

## Determinants of Employee Deviant Behavior: Assessing the Mediating Role of Job Satisfaction

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### Abstract

*Keeping employee deviance as the central point, the effects of injustice from organizational perspective as well as behavior of the leader is analyzed while keeping satisfaction at job as a mediating variable. Finding solution to unwanted behaviors of employees served as the bases of this research. The employees of cellular industry of Pakistan are taken as the respondents. Sample size consisted of 229 individuals and data collected was interpreted with the help of SPSS. Partial mediation remained between dependent and independent variables; however, variables are significantly correlated to each other. This study could be useful for all levels of management particularly the strategic level where policies are devised for employees. Precisely, this research focuses a stressed manager finding way to resolve employee problems related to morale and intrinsic motivation. The work limits itself to telecommunication industry of Pakistan only.*

**Keywords:** Injustice, deviant behavior, leadership, satisfaction

## Introduction

Organizations are made up of multiple resources out of which the human resource is the most significant. The way a human behaves at work contributes largely to the sustainability and development of the business. It is imperative for the organizational management to keep an eye on the work activities of its employees. The concept of deviance arrives as individual behaves contradictorily to the acceptable standards prevailing in the surroundings. In an organizational setup, all types of deeds that are not directly or indirectly beneficial are termed as deviance. Employees totally waste their time when they invest their energies into something least productive such as personal matters and, thus, creating disturbance. Employees must focus on the work so that productivity could be enhanced.

There is an alarming situation in the world regarding workplace deviance. Researchers have found out that approximately 33% to 75% employees at work are engaged in some type of deviance (Robinson, 1995; Appelbaum et al., 2007). A mere reason is the lowering self-control of humans. In quest to small actions, people behave destructively; hence making it a challenge for the authority to handle. Any outcome indifferent to what is expected from an employee is deviant behavior (Nasir & Bashir, 2012), such as, bullying, fighting, telling a lie, making worker uncomfortable with inappropriate actions. Academic scholars have labeled these outcomes with multiple terminologies; counterproductive behavior, workplace deviance, anti-social behavior etc. (Appelbaum & Roy-Girard, 2007). Everton et al. (2007) added employee withdrawal, dishonesty, organizational misbehavior, and dysfunctional outcome. In a nut shell, a behavior becomes deviant when it challenges the policies and customs put forward by the management. Muafi (2011) warned that all these factors either done by an individual or bunch of people directly intimidate the well-being of an organization.

The concept of employee deviance is getting popular among research scholars because they consider it as the most destructive tool for the sustainability of an organization (Omar et al., 2011). The most common forms of deviance at workplace are vandalism, sexual annoyance, rumor-spreading, sabotaging, absenteeism, not putting in full efforts, uneven decision making, bullying, and gossiping. Any action that can contribute to the lowering on an individual's morale is also termed as employee deviance. The development of an organization is threatened as the employee does not focus on their assigned work that eventually leads to delays in submission and lower quality of output.

Furthermore, deviant behavior also includes neglecting manager's instructions, working slowly on purpose in order to annoy the supervisor, arriving late at the workplace, robbery, and rude behavior during work hours. Robinson & Bennett (1995) have come up with detailed work on employee

deviant behavior and states that a lot of employees are seen engaged in one form of deviance or another ranging between theft, fraud related to information technology, cheating, withholding efforts, and biased decision making.

Organizations that value their human capital are the most successful ones. They understand that the key to achievement is giving maximum attention to their employees, providing timely feedback so that their outcome grows, thus, effecting the wellbeing of business and ultimately leading to the development of country. Academia is showing interest in the said topic as it could be problem creator for both; the organization as well as the employee. Too and Harvey (2012) specified that in terms of organization it may affect the financial figures while on interpersonal level it affects the expressive state of an employee. Aggression, preservation of efforts, and deception is becoming common; hence it is important to find a way away from these attitudes in order to gain competitive edge. Studies have stated that employees are found stealing from an organization more as compared to customers; one employee in every fifteen steals, whereas forty-two percent women are abused sexually (Rogojan, 2009).

