

# LOOKING AT WORKPLACE DEVIANCE WITH AN ADDITIONAL PERSPECTIVE: EMPIRICAL EVIDENCE FROM PAKISTAN

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**Abstract.** *The purpose of this study is to examine the antecedents of workplace deviance with an additional perspective. The study empirically tests the relationship of family-work conflict, social relationships, and political affinity to workplace deviance with the moderating effect of Islamic personal religiosity. A multi-stage cluster sampling technique was employed where a sample of 350 faculty members of public sector universities of Khyber Pakhtunkhwa Pakistan was selected. Results of the study revealed that family-work conflict, social relationships, and political affinity have a positive significant relationship with workplace deviance. Moreover, the Islamic personal religiosity moderates the relationship of family-work conflict, social relationships, and political affinity to workplace deviance. The implications, limitations, and future research directions were also discussed.*

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## 1. Introduction

Workplace deviance refers to voluntary behavior that violates significant organizational norms and in doing so the well-being of an organization, its members, or both are threatened (Robinson & Bennett 1995). Behaviors like theft, vandalism, sabotage, sexual harassment, gossiping, absenteeism, and withholding efforts are frequently observed in small as well as large organizations around the globe (Appelbaum, Shapiro, & Molson, 2006). These behaviors are deteriorating the performance of organizations and causing various costs, for instance, low productivity, disturb work climate, etc. (Appelbaum, Deguire, & Lay, 2005; Appelbaum, Iaconi, & Matousek, 2007). Reported and empirical statistics confirm the frequency and intensity of work place deviance in organizations for instance; research shows that 33–75 percent of the workforce is involved in deviant behaviors like withdrawal, theft,

production deviance, interpersonal deviance, etc. (Robinson & Bennett 1995). Research has also estimated the cost for activities like violence, low employee morale, and insurance losses in a range of \$4.2 billion to \$7.1 billion. Similarly, employee theft costs an estimated amount of almost \$50 billion annually in the US economy (Henle, 2005). Other researchers estimated this cost in somewhat in the range of \$6 to \$200 billion annually (Robinson & Bennett 1995). In Australia alone, the cost of every single fraud committed by employees on average is \$ 2.1 million (Muafi, 2011). Almost 11 % of British employees have been bullied semiannually (Holtz & Harold, 2013). The said behaviors are also prevalent in Asian countries like Japan, Hong Kong, Malaysia, and India. The research findings of Nasir and Bashir (2012) declared that workplace deviance has been extensively practiced in public sector organizations of Pakistan.

So far the interest of researchers is revolving around the antecedents of deviant workplace behavior that is operating within organizational boundaries. No one has geared their attention in this case across organizational boundaries. The reason for this significant omission might be that the organization behavior scholars have treated the organization as a tangible and closed system in the literature of deviant workplace behavior (DWB). That is the influencing role of the system/society within which they act and operate as subsystems have not been accounted for. However, applying the ecological perspective to the relationship of organization and environment it can be assumed that the organization could continuously interact with the external environment and vice versa. It means the family, group, community, and political, legal, and economic structures, and the values, norms, rituals, and language of the society might affect the organization from all aspects. Specifically, human resources can easily be adapted by these characteristics of the environment.

Moreover So far the existing literature in terms of antecedents of workplace deviance has focused on organizational factors, individual differences, and psychological factors. But this research goes beyond them to some factors that lie in the non-work domain. This is an additional perspective in the literature of DWB, which this research is anticipating to introduce and elaborate for the first time. This is a significant contribution to the existing knowledge of DWB. Although there might be dozens of factors that might affect the behaviors of employees across organizational boundaries and these are yet to be explored, however, this research is restricted to political affinity, social relationships, and family-work conflict. Here the contribution of this research is twofold. First, it is anticipating the introduction of an additional perspective. Second, based on this additional perspective it is taking three variables (political affinity, social relationships, and family work conflict) to empirically test their relationship with DWB.

Furthermore, in the previous decade, spirituality and religiosity have remained the most interesting phenomenon for management practitioners at the workplace (Al-Khalifah, 1994; Weaver & Agle, 2002). Social scientists have given great attention to personal religiosity and spirituality as the most imperative area of research due to their coping mechanisms (Waldron-Perrine, 2010). In Islam religiosity refers to the commitment to the fundamentals of Islam empirically and theoretically by fulfilling Allah's rights, take care of the rights of others, following Allah's commands in every sphere of life, not involved in bad deeds, and performing worship (Al-Goaib, 2003). The research proposed that employees having a high degree of Islamic personal religiosity are less likely to perpetrate deviant acts as compare to those who have a low degree of Islamic personal religiosity. That is because generally researchers (Kennedy & Lawton, 1998; Weaver & Agle, 2002) have found that individuals high on personal religiosity are less likely to deviate negatively within the workplace. Therefore, we take Islamic personal religiosity (IPR) as a moderator into the relationship of political affinity, social relationships, and family work conflict with workplace deviance.

## **2. Literature and Hypotheses**

Detailed literature is provided in the below sections.

