The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.

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

JAVED IQBAL

Universiti Utara Malaysia

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2019

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

JAVED IQBAL (900853)

Universiti Utara Malaysia

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

Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

JAVED IQBAL (900853)

calon untuk Ijazah **Ph.D**
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

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

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada **25 Februari 2019**
That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on: ***February 25, 2019***

Pengerusi Viva *(Chairman for Viva)*	:	**ASSOC. PROF. DR. BADARIAH HJ. DIN**	Tandatangan *(Signature)*
Pemeriksa Luar *(External Examiner)*	:	**ASSOC. PROF. DR. KHATIJAH OMAR**	Tandatangan *(Signature)*
Pemeriksa Dalam *(Internal Examiner)*	:	**ASSOC. PROF. DR. ZAHERUDDIN OTHMAN**	Tandatangan *(Signature)*

Tarikh: **February 25, 2019**
Date

Universiti Utara Malaysia

Nama Pelajar *(Name of Student)*	:	**JAVED IQBAL (900853)**
Tajuk Tesis *(Title of the Thesis)*	:	**THE MODERATING EFFECT OF TRANSFORMATIONAL LEADERSHIP ON THE RELATIONSHIP BETWEEN INDIVIDUAL AND ORGANIZATIONAL FACTORS AND DEVIANT WORKPLACE BEHAVIOUR**
Program Pengajian *(Programme of Study)*	:	**Ph.D**
Penyelia Pertama (Main Supervisor)	:	**DR. MOHD NAZRI BAHAROM**
Penyelia Utama (Main Supervisor)	:	**DR. MOHD DINO KHAIRRI SHARIFFUDDIN**

Tandatangan
(Signature)

Tandatangan
(Signature)

Universiti Utara Malaysia

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of Ghazali Shafie Graduate School of Government. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to;

Ghazali Shafie Graduate School of Government,

UUM College of Law, Government and International Studies

University Utara Malaysia

06010 UUM Sintok, Malaysia

Universiti Utara Malaysia

ABSTRACT

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

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

Universiti Utara Malaysia

ABSTRAK

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

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

ACKNOWLEDGEMENTS

‘In the Name of Allah, Most Gracious and Most Merciful’ all praise is due to Allah the Lord of the world who gave me the strength and courage to complete this enormous research work. This PhD thesis is dedicated to my late parents. The completion of which scripts a momentous in my life, wouldn’t have been possible without the assistance and support from my family members and friends in Pakistan and Malaysia.

First of all, I would like to express my heartfelt thanks to my supervisors, Dr. Mohd Nazari Baharom and Dr. Mohd Dino Khairi Bin Sharfuddin, who provided me guidance, exceptional expertise and kind supervision throughout the Ph.D journey. I am also deeply indebted to Dr. Badariah Hj Din, Associate Professor, Dr. Rozita Binti Abdul Mutalib and Dr. Sabarani Ghazalie Senior Lecturers of Ghazli Shafie Graduate School of Government, UUM who also have been helpful enough to improve my research work as Reviwers.

My younger brother Dr. Naveed Iqbal Ch who was always really an immense source of motivation for me to do Ph. D and he has helped me academically and financially to take this unremarkable task. My wife, Mrs. Mussarat Javed has also shown immense love, caring, kindness, patience, cooperation and persistent encouragement during the whole journey of Ph.D. My lovely daughters Asyhia Javed and Irfa Javed and son Hamza Javed who always welcome me with open arms and wide smile whenever they saw me at home after completion of each semester from UUM, Musa Javed are the most precious gift from almighty Allah to us during journey of my Ph. D study. May almighty Allah give all of them live long.

Universiti Utara Malaysia

No doubt without the help the following officers and officials of the public organization Mr. Muhmmad Zaheer Babar PU, Lahore, MS. Hira Quarshi Lahore GCWU, Lahore, Muhammad Jamil, Mr. Muhammad Bilal University of Education, Lahore, Tanveer ul Hussaisn BISE, Lahore, Mr. Arfan UHS, Lahore, Malik Muhammmad Tariq, Mr. Muhammad Tahir TEVTA, Lahore, Mr. Muhammad Faisal Sarwar, PBTE Lahore, Muhammad Ahmad PEEF, Lahore, Mr. Muhammad Tanveer, UET, Lahore. Muhammad Mushtaq PEE Centre, Lahore, MS. Izka Munir, Mr. Farhan PSDF, Lahore, Mr. Tahir Muhdi-u- Din Lecturer in GC Civil lines, Lahore, Mr. Qasim Ali Nisar, Mr. Muhammad Farooq and Syed Ibn-ul- Hassan students of PhD in UUM.

And finallay this theisis is **dedicated** to my late Parents.

Universiti Utara Malaysia

TABLE OF CONTENTS

PERMISSION TO USE I
ABSTRACT II
ABSTRAK III
ACKNOWLEDGEMENTS IV
TABLE OF CONTENTS VI
DECLARATION ASSOCIATED WITH THIS THESIS XI
LIST OF TABLES XII
LIST OF FIGURES XIII
LIST OF APPENDICES XIV
LIST OF ABBREVIATIONS XV
CHAPTER ONE INTRODUCTION 1
1.1 Introduction 1
1.2 Background of the Study 3
1.3 Problem Statement 10
1.4 Research Questions 15
1.5 Research Objectives 16
1.6 Significance of the Study 17
1.6.1 Theoretical Significance 18
1.6.2 Practical Significance 19
1.6.3 Methodological Significance 21
1.7 Scope of the Study 22
1.8 Conceptual Definitions of Key Terms 25
1.8.1 Deviant Workplace Behaviour 25
1.8.2 Demographic Factors 26
1.8.2.1 Gender 26
1.8.2.2 Marital Status 27
1.8.2.3 Age 27
1.8.2.4 Education 27
1.8.2.5 Experience 28
1.8.2.6 Tenure 28
1.8.2.7 Level of Job/Rank /Position 28
1.8.2.8 Nature of Job/Employment 28
1.8.3 Individual Factors 29
1.8.3.1 Big Five Personality Traits 29
1.8.3.2 Dark Triad Personality 30
1.8.4 Organizational Factors 31
1.8.4.1 Organizational Injustice 31
1.8.4.2 Abusive Supervision 31
1.8.5 Transformational Leadership 32
1.8.6 Public Organizations 32

Universiti Utara Malaysia

1.9 Operational Definitions 33
1.9.1 Deviant Workplace Behaviour 33
1.9.2 Demographic Factors 33
1.9.3 Individual Factors 35
1.9.3.1 Big Five Personality Traits 35
1.9.3.2 Dark Triad Personality 35
1.9.4 Organizational Factors 36
1.9.4.1 Organizational Injustice 36
1.9.4.2 Abusive Supervision 36
1.9.5 Transformational Leadership 36
1.10 Public Organizations 37
1.11 Organization of the Thesis 37
1.12 Summary 39
CHAPTER TWO LITERATURE REVIEW 40
2.1 Introduction 40
2.2 Deviant Workplace Behaviour 41
2.3 Dimensions of Deviant Workplace Behaviour 51
2.3.1 Abuse against others/Bullying 52
2.3.2 Withdrawal 54
2.3.3 Theft 56
2.3.4 Misuse of Time and Resources 58
2.3.5 Production Deviance 59
2.3.6 Sabotage 60
2.3.7 Corruption/Kickback 61
2.4 Factors Contributing to Deviant Workplace Behaviour 64
2.4.1 Demographic Factors 64
2.4.1.1 Gender 65
2.4.1.2 Marital Status 65
2.4.1.3 Age 66
2.4.1.4 Education 66
2.4.1.5 Experience 66
2.4.1.6 Tenure 67
2.4.1.7 Level of Job/Rank of Job 67
2.4.1.8 Nature of Job/Employment 67
2.4.2 Individual Factors 67
2.4.2.1 Big Five Personality Traits 69
2.4.2.2 Dark Triad Personality 72
2.4.3 Organizational Factors 75
2.4.3.1 Organizational Injustice 79
2.4.3.2 Abusive Supervision 83
2.5 Transformational Leadership 87
2.6 Underpinning Theories 93
2.6.1 Social Learning Theory 94
2.6.2 Social Exchange Theory 97
2.6.3 Breach of Psychological Contract Theory 99

Universiti Utara Malaysia

2.7 Gaps in Literature 104
2.8 Conceptual Framework 109
2.8.1 Relationship between Demographic Factors and Deviant Workplace Behaviour 111
2.8.2 Relationship between Individual Factors and Deviant Workplace Behaviour 114
2.8.3 Relationship between Organizational Factors and Deviant Workplace Behaviour 118
2.8.4 Relationship between Transformational Leadership and Deviant Workplace Behaviour 122
2.8.5 Moderting Effect of Transformational Leadership on the Relationship of Individual Factors and Deviant Workplace Behaviour 123
2.8.6 Moderating Effect of Transformational Leadership on the Relationship between Organizational Factors and Deviant Workplace Behaviour 125
2.9 Summary 132
CHAPTER THREE RESEARCH METHODOLOGY 133
3.1 Introduction 133
3.2 Research Philosophy 134
3.3 Research Design 139
3.4 Pilot Study 140
3.5 Research Approach 141
3.6 Population, Sample and Sampling Technique 142
3.6.1 Population 143
3.6.2 Sample Size 146
3.6.3 Sampling Techniques 147
3.7 Data Collection Process 150
3.8 Instrument and Measurement 151
3.9 Data Analysis 154
3.9.1 Quantitative Analysis for Data Entry and Screening 155
3.9.2 Quantitative Analysis for Demographic Factors 155
3.9.3 Hypotheses Testing through Smart PLS 155
3.9.4 Model Fitness 160
3.10 Reliability and Validity 165
3.10.1 Reliability Analysis 165
3.10.2 Validity of Results 166
3.10.3 Construct Validity 167
3.10.6 Internal Validity 169
3.10.7 External Validity or Generalizability 169
3.11 Ethical Considerations 170
3.12 Summary 172
CHAPTER FOUR FINDINGS 173
4.1 Introduction 173

Universiti Utara Malaysia

4.2 Responses Rate 174
4.3 Data Screening 174
4.3.1 Missing Values 175
4.3.2 Assessment of Outliers 175
4.3.3 Normality Test 177
4.3.4 Multi Collinerarity or Collinearity Test 178
4.3.5 Non-Response Bias 179
4.3.6 Common Method Variance Test 179
4.4 Descriptive Analysis of Demographic Factors 181
4.5 Descriptive Analysis of the Latent Variables and Construct 185
4.6 Reliability of Scales 185
4.7 Measurement Model 187
4.8 Model Fitness 189
4.9 Construct Validity 190
4.9.1 Convergent validity 190
4.9.2 Discriminant Validity 191
4.10 Hypotheses Testing 192
4.11 Relationship between Demographic Factors and Deviant Workplace Behaviour 194
4.12 Relationships between Other Independent Variables and Dependent Variable 201
4.12.1 Relationship Between Dark Trait Personality and Deviant Workplace Behaviour 202
4.12.2 Relationship between Organizational Injustice and Deviant Workplace Behaviour 203
4.12.3 Relationship between Abusive Supervision and Deviant Workplace Behaviour 203
4.12.4 Relationship between Transformational Leadership and Deviant Workplace Behaviour 203
4.13 Moderation Analysis of Hypothesis 206
4.13.1 Moderating Effect of Transformational Leadership on the Relationship of Big Five Personality Traits and Deviant Workplace Behaviour 206
4.13.2 Moderating Effect of Transformational Leadership on the Relationship of Dark Triad Personality and Deviant Workplace Behaviour 207
4.13.3 Moderating Effect of Transformational Leadership on the Relationship of Organizational Injustice and Deviant Workplace Behaviour 209
4.13.4 Moderation Effect of Transformational Leadership on Relationship of Abusive Supervision with Deviant Workplace Behaviour 210
4.14 Results of Hypotheses Testing 211
4.15 Summary 215
CHAPTER FIVE CONCLUSION 217
5.1 Introduction 217
5.2 Recapitulation of the Study 217

5.3 Discussion 220
5.3.1 Level of Deviant Workplace Behaviour in Pakistani Public Organizations 220
5.3.2 Impact of Demographic Factors on Deviant Workplace Behaviour in Pakistani Public Organizations 222
5.3.3 Individual Factors Contributing to Deviant Workplace Behaviour in Public Organizations of Pakistan 225
5.3.4 Organizational factors contributing to Deviant Workplace Behaviour in Public Organizations of Pakistan 228
5.3.5 Impact of Transformational Leadership on Deviant Workplace Behaviour 232
5.3.6 Moderating Effect of Transformational Leadership Between Individual and Organsational factors and Deviant Workplace Behaviour 234
5.3.6.1 Moderating Effect of Transformational Leadership on the Relationship between Individual Factors and Deviant Workplace Behaviour 236
5.3.6.2 Moderating Effect of Transformational Leadership on the Relationship between Organisational Factors and Deviant Workplace Behaviour 238

5.4 Contribution of the Study 241
5.4.1 Theoretical Implication 242
5.4.1.1 Empirical Evidence in the Domain of Social Learning Theory 243
5.4.1.2 Empirical Evidence in the Domain of Social Exchange Theory 244
5.4.1.3 Empirical Evidence in Domain of Breach of Psychological Contract Theory 245
5.4.1.4 Moderating Effect of Transformational Leadership 246
5.4.2 Practical Implication 247
5.4.3 Methodological Implication of the Study 255

5.5 Limitations and Future Directions 257

5.6 Conclusion 261

REFERENCES 263

APPENDICES 326

Universiti Utara Malaysia

DECLARATION ASSOCIATED WITH THIS THESIS

Baharom M.N., Sharfuddin M.D.KB., Iqbal J., (2018). Impact of Individual Factors on Deviant Workplace Behavior in Pakistani Public Organizations: Moderating Role of Transformational Leadership. *Journal on Leadership and Policy* (Vol. 3 No. 1) July 2018.

Baharom M.N., Sharfuddin M.D.KB., Iqbal J., (2017c). A Systematic Review on the Deviant Workplace Behavior. *Review Pub Administration Management* 5:231.DOI: 10.4172/2315-7844.1000231.

Iqbal, J. Boharom, M.N., & Khairi, M.D. (2017b). Impact of Demographic Factors on Deviant Workplace Behavior in Pakistani Public Organizations.*International Journal of Management Sciences and Business Research*, Sep-2017 ISSN (2226-8235) Vol. 6, Issue 9.

Iqbal, J., Boharom, M.N., & Khairi, M.D. (2017a). Impact of Transformational Leadership on Deviant Workplace Behavior in Pakistani Public Organizations. *American Based Research Journal* Vol. 6, Issue 8 Aug-2017 ISSN (2304-7151).

Iqbal, J. Boharom, M.N., & Khairi, M.D. (2017d). Impact of Organisational Factors on Deviant Workplace Behavior in Pakistani Public Organizations: the Moderating Role of Transformational Leadership. *Journal of Business Management and Accounting* (JBMA) Volume 7 No. 2, July 2017.

Universiti Utara Malaysia

LIST OF TABLES

Table 1. 1 Deviant Workplace Behaviour (DWB) at Glance 14
Table 2. 1 Deviant Workplace Behaviour in the Pakistani Context 63
Table 2. 2 Summary of Hypotheses 131
Table 3.1 Details Regarding Sample Selection 149
Table 3. 2 Summary of Items of Insrument 154
Table 4. 1 Questionnaire Response Rate 174
Table 4.2 Missing Values, Outliers and Normality Test 177
Table 4.3 Multi Collinearity Test 178
Table 4. 4 Common Method Variance 180
Table 4.5 Demographic Factor: Gender 182
Table 4.6 Demographic Factor: Marital Status 183
Table 4.7 Demographic Factor: Education 183
Table 4.8 Demographic Factor: Age 184
Table 4.9 Demographic Factor: Nature of Job 185
Table 4.10 Cronbach Alpha Reliability 186
Table 4.11 Model Fit Statistics 189
Table 4.12 Convergent Validity 190
Table 4.13 Discriminant Validity (Fornell and Larcker Criterion) 191
Table 4. 14 Gender and Deviant Workplace Behaviour 194
Table 4. 15 Group Statistics 195
Table 4.16 Marital Status and Deviant Workplace Behaviour 195
Table 4. 17 Group Statistics 196
Table 4.18 Education and Deviant Workplace Behaviour ANOVA 196
Table 4.19 Education and DWB Post Hoc 197
Table 4.20 Employment Nature and DWB ANOVA 198
Table 4.21 Employment Nature and DWB Post Hoc 199
Table 4.22 Level of Job/ Rank and Deviance ANOVA 199
Table 4.23 Job Level/ Rank and DWB Post Hoc 200
Table 4.24 Path Analysis Weights and Significance 204
Table 4.25 Summary of Hypothesis Testing 215

Universiti Utara Malaysia

LIST OF FIGURES

Figure 2. 1 Dimensions of Deviant Workplace Behaviour 43

Figure 2. 2 Workplace Aggression, (Source Neuman & Baron, 2005) 46

Figure 2. 3 Typology of DWB (Robinson and Bennett, 1995) 47

Figure 2. 4 Theoretical Framework 109

Figure 4. 1 Measureremnt Model 188

Figure 4. 2 Structuaral Model With Moderator 202

Figure 4. 3 Moderating Effect of Transformational Leadership on the relationship between Big Five Personality Traits and Deviant workplace behaviour ... 207

Figure 4. 4 Moderating Effect of Transformational Leadership on the relationship between Dark Triad Personality Traits and Deviant workplace behaviour 208

Figure 4. 5 Moderating Effect of Transformational Leadership on the relationship between Organizational Injustice and Deviant Workplace Behaviour 209

Figure 4. 6 Moderating Effect of Transformational Leadership relationship between Abusive Supervision and Deviant Workplace Behaviour .. 211

Universiti Utara Malaysia

LIST OF APPENDICES

Appendix A Letter for Data Collection from Universiti Utara Malaysia 326
Appendix B Letter for Data Collection..... 327
Appendix C Research Survey Consent Form 328
Appendix D Letter from Secretary HEC, Govt. of the Punjab Pakistan..... 329
Appendix E Letter from Registrar University of Veterinary and Animal Sciences Lahore, Pakistan 330
Appendix F Letter from Registrar University of the Punjab Lahore, Pakistan 331
Appendix G Letter from Registrar University of Education Lahore, Pakistan..... 332
Appendix H Letter from Registrar University of Health Sciences, Lahore 333
Appendix I Letter from Registrar of King Edward Medical University Lahore, Pakistan..... 334
Appendix J Cover Letter of Questionnaire Used for the Survey..... 335
Appendix K Main Questionnaire Used for the Survey 336
Appendix L Results of Pilot Study 345
Appendix M Summary of Systematic Review in the Area of Deviance Workplace Behaviour 346

Universiti Utara Malaysia

LIST OF ABBREVIATIONS

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

Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

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

Universiti Utara Malaysia

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

REFERENCES

Abbasi, A. (2011). "Public Sector Governance in Pakistan: Board of Investment (BOI)"..*International Journal of Politics and Good Governance* 2(2).

Abdullah, I. H. T., Salleh, A., Ismail, R., & Ngah, N. E. (2010). Perception of Civil Servants on the Knowledge of Integrity and Corruction Level in Three State Agencies in Terengganu, Malaysia/LA Perception Des Fonctionnaires De La Connaissance De L'integrite Et Du Niveau De Corruption Dans Trois Organismes D'état A Terengganu, Malaisie. *Canadian Social Science*, *6*(3), 199.

Abdullah, A. & Halim, F.w., (2016). The Influence of Work Ethic and Counterproductive Work Behaviour of Civil Servants. *Journal of Technology Management and Business* Vol 03, No 01, 2016.

Abdullah, A & Marican, S. (2016). The effects of Big Five personality trait on deviant behavior. *Procedia-Social and behavioral sciences* 219,19-25.

Abdullah, A. & Marican, H.S. (2014). Can Control and Flexible Leadership Influence Deviannt Behaviour? *International Journal of Technical Research and Applications* e-ISSN: 2320-8163, www.ijtra.com Special Issue 10 (Nov-Dec 2014), PP. 11-18

Abdi, P., Delkhah, J., & Kheirgoo, M. (2016). Counterproductive Behaviours in State Hospitals: A Review of the Role of Organizational Cynicism and Injustice. *Mediterranean Journal of Social Sciences*, 7(4 S1), 196.

Abubakar, S. (2017). Theorizing the Role of Exchange Ideology in Moderating the Link between Organisational Justice and Counterproductive Work Behaviour Proceedings of the Global Conference on Business and Economics Research (GCBER) 2017 14-15 August 2017, Universiti Putra Malaysia, Malaysia

Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, *2*(267-299).

Adejoh, M. A., & Adejoh, L. L., (2013). Handling negative deviant behavior of front-line employees in service organizations. *International Journal of Current Research and Review*, 5(4), 23–30

Agarwal, U. A. and S. Bhargava (2013). Effects of psychological contract breach on organizational outcomes: Moderating role of tenure and educational levels.*VIKALPA*, Volume 38(1), pp. 13-26..

Universiti Utara Malaysia

Agboola, A. A., & Salawu, R. O. (2011). Managing deviant behavior and resistance to change. *International Journal of Business and Management*, 6(1), 235–242.

Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of Management Review*, 32(3), 836–863.

Ahmed W, Kiyani A A, Hashmi SH (2013). Study on organizational cynicism, organizational injustice & breach of psychological contract as the determinants of deviant work behaviour. 2: 145-154.

Ahmad, A., & Omar, Z. (2013). Abusive Supervision and Deviant Workplace Behaviour: The Mediating Role of Work-Family Conflict. *The Journal of Human Resource and Adult Learning*, 9(2), 124.

Akhigbe, O.J. & Amamino, S.L. (2017).Supervisor Trust and Counterproductive Work Behaviour of Oil Firms in Port Harcourt - Nigeria IOSR *Journal of Business and Management* (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 19, Issue 6. Ver. IV (June 2017), PP 52-61

Alcover, C., Martínez-Iñigo, D., & Chambel, M. J. (2012).Perceptions of employment relations and permanence in the organization: Mediating effects of affective commitment in relations of psychological contract and intention to quit. *Psychological Reports*, 110, 839-853.

Al Kindy, A. M. Z. Shah, I. M. & Jusoh, A.(2016).The Impact of Transformational Leadership Behaviors on Work Performance of Omani Civil Service Agenciey. A*sian Social Science*; Vol. 12, No. 3; 2016 ISSN 1911-2017 E-ISSN 1911-2025

Aleksic, A., and Vukovic, M. ,(2018). CONNECTING PERSONALITY TRAITS WITH DEVIANT WORKPLACE BEHAVIOUR *Journal of Media Critiques* [JMC] P-ISSN: 2056-9785.

Alias, M., Mohd Rasdi, R., & Abu Said, A. M. (2012). The impact of negative affectivity, job satisfaction and interpersonal justice on workplace deviance in the private organizations. *Pertanika Journal of Social Sciences & Humanities*, 20(3), 829–846.

Alias, M., Mohd Rasdi, R., Ismail, M., & Abu Samah, B. (2013). Predictors of workplace deviant behavior: HRD agenda for Malaysian support personnel. *European Journal of Training and Development*, 37(2), 161–182

Altman, B. A., & Akdere, M. (2008). Toward a Theoretical Model of Performance Inhibiting Workplace Dynamics. *Human Resource Development Review* Retrieved from http://hrd.sagepub.com/content/early/2008/10/07/1534484308324306.short

Ali, N. and M. Zia-ur-Rehman (2014). "Impact Of Job Design On Employee Performance, Mediating Role Of Job Satisfaction: A Study Of Fmcg's Sector In Pakistan." *International Journal of Business and Management* 9(2): 70.

Ambrose, M. L., Seabright, M. A., & Schminke, M. (2002). Sabotage in the workplace: The role of organizational injustice. *Organizational Behaviour and Human Decision Processes*, 89(1), 947–965.

Ambrose, M. L., Schminke, M., & Mayer, D. M. (2013). Trickle-down effects of supervisor perceptions of interactional justice: A moderated mediation approach. *Journal of Applied Psychology*, 98(4), 678–689

Amin, M., ullah Shah, R., Ayaz, M., & Atta, M. A. (2013). Teachers'job Performance At Secondary Level In Khyber Pakhyunkhwa, Pakistan. *Gomal University Journal of Research*, 29(2).

Amjad, R. J. (2014). ivestigating factors affecting employee workplace deviant behaviour. *International Journal of Innovation and Applied Studies*, 1073-1078.

An, F., & Wang, B. (2016). Abusive Supervision and Counterproductive Work Behaviour: Moderating Effect of Negative Affectivity. *Journal of Service Science and Management*, 9(01), 66.

