of VIF of each independent variable. VIF must be lesser than 10 and the above-mentioned table is showing that all relationships and variables have the values of VIF lesser than 10. So, there is no threat of multi-collinearity in the data (Tabachnick & Fidell, 2007).

4.3.5 Non-Response Bias

In statistical surveys, non-response bias happens and occurs if the answers of respondents differ from the potential answers of those who did not answer. It may occur due to several factors (Deming, 1990). According to Lambert and Harrington (1990) non-response bias described as “the differences in the answers between non-respondents and respondents”. Lindner and Wingenbach (2002) recommended that a minimum response rate of 50% should be achieved. In present case the response rate is 57% which is acceptable for further analysis of the study.

4.3.6 Common Method Variance Test

Podsakoff, MacKenzie, Lee and Podsakoff (2003) defined common-method variance (CMV) as “variance that is attributable to the measurement method rather than to the constructs the measures are assumed to represent”. Or in the words of Richardson, Simmering and Sturman (2009) equivalently as "systematic error variance shared among variables measured with and introduced as a function of the same method and/or source". CMV is a key concern for researchers using self-report survey (Podsakoff et al., 2003; Spector et al., 2006) because CMV is mono method bias that inflates relationship between variable measure by self-reports (Conway & Lance, 2010).

In the present study, in order to minimize effect of CMV, the researcher took several remedies and steps as proposed by the earlier researchers (Podsakoff, MacKenzie & Podsakoff, 2012; Wiswanathan & Kayande, 2012). Firstly, the participants were given assurance their answers of the questions were intact confidential throughout the completion of research process. Secondly, the respondents were informed that there is no right or wrong option to answer the item in the questionnaire. Thirdly, the scale items were improved to avoid vague concepts in the questionnaire. Fourthly, all questions in survey were written in simple, specific and concise English language. Finally, some items were removed from questionnaire to avoid the conflict interest of employees of public sector of Pakistan and culture issue i.e. sex and religion etc.

Table 4. 4
Common Method Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	31.044	18.929	18.929	31.044	18.929	18.929
2	11.285	6.881	25.810			
3	7.682	4.684	30.494			
4	6.338	3.865	34.359			
5	4.928	3.005	37.364			
6	4.369	2.664	40.028			
7	4.251	2.592	42.620			
8	3.835	2.338	44.958			
9	3.448	2.103	47.061			
10	3.355	2.046	49.106			
11	2.876	1.754	50.860			
70	.006	.004	100.000			

Extraction Method: Principal Component Analysis.

Source: Synthesized by Researcher

Table 4.4 shows the result of Harman's single factor test to know the common method bias in data. This test takes assumption that the error of common method bias will be there in data if variance of first factor will be greater than 50% but, in this case, the respective variance is only 18%. It means that error of common method bias is not there in data.

4.4 Descriptive Analysis of Demographic Factors

Demographics of this study are extremely important for the topic of this study on deviant workplace behaviour because literature has referred at many places that personal information can significantly be related with organizational workplace deviance (Omer et al., 2015). Gender is the first demographic variable in this regard. It is considered in eastern environment that male participants are dominant at workplace. Due to that dominance, sometimes they are more engaged in deviant practices while females are mostly target of such deviance (Fahardi et al., 2013).

There is no consistent evidence about demographic differences in DWB. Some studies point out that there are differences in DWB between employees with different demographic factors whereas some other studies could not find any difference (Farhadi et al., 2012). Males are being more aggressive than females (Hershcovis et al., 2007). Berry et al. (2007) found that demographic variables had only very weak correlations with DWB such as age had a small work experience and tenure had small negative correlations with DWB.

Moreover, gender and age were related to DWB, however, the tenure was not significantly correlated (Henle, 2005). Marital status is the second demographic

variable of this study. Marital status has not been referred most of the times as strong predictor of deviance still a general logic can explain that a married person wants to avoid deviance practices as he or she is having family to cater and such kind of issues can be harmful for job and survival while a single person is comparatively more vulnerable for such malpractices. Somehow, the variation regarding marital status based deviance is uniform around the globe.

Education is another important demographic variable and the idea regarding it is very simple that an educated person will be less engaged in deviant activities as he or she has been groomed in educational institutes where values are the primary motive to be instilled in minds. Yet, this cannot be said with surety as sometimes deviant behaviours have also been seen from highly qualified individuals because they have that thing in their personality.

Experience, tenure and age have also been asked in the questionnaire to analyze that either young people are engaged in deviant practices or comparatively mature and older ones. This kind of results can be helpful to devise different strategies for different age group of workforce. Job levels, employment tenure and other demographics.

Table 4.5
Demographic factor: Gender

	Frequency	Percent	Cumulative Percent
Male	251	66.1	66.1
Female	129	33.9	100.0
Total	380	100.0	

Source: Synthesized by Researcher

Table 4.5 indicates the gender distribution of the sample selected. The results show that 66% respondents are male while 33% respondents are female. It is reflecting that public sector of Pakistan has more male employees that female ones.

Table 4.6
Demographic factor: Marital Status

	Frequency	Percent	Cumulative Percent
Married	210	55.3	55.3
Unmarried	170	44.7	100.0
Total	380	100.0	

Source: Synthesized by Researcher

Table 4.6 is about marital status distribution across the sample and the results show that majority of respondents 55% are married while 45% are unmarried. Being in such marriage relationship can be extremely important for determining the DWB level of such married individual.

Table 4.7
Demographic factor: Education

	Frequency	Percent	Cumulative Percent
Less than Graduation	27	7.1	7.1
Graduation (Degree)	110	28.9	36.1
Master Degree	131	34.5	70.5
M.Phil.	84	22.1	92.6
Ph.D.	16	4.2	96.8
Other	12	3.2	100.0
Total	380	100.0	

Source: Synthesized by Researcher

Table 4.7 contains qualification distribution that did not reveal any surprising facts as it was expected that most of the employees are Master degree holders (34.5%) while the least employees are having Ph. D qualification and other hold diplomas who are 4% and 3% respectively. Approximately 22.1% respondents are having M. Phil

qualification while 28.9% respondents are graduates from university. Only 7% respondents have qualification lesser than graduation. This education distribution is not bad at all for public sector employees as a lot of Master and M. Phil employees who are working in public organization which can ultimately result in lesser chances of DWB.

Table 4.8
Demographic factor: Age

Age Group	Frequency	Percent	Cumulative Percent
Less than 25 years	84	22.1	22.1
26-30 years	110	28.9	51.1
31-35 years	68	17.9	68.9
36-40 years	49	12.9	81.8
41-45 years	30	7.9	89.7
above 45 years	39	10.3	100.0
Total	380	100.0	

Source: Synthesized by Researcher

Table 4.8 depicts the results regarding age of respondents and the figures are telling that most of the employees are young and middle age persons while very few employees are old. The 26-30 years category has the most number of employees as almost 29% respondents have age in between this category while only 10% employees have age higher than 45 years.

Surprisingly, 22% of employees also have age lesser than 25 years which is raising a question mark on recruitment practices of public sector organizations. Accumulatively, 29% employees also belong in the age group between 31- 40 years which is often considered as the prime age of doing job. Age was the most powerful predictor of deviant behaviours (Lau et al., 2003) and consistent with past research findings (Omar et al., 2105).

Table 4.9
Demographic factor: Nature of Job

Nature of Job	Frequency	Cumulative	
		Percent	Percent
Permanent	232	61.1	61.1
Contract	120	31.6	92.6
Work charge basis	28	7.4	100.0
Total	380	100.0	

Source: Synthesized by Researcher

Table 4.9 exhibits the results regarding distribution of nature of job that mentioned in three types (e.g. permanent, contract and work charge basis) in public sector. The results are according to the policies of Pakistan's government who is not in much favour of having visiting or temporary employees so they are only 7% in this research. At the same time 61% permanent employees were the part of the sample of this study. Another 31.6% employees are on contract.

4.5 Descriptive Analysis of the Latent Variables and Construct

The present section is concerned with the descriptive analysis for the latent or independent variable used in this study. Descriptive analysis was carried out in the form of means and standard deviation of latent variables. Altogether the latent variables used in this study were measured by using five Likert scale anchored by 1 strongly disagree to 5 strongly agree.

4.6 Reliability of Scales

In this study reliability of scale checked through individual item reliability and internal consistency reliability. One of the major challenges of this study was its a bit lengthy questionnaire which consisted of almost 150 questions of all variables of interest included in the model. Individual item reliability was evaluated by

examining the outer loading of each item (Hair et al., 2014) and 20% items were deleted due to loading below the threshold of 0.40 followed by the rule of thumb for retaining items with loadings between .40 and .70 (Hair et al., 2014).

Table 4.10
Cronbach Alpha Reliability

Variable Name	No. of Items	Cronbach Alpha (α)
AS	15	0.938
BFT	44	0.764
DT	27	0.869
DWB	43	0.957
OI	04	0.789
Tr.L	20	0.755

Source: Synthesized by Researcher

Note: Abusive Supervision (AS), Big Five Personality Traits (BFT), Dark Triad Traits (DT), Deviance Workplace Behavior (DWB), Organizational Identification (OI) and Transformational Leadership (Tr. L)

In order to verify that either, researcher can rely on the data which has been collected, it is important to check the reliability of data. Reliability comes from consistency. If the responses of respondents are consistent across an indicator or variable, then it will be termed as reliable. Reverse questions were also added in questionnaire to check whether respondents filled the answers of questionnaire. Composite reliability coefficient was chosen to ascertain the internal consistent reliability.

The above Table 4.10 shows the values of Cronbach Alpha against the variables of interest. The threshold range of this value is clear that for a reliable instrument or scale the value of Alpha must be greater than 0.7. The reliability will be kept on

increasing as the figure of Alpha will move closer to the 1. Above-mentioned table is showing that all variables have values of Alpha more than 0.7 and the highest value is occupied by the deviant workplace behaviour which is showing the value of 0.957 while the least value is portrayed by transformational leadership whose value for Alpha is 0.755. Still these values are above than threshold ranges. So, data can be moved forward for further analysis.

4.7 Measurement Model

The current study took on a two-step process to evaluate and report the findings of PLS-SME path as proposed by Henseler, Ringle and Sinkovices (2009). The two-step process is made up of the two components such as the assessment of a measurement model depicted in Figure 4.1 and the assessment of a structural model depicted Figure 4.2.

Given below Figure 4.1 depicts measurement model that shows examining individual item reliability and ascertaining the internal consistency reliability, convergent validity and discriminant validity (Henseler et al., 2009).

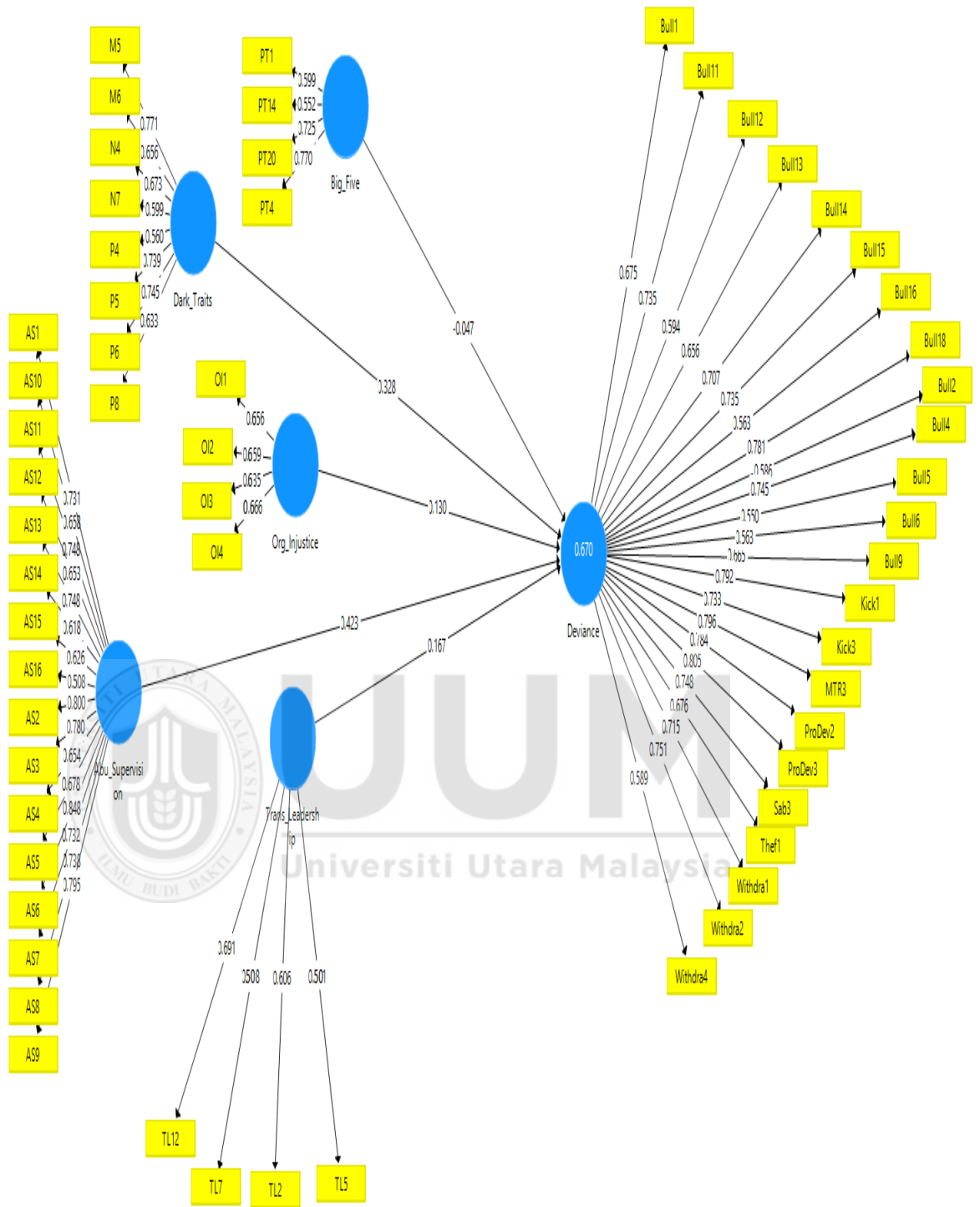


Figure 4. 1
Measureremnt Model

4.8 Model Fitness

This proposed study model has used Smart PLS for structural equation modelling (SEM) statistical analysis and this respective software provides the results of model fitness once as it derives all the results in a single go (Sekaran & Bougee, 2010). Unlike AMOS model fitness, Smart PLS does not use CFI, GFI and IFI to measure or check the normality as the indicator which is normally used in Smart PLS is SRMR and d_G (Hair et al., 2013).

Table 4.11
Model Fit Statistics

Indicators	Saturated Model	Estimated Model
SRMR	0.08	0.08
D_ULS	11.35	11.35
D_G	3.81	3.81
Chi-Square	8,455.81	8,455.73
NFI	0.95	0.95

Source: Synthesized by Researcher

Table 4.11 is shows the results of model fitness for the above given model and indicated that the model is good fit. As the value of SRMR is 0.08 and the same is its threshold value 0.08. So SRMR is proving that the model of this research is fit as the values of SRMR 0.08 or high are deemed acceptable (Hooper et al., 2008; Hu & Bentler, 1999). The next important indicator in this regard is d_G whose value must be around 3 and the value in this study is also 3.8 not far distant from 3 so it will also be considered as a good indicator which is proving this model fit. All other values given in the table are also in their threshold ranges resulting in a fit model so hypotheses testing can be done on this model i.e. Normed-fit index (NFI) suggested $NNFI \geq 0.95$ as the threshold (Hu & Bentler, 1999).

4.9 Construct Validity

Construct validity refer to "the degree to which a test measures what it claims or purports, to be measured" (Brown, 1996; Cronbach & Meehl, 1955). According to Cronbach and Meehl (1955), there are various types of validity. Among many types of validity, two are the most important which are named as convergent validity and discriminant validity which are measured below in next sections.

4.9.1 Convergent validity

In this study convergent validity was measured by examining the average variance extracted (AVE) of each latent construct, as suggested by Fornell and Larcker (1981). In order to achieve acceptable convergent validity, AVE of each latent variable construct should be .50 or more (Chin, 1998) or should be 0.5 or higher (Bagozzi & Yi, 1988). In addition, the value of CR must be greater than 0.7 as it's mentioned the reliability of the entire scale and not of its items individually (Hair et al., 2011).

Table 4.12
Convergent Validity

Variables	Composite Reliability	Average Variance Extracted (AVE)
Abusive supervision	0.946	0.529
Big Five trait	0.844	0.576
Dark Triad Personality	0.897	0.523
DWB	0.966	0.514
Organizational Injustice	0.842	0.574
Tr.Leadership	0.789	0.587

Source: Synthesized by Researcher

Table 4.12 shows the results of convergent validity as it's the most important indicator is AVE whose threshold value must be greater than 0.5 and in the model of

this research; all variables are having the value greater than 0.5 for AVE. It means that all variables are explaining a significant variation in their desired directions. The value CR must be greater than 0.7 as it's mentioned the reliability of the entire scale and not of its items individually. Table 4.12 also shows the value for CR in this study is higher than 0.7 for all variables where maximum value is possessed by DWB. Thus it has been proved that in this study, there is a significant convergent validity.

4.9.2 Discriminant Validity

In this study, discriminant validity was determined by using AVE and was done by comparing the correlations among the latent constructs with square roots of average variance extracted. All constructs used in this study have appropriate Cronbach's alpha values and meet the requirement of uni-dimensionality.

Table 4.13
Discriminant Validity (Fornell and Larcker Criterion)

	AS	BFT	DT	DWB	OI	Tr.L
AS	0.727					
BF	0.532	0.759				
DT	0.604	0.675	0.723			
DW	0.723	0.554	0.641	0.717		
OI	0.165	0.024	0.043	0.235	0.757	
Tr.L	-0.286	-0.077	-0.166	-0.380	-0.226	0.911

Source: Synthesized by the researcher

Table 4.13 shows the results of discriminant validity which is based on Fornell and Larcker Criterion. According to this criterion, the values in diagonals are square root of AVE which are highest in any column and row. For an instance, in this study, the

value of correlation of abusive supervision (AS) with (AS) is 0.727 and its correlation with big five personality traits (BFT), (DT), (OI), (DWB) and (Tr. L) are 0.532, 0.604, 0.723, 0.165 and -0.286 respectively. Same goes for all the other latent variables included in above Table 4.12. The bold values in the Table 4.12 are higher than all the preceding values of that respective column. It indicated that constructs correlation with themselves are significantly stronger than all other variables. Kura (2014) cited Chin (1998) that indicator loadings should be greater than cross loading adequate discriminant validity. It has been proved through these above figures given in Table 4.13 that discriminant validity also prevails in the data and suggesting for further analysis, so it can move towards hypotheses testing.