### **2.1 Family-work conflict and workplace deviance**

Daily Individuals allocates the available resources (i.e. time and energy) to different domains in which they have a role to play. In this process of resource allocation according to resource drain theory (Edwards & Rothbard, 2000), the demand of resources (e.g., time and energy) in one domain (family) deplete the resources (e.g., time and energy) to fulfill the demand in other domain (work) (Christoph, Alexandra, & Karlheinz, 2014; Mihelic & Tekavcic, 2014). While experiencing such conditions employees continuously trying to balance this depletion which further attenuates their self-control capacity and, therefore, leads to strain outcomes like deviant behavior (Courtright, Gardner, Smith, McCormick, & Colbert, 2016; Grandey & Cropanzano, 2002). The deviant acts may be either in physical form (absenteeism, coming late and leaving early) or mental/psychological condition (withholding efforts, aggression). In line with this reasoning researchers (i.e., Achour, Nor, & MohdYusoff, 2016; Germeyns & Gieter, 2017) have found a positive relationship between family-work conflict and deviant behaviors. Liu et al., (2015) have demonstrated that more FWC leads to emotional exhaustion which in turn results in high displaced aggression. They further argued that family-work conflict depletes resources at work and thus individuals are more likely to perpetrate deviant acts. Family work conflict is more severe and materialized at work than WFC and therefore

more of the individual self-regulatory resources consumed here (Liu, et al., 2015). The perceived FWC predicts more absenteeism and a high frequency of leaving the workplace early (Boyar, Maertz, & Pearson, 2005). It means in case of high FWCs the employees will be more likely to remain absent and might also leave the workplace early due to high demand for family affairs. Furthermore, this study also argues that high physiological needs (food, shelter) in the family domain might also negatively spillover to the workplace, and in such employees may involve in deviant acts like theft and falsifying expenditure statements. Adding to the problem due to high interdependence and care for relationships in Eastern culture family members might compel employees for doing something illegal like stealing and falsifying statements. Thus in light of the above literature, it is proposed that;

**HI:** *Family-Work-Conflict is positively related to workplace deviance.*

## **2.2 Social relationships and workplace deviance**

Individuals having close relationships with others are less likely to be unethical towards them and are more likely to be empathetic and show psychotically proximity towards them (Brass, Butterfield, & Skaggs, 1998). Brass, et al., (1998) have studied the effects of social relationships within the organization on unethical behavior. They argued that strong social relationships between two actors (employees) in the organization increase empathy, cooperation trust, and intimacy between them, therefore they will be less likely unethical in behavior towards each other because of fear of loss of such strong relationships. Notably, they have limited the target of unethical/deviant behavior in this relationship only to one of the two actors. Therefore the current study, in contrast, focuses on the other side of the coin that these strong relationships between actors might also have some harmful effects for others. The actors in the relationship due to strong interdependence/relationships may violate the organizational norms to safeguard/favor each other and harm someone else. Likewise in this relationship, the target of unethical/deviant behavior may either be the organization as a whole or the other members but not necessarily the actors. Additionally, according to system theory (Germain, 1979) organization is a subsystem of society/community that might be influenced by the traditions, values, and norms of the society. Thus it will not be unlikely that the social relationships might be established between an organizational member and an outsider as well (relative, friend, member of the same ethnic group, a person from which the actor has some expectations in the future). Therefore the actor (a member of the organization) might violate the norms of the organization in favor of this outsider due to the fear of failure in the achievement of these future expectations or due to the fear of loss of strong relationships.

Intuitively this study proposed that a person having strong social relationships with many people in/outside an organization will be more likely to deviate negatively from organizational norms. However, this negative deviation might harm an employee, outsider, or organization as a whole but not necessarily the actors. For example, a supervisor might mark a subordinate present in attendance while he is physically absent at the workplace because of having a strong social relationship with him/her, by doing so the performance of the organization would suffer. The supervisor might only reward/promote those subordinates to whom they have strong social relationships while intentionally ignored deserve candidates, by doing so employees of the organization would suffer. In the case of selection, an employer intentionally might select a candidate from internal/external candidates because of strong social relationships with him/her, by doing so the other internal/external candidate would suffer. Keeping in view the notion of Brass, et al., (1998) that the actors would be more ethical to each other if they have strong ties and would be more unethical to strangers or to whom they have weak ties. To consider this reasoning this research proposed that if one actor of such strong relationships competes with a stranger/actor with weak ties for something in common and one among the actors has the power to influence the decision will favor the actor and not the stranger if although he deserves. According to Brass, et al., (1998), the reason for this favor is fear of loss of relationships with the actor or having some positive expectations in the future from him/her.

Besides the angle of strength, the density of relationships also matters. The dense the relationships the more time and energy would be required to maintain them. Therefore the actors should require enough time and energy to maintain such dense relationships. Thus according to the scarcity of resource hypothesis the actor would try to adjust time and energy between working hours and activities needed for maintaining such dense and strong relationships. That will ultimately lead to deviation in the workplace. Likewise in Eastern culture, as people give more value to relationships; the occurrence of such deviant acts is more frequent and unavoidable. Furthermore Brass, et al., (1998) proposed that in strong social relationships the mutual trust, empathy, and cooperation are high among actors, therefore, they would be less likely unethical/harmful to each other. But on the other hand, these attributes might compel them to harm someone else like an organization, other employees, and people of the community. For example, two actors might falsify the expenditure statements of the organization for their mutual benefit. The actors of strong relationships might also collectively harass the other employee of the organization. The actors might also provide support to each other in some illegal activities like absenteeism, fraud, theft, etc. It means the strong social relationships might

also have some negative consequences. In the above all scenarios the actors are violating the organizational norms, thus they are perpetrating deviant behaviors. Thus we proposed that;

