

# Impact of Organizational Factors on Deviant Workplace Behavior in Pakistani Public Organizations: The Moderating Role of Transformational Leadership

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## Abstract

*The present study examined the impact of organizational factors on deviant workplace behavior and the moderating role of transformational leadership in managing the impact of organizational factors on deviant workplace behavior (DWB) and, drawing on the theoretical supports of social exchange theory, social learning theory and the psychological contract theory. A total of 380 individuals from 20 public organizations situated in Lahore, the Punjabi provincial capital of Pakistan, participated in the present study. The results from Structural Equation Modeling are presented using SPSS and AMOS. The results revealed significant relationship and supported the hypothesized direct impact of organizational factors on deviant workplace behavior in Pakistani public organizations. However, moderating effect of transformational leadership among organizational factors and deviant workplace is not supported as hypothesized.*

**Keywords:** Deviant workplace behavior, organizational injustice, abusive supervision, transformational leadership, public organizations.

## 1.0 Introduction

Deviant workplace behavior (DWB) is one of the most vital research areas influencing the behavior of employees at workplace (Appelbaum, Iaconi & Matousek, 2007) and affecting the health of organizations (Yildiz, Alpkhan, Ates & Sezen, 2015). Deviant workplace behavior is a vital concern for researchers due to its evolving nature (Yildiz et al., 2015) growing level and possible outcome and influence on behaviour (Spector & Fox, 2005). DWB is not a fresh topic in the corporate world (Javed et al. 2014) but factors that create deviant workplace behavior are still evolving new dimensions with the passage of time and circumstances (Shakir & Siddique, 2014). Unethical and deviant workplace behaviour problems are of great concern to organizations, which must take steps to resolve them (Appelbaum, Deguire, & Lay, 2005).

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The study of workplace deviant behavior is considered an essential subject matter of concern for organizations in order to get competitive advantage and job satisfaction (Tuna, Ghazzawi, Yesiltas, Tuna, & Arslan, 2016). Studies on destructive workplace attitudes are receiving more significance in the present business world. The literature review of various scholars defined DWB (Appelbaum et al., 2007) and clarify the outcomes of deviant workplace behaviors, but studies regarding workplace deviance behaviors are still needed (Yildiz et al., 2015).

In addition, these days, unethical and deviant workplace behavior is an emerging issue (Usmani, Kalpina, & Husain, 2013) and widespread problem in most Pakistani organizations (Fatima, Atif, saqib & Haider, 2012) but remained unexplored (Bashir, Nasir, Saeed & Ahmed, 2011). Deviant workplace behaviors pose social and economic threats to organizations (Bennett & Robinson, 2000). Studying the relationship between employees and organizations have become an area of key concern for many organizations throughout the world, particularly in developing nations (Khan, Mahmood, Kanwal, & latif, 2015) and it is receiving the attention of both practitioners and researchers. Though it is evolving slowly but surely (Membere, Ahmad, Anderson, Lindesy, Sabat & King, 2015). The transformational leadership helps to control unethical and deviant behavior (Appelbaum et al., 2007).

The purpose of this study is to examine the impact of organizational factors on deviant workplace behavior and the moderating role of transformational leadership in reducing the impact of organizational factor on DWB and, drawing on the theoretical supports of social exchange theory, social learning theory and the psychological contract theory. In the past, researches have been done to analyze the impact of organizational attributes or factors on DWB but almost no study has tried to take transformational leadership or any other type of leadership as moderating role in it. Moreover, studies on DWBs in relationship to leadership are very rare in developing countries like Pakistan but as developing countries are suffering from the same issue of deviant practices, this study is important to fill the void.

## **2.0 Literature Review**

### **2.1 Deviant Workplace Behavior (DWB)**

A number of the authors and researchers have defined workplace deviance in different ways as there is no uniform opinion on this construct. This study reviewed some definitions from renowned authors of the domain. Deviance is also known as “organizational vice” and moral weakness. It is defined by Moberg, (1997) as “an act that betrays the trust of either individuals or the organization”. Organizational Misbehavior is another name of workplace deviance. It is defined as “Any intentional action by members of the organization that violates the core organizational and/or societal norms” (Vardi & Wiener, 1996). In the words of Robinson & Greenberg, (1998 pp.3) “there is no common definition regarding workplace deviance that is generally agreed upon”.