Anonymous (2005).“Embezzlement/Employee Theft”, Business Credit, Feb 2005, pp. 41-42.

Analoui, F., & Kakabadse, A. (1992). Unconventional practices at work: Insight and analysis through participant observation. *Journal of Managerial* Psychology, 7(5), 2–31.

Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452–471.

An, F. and B. Wang (2016). "Abusive Supervision and Counterproductive Work Behaviour: Moderating Effect of Negative Affectivity." *Journal of Service Science and Management* 9(01): 66.

Anjum, M. A., & Parvez, A. (2013). Counterproductive Behaviour at Work: A Comparison of Blue Collar and White Collar Workers. *Pakistan Journal of Commerce and Social Sciences*, 7(3), 417–434.

Anonymous (2005), "Embezzlement/Employee Theft", Business Credit, Feb 2005, pp. 41-42.

Anwar, M.K. (2017). Abusive Supervision and Turnover Intention: Examining the Mediating Role of Self-Identity and Moderating Role of Future Work Self Salience. *A Research Thesis submitted to the Department of Management Sciences, Capital University of Science & Technology, Islamabad*

Appelbaum, S. H., Deguire, K. J., & Lay, M. (2005). The relationship of ethical climate to deviant workplace behaviour. Corporate Governance: *The International Journal of Business in Society*, 5(4), 43–55.

Appelbaum, S. H., Iaconi, G. D., & Matousek, A. (2007). Positive and negative deviant workplace Behaviours: causes, impacts, and solutions. Corporate Governance: *The International Journal of Business in Society*, 7(5), 586–598.

Appelbaum H., Steven, Girard R, D,. (2007). Toxins in the Workplace: affect on organizations and employees. *Emerald Group Publishing Limite*d, Vol.7 no.1, 17-28.

Appelbaum, S.H.& Shaprio, B.T. (2006). Diagnosis and remedies for Deviant workplace behaviour, J*ournal of American Academy of Business,* Vol 9(2) pp.14-20

Appelbaum, S. H., Semerjian, G., & Mohan, K. (2012). Workplace bullying: consequences, causes and controls (part one). I*ndustrial and Commercial Training*, 44(4), 203-210.

Aquino, K., Grover, S. L., Bradfield, M., & Allen, D. G. (1999). The effects of negative affectivity, hierarchical status, and self-determination on workplace victimization. *Academy of management journal*, 42(3), 260-272.

Aquino, K., Galperin, B., & Bennett, R. (2004). Dispositional aggressiveness and ethnic identity as moderators of the relationship between perceived injustice and workplace deviance. *Journal of Applied Social Psychology, 34, 1001-1029.*

Aragon-Correa, J.A., V.J. Garcia-Morales and E. Cordon-Pozo, (2007). Leadership and organizational learning's role on innovation and performance: Lessons from Spain. *Industrial Marketing Management,* 36(3): 349-359.

Armstrong, J.S.; Overton, T. (1977)."Estimating Nonresponse Bias in Mail Surveys". *Journal of Marketing Research*. 14 (3): 396–402.

Aryee, S., Chen, Z. X., Sun, L., Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: Test of a trickle-down model. *Journal of Applied Psychology*, 92: 191-201.

Asadullah, M. A., Akram, A., Imran, H., and Arain, G. A. (2017).When and which employees feel obliged: a personality perspective of how organizational identification develops. *Rev. Psicol. del Trabajo y de las Organ*. 33, 125–135

Asghar & Ahmad,(2017).Impact of Abusive Supervision on Workplace Deviance Behavior; Role of Interactional Justice.*Curr. Eco. Man. Res.*, 3(1)1-11,

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.

Askew, K. L. (2012). The relationship between cyberloafing and task performance and an examination of the theory of planned Behaviour as a model of cyberloafing. Retrieved from http://scholarcommons.usf.edu/etd/3957/

Askew, K., J.E. Buckner, M.U. Taing, A. Ilie, J.A. Bauer and M.D. Coovert, (2014). Explaining Cyber loafing: The role of the theory of planned workplace deviant Behaviour: (*Evidence from banking Behaviour. Computers in Human Behaviour.*

Aslam, U., Ilyas, M., Imran, M. K., Rahman, U., Magala, S., & Magala, S. (2016). Detrimental effects of cynicism on organizational change: an interactive model of organizational cynicism (a study of employees in public sector organizations). *Journal of Organizational Change Management, 29(4).*

Astray-Caneda, V., Busbee, M., & Fanning, M. (2011). Social learning theory and prison work release programs. In M. S. Plakhotnik, S. M. Nielsen, & D. M. Pane (Eds.), Proceedings of the Tenth Annual College of Education & GSN Research Conference (pp. 2-8)

Astor, S. D. (1972). Twenty steps to preventing theft in business. *Management Review*, 61(3), 34–35.

Asorwoe, E. &. Klutse, C.M. (2016). Corruption and Unethical Behaviour in Public Sector Organizations: A Specific Test of Social Learning Theory. *International journal of management and economics invention,*Volume, No.2 Issue,1,Pages-504-516.

Austen, A. & Zacny, B., (2015). The role of Public Service Motivation and Organizational Culture for Organizational Commitment. Management. Retrieved from http://www.degruyter.com/view/j/manment.ahead-of-print/manment-2015-0012/manment-2015-0012.xml

Avolio, B.J. & B.M. Bass, (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational* Psychology, 72: 441-463.

Avolio, B. & B. Bass, (2002). Developing potential across a full range of leadership: Cases on transactional and transformational leadership. *Mahwah*,NJ: Erlbaum.

Avolio, B. J., & Yammarino, F. J. (2013). Introduction to, and overview of, transformational and charismatic leadership. *Transformational and charismatic leadership: the road ahead. London: Emerald Group Publishing Limited*.

Aycan, Z., Kanungo, R. N., Mendonca, M., Yu, K., Deller,J. et al. (2000). Impact of culture on human resource management practices: A ten country comparison. *Appl. Psychol*. Int. Rev. 49, 192-220.

Azizli, N., Atkinson, B. E., Baughman, H. M., Chin, K., Vernon, P. A., Harris, E., et al. (2016). Lies and crimes: Dark Triad, misconduct, and high-stakes deception. Pers. Individ. Dif. 89, 34–39. doi: 10.1016/j.paid.2015.09.034

Aznira, A. A. (2006). Emotional Intelligence and Workplace Deviant Behaviour. Universiti Utara Malaysia. Retrieved from http://etd.uum.edu.my/104/

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. J*ournal of the Academy of Marketing Science*, 16(1), 74–94.

Bagchi, A., & Bandyopadhyay, S., (2016). Workplace deviance and recession. *The BE Journal of Theoretical Economics*, 16(1), 47–81

Bahri, M. R. Z., Langrudi, M. S., & Hosseinian, S. (2013). Relationship of work environment variables and job satisfaction of employees with counterproductive work behaviors: A study of non-governmental non-benefit Islamic Azad University employees in West Mazandaran. *World Applied Sciences Journal*, 21(12), 1812–1815.

Bakker,A. B., Van Emmerik, H., & Van Riet, P. (2008). How job demands, resources, and burnout predict objective performance: A constructive replication. *Anxiety, Stress, & Coping*, 21(3), 309–324.

Baig, F. & Ullah, Z.(2017).Curing Workplace Deviance Through Organizational Justice in The Mediating Role Of Job Satsifaction. The Case of NGOS in PAKISTAN. *Sarhad Journal of Management Sciences* Vol 3, No 01 (2017).

Universiti Utara Malaysia

Bal,P.M., Chiaburu, D.S., Jansen,P.G.W., (2010) "Psychological contract breach and work performance: Is social exchange a buffer or an intensifier?", *Journal of Managerial Psychology*, Vol. 25 Iss: 3, pp.252 - 273.

Baldwin, P. (1990). The politics of social solidarity: class bases of the European welfare state, 1875-1975. Cambridge University Press. Retrieved from https://books.google.com.pk/books?hl=en&lr=&id=KjVSn1lyurIC&oi=fnd&pg=PR9&dq=The+politics+of+social+solidarity:+Class+bases+of+the+European.+&ots=2OGF76DMuS&sig=sgWlxSn8EMyaIIil_WcIFAIrRlI

Ballou, N. S. (2013), The Effects of Psychological Contract Breach on Job Outcomes.*Master's thesis, San Jose State University, California*.

Baloch,M. A., Meng, F., Xu, Z., Cepeda-Carrion, I., Danish, & Bari, M. W. (2017). Dark Triad, Perceptions of Organizational Politics and Counterproductive Work Behaviors: The Moderating Effect of Political Skills.*Frontiers in Psychology*, 8, 1972. http://doi.org/10.3389/fpsyg.2017.01972

Bamberger, P. A., & Bacharach, S. B. (2006). Abusive supervision and subordinate problem drinking: Taking resistance, stress, and subordinate personality into account. *Human Relations*, 59: 1-30.

Barnett, T., & Vaicys, C. (2000). The moderating effect of individuals' perceptions of ethical work climate on ethical judgments and Behavioural intentions. *Journal of Business Ethics*, 27(4), 351–362.

Barton, C. (2005).Workplace bullying, the silent epidemic.The New Zealand Herald. Retrieved from http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=10114849

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.

Barling, J., Dupré, K. E., & Kelloway, E. K., (2009). Predicting workplace aggression and violence. *Annual Review of Psychology*, 60, 671–692.

Bashir, U., & Ramay, MI (2010). Impact Of Stress On Employees Job Performance A Study On Banking Sector Of Pakistan. *International Journal of Marketing Studies* 2(1): 122-126.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.

Bass, B.M., (1998). Transformational leadership: Industry, military and educational impact. Mahwah, NJ:Erlbaum.

Bass, B. M., & Avolio, B. J. (1995). MLQ Multifactor Lead ership Questionnaire for research. Redwood City, CA: Mind Garden.

Bass, B.M., B.J. Avolio, D.I. Jung and Y. Berson, 2003. Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology,* 88: 207-218.

Bashir, S., Nasir, M., Qayyum, S., & Bashir, A. (2012). Dimensionality of Counterproductive Work Behaviours in Public Sector Organizations of Pakistan. *Public Organization Review,* 12(4), 357–366.

Bashir, S., Nasir, Z. M., Saeed, S., & Ahmed, M. (2011). Breach of psychological contract, perception of politics and organizational cynicism: Evidence from Pakistan. *African Journal of Business Management,* 5(3), 884-888

Baucus, M. S., & Near, J. P. (1991). Can illegal corporate Behaviour be predicted? An event history analysis. *Academy of Management Journal,* 34(1), 9–36.

Baughman, H. M., Dearing, S., Giammarco, E., & Vernon, P. A. (2012). Relationships between bullying behaviours and the Dark Triad: A study with adults. Personality and Individual Differences, 52(5), 571–575.

Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349.

Bennett, R. J., & Robinson, S. L. (2003). The past, present, and future of workplace deviance research. Retrieved from http://psycnet.apa.org/psycinfo/2003-02890-007

Berkowitz, L. (1998). Affective aggression: The role of stress, pain, and negative affect. Retrieved from http://psycnet.apa.org/psycinfo/1998-06391-002.

Berry CM, Ones DS, Sackett PR. (2007). Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis. J*ournal of Applied Psychology*, 92, 410–424.

Bernardi, R. A., & Vassill, K. M. (2004). The association among bribery and unethical corporate actions: an international comparison. *Business Ethics: A European Review*, 13(4), 342–353.

Berry, C. M., Ones, D. S. & Sackett, P. R., (2007). Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis. *Journal of Applied Psychology* 92 (2): 410–424.

Universiti Utara Malaysia

Berry, C. M., Carpenter, N. C., & Barratt, C. L. (2012). Do other-reports of counterproductive work Behaviour provide an incremental contribution over self-reports? A meta-analytic comparison. *Journal of Applied Psychology*, 97(3), 613.

Bensimon, H. F. (1994). Crisis and disaster management: Violations in the workplace. *Training and Development*, 28, 27–32.

Beugré, C. D., & Liverpool, P. (2006). Perceptions of organizational politics: A justice perspective. Handbook of Organizational Politics, 122–135.

Bies, R. J., & Tripp, T. M. (2005). The Study of Revenge in the Workplace: Conceptual, Ideological, and Empirical Issues. Retrieved from http://psycnet.apa.org/books/10893/003

Bies, R. J., Tripp, T. M., Kramer, R. M., Giacalone, R., & Greenberg, J. (1997). Antisocial Behaviour in organizations. At the Breaking Point: Cognitive and Social Dynamics of Revenge in Organizations, 18–36.

Bilal,A.R., Rafi, N. & Khalid.S.,(2017). Detrimental Causes and Consequences of ORGANIZATIONAL INJUSTICE IN THE WORKPLACE: EVIDENCE FROM PUBLIC SECTOR ORGANIZATIONS. *Pakistan Business Review*.

Biron,M. (2010).Negative Reciprocity and Association between Perceived organisational Ethical values an organisational Deviance. *Human Relation*,63(6,875-897)

Biron, M., & Bambeger, P. (2012). Aversive workplace conditions and absenteeism:Taking referent group norms and supervisor support into account. *Journal of Applied Psychology*, 97(4), 901-912.

Bishop, J. W., & Scott, K. D. (2000). An examination of organizational and team commitment in a self-directed team environment. *Journal of Applied Psychology*, 85: 439-450

Blackburn, K., & Forgues-Puccio, G. F. (2009). Why is corruption less harmful in some countries than in others? *Journal of Economic Behaviour & Organization*, 72(3), 797–810.

Blanchard, A. L., & Henle, C. A. (2008). Correlates of different forms of cyberloafing: The role of norms and external locus of control. Computers in Human Behaviour, 24(3), 1067–1084.

Blau, P. M. 1964. *Exchange and power in social life*. New York: Wiley.

Universiti Utara Malaysia

Boddy, C. R., (2010).Corporate psychopaths and organizational type. *Journal of Public Affairs*, 10(4), 300–312.

Bodankin, M., & Tziner, A. (2009).Constructive deviance, destructive deviance and personality: How do they interrelate. *Amfiteatru Economic Journal*, 11(26), 549–564.

Bolin, A., & Heatherly, L. (2001). Predictors of employee deviance: The relationship between bad attitudes and bad Behaviour. *Journal of Business and Psychology*, 15(3), 405–418.

Bolton, R., Becker, K., & Barber, K. (2010), Big Five trait predictors of differential counterproductive work behavior dimensions, *Journal of Personality and Individual Differences*,49(5), 537–541.

Bolton, L., & Grawitch, M. J. (2011). When good employees go bad: How organizations may be facilitating workplace deviance. Good Company, 5(2), 1–2.

Bordia, Prashant; Restubog, Simon Lloyd D.; Tang, Robert L.(2008). *Journal of Applied Psychology*, Vol 93(5), Sep, 1104-1117.

Borman, W. C., & Brush, D. H. (1993). More progress toward a taxonomy of managerial performance requirements. *Human Performance*, 6(1), 1–21.

Boyle, M. J., & Wallis, J.(2016).Working towards a definition for workplace violence actions in the health sector. *Safety in Health*, 2(1), 1.

Bozionelos, N. (2004). "The Big-Five of Personality and Work Involvement," *Journal of Managerial Psychology* (19), pp. 69-81.

Bragg, C. B. (2015), Not all Forms of MisBehaviour are Created Equal: Perpetrator Personality and Differential Relationships With CWBs, https://etd.ohiolink.edu/ (31.01.2016)

Brains, Willnat, Manheim &Rich (2011). Empirical Political Analysis 8th edition. Boston, MA: Longman p. 105

Brees, J., Martinko, M., & Harvey, P. (2016). Abusive supervision: subordinate personality or supervisor Behaviour? *Journal of Managerial Psychology*, 31(2), 405-419.

Brewer, M. (2000). Research Design and Issues of Validity. In Reis, H. and Judd, C. (eds.) Handbook of Research Methods in Social and Personality Psychology. Cambridge:Cambridge University Press.

Universiti Utara Malaysia

Brienza, J. P. (2013). Workplace Injustice and Counterproductive Work Behaviour: The Moderating Role of Employee. A thesis presented to University of Waterloo

Bright, L. (2008). Does public service motivation really make a difference on the job satisfaction and turnover intentions of public employees? T*he American Review of Public Administration*, 38(2), 149–166.

Brkic, H., & Aleksic, A. (2016). Interpersonal deviant work behaviour-exploratory study among employees in croatia. Paper presented at the enterprise odyssey. International conference proceedings.

Brown, J. D. (1996). Testing in language programs. Upper Saddle River, NJ: Prentice Hall Regents.

Brown, P. (2008). The body and society: Men, women, and sexual renunciation in early Christianity: Columbia University Press.

Burns, J. M. (1978). Leadership.New York: Harper & Row.

Buss, D. (1993). Ways to curtail employee theft. Nation's Business, 81(4), 36–37.

Burke, R. (2006). Why leaders fail: Exploring the dark side. *International Journal of Manpowe*r, 27, 91–100.

Bruursema, K., (2004). "Leadership style and the link with counterproductive work behavior (cwb): An investigation using the job-stress/cwb model". *Graduate Theses and Dissertations.*

Byers, D., & Rhodes, C. (2007).Ethics, alterity, and organizational justice.Business Ethics: *A European Review,* 16(3), 239–250.

Byrne, A., Dionisi, A. M., Barling, J., Akers, A., Robertson, J., Lys, R., Dupré, K. (2014). The depleted leader: The influence of leaders' diminished psychological resources on leadership Behaviours. *The Leadership Quarterly*, 25(2), 344–357

Camara, W. J., & Schneider, D. L. (1994). Integrity tests: Facts and unresolved issues. *American Psychologist,* 49(2), 112.

. Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 56, 81-105

Campbell, K. S., White, C. D., & Durant, R. (2007). Necessary evils,(in) justice, and rapport management. *Journal of Business Communication*, 44(2), 161–185.

Campbell, J.P. (1990). "Modeling the Performance Prediction Problem in Industrial and Organizational Psychology," in Handbook of *Industrial and Organizational Psychology* (Vol. 1), eds. M.D. Dunnette and L.M. Hough, Palo Alto, CA: *Consulting Psychologists Press*, pp. 687–732.

Campbell,M., Stylianou, A. C. & Shropshire, J. (2006). The impact of attitudinal factors on intention to report workplace Internet abuse. *Journal of Information Privacy and Security*pp.1-17.

Campbell, W. K., Hoffman, B. J., Campbell, S. M., & Marchiso, G. (2011). Narcissism in organizational contexts. *Human Resource Management Review*, 21, 268–284.

Cao, X. (2015). Organizational MisBehaviour and Management Control in China's Public Hospitals: Doctors' Red Packets. *Frontiers of Business Research in China*, 9(1), 110-134.

Carpenter, N. C., & Berry, C. M. (2014). Are counterproductive work Behaviour and withdrawal empirically distinct? A meta analytic investigation. *Journal of Management*, 1-30.

Carraher, S. M., & Buckley, M. R. (2008). Attitudes towards benefits and Behavioural intentions and their relationship to Absenteeism, Performance, and Turnover among nurses. *Academy of Health Care Management Journal*, 4(2), 89.

Cash, T. F., Gillen, B., & Burns, D. S. (1977). Sexism and beautyism in personnel consultant decision making. *Journal of Applied Psychology*, 62(3), 301.

Ceylan A, Sulu S (2011) Organizational injustice and work alienation. Ekon Manage 2: 65-78.

Chappell, D. & Di Martino, V. (2006). Violence at work (2nd ed.). Geneva: International Labour Organisation.

Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review*, 14(3), 333–349.

Chang, K., & Smithikrai, C. (2010). Counterproductive behaviour at work: an investigation into reduction strategies. *The International Journal of Human Resource Management*, 21(8), 1272–1288.

Universiti Utara Malaysia

Chen, L. L., Fah, B. C. Y., & Jin, T. C. (2016). Perceived Organizational Support and Workplace Deviance in the Voluntary Sector. *Procedia Economics and Finance*, 35, 468-475.

Cheang, H. S. & Appelbaum, S. H. (2015). Corporate psychopathy: deviant workplace behaviour and toxic leaders (part two). *Industrial and Commercial Training*, 47(5), 236-243.

Chen, P. Y., & Spector, P. E. (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of Occupational and Organizational Psychology*, 65(3), 177–184.

Cheung, M. F., & Law, M. C. (2008). Relationships of organizational justice and organizational identification: The mediating effects of perceived organizational support in Hong Kong. *Asia Pacific Business Review*, 14(2), 213–231.

Chullen, C. L., Dunford, B. B., Angermeier, I., Boss, R. W., & Boss, A. D. (2010). Minimizing deviant behavior in healthcare organizations: The effects of supportive leadership and job design/practitioner application. *Journal of Healthcare Management*, *55*(6), 381–398.

Universiti Utara Malaysia

Cheang, H. S., & Appelbaum, S. H. (2015). Corporate psychopathy: deviant workplace behaviour and toxic leaders (part two). I*ndustrial and Commercial Training*, 47(5), 236-243.

Chen, L. L., Fah, B. C. Y., & Jin, T. C. (2016). Perceived Organizational Support and Workplace Deviance in the Voluntary Sector. *Procedia Economics and Finance*, 35, 468-475.

Chen, C. C., Chen, M. Y. C., & Liu, Y. C. (2013). Negative affectivity and workplace deviance: The moderating role of ethical climate. *The International Journal of Human Resource Management*, *24*(15), 2894–2910.

Chernyak-Hai. L & Tziner. A. (2014).Relationships between counterproductive work Behaviour, perceived justice and climate, occupational status, and leader-member exchange *Journal of Work and Organizational Psychology* 30 (2014) 1-12.

Chiaburu, D. S., Muñoz, G. J., & Gardner, R. G. (2013). How to spot a careerist early on: Psychopathy and exchange ideology as predictors of careerism. *Journal of Business Ethics*, 118(3), 473–486.

Chirasha, V., & Mahapa, M. (2012). An analysis of the causes and impact of deviant behaviour in the workplace. The case of secretaries in state universities.

Journal of Emerging Trends in Economics and Management Sciences, 3(5), 415.

Christopher E. Whelpley Michael A. McDaniel, (2016), "Self-esteem and counterproductive work behaviors: a systematicreview*", Journal of Managerial Psychology*, Vol. 31 Iss 4 pp.

Chu, A. M., Chau, P. Y., & So, M. K. (2015). Developing a Typological Theory Using a Quantitative Approach: A Case of Information Security Deviant Behaviour. Communications of the Association for Information Systems, 37(1), 25.

Chung, Y. W., & Moon, H. K. (2011). The moderating effects of collectivistic orientation on psychological ownership and constructive deviant behavior. *International Journal of Business and Management*, *6*(12), 65–77.

Clay-Warner, J., Reynolds, J., & Roman, P. (2005). Organizational justice and job satisfaction: A test of three competing models. *Social Justice Research*, 18(4), 391–409.

Coccia, C. (1998). Avoiding a“ toxic” organization. *Nursing Management*, 29(5), 40B.

Coffin, B. (2003). Breaking the silence on white collar crime. *Risk Management*, 50(9), 8–9.

Cohen, L. Manion, L. and Morrison, K.R.B. (2007) Research methods in education, 6th Edition. Routledge.

Cohen, Jacob; Cohen, Patricia; Leona S. Aiken; West, Stephen H. (2003). Applied multiple regression/correlation analysis for the Behavioural sciences. Hillsdale, N.J: L. Erlbaum Associates. ISBN 0-8058-2223-2.

Colbert, A. E., Mount, M. K., Harter, J. K., Witt, L. A., & Barrick, M. R. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology*, *89*(4), 599–609.

Collis.J. & Hussey,R.,(2013).Business Research A Pritical Guide for undergraduate and Post graduate Students. *Macmillan education Uk*

Connor, P. E., & Worley, C. H. (1991). Managing organizational stress. *Business Quarterly*, 56(1), 61–67.

Cooper, D.R.&Schindler, P.S. (2006). Business Research Method, 9th Edition. Boston: *McGraw-Hill Irwin*.

Universiti Utara Malaysia

Cooper, D. R., & Schindler, P. S. (2008). International Edition: Business Research Methods. *New Delhi.*

Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of Occupational Health Psychology*, 6(1), 64.

Corry, N., Merritt, R. D., Mrug, S., & Pamp, B. (2008). The factor structure of the Narcissistic Personality Inventory. *Journal of personality assessment*, 90(6), 593-600.

Creswell, J. W. (2009). Research design: Qualitative, quantitative, and mixed methods approaches. London: Sage Publications, Inc.

Crino, M. D. (1994). Employee sabotage: A random or preventable phenomenon? *Journal of Managerial Issues*, 311–330.