*H2: Social relationship is positively related to workplace deviance.*

### **2.3 Political affinity and workplace deviance**

Politically affiliated/referenced employee has two types of negative consequences for work organization and its members. First, he/she performs according to his/her will while ignoring the supervisor's instructions and formal rules of organization and thus is supposed to be deviant. Second, while observing by other employees he/she acts as a deviant role model for them. As social learning theory (Bandura, 1971) proposes that deviant role models within-group feel free other members of the group commit deviant behavior (Appelbaum & Shapiro, 2006). Unfortunately, the strong political back up encourages such employees to deviate from organizational norms without any fear of punishment. They consider themselves the lord of the organization and, astonishingly, sometimes they influenced the behaviors of their leadership. Having strong political support and power also affect the decision-making process of the organization. The theory of power dependence (Emerson, 1962) can better explain the nature of the relationship of politically affiliated employees with their group (political party) and how they use their affiliation as a tool for destructive deviance in the organization. The notion of this theory is that when people are mutually dependent they will be more likely involving informing group and exchange relations. Furthermore, the power (Pab) of actor A on actor B will be equal to the dependence (DbA) of B on A and vice versa. The following equation would better explain this reciprocal relationship between actor A and actor B.

$$Pab = DbA$$

Moreover, political intervention in public sector organizations is not uncommon in most countries of the world. Most of the major activities like promotion, transfer, punishment, bonuses, selection, and appraisal are controlled formally or informally by political people. Therefore employees of most if not all organizations of these countries are politically affiliated with some political group operating in these countries. The politically affiliated employees depend on their political leaders because they might carry out activities in favor of them. And the political leader depends upon the politically affiliated employees for an increase in and maintains their vote bank and also for assistance in some illegal activities in favor of other people. The politically affiliated employees consider themselves the eyes and hands of their political leaders. Therefore they have no concern with the norms of the organization

because they have the opportunity to use the power of their political leader in their favor. Thus it is not unlikely that the politically affiliated employees would be more destructive deviant as compared to general employees. The politically affiliated employees could use the power of their leader for illegal activities without any fear. For instance, they are habitual late comers and early leavers, have no concern with the objectives of the organizations, mostly work according to their style, violate the instructions of supervisors, and though perpetrate deviant behavior in the organization. Thus they are not only harming the organization directly by violating norms but indirectly as well as being perceived by other employees as deviant role models.

As social learning theory proposes that deviant role models within-group feel free other members of the group commit deviant behavior (Appelbaum & Shapiro, 2006). The general employees observed the deviant behaviors of the politically affiliated employees in the work organization. They learn from the observation that politically affiliated employees even do nothing and are mostly violating organizational norms that are fully supported by the management. And the top management is specially treated them well in case of bonuses, promotion, transfer, and appraisal. Consequently, these observations affect the satisfaction and organizational commitment of general employees. Thus the negative consequences of the behavior of politically affiliated employees are twofold. First, they perpetrate various types of deviant behavior like absenteeism, theft, and harassment. Second, they further negatively affect the satisfaction and commitment level of other employees. So, this study proposed that political affinity has a significant positive relationship with workplace deviance.

**H3:** *Political affinity is positively related to workplace deviance.*

#### **2.4 Moderating role of Islamic personal religiosity in the relationship of family-work conflict, social relationship and political affinity and workplace deviance**

Researchers (e.g., Kennedy & Lawton, 1998; Weaver & Agle, 2002) have found that individuals high on personal religiosity are less likely to deviate negatively within the workplace. And more specifically Islam is perceived by Muslims as a complete way of life that guides them in all work and non-work spheres of life.

Accordingly, in case of any situation, either of personal life or organizational life the person high on Islamic religiosity stays back from favoritism, nepotism, demerit, and injustice. Allah says in the Quran, "*O you who believe! Stand out firmly for justice, as witnesses to Allah, even if it be*



*against yourselves, your parents, and your relatives, or whether it is against the rich or the poor” (The Quran, 4:135). It means that employees high on religiosity are less likely prone to violates organizational norms for the happiness of their family or friends. They consider the interest of the organization is the first and foremost priority and postpone the family matters and friendship. It means the social relationship might not affect the person high on IPR to violate organizational norms. It seems that a high degree of IPR is a source of conformity and protection that abstains individuals from deviant acts in any condition (Al-Khalifah, 1994). In light of the above discussion, it is proposed that:*

**H4:** *Islamic personal religiosity moderates the relationship between family-work conflict and workplace deviance such as that at a high level of Islamic personal religiosity the positive relationship between family-work conflict and workplace deviance becomes weaker rather than stronger.*

**H5:** *Islamic personal religiosity moderates the relationship between social relationships and workplace deviance such as that at a high level of Islamic personal religiosity the positive relationship between social relationships and workplace deviance becomes weaker and rather than stronger.*

Similarly those high on personal religiosity being having a strong affiliation with a political group doesn't involve in deviant acts because of their belief on the Day of Judgment and belief that no one can help them on that day. They follow the teachings of Islam where Allah says "Nor can a bearer of burdens bear another's a burden". If one heavily laden should call another to (bear) his load, Not the least portion of it can be carried (by the other), even though he is nearly related....." Quran 18:35. Therefore they prefer the life of hereafter on everything. Although they know that they will be supported by their political group in case of any illegal activity but still they don't go for that. Thus according to the definition of IPR, the Muslim High on IRP has to follow all the commands of Allah. Therefore a high degree of Islamic personal religiosity is a source of conformity and protection that abstains individuals from deviant acts in any condition (Al-Khalifah, 1994). In light of the above reasoning it is proposed that;