4.10 Hypotheses Testing

Following are the hypotheses of this study was tested

H1: There is positive relationship between demographic factors and deviant workplace behaviour.

H2a: There is significant positive relationship between individual factors that are big five personality traits and deviant workplace behaviour.

H2b: There is significant positive relationship between individual factors that are dark triad personality trait and deviant workplace behaviour.

H3a: There is significant positive relationship between organizational factor that is organizational unjust and deviant workplace behaviour.

H3b: There is significant positive relationship between relationships of organizational factor that is abusive supervision and deviant workplace behaviour.

H4: There is negative relationship between transformational leadership and deviant workplace behaviour in public organization.

H5a: There is moderating effect of transformational leadership among individual factors that are big five personality traits and deviant workplace behaviour.

H5b: There is moderating effect of transformational leadership among individual factor that are dark triad personality traits with deviant workplace behaviour.

H6a: There is moderating effect of transformational leadership between organizational factor that is organizational injustice with deviant workplace behaviour.

H6b: There is moderating effect of transformational leadership between organizational factor that is abusive supervision and deviant workplace behaviour.

Firstly, the first hypothesis (H1) the impact of demographics factors on DWB was tested with the help of SPSS-21. Tests of t-statistics, ANOVA and PLS- SEM have been used to test these relationships. while the other hypotheses have checked through smart PLS.3.

Secondly, these techniques have often been recommended by the literature for demographic and objective variables respectively. ANOVA and t-statistics is normally better for demographic variables while SEM is good for the objective variables. Smart PLS give option to run the moderating relationship in the same model as well as moderating relationships have also been accommodated in the same model. SEM also referred to as “casual modelling” and “path analysis” (Tabachnick & Fidell, 2007). SEM is the finest tool to measure multiple regressions (Hair et al., 2013). It is basically consisting of two simple modules such as “the structural model”

and “the measurement model” (Rigdon, 2016). Path model is also acquired from Structure Equation Modelling which displays the trend and direction of relationship (Hair et al., 2013) and enables the researcher to check what are the independent variables which predict the dependent variables (Henseler, 2010; Rigdon, 2012; Rigdon, 2013; Wong, 2013).

4.11 Relationship between Demographic Factors and Deviant Workplace Behaviour

In order to analyse this, SPSS was used that either demographic variables have any impact on deviance and for this purpose, independent sample t-test has been applied. The given below Table 4.14 highlight the relationship of gender and DWB.

Table 4. 14
Gender and Deviant Workplace Behaviour

		t-test for Equality of Means				
		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
DWB	Equal variances assumed	-.474	378	.636	-.03413	.07203
	Equal variances not assumed	-.512	317.93	.609	-.03413	.06669

Source: Synthesized by Researcher

Table 4.14 exhibits the result of t-test to analyse the impact of gender on DWB to check that either variation in gender can also affect the DWB or not. As significance

value is not lesser than 0.05 and t-value is also not greater than t-tabulated so these results can claim that gender has no significant variation for DWB.

Table 4. 15
Group Statistics

Group Statistics					
	Gender	N	Mean	t-statistic	Significance
DWB	Male	251	2.4484	-.474	.636
	Female	129	2.4825	-.512	.609

Source: Sythesized by Researcher

Table 4.15 shows that mean value for DWB is not much different for both male and female employees. This has also been evident from t value and significance value as both are insignificant.

Table 4.16
Marital Status and Deviant Workplace Behaviour

t-test for Equality of Means						
		T	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference
DWB	Equal variances assumed	- 4.200	378	.000	-.28169	.06708
	Equal variances not assumed	- 4.190	358.58	.000	-.28169	.06722

Source: Sythesized by Researcher

Table 4.16 shows the result of t-test to analyse the impact of marital status on DWB. As significance value is lesser than 0.05 and t-value is also greater than t-tabulated so these results can claim that marital status has significant variation for DWB.

Table 4. 17
Group Statistics

Group Statistics					
	Maritalstatus	N	Mean	t-statistics	Significance
DWB	Married	210	2.3340	-4.200	.000
	Unmarried	170	2.6156	-4.190	.000

Source: Sythesized by Researcher

Table 4.17 shows that mean values of DWB of married and unmarried individuals is significantly linked but different level. The deviant behaviour of unmarried employees is greater than the married employees and its significance is also evident from t value and significance value which are also in threshold range.

Table 4.18
Education and Deviant Workplace Behaviour ANOVA

ANOVA					
DWB	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	20.778	5	4.156	10.612	.000
Within Groups	146.453	374	.392		
Total	167.231	379			

Source: Synthesized by Researcher

Table 4.18 shows the results of ANOVA to analyze the impact of education on DWB. As significance value is lesser than 0.05 and F-value is also greater than F-tabulated so these results can claim that education has significant variation for deviance which means that changing of education will bring change in DWB.

Table 4.19
Education and DWB Post Hoc

Multiple Comparisons				
Dependent Variable: Deviance Workplace Behaviour (DWB)				
Bonferroni				
(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.
Less than Graduation	University	.24841	.13440	.980
	Graduation			
	Master degree	-.06388	.13226	1.000
	MPhil	.53569*	.13844	.002
	PhD	.22414	.19743	1.000
University Graduation	Other	-.10133	.21711	1.000
	less than graduation	-.24841	.13440	.980
	Master degree	-.31229*	.08093	.002
	MPhil	.28727*	.09067	.025
	PhD	-.02427	.16743	1.000
Master degree	Other	-.34974	.19024	1.000
	less than graduation	.06388	.13226	1.000
	university graduation	.31229*	.08093	.002
	MPhil	.59957*	.08747	.000
	PhD	.28802	.16572	1.000
MPhil	Other	-.03745	.18874	1.000
	less than graduation	-.53569*	.13844	.002
	university graduation	-.28727*	.09067	.025
	master degree	-.59957*	.08747	.000
	PhD	-.31155	.17069	1.000
PhD	Other	-.63702*	.19312	.016
	less than graduation	-.22414	.19743	1.000
	university graduation	.02427	.16743	1.000
	master degree	-.28802	.16572	1.000
	MPhil	.31155	.17069	1.000
Other	Other	-.32547	.23897	1.000
	less than graduation	.10133	.21711	1.000
	university graduation	.34974	.19024	1.000
	master degree	.03745	.18874	1.000
	MPhil	.63702*	.19312	.016
	PhD	.32547	.23897	1.000

*. The mean difference is significant at the 0.05 level.

Source: Sythesized by Researcher

Table 4.19 exhibits Post hoc test which has been classifying the categories which have larger deviance in comparison to the other categories. This can be judged by comparing the significance values mentioned very next to different classes or options of variables. Table 4.19 also shows that employees who have M. Phil qualification are marked significant in front of employees who have qualification lesser than the graduation. And the same sort of pattern can be observed in all other observations as lesser education than M. Phil resulting into DWB according to the post hoc results.

Table 4.20
Employment Nature and DWB ANOVA

ANOVA					
Deviance	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.662	2	1.831	4.220	.015
Within Groups	163.569	377	.434		
Total	167.231	379			

Source: Sythesized by Researcher

Table 4.20 shows the results of ANOVA to analyze the impact of employment nature on DWB. As significance value is lesser than 0.05 and F-value is also greater than F-tabulated so these results can claim that employment nature has significant variation for deviance which means that changing of employment nature will bring change in deviance quantity. Permanent and temporary employees are at the different levels of workplace deviance according to the results of this study as their responses indicated.

Table 4.21
Employment Nature and DWB Post Hoc

Multiple Comparisons				
Dependent Variable: Deviance				
Bonferroni				
(I) Employment	(J) Employment	Mean Difference (I-J)	Std. Error	Sig.
Permanent	Contract	-.21416*	.07407	.012
	work charge basis	-.10966	.13178	1.000
Contract	permanent	.21416*	.07407	.012
	work charge basis	.10449	.13824	1.000
Work charge basis	permanent	.10966	.13178	1.000
	Contract	-.10449	.13824	1.000

*. The mean difference is significant at the 0.05 level.

Source: Sythesized by Researcher

Table 4.21 depicts Post hoc test which has been explained and classifying the categories which have larger deviance in comparison to the other categories. The post hoc results in above given table shows that permanent and contract employees have difference in their deviance because both of them are significant for each other.

Table 4.22
Level of Job/ Rank and Deviance ANOVA

ANOVA					
DWB	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12.307	2	6.153	14.974	.000
Within Groups	154.924	377	.411		
Total	167.231	379			

Source: Sythesized by Researcher

Table 4.22 shows the results of ANOVA to analyze the impact of different level of job on DWB. As significance value is lesser than 0.05 and F-value is also greater than F-tabulated so these results can claim that job level has significant variation for deviance which means that changing of job level will bring change in DWB. Results of this study as their responses indicated that managerial and non-managerial employees are at the different levels of DWB.

Table 4.23
Job Level/ Rank and DWB Post Hoc

Multiple Comparisons				
Dependent Variable: DWB				
Bonferroni				
(I) Joblevel	(J) Joblevel	Mean Difference (I-J)	Std. Error	Sig.
Top level	middle level	-.45618*	.08544	.000
	lower level	-.23978	.11801	.129
Middle level	top level	.45618*	.08544	.000
	lower level	.21640	.09905	.089
Lower level	top level	.23978	.11801	.129
	middle level	-.21640	.09905	.089

*. The mean difference is significant at the 0.05 level.

Source: Sythesized by researcher

Table 4.23 shows that for lower level employees, other two categories are also not significant which means that they are non-deviant. However, DWB start from middle level employees and keep on increasing till top level employees as they have affirmed place in an organization so they often find room to do different sort of incivilities and many other deviant actions.

4.12 Relationships between Other Independent Variables and Dependent Variable

After analysing the association between demographic variables as independent variable with dependent variable, it is mandatory to analysis the relationship of other independent variables proposed in this study with dependent variable such as the relationship of individual and organisational factors with DWB. The SEM run to test the relationship between all other independent variables individual factors such as big five personality traits and dark triad personality as well as organizational factors such as abusive supervision and organizational injustice with dependent variable (deviant workplace behaviour).

SEM is normally used whenever it is required to have graphically represented models along with the effect size on the top of the arrows. Such graphical structure is suitable when we have greater number of variables in our model and those are difficult to tackle in SPSS. It was using by researchers to facilitate mediating effects but PLS has given the option of checking moderation too with the same software and statistical technique (Hair et al., 2012; Wong, 2013).

4.12.1 Relationship Big Five Personality Traits and Deviant Workplace Behavior

Effect sides of Figure 4.2 shows that big five personality traits have a significant effect on deviance of 12%. The below mentioned Figure 4.2 is about the Structural Model with Moderator show the path analysis of a given model. The model is showing all independent variables on the left side of the model while dependent

variable in centre. The green circles at right side are the moderating effects which also have to be considered by this structured equation modelling.

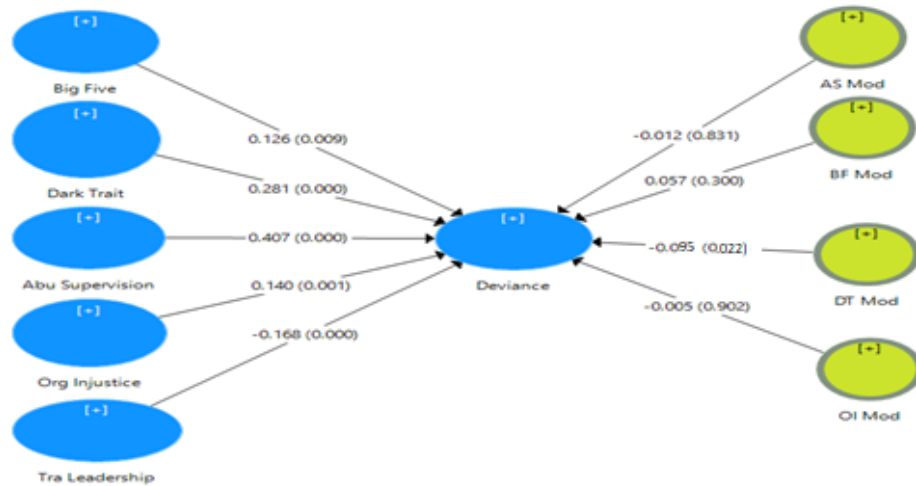


Figure 4. 2
Structuaral Model With Moderator

4.12.1 Relationship Between Dark Trait Personality and Deviant Workplace Behaviour

The above Figure 4.2 shows that dark triad traits are bringing a change of 28% in deviance at workplace. It means that if three dark traits of personality increases by 1% then they will bring a 28% increase in deviant workplace behaviour. So it is very important to keep a check on those dark triad traits as if organization becomes successful in mitigating them ultimately the DWB will be controlled.

4.12.2 Relationship between Organizational Injustice and Deviant Workplace Behaviour

Figure 4.2 showed result of study that organizational injustice can increase the deviance by 17.5% and this is a significant amount of variation and organisational injustice predicted DWB because the public sector employees often face such situations and if they have to bar them, there is a real need to incorporate justice practices at workplace in which rights of everyone must be acknowledged.

4.12.3 Relationship between Abusive Supervision and Deviant Workplace Behaviour

Coming towards the relationship between organisational factors such as abusive supervision with DWB, it is the most significant predictor of deviant behaviour at workplace. Figure 4.2 showed that it brought a positive change of almost 41% in deviance workplace behaviour. Abusive supervision increases the rebellion emotions in an employee so he or she takes revenge in the form of deviance either towards colleagues or co-workers or directed towards the supervisor.

4.12.4 Relationship between Transformational Leadership and Deviant Workplace Behaviour

The last direct impact is of transformational leadership on DWB which showed a negative impact on DWB of 16%. There is evidence available in literature of such kind of association as transformational leadership is an ideal sort of leadership and it should ultimately reduce deviation through individualized consideration, inspirational motivation, and intellectual stimulation and idealized influence. The

results of SEM have shown in Figure 4.2 the same that transformational leadership decreased DWB by 16%.

Table 4.24
Path Analysis Weights and Significance

	Unstandardized Coefficient (β)	Standardized Coefficient (β)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AS_Mod -> DWB	-0.012	-0.026	0.056	0.222	0.825
Abu_Supervision -> DWB	0.407	0.407	0.047	8.638	0.000
BF_Mod -> DWB	0.057	0.06	0.05	1.129	0.264
Big_Five -> DWB	0.126	0.127	0.041	3.081	0.003
DT_Mod -> DWB	-0.095	-0.094	0.045	2.001	0.022
Dark_Traits -> DWB	0.281	0.279	0.04	7.062	0.000
OI_Mod -> DWB	-0.005	-0.007	0.045	0.114	0.911
Org_Injustice -> DWB	0.14	0.153	0.04	3.482	0.001
Trans_Leadership -> DWB	-0.168	-0.165	0.039	4.35	0.000

R- Square= 0.638 Significance 0.000 F-Statistics= 19.03

Table 4.24 shows the standardized regression weights and significance. The above mentioned Figure 4.2 also shows the path analysis of a given model. Value of R-square is 0.638 means that all independent variables collectively casting an impact of 63% on deviance which is significant as t value is greater than t-tabulated. Effect sizes are revealing that individual factor such as big five personality traits have a considerable effect on deviance which is 12%. It means that if big five personality traits will increase 1% then it will enhance the DWB by 12% with a significant p value.

Dark triad personalities are bringing a change of 28% in DWB which has a p value of 0.000 and t value of 2.57 confirming the significance and acceptance of hypothesis. It means that if three dark traits of personality increases by 1% then they will bring a 28% increase in DWB. So it is very important to keep a check on those dark triad personality traits as if organization becomes successful in mitigating them ultimately the deviance will be controlled.

Organizational injustice can increase the deviance by 17.5% and this is a significant amount of variation as p value is 0.000 and t value is 4.18 which are also in threshold range. Public sector employees often face such type situations and if they have to bar them, there is a real need to incorporate justice practices at workplace in which rights of everyone must be acknowledged. The impact of abusive supervision on DWB, it is the most significant predictor of DWB as it brings a positive change of almost 41% in deviance and t value for it is 7.91 and p value is 0.0000 so it is also highly significant.

The last impact is of transformational leadership which is casting a negative impact on DWB of 16%. There is evidence available in literature of such kind of reverse association as transformational leadership is a good thing and it should ultimately reduce deviation through individualized consideration, inspirational motivation, and intellectual stimulation and idealized influence. The results of SEM have shown that transformational leadership decreased the deviant workplace behaviour by 16% with 0.001 p value while t value is also greater than 2.

4.13 Moderation Analysis of Hypothesis

Moderation analysis in the behavioural sciences involves the use of causal modelling or linear multiple regression analysis (Cohen, Jacob; Cohen, Patricia; Leona S. Aiken, West & Stephen, 2003). To enumerate the effect of a moderating variable in multiple regression analyses, regressing random variable Y on X, an additional term is added to the model. This term is the interaction between X and the proposed moderating variable (Cohen et al., 2003). The moderation relationship of hypothesis is explained below:

4.13.1 Moderating Effect of Transformational Leadership on the Relationship of Big Five Personality Traits and Deviant Workplace Behaviour

Moderation effect of transformational leadership in the relationship between independent variable such as individual factor such as big five personality traits and dependent variable (DWB) was measured and analysed. Figure 4.4 is showing the moderation effect of transformational leadership on the relationship between big five personality traits and deviant workplace behaviour.

The given Figure 4.3 shows no intersection or significant changes in linear relationship patterns so it is evident that transformational leadership is not moderating the understudy relationship significantly. Big five personality traits are somehow inhibited in the very core of an employee. It is something which employee possesses from the very start and moves till the end.