Pakistani scholars Anjum, and Parvez, (2013) also summarized deviant workplace behavior as different acts such as absenteeism, theft, verbal abuse, withdrawal, coming late to workplace, sabotage, physical assault, stealing from coworkers (Bashir et al., 2012; Robinson & Bennett, 1995) and spreading of nasty rumors, refusing to cooperate with each other, physical assault, and withholding of efforts (Chang & Smithikrai, 2010; Coffin, 2003; Galperin, 2002). Different studies have elaborated the different dimensions of workplace and cover different aspects. The dimensions of deviant workplace behavior described by different researchers on the basis of national culture and working environment of the organizations.

The concept of workplace deviance was presented by Buss (1961) as eight types or workplace aggression divided on the basis of direct and indirect dimension of workplace aggregation as well as active and passive and physical and verbal basis. Different western research added contributions in literature in the area of deviant workplace research. Neuman and Baron (2005) is one of them. Their study presented workplace aggression and adopted Buss (1961) typology. A study regarding aggression at the workplace by Neuman & Baron (2005) and cited the Buss (1961) taxonomies that served as basis for various studies of deviant workplace behavior.

On basis of the literature reviewed on the dimensions of deviant workplace behavior, this study will focus on the following seven dimensions: Abusing others/ bullying, production deviance, sabotage, theft, withdrawal, corruption/ kickback and misuse of time and resources. These seven dimensions fall into categories which are interpersonal deviant workplace behavior and organizational deviant workplace behavior following the pattern of Brkic & Aleksic (2016). These dimensions are explained below to grasp the knowledge of the area of study. Interpersonal dimension of deviant workplace behavior comprises of individual negative acts at workplace such as abusing others/bullying, withdrawal, theft, misuse of time and resources (Rogojan, 2009). Organizational dimension of deviant workplace behavior comprise of factors relating to organization such as sabotage, production deviance and Kickback (Bashir et al., 2012).

Abuse or bullying refers to actions towards coworkers as well as organizational members like treating and handling them violently (Kohut, 2007). It consists of overt harmful behaviors of an employee (Izawa, Kodama, & Nomura, 2006). Withdrawal is another dimension of deviant workplace behaviors of employees studied comprehensively in organizational behavior, human resources management and management fields but remained understudied (Carraher & Buckley, 2008). In addition, according to Strom, Sears, and Kelly (2014), there are several hours of lost productivity each year due to withdrawal which adversely affect the health of organizations and creating a burden of unproductive cost on organizations. Taking fake sick leave (Nasir & Bashir, 2012), taking excessive leaves than are not admissible (Bashir et al., 2012). Theft is stealing of the physical property or assets from organization (Chen & Spector, 1992) and intentional harm to organizations (Niehoff & Paul, 2000) for satisfaction of their instrumental motives (Spector et al. 2006). A study of Bashir et al. (2012) have found that another dimension of misuse of official time and resource of public organization and pointed out that public employees carry out personal businesses during official

timings, taking longer lunch/pray break and use unauthorized organization resources of public organizations such as making long calls, personal calls from official telephone and playing games on official computer, chatting and gossiping during official working hours (Gruys, 1999; Gruys & Sackett, 2003; Spector et al., 2006; Lim, 2002, Nasir & Bashir 2012). In the words of Spector, et al. (2006) production deviance is another important dimension of DWB. In this category of deviant behavior, the employee intentionally hampers the quantity and quality of work and this affect organizational productive and efficiency (Hollinger & Clark, 1982). Sabotage workplace deviance has been of interest to a broad range of researchers and practitioners (Ambrose, Seabright & Schmink, 2002). Sabotage is an important dimension of DWB which is closely related to production deviance (Spector, et al. (2006). Accepting Kickback is another type of deviance Robbins & Bennett, (1995). According to Bashir et al., (2012) accepting kickback is a type of corruption and it an important dimension of deviant workplace behavior in public organizations. Cyber loafing is also one of them. In today's modern business world, it is practically impossible to work without computer equipment and internet connection (Derina & Gökçe 2016).

There are number of factors explaining why employees intentionally want to cause harm at workplace. Different factors are linked to deviant behavior at workplace (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 best predictor of deviant workplace behavior and these factors affect workplace incivility (Torkelson, Holm, Bäckström, & Schad, 2016), Inter-personal and organizational deviance workplace behaviours (Aliaa & Rasdi, 2015; Iqbal et al. 2013). In light of the above facts, the present study focus on organizational factors i.e. organizational injustice and abusive supervision as predictors of deviant workplace behaviour.