**H6:** *Islamic personal religiosity moderates the relationship between political affinity and workplace deviance such as that at a high level of Islamic personal religiosity the positive relationship between political affinity and workplace deviance becomes weaker rather than stronger.*



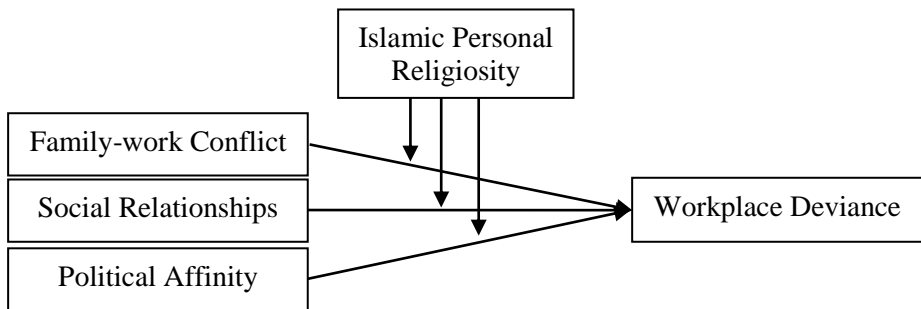


Figure 1 Theoretical framework of the study

### 3. Methodology

#### 3.1 Sample and procedure

There are 29 public sector universities chartered by the Higher Education Commission of Pakistan. These universities are located around the whole province. These universities are either chartered through provincial act or federally act. However, there is uniformity in the overall culture of the province (with minor changes from division to division), service structure, rules, and regulation across these universities. Besides, each university has enough diversity in the workforce. Moreover getting data from each university around the province is time-consuming and more expensive for a researcher. Keeping these facts in mind, this study has adopted the multi-stage cluster sampling technique for sampling from the population (Dudovskiy, 2018). In this multi-stage sampling technique, the researcher has divided the whole province into geographical clusters (the divisions). And then in each division by using the simple random sampling technique (lottery method) a university has been selected for selecting a sample. The reason for dividing the whole province into divisions is to capture the local cultural hues. After selecting a university in each division by using simple random sampling, respondents have been selected randomly by using a proportionate sampling technique from each university. Data was collected through a personally administered survey questionnaire. The required sample was 352 but to follow the oversampling technique total of 409 questionnaires were distributed in different departments of seven universities of Khyber Pakhtunkhwa Pakistan. Out of which 367 were received back in which 17 questionnaires having seriously incomplete data and were, therefore, dropped thus the number of usable questionnaires is 350. The response rate remained 82%.

### 3.2 Analysis and results

To test the hypothesized model, the partial least square approach of structural equation modeling (PLS-SEM) with Smart PLS 3.0 was employed (see Ringle, Wende, & Becker, 2015). To carry out the overall assessment of the research model the two steps approach of Anderson and Gerbing (1988) and Chin (1998) was adopted, wherein the first step the measurement model was evaluated and in the second step the structural model was assessed.

### 3.3 Descriptive statistics and correlations among study constructs

The mean, standard deviation, and correlation are presented in table 1. It was found that political affinity is positively related to DWB ( $r = 0.51, p < 0.001$ ). Similarly, It was also found that family work conflict is positively related to DWB ( $r = 0.38, p < 0.001$ ). Moreover, social relationship is positively related to DWB ( $r = 0.42, p < 0.001$ ). Islamic personal religiosity is negatively related to DWB ( $r = -0.33, p < 0.001$ ) No single demographic variable was found significantly correlated with DWB.

### 3.4 Measurement model assessment

The model of this study consists of five latent constructs (i.e., workplace deviance, family-work conflict, political affinity, social relationships, and Islamic personal religiosity). The reflective measurement model was assessed through the evaluation of its reliability and validity with the latent constructs (Hair, Hult, Ringle, & Sarstedt, 2017). The internal consistency reliability was assessed through composite reliability (CR) and convergent validity through average variance extracted (AVE). Table 2 has shown that the composite reliability of all reflective constructs of the hypothesized model is well above 0.70 (Hair, et al., 2017). Similarly, the Cronbach's alpha values of all reflective constructs of the hypothesized model are also well above 0.70 (Nunnally & Bernstein, 1994). These results reveal a good internal consistency of the hypothesized model.

Table 1 *Descriptive Statistics*

Constructs	Mean	SD	DWB	PA	SRP	FWC	IPR
<b>DWB</b>	2.19	0.97	1.00				
<b>PA</b>	2.07	0.55	.51**	1.00			
<b>SRP</b>	2.21	0.67	.42**	.48**	1.00		
<b>FWC</b>	2.32	0.78	.38**	.47**	.35**	1.00	
<b>IPR</b>	4.10	0.94	-.33**	-.24**	-.32**	-.27**	1.00

Further, to carry out validity evaluation of the results the convergent validity and discriminant validity were assessed (Hair, Ringle, & Sarstedt,

2011). The convergent validity was assessed by evaluating the AVE of the constructs against its threshold value of 0.50 (Hair, et al., 2011). Table 2 has shown that the AVE values of all the reflective constructs of the hypothesized model are well above the threshold value (i.e., 0.50) which confirms the convergent validity of the measurement model. Moreover, to deal with discriminant validity the Henseler, Ringle, and Sarstedt (2015) heterotrait-monotrait (HTMT 0.85) criterion was employed. As shown in table 2 all values are well below 0.85 which revealed enough discriminant validity for the measurement model.