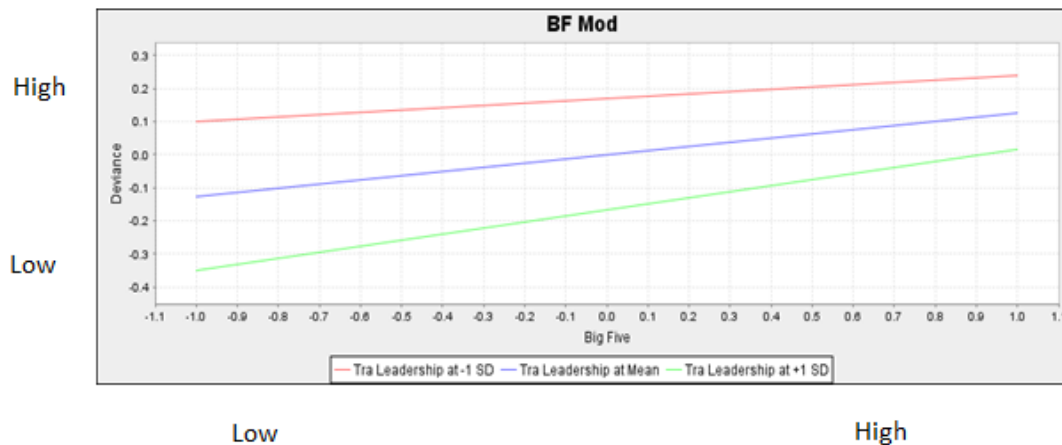


Figure 4. 3
Moderating Role of Transformational Leadership on the relationship between Big Five Personality Traits and Deviant Workplace Behaviour

Transformational Leadership can change the behavioural part of an employee but changing a personality and its traits is somehow a big deal for any sort of leadership that's why transformational leadership has failed to moderate big five personality traits and DWB in this study.

4.13.2 Moderating Effect of Transformational Leadership on the Relationship of Dark Triad Personality and Deviant Workplace Behaviour

Secondly, the moderating effect of transformational leadership between individual factors such as dark triad personality as independent variable and deviance workplace behaviour as dependent variable was measured and analyzed.

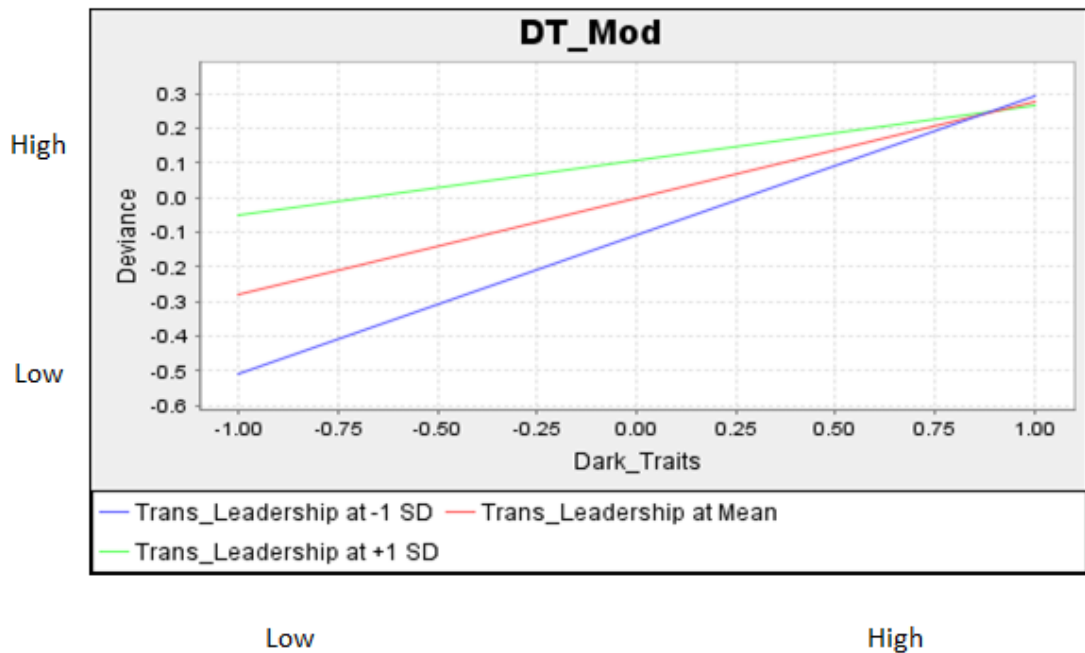


Figure 4. 4
Moderating Role of Transformational Leadership on the relationship between Dark Triad Personality Traits and Deviant Workplace Behaviour

Figure 4.4 exhibits the significant moderating role of transformational leadership between dark triad personality traits and DWB because the lines of graph are intersecting with each other. It means that presence of transformational leadership is changing the association pattern between dark personality traits and deviant workplace behaviour. DT personality is such personality characteristics which are hidden in behaviours and can be located with a lot of effort by a leader.

This is the reason that due to being a part of personality, transformational leadership has reduced its influence on workplace deviance so they will be allowed to cast deviance with different intensity. The result has shown that transformational leadership moderates the relation between dark traits and DWB by -9%. It means the interaction between IV and DV reduced by 9% in presence of transformational leadership.

4.13.3 Moderating Effect of Transformational Leadership on the Relationship of Organizational Injustice and Deviant Workplace Behaviour

Thirdly, the moderating affects of transformational leadership in the relationship between organisational factors that organizational injustice as independent variable and deviance workplace behaviour as dependent variable was measured and analysed.

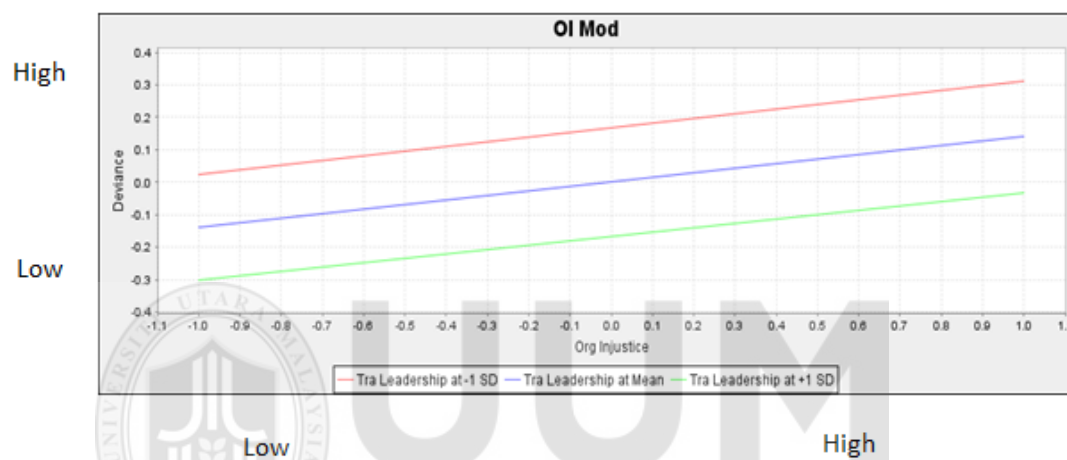


Figure 4. 5
Moderating Role of Transformational Leadership on the relationship between Organizational Injustice and Deviant Workplace Behaviour

Figure 4.5 shows the moderating effect of transformational leadership in the relationship between organizational injustice and workplace deviance. The graph structure has been proved that there is no significant moderation in case of the understudy relationship. Organizational injustice is linked with multiple factors like organizational culture and policies and working environment.

There are some policies which have been presumed by employees as unfair so they conclude that organization is doing injustice with them by not providing the fair opportunities. This thing has a very little connection with leadership as these policies

remain same over the time. So a theoretical justification is there to support that it is not extremely surprising that transformational leadership is not moderating the relationship between organizational injustice and deviance workplace behaviour.

From theoretical perspective, it is possible because organisational injustice and transformational leadership can't go parallel because if transformational leadership is already there, supervision will never turn into organisational injustice.

4.13.4 Moderation Effect of Transformational Leadership on Relationship of Abusive Supervision with Deviant Workplace Behaviour

Finally, moderation effect transformational leadership between independent variable such as organisational factor that abusive supervision and DWB (dependent variable) was measured.

Given below Figure 4.6 at next page is showing that there is no significant moderation of transformational leadership in the relationship between abusive supervision and deviant workplace behaviour. As the lines are not intersecting with each other, this is reflecting that presence of transformational leadership is not making any difference in the association between abusive supervision and deviant workplace behaviour.

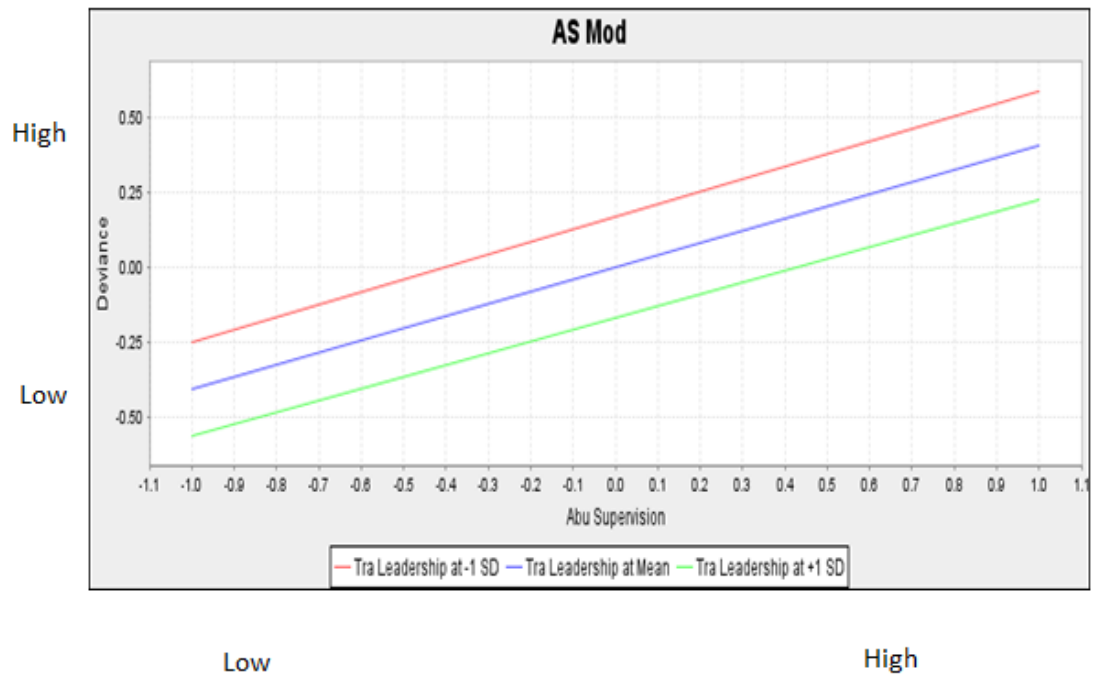


Figure 4. 6
Moderating Role of Transformational Leadership relationship between Abusive Supervision and Deviant Workplace Behaviour

From theoretical perspective, it is possible because abusive supervision and transformational leadership can not go parallel because if transformational leadership is already there, supervision will never turn into abusive or deviance. So once employees are getting encountered with abusive supervision then they will be deviant in their capacity regardless from the leadership because the actual behaviours of transformational leaders in Pakistan could not correspond with these findings.

4.14 Results of Hypotheses Testing

The aim of this section to analyse the data and test the hypotheses of the study. It described results of the statistical analysis that were used to test hypotheses. The objective behind conducting these statistical analyses was to investigate the relationships between dependent, independent and moderating variables. SPSS-21 was used to apply different statistical techniques in order to analyze the data and to

test the hypotheses. In viariate analysis, the Pearson product-moment correlation was used to test those hypotheses that are based on relationships between variables.

In order to verify the results of the Pearson product-moment correlation coefficient, multivariate analysis (PLS-SEM) was also applied. Before PLS-SEM was applied, the data was screened for missing data and outliers. To check the appropriateness of PLS regression analysis, the data was also examined to validate all the major assumptions of this test, such as normality, linearity, and homoscedasticity and multi collinearity. This was followed by an explanation of the factor loading to identify the variables of study.

Smart PLS software was used to assess the measurement model and structural model of the study on the basis of the dataset of 380 cases. Prior to inferring results, reliability and validity tests were conducted to confirm that all measurement scales were found satisfactory. Hypothesis 1, the impact of demographic factors on deviant workplace behaviour has been supported and accepted as this study proposed that demographic factors has significant positive effect on DWB. The value of standardized regression weights for the relationships was significant.

This hypothesis has been partially supported as only gender has found insignificantly related with deviance behaviour. All other factors in demographics including marital status, job nature and job experience are found significantly related with the deviant workplace behaviour This has been decided after applying t-test and ANOVA test on the given data. The significance value means that deviance will be changed if marital status, job nature and experience of an employee will be changed while a variation

across gender does not cast any effect on deviance. It is because of past research evidence that male and female are found at the same level of workplace deviance. H2a is hypothesis the relationship of big five personalities and DWB.

In addition, the standardized regression weight for this relationship was significant because of the two sides of those big five personality traits in which one represented negative traits while the other side is of positive traits the impact of big five personality traits on deviant workplace behaviour has supported. This study has proposed that big five personality traits have a significant positive effect on deviant workplace behaviour. The standardized regression weight for this relationship was significant. Moreover, many of the respondents can fall in the mix stance regarding their very deep personality.

Whereas H2b, the impact of dark triad personality traits, has been supported and accepted in which dark triad personality traits on deviant workplace behaviour has been supported which this study has proposed that dark triad traits have a significant positive effect on deviant workplace behaviour. The standardized regression weight for this relationship was significant.

H3a, the impact of organizational injustice on deviant workplace behaviour has been supported which this study has proposed that abusive supervision have a significant positive effect on deviant workplace behaviour, the standardized regression weight for this relationship was significant. H3b, abusive supervision has been linked with DWB.

It is concluded that these five hypotheses were significant on the basis of which they have been declared supportive. Dark triad personalities are quite visible negative traits that can surely increase deviant workplace behaviour in public organisations and the same has been said in this research.

Therefore, the individual factors i.e. big five personality traits and dark triad personality as well as organizational factors i.e. organizational injustice and abusive supervision, both have been found significantly related in this study. Deviant workplace behaviour is also an organizational behaviour phenomenon so if there will be injustice in interaction or supervision will be abusive, it will increase the deviance in the organization.

H4 is about the impact of transformational leadership on deviant workplace behaviour and this hypothesis has been accepted significantly. The direction of the relationship between transformational leadership and DWB was negative which means an increase in such leadership style will decrease the deviance at workplace.

In addition, four others hypothesis H5a, H5b, H6a and H6b are about the moderating effects of transformational leadership in the relationships between individual factors i.e. big five personality traits and dark triad personality traits as well as organizational factors i.e. organizational injustice, abusive supervision and deviant workplace behaviour respectively. Only H5b has been accepted among these as transformational leadership has been proved a strong moderator in case of dark triad personality and DWB relationship and three other hypothesis H5a, H6a and H6b

were not supported. The overall findings and results from the testing of hypotheses are summarized in 4.25.

Table 4.25
Summary of Hypothesis Testing

	Path	Standardize d Coefficient (β)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1	Demographic-> DWB					Accepted
H2a	Big_Five -> DWB	0.127	0.041	3.081	0.003	Accepted
H2b	Dark_Traits -> DWB	0.279	0.04	7.062	0.000	Accepted
H3a	Org_Injustice -> DWB	0.153	0.04	3.482	0.001	Accepted
H3b	Abu Supervision -> DWB	0.407	0.047	8.638	0.000	Accepted
H4	Tr.L -> DWB	-0.165	0.039	4.35	0.000	Accepted
H5a	BF_Mod -> DWB	0.06	0.05	1.129	0.264	Rejected
H5b	DT_Mod -> DWB	-0.094	0.045	2.001	0.022	Accepted
H6a	OI_Mod -> DWB	-0.007	0.045	0.114	0.911	Rejected
H6b	AS_Mod -> DWB	-0.026	0.056	0.222	0.825	Rejected

Source: Synthesized by Researcher

4.15 Summary

In the present chapter, firstly, Responses Rate, Data Screening, Missing Values, Assessment of Outlier, Normality Test, Multi Collinerarity Test, Non Response Bias, Common Variance Method Test, Descriptive Analysis of Demographics, Reliability of scales, Model fitness, constructs validity, Convergent validity, and Discriminant validity. Secondly, Hypotheses testing relationship between demographics and DWB, Descriptive analysis of the latent variable construct, relationships between

objective variables and DWB were discussed and lastly, Moderation Analysis of hypothesis, Summary of hypothesis testing, the justification for using PLS path modelling to test the theoretical model in this study was presented.

Following the assessment of significance of the path coefficients, the key findings of the study were presented. Generally, quantitative techniques have provided considerable support for the moderating effects of transformational leadership on the relationship between abusive supervision on DWB. In particular, the path coefficients revealed a significant negative relationship between individual, organisational, demographic factors and transformational leadership, concerning the moderating effects of transformational leadership on the relationship between the four predictor variables and seven dimensions of workplace deviance, PLS path coefficients revealed that of ten hypotheses were formulated, seven were significant and remaining three were insignificant.

The next chapter five will describe the result, findings and conclusion, followed by implications, practical, theoretical and methodical contribution, limitations, recommendations and suggestions for future research directions and conclusion.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

The fifth chapter discusses the main study finding presented in the previous chapter four by relating to the theoretical prospective and previous studies related to deviant workplace behaviour of employees especially in public organizations. The chapter is organized as follows, Section two of the chapter describe the recapitulation of the findings of the study. Section three contains the discussion regarding the findings of the study in the support of underpinning theories and previous studies on focus area. Section four discusses the theoretical, practical and methodical implications of the present study. Section five of the chapter contains discussion related to limitations of the study as well as the suggestion for future research. And lastly, final section of the chapter drawn conclusion of the the study.

5.2 Recapitulation of the Study

The main purpose of the study is to examine the impact of transformational leadership on the relationship of individual and organisational factors and deviant workplace behaviour in Pakistani public sector organization.

Individual factors focus on big five personality trait and dark triad personality where organisational factors are abusive supervision and organizational injustice contributing to deviant workplace behaviour in Pakistani public sector organisations. In addition, this study also investigates the direct impact of demographic factors on DWB as well as the direct impact of transformational leadership on DWB.

This outcome of the study has flourished in advancing the key determinants, antecedents of deviant workplace behaviour of employees by providing the answer the following research questions.

1. What is the level of deviant workplace behaviour in Pakistani public organizations?
2. How the demographic factors contribute to deviant workplace behaviour in public organizations, Pakistan?
3. How individual factors such as big five personality traits and dark triad personality contribute to deviant workplace behaviour in public organizations, Pakistan?
4. How the organizational factors such as organizational injustice and abusive supervision contribute to deviant workplace behaviour in public organizations Pakistan.
5. What is relationship between the transformational leadership and deviant workplace behaviour?
6. How transformational leadership moderating effect of individual and organizational factors on deviant workplace behaviour in public organizations?

