



# Integrating antecedent of constructive deviance and exploring obstacles in organization and work related outcomes

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## Abstract

*The goal of this study is to specifically examine the impact of organization culture and supervisor support on constructive deviance in banking sector. The data was collected from management trainee employees of a banking sector; a total of 241 data was collected. The study includes statistical analysis in following steps first correlation and then regression. The hypothesis indicate that the association between organization culture and constructive deviance is positive, the association between supervisor supports and constructive deviance is positive, further finding indicates that felt obligation positively mediates the relationship between organization culture and constructive deviance, felt obligation positively mediates the relationship between supervisor support and constructive deviance, respectively. Whereas, neuroticism shows negative association as a moderator between felt obligation and constructive deviance. The study was examined between management trainee employees those that violate organization rules for benefit of the organization, the reason why they engage in different behaviors are explored. This study was explored with theoretical evidence thus the finding may be useful for both academic and managerial implications.*

**Keywords:** Constructive deviance, Felt obligation, Perceived organizational support, Positive deviance, Organizational climate and Culture (OCC), Social exchange theory, Neuroticism.

## Introduction

Different types of behaviours are expressed at work and due to this it is a major concern of research. These types of behaviours have different outcomes in the organizational and at individual level<sup>1</sup>. Developing countries might have different nature of work that require a different set of solutions to manage work, South Asian countries such as Pakistan is undergoing a process of socio economic transformation<sup>2</sup>. The implementation of privatization had drastically caused changes in employer-employee relationship and as perception from employee about the work has felt obligated to develop positive work behaviour in organization<sup>3</sup>. This can be associated with a Pakistan collectivist culture where people work to support their family and seek prosperity<sup>4</sup>.

The major issue in the vast majority of the Pakistani organization occurs when Positive behaviours falls within the defined norms of the organization and employees tend to do such deviance acts due to reason that they are underprivileged of motivational aspect to meet normative expectations of the society or he/she is actually enthused to contravene required expectations explained by Jawad<sup>5</sup> in the telecommunication and banking sector of Pakistan where taken under study. If constructive deviance is not supported or environment friendly and employees are strictly succeeding all standards, then it may hinder employees from discovering creative methods for tackling working environment issues<sup>1</sup>. Thus constructive

behaviour is an attitude of disobeying the existing norms of the organization that are vital for well being of the company and thus raise a question is there impact of organization culture on felt obligation?

As defined that organizational citizenship behaviour (OCB) is the concept which is closely related to constructive deviance and its purpose is to show such kind of behaviours which employees usually perform where they show interest in their organization<sup>6</sup>. Study on such optimistic and unconstructive behaviours is a great academic effort and the study on constructive deviance is no doubt the area which is narrow and need to understand such deviances which include all the positive behaviours that come under one roof that describes constructive deviance all together at workplace such as performing creatively, expressing feelings through own voice, propagating issues in the form of selling, spreading rumours, pro-social behaviours, pro-social rule breaking and counter-role behaviours<sup>1</sup>. According to Galperin<sup>7</sup> constructive deviance brings positive changes in the organization and therefore a definition of the term is proposed, it's a positive deviance that is characterized by deliberate practices where referent group form their own norms, but behaviours can be withdrawn in decent manner. Donaldson and Dunfee<sup>8</sup> defined that hyper norms are all inclusive held convictions and qualities. Whereas constructive deviance defined by Warren<sup>9</sup> as deviation of behaviours from the group norms of reference, however compliance to hyper norms. Spreitzer and Sonenshein<sup>6</sup> address

the causes which resulted in promotion, advancement and infusing the spirit of effectiveness in working of the company. Consequently Vadera<sup>1</sup> characterized that constructive deviance is a conceptualization that deviate the behaviours from the reference groups of norms in such a way that they adjust to hyper norms and profit the reference group.