Violence at workplace has a reported amount of 4.2 billion dollars; fraud conducted by employees ranges up to 400 billion dollars whereas theft by workers has mounted 200 billion dollars (Rogojan, 2009). Keeping in view the financial losses, the importance of elimination on deviant behavior of employees could be understood.

## Literature Review

*Injustice by organization:* Organizational injustice has been under consideration since long (Cantisano, 2013). Someone's perception that they have been treated differently as compared to others is said to be injustice (Ambrose *et al.*, 2002). Justice is considered as the degree of truthfulness with regard to employees at work (Sulu, Ceylan, & Kaynak, 2010). Research has found that justice at work influence multiple factors such as turnover, commitment, satisfaction, stress, and trust (Ceylan & Sulu, 2011).

Intense competition in the world has accelerated the need to satisfy human capital at work places. Managers are keen to find ways to eliminate any sense of injustice among employees so that they work devotedly (Rowland & Hall, 2012). The relationship between injustice and morale is very strong, if one variable increases, the other decreases and vice versa. The feeling of cheated upon is the strongest to deviate from desired morale. Organizational Injustice has a negative relationship with commitment of employee (Shibaoka *et al.*, 2010). Moreover, scholars

continued believing that when injustice escalates, satisfaction diminishes (Fatima *et al.*, 2012).

There are different kinds of justice, the one that depends on fairness while deciding pay scales, promotions, and bonus is called distributive justice (Ceylan & Sulu, 2011). It is calculated by the ratio of employee input to the ratio of organizational compensation. The other kind of justice is said to be procedural justice, it states that the methodology of identifying rewards has to be fair (Ceylan & Sulu, 2011). It focuses just allocation of remuneration.

The third kind of justice is known to be interactional justice; the first agenda is to deal employees with ought most to respect; it holds that management keeps employees in the loop while taking decisions. It may consist of focus groups and open meeting sessions. This type of justice shows lenient attitude towards employees by having strong communication, truthfulness, timely response, and courteous attitude towards each other (Ceylan & Sulu, 2011). Interactional equity is sub-separated into interpersonal equity and educational equity that allude to method for treatment among people and view of equivalent data sharing individually (Rowland & Hall, 2012; Gupta & Kumar, 2013). Various past specialists have theorized those diverse sorts of authoritative unfairness that prompts to different kind or counter-beneficial conduct (Ambrose *et al.*, 2002). Attacking is a sort of degenerate conduct seen at working environment, which implies obliteration, delays underway, making shame for others, harm to unmistakable property and elusive relationship among collaborators. Also, most normal components of shameful conduct talked about by Ambrose in his paper is, demonstrating discourtesy to a worker, giving supplementary obligation with no increase in salary, postponing advancements, evasion of giving fundamental types of gear to finishing work, and partiality. Unfairness makes much distress in the association and must be taken after to take out from the framework. The view of reasonableness prompts to worker demeanors, both positive and negative, for example, work fulfillment, responsibility with the work, turnover, stretch, undermine, representative execution, trust on the administration, and representative citizenship conduct (Sulu *et al.*, 2010).

*Leadership behavior:* The competition among organizations is escalating day by day due to shrinkage of international boundaries. The central point of this antagonism is to bring flexibility and adaptability among the human capital. It is considered as the sole feature of a successful and growing organization in today's world. Now the question arises, who will bring about these changes? Yes, it's the leader. Therefore, academia has been studying leadership styles and its affects since long. The behavior of a leader speaks for the type of work done by the employee. It is taken as the ratio of output provided by leader to the input produced by the employee. There is

a direct relationship between leader's acknowledgement and satisfaction/happiness of the team members. Human beings require motivation and encouraging words for smooth functioning whereas in the absence of these they feel gloomy and frustrated.