The previous chapter of the thesis covered the objectives and provided address to the following research objectives:

1. To identify the level of deviant behaviour workplace in Pakistani public sector organizations.
2. To investigate relationship between the demographic factors and deviant workplace behaviour in public organizations.
3. To investigate relationship between the individual factors that are big five personality traits and dark triad personality and deviant workplace behaviour in public organizations.
4. To investigate relationship between the organizational factors that are organisational injustice and abusive supervision and deviant workplace behaviour in public organizations.
5. To determine the relationship between transformational leadership and deviant workplace behaviour.
6. To determine the moderating effect of transformational leadership on the relationship between individual and organizational with deviant workplace behaviour in public organizations

It has presented the processes, findings and results and discussion derived from the quantitative analysis data. Next section of this chapter presents the discussion on the findings, results and also provides the conclusion of the whole research process adopted by the researcher in this study while making conceptual and theoretical framework.

5.3 Discussion

This section discusses the study's finding in the light of relevant supporting theories of conceptual model (e.g. social learning theory, social exchange theory and breach of psychological contract theory and findings of the previous studies. Discussion on the research questions is structured in subsections as follow.

5.3.1 Level of Deviant Workplace Behaviour in Pakistani Public Organizations

The first question of study was the level of deviant workplace behaviour in Pakistani public organizations. In line with this question, the first objective of the study was to examine and pinpoint the high level severity of deviant behaviour at workplace in Pakistani public organizations.

Findings of the present study extent and support the version of various previous studies in Pakistan context of eminent researchers (Bashir et al., 2012; Nasir & Basir, 2012). They have exposed the DWB such as theft, fraud, sabotage, acting rudely and arguing, keep on some of the fastest emergent behaviour among the workgroups at workplace in the country in the recent years in spite of huge amounts being spent by Pakistani government to control DWB (Iqbal et al., 2017; Javed et., 2014).

Number of social scientist, executives, administrators and researchers see this behaviour "as a cancer working on the fabric of society in too many of today's organizations" (Bashir et al., 2012; Sims, 1992). This reflects high level of severity of DWB and supports the findings of the present study. Moreover, DWB is deteriorating the health of public sector organisations; these behaviours will eat away the public sector organizations like "termites" (Nasir & Bashir, 2012).

The outcomes of the present study extend the version of studies of Coffin (2003) and Koslowsky (2000) that organizations sustain loss of estimated \$50 billion annually and responsible for about 20 percent of failure of businesses due to withdrawal behaviour of employees. 33 to 75 percent of all employees at workplace have engaged in different type of behaviours such as abuse, withdrawal, theft, sabotage and production deviance. According to Appelbaum et al., (2007) results of deviant workplace behaviour are serious as employees can affect to the organizations at levels such as decision-making, productivity and financial costs.

DWB is an occupational crime (Peterson, 2002) and may vary along a range of severity, from minor acts such as leaving early and humiliating co-workers to serious acts, such as sabotage and stealing from organization and threaten to the well-being of the organization (Bennett & Robinson, 2000; Spector & Fox, 2002). As a result of deviant workplace behaviour such as bullying, absenteeism, withdrawal, sabotage, production deviance, vandalism; embezzlement, theft, fraud and kickback etc., the researchers have empirically established that the substantial cost to be incurred to an organisation (Bennett & Robinson, 2000; Henle, 2005).

Approximately an amount of \$50 billion dollars have been reported to be allied with deviant workplace behaviour (Henle, 2005) and yields almost \$23.8 billion costs to the organizations in lieu of abusive supervision e.g. health issues, turnovers and lower productivity (Tepper et al., 2006). The level of severity of deviance in Pakistan can be judged from the statement of Alam (2015) in Pakistan as one Public officer is accused of corruption of the rupees 42 billion equal to US \$420 million (Express tribune, 2014).

5.3.2 Impact of Demographic Factors on Deviant Workplace Behaviour in Pakistani Public Organizations

The second question of the study, how the demographic factors contribute to deviant workplace behaviour in public organizations, Pakistan. In line with this research question, the second objective of the study, to investigate relationship between the demographic factors such as gender, marital status, age, tenure, experience and level of job or rank and nature of job and deviance workplace behaviour in public organizations.

On the bases of fourth research question, H1; hypothesis was formulated that there was significant relationship between demographic factors and deviant workplace behaviour. This hypothesis was tested by using SPSS findings and results of the study showed a significant relationship between demographic and deviant workplace behaviour.

The finding of the study of Uche, George and Abiola (2017) reveals that demographic factors such as gender, age, marital status, employee cadre, and income, are significantly related to DWB support the finding of present study while employees' level of educational attainment is not significantly related to DWB.

The first variable of demographic factors was assumed gender of the individual. The result of the study showed that gender is predictor of DWB. According to the result of the study male and female are at the same level of deviance. However, finding of meta-analytic of data collected from 395 samples, by Thomas, Ng, Simon. Lam and Feldma (2015) established several weak gender differences in deviance workplace

behaviour. Roles of females as being supportive would lead to the prediction that males engage in more DWB and less in OCB than females (Thomas et al., 2015).

The second variable of demographic factors was assumed marital status. The result of the study showed that the marital status of individual is significant related to the DWB but level of deviance is different. The entire individual at workplace involved in deviance but the level is different. Single and married persons are at the different levels of workplace deviance according to the results of this study as their responses indicated.

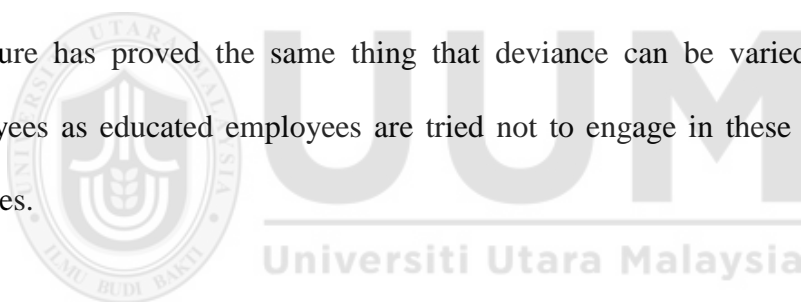
Literature review of the previous studies have also proved the same thing that deviance can be varied for single and married employees as married employees are more careful regarding this sort of behaviour while single employees is more engaged in this sort of deviant practices. Rogojan, 2009; Bashir et al., 2012; Fahardi et al., 2012; Fahardi et al., 2015).

The third variable of demographic factors was assumed education of the individual. The result of the study showed that education is also the predictor of DWB. According to the result of the study education is significantly related to DWB but the level of severity of deviance is different. It means the changing in education level bring change in the quantity of deviance. Highly educated and less educated individual are at the different level of deviance. The outcome of correlation between education and DWB is in line with the findings of the previous researchers such as Appelbaum et al. (2007), Van Sandt et al. (2006) and Kumi (2013) who reported that educational level of individual is related to DWB.

The fourth element of demographic in this study is assumed tenure. Tenure is significantly related to DWB. This is supported to the findings of Kumi, 2013 but contrary to previous studies of scholarships Appelbaum et al. (2007) and Van Sandt et al. (2006), according to them, it is indicated that the longer an employee stays in an organisation the more she/he learns about moral principles of an organisation.

The fifth, variable of demographic factors was assumed the nature of employment such as permanent, contract or work charge basis of the employee in Public organisation. The result of the study shows that employees are involved in the same level of deviance. Permanent and temporary employees are at the different levels of workplace deviance according to the results of this study as their responses indicated.

Literature has proved the same thing that deviance can be varied for temporary employees as educated employees are tried not to engage in these sorts of deviant practices.



The sixth variable of demographic factors was assumed level of job/ rank such as upper level, middle level and lower level. The result of the study showed off that the employees have different rank of the job have the different level of deviance. Literature review of the previous studies has also proved the same thing that deviance at workplace can majority is coming from the higher rank employees as they sometimes do it in rage of their power to lower level (Kumi, 2013).

Results of study of Kumi (2013) is showed positive relationship between demographic variables such as age, gender, education and tenure with DWB (e.g. abuse, theft from companies and co-workers, withdrawal, intentionally work slowly,

harming co-workers, leaving work early; wasting time and resources of organisation, gossiping, blaming co-workers for a problem and stealing from co-workers and accepting kickbacks etc.) and supports the finding of the present study.

5.3.3 Individual Factors Contributing to Deviant Workplace Behaviour in Public Organizations of Pakistan

The third question of the study was whether individual factors i.e. big five personality trait and dark triad personality contribute to DWB. In line with this question, the third objective of the study was to investigate relationship between the individual factors and deviant workplace behaviour in public organizations. And two hypothesis of the study were formulated such as H2a and H2b. The first, H2a, as there was significant relationship between individual factors i.e. big five personality traits and deviant workplace behaviour. The result of the study endorsed the findings of Baragg, (2015). The second, H2b, as there was significant relationship between individual factor i.e. Dark triad personality and deviant workplace behaviour found.

The presumed dimension of individual factor of big five personality are predictors to deviance behaviour as; extraversion refer to a marked engagement with the external component; agreeableness, refer to level of one sense of social coordination, cooperation and; conscientiousness concern the way individual control, regulate and direct impulses, neuroticism refer to individual inclination to experience negative feelings (Bolton et al., 2010) and openness to experiences refer to creative innovative, creative and imaginable individual (Johnson & Ostendorf, 1993).

The findings of the present study on big five personality trait and DWB are in support of the findings of previous studies of researchers such as Farhadi et al. (2012), Kumi (2013), Yunu et al. (2012), Mount et al. (2006) and Salgado (2002). Kumi (2013) cited according to Farhadi et al. (2012) individuals with conscientious personality type are good employees and they spend their maximum resources on the betterment of the organisations.

Findings of the study of Berry, Ones and Sackett (2007) indicated that the big five personalities may be predictive of some aspects of DWB and reported negative correlations between agreeableness and interpersonal deviance as well as between conscientiousness and organizational deviance (Berry et al., 2007).

A study of Bolton et al. (2010) also found that agreeableness, conscientiousness and extraversion were effective predictors of DWB whereas agreeableness was effective predictor of interpersonal deviance and conscientiousness of predictors of the organizational deviance support the findings of this study that big five personality associated with DWB. The finding of the present study corroborates the finding of study through descriptive data and hierarchical regression analyses of Abdullah & Maricane (2016) that big five personality traits are highly evident and significantly associated with organizational and interpersonal deviance.

The findings of the study of Hastuti et al. (2017) by analyzed data by using PLS-SEM testing measurement model shown that there was a significant effect of big five personality trait to DWB. However, the extraversion and conscientiousness have negative significant to DWB and neuroticism and openness to experience have

positive significant to DWB but not significantly linked to agreeableness (Hastuti et al., 2017). Results of most recent study of Aleksic and Vukovic (2018) indicate that the personality traits of agreeableness and conscientiousness are negatively connected with both forms of individual or organizational DWB.

The second variable of individual factors was presumed that dark triad personality (e.g. machiavellianism, narcissism, psychopathy) is the predictors of deviant behaviour. Machiavellianism is referred to individual construct having desire associated with inclination to achieve personal goals pursue power regardless of honesty (Smith & Lilienfeld, 2013); narcissism refers to personality construct defined by grandiosity, as a lack of empathy and sense of entitlement (Smith & Lilienfeld, 2013); psychopathy is individual personality construct refers to thrill-seeking and impulsivity and with low empathy and anxiety and lack of guilt (Spain et al., 2014; O'Boyle et al., 2012).

The importance of focusing attention on aberrant traits dark triad in relation to deviant workplace behaviours is highlighted through a review of machiavellianism, narcissism and psychopathy (WU & Lebreton, 2011) followed by a variety of research hypotheses designed to spur future research in these and related areas (Spain et al., 2014; O'Boyle et al., 2012; WU & Lebreton, 2011).

Study of Zhao, Zhang and Xu (2016) indicated that DT was positively predicted deviance such as bribe-taking intention and bribe-offering intention support. It is found that individuals who score high in the dark triad personality are less likely to engage in some types of DWB (Palmer, Komarraju, Carter & Karau, 2017). The

relationship between the dark triad personality and DWBs is not still clear due to a substantial number of positive, negative, and insignificant findings. Findings of the study of Ying and Cohen (2018) show a strong relationship between DT and DWBs. Of the three traits of the DT, machiavellianism was significantly associated to both type of organizational and interpersonal DWB.

However, a mutual consensus is still lacking concerning the relationship between the dark triad personality and DWB (Baloch, Meng, Xu, Cepeda-Carrion, Danish, & Bari, 2017). It is concluded that overall result of the present study corroborates the study of O'Boyle et al., (2012) that the individual factors such as big five personality traits and dark triad are significantly associated with DWB.

5.3.4 Organizational factors contributing to Deviant Workplace Behaviour in Public Organizations of Pakistan

The third question of the study, how the organizational factors i.e. organizational injustice and abusive supervision contribute to deviant workplace behaviour in Pakistani public organizations. In line with this research question, the third objective of the study was to investigate the relationship between the organizational factors and deviant workplace behaviour in public organizations in Pakistan.

On the basis of third research question of this proposed study, two research hypotheses were formulated, H3a and H3b. The first, H3a as there is significant relationship between organizational factors such as organizational injustice and deviant workplace behaviour. The second, H3b as there is significant relationship between organizational factors such as abusive supervision and DWB. It means that

the employees perceived more unfair treatment in their workplace and they are more likely to engage in DWB (Nyarko et al., 2014)

The first, discussion about the H3a that there was significant relationship between organizational factors i.e. organizational injustice and DWB. The outcome of this study supports the studies of Cropanzano et al., (2007), Greenberg, (2006) and Sier, (2007) on organizational injustice. Injustice in organization is a pressing issue for whole organization (Henle, 2005). Experiences showed that in order to find justice individual get involved in deviant acts (Analoui & Kakabadse, 1992; Greenberg, 1990; Hollinger, 1986; Peterson, 2002).

Results of study of Danaeefard and Boustani (2016) on DWB showed that employees who were working in administrative department of a public organizations in Iran context revealed that justice perceptions were negatively associated with employee's workplace misbehaviour support the finding of the present research. Results of another study of Ceylen (2011) shows the relationship between DWB and procedural injustice, i.e. work alienation, is relatively strong. The study was conducted on doctors and nurses who were working in public and private hospitals in Istanbul Turkey and findings support the findings of present research.

In addition, the employees who perceive unfair treatment may indulge in deviance such as complaining and protesting against the organisational injustice of public sector (Aslam, Ilyas, Imran, & Rahman, 2016). Resultantly, organisational injustice has a negative impact on individual performance (Bilal, Rafi & Khalid, 2017). These employees may become dissatisfied with their jobs, call in sick, show lower levels of

commitment, and ultimately, they may seek to leave the Public sector organizations (Aslam et al., 2016; Muqadas, Rehman & Aslam, 2017).

Organisational injustice such as procedural, distributive and interactional injustice all provoke DWB (Flaherty & Moss, 2007) and positively associated to deviance workplace behaviour and turnover intention (Rizvi, Friedman & Azam, 2017). Findings of the study of Rauf (2015) reveals that all dimensions of organisational injustice, such as distributive injustice, procedural injustice and interactional injustice have found to be linked with DWB and supports the outcome of present study.

Findings of the study of Dajani and Mohamad (2017) Egyptian public sector revealed the significant relationship of organisational injustice (in its four types) and DWB in such a way that procedural and informational injustice had stronger effects on DWB while distributive and interpersonal injustice showed a weaker effect. Findings of another empirical study of Alias and Rasdi (2015) in Malaysia context pointed out that the weakness and shortcoming of deviant workplace behaviour of public sector employees and supports the findings of present study.

The study of Mingzheng, Xiaoling, Xubo and Youshan, (2014) in Chinese context found that Chinese public servants tended to engage in deviant workplace behaviour in response to organizational injustice and also support the finding of the present study.

In addition, the findings of the present study corroborate the previous empirical studies of Demir (2011), Jones (2009) and Nyarko, Michael & Sempah, (2014) that

organisational injustice is significantly associated with DWB. Findings of this study also corroborates to the findings of study of Ahmed et al. (2013), Asghar and ahmad (2017), Bashir et al. (2012) and Nasir and Bashir (2012) public sector Pakistani context that DWB positively associated with organisational injustice.

The second hypothesis, H3b, there was significant relationship between organizational factor i.e. abusive supervision and deviant workplace behaviour. Abusive supervision is a serious and growing badly-behaved problem troubling the organizations (Martinko et al., 2013) and negatively affecting up to sixteen percent of employees at workplace (Kemper, 2016; Schat et al., 2006). It was presumed in this that organizational factors i.e abusive supervision is significantly associated with DWB.

The outcome of the study supported the hypothesis. Abusive supervision is closely linked to deviant workplace behaviour (Tepper, 2007). It defined as the perception of the subordinate employees to the extent to which supervisor or boss engage in unfair play and display of hostile verbal or non-verbal behaviours at workplace bound to subordinate to retaliate and act deviant workplace behaviour (Litzky et al., 2006; Sarwar, Alam & Anwar, 2010; Bakker, Van Emmerik & Van Riet, 2008; Tepper, 2007).

The findings of the present study corroborate the results of many other previous empirical studies of Wang (2016) and Martinko et al. (2013) that abusive supervision and deviant workplace behaviour of employees has a significant positive association. AS is associated with a variety of negative outcomes and affecting the individual and

organisational outcome (Martinko et al., 2013; Tepper, 2007). On Contary, findings of the study of Javed, Fatima, Yasin, Jahanzeb, Rawwas (2018) showed weaker relationship of abusive supervision and DWB while effect of moderating effect of Islamic work ethic.

AS is resistance behaviour (Bamberger & Bacharach, 2006), aggressive and DBW (Duffy et al., 2002; Dupre et al., 2006; Thau & Mitchell, 2006) and resultantly become root cause of decline in organizational productivity (Anwar, 2017). AS on subordinates promotes intention to quit the organization (Pradhan & Jena, 2016) and occurred because of psychological breach contract (De Hauw & De Vos, 2010).

5.3.5 Impact of Transformational Leadership on Deviant Workplace Behaviour

The fifth question of the present study contains what is the direct relationship between the transformational leadership and DWB. In line with this research question, the fifth objective of the study was to determine the relationship between transformational leadership and DWB. On the bases of fifth research question H4 was formulated as there was significant negative relationship between transformational leadership and deviant workplace behaviour in public organisations.