The purpose to study Organizational behaviour in context of constructive deviance is to focus on positive workplace behaviours that are through the various classifications of OCB<sup>10</sup>. Studies in various researches have conceptualized the employee's behaviour (OCB) which gives the benefit to the performance of organization, even though they are not necessary for the job but some of the behaviours are supporting the co-workers, who do not take unnecessary breaks and attending the events in organizations that are important<sup>11</sup>. This research will investigate that why organizations encourage positive behaviours of an employee and if there is the impact of felt obligation on constructive deviance? Such as in a department, work group or the entire organization that will find a way for the organizations to achieve their desired goals.

The outcome of the constructive deviance is dependent on employee indulgent via work they tend to integrate diverse information, redefine problems, are expressing more novel idea, and showing such form of innovative behaviours, studies linking innovative style with commitment to the organization<sup>1,12</sup>. Moreover, a few specialists and academicians<sup>13</sup> now support this idea that advancement and creativity helps in accomplishing organizational achievement but has left a considerate question that if how neuroticism moderates the relationship between felt obligation and constructive deviance?<sup>1</sup>. Moreover, to understand the criticalness of openness and culture, representatives are obliged to be ready and equipped to develop and should be focused which is also not possible without supervisor support which in this manner explores question emerges that what is the impact of supervisor support on felt obligation<sup>13</sup>. In addition, to make an environment that strong and empower advancement organization must guarantee the solid interpersonal connections and a proper consideration towards helpful deviance<sup>2</sup>. Thus from which another research question includes that how felt obligation mediates relation between antecedents and constructive deviance. This study complies with the literature gap as it is aimed at addressing loop holes that has been overlooked by other researchers<sup>1</sup>. The foundation of the conceptual frame is laid after the thorough study of literature regarding constructive deviance and the theories associated with it i.e. social exchange theory, Big five domain, identity theory, social learning theory<sup>14</sup>. Therefore, fortify the presence of these theories.

**Literature Review: Antecedents:** The antecedents will delineate psychological fortification that managements ready to pay back the association or their group for strong, accommodating guidance and so forth through constructive deviance. For example, job focused characteristics are the

positive job attitudes, features related to groups included the behaviours in group due to culture dynamics and family norms with their co-worker support, whereas organizational culture and support are methods used by managers for smooth functioning of the organization and the last support supervisor characteristics are support of the supervisor and a famous termed coined by human resource experts namely LMX (Leader Member Exchange)<sup>10,15</sup>. The potential outcomes with respect to, environment, policies and practices stir deviant behaviour, whether positive or negative, workers feel that existing conditions are not sufficient for making the kind of progress they need to make<sup>16</sup>. This endeavour will recognize the effect captivate on Constructive Deviance.

**Constructive Deviance:** Vadera<sup>1</sup> defined CD is term that comes under one roof includes a few distinctive sorts of behaviours. The study of constructive deviance is related to OCB it is used to describe behaviours usually performed by employees to support the interests of the organization<sup>6</sup>. This study on such positive and negative practices is very important academic attempt, the investigation on constructive deviance behaviour is necessarily extend of study to comprehend the deviance that includes positive behaviours under one umbrella; Extra role behaviours, pro-social behaviours, pro-social rule breaking, counter-role behaviours are taken to describe Constructive Deviance at workplace<sup>1</sup>.

Galperin<sup>17</sup> characterized constructive deviance as intentional conduct that disregards important organizational norms and consequently helps the wellbeing of an organization, its members, or both. Notwithstanding the way that these practices are impermissible by the managerial level, they support the organization to accomplishing its goals. These practices might be separated into two principal categories. The first, interpersonal constructive deviance is steered at people and includes practices, for example, defying managerial orders keeping in mind the end goal to enhance organizational processes<sup>1,18</sup>. The second, organizational constructive deviance is coordinated at the organization and involves two sorts of practices: innovative behaviours pointed at helping the organization (i.e discovering imaginative approaches to tackle issues) and practices that test existing norms with a specific end goal to help the organization<sup>1</sup>.

**Felt obligation:** Vadera<sup>1</sup> defined felt obligation as "by taking part in practices that are useful for the reference gathering and its parts paying little mind to the way that movements veer off from the standards of the reference bunch. Consequently, they are more slanted to join in valuably deviant practices". Vadera<sup>1</sup> has impelled one component to clarify, why the different predecessors lead to helpfully deviant practices felt obligation? Creator prescribed felt commitment as organizing components in light of the fact that they have been unequivocally or absolutely conjectured to be, or will be expressly assessed and experimentally underpinned as, intervening systems for their looking at precursors for helpful deviance. The positive impact of mediating mechanisms on constructive deviance is taken<sup>19</sup>.