The sense of being treated fairly contributes largely to the increased morale of all employees. They act less deviant in the presence of encouraging leadership. Appelbaum et al. (2007) added that psychologically upset and morally dead managers encourages employees to act deviant. Research scholars have come up with multiple terminologies for badly chosen leadership such as abusive supervision, petty tyranny, leader bullying, toxic leader, workplace aggression, emotional abuse, and manager undermining (Starratt & Grandy, 2010). Hence, the way a leader behaves effects the employee's output because as soon as an employee sense an unbalanced leadership, their motivation level decreases affecting the goal attainment process of the organization.

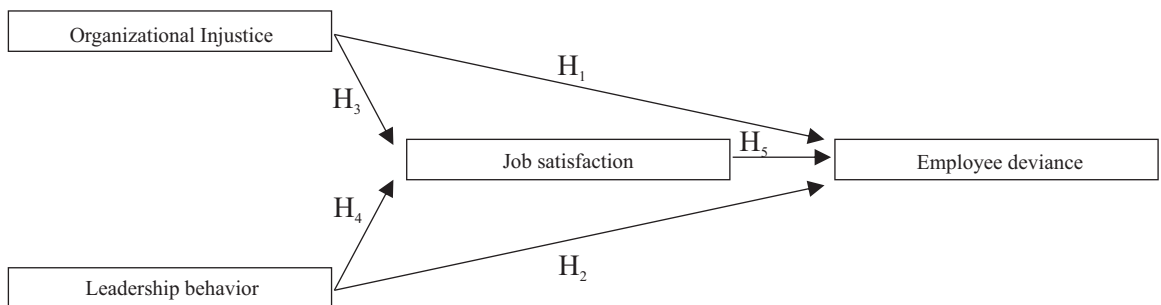
Look into backings the plan that when representatives who are revealed to unfeeling environment they are furthermore expected to show extraction practices containing turnover and non-participation (Kisamore et al., 2010). Jackson et al. (2012) has satisfied that pioneer motivator conduct has consequences for laborer certainty and conduct based results, which incorporates endorsement, guarantee, and authoritative citizenship conduct, turnover expectations individually.

*Job satisfaction:* Every success has a story behind and the reason for a successful organization is its devoted employees (Halkos & Bousinakis, 2010). Satisfaction at work comes when individual is happy with the happenings in the organization. Job satisfaction is a combination of multiple features of workplace; working conditions, environment, rewarding behavior of the management, and strong communication between people (Gunlu, Aksarayli, & Percin, 2010).

Omar et al., (2011) wrote in his analysis that employees satisfied with their work life are less likely to engage in deviant behaviors whereas those unhappy with the work are more likely to take part in the irrelevant processes. Moreover, the most common studies deviant behavior if theft and stealing. Employee steals more if they are dissatisfied in quest of taking revenge however happy employees are loyal. Disappointment leads to lowering commitment, decreasing morale, reduced productivity, and absenteeism (Fatima et al., 2012).

Likewise, explore has contended that second rate level of occupation fulfillment is associated with better aims than surrender, and non-attendance while upgraded work routine and citizenship

deeds of representatives are connected with hoisted levels of employment endorsement (Mohr & Zoghi, 2008). Then again, research has uncovered that representative discontent created via inconsiderateness, absence of worry in the occupation permit them to carry on anomalous at work environment (Lara, 2010). However, past research has satisfied that occupation understanding has an unhelpful association with counter-beneficial work practices (Kisamore, Jawaar, Liguori, Mharapara, & Stone, 2010). In spite of this, absence of work fulfillment was started to be lone motivations to offer repression to counter profitable work practices (Fatima et al., 2012). Workers with minor employment fulfillment bolster unforeseen practices and they have an unconstructive relationship suspended between them (Nasir & Bashir, 2012).