This hypothesis was tested by using PLS modelling and findings and results of the study showed a significant negative relationship between transformational leadership and deviant workplace behaviour. The present study presumed that transformational leadership is predictor to DWB (Pradhan & Pradhan, 2014). It was hypothesized that there is negative association between DWB of employees and transformational leadership. Social learning theory and social exchange theory supporting the

relationship to predict the deviant workplace behaviour (Sheen et al., 2017). SET explains the positive relationship between personal or individual value and organizational value in response of social exchange (Fayyaz & Alasani, 2015).

The outcome of the study supports that the transformational leadership promotes positive culture in the organisation (Pradhan & Pradhan, 2014). However, the low percentage is due to the fact that in public sector of Pakistan has not witnessed such a positive style of leadership so its presence will definitely reduce the deviant practices due to proper attention towards employees (Nasir & Bashir, 2012).

Previous studies on transformational leadership have implied that transformational leadership is significantly related to employee's productive deviance and just behaviour (Pradhan & Pradhan, 2014). Transformational leadership promotes cooperation among the subordinates and motivate them to work together (Organ, Podsakoff & MacKenzie, 2006). Transformational leaders guard their employees against toxic and unproductive behaviours at workplace (Hepworth & Towler, 2004).

There is significant and considerable evidence that transformational leadership style is effective to promote positive follower and organizational results (Bruursema, 2004). Findings of the study of Simic and Ristic (2017) showed that there is a significant relationship between big five personality traits and transformational leadership style such as extraversion in a positive sense and neuroticism in a negative sense. This also supports the finding of the present research.

A survey study using Multifactor Leadership Questionnaire (MLQ) conducted by Wofford, Whittington and Goodwin (2001) found that transformational leadership relates confidently and positively with subordinate job satisfaction, motivation and performance. Another study of Sparks and Shenk (2001) also found positive relationships between transformational leadership and follower belief in this higher purpose and job satisfaction, group cohesion and subordinate effort that did really transform followers by encouraging and boosting them.

In addition, McColl and Anderson (2002) found through structural equation modelling (SEM) that transformational leadership has a significant direct influence on frustration. These studies strongly support the findings of the current study.

5.3.6 Moderating Effect of Transformational Leadership Between Individual and Organizational factors and Deviant Workplace Behaviour

The sixth researcher question of the study, how does transformational leadership moderate relationship among individual and organizational factors and deviant workplace behaviour in public sector organizations? This research question helps, to make hypotheses of moderating effect of transformational leadership on the relationship of individual and organizational factors with deviant workplace behaviour in Pakistani public organizations. In line with this research question, the sixth objective of the study was to determine the impact of transformational leadership on the relationship between individual factors such as big five personality traits and dark triad personality and organizational factors i.e. organizational injustice and abusive supervision with deviant workplace behaviour in Public organizations.

In order to answer the sixth research question of the study, four research hypotheses were formulated H5a, H5b, H6a and H6b. These hypotheses were tested by using PLS modelling and findings are elaborated in two separate sections given below individually.

A study of Saidon, Galbreath and Whitely (2010) in Malaysiaian context established that transformational leadership moderate the relationship between moral disengagement and interpersonal deviance behaviour, employees may not want deactivate their regularity when they perceive that their leaders are inspiring, challenging and individually consider is likely better way to controlling deviant workplace act.

Leaders who commit deviant acts provides opportunity and encourages followers to commit themselves in such deviant acts (Appelbaum et al., 2007). In order to preventing or discourage the deviant behaviour at workplace, the role of leadership in organization is very vital (Perdhan & Perdhan, 2014). A leadership based on ethical and moral dimensions can play essential moderating role between individual and organizational factors and deviant workplace (Saidon et al., 2010).

In this scenario, transformational leadership is an effective moderator tool that can be used to solve the problem of deviance workplace behaviour (Saidon et al., 2010). Resultantly, deviant workplace behaviour has become a common issue and challenge to almost all organizations of less developed as well as unindustrialized countries (Abdi, Delkhah & keigoos, 2016; Pradhan & Pradhan 2014). In number of previous studies transformational leadership has been associated with positive organizational

outcomes (Tipu, Ryan & Fantasy, 2012). However, the outcomes of transformational leadership in Pakistan context are still unexplored (Tipu et al., 2012).

5.3.6.1 Moderating Effect of Transformational Leadership on the Relationship between Individual Factors and Deviant Workplace Behaviour

In order to answer the sixth research question, two research hypothesis such as H5a and H5b to check the moderating effect of transformational leadership between individual factors i.e. big five personality traits and dark triad personality and DWB and tested by using PLS Path modelling.

H5a: Moderating effect of transformational leadership on the relationship between individual factors that are big five personality traits with deviant workplace behaviour.

H5b: Moderating effect of transformational leadership on the relationship between individual factors that are dark triad personality with deviant workplace behaviour.

Findings of the study has supported the significant relationship for H5b where it has been evident that transformational leadership is a significant moderator between dark triad personality and DWB. The literature review of the previous studies indicates that supervisor or manager needs to be role model to their subordinate through visible actions and leaders have to communicate ethics and standards as well as reward systems to sustain ethical and moral standards in the organization (An & Wang, 2016; Hystad et al., 2014; Trevino et al., 2000).

Results of the meta analytic carried out by Salgado (2002) showed big personality traits were valid predictor such as conscientiousness predicted deviant workplace behaviours and turnover and extroversion, openness, agreeableness and emotional stability predicted the turnover criterion. However, none of the big five personality measures were found to be predictors of absenteeism or accidents. Moreover, the findings the study of Lim, Teh, and Benjamin (2016) seem to contrary with past results and revealed that big five personality traits such as agreeableness, conscientiousness and openness to experience has no significant relationship with deviance workplace behaviour.

A meta-analysis of Mackey, Frieder, Brees and Martinko (2015) on abusive supervision estimates for the relationships between perceptions of abusive supervision and numerous demographic, justice, individual difference, leadership and outcome of variables supports the outcome of hypothesis of H5b moderating effect of transformational leadership between dark triad personality traits and DWB.

The study of Cohen (2017) resists that the reason for the weak relationship found between the dark triad personality and DWBs is perhaps that studies have ignored some important mediators and moderators in this relationship. Moreover, The findings of the study of Cohen (2017) support the need to explore the relationship between the dark triad personalities and DWBs. However, in the words of Cohen 2017 the studies that have examined this relationship found moderate correlations, including some meta-analyses.

Findings of the current study has supported the significant relationship for H5b where it has been evident that transformational leadership is a significant moderator between dark triad personality and DWB (Lehmann-Willenbrock, Meinecke, Rowold & Kauffeld, 2015). The role of leaders in this is ever as important to control deviance and promotes creativity (Amable, et al., 2004; Brandt, 2011; Daft, 2011).

5.3.6.2 Moderating Effect of Transformational Leadership on the Relationship between Organisational Factors and Deviant Workplace Behaviour

In order to answer the sixth research question, two research hypothesis i.e., H6a (moderating effect of transformational leadership between organizational factors i.e. organizational injustice and DWB) and H6b (moderating effect of transformational leadership between organizational factors i.e. abusive supervision and DWB) were formulated and tested by using PLS Path modelling.

H6a: Moderating effect of transformational leadership on the relationship between organisational factors that is organisational injustice with deviant workplace behaviour.

H6b: Moderating effect of transformational leadership on the relationship between organisational factors that is abusive supervision with deviant workplace behaviour.

Findings of the current study have not supported the significant moderating relationship between organisational factors i.e. organisational injustice and abusive supervision, if leaders commit deviant acts, this induced the subordinate employees

to commit themselves such negative act (Hystad et al., 2014; Pradhan & Pradhan, 2014). The actual behaviors of leaders in Pakistan corresponds with these findings.

According to Lee and Barrett (2011) the findings of prior studies suggest that employees are likely to engage in DWB when they perceive organizational injustice. Given that if employees perceived organizational injustice that leads to deviant workplace behaviour. In these circumstances leadership has significant effects to reduce DWB (Lee & Barrett, 2011).

Transformational leadership has been considered the process of influencing employee to change their attitudes, behaviours and beliefs towards productivity. Prior studies have also suggested that it is reasonable to assume that transformational leadership is related to issues of organizational injustice (Lee & Barret, 2011) and did not support the findings of this study because the actual behaviours of transformational leaders in Pakistan does not correspond with these findings.

It is obvious that the performance of the public sector organizations in Pakistan has been very poor (Mohammed, 2007). There is “lack of transparency, undue political influences, lack of resources, delayed projects, large and unskilled work force”. Weak leadership is also one of the factors that can be held responsible for the deterioration of public sector organizations in Pakistan (Khan, 2002).

Public organisations are managed by strict bureaucratic leadership (Khan, 2002) that is one of the main reason for the inefficiency of public sector organizations in Pakistan (Khan, 2002; Zeb, Saeed, Rehman, Habibullah & Rabi, 2012). The public

sector organisations of Pakistan are more allied to the transactional style of leadership (Mahmood, 2015). Moreover, these organisations are trapped in abusive supervision (Anwar, 2017).

In Pakistan public sector burden is glossary deficient and scare of required level of integrity of leadership and their subordinate employees also (Anwar, 2017). The leaders in public sectors are not able to motivate their subordinate for ethical conduct because of perceived social exchange and social learning (Anwar, 2017) and findings support the theory (Anwar, 2017). Moreover, a lack of transformational leadership style and ethical reasoning is the main hindrance in the performance of public organizations (Bashir et al., 2012, Javed et al., 2014; Nasir & Bashir, 2012).

Findings of the study have not supported the significant relationship for H6b where it has been evident that transformational leadership is a significant moderator between abusive supervision and DWB. Literally number of studies have discovered that how the supervisor interacts with their subordinates (Lehmann-Willenbrock et al., 2015) and discussed the consequences associated with various supervisor behaviours in organization (Aryee, Chen, Sun, & Debrah, 2007; Bass, 1990; Tepper, 2007; Yukl, 1998).

Qualitative study of Tepper, (2007) on literature review found that leadership moderate the relationship between abusive supervision and DWB. Number of researchers have empirically tested how abusive supervisor affects individual and organizational performance (Duffy et al., 2002; Martinko et al., 2013; Tepper, 2007). According to these studies, subordinates' perception of abusive supervision is

positively related to DWB and negatively linked with OCB (Duffy et al., 2002; Martinko et al., 2013; Tepper, 2007; Tepper, 2000).

Abusive supervision produces highly adverse effects generally at organizational level and particularly at subordinate-supervisor level (Tepper, 2007). Abusive supervision impacts employees along with damage to organizational ambience (Anwar, 2017; Martinko et al., 2013; Tepper, 2007; Tepper, 2000). The transformational leadership can change the behaviour of individual at organisational level (Uusi-Kakkuri, 2017).

But the actual behaviours of leaders in Pakistan don't correspond with these findings. In public sectors of Pakistan, there is more hierarchy and employee are bound to obey their superiors even if they are not happy with them and on the same side leaders treat subordinates as low in the hierarchy and do not allow them to interfere and participate in big decisions of the organisation (Mahmood, 2015).

The reason for rejection of moderation hypothesis can be recognized to population of the present study of public sector organisation of Pakistan. Every employee possesses an insight of his/her future position in the organization and indulges in deviance such as abusive supervision (Anwar, 2017). Moreover, these organisations are trapped in abusive supervision (Anwar, 2017).

5.4 Contribution of the Study

Findings of the present study have given an understanding into the foundation and rationale behind advocating for impact of transformational leadership on DWB and

taking the impact of individual factor i.e. big five personality and dark triad personality on DWB and impact of organizational factors i.e. organizational injustice and abusive supervision on DWB with the supporting theories of social learning theory, social exchange theory and breach of psychological contract theory.

In addition, the present research accentuated the importance of transformational leadership in the Pakistani public organizations for effective and real public administration. It highlighted that ethically measure of the behaviour of employee, transformational leadership is the key follower's moral development. Hence, the present study has contributed to theory, practices and methods in the area of organizational studies. The next three sections of this chapter will explain the contribution of the present study.

5.4.1 Theoretical Implication

The conceptual framework of this study was erected on the foundations of the earlier empirical evidences and theoretical gaps recognized in the literature. It was also supported and explained from three theoretical perspectives i.e. social learning theory, social exchange theory and breach of psychological contract theory. This study incorporated transformational leadership as moderating effect to well explain and understand the relationship between individual factors i.e. big five personality trait as well as dark triad personality traits. Organizational factors i.e. organizational injustice and abusive supervision and deviant workplace behaviour in public organizations.

The present study has made numerous contributions in research on the roots of findings and discussion of this study especially in the area of individual and organisational factors contributing to deviant workplace behaviour and transformational leadership and deviant workplace behaviour with supporting theories of social learning theory, social exchange theory and breach of psychological contract theory.

5.4.1.1 Empirical Evidence in the Domain of Social Learning Theory

The present study has provided a theoretical implication by providing additional empirical evidence in the domain of social learning theory. This theory hypothesizes that individuals learn behaviour from their workplace environment through observation, imitation and modelling. Individual observe their work-based referent others provides example of certain behaviours to observe and imitate.

This study has extended the social learning theory (SLT) by assessing individual behaviour and organizational norms on broader forms of deviant workplace behaviour. In addition, findings of the study while testing social learning theory demonstrated that individual factors i.e. big five personality traits and dark triad personality trait predicted both interpersonal and organizational deviant workplace behaviour that is why empirical evidence in support of the said theory.

It can be summed up that individual factors i.e. dark triad personality and organizational factors i.e. organizational injustice and abusive supervision were significant predictor of DWB among the employees of public organizations in Pakistan. Social learning theory supports the theoretical framework of this study.

5.4.1.2 Empirical Evidence in the Domain of Social Exchange Theory

The present study has provided a theoretical implication by giving additional empirical evidence in the domain of social exchange theory. The theory postulates that social exchange instituted by an organization should theoretically be able to regulate individual's behaviour at workplace through positive directing and reward system (Anwar, 2017). Instead of focusing on the relationship between individual and organizational factors and deviant workplace behaviour, this study has extended the theory by broad range of deviant workplace behaviour of employees in public organizations.

Furthermore, the present study also tested the moderating effect of transformational leadership on the relationship between individual and organizational factors and DWB. This study has attended the gap by incorporating transformational leadership as moderating variable to enhance the understanding on the impact of factors contributing deviant workplace behaviour of the employees who are working in public organization of situated in Lahore the capital of province of Punjab Pakistan with the support of social exchange theory.

In testing social exchange theory, the outcome of the research demonstrated that the individual factors, demographic factors and organizational factors had significant influence on both interpersonal and organizational deviance among the employees of public organizations, lending empirical evidence in support of the said theory (Anwar, 2017).

It can be concluded on the basis of result of the study that interpersonal factors i.e. individual, demographic and organizational factors and transformational leadership played a significant role in explaining deviant workplace behaviour. It is evident that factors such as individual, demographic factors and organizational factors and transformational leadership are very important factors while explaining deviant workplace behaviour among the employees (Kuni, 2013; Faharadi et al., 2015).

5.4.1.3 Empirical Evidence in Domain of Breach of Psychological Contract

Theory

The present study has provided a theoretical implication by giving additional empirical evidence in the domain of psychological breach contract theory. The theory postulates that breach of psychological contract theory established that by an organization should theoretically be able to regulate individual s behaviour at workplace through to fulfill the positive requirements of the individual (Bashir et al., 2011).

When an individual experience a breach of psychological contract, he/she can experience different reactions, ranging from attitudinal to behavioural reactions toward the organization (Kickul & Lester, 2001). Instead of focusing on the relationship between individual and organizational factors and deviant workplace behaviour this study has extended the theory by broad range of deviant workplace behaviour of employees in public organizations (De Hauw & De Vos, 2010).

In addition, Hussain et al. (2016) established that when an employee found that organization failed to fulfil the psychological contract, consequently, they lose commitment towards the organization loyalty and expose deviance (Hussain et al.,

2016). When employees feel discrimination and inequity between what they provide to them and what they obtain from employer, breach of psychological contract arises at workplace (Hussain et al., 2016). When the breach of psychological contract occurs employee will become less satisfied from their job and their performance will be decreased and they will likely to show deviant workplace behaviour (Hussain et al., 2016) and intention to quit (Alcover et al., 2012).

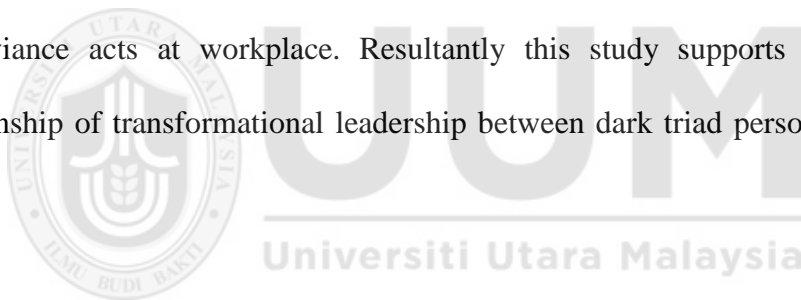
It is concluded in light of the findings of the study that proposed theory breach of psychological contract has been supported the model and showed that the individual and organizational factors both become a cause of breach of psychological contract of individual at workplace and individual indulge in deviance workplace behaviour based on this research model developed on the supporting theory testing and verification rather than an emerging afresh theory. Therefore, employing a deductive approach to carried research. Moreover, drawing on the philosophical assumptions described above, the present study contributed on the basis of positivist, objectivism, ontological and epistemological positions and situations to address the research phenomena and support to establish the relationship between factors and DWB.

5.4.1.4 Moderating Effect of Transformational Leadership

The current study has also provided empirical evidence on the significant impact of transformational leadership as moderator on the relationship between individual and organizational factor and DWB. Whereas number of studies have mainly focuses on examining the direct relationship between individual and organisational factors and DWBs.

Hence, this study incorporated transformational leadership as moderator between the relationships for the following reasons. Firstly, transformational leadership promotes ethical act culture and tries to induce employees to commit ethical acts at workplace and transformational leadership may be able to provide guidance to override individual's self-tendency towards DWB. Because transformational leadership has the quality to think positively and has the ability to control DWB.

Secondly, transformational leadership is expected to moderate the relationship between individual and organizational factors and deviance workplace behaviour because transformational leadership has direct influence on subordinate employees and motivate to them to achieve specific objectives and goals and to avoid indulging in deviance acts at workplace. Resultantly this study supports the moderating relationship of transformational leadership between dark triad personality traits and DWB.