## 2.2 *Organizational Factors*

According to Chirasha and Mahapa (2012) there are various causes of workplace deviant behavior such as organizational and work-related factors which may be further classified as organizational related factors, organizational climate, organizational injustice, organizational frustration, job stress, organizational stress and powerlessness etc. These factors are the causes of low job satisfaction and low organizational commitment and lead to deviant workplace behavior (Chirasha and Mahapa, 2012). However, The present study focuses on organizational injustice (Manville, El Akremi, Niezborala, & Mignonac, 2016) and abusive supervision (D'angelo et al., 2016; Schaubroeck, Peng, & Hannah, 2016) Organizational factors as predictors of deviant workplace behavior that are explained below and exclude other organizational factors.

## 2.3 *Organizational Injustice*

According to Cropanzana, Bowen, and Gilliland (2007) organizational justice is defined as "an employee's personal evaluation or perception of the moral and ethical

status of the practices of its managers.” Organizational justice is based on the policies, actions as well as decisions of organization (Jordan & Turner, 2008). Organizational justice is a vibrant feature of an organization (Clay-Warner, Reynolds & Roman, 2005). Organizational justice possesses the prospective to produce significant settlement for both the employees and an organization itself (Cropanzana et al. 2007). Organizational injustice increases deviant workplace behaviors as well as organizational cynicism amongst the employees in organization (Abdi, Delkhah, & Kheirgoo, 2016). Pakistani researchers (Nasir & Bashir, 2012) stated that two kinds of organizational justice are distributive justice as well as procedural justice. Roberson and Stevens, (2006) stated that distributive and procedural justice refer to management maltreatment, the discrimination at workplace and working relationship. In addition, the study of Warner et al. (2005) explains that distributive justice and procedural justice play significant roles in predicting workplace behaviors. Organizational justice serve as a source of motivation among employees to learn and gain knowledge at workplace (Liao & Tai, 2006). Hence, motivation is a key element of workplace attitudes (Manville et al. 2016). While, organizational injustice increases deviant workplace behaviors as well as organizational cynicism amongst the employees in organizations (Abdi, Delkhah, & Kheirgoo, 2016) Moreover, if the individual perceive organizational injustice at workplace, he or she indulges in DWB to get justice by his/herself. Research of scholars (Wiesenfeld, Swann, Brockner & Bartel, 2007) showed that “organizations who treat their workers fairly have more committed employees”. While, deviant workplace behavior usually takes place when an employee perceives inequality, unfair treatment within the organization (Omotayo, Olubusayo, Olalekan & Adenike 2015).

### **3.0 Abusive Supervision**

In organization, abusive supervision is a type of workplace deviance and key area of study (Malisetty and Kumari 2016). It represents a serious and expensive problem of organizations (Bennet & Robinson, 2000; Kemper 2016) because of its negative consequence on subordinate employees and organizational health also (Hamid, Juhdi, Ismail & Abdullah, 2016). It is closely related to organizational deviance factors which hamper the performance of organizations and generate workplace conflict (Malisetty & Kumari 2016). Abusive Supervision is an important area to study because various minor acts of workplace aggression can eventually lead to workplace violence (Baron & Neuman, 1998). Moreover, some acts of abusive supervision at workplace may lead to violence (Schaubroeck et al. 2016). Abusive supervision is defined as “the perceptions of the subordinates on the extent to which supervisors engage in the sustained display of hostile verbal or non-verbal behaviors at workplace” (Litzky et al., 2006). In the words of Tepper (2000), abusive supervision (AS) is “the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact”.

### **4.0 The Relationship between Organizational Factors and Deviant Workplace Behavior**

The present study examines the relationship between organizational factors as independent variables and deviant workplace behavior. Specifically, the relationship

of organizational injustice and abusive supervision with DWB is examined. While, there are other organizational determinants that may be referred in studies describing the organization (e.g. organizational characteristics, operational environment, organizational culture etc.). Organizational injustice, abusive supervision were chosen in this study and moderating role of transformational leadership between the relationship of organizational factors and DWB.

The first dimension of organizational factors is organizational injustice. Organizational injustice is harmful to the organization as a whole (Cropanzano, et al. 2007). Injustice in an organization is a pressing issue for the whole organization (Henle, 2005) and experiences show that in order to fight injustice, individuals get involved in deviant acts (Peterson, 2002). Sometimes, personal dissatisfaction and unmet personal need from the organization because of mistreatment by their employers may increase misbehavior (Analoui & Kakabadse, 1992; Greenberg, 1990; Hollinger, 1986).