*Employee deviance:* The kind or behavior shown by employees that threaten the well-being of an organization along its human capital is called employee deviant behavior (Bennett & Robinson, 2000; Everton et al., 2007; Lara & Tacoronte, 2007; Lara, 2010; Nasir & Bashir, 2012). Analysts have come up with multiple reasons for such behaviors such as interpersonal conflict between two or more employees and sometimes with supervisors. Managers are found to be curious for mapping a solution to employee deviant behavior (Syebani & Sobri, 2011). Providing wrong information to the management is also a dangerous tool used by deviated employees. Sulea (2010) confirmed that incorrect information from employees Determinants of Employee Deviant Behaviour: Assessing the Mediating Role of Job Satisfaction directly give birth to bigger problems, especially those concerned with financial investments and decision making.

Deviant behaviors of employees can be categorized in to two; the first is positive deviated behavior and the other is negative deviant behavior (Muafi, 2007). Various types of employee deviance are as follows; arriving late at work, making use of abusive language, leaving work station ahead of time, telling a lie about hours spent at work, and backbiting about a co-worker or manager. Furthermore, asking for and taking bribe, intentionally making mistakes during work to annoy supervisor, not admitting mistakes, neglecting safety regulations, behaving foolish with customers, calling in sick, misusing discount offers, purposefully ignoring boss's order, wasting organizational resources,

talking personal on official telephone, cyber loafing, and etc.

### Methodology

Social sciences is one unique field that holds its application in the business world alongside academia. The nature of this research is exploratory that seeks to discover the extent of relationship between organizational injustice, leadership behavior and employee deviance while keeping in view the mediating role of job satisfaction. Voluntary participation was encouraged from the respondents and it was committed to keep it solely for the said research purposes. The sample was taken from the large population of cellular industry of Pakistan; namely, Ufone, Telenor, Zong, and Mobilink. The total number of respondents who participated in the research study belonged to cellular organizations. Approximately three hundred responses were targeted out of which two hundred and forty were delivered back reaching a response rate of seventy six percent.

### Findings

Sociology research is generally in view of the human practices, though look into has demonstrated that it is difficult to discover the correct estimation of human instinct as it ceaselessly changes. The use of factual programming is of awesome significance in the social sciences. The study audits the nearness of deviant conduct of workers at the corporate workplaces of Pakistan, its significance and purposes behind event. The consequence of various HR practices and the level of appropriateness and significance according to respondents and the relationship between the factors are studied in the research using SPSS. The descriptive statistics demonstrates that most extreme quantities of respondents are guys involving 69.4% while keeping females on 30.6%.

### Results

*Reliability testing:* Dependability of the instrument can be guessed by coefficient of reliability. This value shows the extent to which one can rely on the results derived by using these measures. The variables of the study and their respective Cronbach Alpha values shows that injustice by management yield 0.72, the behavior of leader has a coefficient ranging up to 0.77, satisfaction at work is near 0.70, while employee deviant behavior is 0.75.

*Correlation analysis:* the interface among dual variables is calculated by said analysis. However the results of the variables under investigation are as follows:

*Regression analysis:* This tool helps in the understanding of the relationships between different variables. It finds out the effect on one variable through the presence of several other variables. Moreover, regression analysis explains the nature of relationship that independent variables has with the dependent variable

Table 1: *Correlations*

		OI	LRB	JS	EDB
OI	Pearson Correlation	1			
LRB	Pearson Correlation	.535**	1		
JS	Pearson Correlation	.428**	.445**	1	
EDB	Pearson Correlation	.486**	.491**	.477**	1

Table 2: *Regression*

		Beta	T	R Square	Adjusted R Square	F
<b>Model 1</b>	(Constant)		.000	0.301	.304	50.8
	OI	.313	4.78			
	LRB	.323	4.94			
<b>Model 2</b>	(Constant)		.000	0.363	0.355	42.8
	OI	.242	3.72			
	LRB	.243	3.69			
	JS	.265	4.323			

These estimations of beta clarify the commitment of every indicator for the model. As indicated by results, the estimation of R square is 0.301 and this esteem clarifies changeability in result accounted by the indicators. The estimation of balanced R square is 0.304, which clarifies the speculation of the model as its qualities are near R square. The estimation of F in model 1 is 50.8 which clarify the capacity of model for result variable. The T value given in the table shows a rough indication of the impact of each predictor variable. The bigger T value suggests that the independent variables are having large impact on the dependent variable.