Felt obligation underlying constructive deviance, for example Positive employment attitudes, supervisor characteristics, group characteristics and organizational characteristics have all been correlated to constructive deviance through felt obligation as a mediating means. Researchers have recommended that when individuals are in an environment that is clearing to be sure, gregarious and advantageous as a result of their relationship to the occupation, their directors, their gathering, and/or the association<sup>20</sup>. They may feel committed to cause at the end of the day to the gathering while that is termed as felt commitment, this system for taking an interest in practices that are valuable for the reference gathering and its parts, paying little heed to the likelihood that the exercises go amiss off from the standards of the reference bunch. In this manner, they are more slanted to participate in deviant behaviours constructively<sup>21</sup>.

Social exchange theory explains felt obligation mechanism that a shared obligation is liable to create among two groups or more through an arrangement of shared, mutual, exchanges. The theory demonstrates that one gathering makes a commitment to the next group, in doing so; they create an expectation of a reoccurrence at a forthcoming time<sup>22</sup>. The further group, obligating gained favours, creates a feeling of obligation to react. McDonald<sup>21</sup> concluded that CSR priorities in Pakistan needs social responsibility elements among a group of people but does not ensure about the relationship between business, government and the society. Further to clarify the concept of responsibility as acceptance and its impact on organizations and members of society the terms of the agreement evolves between Industry and culture<sup>23</sup>. Presently we are continuously solicited to serve more extensive reach from human values and to recognize an obligation from members of general society with whom we have no business transactions<sup>24</sup>.

**Neuroticism:** We have focused on Big five domain in particularly neuroticism<sup>17</sup>. They were previously demonstrated in association with anti social behaviors<sup>14</sup>. Neuroticism is manifested on cognitions reflecting on individual's orientation to his or her work. By inducing this domain of psychological empowerment it shows contradictory variables, such as supervisor support and openness and organization culture can affect constructive deviance by fortifying individuals<sup>25</sup>. In specific indicated that highly neurotic individuals put themselves in a position that cultivate negative affect and they present lower satisfaction in job than others, such individuals are also found to be less involved in work activities. According to Norman<sup>26</sup> the in depth validity of big five model have been supported and its existence and stability over time. Judge and Ilies<sup>27</sup> found that individual's inclination to avoid challenging situations might be rewarded by emphasizing on their self esteem during work, thus studies have found a relationship between neuroticism and work drive and work enjoyment<sup>27,28</sup>. Additionally work obligation of individuals in various work environments is found to be effected by the levels of neuroticism because any further instability could be detrimental to the job and thus can result in a low level of work motivation<sup>29</sup>.

**Relationship between Antecedents and Felt obligation:** Numerous studies have been studied on the antecedents of constructive deviance. Among these antecedents, the relationship between job focus perception, organization focused characteristics, group focused characteristic, Supervisor Support focused characteristics was found to have the strongest positive relationship with felt obligation and therefore considered as one of its most vital determinates<sup>15,26,30</sup>. The approach has been used to conceptualize the relationship between antecedents and felt obligation in terms of social exchange theory supported by the reciprocity norm<sup>13</sup>.

**Relationship between organizational culture and climate and felt obligation:** It is important to focus on individual level predictor of organization culture based on social exchange theory and stressed on envisioned consequences on relation between organization culture and felt obligation, where organization are less bureaucratic, employees are more engage in citizen ship behavior<sup>31</sup>. The organization's culture develops it influences based on the practices of individuals who are currently working in the organization. The ethical climates of work groups, that individuals are part of, who receive high level of help from their associations are more inclined to foresee felt obligation in climate of the entire organization and are willing to add to the organization in constructive way and practice according to organizational support theory<sup>32</sup>.