The second dimension of organizational factors is abusive supervision. In organizations, abusive supervision is closely linked to deviant workplace behavior and defined as the perception of the subordinate employees on the extent to which the supervisors or bosses engage in unfair practices and display hostile verbal or non-verbal behavior at workplace causing subordinates to retaliate and exhibit deviant workplace behavior (Litzky et al., 2006; Sarwar, Alam, & Anwar, 2010). If supervisors burden employees with debilitating schedule, they will react negatively. Work pressure, loss of energy and burnout, work overload, interpersonal conflict and procedural constraints are some of the job demand factors that are positively linked to stress and stress lead to job dissatisfaction and job dissatisfaction of individual contributes to deviant workplace behavior (Bakker, Van Emmerik, & Van Riet, 2008).

The social exchange theory supports the assumption that the reaction to abusive supervision causes workers to indulge in deviant behavior at workplace. For understanding of deviant behaviour at workplace such as aggression, bullying and violence (O'Leary-Kelly et al.1996), social learning theory perspective is one 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). Social learning theory (SLT) reinforces the idea that learning occurs within a social context Astray-Caneda, Busbee, & Fanning, 2011. People learn from observing others' behaviours and the outcomes of those behaviours (Astray-Caneda, et al. 2011). Social learning theory (SLT) postulated that people or individuals learn behaviour from their workplace culture and environment through observation, imitation and modelling (Bandura, 1977b). Social learning theory draws heavily on the concept of modelling or learning by observing a behaviour (Astray- Candeda et al. 2011).

In addition, Social exchange theory relates to the workplace behavior (Chernyak-Hai & Tziner, 2014) and explains the associations between organizational factors and deviant workplace behavior (Bashir et al., 2011). Social exchange theory has been commonly used by different scholars to describe the occurrence of deviance at workplace (Alias, et



al., 2013; Mazni & Rasdi, 2015; Mitchell & Ambrose, 2007). Social exchange theory is reliable with norms of exchange which recognizes that an individual will respond with deviant behaviors to the existence of hostile and unfavorable conditions at workplace (Alias, et al., 2013). Concepts of reciprocal deviance have their underpinnings in social exchange theory (Mazni & Rasdi, 2015), which proposes that social exchange develops in a relationship between two parties through a sequence of mutual exchanges that produce give-and-take (reciprocal) activities from each party (Blau, 1964). On the basis of the above argument, it is hypothesized that there is significant relationship between organizational factors and dimensions of deviant workplace behavior (Faheem & Mahmud, 2015).

***H1: There is positive relationship between organizational injustice and deviant workplace behavior.***

***H2: There is positive relationship between abusive supervision and deviant workplace behavior.***

## **5.0 Transformational Leadership**

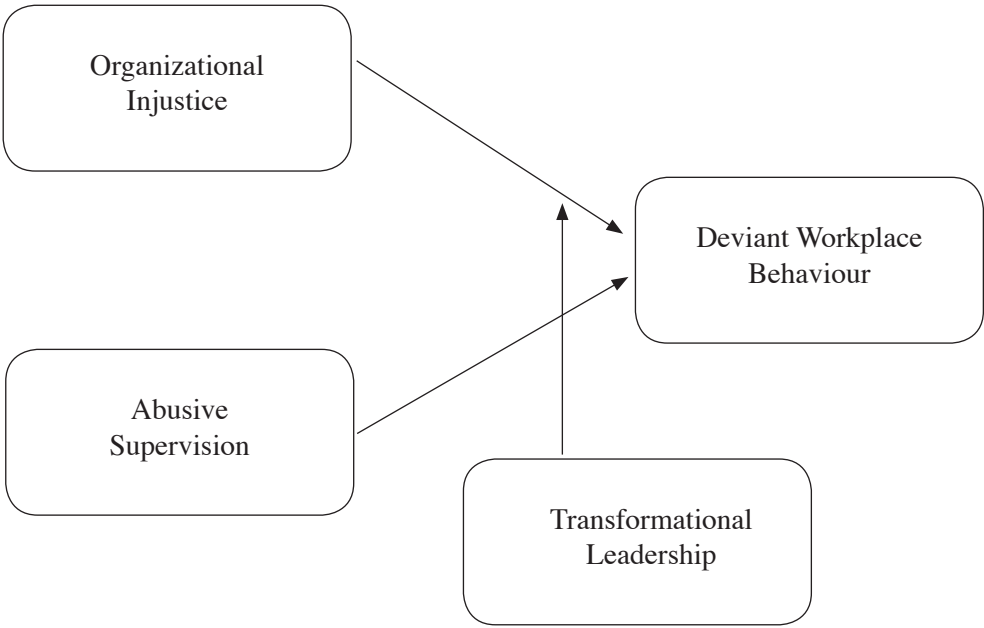
In every organization, the role of leadership is indispensable (Maher & Youssef, 2016). Leaders play a vital role in managing employee's dysfunctional or deviant behavior at workplace (Maher & Youssef, 2016) and the success of every business depends on effective leadership of the organization. Without appropriate leadership, no organization, either public or private, can survive (Maher & Youssef 2016). Leadership is the process of having influence on subordinates (Puni, Agyemang, & Asamoah, (2016). Leaders motivate the employees to achieve targeted goals and objectives of organizations (Bass, 1965) and maintain coordination and cooperation for development of organizations (Yu kl, 1994). They enhance employee's productivity and creativity (Fry, 2003). Leadership is a complex concept (Zhang 2016). Leadership may refer to those who occupy the highest positions in various organizations or it may refer to those who possess certain leadership characteristics or qualities (Silva, 2014). Silva, (2014) stated that leadership is basically a circumstantial relationship between a leader and his or her followers. Several views have been expressed on leadership style in research by different researchers (Puni, et al. 2016). Transformational leadership is an ideal leadership type which advocates for positive changes in individuals and social systems (Zhang, 2016).