## Discussion

After the use of different factual tests, the outcomes generated are in accordance with the past studies. Fatima et al. (2012) found a noteworthy association between unfairness and work satisfaction. Also, Demir (2011) inferred that hierarchical unfairness has an exceptionally solid association with the deviance conduct of representatives. Leader's conduct is a moment driver of progress in an association. Earlier studies have demonstrated that representative feeling of employment fulfillment is altogether connected with the remunerating conduct of a pioneer (Jackson et al., 2012). In spite of this, research has demonstrated that when leader don't esteem their representatives and offer an unsympathetic situation for them to work, they frequently wind up with withdrawal conduct, for example, non-attendance and turnover (Kisamore et al., 2010). While, examination has uncovered that disappointed representatives will probably show deviant behavior at work environments (Lara, 2010).

The primary theory of the exploration is, 'Organizational injustice has a noteworthy association with employee deviance'. It was speculated using past research. The study demonstrates that there is a noteworthy relationship between the two factors as the "beta" qualities found from the relapse investigation yields .313 that implies hierarchical bad form contributes 31% to the advancement of representative freak conduct. Moreover, the second theory of the examination is, 'Leader reward behavior has a huge association with employee deviant behavior'. This announcement is, likewise, guessed using past research. Though the connection investigation demonstrates that leader conduct and worker deviant conduct are half related to each different as it yields an estimation of .491 while then again, the beta esteem found in the relapse examination indicates 32% commitment of reward conduct towards the deviance.

The third theory of the examination is, 'Organizational injustice has a noteworthy association with job fulfillment'. The relationship between the two factors is .428 that implies authoritative bad form is 42% connected to job fulfillment. Also, the beta qualities found from relapse investigation is .24 that implies the commitment of job satisfaction to the worker freak conduct is 24%. Accordingly, the relationship is not extremely solid yet they do have some level of holding between them. The fourth speculation of the examination is, 'Leader remunerate conduct has a critical association with representative satisfaction'. The two factors are connected to each other with an estimation of .442 which demonstrates that 44% relationship happens between employment fulfillment and leader conduct. Conversely, the relapse examination is race to locate the beta values that demonstrate the commitment of one variable on the last yield. Subsequently, Leader conduct has a 24% commitment towards the advancement of employment fulfillment. Though the centrality esteem is most elevated

having .000

The fifth speculation of the examination is, 'Job satisfaction has a noteworthy association with deviant behavior of employees'. Work satisfaction is observed to be 47% corresponded with employee deviant behavior which is almost 50% of the connection. Accordingly we can state that two factors are incompletely corresponded to each other. The relapse examination keep running on the model shows beta estimation of .265 which implies that satisfaction at work has a commitment of 26% on the improvement of worker freak conduct. The 6th speculation of the exploration holds that occupation fulfillment intervene the relationship between organizational injustice and leader reward conduct with employee deviance. The intercession between the factors is examined using SPSS straightforward relapse investigation. The relationship values found in the relapse examination between job satisfaction, administration conduct, organizational foul play and employees freak conduct are .26, .24, .24 separately therefore yielding that occupation fulfillment has the most elevated commitment on the worker degenerate conduct by affecting 26%. Furthermore, the technique for finding the intercession occurring in a model is to include the beta estimations of model 2 (JS=.263, LRB=.243, OI=.242) and demonstrate 1 (OI=.313, LRB=.323) that gives estimations of 0.75 and 0.63 separately. Presently, subtract the lower value from the greater value,  $0.75 - 0.63 = 0.12$  in this manner; it demonstrates that the exploration model is demonstrating an incomplete intercession of 12% within the sight of job satisfaction as a middle person between the independent and dependent variable.