**Relationship between Supervisor support and openness and felt obligation:** Vadera postulated in their research and suggested that support and caring treatment by supervisors is positively associated to the commitment of the employee<sup>1</sup>. Broadening this line of investigation, the mediating role of felt obligation for antecedents of constructive deviance, supporting and hindering variables in the working environment researchers have recommended that work environment components are exceptional to every organization and assume a critical part in promoting or prohibiting transfer of exercise<sup>16</sup>. For bringing strong engagement at levels the supervisory support is critical, it infuses the spirit of openness in employees and behavioral action based upon mutual sharing of novel and creative ideas in both formal and informal manner by employees<sup>33</sup>. It is considered as source to employees for expressing their creative work related ideas which may result in benefits of overall organizational performance interest has been the influence of supervisor-level attitudes with subordinate-level attitudes and citizenship behaviors<sup>34</sup>.

**Relationship between Felt obligation and constructive deviance:** The relationship between felt obligation and constructive deviance has been viewed as the essence of organization. Vedra<sup>1</sup> considered areas are to be investigated on individual and employee level, where majority of the research on constructive deviance has been done in an employee-employer relationship the confrontation take place, when norms and consequently helps the wellbeing of an organization, its members, or both<sup>19</sup>. The study on such positive and negative

practices is an very important academic attempt, the investigation on constructive deviance behaviour is unnecessarily thin extend of study to comprehend the deviance that includes positive behaviours under one umbrella; Taking charge, Extra role behaviours, Creative performance, Expressing voice, issue selling, whistle blowing, pro-social behaviours, pro-social rule breaking, counter-role behaviours are taken to describe Constructive Deviance at workplace<sup>35,36</sup>.

**Relationship between neuroticism and constructive deviance:** It is found that interactive effect of neuroticism is because of the importance of situational factors in burnouts these factors focused on self-employed entrepreneurs, it shows negative impact as there is more involvement of emotion-focused in linked to counterproductive strategies<sup>23</sup>. Unfortunately, this trait is related to negative affect and is more correlated to negative behaviors with performing job activities, organizational commitments, and turn over intents and deviance therefore based on theory building and research to date the significant relations between constructs can be further studied<sup>37,38</sup>.

**Hypotheses statements:** i. H1: Organizational culture has a positive effect on felt obligation, ii. H2: Supervisor support has a positive effect on felt obligation, iii. H3: Organizational culture has a positive impact on constructive deviance, iv. H4: Supervisor Support has a positive impact on constructive deviance, v. H5: Felt obligation has a positive effect on constructive deviance, vi. H6: Felt obligation mediates the relationship between Organizational culture and Constructive

deviance, vii. H7: Felt Obligation mediates the relationship between Supervisor support and constructive deviance. viii. H8: Neuroticism moderates negatively between felt obligation and constructive deviance.

### Methodology

The present research is quantitative in its approach. The research design of the present study is hypothesis testing, type of investigation is causal and cross sectional. A pilot test of 100 respondents was conducted from the employees. The result of pilot test indicated that all the 5 items of the instrument were reliable with ( $\alpha > 0.700$ ) showing high level of internal consistency for all variables. Where as one item felt obligation reliability results in ( $\alpha=.653$ ) which also valid as per Nunnally<sup>39</sup>.

### Results and discussion

The instrument used for the data collection was a survey questionnaire containing structured close-ended questions. The questionnaire had two sections. Section 'A' comprised of demographic information such as gender, age, experience, education and section 'B' comprised the questions which enclosed of different items to measure responses on the variables. All questions were adapted using the six point likert scale<sup>40</sup> format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Population of the study is the 241 management trainees of private and public banking sector organization of Pakistan. An aggregate number of 300 surveys were dispersed out of which 241 were returned over with a response rate of 80%.