Transformational leadership is made up of four components: charisma, inspirational motivation, intellectual stimulation and individual consideration. Bass, (1987) further explains four dimensions of transformational leadership as first; charisma is a behavior which produces strong emotions in followers. The second one is inspiration which means to articulate a strong persuasive vision to help out the subordinate's efforts in the workplace. The third one is intellectual stimulation which refers to behavior that enhances the awareness of problem as well as motivate followers to sight the problem

from narrative perspective. The fourth one is individualized consideration is another component of transformational leadership. It refers to providing and lending support and guidelines to followers.

**6.0 The Moderating Relationship of Transformational Leadership between Organizational Factors and Deviant Workplace Behavior**

It is anticipated on the basis of previous literature, that there will be a moderating positive relationship of transformational leadership between organizational factors i.e. organizational injustices, and abusive supervision etc. and dimensions of deviant workplace behavior i.e. abuse, sabotage, theft, withdrawal, misuse of time and resources, kickback and cyber loafing etc. It is a common observation of researchers, psychologists, management practitioners and consultants that deviant behavior at the workplace takes place because of lack of moral and ethical leadership in organizations. Subordinates follow the behavior of leader. If the leader performs deviant acts, it will induce the subordinates to commit such negative acts as well. Social exchange theory also supports this assumption.



*Figure 1: Theoretical Framework*

It is a common practice that employees notice the ethical activities of their leaders or supervisors and replicate such actions regardless of the fact that the imitation by the employees may be unethical (Appelbaum et al. 2007). Supervisors or managers need to be role models to their subordinates through visionary actions (Pradhan & Pradhan, 2014). Leaders have to communicate ethics and standards as well as reward systems



to sustain ethical and moral standards in organizations (Treviño, Hartman, & Brown, 2000). Transformational leadership is a more ethical style of leadership (Trevino et al. 2000). Transformational leaders can create significant change in the lives of individuals, norms, standards and culture of organizations (Burn, 1978). Moreover, Transformational leadership style easily influence followers (Pradhan & Pradhan, 2014). It can change and redesigns perceptions and values as well as aspirations of individuals who are working in the organization (Burn, 1978). On the basis of the literature reviewed above and discussion, it is hypothesized that transformational leadership moderates the effect of organizational factors on deviant workplace behavior.

***H3: There is moderating effect of transformational leadership between organizational injustice and deviant workplace behavior.***

***H4: There is moderating effect of transformational leadership between abusive supervision and deviant workplace behavior.***

Note: Organizational factors i.e. Organizational injustice and Abusive Supervision are Independent variables. Deviant workplace behavior is the Dependent Variable and Transformational leadership is the moderating Variable.

## **7.0 Methodology**

The Purpose of the present study is to investigate the impact of organizational factors contributing to deviant workplace behavior of employees in Pakistani public organizations and the moderating role of transformational leadership between organizational factors and DWB. Moreover, organizational factors such as organizational injustice and abusive supervision are expected to be related to deviant workplace behavior.

This research design is explanatory. It tries to investigate the explanatory effect of the independent variables on the dependent variable. The data collection method used is cross-sectional survey questionnaire. Furthermore, as this study is cross-sectional data was collected from respondents just for one time or for one lag to test the hypotheses. Quantitative approach was utilized in this research to collect and analyze the data because the results of quantitative research are relatively independent.