Cortina, J.M., (1993). What Is Coefficient Alpha? An Examination of Theory and Applications. *Journal of Applied Psychology*, 78(1), 98–104.

Conway, J., & Lance, C. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25, 325-334.

Universiti Utara Malaysia

Cozby, Paul C (2009) Methods in behavioral research. 10th ed. Boston: McGraw-Hill Higher Education, 2009. Print.

Cronbach, L. J.& Meehl, P.E. (1955). "Construct Validity in Psychological Tests". P*sychological Bulletin*,52 (4): 281–302.

Cropanzano, R., & Mitchell, M. S. 2005. Social exchange theory: An interdisciplinary review.*Journal of Management*, 31: 874-900.

Cropanzana, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. T*he Academy of Management Perspectives*, 34–48.

Cullen, J. B., Parboteeah, K. P., & Victor, B. (2003). The effects of ethical climates on organizational commitment: A two-study analysis. J*ournal of Business Ethics*, 46(2), 127–141.

Cullen, M. J., & Sackett, P. R. (2003). Personality and counterproductive workplace Behaviour. Personality and Work: Reconsidering the Role of Personality in Organizations, 14(2), 150–182.

D'Arcy, J., Gupta, A., Tarafdar, M., & Turel, O. (2014). Reflecting on the "Dark Side" of information technology use. Communications of the Association for Information Systems, 35(2), 5.

Daft, R.L., (2008). *The leadership experience*. 4th ed. Mason, OH: South-Western Cengage Learning.

Daft, R.L., (2011). Management. Mason, OH: South-Western.

Dagher, G., & Junaid, N. (2011). 24-employee engagement and constructive deviant behavior at the workplace: An empirical investigation (p. 166). Paper presented at the 2011 Annual Conference IBAM 19, 13–15 October,Orlando, Florida.

Dajani, M. A. Z. & Mohamad, M. S. (2017). Perceived Organisational Injustice and Counterproductive Behaviour: The Mediating Role of Work Alienation Evidence from the Egyptian Public Sector. *International Journal of Business and Management*; Vol. 12, No. 5; 2017

D'angelo, S., Coggon, D., Harris, E. C., Linaker, C., Sayer, A. A., Gale, C. R., . . . Walker-Bone, K. (2016). Job dissatisfaction and the older worker: baseline findings from the Health and Employment After Fifty study. *Occupational and environmental medicine, oemed*-2016-103591.

Danaeefard, H.& . Boustani H.R., (2016). Injustice perceptions and employees misbehaviour in the public organization: Exploration of mediating role of employee's cynicism to organization *Int. J. Hum. Capital Urban Manage*., 1(1): 9-18.

Dar, L., Akmal, A., Naseem, M. A., & din Khan, K. U. (2011). Impact of stress on employees job performance in business sector of Pakistan.*Global journal of management and business research*, 11(6).

Dar N (2017). The Impact of Distributive (In) Justice on Deviance at Workplace in Public Sector Organizations of Pakistan with the Mediation of Perceived Organizational Support. *Arabian Journal of Busniess and Management Review* 7: 309. doi: 10.4172/2223-5833.1000309

Deery, S. J., Iverson, R. D. and Walsh, J. T. (2006), "Toward a better understanding of psychological contract breach: A study of customer service employees", *Journal of Applied Psychology*, Vol. 91 No.1, pp. 166-175.

De Hauw, S. & De Vos, A. (2010). Millenials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations? *Journal of Business and Psychology*, 25, 293-302.

Universiti Utara Malaysia

De Schrijver, A., Delbeke, K., Maesschalck, J., & Pleysier, S. (2010). Fairness perceptions and organizational misBehaviour: an empirical study.*The American Review of Public Administration.* Retrieved from http://arp.sagepub.com/content/early/2010/02/14/0275074010363742.abstract

De Jonge, J., & Peeters, M. C. (2009). Convergence of self-reports and coworker reports of counterproductive work Behaviour: A cross-sectional multi-source survey among health care workers. *International Journal of Nursing Studies,* 46(5), 699-707.

Dent, F. and Curd, J. (2004), "Psychometric tests: and overview of an increasingly complex world", *Training Journal*, Feb 2004, pp. 14-18.

De Lara, P. Z. M., Tacoronte, D. V., & Ting-Ding, J. M. (2007). Procedural justice and workplace deviance: The mediating role of perceived normative conflict in work groups. Decisions based on the knowledge and the social role of the company. Annual congress of Spanish Association of Management and Economy of the Company (AEDEM), pp. 381–393.

Deming, W. Edwards.(1990). Sample design in business research. Vol. 23. John Wiley & Sons, 1990.

Demir, M. (2011). Effects of organizational justice, trust and commitment on employees' deviant behavior. *Anatolia*,22(2), 204–221.

Universiti Utara Malaysia

Derina,N.& Gökçeb.S.G(2016) Are cyberloafers also innovators?: A study on the relationship between cyberloafing and innovative work Behaviour P*rocedia - Social and Behavioural Sciences* 235 (2016) 694 – 700.

Deshpande, S. P., Joseph, J., & Shu, X. (2005). The impact of emotional intelligence on counterproductive behaviour in China. *Management Research New*s, 28(5), 75–85.

Diefendorff, J. M., & Mehta, K. (2007). The relations of motivational traits with workplace deviance. *Journal of Applied Psychology*, 92(4), 967–977.

Dobbins, G. H., Pence, E. C., Orban, J. A., & Sgro, J. A. (1983). The effects of sex of the leader and sex of the subordinate on the use of organizational control policy. *Organizational Behaviour and Human Performance*, 32(3), 325–343.

Douglas, S. C., & Martinko, M. J. (2001). Exploring the role of individual differences in the prediction of workplace aggression. *Journal of Applied Psychology*, 86(4), 547.

Dowden, C. (2016). Civility Matters! An evidence-based review on how to cultivate a respectful federal public service. Retrieved from Association of Professional Executives of the Public Service of Canada (APEX): http://www.apex.gc.ca/uploads/key%20priorities/white%20papers/civility%20report%20-%20eng.pdf.

Dr. Rashid Saeed, M. N. (2014). Impact of Human Resource Practices on Deviant Workplace Behaviour. *Journal of Basic and Applied psychology.*

Drory, A., & Vigoda-Gadot, E. (2010). Organizational politics and human resource management: A typology and the Israeli experience. *Human Resource Management Review,* 20(3), 194–202.

Duarte, P., & Raposo, M. (2010). A PLS model to study brand preference: An application to the mobile phone market. In V. Esposito Vinzi, W. W. Chin, J.

Duffy, M. K., Ganster, D., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45: 331-351.

Dupre, K. E., Inness, M., Connelly, C. E., Barling, J., & Hoption, C. (2006). Workplace aggression in teenage parttime employees.*Journal of AppliedPsychology*, 91: 987-997.

Henseler & H. Wang (Eds.), Handbook of Partial Least Squares (pp. 449-485): Springer Berlin Heidelberg

Eagly, A. H., & Steffen, V. J. (1986). Gender and aggressive Behaviour: a meta-analytic review of the social psychological literature. *Psychological Bulletin*, 100(3), 309.

Easterby-Smith, M.P.V., Antonacopoulou, E., Graca, M., Ferdinand, J. (2007). In: The Evolution of Business Knowledge. Oxford : Oxford University Press p. chapter 4. ISBN: 0199229600.

Edralin,D.M.(2015).Why Do Workers Misbahave in The Workplace? *DLSL Journal of Management* Volume 2 Issue 1

Etodike Chukwuemeka E, Ezeh Leonard N, Chukwura Emmanuel (2017). Abusive Supervision: A Predictor of Employee Cynicism and Counterproductive Workplace Behaviour among Industrial Workers. *Scholars Journal of Arts, Humanities and Social Sciences* 5(9C):1276-1283.

Egan, V., Hughes, N., and Palmer, E. J. (2015). Moral disengagement, the darktriad, and unethical consumer attitudes. Pers. Individ. Dif. 76, 123–128. doi: 10.1016/j.paid.2014.11.054

Universiti Utara Malaysia

El Badawy, T. A., & Bassiouny, M. (2014).Employee engagement as a mediatorbetween transformational leadership and intention to quit. *International Journal of Contemporary Management/Wspolczesne Zarzadzanie*, 12(1), 152–160

Erez, M., & Gati, E. (2004). A dynamic, multi-level model of culture: from the micro level of the individual to the macro level of a global culture. *Applied Psychology*, 53(4), 583–598.

Endler, N. S., & Magnusson, D. (Eds.). (1976). Interactional psychology and personality. Washington, DC: Hemisphere.

Estes,B.,&Wang,J.(2008). Integrative Literature Review; Workplace Incivility; Impacts on Individual and Organisational Performance. *Human resource Development Review*,7(2,281-240.

Everton, W. J., Jolton, J. A., & Mastrangelo, P. M. (2007). Be nice and fair or else: understanding reasons for employees' deviant Behaviours. *Journal of Management Development*, 26(2), 117–131.

Fagbohungbe, B.O., Akinbode, G.A., & Ayodeji .F. (2012). Organizational determinants of workplace deviant behaviours: An empirical analysis in Nigeria. International *Journal of Business and Management,* 7(5), 207-221.

Fakhar, F. B. (2014). Impact of Abusive supervision on Organizational Citizenship Behaviour: Mediating role of Job Tension, Emotional Exhaustion and Turnover Intention. *IOSR. Journal of Business and Management (IOSR-JBM)*, 70-74.

Faheem, M. A. and N. Mahmud (2015). "The Effects of Organizational Justice on Workplace Deviance and Job Satisfaction of Employees: Evidence from a Public Sector Hospital of Pakistan." *Mediterranean Journal of Social Sciences* 6(5): 342.

Fatima,A., Atif ,.Q.M, Saqib,A., and Haider,A.(2012). A Path Model Examining the Relations among Organizational Injustice, Counterproductive Work Behaviour and Job Satisfaction *International Journal of Innovation, Management and Technology,* Vol. 3, No. 696-701.

Fathimath, M, Baiduri Y, & Zubair, H. (2015). The Effect of Employees Personality on Organizational Performances: Study on Prudential Assurance Malaysia Berhad (PAMB). *International Journal of Accounting, Business and Management,* 1(1).

Farhadi,H., Fatimah, O., Nasir, R. & Wan Shahrazad, W.S.,(2012). Agreeableness and Conscientiousness as entecedents od deviant behavior in workplace. *Asian Social Science journa*l. Special issue.8 (9):2-7.

Farhadi,H.,Omar,F.,Nasir,R.,Zarnaghash,M., & Salehi.,M. (2015),The role of Demographic Factors on Workplace Deviant Behaviour. *Journal of Social Science and Hummanities* Special Issue 2 .032-039.

Farasat, E., & Ziaaddini, M. (2013). Perceived organizational support and deviant behavior. *Journal of Basic and Applied Scientific Research,* 3(5), 517–528.

Faulk, D., & Hicks, M. J. (2015). The impact of bus transit on employee turnover:Evidence from quasi-experimental samples. Urban Studies, 1-17. Field,T.(2016,0321).RetrievedfromBullyOnLine:http://bullyonline.org/old/workbully/quotes.html.

Faheem, M. A. and N. Mahmud (2015). "The Effects of Organizational Justice on Workplace Deviance and Job Satisfaction of Employees: Evidence from a Public Sector Hospital of Pakistan." *Mediterranean Journal of Social Sciences* **6**(5): 342.

Fida R, Tramontano C, Paciello M, Kangasniemi M, Sili A, et al. (2015). Nurse moral disengagement. *Nurs ethics*.

Fink,A.(2002).How to sample in survey(2nd ed). London: Sage publication, Inc.

Flaherty, S., & Moss, S. A. (2007). The impact of personality and team context on the relationship between workplace injustice and counterproductive work behavior. *Journal of Applied Social Psychology*, 37(11), 2549–2575.

Folger, R., & Baron, R. A. (1996). Violence and hostility at work: A model of reactions to perceived injustice. Retrieved from http://psycnet.apa.org/books/10215/002.

Ford, R. C., & Richardson, W. D. (1994). Ethical decision making: A review of the empirical literature. *Journal of Business Ethics, 1*3(3), 205–221.

Fornell, C., & Larcker, D.F., (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18 (1), 39-50.

Fox, A., Kesingland, A., Gentry, C., McNair, K., Patel, S., Urban, L., & James, I. (2001). The role of central and peripheral cannabinoid 1 receptors in the

antihyperalgesic activity of cannabinoids in a model of neuropathic pain. Pain, 92(1), 91–100.

Fox, S., & Spector, P. E. (1999). A model of work frustration–aggression. *Journal of Organizational Behaviour*, 20(6), 915–931.

Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work Behaviour (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behaviour*, 59(3), 291–309.

Freund, A. (2015). Do Multiple Commitments Predict Job Satisfaction in Third Sector Organizations? A Longitudinal Analysis. A Longitudinal Analysis (May 30, 2015). *Humanistic Management Network, Research Paper Series*(26/15).

Furtner M.R., Maran T., & Rauthmann J.F. (2017). Dark Leadership: The Role of Leaders' Dark Triad Personality Traits. In: Clark M., Gruber C. (eds) Leader Development Deconstructed. *Annals of Theoretical Psychology*, vol 15. Springer, Cham

Fry, L. W. (2003). Toward a theory of spiritual leadership. *The leadership quarterly*, 14 (6), pp. 693–727.

Gabbidon, S. L., Patrick, P. A., & Peterson, S. A. (2006). An empirical assessment of employee theft lawsuits involving allegations of employer misconduct. *Journal of Criminal Justice*, 34(2), 175-183.

Galperin, B. L. (2002). Determinants of deviance in the workplace: An empirical examination in Canada and Mexico. Concordia University. Retrieved from http://spectrum.library.concordia.ca/2433/.

Galperin, B. L., & Burke, R. J. (2006). Uncovering the relationship between workaholism and workplace destructive and constructive deviance: An exploratory study. *The International Journal of Human Resource Management, 17*(2), 331–347.

García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, *65*(7), 1040-1050.

Gay, L. R., & Diehl, P. L. (1992). Research methods for business and management. Macmillan Coll Division.

Gelfand, M. J., Fitzgerald, L. F., & Drasgow, F. (1995). The structure of sexual harassment: A confirmatory analysis across cultures and settings. *Journal of Vocational Behaviou*r, 47(2), 164–177.

Georgakopoulos, A., Wilkin, L., &Kent, B. (2011). Workplace bullying: A complex problem in contemporary organizations. *International Journal of Business and Social Science*, 2(3), 1–20.

Giauque, D., Ritz, A., Varone, F., & ANDERFUHREN-BIGET, S. (2012). Resigned but satisfied: The negative impact of public service motivation and red tape on work satisfaction. *Public Administration*, 90(1), 175–193.

Gill John and Phil Johnson (2010) Research Methods for Managers, Fourth edition, London: Sage.

Giorgi, G., & Majer, V. (2008). Il mobbing in Italia. Uno studio condottopresso 21 organizzazioni (Mobbing in Italy. A study in 21 Italian organizations), *RisorsaUomo*, 14(3), 171-88.

Goh, A. (2006). An attributional analysis of counterproductive work Behaviour (CWB) in response to occupational stress. Retrieved from http://scholarcommons.usf.edu/etd/2535/.

Gliner, J. A., & Morgan, G. A. (2000). Research Methods in Applied Settings: An Integrated Approach to Design and Analysis. Mahwah, N.J: Lawrence Erlbaum.

Goldberg, L. R. (1971). A historical survey of personality scales and inventories. In P. McReynolds (Ed.), Advances in psychological assessment (pp. 293–336). Palo Alto, CA: Science and Behaviour Books.

Goldberg, L. R. (1993)."The structure of phenotypic personality traits"..*American Psychologist.* 48 (1): 26–34. doi:10.1037/0003-066X.48.1.26. PMID 8427480

Goldman, A., Van Fleet, D. D., & Griffin, R. W. (2006). Dysfunctional organization culture: The role of leadership in motivating dysfunctional work Behaviours. *Journal of Managerial Psychology*, 21(8), 698-708.

Goldberg, L. R., & Saucier, G. (1995). So what do you propose we use instead? *Psychological Bulletin*, 117, 221–225.

Goldman, A., Van Fleet, D. D., & Griffin, R. W. (2006). Dysfunctional organization culture: The role of leadership in motivating dysfunctional work Behaviours. *Journal of Managerial Psychology*, 21(8), 698–708.

Universiti Utara Malaysia

Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75(5), 561.

Greenberg, J. (1997). Antisocial Behaviour in organizations. Sage Publication.

Greenberg, J. (2002). Who stole the money, and when? Individual and situational determinants of employee theft. *Organizational Behaviour & Human Decision Processes* , 89 (1), 985 -1004.

Greenberg, J. (2006). Losing sleep over organizational injustice: attenuating insomniac reactions to underpayment inequity with supervisory training in interactional justice. *Journal of Applied Psychology*, 91(1), 58.

Greenberg, L., & Barling, J. (1996). Employee theft. *Journal of Organizational Behaviour* (1986-1998), 49.

Griffin, R.W. & Lopez.Y.P. (2005). "Bad Behavior" in Organizations: *A Review and Typology for Future Research, Journal of Management Vol 31, Issue 6, 2005 First Published December 1, 2005.*

Grijalva, E., & Newman, D. A. (2014). Narcissism and Counterproductive Work Behavior (CWB): meta-analysis and consideration of collectivist culture, big five personality, and narcissism's facet structure. *Applied Psychology: An International Review*

Guba, E. G., & Lincoln, Y. S.,(1994).Competing paradigms in qualitative research.In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp.105-117). Thousand Oaks, CA: Sage.

Gruber, J. E. (1989). How women handle sexual harassment: A literature review. Sociology and Social Research, 74(1), 3–9.

Grubbs, F. E. (1969). "Procedures for detecting outlying observations in samples".Technometrics.11(1):1–2doi:10.1080/00401706.1969.10490657.

Gruys, M. L. (1999). The dimensionality of deviant employee performance in the workplace. Unpublished Doctoral Dissertation, University of Minnesota.

Gruys, M. L., & Sackett, P. R. (2003). Investigating the dimensionality of counterproductive work Behaviour. *International Journal of Selection and Assessment, 11(1), 30–42*.

Guay, R. P., Choi, D., Oh, I.-S., Mitchell, M. S., Mount, M. K., & Shin, K.-H. (2016). Why people harm the organization and its members: Relationships

Universiti Utara Malaysia

among personality, organizational commitment, and workplace deviance. *Human Performance,* 29(1), 1-15.

Hackman, M. Z. & Johnson, C. E. (1996). Leadership: A communication perspective (2nded.). Prospect Heights, IL: Waveland Press. Incivility. Human Relations, 54, 1387-1419. Iran: Islamic Azad University Branches.

Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: A review of past practices and recommendations for future applications. Long Range Planning, 45, 320e340.

Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2013). A Primer on Partial Least Squares Structural Equa-tion Modeling (PLS-SEM), Thousand Oaks: Sage.

Harris, L. C., & Ogbonna, E. (2002). Exploring service sabotage the antecedents, types and consequences of frontline, deviant, *antiservice behaviors. Journal of Service Research*, 4(3), 163–183.

Halepota, J.A. (2011). 'Determinants of Work Attributes and Personality Aspects towards Employees' Job Satisfaction, PhD thesis, Brunel Business School, Brunel University, London, UK.

Hastuti, D., Noor. I. M., Osman.A, Lubis, Z. (2017).EXPLORING THE RELATIONSHIP BETWEEN PERSONALITY FACTORS AND WORKPLACE DEVIANT BEHAVIOR AMONG PEKANBARU CITY CIVIL SERVANTS. *Performance* – Vol.24 No.1 Maret 2017

Hogan,R. Johnson, J and Briggs. S (eds.), Psychology,New York: Academic Press, pp. 767-794. Psychology, Psychology, Psychology

Hall, D. T., & Schneider, B. (1972). Correlates of organizational identification as a function of career pattern and organizational type. In Academy of Management Proceedings (Vol. 1972, pp. 159–161). *Academy of Management*:Retrievedfromhttp://proceedings.aom.org/content/1972/1/159.short

Hall, D. S. (2007). "The relationship between supervisor support and registered nurse outcomes in nursing care units.". *Nursing Administration Quarterly,* 31(1): 68-80.

Hamid,R.A., Juhdi,N.H., Ismail,M.D., Abdullah,N.A. Abusive supervision and workplace deviance as moderated by spiritual intelligence: An empirical study of Selangor employees. *Malaysian Journal of Society and Space* 12 issue 2 (191 - 202).

Harper, D.(1990). Spotlight abuse-save profits. Industrial Distribution, 79(3), 47–51.

Harris, L. C., & Ogbonna, E. (2002). Exploring service sabotage the antecedents, types and consequences of frontline, deviant, antiservice Behaviours. *Journal of Service Research*, 4(3), 163–183.

Hare, R. D. (1999). Without conscience: The disturbing world of the psychopaths among us: Guilford Press.

Hatch, M. J. (1993). The dynamics of organizational culture. *Academy of Management Review*, 18(4), 657–693.

Hepworth W. & Towler, A. (2004). The effects of individual differences and charismatic leadership on workplace aggression. *Journal of Occupation, Health & Psychology*. 9:176–85.

His, E. (2017). An Examination OF Predictors Of Counterproductive Work Behaviour: Personality Traits and Transformational Leadership by APPROVED FOR THE DEPARTMENT OF PSYCHOLOGY SAN JOSÉ STATE UNIVERSITY August 2017

HISCOX (2017). Embezzlement Study. A report on white collar crime in America.

Henle, C. A. (2005). Predicting workplace deviance from the interaction between organizational justice and personality. *Journal of Managerial* Issues, 247–263.

Henseler, J. (2010). On the convergence of the partial least squares path modeling algorithm. Computational Statistics, 25(1), 107–120.

Henseler. J. and Sarstedt, M. (2013).Goodness-of-fit indices for partial least squares path modeling. Computational Statistics. 28 (2), 565-580.

Hershcovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupré, K. E., Inness, M., LeBlanc, M.M. and Sivanathan, N. (2007), "Predicting workplace aggression: A meta-analysis", *Journal of Applied Psychology*, Vol. 92 No.1, pp. 228-238.

Hodson, R., Creighton, S., Jamison, C.S., Rieble, S. and Welsh, S. (1994), "Loyalty to whom? Workplace participation and the development of consent", *Human Relations*, Vol. 47 No. 8, pp. 895-909.

Universiti Utara Malaysia

Hogh, A., Gomes Carneiro, I., Giver, H., & Rugulies, R. (2011). Are immigrant health care workers subject to increased .risk of bullying at work? A one-year prospective study. *Scandinavian Journal of Psychology* 52, 49–56.

Hollinger, R. C. (1986). Acts against the workplace: Social bonding and employee deviance. *Deviant Behaviour*, 7(1), 53–75.

Hollinger, R. C., & Clark, J. P. (1982). Formal and Informal Social Controls of Employee Deviance. *The Sociological Quarterly*, 23(3), 333–343.

Hollinger, R. C., & Clark, J. P. (1983). Theft by employees (Vol. 126). Lexington Books Lexington, MA. Retrieved from http://www.ncjrs.gov/App/abstractdb/AbstractDBDetails.aspx?id=89084 .

Holtz, B. C., & Harold, C. M. (2013). Interpersonal justice and deviance the moderating effects of interpersonal justice values and justice orientation. *Journal of Management*, 39(2), 339–365.

Hoel, H., Rayner, C., & Cooper, C. L. (1999). Workplace bullying. International *Review of Industrial and Organizational Psychology*, 14, 195–230.

Hoel, H., & Cooper, C. L.(2000).Destructive Conflict and Bullying at Work. Unpublishedreport, Manchester School of Management, University of Manchester Institute of Science and Technology, UK

Hooper, D., Coughlan, J. and Mullen, M. R.(2008). "Structural Equation Modelling: Guidelines for Determining Model Fit." The Electronic Journal of Business Research Methods Volume 6 Issue 1 2008, pp. 53 - 60,

Hsieh, An-Tien, Liang, Su-Chiun & Hsieh Ting-Hua,(2004). Workplace Deviant Behavior and Its Demographic Relationship Among Taiwan's Flight Attendants, Journal of Human Resources in Hospitality & Tourism, 3:1, 19-32, DOI: 10.1300/J171v03n01_03

Hu, L., & Liu, Y. (2016).Abuse for status: A social dominance perspective of abusivesupervision.*Human Resource Management Review* (2016), http://dx.doi.org/10.1016/j.hrmr.2016.06.002

Hu, L.T. and Bentler, P.M. (1999), "Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives," Structural Equation Modeling, 6 (1), 1-55.