**Tables 2**                      *Summary of Results of Reflective Measurement Models*

Latent variable	Indicator	Convergent Validity			Internal Consistency Reliability		Discriminant Validity
		Loadings	Indicat or Reliability	AVE	Composite Reliability	Cronbach's Alpha	HTMT confidence interval does not include 1
		>0.70	>0.50	>0.50	0.60–0.90	0.60–0.90	
<b>DWB</b>	DWB1	0.72	0.52	0.74	0.93	0.91	Yes
	DWB3	0.92	0.85				
	DWB4	0.90	0.81				
	DWB6	0.86	0.74				
	DWB8	0.87	0.76				
<b>FWC</b>	FWC1	0.80	0.63	0.62	0.89	0.84	Yes
	FWC2	0.88	0.78				
	FWC3	0.85	0.72				
	FWC4	0.76	0.58				
	FWC5	0.70	0.49				
<b>IPR</b>	IPR10	0.91	0.84	0.82	0.95	0.93	Yes
	IPR12	0.91	0.83				
	IPR2	0.87	0.76				
	IPR3	0.93	0.87				
<b>PA</b>	PA1	0.67	0.50	0.55	0.86	0.79	Yes
	PA10	0.81	0.65				
	PA11	0.73	0.53				
	PA8	0.70	0.51				
	PA9	0.81	0.66				
<b>SRP</b>	SRP2	0.89	0.89	0.68	0.89	0.84	Yes
	SRP3	0.99	0.81				
	SRP4	0.79	0.63				
	SRP7	0.70	0.51				

### 3.5 Structural model assessment

After assessing the reflective model of all five constructs the model is now ready for further statistical analysis. In Smart PLS 3.00 the path coefficients ( $\beta$ ), predictive relevance ( $Q^2$ ), effect size ( $f^2$ ) are analyzed.

The structural model was assessed based on the magnitude and significance of path coefficients. Table 3 reported results for testing of the study hypothesis. As per our expectations, FWC has a direct significant effect on DWB ( $\beta = 0.18, p > 0.05$ ), hence supporting H1. Similarly, political affinity was found to have a direct significant effect on DWB ( $\beta = 0.10, p > 0.05$ ), hence supporting H2. Moreover, a social relationship was found to have a direct significant effect on DWB ( $\beta = 0.04, p > 0.05$ ), hence supporting H3.

Table 3 Summary of Structural Model Results

Constructs	Coef. ( $\beta$ )	$R^2$	$R^2_{adj}$	$f^2$	$Q^2$	$q^2$	RMSA	NFI
FWC	0.18			0.09		0.019		
PA	0.10			0.02		0.003		
SRP	0.04			0.00		-0.002		
IPR	-0.35			0.02		0.081		
		0.57	0.56		0.34		0.08	.55

In PLS-SEM bootstrapping procedure is employed to carry out the moderating analysis. To know about the existence of moderation in a relationship the primary interest is the significance of the interaction term. If the moderating/interaction effect on the dependent variable is significant then it is concluded that the moderator has a significant effect on the relationship between endogenous and exogenous constructs. The next step is moderation/interaction analysis which assesses the strength of the moderation/interaction effect.

Table 4 Relationships between Variables (Interaction Effect)

Structural path	Coef ( $\beta$ )	Effect size $f^2$	SD	95% BCa	CI Conclusion
FWC $\times$ IPR $\rightarrow$ DWB	-0.84**	0.11	0.06	[-0.20, -0.03]	Yes
SR $\times$ IPR $\rightarrow$ DWB	-0.31**	0.08	0.05	[-0.44, -0.23]	Yes
PA $\times$ IPR $\rightarrow$ DWB	0.36**	0.04	0.07	[0.16, 0.50]	Yes

The moderating effect of IPR on the relationship of family-work conflict and DWB is -0.845, which is significant (i.e.,  $p = .001$ ) and reflects the existence of moderation (Table 4). The moderating effect is negative and it changes the direction of the relationship between FWC and DWB. The results indicated that for a high level of IPR the relationship between FWC and DWB decreases by the amount of interaction effect (i.e.,  $(0.184 - 0.845 = -0.661)$ ). It

means that an employee high on IPR will show minimal or no reaction to the FWC and thus will less likely perpetrate DWB. On the contrary, with a low level of IPR the relationship between FWC and DWB increases by the amount of interaction effect (i.e.,  $0.184 + 0.845 = 0.875$ ). Similarly, the 95% BCa of the interaction effect is  $[-0.449, -0.218]$ , which does not include zero and thus it is concluded that the moderating effect is significant. The moderating effect can also be represented through the slop plot. Figure 2 illustrates the moderating effect of IPR through a graph on the relationship between social relationships and DWB. The moderating effect of  $-0.845$  as expected is negative between interaction term and workplace deviance; thus in the case of a high level of IPR, the slope is flatter and negative. Moreover, the effect size  $f^2$  moderating effect of IPR between interaction term and DWB is  $-0.661$  which represents a small effect. The results support the hypothesis H4 which states that IPR moderates the relationship between FWC and DWB.