In order to check the reliability of the present research, a pilot survey study was conducted. A link was generated with Google forms and sent to public sector employees through email, messenger, and WhatsApp requesting them to fill the questionnaire. A total of 95 employees of the public sector were requested to fill the questionnaires. About 78 responses were collected via online Google form out of which 70 responses were valid and up to the mark. Reliability was checked with the Cronbach's Alpha on SPSS21. The following is a table representing the reliability values of all constructs. Results reported values of Cronbach alpha more than 0.7 for all variables meaning the scales were reliable for further analysis.

Table 1

*Cronbach Alpha Reliability*

Variable Name	No. of Items	Cronbach Alpha
Abusive. Supervision	15	0.938
Deviance workplace behavior	43	0.957
Organizational Injustice	04	0.789
Transformational Leadership	20	0.755

As the object of the preset study is to investigate the impact of organizational factors contributing to deviant workplace behavior among workers in public organizations and moderating role transformational leadership between organizational factors and DWB. The targeted population for this study consist of 20 universities, autonomous, special institutions and attached departments of the province of the Punjab, Pakistan. Sample from population of employees was determined based on guidelines presented by Krejcie & Morgan, (1970) from each public organization included in the population. The current study was conducted in 20 public educational institutions in Punjab province, Pakistan.

On the basis of information available at website of the Government of Punjab ([www.punjab.gov.pk](http://www.punjab.gov.pk)) there are 40 provincial departments, 108 Attached departments, 152 Autonomous bodies and 12 Special institutions of the government. In Punjab province of Punjab Pakistan, out of 152 autonomous special institutions, 100 relate to education. Out of these, 20 organizations related to education sector were selected for the study because educational institutions can get the benefit of the outcome of the study. Moreover, the reason behind choosing these public organizations is that they all are based in the provincial headquarter and their work cover the whole province of Punjab. Sekaran, (2003) asserts that stratified sampling design is comparatively more efficient in the case of heterogeneous population. For meeting the objectives of the study, stratification of the population was adopted. Cluster sampling purposive, non-probability sampling techniques are the most suitable for the current study. In the selection of organizations, only autonomous bodies who have their head office /head quarter at provincial capital Lahore with their work spread in different regions throughout Punjab were chosen for conducting the research. Self-administrated questionnaire was used to collect information from respondents i.e. employees of public organizations. In order to conduct the survey, a self-administrated questionnaire was used as instrument. The closed ended type of questionnaire was used to conduct the study. The respondents were only asked to tick the answer given, from 1 to 5. The questionnaire was adopted from previous research work of scholars. The questionnaire consists of five sections from 1 to 5.

**Section 1** contains demographic information such as gender, marital status, age, education, experience, tenure, and level of job.

**Section 2** of the questionnaire contains items regarding deviant work behavior in public sector organizations measured in 8 dimensions of deviance workplace which is consisted of 76 items in total. ‘Sabotage’ (Spector, et al., 2006) 4 items; ‘Withdrawal’ (Spector,., 2006) 4 items; ‘Theft’ (Spector, Fox, Penney, et al., 2006) 4 questions; ‘Property deviance’ 3 questions, ‘Misuse of time and resources’ (Bashir et al., 2012) 5 items; Kickbacks/Corruption’ (Bashir et al., 2012) 5 items; ‘Abusing others/Bullying’ (Spector, et al., 2006) 18 items was used. In the survey questionnaire, section; 2 use 5 Points Likert scale which ranged from 1 to 5 or from strongly disagree to strongly agree.

**Section 3** is related to organizational factors. It contains 4 items to measure level of perceived organizational injustice developed by Hodson et al. (1994) and 15 items developed by Tepper (2000) to measure abusive supervision. In survey questionnaire, generally, five Likert- scale contains (1 to 5) such as strongly disagree, to strongly agree. However, dimensions of perceived organizational injustice would be measured as strongly disagree, somewhat disagree, neutral, somewhat agree and strongly agree.

**Section 4** of the questionnaire contains 20 dimensions to transformational leadership was used with the help of items from the Multifactor Leadership Questionnaire (MLQ Form 5X; Bass & Avolio, 1995). In survey questionnaire, for this section; 5, Five Likert- scales that contain (1 to 5) such as strongly disagree, to strongly agree was used. Research instruments are explained in this section. Most of the instruments are adopted from earlier studies having acceptable range of reliabilities calculated with Cronbach Alpha.