Hunt, S. T. (1996). Generic work Behaviour: An investigation into the dimensions of entry-level, hourly job performance. *Personnel Psychology*, 49(1), 51–83.

Hussain, M. A. (2013). Effect of breach of psychological contract on workplace deviant behavior. Retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2208642.

Hussain, A. (2014). "The Relationship between Breach of Psychological Contract and Workplace Deviant Behaviour." *IUP Journal of Organizational Behaviour* 13(2): 25.

Hussain, H., & Aslam, Q. (2015). Workplace Bullying and Employee Performance Among Bank Personnel in Pakistan. Retrieved from http://121.52.153.178:8080/xmlui/handle/123456789/13966.

Hussain, S., Gul, H., Usman, M., & Islam, Z. U. (2016).Breach of Psychological Contract, Task Performance, Workplace Deviance: Evidence from Academia in Khyber Pukhtunkhwa, Pakistan. *International Business and Management*, 13 (2), 12-20.

Huang Youli, LU Xixi, WANG Xi (2014). The Effects of Transformational Leadership on Employee's Pro-social Rule Breaking. *Canadian Social Science*, 10(1), 128-134.

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20(2), 195–204.

Hystad, S. W., Mearns, K. J., & Eid, J. (2014).Moral disengagement as a mechanism between perceptions of organisational injustice and deviant work behaviours. *Safety Science*, 68, 138-145.

Imtiaz, S. & Ahmad, S. (2009). Impact of stress on employee productivity, performance and turnover; an important managerial issue.*International Review of Business Research Papers* 5(4): 468-477.

Intan Marzita Saidon, J. G. (2013). Moderating Role of Transformational Leadership on the Relationship between Moral. *Australian Journal of Basic and Applied Sciences*, 706-719.

Intan Marzita Saidon, Jeremy Galbreath, Alma Whiteley (2013). Moderating Role of Transformational Leadership on the Relationship between Moral Disengagement and Workplace Deviance. *Australian Journal of Basic and Applied Sciences*, 7(8): 706-719.

Ishaq, H.M. and Shamsher, Q. (2016). Effect of Breach of Psychological Contracts on Workplace Deviant Behaviours with the Moderating Role of Revenge

Universiti Utara Malaysia

Attitude and Self-Control Pakistan *Journal of Commerce and Social Sciences* Vol. 10 (1), 69-83.

Ishak, K. A. & Bohari, A.M., (2016). Relationship value, relationship quality and loyalty among Malaysian franchises *International Journal of Organisational & Business Excellence* (IJOBE) Volume 1 Issue. 1.

Islam, N (2004). Sifarish, Sychophats, power and collectivism: administrative culture in Pakistan. *International Review of Administrative Sciences* 70(2).

Iqbal, Z., et al. (2012). "A Comparative Study of Deviant Workplace Behaviour of Teaching Staff of Public and Private Universities of Punjab-Pakistan." *International Journal of Asian Social Science* 2(12): 2128-2137.

Izawa, S., Kodama, M., & Nomura, S. (2006). Dimensions of hostility in Japanese undergraduate students. *International Journal of Behavioural Medicine,* 13(2), 147–152.

Janis, I. (1982). *Victims of groupthink (rev. ed.)*. Boston: Houghton-Mifflin.

Jiang, H., & Tsohou, A. Y. (2014). Expressive or instrumental: A dual-perspective model of personal web usage at workplace. Proceedings of the European Conference on Information Systems (ECIS) 2014, Tel Aviv, Israel, June 9-11, 2014.

Javed, R., Amjad, M., Faqeer-Ul-Ummi, U. Y., & Bukhari, R. (2014). Investigating Factors Affecting Employee Workplace Deviant Behaviour. *International Journal of Innovation and Applied Studies,* 9(3), 1073.

Jawad, M., Tabassum, T. M., Raja, S., & Abraiz, A. (2013). Study on work place behaviour: Role of person-organization fit, person-job fit & empowerment, evidence from Pakistan. *Journal of Business and Management Sciences*, 1(4), 47–54.

Jelinek,R.,&Ahearne, M.(2006).'The enemy within: examining sales person deviance and its determinants'. *Journal of Personaln Selling and Sales Management,*26,327–344.

Jensen,J.M.,&Raver,J.L.(2012).WhenSelfPManagementandSurveillanceCollideConsequencesforEmployees'OrganizationalCitizenshipandCounterproductiveWorkBehaviours. *Group&OrganizationManagement*,37,308.

.Johnson, J. A., & Ostendorf, F. (1993). Clarification of the five factor model with the Abridged Big Five dimensional circumplex. *Journal of Personality and Social Psychology*, 65, 563–576.

Johns, G. (1997). Contemporary research on absence from work: Correlates, causes and consequences. *International Review of Industrial and Organizational Psychology*, 12, 115–174.

John, O. P., & Srivastava, S. (1999). The Big-Five trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), Handbook of personality: *Theory and research* (Vol. 2, pp. 102–138). New York: Guilford Press.

Jonas, D., Joeri, H., & Filip, D, F. (2016). The effect of state core self-evaluations on task performance, organizational citizenship behavior, and counterproductive work behavior, *European Journal of Work and Organizational Psychology*

Jonason, P. K., et al. (2012). "The Dark Triad at work: How toxic employees get their way." *Personality and Individual Differences* 52(3): 449-453.

Jones Jr, W. A. (1990). Student views of "ethical" issues: A situational analysis. *Journal of Business Ethics*, 9(3), 201–205.

Jones, D.A. (2009). Getting even with one's supervisor and one's organization: Relationships among types of injustice, desires for revenge, and counterproductive work behaviours. *Journal of Organizational Behaviour*, 30(4). 525-542.

Jordan, J. S., & Turner, B. A. (2008). The feasibility of single-item measures for organizational justice. *Measurement in Physical Education and Exercise Science*, 12(4), 237–257.

Judge, T.A., & Ilies, R. (2002), "Relationship of Personality to Performance Motivation: A Meta-Analytic Review", *Journal of Applied Psychology*, pp. 797-807.

Judge, T. A., Scott, B. A., & Ilies, R. (2006). Hostility, job attitudes, and workplace deviance: Test of a multilevel model. *Journal of Applied Psychology*, *91*(1), 126–138.

Kabasakal, H., Dastmalchian, A., & Imer, P. (2011). Organizational citizenship behaviour: a study of young executives in Canada, Iran, and Turkey. The *International Journal of Human Resource Management*, 22(13), 2703–2729. Type of publication

Kalia, S. (2013). Bureaucratic policy making in Pakistan. *The Dialogue*, 8(2), 156–170.

Universiti Utara Malaysia

Kaplan, S., Bradley, J. C., Luchman, J. N., & Haynes, D. (2009). On the role of positive and negative affectivity in job performance: a meta-analytic investigation. *Journal of Applied Psychology*, 94(1), 162.

Kashy, D. A., & DePaulo, B. M. (1996). Who lies? *Journal of Personality and Social Psychology,* 70, 1037–1051.

Kasi, P. (2009). Research: What, Why and How? A Treatise from Researchers to Researchers, 1st Edition. Bloomington: AuthorHouse

Kanten, P. & Er Ülker.F (2013). The Effect of Organizational Climate on Counterproductive Behaviours: An Empirical Study on the Employees of Manufacturing Enterprises.*The Macrotheme Review* 2(4), 144-161.

Karriker, J. (2007). Justice as strategy: The role of procedural justice in an organizational realignment. *Journal of Change Management,* 7(3-4), 329–342.

Katz, D., & Kahn, R. L. (1978). The social psychology of organizations. Retrieved from http://sites.idc.ac.il/dice/files/activity2.pdf

Keashly, L. (1997). Emotional abuse in the workplace: Conceptual and empirical issues. *Journal of Emotional Abuse*, 1(1), 85–117.

Kelloway, E. K., Barling, J., & Hurrell Jr, J. J. (2006). Handbook of workplace violence. Sage Publications.

Kemper, S. (2016). "Abusive Supervision in the Workplace: An Examination of Current Research and a Proposal for Preventive Measures" (2016). University Honors Theses. Paper 303

Kennedy, J. P., & Benson, M. L. (2016). Emotional Reactions to Employee Theft and the Managerial Dilemmas Small Business Owners Face. *Criminal Justice Review*, 0734016816638899.

Kelloway, E. K., Francis, L., Prosser, M., & Cameron, J. E. (2010). Counterproductive work Behaviour as protest. *Human Resource Management Review*, 20(1), 18–25.

Kessler, S. R., Bruursema,K. Rodopman, B. & Paul E. Spector,P.E.(2013). Leadership, Interpersonal Conflict, and Counterproductive Work Behavior: An Examination of the Stressor–Strain Process *Negotiation and Conflict Management Research* Volume 6, Number 3, Pages 180–190

Universiti Utara Malaysia

Khalid, M. M., Rehman, C. A., & Ilyas, D. (2014).HRM Practices and Employee Performance in Public Sector Organizations in Pakistan: An Empirical study. *International Journal of Management Sciences and Business Research*, 3(2).

Khalid, F. (2016). Work Family Conflict, Stress and Workplace Deviance. *Journal of Psychology and Clinical Psychiatry.*

Khan, S. (2002).Personal administration with special reference to Pakistan. Lahore: Alameen Publication Press.

Khan, A., Rehman, H., & Rehman, D. S.-u. (2016). An empirical analysis of correlation between technostress and job satisfaction: A case of KPK, Pakistan. Pakistan. *Journal of Information Management & Libraries* (PJIM&L), 14.

Khatri, N., & Tsang, E. W. (2003). Antecedents and consequences of cronyism in organizations. *Journal of Business Ethics*, 43(4), 289–303.

Khan, S. I., Mahmood, A., Kanwal, S., & Latif, Y. (2015). How Perceived Supervisor Support Effects Workplace Deviance? Mediating Role of Perceived Organizational Support. *Pakistan Journal of Commerce and Social Sciences,* 9(3), 940-967.

Khalid, F. (2016). Work Family Conflict, Stress and Workplace Deviance. *Journal of Psychology and Clinical Psychiatry*.

Universiti Utara Malaysia

Kidwell, R.E. and Kochanowski, S.M. (2005), "The Morality of Employee Theft: Teaching about Ethics and Deviant Behavior in the Workplace", *Journal of Management Education,* Vol. 29, No. 1, pp. 135-152.

Kidwell, R.E., (2010). Loafing in the 21st century: Enhanced opportunities—and remdies- for,withholding job effort in the new workplace.*Business Horizons*, 53(6): 543-552.

Kim, S. (2005). Factors affecting state government information technology employee turnover intentions. *The American Review of Public Administration*, 35(2), 137–156.

Kisamore L.Jennifer, Jawahar M.I, Ligouri W.Eric,Mharapara L.Tagonei and Stone Thomas (2010). Conflict and Abusive Workplace Behaviours .The moderating effects of social competencies, *Published in Career Development International* Vol: 15 No.6,2010 ,pp-583-600, Emrald Group Publishing Limited,(ISSN:1362:0436).

Kline, R. B. (2005). Principles and Practice of Structural Equation Modelling, 2nd edition, New York: The Guilford Press.

Klotz, A. C., & Neubaum, D. O. (2016). Research on the Dark Side of Personality Traits in Entrepreneurship: Observations from an Organizational Behaviour Perspective. *Entrepreneurship Theory and Practice*, 40(1), 7-17.

Kohlberg, L. (1976). Moral stages and moralization: The cognitive-developmental approach. *Moral Development and Behaviour: Theory, Research, and Social Issues*, 31–53.

Kohut, M. R. (2007). The complete guide to understanding, controlling, and stopping bullies and bullying at work. Ocala, FL: Atlantic Publishing.

Koslowsky, M. (2000). A new perspective on employee lateness. *Applied Psychology, 49*(3), 390–407.

Kotekara .V.,(2017). Study of deviant workplace behavior and withdrawal intentions in education sector. *Arts & education international research journal* : volume 4 issue 1.

Kozakoa N.'A. F. Safinb S. Z.& Rahim A. R. A. (2013.) The Relationship of Big Five Personality Traits on Counterproductive Work Behaviour among Hotel Employees: *An Exploratory Study Procedia Economics and Finance* 7(2013)181 – 187.

Kreitner,R.&Kinicki.A.(2004).Organizational Behaviour, 6th edition, *McGraw-Hill/Irwin,*

Kristof, A.L. (1996). Person–organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49, 1–49.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals'fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, *58*, 281-320.

Kohut, M. R. (2007).The complete guide to understanding, controlling, and stopping bullies and bullying at work. Ocala, FL: Atlantic Publishing.

Kunda, G. (1992). *Engeneering Culture*. Philadelphia: Temple University Press.

Kurland, N., 1995. Ethics, incentives, and conflicts of interest : A practical solution. *Journal of Business Ethics*, 14(6): 465-475.

Universiti Utara Malaysia

Ku Ishak, A. (2006). *The relationship Between Deviance Behaviour Among Mara Emlpoyees in Nothern Malaysia and its Predictors.* Universiti Sains Malaysia.

Kura, K. M., Shamsudin, F. M., & Chauhan, A. (2013a). Moderating effect of self-regulatory efficacy on the relationship between organizational formal controls and workplace deviance: A proposed framework. *International Journal of Academic Research in Business and Social Sciences*, *3*(1), 15–26.

Kura, K. M., Shamsudin, F. M., & Chauhan, A. (2013b). Modeling the influence of group norms and self-regulatory efficacy on workplace deviant behaviour. *Asian Social Science*, 9(4), 113.

Kura, k. M.,(2014). Organisational Formal Controls, Group Norms and Workplace Deviance: the Moderating Role of Self-regulatory Efficacy PhD Destination Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia.

Ku Ishak,A ,(2006). "The relationship Between Deviance Behaviour Among Mara Employees in Northern Malaysia and Its Predictors". Master diss., universiti of Sains Malaysia.

Kumi, E.(2013). Are Demographic Variables Predictors of Work Deviant Behavior? *International Journal of Management Sciences* Vol. 1, No. 1, 2013, 1-10

Kwak, A. (2006). The relationships of organizational injustice with employeeburnout and counterproductive work behaviours: Equity sensitivity as a moderator: Central Michigan University.

Ladd, D., & Henry, R. A.(2000). Helping coworkers and helping the organization:The role of support perceptions, exchange ideology, and conscientiousness. *Journal of Applied Social Psychology*, 30: 2028-2049.

Laursen, B., Pulkkinen, L., & Adams, R. (2002). The antecedents and correlates of agreeableness in adulthood. *Developmental Psychology*, *38*(4), 591.

Lara de Manrique-Zoghbi Pablo and Tacoronte Verano Domingo (2007). Investigating the effects of procedural justice on workplace deviance. Do employees' perceptions of conflicting guidance call the tune?), Published *in International Journal of Manpower, Vol.28, No.8, 2007, pp-715-729.*

Lau, C. M., & Sholihin, M. (2005). Financial and nonfinancial performance measurement: How do they affect job satisfaction. *The British Accounting Review, 37(4), 389-413.*

Universiti Utara Malaysia

Lee, K., & Allen, N. J. (2002). Organizational citizenship Behaviour and workplace deviance: the role of affect and cognitions. *Journal of Applied Psychology, 87*(1), 131.

Lee, K., Ashton, M. C., & Shin, K.-H. (2005). Personality Correlates of Workplace Anti-Social Behaviour. Applied Psychology, 54(1), 81–98.

Lehman, W. E. K., Holcom, M. L., & Simpson, D. D. (1990). Employee health and performance in the workplace: A survey of municipal employees of a large southwest city. *Unpublished Manuscript, Institute of Behavioural Research, Texas Christian University, Fort Worth*.

Lehmann-Willenbrock, N., Meinecke, A. L., Rowold, J., & Kauffeld, S. (2015). How transformational leadership works during team interactions: A behavioral process analysis. *The Leadership Quarterly*, 26, 1017-1033.

Leung, A.S.M. (2008), "Matching Ethical Work Climate to In-role and Extra-role Behaviors in a Collectivist Work Setting", *Journal of Business Ethics*, Vol. 79, pp. 43-55.

Liao, W.-C., & Tai, W.-T. (2006). Organizational justice, motivation to learn, and training outcomes. Social Behaviour and Personality*: An International Journal, 34*(5), 545–556.

Liberman, B., G. Seidman, K.Y.A. McKenna and L.E. Buffardi, (2011). Employee job attitudes and organizational characteristics as predictors of cyberloafing. Computers in Human Behaviour, Behaviour at work. Managing 27(6): 2192-2199.

Lim, V. K. (2002). The IT way of loafing on the job: Cyber loafing, neutralizing and organizational justice. *Journal of Organizational Behaviour, 23*(5), 675–694.

Lim, V. K.G. & Chen, D. J.Q. (2012). Cyber loafing at the workplace: gain or drain on work?, B*ehaviour & Information Technology*, 31:4, 343-353

Lin, B., Law, K., & Zhou, J. (2016). Why Is Underemployment Related to Creativity and OCB? A Task Crafting Explanation of the Curvilinear Moderated Relations. *Academy of management journal*, amj. 2014.0470.

Lindner, J. R., & Wingenbach, G. J. (2002). Communicating the handling of nonresponse error in Journal of Extension Research in Brief articles. *Journal of Extension*, 40(6), 1-5.

Livingston, J. A., Gneezy, U., List, J. A., Qin, X., & Sadoff, S. (2016). Measuring Success in Education: The Role of Intrinsic Motivation.

Litzky, B. E., Eddleston, K. A., & Kidder, D. L. (2006). The good, the bad, and the misguided: How managers inadvertently encourage deviant Behaviours. *The Academy of Management Perspectives*, *20*(1), 91–103.

Llies, R., De Prater, I. E., Lim, S., & Binnewies, C. (2012). Attributed causes for work–family conflict: Emotional and Behavioural outcomes. *Organizational Psychology Review*, 2, 293-310.

Lobnikar, B., Pagon, M., & Ovsenik, M. (2004). The frequency and the causes of violence and aggressive Behaviour at the workplace*: The case of Slovenian police*.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.),*Handbook of industrial and organizational psychology (pp. 901-969*). Chicago, IL: Rand McNally.

Loo, R. (2003). Are women more ethical than men? Findings from three independent studies. *Women in Management Review*, *18*(4), 169–181.

Luthans, F. (2002). "The need for and meaning of positive organizational Behaviour". *Journal of organizational Behaviour* 23(6): 695-706.

Luthar, H. K. (1996). Gender differences in evaluation of performance and leadership ability. Autocratic vs. democratic managers. Sex Roles, 35 (5–6), 337–361.

Mahmood, A. (2015).Effects of Leadership styles on Organizational commitment in Public and Private sectors of Pakistan. Master's thesis the University of Agder

Martinko, M. J., Harvey, P., Brees, J. R., & Mackey, J. (2013). A review of abusive supervision research. *Journal of Organizational Behaviour*, 34(S1), S120–S137.

Marcus B & Schuler .H., (2004)Antecedents of Counterproductive Behavior at Work:A General Perspective. *Journal of Applied Psychology* Copyright 2004 by the American Psychological Association2004, Vol. 89, No. 4, 647–660.

Mangione, T. W., & Quinn, R. P. (1975). Job satisfaction, counterproductive behavior, and drug use at work. *Journal of Applied Psychology*, 60(1), 114.

Mayer, D. M., Thau, S., Workman, K. M., Van Dijke, M., & De Cremer, D. (2012). Leader mistreatment, employee hostility, and deviant behaviors: Integrating self-uncertainty and thwarted needs perspectives on deviance. *Organizational Behavior and Human Decision Processes*, *117*(1), 24–40.

Universiti Utara Malaysia

Mitchell, M. S., Vogel, R. M., & Folger, R. (2015). Third parties' reactions to the abusive supervision of coworkers. *Journal of applied psychology*, 100(4), 1040.

Miller, J. D., Widiger, T. A., & Campbell, W. K. (2010). Narcissistic personality disorder and the DSM–V. *Journal of Abnormal Psychology*,119, 640 – .

Mo, S., & Shi, J. (2015). Linking Ethical Leadership to Employee Burnout, Workplace Deviance and Performance: Testing the Mediating Roles of Trust in Leader and Surface Acting. *Journal of Business Ethics*, 1-11.

Mount, M., Ilies, R., & Johnson, E. (2006). Relationship of personality traits and counterproductive work Behaviours: *The mediating effects of job satisfaction. Personnel Psychology*, 59, 591–622.

Muafi, J. (2011). Causes and consequences of deviant workplace behavior. *International Journal of Innovation,Management and Technology*, *2*(2), 123–126.

Muqadas, F., Rehman, C. A., & Aslam, U. (2017). Organizational justiceand employee's job dissatisfaction: a moderating role ofpsychological empowerment. *Pakistan Business Review*, 18(4), 848-864

Mack, L. (2010).The philosophical underpinnings of educational research. Polyglossia, 19, 5-11.

Mackey, J D., Frieder, R.E., Brees & Martinko, M.J. (2015). Abusive Supervision. A Meta-analysis and emperical review. J*ournal of Management* (Volume: 43 issue: 6, page(s): 1940-1965

Maher, A., & Youssef, P. (2016). Role of Leaders in Managing Employees' Dysfunctional Behaviour at Workplace. World Academy of Science, Engineering and Technology, International Journal of Social, Behavioural, Educational, Economic, *Business and Industrial Engineering*, 10(3), 981-986.

Maddala, G. S. (1992). "Outliers". Introduction to Econometrics (2nd ed.). New York: MacMillan. pp. 88–96 [p. 89]. ISBN 0-02-374545-2

Majeeda, N, Jamsheda, S. & Mustamila,N.M.(2018). Striving To Restrain Employee Turnover Intention Through Ethical Leadership and Pro-social Rule Breaking. *International Online Journal of Educational Leadership*, 2018 Vol. 2, No. 1, 39-53 39

Universiti Utara Malaysia

Major, V. S., et al. (2002). "Work time, work interference with family, and psychological distress." *Journal of applied psychology* **87**(3): 427.

Marcus, B., & Schuler, H. (2004). Antecedents of counterproductive Behaviour at work: A general perspective. *Journal of Applied Psychology, 89 (4),* 647–660.

Malachowski, D. (2005). Wasted time at work costing companies billions. *San Francisco Chronicle*, *11*. Retrieved from http://www.systemsdynamics.net/aeprod/articles/05092.pdf.

Malik, T. (2013). Positive effects of opinion-count on job satisfaction of team members in business enterprises. *Journal of Communication Management*, 17(1), 56-74.

Malik,S.Z., & Khalid D,.N(2016). PSYCHOLOGICAL CONTRACT BREACH, WORK ENGAGEMENT AND TURNOVER INTENTION Evidence from Banking Industry in Pakistan, *Pakistan Economic and Social Review Volume 54, No. 1, pp. 37-54.*

Malisetty. S and Kumari K. V. (2016) An Investigation on Relationship of Deviance Workplace Behaviour with Organisational Justice, Abusive Supervision and Work-Family Conflict. *Indian Journal of Science and Technology*, Vol 9(39),

Mangione, T. W., & Quinn, R. P. (1975). Job satisfaction, counterproductive Behaviour, and drug use at work. *Journal of Applied Psychology*, *60*(1), 114.

Manville, C., El Akremi, A., Niezborala, M., & Mignonac, K. (2016). Injustice hurts, literally: The role of sleep and emotional exhaustion in the relationship between organizational justice and musculoskeletal disorders. *Human relations*, 69(6), 1315-1339.

Mark Griffiths, (2010). Internet abuse and internet satisfaction, counterproductive Behaviour and drug addiction in the workplace. *Journal of Workplace use at work. Journal of Applied Psychology,Learning*, 22(7): 463 - 472.

Martin, K. D., & Cullen, J. B. (2006). Continuities and extensions of ethical climate theory: A meta-analytic review. *Journal of Business Ethics*, *69*(2), 175–194.

Martinko, M. J., Gundlach, M. J., & Douglas, S. C. (2002). Toward an integrative theory of counterproductive workplace Behaviour: A causal reasoning perspective. *International Journal of Selection and Assessment*, *10*(1-2), 36–50.

Martinko, M. J., & Moss, S. E. (1999). An exploratory study of workplace violence and aggression. *SH Barr (Ed.), 7999*, 86–88.

Masood, S. A. (2006). Behavioural aspects of transformational leadership in manufacturing organisations.*ADoctoral Thesis. Submitted in partial fulfillment of the requirements for the award of Doctor of Philosophy of LoughboroughUniversity.Metadata*Record:https://dspace.lboro.ac.uk/2134/814 Publisher: c

Mayer, D., Nishii, L., Schneider, B., & Goldstein, H. (2007). The precursors and products of justice climates: Group leader antecedents and employee attitudinal consequences. *Personnel Psychology*, *60*(4), 929–963.