5.4.2 Practical Implication

On the basis of the findings and results of present study and literature review from previous studies carried out by the various researcher on the area of deviant workplace behaviour, proposed various steps to prevent or control the DWB (Rogojan, 2009). This study has also contributed a number of practical implications and suggestions in terms of management of the behaviour of employees at workplace to get the better results of human resources practices such as personnel selection, induction, recruitment, training and development of individual and deterrence-based control (Rogojan, 2009).

These steps can be helpful to the leaders, executives or managers of the organisations by effective management. These steps also suggested by various researchers that are also aligning with finding of the present study. The details of the steps are given as under: -

The first, the result suggests that organizational factors are important consideration to control or managing the deviant workplace behaviour of the employees in public organisations. The second, the findings of the present study contributed that the public organizations can make efforts and struggles in minimizing the occurrence of workplace deviance by enhancing employee's perception of organizational injustice and abusive supervision.

The third, the administration of the public organisations can minimize the tendency of employees to indulge in deviant workplace behaviour by creating fair and equity controlled base environment of the organization.

The fourth, the findings of the present study, also suggest that individual factors i.e. big five personality traits and dark triad personality traits were positively related to deviant workplace behaviour in the entire sample. Thus the administration of the public organizations could minimize the likelihood of the employees from engaging in deviant workplace behaviour by adopting the psychological test in HR practices.

The fifth, the findings of the study suggests that beside the organizational factors i.e. organizational injustice and abusive supervision, individual factors i.e. big five personality traits as well as dark triad personality traits should be given serious

consideration in the recruitment and selection process of the employees in Pakistani public sector organizations. This study is also advantageous for organisations to know which personality traits may be composite with DWB.

The sixth, findings of the study also showed that the moderating role of transformational leadership were not significant in relationship among the individual and organizational factors except dark triad personality. However, the transformational leadership style directly influences to minimize the deviant workplace behaviour of employees. So the government and other related agencies i.e. federal public service commission and provincial public services commissions while appointing the administration, head or the human resource manager in the public organization should consider the leadership style of the leader or head of the organization as recruitment and selection criterion.

The seventh, in order to avoid and control deviant workplace behaviour such as mega scandals, number of organizations has installed whistle blowing policies (Kidwell, 2005). In the words of Appelbaum et al., (2007) “Whistle blowing is a disclosure of illegal, immoral or illegitimate practices under the control of their employers, to a person or organizations that may be able to effect action”. So whistle blowing polices should be adopted to control DWB.

The eighth, by stimulating pro-social types of behaviour of employee such as organizational citizenship behaviour (OCB), corporate social responsibility, creativity and innovation of employees is less likely to occur and control deviance at workplace (Appelbaum et al., (2007). Organisational citizenship behaviour (OCB)

improves the organizational performance (Lin et al., 2016; Organ, 1997) and influenced by the perceived ethical work climate in the organizations (Leung, 2008).

In order to control DWB, pro-social type behaviour of employees should be promoted in organisations (Rogojan, 2009). Organizations develop and maintain a strong culture of social responsibility; it will be made difficult for dark triad personality (psychopaths) to apply DWBs to achieve their motives (Cohen, 2016). Higher levels of transparency and accountability are the best tools for organizations to limit the activities of psychopaths (Frink & Klimoski, 2004).

The ninth, in order to control to theft deviance and to identify mismanagement and mishandling of accurate records of accounts and funds and supply should be kept in key and lock (Greenberg & Barling, 1996). Surveillance techniques and methods as well as undercover security personnel are applied at workplace to control employees stealing or theft and shoplifting (Greenberg & Barling, 1996). An organization should have a good pre-employment surveillance technique to evaluate candidate background (Uche et al., 2017).

The tenth, during the recruitment processes of employees, personality traits should taking into consideration for appropriate selection (Hastuti et al., 2017). Psychometric tests should be applied in personnel or employee's recruitment and selection and for their personal development (Rogojan, 2009). Psychometric tests can be written, oral or practical (Rogojan, 2009). These tests are helpful to quantify various types of human behaviours at workplace, both normal and deviant (Rogojan, 2009).

These types of psychometric tests i.e. aptitude tests, personality questionnaires test, integrity test, 360-degree questionnaires feedback (Dent & Curd, 2004), honesty test (Greenberg & Barling, 1996) and integrity test i.e. personality inventory test (Kura, 2013, Kura et al., 2012) should be adopted for personnel or employees' recruitment and selection (kura, 2013) and for their personal development (kurra et al., 2012).

The eleventh, another main serious problem is seeming to be the fact that interviewers do not know what type of behaviours can be allied with theft and other deviant acts (Greenberg & Barling, 1996). So it is proposed that at the time of induction of individual, the employment interview should be conducted carefully and asks personality related questions (Greenberg & Barling, 1996).

The twelveth, in phase of recruitment and selection, organizations should also gain an understanding demographic character (Hsieh, Liang & Hsieh, 2004) and background i.e. previous job history and family background of new induction of individual employee should be clearly investigated through different agencies before interview of employee (Greenberg & Barling, 1996) and final selection of the candidate. It is generally assumed that someone who has been anti-social or delinquent in the past will act the same manner in the future (Greenberg & Barling, 1996).

The thirteenth, the managers or leaders or heads of the organizations should communicate the moral values that are important to them and the organization too (Trevino et al., 2000). Moreover, the managers and leaders have to understand and realize which words and actions will be noticed and the way they will be interpreted

and noticed by subordinates (Trevino et al., 2000). Role modelling through visible action of the leader has the ability to send powerful messages to the subordinate to control deviance at workplace (Trevino et al., 2000). Leaders should have empathy to their subordinate's employees (Sunday, 2014).

The fourteenth, in order to make and ensure ethical decisions, manager or leader should use or adopt ethical decision-making and policies based on justice (Appelbaum et al., 2005; Trevino et al., 2000). Managers should behave ethically, their habits and behaviour send clear message and signals about the ethical conduct (kreitner&Kinicki, 2004). Ethical leaders or manager treat everyone with respect, dignity and honesty, everyone ranging from top level management to lowest level employees or workers (Appelbaum et al., 2005).

In order to discourage the DWB, the managers or leaders have to be approachable and friendly and also good listeners towards their subordinates (Trevino et al., 2000). In the words of Trevino et al. (2000) as “to be a leader you have a greater standard, a greater responsibility than the average person would have to live up to”. “An ethical leader does not sugar coat things he tells it like it is” (Trevino et al., 2000). Moreover, through reinforcement of ethical behaviour by means of ethics trainings employees through such as seminars and wokshops etc. (kreitner & Kinicki, 2004). So there is a need to promote ethical and moral leader culture at workplace to control abusive supervision (Tepper, 2007) and other devint behaviours (Robbins & Judge, 2013).

The fifteenth, “there is creating a unitary and cohesive organizational culture around core ethical values of the organisation” (Appelbaum et al., 2005). The employees receive hints and clues about the behaviour that is expected from them at workplace (Appelbaum et al., 2005). The employees must share with peers and value this culture which has to possess the ability to affect their behaviour at workplace (Appelbaum et al., 2005). Top level management has to transfer the values down to the operational level ranks (Appelbaum & Shapiro, 2006).

Hence, in order to establish and promote an ethical culture to control the deviance at workplace, Appelbaum et al. (2005) elaborated and proposed two key points to control deviance at workplace i.e. “formulate a clear philosophy or mission statement” ii) “actions of top managers must reflect the moral climate that is desired”. Establishing a proper ethical culture and providing an ethical and moral leadership to guarantee that employees are satisfied with their organizations (Anonymous, 2005).

The sixteenth, training programs are the best source for learning of ethical expectations at workplace. So in order to improve their employees’ personal ethical behaviour context, organizations took the opportunity to offer training on ethics at workplace (Sims 1992) on regular basis. Recently, Hsi (2017) suggests that in order to diminish DWBs, the organizations should implement transformational leadership training programs rather than rely on personality-based selection methodologies. There is a need to train more leaders in Pakistan public organisations to get benefit from the transformational leadership style (Masood, 2006).

The seventeenth, in order to prevent any harm to the employee with insulting words and attitudes (Wang, 2016), codes of ethics are undoubtedly the most common approach to influence ethical behaviour in organizations and ethical culture of the organisation and the most effective technique to foster ethical behaviour at workplace (Rogojan, 2009). These days, manager needs to create an ethically healthy climate for his or her employees, where they can perform their duties efficiently and effectively (Robbins & Judge, 2013). Moreover, managers should understand the source of deviant workplace behaviour (Robbins & Judge, 2013).

The eighteenth, organisations should maintain harmonious and pleasant working environment (Wang, 2016). Take care of mental health of employee and should be look care the employees on daily basis. Psychological counselling service should be provided in the organizations and take care about the emotional feelings of employees at organization level. Organization should establish department where employees can report and lodge complaints, feedback against supervisor or senior (Wang, 2016).

The nineteenth, the severity of DWB is very high in every organisation especially in public organisation in Pakistan because of mismanagement and ineffective control policies (Bashir et al., 2012; Javed et al., 2014; Yousaf et al., 2015). Public sector administrators need to focus on creating an organisational justice climate in the workplace by exerting sincere efforts and resources (Dajani & Mohamad, 2017).

It is dire need to make careful policies and established merit-based practices to control DWB in public organisations of Pakistan (Nasir & Bashir, 2012; Shaheen et al., 2017) and also establish department where employee can report and lodge

complaints, feedback against supervisor and make rules that help the employees (Wang, 2016).

It is concluded as whole that the present study contributed guides to the policy makers of the Government of the Punjab, Pakistan for making policies to control or minimize DWB. DWB can be controlled or managed by conducting personality inventory test during recruitment and selection process. Therefore, that the outcomes of such type of personality test helps to Government as well as leaders and head of the public organizations to select right person for right job and their personal norms and values are compatible with organizational norms. The public sector leaders/managers must be appraised and trained to diminish DWB (Shaheen et al., 2017).

5.4.3 Methodological Implication of the Study

The findings of the present study contributed a number of methodological suggestions and implications given below.

The first, methodological contributions lie in assessing the criterion variables using situation specific measure in an attempt to fill a methodological gap suggested by Bowling and Gruys (2010). According to Hair et al. (2012) that (PLS-SEM) has become an increasingly contributed in research and applied multivariate analysis technique in management research (Hair et al., 2012).

The second, the present study assessed deviance workplace constructs based on the job-relevant behaviours identified by the subject matter experts (SMEs) such as job incumbents or immediate supervisors (Bowling & Gruys, 2010).

The third, according to Bennett and Robinsons (2000) generic DWB measure and added relevant items in order to really capture the degree to which deviant behaviours occurs in the context of the study (Bowling & Gruys, 2010). By adding the relevant items and removing the irrelevant ones from the original scale (Bowling & Gruys, 2010; Kura, 2013).

The fourth, another methodological contribution of this study by applying to use PLS path modelling to assess the psychometric properties of each latent variable (Kura, 2013). This study used SPSS to see the impact of demographic factors on deviant workplace behaviour.

The fifth, the present study has succeeded in assessing psychometric properties of each latent variable in terms of convergent validity, as well as discriminant validity (Cronbach & Meehl, 1955). Psychometric properties examined were individual item reliability, average variance explained (AVE) and composite reliability of each latent variable (Kura, 2013). Convergent validity was assessed by examining the value of AVE for each latent variable (Hair et al., 2006).

The sixth, the discriminant validity was determined by comparing the correlations among the latent variables with the square roots of AVE. The results of the cross loadings matrix were also examined to find support for discriminant validity in the model. Thus, this study has managed to use one of the more robust approaches (PLS path modelling) to assess the psychometric properties of each latent variable (Kura, 2013) illustrated in the conceptual model of Kura, (2013) which also helps to this study.

The seventh, methodological contribution is that in the form of a consistent sampling frame as only public sector organizations have been considered in this study, so the methodical implications of the results on the entire public sector is valid. This factor is keeping this study enough generalized within the spectrum of its scope. In case of multiple sectors, study can be more generalized but can easily lose its focused nature (Kura, 2013). The eight, this study refined & purified and tested the measure of deviant workplace behaviour in Pakistan, which is different for culture from the setting in which this measure was initially developed.

The last but not least, methodological implication in this regard is the ethical requirements which have been fulfilled by this study. This study has taken proper permission from gate keepers of the concerned organisation before accessing the actual respondents for data collection. This has been done to keep the research process ethical and it was further consolidated by taking informed consent of respondents.

5.5 Limitations and Future Directions

Although the present study has provided support for a number of the hypothesized relationship among the exogenous, endogenous and intervening variables, the results have to be interpreted under consideration of some limitations of the study are given below: -

The first, this study assumes and adopted a cross-sectional research design which does not allow casual inferences to be made from the population. Therefore, a longitudinal research design in future needs to be considered to measure the

theoretical constructs at different points in time to confirm the findings of the present study.

The second, the present study adopts a probability sampling technique i.e. multi stage cluster sampling technique, in which all elements of the target population were not captured, as such the extent to which sample size represents the entire population cannot be known. The use of quota sampling has limited the extent to which the findings of the study can be generalized to the population. That is why in future probability sampling also be considered other techniques of sampling to generalize the findings.

The third, in this study, it is possible that the respondents belong to public sector organizations might have under reported their deviant workplace behaviour on closed ended survey questionnaire. Therefore, in future, researchers may wish to employ other strategies of qualitative study such as interviews, direct observations, case study etc. to assess the deviant workplace behaviour of public sector organizations.

The fourth, in this study, it is pertinent to mention that the deviant workplace behaviour reported was subjective. The outcome of the present research demonstrates subjective data is valid and reliable for assessing deviant workplace behaviour. Therefore, in future the outcome of the present research may be replicated by using objective measures of DWB.

The fifth, the outcome of this study offers relatively limited generalizability because it especially focused on the behaviour of employees who are working only in public

sector organizations of Pakistan. Therefore, in future, in order to generalize the findings, it is necessary to include the employees of the private sector of Pakistan.

The sixth, the outcome of this study offers relatively limited generalizability because it especially focused on the behaviour of employees who are working only in selected twenty education and training organizations or departments of public sector of Pakistan such as universities, boards and special institutions etc. Therefore, in future, in order to generalize the findings, it is necessary to include the employees who are working in other government departments/ organizations other than education and training sector such as Health department, Excise department, Accounts and Audit department, Finance department, Pakistan International Airline, Police department, Federal Investigation Agency, and other law enforce agencies etc. should also be studies.

The seventh, it is important to note that there was no significant moderating effect of transformational leadership between Individual factors and deviant workplace behaviours found. Hence, partial moderation relationship of transformational leadership between dark triad personality trait and DWB was found. Moreover, transformational leadership was not found to moderate effect on the relationship between organizational factors and deviant workplace behaviour. Therefore, in future, further research is desirable to investigate such type of moderating effects with other moderating variables such as public service motivation, political skill and organisational culture etc. and also examine the mediator effect with DWB.

The, eighth, in this study the contribution of the impact of individual and organizational factors towards the deviant workplace behaviour was simultaneously examined which made the questionnaire complicated and lengthy. It created difficulties for the respondents to perfectly responses of the questions. Therefore, in future, the research should be carried out to examine the impact of individual and organizational factor on interpersonal deviant workplace behaviour and organisational deviant workplace behaviour separately to generalize the findings.

The ninth, the mono technique i.e. quantitative research method was used to carry out to present study due to shortage of time and resources. Therefore, in future in order to conduct research on deviance workplace behaviour, the qualitative research method should also be used simultaneously along with quantitative research. It means mix methods of research should be used in future to generalize the findings under the longitudinal parameter.

The tenth, in this study seven dimensions of DWB such as abuse against others or bullying, withdrawal, production deviance, sabotage, theft, misuse of time and resources and kickback were examined at glance. However, in order to get better and generalize results and to get rid of DWB, in future, the deviant workplace behaviour of employees should be examined theoretically dimension wise in length as well as organisation or department wise as a case study. Moreover, other dimension of DWB such as cronyism, workplace aggression, cyber loafing, workplace incivility and sexual harassment should also be examined to control the DWB.

The elventh, the study was conducted to examine the behaviour of the employees at workplace at micro level or internal or interpersonal factors such as individual and organisational factors and delimits the macro or external or environmental such as social and culture factors, political and administrative factors and economic factors etc. because these factors have key influence on the behaviour of employees at workplace. So in future, in order to control or minimize the deviant workplace behaviour there is also needed to investigate the impact of environmental or macro factors on deviant workplace behaviour in Pakistani pubic organisations.

Finally, this research is concerned with a national sample thus there is an issue of its generalizability in other countries because the culture and context of different countries vary with each other. So this research should be extended to different cultures and countries in order to replicate the results and findings of this study in future.

5.6 Conclusion

The present study has provided additional indication and evidence to the growing body of knowledge regarding the moderating effect of transformational leadership on the relationship between individual and organizational factors with deviant workplace behaviour. Despite some limitations of the study, the findings from the study lent support to the theoretical propositions, key objectives of the study and answered research questions. In spite of this, there have been a number of studies carried out to examine the underlying antecedents and reasons of DWB. This research addressed the theoretical gap by incorporating transformational leadership

as moderating variable between individual and organizational factors that are contributing DWB.

The current study also lends support to theoretical and empirical framework for the moderating effect of transformational leadership on the relationship among individual and organizational factors and DWB. This study has also managed to evaluate how transformational leadership theoretically moderates the relationships between the independent variables (e.g individual and organisational factors and dependent variable (e.g. deviant workplace behaviour).

In addition, the theoretical framework of this study has also added to the domain of social learning theory, social exchange theory and breach of psychological contract theory by examining the impact of individual and organizational factors on deviant workplace behaviour. The outcome of this study also provides important practical implications to the leaders, head of the institutions, managers and organizations how to control DWB. The present study also contributed theoretical, practical and methodology of research. In spite of some limitations of the study, several recommendations, directions and guidelines for future research has been drawn in this study. Finally, it is concluded here that the present study has added valuable theoretical, practical and methodological ramification to the emerging body of knowledge in the field of social sciences, behavioural and organisational studies.

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APPENDICES

Appendix A Letter for Data Collection from Universiti Utara Malaysia



GHAZALI SHAFIE GRADUATE SCHOOL OF GOVERNMENT
UUM Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel: 604-928 7751/7752
Faks (Fax): 604-928 7799
Laman Web (Web): www.gsgsg.uum.edu.my

"MUAFAKAT KEDAH"

Reference No. : UUM/COLGIS/GSGSG/900853
Date : October 26 , 2016

TO WHOM IT MAY CONCERN

Sir/Madam

DATA COLLECTION FOR PH.D THESIS

This is to certify that **Javed Iqbal** (Matric Number : **900853**) is a Full Time Doctoral student at Universiti Utara Malaysia, Sintok, Kedah.