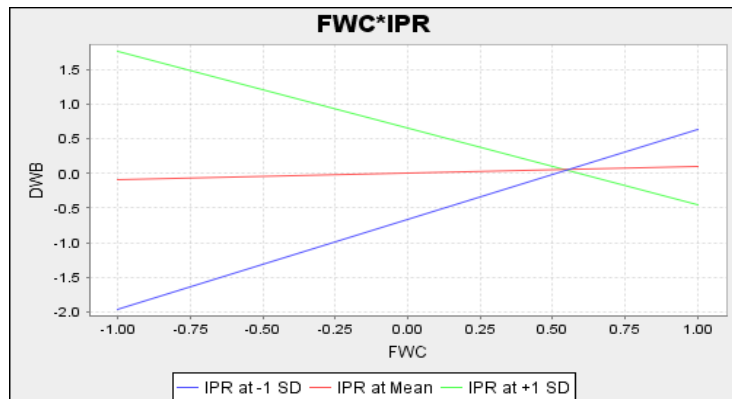


Figure 2 Interaction Effect of FWC\*IPR and DWB

The moderating effect of IPR on the relationship of social relationship and DWB is  $-0.311$ , which is significant (i.e.,  $p = .001$ ) and reflects the existence of moderation (Table 4). The moderating effect is negative and it changes the direction of the relationship of social relationship and DWB. The results indicated that for a high level of IPR the relationship between social relationship and DWB decreases by the amount of interaction effect (i.e.,  $0.042 - 0.311 = -0.269$ ). It means that an employee high on IPR will show minimal or no reaction to the social relationships and thus will less likely perpetrate DWB. On the contrary, with a low level of IPR the relationship between social relationships and DWB increases by the amount of interaction effect (i.e.,  $0.042 + 0.268 = 0.310$ ). Similarly, the 95% BCa of the interaction effect is  $[-0.449, -0.218]$ , which does not include zero and thus it is concluded that the

moderating effect is significant. The moderating effect can also be represented through the slop plot. Figure 3 illustrates the moderating effect of IPR through a graph on the relationship between social relationships and DWB. The moderating effect of  $-0.311$  as expected is negative between interaction term and DWB; thus in the case of a high level of IPR, the slope is flatter and negative. Moreover, the effect size  $f^2$  moderating effect of IPR between interaction term and DWB is  $0.079$  which represents a small effect. The results support the hypothesis H5 which states that IPR moderates the relationship between social relationships and DWB.

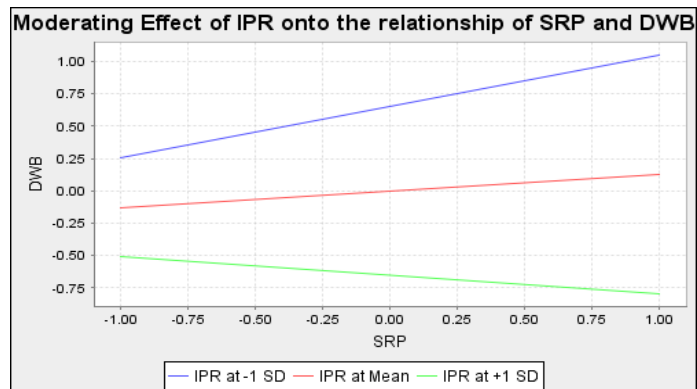


Figure 3 Interaction Effect of SRP\*IPR and DWB

Hypothesis H6 of the study hypothesized that Islamic personal religiosity would moderate the relationship between political affinity and workplace deviance. Specifically, the relationship of political affinity with DWB would be stronger for individuals low on Islamic personal religiosity than individuals who are high on Islamic personal religiosity. The relationship between political affinity and workplace is termed as a simple effect (Hair, et al., 2017). The simple effect between political affinity and workplace deviance has a value of  $0.10$ . It is the strength of the relationship between political affinity and workplace deviance when IPR has zero value. If the intensity of IPR changes (i.e., increase or decrease) the corresponding moderating effect will cause a simple effect change. The moderating effect of IPR on the relationship is  $0.36$ , which is significant (i.e.,  $p = .001$ ) and reflects the existence of moderation (Table 4). However, the moderating effect is positive and this relationship is unexpected as presented in figure 4.

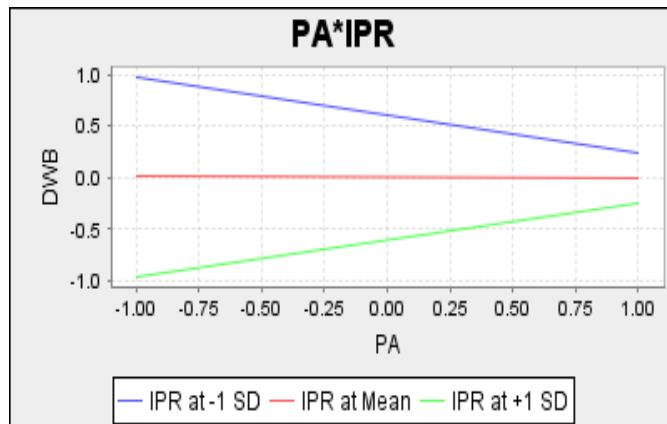


Figure 4 Interaction Effect of PA\*IPR and DWB

The reason for these unexpected results is the existence of peak level political interference in public sector organizations. It means that the political affiliation of an employee is come over on the level of her/him Islamic personal religiosity. An employee although high on Islamic personal religiosity is also gets involved in deviant workplace behavior when has a strong political affiliation. In short political affiliation act as a dangerous virus to affect the effectiveness of public sector universities of KP-Pakistan specifically and all public sector organizations of Pakistan generally.