## **8.0 Data Analysis**

Structural Equation Model (SEM) is used generally in social and behavioral sciences (Hult, Ringle & Sarsted, 2013). SEM is largely applied in the behavioral science fields to assess the causal modeling of complex and multivariate datasets in which there are compound measures of proposed constructs (Hair, et al. 2013). Applying SEM in the field of social sciences, i.e. management and organizational behavior, has considerably increased because of the presence of a number of packages of software that perform SEM (Hair et al. 2013). Accordingly, SEM techniques was used to analysis the data of the current study because it is a general modeling technique containing a combination of path analysis, regression analysis as well as factor analysis. And the focus of SEM is usually on theoretical construct.

## **9.0 Results and Discussion**

Table 2 shows the values of mean, SD and skewness of the data. The values of mean are in range of 3.00 to 3.79. The values of standard deviation are in the range of 0.21 to 0.76 while the values of skewness are in limit of -1 to +1. The skewness results confirmed that the data is normal. As all variables were found to be normal, the analysis proceeded to the next stage.

Table 2

*Descriptive Statistics*

Variables	Mean	S.D	Skewness
Organizational Injustice	3.0927	0.71399	-.213
Abusive Supervision	3.0010	0.54876	-.877
Workplace Deviance	3.7900	0.21555	-.490
Transformational leadership	3.0203	0.76921	-.645

Table 3

*Model Fitness Measures*

	CMIN/DF	GFI	CFI	RMSEA	IFI
Model 1	3.008	0.911	0.997	.029	0.972

The above table shows Fit indices values for the current research which are Normed Chi-square=3.008, GFI =0.911, CFI =0.997, IFI =0.972, and RMSEA = 0.029 all these results are within acceptance region so it means that measurement model is fit and it can be relied upon. For instance, the threshold value of RMSEA must be lesser than 0.08 and it is 0.02 in this research.

Table 4

*Psychometric Properties*

Constructs	A	CR	AVE	MaxR(H)	OI	AS	WD	TL
OI	0.899	0.911	0.596	0.903	<b>0.654</b>			
AS	0.901	0.888	0.586	0.901	0.321	<b>0.702</b>		
WD	0.902	0.806	0.520	0.889	0.487	0.443	<b>0.654</b>	
TL	0.823	0.921	0.597	0.909	0.544	0.578	0.501	<b>0.666</b>

Table 4 provides the results of psychometric properties. Threshold value for composite reliability must be greater than 0.8, the results shown in the above table meets this criterion because all the values of CR are in the range of 0.80 to 0.92 which are greater than 0.8. While the value of AVE must be greater than 0.5, the results depicted in the

above table showed that all the values of AVE is greater than 0.5. Hence convergent validity and reliability is attained from the results. Fornell and Larcker (1981) stated that to test discriminant validity, it is considered essential that values of square root for AVE should be more analogize with correlation values of its own and other variables. The results shown in the above Table for square root of AVE describing values in diagonal and all bold values in diagonal met the criteria which confirm the discriminant validity. Values of Cronbach alpha are greater than 0.7 for all variables and this means the data is reliable.

Table 5

*Structural Equation Modeling*

Relationships	Unstandardized $\beta$	Standardized $\beta$	S.E	C.R	P
OIàWD	.312	.294	.173	2.007	***
ASàWD	.161	.153	.090	.072	**

Note: \*=p<0.05, \*\*=p<0.01, \*\*\*=p<0.001.

Table 5 is shows the values of standardized regression weights obtained after running structural equation modeling tests. The results show that organizational injustice can increase workplace deviance by 29% and the result is significant too as P-value is lesser than 0.05. As far as abusive supervision is concerned, it increases workplace deviance by 16% and the result is also significant for this value.

Table 6

*Moderation Analysis for Organizational Injustice*

	Coefficients	SE	T	P	LLCI	ULCI
Constant	2.4193	0.0932	45.419	0.000	2.001	4.010
TL						
WD						
Int_1	-.0910	0.0798	-1.133	0.0663	1.027	2.039

Table 6 shows the results of moderation analysis. The results show that the significant value against interaction parameter and as int\_1 is carrying the value 0.06 for P which

is greater than 0.05, so it means that transformational leadership is an insignificant moderator between organizational injustice and workplace deviance.