He needs to collect data for his research in order to fulfill the requirements of his programme.

We duly hope that your organization will be able to assist him in getting the necessary information for his research.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully,

(HAJI ABU BAKAR BIN MAT SAFAR)
Principal Assistant Registrar
On behalf of Dean
Ghazali Shafie Graduate School of Government
Tel : 04-9287752 Fax: 04-9287799
Email : abakar@uum.edu.my

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix B Letter for Data Collection



5-26/2016
NO. SO(Univ.)Misc.-2/2015
GOVERNMENT OF THE PUNJAB
HIGHER EDUCATION DEPARTMENT

Dated Lahore, the 7th December, 2016

To

1. The Registrars,
 - i. University of Education, Lahore.
 - ii. University of the Punjab, Lahore.
 - iii. Government College University, Lahore.
 - iv. University of Engineering and Technology, Lahore.
 - v. Lahore College Women University, Lahore.
2. The Chairman,
Board of Intermediate and Secondary Education, Lahore.

Subject: REQUEST FOR DATA COLLECTION FOR PH.D THESIS

I am directed to enclose herewith a copy of application addressed to Chief Secretary, Punjab by Mr. Javed Iqbal, Doctoral student at University Utara Malaysia (UUM), Sintok, Malaysia alongwith its enclosure, email address javediatif2016@gmail.com, on the subject cited above.

2. I am further directed to request you to facilitate the applicant under intimation to this Department, please.

Universiti Utara Malaysia

(ISHTIAQ AHMAD)
SECTION OFFICER (UNIV.)

C.C:

1. Section Officer (I&C), S&GA Department (Implementation & Coordination Wing), Government of the Punjab, Lahore with reference to letter NO. SO(I&C)5-86/2016(Misc.) dated 16.11.2016.
2. P.S. to Secretary, Higher Education Department.
3. P.S. to Additional Secretary (Academics), Higher Education Department.

Appendix C Research Survey Consent Form

Title of Research: IMPACT OF TRANSFORMATIONAL LEADERSHIP ON THE RELATIONSHIP BETWEEN INDIVIDUAL AND ORGANIZATIONAL FACTORS AND DEVIANT WORKPLACE BEHAVIOUR

Researcher: Javed Iqbal, PhD Student, University of UTARA Malaysia,

Contact Information: Javedlatif2016@gmial.com

Purpose of the Research: This thesis aims to empirically examine the impact of individual and organisational factors on deviant workplace behaviour in Pakistani public organistaion

What is involved in participating?

I will ask you to participate in questionnaire survey. If you are agree then please complete this consent form and send it back to us.

Your participation is voluntary and you can choose to decline to answer any question or even to withdraw at any point form the project. Anything you say will only be attributed to you with your permission: if not, the information will be reported in such a way as to make direct association with yourself impossible.

Confidentiality also means that the questionnaire will be coded and stored in such a way as to make it impossible to identify them directly with any individual (e.g. they will be organised by number rather than by name)

Consent: (Please tick on appropriate box)

I have read the above information and I am agree to participate in this study

Participant's signature: _____

Date: _____

Appendix D Letter from Secretary HEC, Govt. of the Punjab Pakistan



5-26/2016
NO. SO(Univ.)Misc.-2/2015
GOVERNMENT OF THE PUNJAB
HIGHER EDUCATION DEPARTMENT

Dated Lahore, the 7th December, 2016

To

1. The Registrars,
 - i. University of Education, Lahore.
 - ii. University of the Punjab, Lahore.
 - iii. Government College University, Lahore.
 - iv. University of Engineering and Technology, Lahore.
 - v. Lahore College Women University, Lahore.
2. The Chairman,
Board of Intermediate and Secondary Education, Lahore.

Subject: REQUEST FOR DATA COLLECTION FOR PH.D THESIS

I am directed to enclose herewith a copy of application addressed to Chief Secretary, Punjab by Mr. Javed Iqbal, Doctoral student at University Utara Malaysia (UUM), Sintok, Malaysia alongwith its enclosure, email address javediatif2016@gmail.com, on the subject cited above.

2. I am further directed to request you to facilitate the applicant under intimation to this Department, please.


(ISHTIAQ AHMAD)
SECTION OFFICER (UNIV.)

C.C:

1. Section Officer (I&C), S&GA Department (Implementation & Coordination Wing), Government of the Punjab, Lahore with reference to letter NO. SO(I&C)5-86/2016(Misc.) dated 16.11.2016.
2. P.S. to Secretary, Higher Education Department.
3. P.S. to Additional Secretary (Academics), Higher Education Department.

**Appendix E Letter from Registrar University of Veterinary and Animal
Sciences Lahore**



**UNIVERSITY OF VETERINARY AND ANIMAL SCIENCES
LAHORE, PAKISTAN**

Tel: (Direct)042-99212868, (PBX) 042-99211449-99211374 Ext.128 Fax: 042-99211461
E-mail: registrar@uvas.edu.pk

OFFICE OF THE REGISTRAR

No: Regr/SR/ 10146

Dated: 13-12-16.

To,

Mr. Javed Iqbal,
Student of PhD,
University Utara,
06010 UM Sintok,
Kedah Darul Aman
Malaysia.

Subject: **REQUEST FOR DATA COLLECTION FOR PHD THESIS**

I am directed to refer to your application and to inform that the competent authority has been pleased to allow you to collect data / information from UVAS, Lahore employees through questionnaires for your research entitled "the Impact of Transformational Leadership on the Relationship Between Factors and Deviant Workplace Behavior in Pakistan Public Organizations".

Universiti Utara Malaysia

(AMJAD MEHMOOD)
Deputy Registrar (Gen)

Appendix F Letter from Registrar University of the Punjab Lahore, Pakistan

The Registrar
University of the Punjab
Lahore.

Subject: REQUEST FOR DATA COLLECTION FOR PH.D THESIS

Respected Sir

It is submitted that the undersigned is a full time Doctoral Student at University Utara Malaysia (UUM), Sintok and took initiated to do research on the "The Impact of Transformational Leadership on the Relationship Between Factors and Deviant Workplace Behaviour in Pakistani Public Organizations". (University request letter is attached as annexure).

I have needed to collect data through questionnaire of your organization employees for my research in order to fulfill the requirement of my PhD Programme.

In this regard, it is therefore, requested that may please be allowed to get data of your organization through your employees.

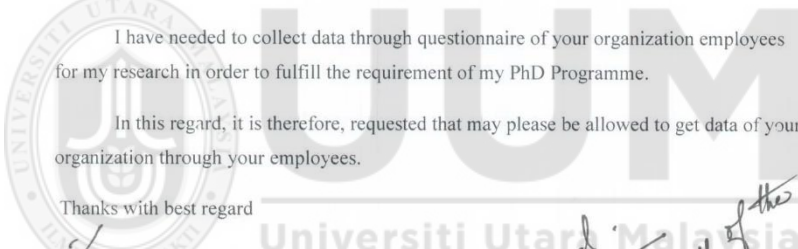
Thanks with best regard

Yours Sincerely


3/11/16.
JAVED IQBAL

Ph.D(Public Administration)
Javedlatif2016@gmail.com

03312621025


However, on the Sweetwell of the
Participant.
Faculty Member of
the Punjab Univ.
17/11
REGISTRAR,
University of the Punjab,
LAHORE.

Appendix G Letter from Registrar University of Education Lahore, Pakistan

12/17/2016

Gmail - Request for Data Collection for PhD Thesis



Javed Iqbal <javedlatif2016@gmail.com>

Request for Data Collection for PhD Thesis

1 message

Muhammad Uzair Khaleeq/ Assistant Director/ Administration

Thu, Nov 24, 2016 at 7:04 PM

<uzair.khaleeq@ue.edu.pk>

Reply-To: uzair.khaleeq@ue.edu.pk

To: javedlatif2016@gmail.com

Cc: registrar@ue.edu.pk, director.research@ue.edu.pk

Dear Mr. Javed Iqbal,

Please refer to your application submitted to Registrar regarding the subject cited above.

I have been directed to requested you to please contact **Dr. Shahzada Qaisar, Director, Directorate of Research** regarding the subject matter.

He can be contacted through

Email: director.research@ue.edu.pk

Tel: 042-99262217

Regards,



Muhammad Uzair Khaleeq | Assistant Director Administration

GSM +92-321-4495213 | Tel +92-42-99262227

Email: uzair.khaleeq@ue.edu.pk

URL: www.ue.edu.pk

Address: University of Education, College Road Township, Lahore

<https://mail.google.com/mail/u/0/?ui=2&ik=a3202fb33b&view=pt&search=inbox&th=15896023bbc09a3e&siml=15896023bbc09a3e>

1/1

**Appendix H Letter from Registrar University of Health Sciences, Lahore,
Pakistan**



UNIVERSITY OF HEALTH SCIENCES LAHORE

Phone: 9231304-10, Fax 9230870, UAN: 111-33-33-66

No: UHS/A&C/Misc./16

Dated: 13-12-2016

To

All Departments
University of Health Sciences
Lahore

Subject: REQUEST FOR DATA COLLECTION FOR PH.D THESIS

Mr. Javed Iqbal Ph.D Scholar of University Utara, Malaysia has requested for collection of data through questionnaires from UHS Employees for Ph.D Thesis.

Mr. Javed Iqbal is hereby authorized to collect the data from UHS employees. All the employees are requested to facilitate him for data collection.



UUM

Universiti Utara Malaysia

Director (Admin & Coord)

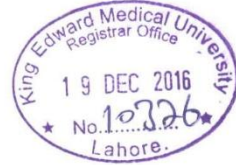
c.c:

1. To All Departments
2. PSO to VC
3. ASO to Pro-VC

Appendix I Letter from Registrar of King Edward Medical University

Lahore, Pakistan

The Registrar
King Edward Medical University
Lahore.



Subject: REQUEST FOR DATA COLLECTION FOR PH.D THESIS

Respected Sir,

It is submitted that the undersigned is a full time Doctoral Student at University Utara Malaysia (UUM), Sintok, Malaysia and took initiated to do research on the "**The Impact of Transformational Leadership on the Relationship Between Factors and Deviant Workplace Behaviour in Pakistani Public Organizations**". (University request letter is attached as annexure).

I have needed to collect data through questionnaire of your organization employees for my research in order to fulfill the requirement of my PhD Programme.

In this regard, it is therefore requested that may please be allowed to get data of your organization through your employees.

Thanks with best regards.

Yours Sincerely

A handwritten signature in black ink, appearing to read "Javed Iqbal".

JAVED IQBAL

PhD (Public Administration)

Javedlatif2016@gmail.com

Cell No. 03312621025

Handwritten notes and signatures in blue ink. The text includes "As per Mr. ...", "Prof. Saib Khan", "Chairman Research Committee", and the date "19/12/16". There are several scribbles and lines around the text.

Appendix J Cover Letter of Questionnaire Used for the Survey

UNIVERSITI UTARA MALAYSIA 06010 SINTOK, KEDAH

Date:

Dear Sir/Madam

Subject: A QUESTIONNAIRE ON IMPACT OF TRANSFORMATIONAL LEADERSHIP ON THE RELATIONSHIP BETWEEN FACTORS AND DEVIANT WORKPLACE BEHAVIOUR IN PAKISTANI PUBLIC ORGANISATIONS.

I am a doctoral student at University Utara Malaysia (UUM). I am conducting a survey to investigate your experiences as a public employee working in public organizations Punjab, Pakistan. This study is to fulfill requirements for the degree of doctoral of philosophy in Public Administration at the university.

I am seeking your assistance in completing the attached questionnaire. Your participation in this study is completely voluntary and may decline from participating whenever you wish to do so.

However, as this study is important for me and for the public organization administration in improving your experiences, I would like you to spend a little time to answer the questions. Your answers are very important to the accuracy of my study. Information gathered from you will be kept strictly confidential, and your identity will remain anonymous.

Once you have completed the questionnaire, Please return it by using the preaddressed envelope attached here with.

If you wish to know more about my study under investigation, please don't hesitate to contact me at this email address; javedlatif2016@gmail.com or alternatively, you can speak me directly at this cell number: 006 014 9331260 (Malaysia) or 0092 3312621025 (Pakistan).

Thank you again for your kind help and assistance.

Regards

JAVED IQBAL

Appendix K Main Questionnaire Used for the Survey

QUESTIONNAIRE

Please tick the appropriate answer in the box provided.

Section: I Demographic Information

1. What is your Gender?

- Male Female

2. What is your marital status?

- Married Unmarried

3. What is your highest level of formal education?

- Less than graduation
 University graduation
 Master degree
 MPhil
 PhD
 Other (name please _____)

4. What is your age?

- Less than 25 years
 26 to 30 years
 31 to 35 years
 36 to 40 years
 41 to 45 years
 Above 45 years

5. How many years of work experience do you have in total?

 _____ years

6. For how many years you are working in the current organization?

 _____ years

7. What is the level of your job in this organization?

- Top Level Middle Level Lower level

8. Nature of Job/employment

- Permanent Contract Work charge basis

Section: 2
Deviant Workplace Behavior

D) Sabotage

Sr.	Items	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
		1	2	3	4	5
1	Do you think that employees in your organization: Purposely waste organizational material/office supplies					
2	Do you think that employees in your organization: Purposely damage organizational equipment/property					
3	Do you think that employees in your organization: Purposely litter the place of work					

ii) Withdrawal

1	Most of employees in my organization: Come to work late without permission					
2	Most of employees in my organization: Stay at home and lie as being sick when actually not					
3	Most of employees in my organization: Taken longer break than were allowed to take.					
4	Most of employees in my organization: Leave work earlier than allowed					

iii) Production Deviance

1	Do you think that employees in your organization: Purposely did work incorrectly					
2	Do you think that employees in your organization; Purposely worked slowly when things needed to get urgently					
3	Do you think that employees in your organization: Purposely failed to follow instructions					

IV) Theft

1	I have seen many employees in my organization: Stealing something belonging to the organization					
2	I have seen many employees in my organization: Taking office supplies/tools home without permission					
3	I have seen many employees in my organization: Taking money from the organization without permission					
4	I have seen many employees in my organization: Stealing something belonging to someone at work.					

V) Abuse against others/Bullying

1	Told people outside the job what a lousy place you work for					
2	Started or continued a damaging or harmful rumor at work Abuse					
3	Been nasty or rude to a client or customer					
4	Insulted someone about their job performance					
5	Made fun of someone's personal life Abuse					
6	Ignored someone at workplace					
7	Blamed someone at work for error you made					
8	Started an argument with someone at workplace					
9	Verbally abused someone at workplace					
10	Made an obscene gesture (the Winger) to someone at work					
11	Threatened someone at work with violence					
12	Threatened someone at work, but not physically					
13	Said something obscene to someone at work to make them feel bad Abuse					
14	Did something to make someone at work look bad					
15	Played a mean prank to embarrass someone at work					
16	Looked at someone at work's private mail/property without permission					
17	Hit or pushed someone at workplace.					
18	Insulted or made fun of someone at workplace					

vi) Misuse of Time and Resources

1	I have observed employees in my organization: Conducting personal business during official timings					
2	I have observed employees in my organization: Taking longer lunch/prayer breaks					
3	I have observed employees in my organization: Using organizational resources i.e. vehicles which are not authorized					
4	I have observed employees in my organization: Making personal long calls from official telephone					
5	I have observed employees in my organization: Using computer for games/chatting rather than duty					

vii) Kickbacks/Corruption

1	Employees in this organization: Deviate from formal job responsibilities for kickbacks.					
2	Employees in this organization: Intentionally delay a job to receive kickbacks.					
3	I have observed employees in my organization: Ignore merit or rules for kickbacks.					
4	I have observed employees in my organization: Receive huge personal gains through kickbacks.					
5	I have observed employees in my organization: Illegally favor a person who pays bribe.					

**Section: 3
Individual Factors**

(I) Personality Trait

I see myself as someone Who...

Sr.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1.	Is talkative					
2	Tends to find fault with others____ (R)					
3	Does a thorough job					
4	Is depressed, blue					
5	Is original, comes up with new ideas_____					
6	Is reserved _____(R)					
7	Is helpful and unselfish with others					
8	Can be somewhat careless (R)					
9	Is relaxed, handles stress well(R)					
10	Is curious about many different things					
11	Is full of energy					
12	Starts quarrels with others (R)					
13	Is a reliable worker					
14	Can be tense					

15	Is ingenious, a deep thinker					
16	Generates a lot of enthusiasm					
17	Has a forgiving nature					
18	Tends to be disorganized(R)					
19	Worries a lot					
20	Has an active imagination					
21	Tends to be quiet (R)					
22	Is generally trusting					
23	Tends to be lazy (R)					
24	Is emotionally stable, not easily upset (R)					
25	Is inventive					
26	Has an assertive personality					
27	Can be cold and aloof (R)					
28	Perseveres until the task is finished					
29	Can be moody					
30	Values artistic, aesthetic experiences					
31	Is sometimes shy, inhibited (R)					
32	Is considerate and kind to almost					
33	Does things efficiently					
34	Remains calm in tense situations(R)					
35	Prefers work that is routine(R)					
36	Is outgoing, sociable					
37	Is sometimes rude to others (R)					
38	Makes plans and follows through with them					
39	Gets nervous easily					
40	Likes to reflect, play with ideas					
41	Has few artistic interests (R)					
42	Likes to cooperate with others					
43	Is easily distracted (R)					
44	Is sophisticated in art, music, or literature					

(II) Dark triad personality**a) Machiavellianism**

1	It's not wise to tell your secrets.					
2	I like to use clever manipulation to get my way.					
3	Whatever it takes, you must get the important people on your side.					
4	Avoid direct conflict with others because they may be useful in the future.					
5	It's wise to keep track of information that you can use against people later					
6	You should wait for the right time to get back at people.					
7	There are things you should hide from other people because they don't need to know.					
8	Make sure your plans benefit you, not others.					
9	Most people can be manipulated.					

b) Narcissism

1	People see me as a natural leader.					
2	I hate being the center of attention (R)					
3	Many group activities tend to be dull without me.					
4	I know that I am special because everyone keeps telling me so.					
5	I feel embarrassed if someone compliments me. (R)					
6	I like to get acquainted with important people.					
7	I have been compared to famous people.					
8	I am an average person. (R)					
9	I insist on getting the respect I deserve					

(c) Psychopathy

1	I like to get revenge on authorities.					
2	Payback needs to be quick and nasty.					
3	I avoid dangerous situations. (R)					
4	People often say I'm out of control.					
5	It's true that I can be mean to others.					