## Conclusion

The study highlights the deviant behavior of the workers. An incomprehensible clarification of such practices is portrayed so that the concerned has a reasonable perspective of what abnormality is. Representative degenerate practices can be troublesome for the associations and its workers. This is an old idea yet it is not talked about frequently, that is the reason such practices are ignored at the work environments and they get to be highlighted when they had as of now hurt the association and its creatures. There are a lot of purposes behind employee deviance conduct, this study is centered on two factors i.e. organizational injustice and leader's conduct. While, mediating influence of employment fulfillment between these connections is examined. The hugeness of theory portrays that worker aberrance exists in Pakistani cellular organizations and they are influenced by the impression of equity and remunerating conduct of the leader. It is indispensable to make associations mindful of such practices and empower they comprehend the position of such practices and why is it important to kill them.

Pakistan is an immature nation and requires numerous changes keeping in mind the end goal to

contend in the worldwide commercial center. The human recourses should be cleaned with most up to date abilities. Innovative progressions and most recent hardware ought to be kept set up so that the current hole amongst Pakistan and creating nations could be decreased. With a specific end goal to end up an effective and prosperous country, the initial step ought to be to right oneself, quit irritating others, quit ridiculing them or harassing, be straightforward and be conscious to each other. Representatives must not veer off from what they should do. Everybody is urged to give in his/her best into his or her work so that the best quality yield is accomplished as this is the best way to make the tomorrow secure.

The ramifications of this work are a significant issue for both supervisors and analysts. This examination can turn out to be huge help for directors to control freak practices of representatives by satisfying their due requests and by having their very own self investigation activities. Working environment aberrance is the after effect of the blame of both the representatives and the business. Along these lines, the discoveries will help with enhancing hierarchical execution by checking on their arrangements and strategy. The examination might support bosses who confront challenges while treating representatives at the work environments. Keeping forms in line while taking everybody along is for sure a troublesome stride that the supervisors regularly confront. The study is indispensable to know the lacking parts, so that the supervisors may amend the issue and fill in the common holes. It will likewise help them while taking care of freak representatives at work environments and plan on the best way to repay them so that any kind of exploitative practice at working environment could be diminished. It is vital to research how unjustifiable and unscrupulous types of hierarchical judges exchange with each other to comprehend and anticipate an assortment of worker states of mind and practices. The examination may help best administration while taking choices with respect to worker matters.

From a hierarchical advancement point of view, the study gives solutions for issues connected with representatives particularly identified with their levels of job satisfaction. Keeping in mind the end goal to control the representative freak conduct, work fulfillment must be considered and assessed for every worker. Furthermore, it will attract thoughtfulness regarding the requirement for skilled leaders for authoritative achievement while adding to the consciousness of aberrance as it is damaging for the prosperity of an association. Businesses having a place with different parts, for example, fabricating industry can likewise exploit and identify with the discoveries. The essential ramifications of this exploration display for the investigation of work environment aberrance is that it highlights how much freak conduct can include the authoritative procedures and also its individuals.

This study contributes emphatically to the assortment of information of worker deviance. It has given

a more extensive way to deal with aberrance. The essentialness of a pioneer's conduct is additionally highlighted in the study that put weight on the significance of the state of mind of a leader in hypothetical information. Thus, it has contributed that way objective hypothesis and value-based initiative ought to be controlled and checked keeping in mind the end goal to demoralize working environment aberrance. Besides, a noteworthy hypothetical ramification provided by the examination is that hierarchical culture ought to be given significance and made through a pre-arranged thought in view of the philosophy of the association i.e. being moral and reasonable in every one of the procedures.

Future research may look at more measurements and its association with the representative degenerate conduct. Facilitate research should be possible on concentrating on representative abnormality as for sexual orientation. How does a female and male representative predict and practice aberrance? May be it has a connection with work-life strife subsequently, giving a potential way for research.

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