Mayer, J. D., Caruso, D. R., & Salovey, P. (2000). Selecting a measure of emotional intelligence: The case for ability scales. Retrieved from http://psycnet.apa.org/psycinfo/2001-00355-015

Mayer, J. D., & Geher, G. (1996). Emotional intelligence and the identification of emotion. *Intelligence*, *22*(2), 89–113.

McClure, L., & Werther, W. B. (1995). Leadership and developmental interventions for dysfunctional workers. *Leadership & Organization Development Journal*, *16*(1), 17–22.

McClurg, L. A., & Butler, D. S. (2006). Workplace theft: A proposed model and research agenda. *Southern Business Review*, *31*(2), 25.

McColl-Kennedy, J.R. & Anderson, R.D. (2002). Impact of leadership style and emotions on subordinate performance. *Leadership Quarterly*, 13, 545-559

McGurn, M. (1988). Spotting the thieves who work among us. *Wall Street Journal*, *7*(March), A16.

McGuire, E. and S.M. Kennerly, 2006. Nurse managers as transformational and transactional leaders. *Nurs Economics*, 24(4): 179-185.

McKinney, J. A., & Moore, C. W. (2008). International bribery: Does a written code of ethics make a difference in perceptions of business professionals. *Journal of Business Ethics*, *79*(1-2), 103–111.

Megargee, E. I. (2009). Understanding and assessing aggression and violence.In J. N. Butcher (Ed.), Oxford handbook of personality assessment (pp. 542–566). New York, NY: Oxford University Press.

Membere, A. A., Ahmad, A. S., Anderson, A. J., Lindsey, A. P., Sabat, I. E., & King, E. B. (2015). Individual, Interpersonal, and Organizational Outcomes of Workplace Bullying. Bullies in the Workplace and Employees: Seeing and Stopping Adults Who Abuse Their Co-Workers and Employees, 175.

Merton, R. K. (1938). Social structure and anomie. *American Sociological Review, 3*(5), 672–682.

Metofe, P.A. (2017). Antecedents of Deviant Work Behavior: *A Review of Research. Acta Psychopathol*. Vol. 3 No. 5: 59

Moberg, D. J. (1997). On employee vice. *Business Ethics Quarter ly*, 41–60.

Mohd Shamsudin, F., et al. (2012). "The effect of HR practices, leadership style on cyberdeviance: The mediating role of organizational commitment." *Journal of Marketing and Management*.

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, *79*(4), 475.

Morrison, E. W. and Robinson, S. L. (1997), "When employees feel betrayed: A model of how psychological contract violation develops", *Academy of management Review*, Vol. 22 No.1,pp. 226-256.

Moorthy,M.K.Seetharaman, A., Jaffar,N.& Foong,Y.P.(2014) Employee Perceptions of Workplace Theft Behaviour: A Study Among Supermarket Retail Employees in Malaysia. *ETHICS & BEHAVIOUR*, 25(1), 61–85

Mount, M. K., & Barrick, M. R. (1995). The Big Five personality dimensions: Implications for research and practice in human resources management. *Research in Personnel and Human Resources Management*, *13*(3), 153–200.

Mount, M., Ilies, R., & Johnson, E. (2006). Relationship of personality traits and counterproductive work Behaviours: The mediating effects of job satisfaction. *Personnel Psychology*, 59, 591–622.

Mikkelsen, E. G., & Einarsen, S. (2002). Relationships between exposure to bullying at work and psychological and psychosomatic health complaints: The role of state negative affectivity and generalized self-efficacy. *Scandinavian Journal of Psychology*, 43, 397–405.

Mitchell, M. S., Cropanzano, R., & Quisenberry, D. 2012. Social exchange theory, exchange resources and interpersonal relationships: A modest resolution of theoretical difficulties.In K. Tornblom & A. Kazemi (Eds.), Handbook of

social resource theory: Theoretical extensions, empirical insights, and social applications: 99-118. New York, NY: *Springer*.

Mishra, M., & Pandey, S. (2014). A theoretical model on the determinants of workplace deviance among employees in the public service organizations of India. *International Journal of Business Behavior,* 2(3), 1321–1337.

Mingzheng, W., Xiaoling, S., Xubo, F. & Youshan, L. (2014).Moral Identity as a Moderator of the Effects of Organizational Injustice on Counterproductive Work Behavior Among Chinese Public Servants. *Public Personnel Management* Vol. 43(3) 314–324.

Mrayyan, M. (2006). "Jordanian nurses' job satisfaction, patients' satisfaction and quality of nursing care." *International nursing review* 53(3): 224-230.

Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational behaviour, 31, 268-277.*

Muafi. (2011). Causes and Consequence Deviant Workplace Behaviour, *International Journal of Innovation, Management and Technology*, Vol.2(2).

Murphy, K.R. (1989), "Dimensions of Job Performance," in Testing: Applied and Theoretical Perspectives, eds. R. Dillon and J. Pellingrino, New York: Praeger, pp. 218 –247

Mustaine, E. E., & Tewksbury, R. (2002).Workplace theft: An analysis of student-employee offenders and job attributes. *American Journal of Criminal Justice*, 27(1), 111–127.

Narayanan, K. & Murphy, S. E. (2017).Conceptual Framework on Workplace Deviance Behaviour: A Review Journal of Human Values 23(3) 1–16.

Nadeem, M., Ahmad, R., Ahmad, N., Batool, S. R., & Shafique, N., (2015). Favoritism, nepotism and cronyism as predictors of job satisfaction: Evidences from Pakistan. *Journal of Business and Management Research*, *8*, 224–228.

Nasir, M., & Bashir, A. (2012). Examining workplace deviance in public sector organizations of Pakistan. *International Journal of Social Economics*, *39*(4), 240–253.

Nasurdin, A. M., Ahmad, N. H.,Razalli, A. A. (2014). Politics, Justice, Stress, and Deviant Behaviour in Organizations: *International Journal of Business and Society*, 15(2), 235–254.

Universiti Utara Malaysia

Nathanson, C., (2008).Exploring the dynamics of revenge (Unpublished doctoral dissertation).University of British Columbia, Vancouver, British Columbia, Canada.

Nemanich, L.A. and R.T. Keller, 2007. Transformational leadership in an acquisition: A field study of employees. *The Leadership Quarterly*, 18(1): 49-68.

Neuman, J. H., & Baron, R. A. (1997). Aggression in the workplace. *Antisocial Behaviour in Organizations*, *37*, 67.

Neuman, J. H., & Baron, R. A. (2005). Aggression in the workplace: A social-psychological perspective. *Counterproductive work Behaviour: Investigations of actors and targets*, *7*, 13-40.

Nguyen, L. (2013).Canadian economy loses $16.6B annually due to absenteeism: Conference Board, The Star. Retrieved from http://www.thestar.com/business/economy/2013/09/23/absenteeism_cost_canada_lost_166_billion_study.html

Neil, B. and S.C. Chong (2015). Leadership Styles and Organisational Innovativeness: A Study of Estate Managers in the Sri Lankan Plantation Sector. *Aust. J. Basic & Appl. Sci.*, 9(23): 648-658,

Nevins-Bennett, C. (2016) Counterproductive Work Behaviour among Academic' and Administrative Staff' and Its effective on the Organizational Effectiveness. *Advances in Social Sciences Research) Journal,* 3(2)29B41.URL:)http://dx.doi.org/10.14738/assrj.32.1561. 30.

Niaei, M., Peidaei, M. M., & Nasiripour, A. A. (2014). The Relation Between Staff Cyberloafing And Organizational Commitment In Organization Of Environmental Protection. *Kuwait Chapter Of The Arabian Journal of Business and Management Review*, *3*(7), 59.

Niehoff, B. P., & Paul, R. J. (2000). Causes of employee theft and strategies that HR managers can use for prevention. *Human Resource Management*, *39*(1), 51–64.

Nirankari, S., & Seth, N. (2015). Work Deviance Effects on Job Performance and Health. *International Journal of Advanced Nutritional and Health Science,* 3(1), pp. 132-136.

Noblet, A., Maharee-Lawler, S., & Rodwell, J. (2012). Using job strain and organizational justice models to predict multiple forms of employee performance behaviours among Australian policing personnel. *The International Journal of Human Resource Management*, *23*(14), 3009–3026.

Norsilan, I.N, Omar,Z. and Ahmad.A Workplace Deviant behaviour: A Review of Typology of Workplace Deviant behaviour *Middle-East Journal of Scientific Research 19 (Innovation Challenges in Multidiciplinary Research & Practice*): 34-38, 2014.

Novalien C. L.,(2017).The antecedents of deviant workplace behaviorson the employees of regional apparatus organization (odp) in maluku province, indonesia rjoas, 6(66

Nurul.I,Kozakoa,AM.F.,Safinb,S.Z.,and Rahimc,A.R.A The Relationship of Big Five Personality Traits on Counterproductive Work Behaviour among Hotel Employees: An Exploratory Study *Procedia Economics and Finance 7* (2013) 181 – 187.

Nyarko, K., Michael, A. N. & Sempah, D.B. (2014).Organizational Injustice and Interpersonal Conflict on Counterproductive Work Behaviour.*European Journal of Business and Management* Vol.6, No.21.

O'Boyle, E. H., Jr., Forsyth, D. R., & O'Boyle (2012) A Meta-Analysis of the Dark Triad and Work Behaviour:A Social Exchange Perspective, *Journal of Applied Psychology* Vol. 97, No. 3, 557–579

O'Boyle, E.H., Jr., Forsyth, D.R., Banks, G.C., & McDaniel, M.A. (2012). A meta-analysis of the dark triad and work Behaviour: A social exchange perspective. *Journal of Applied Psychology*, 97(3), 557–579.

O'Boyle, E. H., Forsyth, D. R., & O'Boyle, A. S. (2011). Bad apples or bad barrels: An examination of group-and organizational-level effects in the study of counterproductive work Behaviour. *Group & Organization Management*, 36(1), 39-69.

O'Fallon, M. J., & Butterfield, K. D. (2005). A review of the empirical ethical decision-making literature: 1996–2003. *Journal of Business Ethics*, *59*(4), 375–413.

Ogungbamila,B. & Udegbeb, B. (2014). Gender Differences in the Effects of Perception of Organizational Injustice on Workplace Reactivity. Europe's Journal of Psychology, , Vol. 10(1), 150–167, doi:10.5964/ejop.v10i1.575

Oliver, C., Hall, S., Hales, J., Murphy, G., & Watts, D. (1998). The treatment of severe self-injurious Behaviour by the systematic fading of restraints: Effects on self-injury, self-restraint, adaptive Behaviour, and Behavioural correlates of affect. Research in Developmental Disabilities, 19(2), 143-165.

Omar F,Halim F.W,Zainah A.Z,Farhadi, H,Nasir R and Khairudin R. (2011). Stress and Job Satisfaction as Antecedents of Workplace Deviant Behaviour, *World Applied Sciences Journal Sciences For Human* 46-51.

Universiti Utara Malaysia

Omotayo,O.A., Olubusayo,F,H., Olalekan.A.J. and Adenike,A.A. An Assessment of Workplace Deviant Behaviours and Its Implication on Organisational Performance in a Growing Economy. *Journal of Organizational Psychology* Vol. 15(1)90-100.

Ones, D. S., Viswesvaran, C., & Schmidt, F. L. (2003). Personality and absenteeism: A meta-analysis of integrity tests. *European Journal of Personality*, 17, S19–S38.

Oghojafor, B. E., Muo, F. I., & Olufayo, T. O. (2012). Perspective of bullying problems at workplace in Nigeria: The experience of workers. *International Journal of Arts and Commerce, 1*(3), 1–18.

Ogunyemi, K., Ogunyemi, K., Laguda, E., & Laguda, E. (2016). Ethics, workforce practices and sustainability by multinationals in Nigeria. *Worldwide Hospitality and Tourism Themes, 8*(2), 158-181.

O'Leary-Kelly, A. M., Griffin, R. W., & Glew, D. J. (1996). Organization-motivated aggression: A research framework. *Academy of Management Review, 21*(1), 225–253.

Oliver, C., Hall, S., Hales, J., Murphy, G., & Watts, D. (1998).The treatment of severe self-injurious Behaviour by the systematic fading of restraints: Effects on self-injury, self-restraint, adaptive Behaviour, and Behavioural correlates of affect. Research in Developmental Disabilities, 19(2), 143-165.

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991).People and organizational culture: A profile comparisons approach to assessing person-organization fit. *Academy of Management Journal, 34*, 487-516.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship Behaviour. *Personnel Psychology*, *48*(4), 775–802.

Organ, D. W., Podsakoff, P. M., and MacKenzie, S. B. (2006).Organizational Citizenship Behaviour: Its Nature, Antecedents, and Consequences.Thousand Oaks, Calif.: Sage.

Organ, D. W. (1988).Organizational citizenship Behaviour: The good soldier syndrome. Lexington, MA: Lexington Press.

Organ, D. W.(1990).The motivational basis of organizational citizenship Behaviour. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational Behaviour,* vol. 12: 43-72.Greenwich, CT: JAI Press.

Organ, D. W. (1997). Organizational citizenship behaviour: It's construct clean-up time. *Human Performance*,10(2), 85-97.

Omar, F.,Halim F.W,Zainah A.Z,Farhadi, H,Nasir R & Khairudin R.,(2011) Stress and Job Satisfaction as Antecedents of Workplace Deviant Behaviour ,Published in World Applied Sciences Journal 12 (Special Issue Of Social and Psychological Sciences For Human Development): 46-51,2011,IDOSI Publications,2011 (ISSN:1818-4952).

Onuoha, J. I., & Ezeribe, S. N. (2011).Managerial attitudes and workplace deviance: A psycho-sociological perspective. ABSU *Journal of Arts, Management, Education, Law and Social Sciences,* 1(1), 149–161.

Özler, D. E., & Buyukarslan, A. (2011). The overall outlook of favoritism in organizations: A literature review. *International Journal of Business and Management Studies*, *3*(1), 275–285.

Ozler, D. E., & Polat, G. (2012). Cyberloafing phenomenon in organizations: Determinants and impacts.*International Journal of eBusiness and eGovernment Studies*, *4*(2), 1–15.

Palmer, J. C., Komarraju, M., Carter, M. Z., and Karau, S. J. (2017).Angel on one shoulder: can perceived organizational support moderate the relationship between the Dark Triad traits and counterproductive work behavior? Pers. Individ. Dif. 110, 31–37. doi: 10.1016/j.paid.2017.01.018

Park, H. S., Hoobler, J. M., Wu, J., & Wilson, M. (2015).Abusive Supervision, Justice, Power Distance, and Employee Deviance: A Meta-Analysis. Paper presented at the Academy of Management Proceedings.

Paracha, M.U. & Shahzad, K.(2017).Workplace Bullying on Deviant Work Behaviour AMONG NURSES IN PAKISTAN: MEDIATING ROLE OF INTERPERSONAL CONFLICT.*PAKISTAN BUSINESS REVIEW* JAN 2017

Pallant, J. (2007). SPSS Survival Manual, Berkshire: Open University Press.

Parisa, A., Jalil, D. Mansour,K.,(2016) Counterproductive Behaviours in State Hospitals: A Review of the Role of Organizational Cynicism and Injustice *Mediterranean Journal of Social Sciences MCSER Publishing, Rome-Italy Vol 7 No 4 S1*,196-207.

Parker, D. F., & DeCotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behaviour and Human Performance*, *32*(2), 160–177.

Parveen, R. (2010). Violence against women in Pakistan. *Islamabad, Aurat Foundation. The Protection against Harassment of Women at the Workplace Act*.

Paulhus, D. L., & Williams, K. M. (2002). The Dark Triad of personality:Narcissism, Machiavellianism, and psychopathy. *Journal of Research in Personality*, 36, 556 –563.

Paulhus, D. L., & Jones, D. N. (2011, January). Introducing a short measure of the Dark Triad. Poster presented at the meeting of the Society for Personality and Social Psychology, San Antonio

Penney, L. M., & Spector, P. E. (2002). Narcissism and counterproductive work Behaviour: Do bigger egos mean bigger problems? *International Journal of Selection and Assessment*, *10*(1-2), 126–134.

Penney, L.M, David, E. & Witt, L.M.(2011). A review of personality and performance: Identifying boundaries, contingencies, and future research directions. *Human Resource Management Review,* 21, 297–310

Perlow, R., & Latham, L. L. (1993). Relationship of client abuse with locus of control and gender: a longitudinal study in mental retardation facilities. *Journal of Applied Psychology*, *78*(5), 831.

Peterson, D. K. (2002). Deviant workplace Behaviour and the organization's ethical climate. Journal *of Business and Psychology*, *17*(1), 47–61.

Petrides, K. V., Frederickson, N., & Furnham, A. (2004). The role of trait emotional intelligence in academic performance and deviant Behaviour at school. *Personality and Individual Differences*, *36*(2), 277–293.

Perry, J. L. & L. W. Porter (1982)"Factors affecting the context for motivation in public organizations1." Academy of management review 7(1): 89-98.

Peng, J.C, Tseng MM, & Lee Y.J, (2011).Relationships among supervisor feedback environment,work-related stressorsand employee deviance. *J Nurs Res* 19: 13-24.

Peng, J.C, Jien, J.J, Lin,.J & Tetrick LE , (2016)"Antecedents and consequences of psychological contract breach", *Journal of Managerial Psychology, Vol. 31 Iss* 8 pp.

Podsakoff, P.M.; MacKenzie, S.B.; Lee, J.-Y.; Podsakoff, N.P. (2003). "Common method biases in Behavioural research: A critical review of the literature and recommended remedies" (PDF). *Journal of Applied Psychology*. 88 (5): 879–903.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569

Universiti Utara Malaysia

Ponzo, M., & Scoppa, V. (2010). The use of informal networks in Italy: Efficiency or favoritism? *The Journal of Socio-Economics*, *39*(1), 89–99.

Porath, C. L., & Erez, A. (2009). Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks. *Organizational Behaviour and Human Decision Processes*, *109*(1), 29–44.

Pradhan.S,&Pradhan.R.K,(2014).Transformational Leadership and Deviant Workplace Behaviors: The Moderating Role of Organizational JusticeProceedings of the First Asia-Pacific Conference on Global Business, Economics, Finance and Social Sciences (AP14Singapore Conference) ISBN: 978-1-941505-15-1.

Pradhan, S., & Jena, L. K. (2016).The Moderating Role of Neutralizers on the Relationship between Abusive Supervision and Intention to Quit: A Proposed Model. Journal of Human Values, 22(3), 238–248

Puffer, S. M. (1987). Prosocial Behaviour, noncompliant Behaviour, and work performance among commission salespeople. *Journal of Applied Psychology*, *72*(4), 615.

Puni, A., Ofei, B. and Okoe, F. A. (2013), The effect of Leadership Styles on Firm Performance in Ghana. *International Journal of Marketing Studies*, Vol. 6(1).

Punia, B.K. & Rana, H. (2013).“Correlates, Antecedents and Implications of Deviant Workplace Behaviour: A Review”,GNA *Journal of Management & Technology*, Vol.8, No.1, pp.98-104.

Puni, A., Agyemang, C. B., & Asamoah, E. S. (2016).Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours.International *Journal of Innovative Research and Development*, 2278–0211, 5(1).

Peterson, D. K. (2002). Deviant workplace behavior and the organization's ethical climate. *Journal of Business and Psychology*, 17(1), 47–56.

Pradhan.S.&Pradhan.R.K.(2014).Transformational Leadership and Deviant Workplace Behaviors: The Moderating Role of Organizational Justice Proceedings of the First Asia-Pacific Conference on Global Business, Economics, Finance and Social Sciences (AP14Singapore Conference) ISBN: 978-1-941505-15-1Singapore, 1-3 August 2014 Paper ID: S437.

Quratulain, S., & Khan, A. K. (2015). Red Tape, Resigned Satisfaction, Public Service Motivation, and Negative Employee Attitudes and Behaviours Testing a Model of Moderated Mediation. *Review of Public Personnel Administration*, 35(4), 307-332.

Universiti Utara Malaysia

Radzali. M. F., Ahmad. A. & Omar Z., (2013). Workload, Job Stress, Family-to-work conflict and Deviant Workplace Behaviour. International *Journal of Academic Research in Business and Social Science*s, December2013,Vol.3 No.12 (ISSN:2222-6990).

Rahim.A.R.,, Alwi Shabudin, &Aizzat Mohd Nasurdin, (2012) Effects of Job Characteristics on Counterproductive Work Behavior Among Production Employees: Malaysian Experience *International Journal of Business and Development Studies* Vol. 4, No. 1, pp.123-145.

Radzali M., Farah, Ahmad A., Omar Z.. (2013). Workload, JobStress, Family-to-work conflict and Deviant Workplace Behaviour, *International Journal of Academic Research in Business and Social Sciences,* Vol.3 (12).

Raelin, J.A. (1994), "Three Scales of Professional Deviance within Organizations," J*ournal of Organizational Behaviour,* 15, 483 –501.

Rafiee, M., Hoveida, R., & Rajaeipoor, S. (2015). The Relationship of the Deviant Workplace Behaviour with the Organizational Justice and Staff Development in the Universities of Tehran. *International Journal of Human Resource Studies, 5*(1), 126.

Rashid Saeed, M. N. (2014). Impact of Human Resource Practices on Deviant Workplace Behaviour. *Journal of Basic and Applied*.

Raina, R., & Roebuck, D. B. (2014). Exploring cultural influence on managerial communication in relationship to job satisfaction, organizational commitmentand the employees' propensity to leave in the insurance sector of India.*International Journal of Business Communication,* 1-34.

Rainey, H. G., et al. (1986). "Reward expectancies and other work-related attitudes in public and private organizations: A review and extension." *Review of Public Personnel Administration* 6(3): 50-72.

Rauf, K. & Farooq.A.(2014). Adaptation and Validation of Counterproductive Work Behaviour Checklist (45 And 32) *International Journal of Novel Research in Humanity and Social Sciences* Vol. 1, Issue 1, pp: (39-49).

Rahman,M.S., Karan, R.& Ferdausy,S.(2013) Relationship between Deviant Workplace Behavior and Job Performance:An Empirical Study. *NIDA Development Journal* Vol. 53 No. 2/2013

Rauf, F.H.A, (2015). Behind Emotion: Organizational Injustice Practices As A Key Ancedents of counterproductive. 5th International Symposium 2015 – IntSym 2015, SEUSL

Restubog, S. L. D., Bordia, P., & Tang, R. L. (2007). Behavioural outcomes of psychological contract breach in a non-western culture: The moderating role of equity sensitivity. *British Journal of Management*, 18, 376-386.

Restubog, S. L., Hornsey, M. J., Bordia, P., & Esposo, S. R.(2008). Effects of psychological contract breach on organizational citizenship behaviour: Insights from the group value model. *Journal of Management Studies,* 45(8), 1377-1400.

Richardson, H.A.; Simmering, M.J.; Sturman, M.C. (October 2009). "A tale of three perspectives: Examining post hoc statistical techniques for detection and correction of common method variance". *Organizational Research Methods*. 12 (4): 762–800.

Richter, N. F., Sinkovics, R. R., Ringle, C. M., & Schl€agel, C. (2016). A critical look at the use of SEM in international business research. *International Marketing Review*,33, 376e404.

Rigdon, E. E. (2012). Rethinking partial least squares path modeling: In praise of simple methods. Long Range Planning, 45, 341e358.

Rigdon, E. E. (2013). Partial least squares path modeling. In G. R. Hancock, &R. O. Mueller (Eds.), Structural equation modeling. A second course (second ed.,pp. 81e116). Charlotte NC: Information Age Publishing.

Rigdon, E. E. (2014). Rethinking partial least squares path modeling: Breaking chains and forging ahead. Long Range Planning, 47, 161e167.

Rigdon, E. E. (2016).Choosing PLS path modeling as analytical method in European management research: A realist perspective.*European Management Journal (*in this issue).

Rizvi, S.T., Friedman, B.A. & Azam, R.I. (2017).Workplace Deviance and Turnover Intention Among Educators and Supporters. The BRC Academy Journal of Business Vol. 7, No. 1

Roberson, Q. M., & Stevens, C. K. (2006). Making sense of diversity in the workplace: organizational justice and language abstraction in employees' accounts of diversity-related incidents. *Journal of Applied Psychology*, *91*(2), 379.

Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace Behaviours: A multidimensional scaling study. *Academy of Management Journal*, *38*(2), 555–572.

Robinson, S. L., & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance.*Journal of Organizational Behaviour (1986-1998)*, 1.

Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue Behaviour. *Journal of Organizational Behaviour, 16*(3), 289–298.

Robinson, S. L., & O'Leary-Kelly, A. M. (1998). Monkey see, monkey do: The influence of work groups on the antisocial Behaviour of employees. *Academy of Management Journal*, 41(6), 658–672.

Robbins, P. S, & Judge. T.A (2013) Organizational behavior — 15th ed. Pearson Education, Inc., publishing as Prentice Hall .

Rogojan, P.T., (2009).Deviant workplace behavior in organizations (Doctoral dissertation). Austria: University of Vienna.

Roeser, K., McGregor, V. E., Stegmaier, S., Mathew, J., Kübler, A., and Meule, A., (2016). The Dark Triad of personality and unethical behavior at different times of day. Pers. Individ. Dif. 88, 73–77. doi: 10.1016/j.

Rössler, W. (2012). Stress, burnout, and job dissatisfaction in mental health workers. *European archives of psychiatry and clinical neuroscience*, 262(2), 65-69.

Rotundo, M., & Xie, J. L. (2008). Understanding the domain of counterproductive work behaviour in China. *The International Journal of Human Resource Management,19*(5), 856–877.

Roueche, J. E., Baker III, G. A., & Rose, R. R. (2014). *Shared vision: Transformational leadership in American community colleges*: Rowman & Littlefield.

Rousseau, D. M. (1995).Psychological contracts in organizations: Understanding written and unwritten agreements, *Sage Publications*, Thousand Oaks, CA

Rousseau, D. M. (1989)."Psychological and implied contracts in organizations", *Employee Responsibilities and Rights Journal*, Vol. 2 No.2, pp. 121-139.

Rousseau, D. M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behaviour*, *11*(5), 389–400.

Rousseau, D. M., & McLean Parks, J. (1993). The contracts of individuals and organizations. *Research in Organizational Behaviour*, *15*, 1–1. Sarwar, M., Alam, M., & Anwar, M. N. (2010).Location and gender differences in

deviant Behaviour among primary school teachers.International Journal of Business and Management, 5(12), 97.

Rukhsana, S. A. & Kaleem, K. A. (2017).Academics' Perceptions of Bullying at Work: Insights from Pakistan",*International Journal of Educational Management* , Vol. 31 Iss 2 pp.

Sackett, P. R. (2002). The structure of counterproductive work Behaviours: Dimensionality and relationships with facets of job performance. *International Journal of Selection and Assessment*, *10*(1-2), 5–11.

Saeed, R., Lodhi, R. N., Hayee, H. M. A., Shakeel, M., Mahmood, Z., & Ahmad, M. (2013). The Effect of Extrinsic Motivational Instruments on Job Satisfaction: A Case of Pakistani Financial Services Companies. *World Applied Sciences Journal*, 26(12), 1657-1661.

Saidon, I., Galbreath, J., & Whiteley, A. (2010). Antecedents of moral disengagement: Preliminary empirical study in Malaysia.In 24th Annual Australian and New Zealand *Academy of Management* Conference, Adelaide, Australia.

Sarwar, M., Alam, M., & Anwar, M. N. (2010). Location and gender differences in deviant Behaviour among primary school teachers. *International Journal of Business and Management*, 5(12), 97.

Sajeet P, Rabindra K P,(2014) Transformational Leadership and Deviant Workplace Behaviours: The Moderating Role of Organizational Justice Proceedings of the First Asia-Pacific Conference on Global Business, Economics, Finance and Social Sciences (AP14Singapore Conference)

Safi, M. H., & Arshi, S. (2016). The Relationship between Perceived Organizational Justice and Organizational Commitment with Job Satisfaction in Employees of Northern Tehran Health Care Center. *Community Health*, 2(3), 172-181

Sagie, A.,Stashevsky, S., & Koslowsky, M. (2003).Mis-Behaviour and dysfunctional attitudes in organizations.*Palgrave Macmilla*n.

Salgado, J. F. (2002). The Big Five personality dimensions and counterproductive Behaviours. *International Journal of Selection and Assessment*, *10*(1-2), 117–125.

Salleh, F., Dzulkifli, Z., Abdullah, W. A. W., & Yaakob, N. H. M. (2011). The effect of motivation on job performance of state government employees in Malaysia. *International Journal of Humanities and Social Science*, 1(4), 147-154.

Saleem, F. & Gopinath, C. (2015).Injustice,Counterproductive Work Behavior and mediating role of Work Stress. *Pakistan Journal of Commerce and Social Sciences* Vol. 9 (3), 683-699

Samantrai, K. (1992). Factors in the decision to leave: Retaining social workers with MSWs in public child welfare. *Social Work, 37*(5), 454–458.

Samnani, A.K., & Singh, P. (2012). 20 Years of workplace bulyying research: A review of the antecedents and consequences of bullying in the workplace. *Aggression and Violent Behaviou*r, 581-589

Satpathy, D. B., Patnaik, B., C., & Mohanty, S. (2016). Dynamics of Deviant Workplace Behaviour: A Literature Review. *The International Journal of Humanities & Social Studies.Vol 4(5.)*

Sarwar, M., Alam, M., & Anwar, M. N. (2010). Location and gender differences in deviant Behaviour among primary school teachers. *International Journal of Business and Management*, 5(12), 97.

Saunders, M., Lewis, P., Thornhill, A.,(2007). Research methods for business students. 4. ed. Harlow: *Financial Times*/Prentice Hall.

Schyns, B. (2015). Dark personality in the workplace: Introduction to the special issue. *Applied Psychology*, *64*(1), 1–14.

Schaubroeck, J. M., Peng, A. C., & Hannah, S. T. (2016). The role of peer respect in linking abusive supervision to follower outcomes: Dual moderation of group potency.*Journal of applied psychology*, 101(2), 267.

Schat, A. C. H., Frone, M., & Kelloway, E. K. (2006). The prevalence of workplace aggression in the U.S. workforce: Findings from a national study. In E. K. Kelloway, J. Barling, & J. J. Hurrell Jr. (Eds.), Handbook of workplace violence (pp. 579–606). Thousand Oaks, CA:*Sage*.

Sekaran, U. (n.d.).(2003) Research Methods for Business: A Skill Building Approach. 2003. *John Willey and Sons, New York.*

Sekaran, U. & Bougie, R. (2010). Research Methods for Business: A Skill Building Approach, 5th edition, Chichester, West Sussex, UK: *John Wiley & Sons Ltd*

Settler, K. jr, (2017). "I'm bad & mad!Predicting interpersonal sabotage in the workplace".Scholars Week. 2. http://digitalcommons.murraystate.edu/scholarsweek/Spring2017/Psychology/2

Universiti Utara Malaysia

Shakir, K. and S. J. Siddiqui (2014). "The Impact of Work-Life Balance Policies on Deviant Workplace Behaviour in Pakistan." *International Journal of Economics, Commerce and Management* **2**(6).

Sharkawi,S., Rahim.A.RA.& Dahalan,N.A.,(2013). Relationship between Person Organization Fit, Psychological Contract Violation on Counterproductive Work Behaviour.*International Journal of Business and Social Science* Vol. 4 No. 4

Sharma,N.,& Singh, V.K. (2015). "Differential Association and Imitation as Moderators of Workplace Deviance" Twelfth AIMS International Conference on Management.

Shirazi, A., & Afrough, A. (2016).Investigate the Relationship between Organizational Justice and Organizational Misbehaviour: An Empirical Study of a software Company in Tehran City. *International Journal of Humanities and Cultural Studies* (IJHCS) ISSN 2356-5926, 150-162.

Spain, S. M.; Harms, P. D. & Lebreton, J. M., (2013). "The dark side of personality at work" *Journal of Organizational Behaviour Management Department Faculty Publications.* Paper 99. Silva, A. (2014). What do we really know about leadership? *Journal of Business Studies Quarterly*, 5(4), 1–4.

Spector, P. E., & Fox, S. (2005).The Stressor-Emotion Model of Counterproductive Work Behavior. Retrieved from http://doi.apa.org/psycinfo/2004-19514-007

Sharma, A., & Kalpna Thakur, D. (2016). Display of Counter Productive Work Behaviour in Relation to Person-Organization Fit. *Global Journal of Human-Social Science Research*, *16*(1). Retrieved from http://socialscienceresearch.org/index.php/GJHSS/article/view/1660.

Shaheen, S., Bashir, S., & Khan, A. K. (2017).Examining Organizational Cronyism as an Antecedent of Workplace Deviance in Public Sector Organizations. *Public Personnel Management* 1–16.

Shahid, B. & Ahmad, I (2016). The Impact of Organizational Learning on Organizational Corruption and the Deviant Workplace Behavior: The Case Study of Public Sector Organizations in Pakistan. *NUML International Journal of Business & Management* Vol. 11, No: 2. December, 2016 ISSN 2410-5392.

Shahzad, A. & R. Malik (2014).Workplace Violence: An Extensive Issue for Nurses in Pakistan.A Qualitative Investigation. *Journal of interpersonal violence:*.

Universiti Utara Malaysia

Shahzad, A., & Mahmood, Z. (2012).The mediating-moderating model of organizational cynicism and workplace deviant behavior: Evidence from banking sector in Pakistan. *Middle-East Journal of Scientific Research,* 12(5),580–588.

Shakir, K., & Siddiqui, S. J. (2014). The Impact of Work-Life Balance Policies on Deviant Workplace Behaviour in Pakistan. *International Journal of Economics, Commerce and Management, 2(6).*

Shirazi, A., & Afrough, A. (2016). Investigate the Relationship between Organizational Justice and Organizational MisBehaviour: An Empirical Study of a software Company in Tehran City. *International Journal of Humanities and Cultural Studies* (IJHCS) ISSN 2356-5926, 150-162.

Shamsudin Mohd. Faridahwati, Subramanian Chandrakantan and Ibrahim Hadziroh (2011).HR practices and Deviant Behaviour at Work: An Exploratory Study. International Conference on Business and Economics Research,*IPEDR* Vol.16.

Shavit, H., & Shouval, R. (1977). Repression–sensitization and processing of favorable and adverse information. *Journal of Clinical Psychology*. Retrieved from http://psycnet.apa.org/psycinfo/1978-29411-001

Shaw, J. D., Gupta, N., & Delery, J. E. (2005). Alternative conceptualizations of the relationship between voluntary turnover and organizational performance. *Academy of Management Journal*, *48*(1), 50–68.

Siers, B. (2007). Relationships among Organisational Justice Perceptions, Adjustment, and Turnover of United States-Based Expatriates.*Applied Psychology*, *56*(3), 437–459.

Sili A, Fida R, Zaghini F, Tramontano C, Paciello M (2014) Counterproductive behaviors and moral disengagement of nurses as potential consequences of stress-related work: validity and reliability of measurement scales. *Med Lav* 105: 382-394.

Silva, H. Michelle S. V. & Ranasinghe, R. M. I. D. (2013).The Impact of Job Stress on Deviant Workplace Behaviour: A Study of Operational Level Employees of Comfort Apparel Solutions Company in Sri Lanka. *International Journal of Human Resource Studies* ISSN 2162-3058 2017, Vol. 7, No.

Sims, R. R. (1992). The challenge of ethical Behaviour in organizations. *Journal of Business Ethics*, *11*(7), 505–513.

Simic, J. & Ristic, M.R. (2017).The Relationship between Personality Traits and Managers` Leadership Styles. *European Journal of Social Sciences Education and Research* Vol.11 Nr. 2

Universiti Utara Malaysia

Simon, L., Tepper, B. J., & Park, H. M. (2015).Abusive Supervision.*Annual Review of Organizational Psychology and Organizational Behaviour*, 4(1).

Sivaraja, Y. (2009). Relationship Between Organization Ethical Climate and Workplace Deviant Behaviour.Master diss., Business College Universiti Utara Malaysia.

Shulman, T. (2007).Employee Theft Solutions.Retrieved April 5, 2010, from The Shulman Center: http://www.employeetheftsolutions.co

Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. Journal of Applied Psychology, 82(3), 434

Smithikrai, C. (2008). Moderating effect of situational strength on the relationship between personality traits and counterproductive work behaviour. *Asian Journal of Social Psychology*, *11*(4), 253–263.

Smith, S. F., & Lilienfeld, S. O. (2013). Psychopathy in the workplace: The knowns and unknowns. *Aggression and Violent Behaviour*, *18*(2), 204–218.

Smith, J., Micich, L. A., & McWilliams, D. L. (2016). Organization Citizenship and Employee Withdrawal Behaviour in the Workplace. International *Journal of Human Resource Studies*, 6(3), 43-62.

Spain, S.M., Harms, P., & LeBreton, J.M. (2014). The dark side of personality at work.*Journal of Organizational Behaviou*r, 35(S1), S41–S60.

Sparks, J.R. & Schenk, J.A. (2001). Explaining the effects of transformational leadership: An investigation of the effects of higher-order motives in multi-level marketing organizations. *Journal of Organizational Behavior*, 22, 849-869

Spector, P. E. (1978). Organizational frustration: A model and review of the literature. *Personnel Psychology*, *31*(4), 815–829.

Spector, P. E. (1997). *Job satisfaction: application, assessment, cause, and consequences*. Thousand Oaks, Calif: Sage Publications.

Spector, P. E. (2011). The relationship of personality to counterproductive work Behaviour (CWB): An integration of perspectives. *Human Resource Management Review*, *21*(4), 342–352.

Universiti Utara Malaysia

Spector, P. E., & Fox, S. (2005). The Stressor-Emotion Model of Counterproductive Work Behaviour. Retrieved from http://doi.apa.org/psycinfo/2004-19514-007.

Spector, P. E., Fox, S., & Domagalski, T. (2006). Emotions, violence and counterproductive work Behaviour. *Handbook of Workplace Violence*, 29–46.

Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: Are all counterproductive Behaviours created equal? *Journal of Vocational Behaviour*, *68*(3), 446–460.

Stazyk, E. C., Pandey, S. K., & Wright, B. E. (2011). Understanding affective organizational commitment the importance of institutional context. *The American Review of Public Administration*, *41*(6), 603–624.

Steffgen, G. (2008). Physical violence at the workplace: Consequences on health and measures of prevention. *Revue Européenne de Psychologie Appliquée/European Review of Applied Psychology*, *58*(4), 285–295.

Stein, B. A., & Kanter, R. M. (1993). Why good people do bad things: A retrospective on the Hubble fiasco. *The Academy of Management Executive (1993-2005)*, *7*(4), 58–62.

Stewart, F. (2000). Internet Acceptable Use Policies: Navigating the Management, Legal, and Technical Issues. *Information Systems Security*, *9*(3), 1–7.

Storms, P. L., & Spector, P. E. (1987). Relationships of organizational frustration with reported behavioural reactions: The moderating effect of locus of control. *Journal of Occupational Psychology*, *60*(3), 227–234.

Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement: the roles of organizational justice and leadership style in predicting engagement among employees. *Journal of Leadership & Organizational Studies*, 21(1), 71-82.

Soiferman, K.L., (2010). Compare and Contract Inductive and Deductive Research Approaches.University of Manitoba.

Sudha, K. S., & Khan, W. (2013). Personality and motivational traits as correlates of workplace deviance among public and private sector employees. *Journal of Psychology*, 4(1), 25–32.

Sunday, A. J. (2014).The causes and impart of deviant behavior in the work place. *American Journal of Social Sciences, Arts and Literature*, 1(2), 1–11.

Szostek, D. (2017). Counterproductive Work Behaviours in an Organization and Their Measurement upon the Example of Research Conductedamong Employees in the Public Administration Sector in Poland *HANDEL WEWNĘTRZNY* 2017;4(369):169-179 (tom I) 169 Uniwersytet Mikołaja Kopernika w Toruniu

Tahir, I., Baloch, A. and Shujaat. S. (2018). Factor Influencing Counterproductive Work Behaviour in Pakistani Organisations.ISSRA Papers 2018

Tatum, B. C., Eberlin, R., Kottraba, C., & Bradberry, T. (2003). Leadership, decision making, and organizational justice. *Management Decision*, 41, 1006

Tang, T. L.-P., & Chen, Y.-J. (2008). Intelligence vs. wisdom: The love of money, Machiavellianism, and unethical Behaviour across college major and gender. *Journal of Business Ethics*, 82(1), 1–26.

Taylor, J.C. and Browers, D.G. (1974). Survey of Organizations (Institute for Social Research, University of Michigan), Ann Arbor Taylor, J. (2007). The Impact Of Public Service Motives On Work Outcomes In Australia: A Comparative Multi-Dimensional Analysis. *Public Administration*, 85(4), 931–959. Sources.

Tabachnick, B. G. & Fidell, L. S. (2007) Using Multivariate Statistics, 5th edition, Boston, MA: Pearson Education, Inc.

Taylor, A. (2007, January 4). Gambling at work 'costs employers £300M a year. Financial Times. Retrieved from http://www.ft.com/home/us

Thau, S., Bennett, R. J., Mitchell, M. S., & Marrs, M. B. (2009). How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behaviour and Human Decision Processes*, 108(1), 79-92.

The Centre for Retail Research. (2011). The Global Retail Theft Barometer. Nottinghamshire, UK: Author.

Tepper, B.J. (2007) Abusive Supervision in Work Organizations: Review, Synthesis, and Research Agenda. *Journal of Management*, **33**, 261-289.

Tepper, B. J., Duffy, M. K., Henle, C. A., & Lambert, L. S. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personnel Psychology*, 59(1), 101–123.

Tepper, B. J., Duffy, M. K., Hoobler, J., & Ensley, M. D. (2004). Moderators of the relationships between coworkers' organizational citizenship Behaviour and fellow employees' attitudes.*Journal of Applied Psychology*, 89(3), 455-465.

Tepper, B. J., Moss, S. E., & Duffy, M. K. (2011). Predictors of abusive supervision: Supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance. *Academy of Management Journal*, 54(2), 279-294.

Tepper, B. J. (2000).Consequences of Abusive Supervision. *The Academy of Management Journal*, **43**, 178-190.

Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates'procedural justice perceptions and organizational citizenship Behaviours. *Academy of Management Journal*, 46: 97-105

Tepper. B.J., Simon, S.L. & Park, H.M. (2017). Abusive Supervision, The Annual Review of Organizational Psychology and Organizational Behavior is online at orgpsych.annualreviews.org Page 123-153

Thau, S., Bennett, R. J., Mitchell, M. S., & Marrs, M. B. (2009).How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behaviour and Human Decision Processes*, 108(1), 79-92.

Thau, S., & Mitchell, M. S.(2010).Self-gain or self-regulation impairment?Tests of competing explanations of the supervisor abuse and employee deviance relationship through perceptions of distributive justice. *Journal of Applied Psychology*, 95(6), 1009–1031.

Thomas, D., Au, K., & Ravlin, E.(2003).Cultural variation and the psychological contract. Journal of Organizational Behaviour, 24, 451-471.

Thomas, W.H. Ng, Simon S.K. Lam, Daniel C. Feldman (2015).Organizational citizenship behavior and counterproductive work behavior: Domales and females differ? *Journal of Vocational Behavior* .

Tipu, S., Ryan, J., & Fantazy, K.(2012).Transformational leadership in Pakistan: An examination of the relationship of transformational leadership to organizational culture and innovation propensity. *Journal of Management & Organization*, 18(4), 461-480

Trevino, L. K. (1986). Ethical decision making in organizations: A person-situation interactionist model. *Academy of Management Review*, *11*(3), 601–617.

Trevino, L.K., Hartman, L.P and Brown, M. (2000), "Moral person and moral manager: How executives develop a reputation for ethical leadership", *California Management Review*, Vol. 42, No. 4, pp. 128-142.

Trochim, W.M.K., (2000). Introduction to Validity. Social Research Methods 2nd ed., Cincinnati, Ohio: Atomic Dog Publishing

Trochim, W., Donnelly, J.P., and Arora, K. (2016). Research Methods: The Essential Knowledge Base. Cengage, Boston.

Timms, C., Brough, P., & Graham, D. (2012). Burnt-out but engaged: The co-existence of psychological burnout and engagement. *Journal of Educational Administration*, 50, 327-345.

Torkelson, E., Holm, K., Bäckström, M., & Schad, E.(2016).Factors contributing to the perpetration of workplace incivility: the importance of organizational aspects and experiencing incivility from others. *Work & Stress*, 30(2), 115-131.

Turnley, W. H., & Feldman, D. C. (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations*, *52*(7), 895–922.

Tuclea, E.,C., Vranceanu, M., D., Filip A. (2015). Dimensions of Deviant Workplace Behaviour in Small and Medium Sized Enterprises. *Review of International Comparative Management*, volume 16,Issue 1.

Tuna, M., Ghazzawi, I., Yesiltas, M., Tuna, A. A., & Arslan, S. (2016). The effects of the perceived external prestige of the organization on employee deviant workplace Behaviour: The mediating role of job satisfaction. *International Journal of Contemporary Hospitality Management*, 28(2), 366-396.

Tziner, A., Fein, E. C., Sharoni, G., Bar-Hen, P., & Nord, T. (2010). Constructive deviance, leader-member exchange, and confidence in appraisal: How do they interrelate, if at all? *Revista de Psicología del Trabajo y de las Organizaciones*, *26*(2), 95–100.

Uche,I.I, Georg, O & Abiola W.(2017).Counterproductive Work Behaviors: a Socio-Demographic Characteristic-Based Study among Employees in the Nigerian Maritime Sector ACTA UNIV. *SAPIENTIAE, ECONOMICS AND BUSINESS*, 5, (2017) 117–138

Ünal, A. (2012). "Deviant Teacher Behaviours and Their Influence on School Rules and Interpersonal Relationships at School." *Eurasian Journal of Educational Research* 49: 1-20.

Uusi-Kakkuri. P.(2017).Transformational Leadership and Leading Creativty Doctoral thesis by publication University of Vaasa Faculty of Business Studies Department of Management P.O. Box 70FI-65101 Vaasa Finland

Usmani, S., Kalpina, K., & Husain, J. Sleep Deprivation and workplace deviance: a mediation approach.

Universiti Utara Malaysia

Uzondu, C.N., Nwonyi, S. K. & Ugwumgbor, E.T. (2017). Abusive Supervision, Work Tension and Overload as Predictors of Counterproductive Work Behavior. *International Journal of Health and Psychology Research* Vol.5, No.3, pp.37-48, October 2017

Vadera, A. K., Pratt, M. G., & Mishra, P. (2013). Constructive deviance in organizations: Integrating and moving forward. *Journal of Management, 39*(5), 1221–1276..

Valentine, S. R., & Rittenburg, T. L. (2007). The ethical decision making of men and women executives in international business situations. *Journal of Business Ethics*, *71*(2), 125–134.

Van den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2008). Explaining the relationships between job characteristics, burnout, and engagement: The role of basic psychological need satisfaction. *Work & Stress*, *22*(3), 277–294.

Van Rooy, D. L., & Viswesvaran, C. (2004). Emotional intelligence: A meta-analytic investigation of predictive validity and nomological net. *Journal of Vocational Behaviour*, *65*(1), 71–95.

VanSandt, C. V., Shepard, J. M., & Zappe, S. M. (2006). An examination of the relationship between ethical work climate and moral awareness. *Journal of Business Ethics*, 68(4), 409–432.

Vardi, Y., & Wiener, Y. (1996). MisBehaviour in organizations: A motivational framework. *Organization Science*, *7*(2), 151–165.

Verton, D. (2000). Employers ok with e-surfing. *Computerworld*, *34*(1), 16.

Vigoda-Gadot, E., & Kapun, D. (2005). Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors. *Policy & Politics*, 33(2), 251–276.

Viswanathan, M., & Kayande, U. (2012). Commentary on "common method bias in marketing: Causes, mechanisms, and procedural remedies". *Journal of Retailing*, 88, 556-562.

Vogel, R. M., Mitchell, M. S., Tepper, B. J., Restubog, S. L., Hu, C., Hua, W., & Huang, J. C. (2015). A cross-cultural examination of subordinates' perceptions of and reactions to abusive supervision. *Journal of organizational Behaviour*, 36(5), 720-745.

.

Universiti Utara Malaysia

Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2008).How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. *Personnel Psychology*, *61*(4), 793-825.

Walumbwa, F.O. & Lawler, J.J. (2003).Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes and withdrawal behaviours in three emerging economies. *International Journal of Human Resource Management*, 14(7): 1083-1101.

Wang, B., Qian, J., Ou, R., Huang, C., Xu, B., & Xia, Y. (2016).Transformational leadership and employees' feedback seeking: The mediating role of trust in leader. Social Behaviour and Personality: an international journal, 44(7), 1201-1208

Wanek, J. E., Sackett, P. R., & Ones, D. S. (2003). Towards An Understanding Of Integrity Test Similarities And Differences: An Item-Level Analysis Of Seven Tests. *Personnel Psychology*, 56(4), 873–894.