#### 4. Discussion

The findings of this research supported the proposition that family-work conflict has a direct positive association with DWB, which is in line with the previous research (e.g., Achour, Nor, & MohdYusoff, 2015; Germeys & Gieter, 2017). The theoretical rationale behind this association is based on the resource drain theory (Edwards & Rothbard, 2000). Daily individuals allocate the available resources (i.e., time and energy) to different domains in which they have a role to play. In this process of resource allocation according to resource drain theory (Edwards & Rothbard, 2000), the demand of resources (e.g., time and energy) in one domain (family) deplete the resources (e.g., time and energy) to fulfill the demand in other domain (work) (Christoph, et al., 2014; Mihelic & Tekavcic, 2014). While experiencing such conditions employees continuously trying to balance this depletion which further attenuates their self-control capacity and, therefore, leads to strain outcomes like deviant behaviors (Courtright, et al., 2016; Grandey & Cropanzano, 2002). The deviant acts may be either in physical form (absenteeism, coming late and leaving early) or mental/psychological condition (withholding efforts,



aggression). Thus it is concluded that employees who are confronted with family work conflict will more likely perpetrate deviant acts and vice versa.

The results of this study also supported the hypothesis that social relationships have a positive association with DWB. This was the first attempt where the association between these two variables was proposed theoretically and tested empirically. Employees having strong social relationships with many people in/outside organizations will be more likely to deviate negatively from organizational norms. This negative deviation might harm an employee, outsider, or organization as a whole but not necessarily the actors of social relationships. For example, a supervisor might mark a subordinate present in attendance while he is physically absent at the workplace because of having a strong social relationship with him/her, by doing so the performance of the organization would suffer. The supervisor might only reward/promote those subordinates to whom they have strong social relationships while intentionally ignoring deserve candidates, by doing so employees of the organization would suffer. In the case of selection, an employer intentionally might select a candidate from internal/external candidates because of strong social relationships with him/her, by doing so the other internal/external candidate would suffer. Thus it can be concluded that employees who have strong social relationships will be more likely to get involved in deviant acts and vice versa.

Furthermore, the results of this study also supported the proposition that political affinity has a positive association with DWB. This is the first study that has proposed theoretically and tested empirically this association. The theoretical rationale behind this association is the social learning theory. The social learning theory proposes that deviant role models within-group feel free other members of the group commit deviant behaviors (Appelbaum & Shapiro, 2006). On their part, the politically affiliated employees perform/work according to his/her well while ignoring the supervisor instructions and formal rules of organization and thus supposed to be deviant. They do so because of strong political back up which encourages them to deviate from organizational norms without any fear of punishment. They consider themselves the lord of the organization and, astonishingly, sometimes they influenced the behaviors of their leadership. Having strong political support and power also affect the decision-making process of their work organization. Second and more dangerous on behalf of the organization in case of politically affiliated employees is that while observing by other employees he/she acts as a deviant role model for them. Thus it is concluded that the more an employee is politically affiliated the more likely it will perpetrate deviant acts.

## **5. Limitations and Suggestions for Future Research**

This research has some noticeable limitations which are acknowledged here for future researchers to address. First, the causal relationships found in this research are not absolute because the data was collected from respondents at one point in time. Although by using SmartPLS3 this research provides insights about the possible causal relationships among studied variables however by adopting a cross-sectional design one cannot draw an absolute conclusion about the casual relationships. To get full information about the causal relationships of the studied variables, in the future researchers can either used longitudinal design or cross-lagged models to validate these casual relationships over time.

Second, the data of all studied variables were collected through self-report questionnaire thus the responses might have been confronted to the social desirability bias, a type of bias that occurs on the part of respondents where they respond just to show themselves favorable to others (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Despite having the chance of social desirability bias some researchers (e.g., Howard, 1994; Schmitt, 1994; Spector, 1994) argue the self-report questionnaire the best way to know that how employees perceive, feel and respond to their jobs. However to address the issue of social desirability bias a multi-source (i.e., supervisor and subordinates, etc.) design could be used in future research.

Third, the data on all studied variables were collected from the same source thus the findings of the study may be infected by the common method variance bias. To address this issue in future research data need to be taken at different points in time. Due to time and financial constraints in the current study, the data was collected at a single point in time.

Finally, the findings of the study might have generalizability issues. The data of all studied variables was collected only from the faculty members of the public sector universities of KP-Pakistan. Moreover, the data was collected in the collectivistic cultural context of Pakistan. Therefore the model might have different results if adopted in other public sectors and cultural contexts (i.e., individualistic). Specifically, the variables social relationships and family-work conflict might have a reverse relationship with workplace deviant behavior in an individualistic culture. So to validate the whole theoretical model of the study and more specifically the new perspective introduced in this study needs to be replicated in different contexts in future research.

## **6. Implications of the Study**

Workplace deviance is an important phenomenon in the field of organizational behavior. Although extensive research (e.g., Appelbaum, et al., 2007; O'Connor, Stone, Walker, & Jackson, 2017; Robinson & Greenberg, 1998; Sackett & DeVore, 2002) has been carried out to explore it in terms of its antecedents and consequences however keeping in view its broad and critical nature it requires more attention of the researchers. This study is an attempt of this stream that has tried to propose theoretically and test empirically an integrated model of antecedents/determinants of destructive deviance with moderating effect of Islamic personal religiosity in the public sector of Pakistan. This study has several theoretical as well as managerial implications.