6	People who mess with me always regret it.					
7	I have never gotten into trouble with the law. (R)					
8	I'll say anything to get what I want.					

Section: 4
Organizational factors

I) Organizational Injustice

Sr.	Items	Strongly dis Agree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1	Some people at my workplace receive special treatment because they are friendly with supervisors.					
2	People at my workplace sometimes get credit for doing more than they actually do.					
3	People at my workplace sometimes put off finishing tasks so that they do not get assigned additional work.					
4	The work in my department is often more difficult than it needs to be because people in other departments do not do their jobs the best they could.					

i) Abusive Supervision

My supervisor is

1	Ridicules me					
2	Tells me my thoughts or feelings are stupid					
3	Gives me the silent treatment					
4	Puts me down in front of others					
5	Invades my privacy					
6	Reminds me of my past mistakes and failures					
7	Doesn't give me credit for jobs requiring a lot of effort					
8	Blames me to save himself/herself embarrassment					
9	Breaks promises he/she makes					

10	Expresses anger at me when he/she is mad for an-other reason					
11	Makes negative comments about me to others					
12	Is rude to me					
13	Does not allow me to interact with my co-workers					
14	Tells me I'm incompetent					
15	Lies to me					
16	Provides me with assistance in exchange for my efforts					

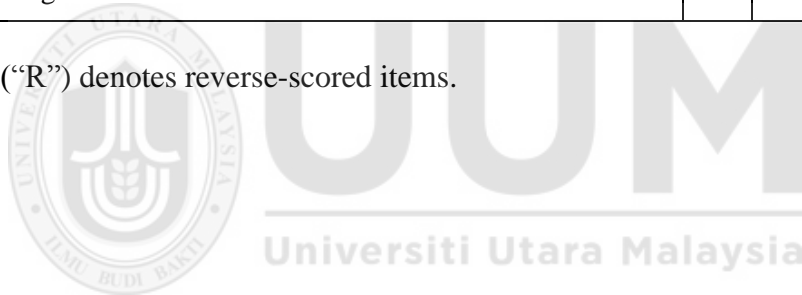
Section:5
Transformational Leadership

My supervisor or boss is

Sr.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Provide me with assistance in exchange for my efforts					
2	Re-examines critical assumptions to question whether they are appropriate					
3	Fails to interfere until problems become serious					
4	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
5	Avoids getting involved when important issues arise					
6	Talks about his/her most important values and beliefs					
7	Is absent when needed					
8	Seeks differing perspectives when solving problems					
9	Talks optimistically about the future					
10	Instills pride in me for being associated with him/her					
11	Discusses in specific terms who is responsible for achieving performance targets					

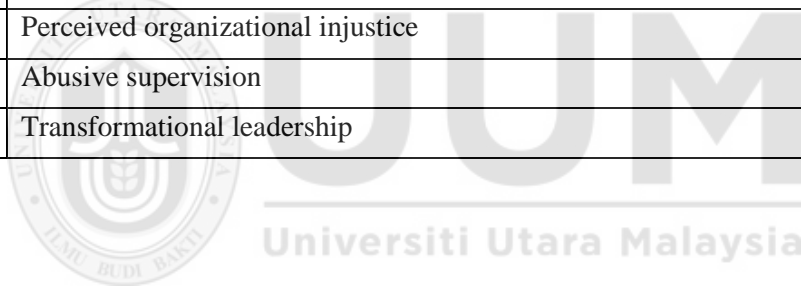
12	Waits for things to go wrong before taking action					
13	Talks enthusiastically about what needs to be accomplished					
14	Specifies the importance of having a strong sense of purpose					
15	Spends time teaching and coaching					
16	Makes clear what one can expect to receive when performance goals are achieved					
17	Shows that he/she is a firm believer in “If it a is n’t broke, don’t fix it.”					
18	Goes beyond self-interest for the good of the group					
19	Treats me as an individual rather than just as a member of a group					
20	Demonstrates that problems must become chronic before taking action					

Note: (“R”) denotes reverse-scored items.



Appendix L Results of Pilot Study

Sr.No	Constructs	Items	Alpha Value
1	Sabotage	3	0.84
2	Withdrawal	4	0.87
3	Production deviance	3	0.71
4	Theft	4	0.89
5	Abuse against others	18	0.96
6	Miss-use of time & resources	5	0.83
7	Kickback	5	0.70
9	Personality traits	44	0.94
10	Machiavellianism	9	0.72
11	Narcissism	9	0.705
12	Perceived organizational injustice	9	0.702
13	Abusive supervision	16	0.93
15	Transformational leadership	20	0.91



Appendix M Summary of Systematic Review in the Area of Deviance

Workplace Behaviour

Source of Article	Study Constructs and Antecedents	Moderator/ Mediator	Theoretical Framework
Adejoh and Adejoh,(2013)	Empirical study on organizational and individual destructive deviance	NA	NA
Agboola and Salawu,(2011)	Case study on organizational and individual destructive deviance	NA	Field Theory
Ahmad and Omer, (2013)	Literature review on organizational and individual destructive deviance	Work family conflict	Conservation of resource theory and Reactance theory
Ahmad, Kiyani and Hashmi, (2013)	Empirical study on workplace deviance; Organisational Cynicism, organizational injustice	Work alienation	Breach of Psychological Contract
Abdul and Nasurdin,(2008)	Empirical study on organizational and individual destructive deviance	Trust inorganisation(Mediator) and Locus of control(Moderator)	Social information processing theory, Social exchange theory and equity theory
Alias,Rasdi,said,and Samah, (2013)	Literature review on organizational and individual destructive deviance	Job satisfaction (Mediator)	Social Exchange theory and General Strain theory
Alias, Rasdi and said (2012)	Empirical study on organizational and individual destructive deviance: individual, situational factors.	NA	NA
Ambrose, Schminke and Mayer,(2013)	Empirical study on organizational and individual destructive deviance: Interactional justice, Group structure.	Justice climate (Mediator) and Work group structure(Moderator)	Social Learning theory, Structural Contingency theory, Justice theory and Uncertainty management theory
Appelbaum,Deguire and Lay,(2005)	Literature Review on both positive and negative Workplace behaviours; Ethical climate	NA	Social Learning theory

Appelaum and Shapiro, (2006)	Literature Review on both positive and negative Workplace behaviours; Leadership,justice, satisfaction, commitment, bonding and normlessness	NA	Social Learning theory, Social Bonding theory, and Equity theory
Appelbaum,Iaconi and Matousek,(2007)	Literature Review on organizational and individual destructive deviance; deviant role models, operational environment , individual personality ,justice and psychological empowerment	NA	Social Learning Theory, Social Bonding theory, Equity theory and Cognitive Social theory
Bagchi and Bandyopadhyay, (2016)	Model testing on workplace deviance:Recession	NA	Becker's framework
Bahri, Langrudi and Hosseinian,(2013)	Empirical study on workplace deviance:Organizational justice, Interpersonal conflict and job satisfaction	NA	NA
Bodankin and Tziner,(2009)	Empirical study on constructive and destructive behaviour	NA	Social Cognitive theory
Bolin and Heartherly,(2001)	Empirical study on workplace deviance: Theft approval, Company contempt, intent to quit and dissatisfaction	NA	NA
Bolton and Grawitch, (2011)	Literature review on workplace deviance: Recommendation for practitioners to address DWB	NA	NA
Bowling and Eschlemaman,(2010)	Empirical study on workplace deviance: Work stressor	Employee personality Ethical climate (Moderator)	Transactional theory of stress and coping
Chen, Chen, and Liu, (2013)	Empirical study on workplace deviance: Negative affectivity	NA	NA
Chen, Fahb and Jina(2015)	Emperical study on workplace deviance: perceived organizational support	NA	NA
Chirasha and Mahappa,(2012)	Case study on deviant behavior in workplace: Organizational climate, Organizational justice,	NA	NA

	Perceived organizational support, Trust, Work stress and power lessness		
Chullen et al.,(2010)	Empirical study on deviant behavior: Supportive leadership: leader member exchange preserved organizational supports. Job design: Intrinsic motivation and depersonalization	NA	Leader Member Exchange theory, Social Exchange theory, Organization Support theory, Self-determination theory and Conservation of Resource theory
Chung and Moon,(2011)	Empirical study on constructive deviance behavior: Psychological ownership	Collectivistic orientation (Moderator)	Regularity focus theory. Social identity theory and Stewardship theory
Christian and Ellis,(2014)	Empirical study on workplace deviance; Moral disengagement and turnover intension		NA
Colbert et al.,(2004)	Empirical study on workplace deviance; personality and work situations(perception of developmental environment)	Conscientiousness, emotional stability	Social Exchange theory, Norm of reciprocity and organizational support theory
Dagher and Junaid,(2011)	Empirical study on constructive deviance behavior: Employs engagement vigor, dedication and absorption	NA	NA
De Lara, Tacoronte and Ting-Ding,(2007)	Empirical study on deviance behavior: Procedural justice	Perceived normative conflict	Equity theory
Diefendorff and Mehta, (2007)	Empirical study on workplace deviance behavior: Avoidance motivation, personal mastery, competitive excellence, general approach motivation		Achievement motivation theory
Demir,(2011)	Empirical study on deviance behavior: Organizational justice, Organizational trust, affective commitment, continues commitment, nutritive commitment	NA	NA
Fagbohunge,Akinbode and Ayodeji,(2012)	Empirical study on workplace deviance:	NA	Affective Event Theory and

	Employees organizational reaction		Agency Theory
Farasat and Ziaaddini,(2013)	Review on deviance behavior: Farness of treatment, Supervisor support, organizational rewards and job condition	NA	Social exchange theory
Fatima, Atif, Saqib and Haider,(2012)	Empirical study on workplace deviance; impact of organizational injustice on job satisfaction and, to impact of job satisfaction on Deviance workplace behaviors.	Job satisfaction (Mediator)	NA
Farhadi et al.,(2015)	Empirical study on Deviant workplace behavior: Demographic Factors	NA	NA
Fida et al., (2015)	Empirical study on Counterproductive behaviour; Moral disengagement	NA	NA
Ferris, Brown,Heller, (2009)	Empirical study on organizational deviance: Organizational support	Organization based self- esteem (Mediator)	Belongingness theory
Ferris, Brown, Lian and keeping,(2009)	Empirical study on deviance behavior: Level (high and low) and type (contingent/ non- contingent) of self-esteem	Contingent self esteem (Moderator)	Self Consistency/ Behavioural plasticity theory
Ferris, Spense, Brown and Heller,(2012)	Empirical study on workplace deviance: Within personal relation of interpersonal justice	Self-esteem (Moderator)	Behavior plasticity theory, conservation of resources theory
Flaherty and Mass, (2007)	Empirical study on workplace deviance behavior; personality. workplace injustice and team context	NA	Social exchange theory and Equity theory
Galperine and Burke,(2006)	Empirical study on destructive and constructive deviance behavior: Work-holism	NA	Social Exchange theory, Need for achievement theory, Locus of control theory and social bonding theory
Henle,(2005)	Empirical study on workplace deviance: Justice	Socialization impulsive	NA

Holtz and Harold,(2013)	Empirical study on workplace deviance: Interpersonal justice	Interpersonal justice values and justice orientation (Moderator)	Social exchange theory, social learning theory and extant theory, influential theory and effective events theory
Hussain, (2013)	Empirical study on workplace deviance: Psychological contract	NA	NA
Ishaq, and Shamsher, (2016)	Empirical study on workplace deviance behaviour: Psychological contract breach	Revenge attitude and Self-Control (Moderating)	Psychological contract breach
Iqbal, Baharom, and Khairi(2017)	Empirical study on deviance workplace behavior: Transformational leadership	NA	NA
Iqbal, Baharom, and Khairi(2017)	Empirical study on deviant workplace behavior: Demographic Factors		Social exchange theory, Social learning theory, psychological breach contract theory
Javed et al.,(2014)	Empirical study on workplace deviance: Personality factor and organizational factors	NA	NA
Judge, Scott and Ilies,(2006)	Empirical study on workplace deviance: Emotions and work attitude	Trait hostility (Moderator)	Affective events theory
Kanten and Ulker, (2013)	Empirical study on workplace deviance;	NA	NA
Kotekar,(2017)	Empirical study on deviant workplace behavior: withdrawal intention	NA	NA
Kisamore et al.,(2010)	Empirical study on workplace deviance: conflict and abusive workplace	Social competencies(political skill, self-monitoring, and emotional intelligence)	NA
Kura, Shamsudin, and Chauhan,(2013a)	Empirical study on workplace deviance: Organizational formal control	Self-regulatory efficacy (Moderator)	Stimulus response theory and social cognitive theory
Kura, et al.,(2013b)	Empirical study on workplace deviance: Percived injunctive, descriptive and self-regulatory efficacy affect and cognitions	Self-regulatory efficacy (Moderator)	Social learning theory and social efficacy theory

Lara et al.,(2007)	Empirical study on workplace deviance: effect of procedural justice	Perceived normative conflict(mediating variable)	
Lee and Allen, (2002)	Empirical study on workplace deviance: Affect(positive and negative Affect) and cognitions	NA	NA
Mayer et al.,(2012)	Empirical study on workplace deviance: Leader Mistreatment	Hostility (Mediator)and Competence uncertainty ((Moderator)	Social Exchange theory and Uncertainty Management Theory
Marcus and Schuler(2004)	Empirical study on counterproductive workplace behaviour: 24 predictors of GCB	NA	Self-control theory. The General theory of crime,
Mount, Ilies and Johnson, (2006)	Empirical study on workplace deviance: personality traits	Job satisfaction (Mediator)	Social Exchange Theory
Muafi,(2011)	Empirical study on workplace deviance: Intent to quit, dissatisfaction and company contempt	NA	Attribution theory, accountability theory and social distance theory
Nasir and Bashir ,(2012)	Empirical study on workplace deviance: Job satisfaction and organizational justice	NA	NA
Narayanan and Murphy, (2017)	Review on workplace deviance behavior	Culture (Moderator)	Social Cognitive theory
Nirankari and Seth,(2015)	Framework on deviant workplace behavior:conflict,justic perception,control,mental stress	NA	NA
Novalien, (2017)	Conceptual framework on deviant workplace behavior: Ethical Climate and National Cultue	Workplace Spirituality and Organizational Commitment(Mdiators)	NA
Omer et al.,(2011)	Empirical study on deviance workplace behavior: Job stress and Job satisfaction	NA	NA
Peterson,(2002)	Empirical study on workplace deviance: organization's ethical climate	NA	Ethical Theory
Peng, Tseng and Lee, (2011)	Empirical study on deviance behavior: supervisor feedback environment and work	NA	NA

	related stressor		
Pradhan,(2013)	Empirical study on workplace deviance: Leadership (transformational and transactional)	NA	NA
Pradhan and Pradhan (2014)	Empirical study on deviance workplace behavior: Impact of transformational leadership	Organizational Justice (Moderator)	NA
Radzali, Ahmad and Omar, (2013)	Empirical study on deviant workplace behavior; workload, job stress and family to work conflict	NA	NA
Raheem et al.(2012)	Empirical study on deviance workplace behavior: Impact of Job Characteristics	NA	NA
Rogojan, (2009)	Literature review on workplace deviance;	NA	NA
Rotundo and Xie (2008)	Individual, organizational and situational factors Empirical studies on counterproductive work Behavior: study 1 investigates whether CWB in China is described by similar or different behaviours as in the Western literature. Study 2 examines the importance that Chinese managers place on task performance, OCB, and CWB.		
Satpathy, Patnaik and Mohanty, (2016)	Review deviant workplace behavior	NA	NA
Silva and Ranasinghe, (2017)	Empirical study on deviant workplace behavior: impact job stress, workload, Role conflict and role ambiguity	NA	NA
Shazad and Mehmood,(2012)	Empirical study on workplace deviance: Organizational cynicism	Burnout(mediator) and Negative affectivity	Social exchange theory, Effort reward in balance theory and equity theory
Shaheen, Bashir, and Khan ,(2017)	Empirical study on Organizational cronyism	Psychological breach of contract	

as an antecedent of workplace deviance (Mediator)

Shahid.& Ahmad, (2016)	The empirical study of Impact of and the Deviant Workplace behavior: Organizational Learning on Organizational Corruption.	Moral disengagement (Mediator)	N/A
Sudha and Khan,(2013)	Empirical study on workplace deviance: Personality and motivational traits	NA	NA
Sili et al., (2014)	Empirical study on Counterproductive Behaviour and moral disengagement	NA	NA
Sunday,(2014)	Empirical study on workplace deviance; Organisational Climate., Organisational justice Perceived organization support , Trust in organization, work stress and powerlessness	NA	NA
Thau and Mitchell,(2010)	Empirical study on workplace deviance: Abusive supervision	Self-regulation impairment	Social exchange theory, self-regulation impairment theory and dissonance theory
Tziner et al.,(2010)	Empirical study on constructive, innovative, Challenging and interpersonal deviance behavior	NA	Leader – member exchange theory
Tuclea et al.,2015	Empirical study on deviant workplace behavior: investigation of Demission of DWB	NA	NA
Vadera, Pratt andMishra, (2013)	Model on constructive workplace deviance: Intrinsic motivation, felt obligation and Psychological empowerment	NA	NA
WU and Lebreton, (2011)	Empirical study on Reconsidering the Dispositional Basis Of Counterproductive work behavior:The Role of Aberrant Personality	Dark Triad Narcissism, Machiavellianism, Psychopathy	NA
Waseem,(2016)	Empirical study on organizational and	Job satisfaction (Mediator)	NA

	interpersonal deviance workplace behaviors		
Yen and Teng, (2013)	Empirical study on workplace deviance; Centralization	Procedural Justice(Moderator)	Social Exchange theory
Yunus, Khalid and Nordin,(2012)	Empirical study on workplace deviance: Personality Trait	NA	Gough's role-taking theory
Yildiz, Alpkın, Ates and Sezen,(2015)	Review on constructive deviance :Psychological ownership ,Participative decision making,	Psychological ownership(Mediator)	Social exchange theory and Equity theory
Yildiz and Alpkın, (2015)	Theoretical model on the destructive deviant workplace behavior	Alienation (Mediator)	NA
Zaghini et al.,(2016)	A systemic review on counterproductive work behaviour of Nursing profession	NA	NA