Watson,D., & Clark, L. A. (1997).Extraversion and its Positive Emotional Core in Handbook of Personality.

Watson, D., & Clark, L. A. (1984). Negative Affectivity: The disposition to experience aversive emotional states. *Psychological Bulletin*, *96*(3), 465.

Watson, D., & Pennebaker, J. W. (1989). Health complaints, stress, and distress: exploring the central role of negative affectivity. *Psychological Review*, *96*(2), 234.

Waseem, M. (2016). Deviant Workplace Behaviours in Organizations in Pakistan.

Weatherbee, T. G. (2010). Counterproductive use of technology at work: Information & communications technologies and cyberdeviancy. *Human Resource Management Review*, *20*(1), 35–44.

Wilson, J. M., George, J., Wellins, R. S., & Byham, W. C. (1994). Leadership trapeze: Strategies for leadership in team based organizations. Jossey-Bass Publishers.

Willis, J. W. (2007). History and Foundations of Interpretivist Research Foundations of qualitative research: Interpretive and critical approaches (pp. 95-147). Thousand Oaks, CA: SAGE Publications, Inc.

Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, *7*(3), 418–428.

Wihler, A., Frieder, R., Blickle, G., Oerder, K., & Schütte, N. (2016). Political skill, leadership and performance: the role of vision identification and articulation. Handbook of Organizational Politics: Looking Back and to the Future, 59.

Wiener, Y. (1988). Forms of value systems: Focus on organizational effectiveness and cultural change and maintenance. *Academy of Management Review*, *13*(4), 534–545.

Wiesenfeld, B. M., Swann, W. B., Brockner, J., Bartel, C. A., & others. (2007). Is more fairness always preferred? Self-esteem moderates reactions to procedural justice. *Academy of Management Journal*, *50*(5), 1235–1253.

Wofford, J.C., Whittington, J.L. & Goodwin, V.L. (2001). Follower motive patterns as situational moderators for transformational leadership effectiveness. *Journal of Managerial Issues*, 13, 196-211.

Wong, K. K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. Marketing Bulletin, 24(1), 1-32

WU, J. & Lebreton, J. M. (2011).Reconsidering the dispositional basis of Counterproductive Work Behaviour, The Role of Abearrant Personality. *Personnel Psycholgy*. 64, 593–626.

Wyatt, K. & Phillips, J.G. (2005).“Internet Use and Misuse in the Workplace,” in Proceedings of the 17th Australian Conference on Computer-Human Interaction, Canberra, Australia. Yahya, K. K., Yean, T. F., Johari, J., & Saad, N. A. (2016). Corruption Censure among Gen Y Public Servants: Do Organizational Culture, Work Values and Religiosity Matter? *International Business Management*, 10(16), 3567-3574.

Yahya, K. K., Yean, T. F., Johari, J., & Saad, N. A. (2016). Corruption Censure among Gen Y Public Servants: Do Organizational Culture, Work Values and Religiosity Matter? International Business Management, 10(16), 3567-3574.

Yen, C. H., & Teng, H. Y. (2013). The effect of centralization on organizational citizenship behavior and deviant workplace behavior in the hospitality industry. Tourism Management, 36(1), 401–410.

Yean, C. T., & Kheng, Y. K., (2017). Organisational Excellence among Malaysian Public Universities. I*nternational Journal of Organization & Business Execellence* , Vol.2, Issue. 1.

Yildiz, B., Alpkan, L., Ates, H., & Sezen, B. (2015). Determinants of constructive deviance: the mediator role of psychological ownership.I*nternational Business Research*, 8(4), 107.

Yıldız, B.& Alpkan, L. (2015). A Theoretical Model on the Proposed Predictors of Destructive Deviant Workplace Behaviors and the Mediator Role of Alienation Procedia - *Social and Behavioral Sciences* 210 (2015) 330 – 338.

Ying,L.&Cohen,A.(,2018).Dark triad personalities and counterproductivework behaviors among physicians in China.I*nternational Journal of Health Planning and Management* · July 2018.

Yousaf, M., Zafar, S., & Abi Ellahi, A. (2014). Do public service motivation, red tape and resigned work satisfaction triangulate together? International *Journal of Productivity and Performance Management*, 63(7), 923-945.

Yuan, K.H. (2005), "Fit Indices Versus Test Statistics," Multivariate Behavioral Research, 40 (1), 115-48.

Yunus, O. M., Khalid, K., & Nordin, M. (2012). A personality trait and workplace deviant behaviors. *Human Resource Management*, *47*(1), 8678–8683.

Yukl, G. A. (1994; 2005). Leadership in organizations (6th ed.). Upper Saddle River, NJ: Prentice- Hall.

Zaghini, F., Fida, R., Caruso, R., Kangasniemi, M., & Sili, A. (2016). What is Behind Counterproductive Work Behaviours in the Nursing Profession?A Systematic Review *J Clin Res Bioeth*, 7(1000277), 2.

Zapf, D., Knorz, C., and Kulla, M., (1996) On the relationship between mobbing factors, the job content, social work environment and health outcomes, *European Journal of work and Organization Psychology*, 5(2):215-237.

Zapf, D., & Einarsen, S. (2005). Mobbing at Work: Escalated Conflicts in Organizations. Retrieved from http://psycnet.apa.org/psycinfo/2004-19514-010

Zeb, Saeed, Rehman, Habibullah & Rabi,(2012).Transformational and Transactional Leadership Styles and itsImpact on the Performance of the Public Sector Organizations in Pakistan *Abasyn Journal of Social Sciences.* Vol: 8 Issue: 1.

Zhang S. X. (2016).A Study of Followers under Transformational Leadership PhD Dissertation, Walden University.

Zhao, H. Zhang, H.& XU,Y., (2016). Does the Dark Triad of Personality Predict Corrupt Intention?The Mediating Role of Belief in Good Luck.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010).Business Research Methods Canada: South-Western. *Cengage Learning.*

Zribi, H. & Souaï, S. (2013). Deviant Behaviors in Response to Organizational Injustice: Mediator Test for Psychological Contract Breach.The Case of Tunisia.*Journal of Business Studies Quarterly* 2013, Volume 4, Number 4.

Universiti Utara Malaysia

APPENDICES

Appendix A Letter for Data Collection from Universiti Utara Malaysia

GHAZALI SHAFIE GRADUATE SCHOOL OF GOVERNMENT
UUM Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

Tel: 604-928 7751/7752
Faks (Fax): 604-928 7799
Laman Web (Web): www.gsgsg.uum.edu.my

"MUAFAKAT KEDAH"

Reference No. : UUM/COLGIS/GSGSG/900853
Date : October 26 , 2016

TO WHOM IT MAY CONCERN

Sir/Madam

DATA COLLECTION FOR PH.D THESIS

This is to certify that **Javed Iqbal** (Matric Number : **900853**) is a Full Time Doctoral student at Universiti Utara Malaysia, Sintok, Kedah.

He needs to collect data for his research in order to fulfill the requirements of his programme.

We duly hope that your organization will be able to assist him in getting the necessary information for his research.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully,

(HAJI ABU BAKAR BIN MAT SAFAR)
Principal Assistant Registrar
On behalf of Dean
Ghazali Shafie Graduate School of Government
Tel : 04-9287752 Fax: 04-9287799
Email : abakar@uum.edu.my

Appendix B Letter for Data Collection

NO. SO(Univ.)Misc.-2/2015
GOVERNMENT OF THE PUNJAB
HIGHER EDUCATION DEPARTMENT
Dated Lahore, the 7th December, 2016

To

1. The Registrars,
   i. University of Education, Lahore.
   ii. University of the Punjab, Lahore.
   iii. Government College University, Lahore.
   iv. University of Engineering and Technology, Lahore.
   v. Lahore College Women University, Lahore.
2. The Chairman,
   Board of Intermediate and Secondary Education, Lahore.

Subject: **REQUEST FOR DATA COLLECTION FOR PH.D THESIS**

I am directed to enclose herewith a copy of application addressed to Chief Secretary, Punjab by Mr. Javed Iqbal, Doctoral student at University Utara Malaysia (UUM), Sintok, Malaysia alongwith its enclosure, email address javediatif2016@gmail.com, on the subject cited above.

2. I am further directed to request you to facilitate the applicant under intimation to this Department, please.

(ISHTIAQ AHMAD)
SECTION OFFICER (UNIV.)

C.C:

1. Section Officer (I&C), S&GA Department (Implementation & Coordination Wing), Government of the Punjab, Lahore with reference to letter NO. SO(I&C)5-86/2016(Misc.) dated 16.11.2016.
2. P.S. to Secretary, Higher Education Department.
3. P.S. to Additional Secretary (Academics), Higher Education Department.

Universiti Utara Malaysia

Appendix C Research Survey Consent Form

Title of Research: IMPACT OF TRANSFORMATIONAL LEADERSHIP ON THE RELATIONSHIP BETWEEN INDIVIDUAL AND ORGANIZATIONAL FACTORS AND DEVIANT WORKPLACE BEHAVIOUR

Researcher: Javed Iqbal, PhD Student, University of UTARA Malaysia,
Contact Information: Javedlatif2016@gmial.com

Purpose of the Research: This thesis aims to empirically examine the impact of individual and organisational factors on deviant workplace behaviour in Pakistani public organistaion

What is involved in participating?

I will ask you to participate in questionnaire survey. If you are agree then please complete this consent form and send it back to us.

Your participation is voluntary and you can choose to decline to answer any question or even to withdraw at any point form the project. Anything you say will only be attributed to you with your permission: if not, the information will be reported in such a way as to make direct association with yourself impossible.

Confidentiality also means that the questionnaire will be coded and stored in such a way as to make it impossible to identify them directly with any individual (e.g. they will be organised by number rather than by name)

Consent: (Please tick on appropriate box)

I have read the above information and I am agree to participate in this study ☐

Participant's signature: _____

Date: _____

Appendix D Letter from Secretary HEC, Govt. of the Punjab Pakistan

S-26/2016

NO. SO(Univ.)Misc.-2/2015
GOVERNMENT OF THE PUNJAB
HIGHER EDUCATION DEPARTMENT
Dated Lahore, the 7th December, 2016

To

1. The Registrars,
   i. University of Education, Lahore.
   ii. University of the Punjab, Lahore.
   iii. Government College University, Lahore.
   iv. University of Engineering and Technology, Lahore.
   v. Lahore College Women University, Lahore.
2. The Chairman,
   Board of Intermediate and Secondary Education, Lahore.

Subject: **REQUEST FOR DATA COLLECTION FOR PH.D THESIS**

I am directed to enclose herewith a copy of application addressed to Chief Secretary, Punjab by Mr. Javed Iqbal, Doctoral student at University Utara Malaysia (UUM), Sintok, Malaysia alongwith its enclosure, email address javediatif2016@gmail.com, on the subject cited above.

2. I am further directed to request you to facilitate the applicant under intimation to this Department, please.

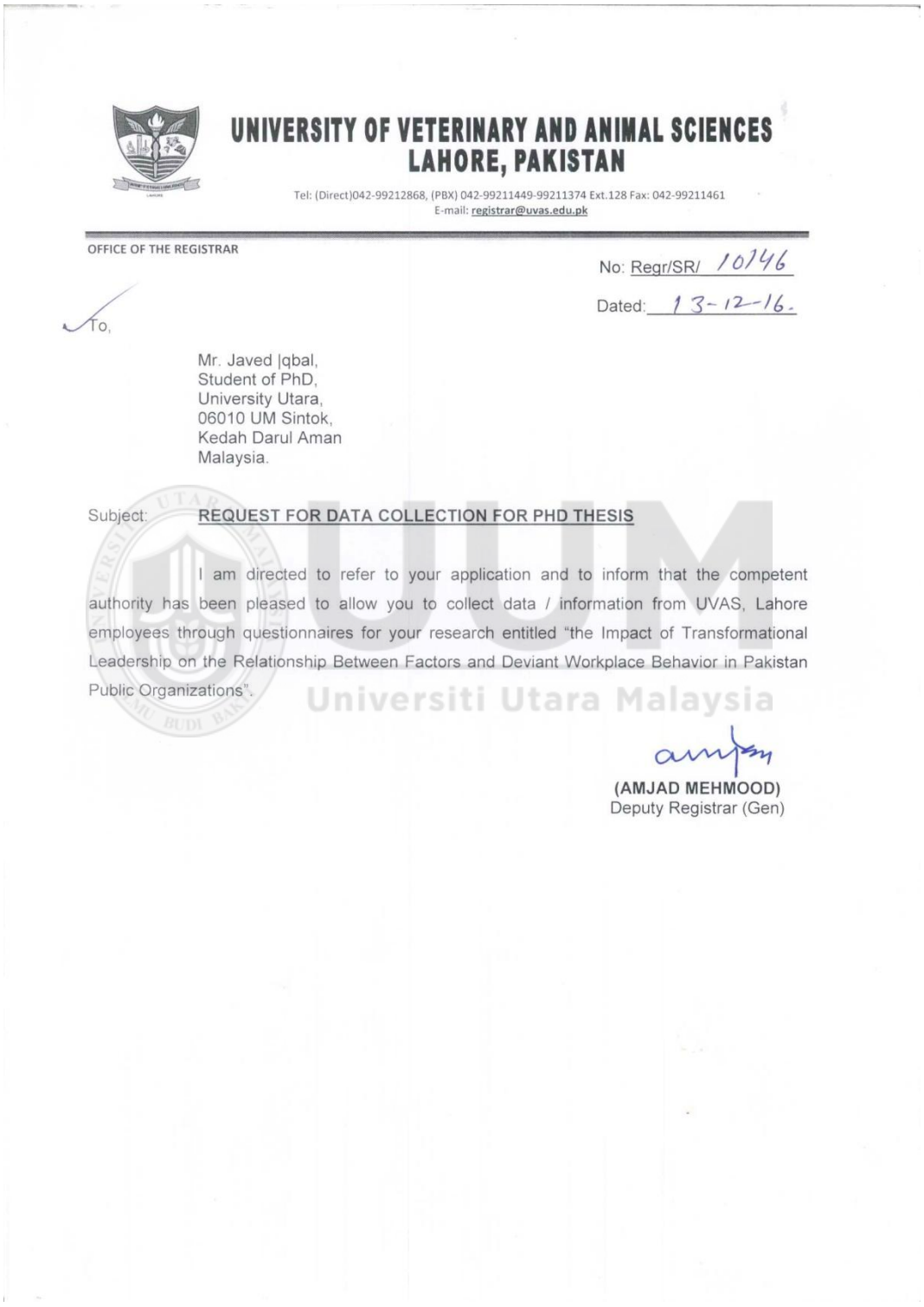
(ISHTIAQ AHMAD)
SECTION OFFICER (UNIV.)

C.C:

1. Section Officer (I&C), S&GA Department (Implementation & Coordination Wing), Government of the Punjab, Lahore with reference to letter NO. SO(I&C)5-86/2016(Misc.) dated 16.11.2016.
2. P.S. to Secretary, Higher Education Department.
3. P.S. to Additional Secretary (Academics), Higher Education Department.

Universiti Utara Malaysia

Appendix E Letter from Registrar University of Veterinary and Animal Sciences Lahore



UNIVERSITY OF VETERINARY AND ANIMAL SCIENCES
LAHORE, PAKISTAN

Tel: (Direct)042-99212868, (PBX) 042-99211449-99211374 Ext.128 Fax: 042-99211461
E-mail: registrar@uvas.edu.pk

OFFICE OF THE REGISTRAR

No: Regr/SR/ 10146

Dated: 13-12-16.

To,

Mr. Javed Iqbal,
Student of PhD,
University Utara,
06010 UM Sintok,
Kedah Darul Aman
Malaysia.

Subject: **REQUEST FOR DATA COLLECTION FOR PHD THESIS**

I am directed to refer to your application and to inform that the competent authority has been pleased to allow you to collect data / information from UVAS, Lahore employees through questionnaires for your research entitled "the Impact of Transformational Leadership on the Relationship Between Factors and Deviant Workplace Behavior in Pakistan Public Organizations".

Universiti Utara Malaysia

(AMJAD MEHMOOD)
Deputy Registrar (Gen)

Appendix F Letter from Registrar University of the Punjab Lahore, Pakistan

The Registrar

University of the Punjab

Lahore.

Subject: **REQUEST FOR DATA COLLECTION FOR PH.D THESIS**

Respected Sir

It is submitted that the undersigned is a full time Doctoral Student at University Utara Malaysia (UUM), Sintok and took initiated to do research on the "The Impact of Transformational Leadership on the Relationship Between Factors and Deviant Workplace Behaviour in Pakistani Public Organizations". (University request letter is attached as annexure).

I have needed to collect data through questionnaire of your organization employees for my research in order to fulfill the requirement of my PhD Programme.

In this regard, it is therefore, requested that may please be allowed to get data of your organization through your employees.

Thanks with best regard

Yours Sincerely

3/11/16.

JAVED IQBAL

PhD(Public Administration)

Javedlatif2016@gmail.com

03312621025

Allowed, however, on the sweet will of the Participant.

Faculty Members of the Punjab Univ.

17-11-16

REGISTRAR,
University of the Punjab,
LAHORE.

Universiti Utara Malaysia

Appendix G Letter from Registrar University of Education Lahore, Pakistan

Gmail

Javed Iqbal <javedlatif2016@gmail.com>

Request for Data Collection for PhD Thesis

1 message

Muhammad Uzair Khaleeq/ Assistant Director/ Administration <uzair.khaleeq@ue.edu.pk>
Reply-To: uzair.khaleeq@ue.edu.pk
To: javedlatif2016@gmail.com
Cc: registrar@ue.edu.pk, director.research@ue.edu.pk

Thu, Nov 24, 2016 at 7:04 PM

Dear Mr. Javed Iqbal,

Please refer to your application submitted to Registrar regarding the subject cited above.

I have been directed to requested you to please contact **Dr. Shahzada Qaisar, Director, Directorate of Research** regarding the subject matter.

He can be contacted through

Email: director.research@ue.edu.pk

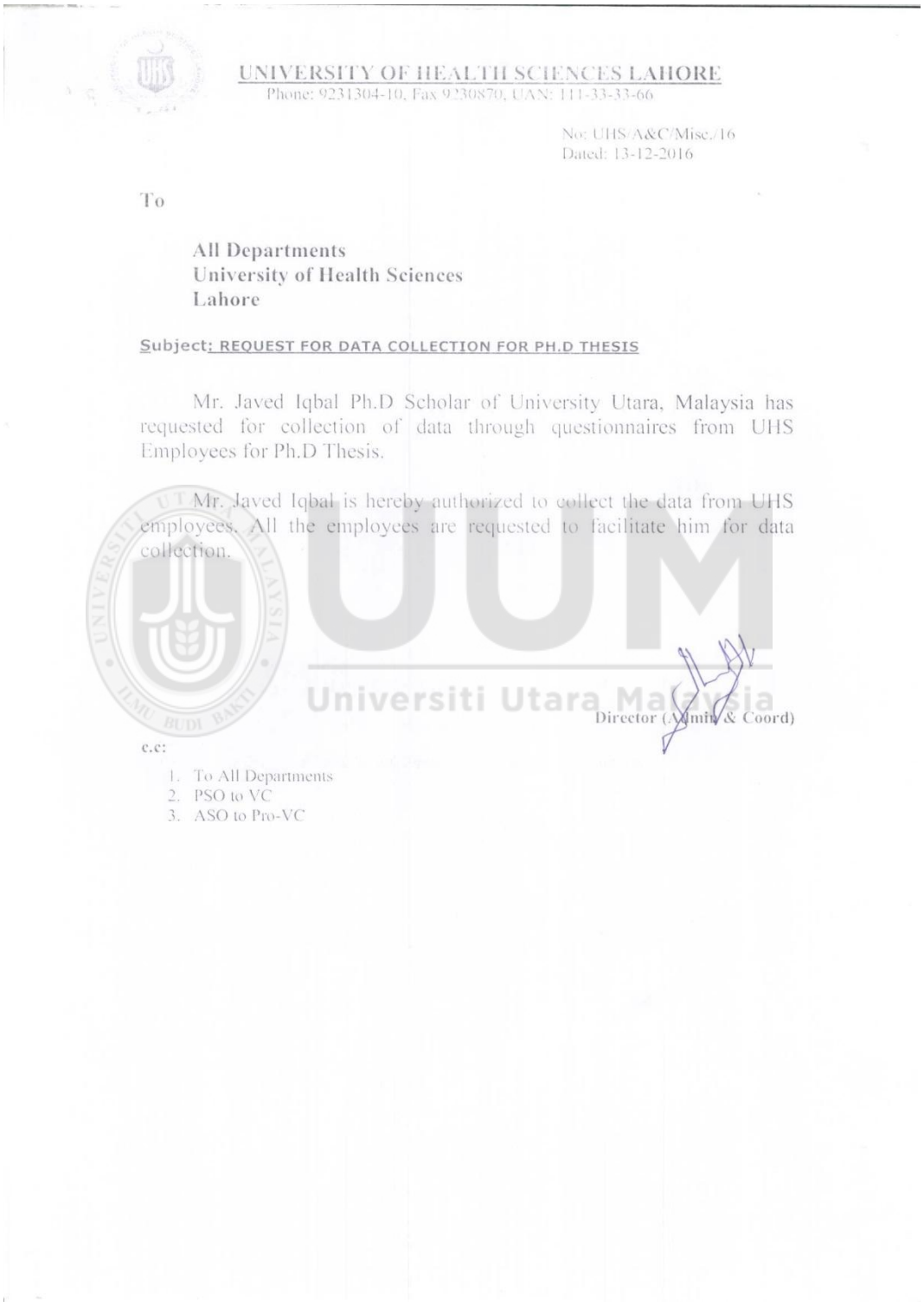
Tel: 042-99262217

Regards,

Muhammad Uzair Khaleeq | Assistant Director Administration
GSM +92-321-4495213 | Tel +92-42-99262227
Email: uzair.khaleeq@ue.edu.pk
URL: www.ue.edu.pk
Address: University of Education, College Road Township, Lahore

Universiti Utara Malaysia

Appendix H Letter from Registrar University of Health Sciences, Lahore, Pakistan



UNIVERSITY OF HEALTH SCIENCES LAHORE
Phone: 9231304-10, Fax 9230870, UAN: 111-33-33-66

No: UHS/A&C/Misc./16
Dated: 13-12-2016

To

All Departments
University of Health Sciences
Lahore

Subject: REQUEST FOR DATA COLLECTION FOR PH.D THESIS

Mr. Javed Iqbal Ph.D Scholar of University Utara, Malaysia has requested for collection of data through questionnaires from UHS Employees for Ph.D Thesis.

Mr. Javed Iqbal is hereby authorized to collect the data from UHS employees. All the employees are requested to facilitate him for data collection.

Director (Admin & Coord)

c.c:

1. To All Departments
2. PSO to VC
3. ASO to Pro-VC

Universiti Utara Malaysia

Appendix I Letter from Registrar of King Edward Medical University

Lahore, Pakistan

The Registrar
King Edward Medical Unversity
Lahore.

King Edward Medical University Registrar Office 19 DEC 2016 No. 10326 Lahore.

Subject: **REQUEST FOR DATA COLLECTION FOR PH.D THESIS**

Respected Sir,

It is submitted that the undersigned is a full time Doctoral Student at University Utara Malaysia (UUM), Sintok. Malaysia and took initiated to do research on the "**The Impact of Transformational Leadership on the Relationship Between Factors and Deviant Workplace Behaviour in Pakistani Public Organizations**". (University request letter is attached as annexure).

I have needed to collect data through questionnaire of your organization employees for my research in order to fulfill the requirement of my PhD Programme.

In this regard, it is therefore requested that may please be allowed to get data of your organization through your employees.

Thanks with best regards.

Universiti Utara Malaysia

Yours Sincerely

JAVED IQBAL

PhD (Public Administration)

Javedlatif2016@gmail.com

Cell No. 03312621025

Appendix J Cover Letter of Questionnaire Used for the Survey

UNIVERSITI UTARA MALAYSIA 06010 SINTOK, KEDAH

Date:

Dear Sir/Madam

Subject: A QUESTIONNAIRE ON IMPACT OF TRANSFORMATIONAL LEADERSHIP ON THE RELATIONSHIP BETWEEN FACTORS AND DEVIANT WORKPLACE BEHAVIOUR IN PAKISTANI PUBLIC ORGANISATIONS.