### **6.1 Theoretical implications of the study**

An extensive amount of theoretical and practical research exists on workplace deviance where researchers have only remained stick to the domain of organization in terms of its determinants and outcomes. And no single attempt has been made to explore theoretically and test empirically that what might be the factors in the domain across organization boundaries that may cause deviants acts at the workplace. This study is an attempt to fill this gap by taking political affinity, social relationships, and family-work conflict as external determinants to workplace deviance with the moderating effect of Islamic personal religiosity in the public sector of Pakistan and thus made a valuable contribution to the literature of workplace deviance.

First, nowadays the focus of organizational behavior researchers has shifted toward positive psychology. They believe that it is much better to manage the workforce through positive psychology instead of looking at their negative psychology. However, both schools of thought need to be followed while managing the workforce. Completely ignoring one and focus only on another school of thought will not go in favor of individual employees and organizations as a whole. Workplace deviance (A phenomenon extensively studied in negative psychology) has an important place in the literature of organizational behavior and has detrimental effects on the performance of an individual employee and the organization. Therefore to fully explore and extend the scope of the determinants of workplace deviance this study proposed a new perspective to explore the various determinants of destructive deviance. This perspective asserts that individuals and organizations being subsystems of the society are continuously exchange inputs in forms of feelings, perceptions, attitudes, and behaviors across organization boundaries. It means it is not just contextual and psychological factors that may cause different categories of deviant acts at the workplace but some factors are operating from across the organizational boundaries and may cause deviant acts

as well at the workplace. To date, no attempt has been made in this regard therefore by introducing this new perspective the current study makes a valuable theoretical contribution to the literature of workplace deviance.

Second, in this additional perspective, this research has studied three factors political affinity, social relationship, and family-work conflict. Specifically, political affinity is a new construct that has been introduced the first time in the literature of management and organizational behavior. Also, only a single study (e.g., Brass, et al., 1998) was found on social relationships in the field of organizational behavior, which focuses on ethical behavior about social relationships. The current study is the first attempt to propose the relation of social relationships with DWB. Therefore the introduction of political affinity as a new construct and proposing the link of social relationship with destructive deviance is a valuable contribution in the literature of workplace deviance and the field of management and organization behavior.

Finally, the most important and noticeable theoretical contribution of this research is the introduction of Islamic personal religiosity as a moderator throughout the theoretical model. Although the literature contains some studies that have attempted to explore the relationship of religiosity with criminal behaviors, however, no specific attention has been given to study Islamic personal religiosity as a tool to mitigate DWB at the workplace. This study has proved empirically that Islamic personal religiosity has a critical role in the mitigation of workplace deviance. The study findings revealed that an employee high on Islamic religiosity will less likely get involved in deviant acts though the circumstances get more severe i.e., abusive supervision and negative affective states. Therefore the study adds to the management literature that religion cannot be underestimated at the workplace and could be used as a tool for the achievement of organizational objectives if managed properly.

## **6.2 Policy implications of the study**

The political affinity and strong social relationships of employees have a positive impact on the DWB of them. The university management should have a strict policy that a university employee should not have affiliation with any political group. The university management should stop political interference. The strong politically affiliated employees have no concern with university rules and regulations they work according to their well because they have a strong political backup and it is university management who provided room for political interference. In short, to be an autonomous body university should have a strict policy in case of political affiliation. Similarly, the university management should have a strict policy of check and balance and a well-

established merit system about everything so that no one can use their authority in favor of some specific people while ignoring deserves people.

The family work conflict has also a positive link with workplace deviant behavior. The culture of Pakistan is collectivistic that is people care about each other and most family members are interdependent. Therefore having more concern about their families employees mostly remain absent and or leave the university early. Sometimes if they required more funds due to having some issues in the family (i.e., Marriage of child, admission of a child, sickness, etc.) they falsify the expenditure statements as well. In this regards the management of public sector universities must have a program which consists of different type of incentives and urgency fund through which such type of issues could resolve properly.

Most importantly the findings of the study suggest a tool to the management of public universities of KP-Pakistan to mitigate the deviant acts of the minimum level. Pakistan is a Muslim majority country and has almost an Islamic Constitution. Religion is part of everyday life. That is why the study suggests that if an employee has strong religious thoughts and belief are more able to handle stressful situations, to be more ethical, and has always remain strict to university policies. Therefore universities should require developing an environment (i.e., seminars, workshops) where Islamic teachings are taught. The employees who are high on Islamic personal religiosity have a firm belief in the life hereafter and give no importance to the life of this world. They followed firmly the principles of Islam which prohibit them to get involved in deviant acts like theft, absenteeism, harassment, vandalism, etc. Thus the management of public sector universities in KP-Pakistan should develop a religious environment if they want to control the deviant acts and thus their objectives could be achieved.

## **7. Research Conclusion**

The major aim of this research was to study workplace deviance with an additional perspective. The results indicated the direct positive association between political affinity, social relationships, and family-work conflict and DWB. Also, the results revealed a significant moderating effect of Islamic personal religiosity on the relationship of political affinity, social relationships, and family-work conflict, and workplace deviant behavior. The findings of this research provide good enough insights into the management and policymakers of the public sector organizations of Pakistan that how to deal with the different categories of deviant acts. Moreover, it adds a new perspective that how different factors across organization boundaries could affect the perpetration of DWB within the organization.

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