Table 7

*Moderation Analysis for Abusive Supervision*

	Coefficients	SE	T	P	LLCI	ULCI
Constant	3.2103	0.1202	51.051	0.000	2.133	4.222
TL						
WD						
Int_1	-.0621	0.0494	4.633	0.0003	-0.089	1.099

Table 7 shows the results of moderation analysis. The results can be concluded from the significance value against interaction parameter and as int\_1 is carrying the value 0.000 for P which is lesser than 0.05 so it means that transformational leadership is a significant moderator between abusive supervision and workplace deviance. The value of the coefficient shows the strength of this moderation which is 6%. That means transformational leadership will decrease or slow down the impact of abusive supervision on workplace deviance by 6%.

10.0 Conclusion

The current study has provided additional insight and evidence to the growing body of knowledge regarding the impact of organizational factors i.e. organizational injustice and abusive supervision and deviant workplace behavior and moderating role of transformational leadership on the relationship between organizational factors and DWB. Despite some limitations of the present study, the results from the study lend support to the theoretical propositions, key objectives were attained and research questions were answered. In spite of this, there have been a number of studies carried out to examine the underlying antecedents and causes of deviant workplace behavior. However, this study addressed the theoretical gap by incorporating transformational leadership as moderating variable between organizational factors contributing deviant workplace behavior. The present study also lends support to theoretical and empirical framework for the moderating role of transformational leadership on the relationship between individual and deviant workplace behavior. This study has also managed to evaluate how transformational leadership theoretically moderates the relationships between the independent and dependent variables. Furthermore, the theoretical framework of this study has also added to the domain Breach of Psychological Contract, Social learning



theory and social exchange theory by examining the influence of organizational factors i.e. organizational injustice and abusive supervision on deviant workplace behavior. The outcome of this study also provides important practical implication to heads of the institutions, managers, and organizations on how to control DWB. In spite of some limitations of the present study, several recommendations, directions and guidelines for future research has been drawn from the study.

### *10.1 Theoretical and Practical Implications*

This study has both theoretical and practical implications. As far as theoretical contribution is concerned, this study has extended the role of social exchange theory in DWB dimensions which can be really helpful in developing new theoretical insights. Furthermore, this study has also provided enough empirical evidence regarding the moderating role of transformational leadership which researchers can relate to other types of leadership in future frameworks. The literature has been expanded about the relationships discussed in this study.

For practical contribution, this study has given real insight to policy makers of the public sector in Pakistan on how they can avoid DWB at workplace. Moreover, private sector and its executives can also take lessons from the results of this study to make their workplaces a better. Employees and leaders can get mutual benefit from the findings of the study and they can start developing a positive relationship based on transformational leadership.

### *10.2 Study Limitation and Future Direction*

The outcome of present study offers quite limited generalizability because it focused mainly on employees who are working in public organizations and do not involve the private sector of Pakistan. Individual respondents were from public sector organizations only. Therefore, in future, in order to generalize the findings, respondent from the private sector should also be included in the population and sample. However, in future, there is need to investigate the DWB of employees of private sector also. Secondly, in the present study, the contribution of the individuals and organizational factors towards the deviant workplace behavior was simultaneously investigated which made the questionnaire complicated and lengthy. It created difficulties for the respondents in trying to give good response. Therefore, in future, studies should be conducted with individual factors and organizational factors separately to generalize the findings. Thirdly, the mono technique i.e. quantitative research method was used to conduct the present study. Therefore, in future, in order to conduct research on deviance workplace behavior, the qualitative research method should also be used simultaneously. It means mix methods of research should be used in future in order to generalize the findings.

Fourthly, the study was conducted to investigate the behavior of employees at workplace in different types of organizations i.e. universities, boards and authorities at glance. But in order to get better result in future, it is required that the deviant behavior of employees should be examined by organizations or departments such as Police

department, Excise and taxation, FIA, department, Federal Board of Revenue, Accounts and Audit department etc. and investigated as case studies. Fifthly, in the present study, the seven dimensions of DWB i.e. Abuse, sabotage, withdrawal, production deviance, theft, misuse of time and resources and kickback were measured. There are other types of workplace deviance such as sexual harassment, cyber loafing, workplace aggression and workplace incivility etc. which also hamper the performance of the organizations. These dimension were not used in this study and were not included in the study because of data analysis problem. Therefore, in order to generalize the findings, there is dire need to investigate each dimension individually in future. Lastly, the study was conducted to investigate the behavior of employees at micro level or internal factors i.e. individual, demographic and organizational factors and excluded the macro or environment or external factors (social and culture factors, political and administrative factors etc). However, environmental factors also have significant influence on the behavior of employees at workplace. So in order to control DWB, there is also need to examine the impact of Environmental or Macro factors on DWB in future.

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