I am a doctoral student at University Utara Malaysia (UUM). I am conducting a survey to investigate your experiences as a public employee working in public organizations Punjab, Pakistan. This study is to fulfill requirements for the degree of doctoral of philosophy in Public Administration at the university.

I am seeking your assistance in completing the attached questionnaire. Your participation in this study is completely voluntary and may decline from participating whenever you wish to do so.

However, as this study is important for me and for the public organization administration in improving your experiences, I would like you to spend a little time to answer the questions. Your answers are very important to the accuracy of my study. Information gathered from you will be kept strictly confidential, and your identity will remain anonymous.

Once you have completed the questionnaire, Please return it by using the preaddressed envelope attached here with.

If you wish to know more about my study under investigation, please don't hesitate to contact me at this email address; javedlatif2016@gmail.com or alternatively, you can speak me directly at this cell number: 006 014 9331260 (Malaysia) or 0092 3312621025 (Pakistan).

Thank you again for your kind help and assistance.

Regards

JAVED IQBAL

Appendix K Main Questionnaire Used for the Survey

QUESTIONNAIRE

Please tick the appropriate answer in the box provided.

Section: I
Demographic Information

1. What is your Gender?

☐ Male ☐ Female

2. What is your marital status?

☐ Married ☐ Unmarried

3. What is your highest level of formal education?

☐ Less than graduation
☐ University graduation
☐ Master degree
☐ MPhil
☐ PhD
☐ Other (name please_____)

4. What is your age?

☐ Less than 25 years
☐ 26 to 30 years
☐ 31 to 35 years
☐ 36 to 40 years
☐ 41 to 45 years
☐ Above 45 years

5. How many years of work experience do you have in total? _____years

6. For how many years you are working in the current organization? _____years

7. What is the level of your job in this organization?

☐ Top Level ☐ Middle Level ☐ Lower level

8. Nature of Job/employment

☐ Permanent ☐ Contract ☐ Work charge basis

Universiti Utara Malaysia

Section: 2
Deviant Workplace Behavior

I)Sabotage

Sr.	Items	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
		1	2	3	4	5
1	Do you think that employees in your organization: Purposely waste organizational material/office supplies					
2	Do you think that employees in your organization: Purposely damage organizational equipment/property					
3	Do you think that employees in your organization: Purposely litter the place of work					

ii) Withdrawal

1	Most of employees in my organization: Come to work late without permission					
2	Most of employees in my organization: Stay at home and lie as being sick when actually not					
3	Most of employees in my organization: Taken longer break than were allowed to take.					
4	Most of employees in my organization: Leave work earlier than allowed					

iii) Production Deviance

1	Do you think that employees in your organization: Purposely did work incorrectly					
2	Do you think that employees in your organization; Purposely worked slowly when things needed to get urgently					
3	Do you think that employees in your organization: Purposely failed to follow instructions					

IV) Theft

1	I have seen many employees in my organization: Stealing something belonging to the organization					
2	I have seen many employees in my organization: Taking office supplies/tools home without permission					
3	I have seen many employees in my organization: Taking money from the organization without permission					
4	I have seen many employees in my organization: Stealing something belonging to someone at work.					

Universiti Utara Malaysia

V) Abuse against others/Bullying

1	Told people outside the job what a lousy place you work for					
2	Started or continued a damaging or harmful rumor at work Abuse					
3	Been nasty or rude to a client or customer					
4	Insulted someone about their job performance					
5	Made fun of someone's personal life Abuse					
6	Ignored someone at workplace					
7	Blamed someone at work for error you made					
8	Started an argument with someone at workplace					
9	Verbally abused someone at workplace					
10	Made an obscene gesture (the Winger) to someone at work					
11	Threatened someone at work with violence					
12	Threatened someone at work, but not physically					
13	Said something obscene to someone at work to make them feel bad Abuse					
14	Did something to make someone at work look bad					
15	Played a mean prank to embarrass someone at work					
16	Looked at someone at work's private mail/property without permission					
17	Hit or pushed someone at workplace.					
18	Insulted or made fun of someone at workplace					

vi) Misuse of Time and Resources

1	I have observed employees in my organization: Conducting personal business during official timings					
2	I have observed employees in my organization: Taking longer lunch/prayer breaks					
3	I have observed employees in my organization: Using organizational resources i.e. vehicles which are not authorized					
4	I have observed employees in my organization: Making personal long calls from official telephone					
5	I have observed employees in my organization: Using computer for games/chatting rather than duty					

Universiti Utara Malaysia

vii) Kickbacks/Corruption

1	Employees in this organization: Deviate from formal job responsibilities for kickbacks.					
2	Employees in this organization: Intentionally delay a job to receive kickbacks.					
3	I have observed employees in my organization: Ignore merit or rules for kickbacks.					
4	I have observed employees in my organization: Receive huge personal gains through kickbacks.					
5	I have observed employees in my organization: Illegally favor a person who pays bribe**.**					

Section: 3
Individual Factors

(**I) Personality Trait**
I see myself as someone Who...

Sr.	**Items**	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
		1	**2**	**3**	**4**	**5**
1.	Is talkative					
2	Tends to find fault with others____ (R)					
3	Does a thorough job					
4	Is depressed, blue					
5	Is original, comes up with new ideas____					
6	Is reserved ____(R)					
7	Is helpful and unselfish with others					
8	Can be somewhat careless (R)					
9	Is relaxed, handles stress well(R)					
10	Is curious about many different things					
11	Is full of energy					
12	Starts quarrels with others (R)					
13	Is a reliable worker					
14	Can be tense					

Universiti Utara Malaysia

15	Is ingenious, a deep thinker					
16	Generates a lot of enthusiasm					
17	Has a forgiving nature					
18	Tends to be disorganized(R)					
19	Worries a lot					
20	Has an active imagination					
21	Tends to be quiet (R)					
22	Is generally trusting					
23	Tends to be lazy (R)					
24	Is emotionally stable, not easily upset (R)					
25	Is inventive					
26	Has an assertive personality					
27	Can be cold and aloof (R)					
28	Perseveres until the task is finished					
29	Can be moody					
30	Values artistic, aesthetic experiences					
31	Is sometimes shy, inhibited (R)					
32	Is considerate and kind to almost					
33	Does things efficiently					
34	Remains calm in tense situations(R)					
35	Prefers work that is routine(R)					
36	Is outgoing, sociable					
37	Is sometimes rude to others (R)					
38	Makes plans and follows through with them					
39	Gets nervous easily					
40	Likes to reflect, play with ideas					
41	Has few artistic interests (R)					
42	Likes to cooperate with others					
43	Is easily distracted (R)					
44	Is sophisticated in art, music, or literature					

Universiti Utara Malaysia

(II) Dark triad personality
a)Machiavellianism

1	It's not wise to tell your secrets.					
2	I like to use clever manipulation to get my way.					
3	Whatever it takes, you must get the important people on your side.					
4	Avoid direct conflict with others because they may be useful in the future.					
5	It's wise to keep track of information that you can use against people later					
6	You should wait for the right time to get back at people.					
7	There are things you should hide from other people because they don't need to know.					
8	Make sure your plans benefit you, not others.					
9	Most people can be manipulated.					

b) Narcissism

1	People see me as a natural leader.					
2	I hate being the center of attention (R)					
3	Many group activities tend to be dull without me.					
4	I know that I am special because everyone keeps telling me so.					
5	I feel embarrassed if someone compliments me. (R)					
6	I like to get acquainted with important people.					
7	I have been compared to famous people.					
8	I am an average person. (R)					
9	I insist on getting the respect I deserve					

(c) Psychopathy

1	I like to get revenge on authorities.					
2	Payback needs to be quick and nasty.					
3	I avoid dangerous situations. (R)					
4	People often say I'm out of control.					
5	It's true that I can be mean to others.					

Universiti Utara Malaysia

6	People who mess with me always regret it.					
7	I have never gotten into trouble with the law. (R)					
8	I'll say anything to get what I want.					

Section: 4

Organizational factors

I) Organizational Injustice

Sr.	Items	Strongly dis Agree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1	Some people at my workplace receive special treatment because they are friendly with supervisors.					
2	People at my workplace sometimes get credit for doing more than they actually do.					
3	People at my workplace sometimes put off finishing tasks so that they do not get assigned additional work.					
4	The work in my department is often more difficult than it needs to be because people in other departments do not do their jobs the best they could.					

i) Abusive Supervision

My supervisor is

1	Ridicules me					
2	Tells me my thoughts or feelings are stupid					
3	Gives me the silent treatment					
4	Puts me down in front of others					
5	Invades my privacy					
6	Reminds me of my past mistakes and failures					
7	Doesn't give me credit for jobs requiring a lot of effort					
8	Blames me to save himself/herself embarrassment					
9	Breaks promises he/she makes					

Universiti Utara Malaysia

10	Expresses anger at me when he/she is mad for an-other reason					
11	Makes negative comments about me to others					
12	Is rude to me					
13	Does not allow me to interact with my co-workers					
14	Tells me I'm incompetent					
15	Lies to me					
16	Provides me with assistance in exchange for my efforts					

Section:5
Transformational Leadership

My supervisor or boss is

Sr.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Provide me with assistance in exchange for my efforts					
2	Re-examines critical assumptions to question whether they are appropriate					
3	Fails to interfere until problems become serious					
4	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
5	Avoids getting involved when important issues arise					
6	Talks about his/her most important values and beliefs					
7	Is absent when needed					
8	Seeks differing perspectives when solving problems					
9	Talks optimistically about the future					
10	Instills pride in me for being associated with him/her					
11	Discusses in specific terms who is responsible for achieving performance targets					

Universiti Utara Malaysia

12	Waits for things to go wrong before taking action					
13	Talks enthusiastically about what needs to be accomplished					
14	Specifies the importance of having a strong sense of purpose					
15	Spends time teaching and coaching					
16	Makes clear what one can expect to receive when performance goals are achieved					
17	Shows that he/she is a firm believer in "If it a is n't broke, don't fix it."					
18	Goes beyond self-interest for the good of the group					
19	Treats me as an individual rather than just as a member of a group					
20	Demonstrates that problems must become chronic before taking action					

Note: ("R") denotes reverse-scored items.

Universiti Utara Malaysia

Appendix L Results of Pilot Study

Sr.No	Constructs	Items	Alpha Value
1	Sabotage	3	0.84
2	Withdrawal	4	0.87
3	Production deviance	3	0.71
4	Theft	4	0.89
5	Abuse against others	18	0.96
6	Miss-use of time & resources	5	0.83
7	Kickback	5	0.70
9	Personality traits	44	0.94
10	Machiavellianism	9	0.72
11	Narcissism	9	0.705
12	Perceived organizational injustice	9	0.702
13	Abusive supervision	16	0.93
15	Transformational leadership	20	0.91

Universiti Utara Malaysia

Appendix M Summary of Systematic Review in the Area of Deviance Workplace Behaviour

Source of Article	Study Constructs and Antecedents	Moderator/ Mediator	Theoretical Framework
Adejoh and Adejoh,(2013)	Empirical study on organizational and individual destructive deviance	NA	NA
Agboola and Salawu,(2011)	Case study on organizational and individual destructive deviance	NA	Field Theory
Ahmad and Omer, (2013)	Literature review on organizational and individual destructive deviance	Work family conflict	Conservation of resource theory and Reactance theory
Ahmad, Kiyani and Hashmi, (2013)	Empirical study on workplace deviance; Organisational Cynicism, organizational injustice	Work alienation	Breach of Psychological Contract
Abdul and Nasurdin,(2008)	Empirical study on organizational and individual destructive deviance	Trust inorganisation(Mediadtor) and Locus of control(Moderator)	Social information processing theory, Social exchange theory and equity theory
Alias,Rasdi,said,and Samah, (2013)	Literature review on organizational and individual destructive deviance	Job satisfaction (Mediator)	Social Exchange theory and General Strain theory
Alias, Rasdi and said (2012)	Empirical study on organizational and individual destructive deviance: individual, situational factors.	NA	NA
Ambrose, Schminke and Mayer,(2013)	Empirical study on organizational and individual destructive deviance: Interactional justice, Group structure.	Justice climate (Mediator) and Work group structure(Moderator)	Social Learning theory, Structural Contingency theory, Justice theory and Uncertainty management theory
Appelbaum,Deguire and Lay,(2005)	Literature Review on both positive and negative deviant Workplace behaviours; Ethical climate	NA	Social Learning theory

Universiti Utara Malaysia

Appelaum and Shapiro, (2006)	Literature Review on both positive and negative deviant Workplace behaviours; Leadership,justice, satisfaction, commitment, bonding and normlessness	NA	Social Learning theory, Social Bonding theory, and Equity theory
Appelbaum,Iaconi and Matousek,(2007)	Literature Review on organizational and individual destructive deviance; deviant role models, operational environment , individual personality ,justice and psychological empowerment	NA	Social Learning Theory, Social Bonding theory, Equity theory and Cognitive Social theory
Bagchi and Bandyopadhyay, (2016)	Model testing on workplace deviance:Recession	NA	Becker's framework
Bahri, Langrudi and Hosseinian,(2013)	Empirical study on workplace deviance:Organizational justice, Interpersonal conflict and job satisfaction	NA	NA
Bodankin and Tziner,(2009)	Empirical study on constructive and destructive deviance behaviour	NA	Social Cognitive theory
Bolin and Heartherly,(2001)	Empirical study on workplace deviance: Theft approval, Company contempt, intent to quit and dissatisfaction	NA	NA
Bolton and Grawitch, (2011)	Literature review on workplace deviance: Recommendation for practitioners to address DWB	NA	NA
Bowling and Eschlemaman,(2010)	Empirical study on workplace deviance: Work stressor	Employee personality Ethical climate (Moderator)	Transactional theory of stress and coping
Chen, Chen, and Liu, (2013)	Empirical study on workplace deviance: Negative affectivity	NA	NA
Chen, Fahb and Jina(2015)	Emperical studty on workplace deviance: perceived organizational support	NA	NA
Chirasha and Mahappa,(2012)	Case study on deviant behavior in workplace: Organizational climate, Organizational justice,	NA	NA

Universiti Utara Malaysia

	Perceived organizational support, Trust, Work stress and power lessness		
Chullen et al.,(2010)	Empirical study on deviant behavior: Supportive leadership: leader member exchange preserved organizational supports. Job design: Intrinsic motivation and depersonalization	NA	Leader Member Exchange theory, Social Exchange theory, Organization Support theory, Self-determination theory and Conservation of Resource theory
Chung and Moon,(2011)	Empirical study on constructive deviance behavior: Psychological ownership	Collectivistic orientation (Moderator)	Regularity focus theory. Social identity theory and Stewardship theory
Christian and Ellis,(2014)	Empirical study on workplace deviance; Moral disengagement and turnover intension		NA
Colbert et al.,(2004)	Empirical study on workplace deviance; personality and work situations(perception of developmental environment)	Conscientiousness, emotional stability	Social Exchange theory, Norm of reciprocity and organizational support theory
Dagher and Junaid,(2011)	Empirical study on constructive deviance behavior: Employs engagement vigor, dedication and absorption	NA	NA
De Lara, Tacoronte and Ting-Ding,(2007)	Empirical study on deviance behavior: Procedural justice	Perceived normative conflict	Equity theory
Diefndorff and Mehta, (2007)	Empirical study on workplace deviance behavior: Avoidance motivation, personal mastery, competitive excellence, general approach motivation		Achievement motivation theory
Demir,(2011)	Empirical study on deviance behavior: Organizational justice, Organizational trust, affective commitment, continues commitment, nutritive commitment	NA	NA
Fagbohungbe,Akinbode and Ayodeji,(2012)	Empirical study on workplace deviance:	NA	Affective Event Theory and

Universiti Utara Malaysia

	Employees organizational reaction		Agency Theory
Farasat and Ziaaddini,(2013)	Review on deviance behavior: Farness of treatment, Supervisor support, organizational rewards and job condition	NA	Social exchange theory
Fatima, Atif, Saqib and Haider,(2012) ,	Empirical study on workplace deviance; impact of organizational injustice on job satisfaction and, to impact of job satisfaction on Deviance workplace behaviors.	Job satisfaction (Mediator)	NA
Farhadi et al.,(2015)	Empirical study on Deviant workplace behavior: Demographic Factors	NA	NA
Fida et al., (2015)	Empirical study on Counterproductive behaviour; Moral disengagement	NA	NA
Ferris, Brown,Heller, (2009)	Empirical study on organizational deviance: Organizational support	Organization based self-esteem (Mediator)	Belongingness theory
Ferris, Brown, Lian and keeping,(2009)	Empirical study on deviance behavior: Level (high and low) and type (contingent/ non-contingent) of self-steam	Contingent self esteem (Moderator)	Self Consistency/ Behavioural plasticity theory
Ferris, Spense, Brown and Heller,(2012)	Empirical study on workplace deviance: Within personal relation of interpersonal justice	Self-esteem (Moderator)	Behavior plasticity theory, conservation of resources theory
Flaherty and Mass, (2007)	Empirical study on workplace deviance behavior; personality. workplace injustice and team context	NA	Social exchange theory and Equity theory
Galperine and Burke,(2006)	Empirical study on destructive and constructive deviance behavior: Work-holism	NA	Social Exchange theory, Need for achievement theory, Locus of control theory and social bonding theory
Henle,(2005)	Empirical study on workplace deviance: Justice	Socialization impulsive	NA

Holtz and Harold,(2013)	Empirical study on workplace deviance: Interpersonal justice	Interpersonal justice values and justice orientation (Moderator)	Social exchange theory, social learning theory and extant theory, influential theory and effective events theory
Hussain, (2013)	Empirical study on workplace deviance: Psychological contract	NA	NA
Ishaq, and Shamsher, (2016)	Empirical study on workplace deviance behaviour: Psychological contract breach	Revenge attitude and Self-Control (Moderating)	Psychological contract breach
Iqbal, Baharom, and Khairi(2017)	Empirical study on deviance workplace behavior: Transformational leadership	NA	NA
Iqbal, Baharom, and Khairi(2017)	Empirical study on deviant workplace behavior: Demographic Factors		Social exchange theory, Social learning theory, psychological breach contract theory
Javed et al.,(2014)	Empirical study on workplace deviance: Personality factor and organizational factors	NA	NA
Judge, Scott and Ilies,(2006)	Empirical study on workplace deviance: Emotions and work attitude	Trait hostility (Moderator)	Affective events theory
Kanten and Ulker, (2013)	Empirical study on workplace deviance;	NA	NA
Kotekar,(2017)	Empirical study on deviant workplace behavior: withdrawal intention	NA	NA
Kisamore et al.,(2010)	Empirical study on workplace deviance: conflict and abusive workplace	Social competencies(political skill, self-monitoring, and emotional intelligence)	NA
Kura, Shamsudin, and Chauhan,(2013a)	Empirical study on workplace deviance: Organizational formal control	Self-regulatory efficacy (Moderator)	Stimulus response theory and social cognitive theory
Kura, et al.,(2013b)	Empirical study on workplace deviance: Precived injunctive, descriptive and self-regulatory efficacy affect and cognitions	Self-regulatory efficacy (Moderator)	Social learning theory and social efficacy theory

Universiti Utara Malaysia

Lara et al.,(2007)	Empirical study on workplace deviance: effect of procedural justice	Perceived normative conflict(mediating variable)	
Lee and Allen, (2002)	Empirical study on workplace deviance: Affect(positive and negative Affect) and cognitions	NA	NA
Mayer et al.,(2012)	Empirical study on workplace deviance: Leader Mistreatment	Hostility (Mediator)and Competence uncertainty ((Moderator)	Social Exchange theory and Uncertainty Management Theory
Marcus and Schuler(2004)	Empirical study on counterproductive workplace behaviour: 24 predictors of GCB	NA	Self-control theory. The General theory of crime,
Mount, Ilies and Johnson, (2006)	Empirical study on workplace deviance: personality traits	Job satisfaction (Mediator)	Social Exchange Theory
Muafi,(2011)	Empirical study on workplace deviance: Intent to quit, dissatisfaction and company contempt	NA	Attribution theory, accountability theory and social distance theory
Nasir and Bashir ,(2012)	Empirical study on workplace deviance: Job satisfaction and organizational justice	NA	NA
Narayanan and Murphy, (2017)	Review on workplace deviance behavior	Culture (Moderator)	Social Cognitive theory
Nirankari and Seth,(2015)	Framework on deviant workplace behavior:conflict,justic perception,control,mental stress	NA	NA
Novalien, (2017)	Conceptual framework on deviant workplace behavior: Ethical Climate and National Cultue	Workplace Spirituality and Organizational Commitment(Mdiators)	NA
Omer et al.,(2011)	Empirical study on deviance workplace behavior: Job stress and Job satisfaction	NA	NA
Peterson,(2002)	Empirical study on workplace deviance: organization's ethical climate	NA	Ethical Theory
Peng, Tseng and Lee, (2011)	Empirical study on deviance behavior: supervisor feedback environment and work	NA	NA

Universiti Utara Malaysia

	related stressor		
Pradhan,(2013)	Empirical study on workplace deviance: Leadership (transformational and transactional)	NA	NA
Pradhan and Pradhan (2014)	Empirical study on deviance workplace behavior: Impact of transformational leadership	Organizational Justice (Moderator)	NA
Radzali, Ahmad and Omar, (2013)	Empirical study on deviant workplace behavior; workload, job stress and family to work conflict	NA	NA
Raheem et al.(2012)	Empirical study on deviance workplace behavior: Impact of Job Characteristics	NA	NA
Rogojan, (2009)	Literature review on workplace deviance;	NA	NA
	Individual, organizational and situational factors		
Rotundo	Empirical studies on counterproductive work		
and Xie (2008	Behavior: study 1 investigates whether CWB in China is described by similar or different behaviours as in the Western literature.		
	Study 2 examines the importance that Chinese managers place on task performance, OCB, and CWB.		
Satpathy, Patnaik and Mohanty, (2016)	Review deviant workplace behavior	NA	NA
Silva and Ranasinghe, (2017)	Empirical study on deviant workplace behavior: impact job stress, workload, Role conflict and	NA	NA
	role ambiguity		
Shazad and Mehmood,(2012)	Empirical study on workplace deviance: Organizational cynicism	Burnout(mediator) and Negative affectivity	Social exchange theory, Effort reward in balance theory and equity theory
Shaheen, Bashir, and Khan ,(2017)	Empirical study on Organizational cronyism	Psychological breach of contract	

Universiti Utara Malaysia

	as an antecedent of workplace deviance	(Mediator)	
Shahid.& Ahmad, (2016)	The empirical study of Impact of and the Deviant Workplace behavior: Organizational Learning on Organizational Corruption.	Moral disengagement (Mediator)	N/A
Sudha and Khan,(2013)	Empirical study on workplace deviance: Personality and motivational traits	NA	NA
Sili et al., (2014)	Empirical study on Counterproductive Behaviour and moral disengagement	NA	NA
Sunday,(2014)	Empirical study on workplace deviance; Organisational Climate., Organisational justice Perceived organization support , Trust in organization, work stress and powerlessness	NA	NA
Thau and Mitchell,(2010)	Empirical study on workplace deviance: Abusive supervision	Self-regulation impairment	Social exchange theory, self-regulation impairment theory and dissonance theory
Tziner et al.,(2010)	Empirical study on constructive, innovative, Challenging and interpersonal deviance behavior	NA	Leader – member exchange theory
Tuclea et al.,2015	Empirical study on deviant workplace behavior: investigation of Demission of DWB	NA	NA
Vadera, Pratt andMishra, (2013)	Model on constructive workplace deviance: Intrinsic motivation, felt obligation and Psycho-logical empowerment	NA	NA
WU and Lebreton, (2011)	Empirical study on Reconsidering the Dispositional Basis Of Counterproductive work behavior:The Role of Aberrant Personality	Dark Triad Narcissism, Machiavellianism, Psychopathy	NA
Waseem,(2016)	Empirical study on organizational and	Job satisfaction (Mediator)	NA

Universiti Utara Malaysia

	interpersonal deviance workplace behaviors		
Yen and Teng, (2013)	Empirical study on workplace deviance; Centralization	Procedural Justice(Moderator)	Social Exchange theory
Yunus, Khalid and Nordin,(2012)	Empirical study on workplace deviance: Personality Trait	NA	Gough's role-taking theory
Yildiz, Alpkan, Ates and Sezen,(2015)	Review on constructive deviance :Psychological ownership ,Participative decision making,	Psychological ownership((Mediator)	Social exchange theory and Equity theory
Yildiz and Alpkan, (2015)	Theoretical model on the destructive deviant workplace behavior	Alienation (Mediator)	NA
Zaghini et al.,(2016)	A systemic review on counterproductive work behaviour of Nursing profession	NA	NA

Universiti Utara Malaysia