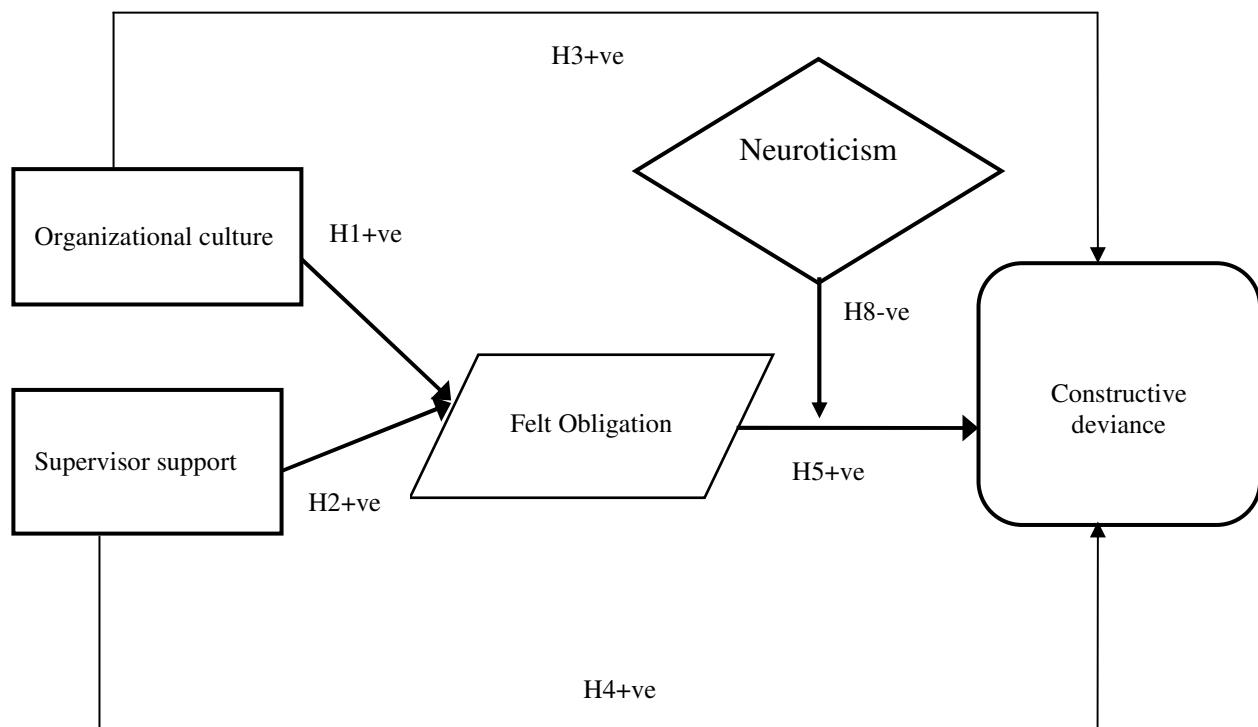


Figure-1: Theoretical/conceptual framework.

**Descriptive Analysis:** The descriptive statics and the correlation among variables the correlation test were applied to measure the strength and direction of the variables of the study. The value of organization culture was (M=3.68, SD=.84), supervisor support (M=3.64, SD=.83), for felt obligation (M=3.67, SD=.85), for neuroticism (M=3.69, SD=.81), for constructive deviance (M=3.64, SD=.82), Pearson's contribution is the normality of the variables analysed, which could be true only for quantitative variables. The Pearson correlation is used to determine the relationship between all the variables. The results illustrate that all the variables are well correlated. The correlation results between the variables in the study shows organization culture and supervisor support ( $r = .885, p=0.000$ ), The correlation results between the felt obligation and supervisor support ( $r =.735, p=0.000$ ), The correlation results between the neuroticism and organization culture is ( $r =.833, p=0.000$ ), The correlation results between the neuroticism and supervisor support is ( $r =.875, p=0.000$ ), The correlation results between the felt obligation and neuroticism is ( $r =.768, p=0.000$ ), The correlation results between the constructive deviance and neuroticism is ( $r =.875, p=0.000$ ), The correlation results between the constructive deviance and organization culture is ( $r =.834, p=0.000$ ), The correlation results between the constructive deviance and supervisor support is ( $r =.861, p=0.000$ ), The correlation results between the constructive deviance and felt obligation is ( $r =.780, p=0.000$ ).

Shows the results of the first five hypotheses, which were tested using regression for hypothesis 1, the Regression analysis was conducted to determine the results by regressing organization culture on felt obligation. The results are shown in table which suggests that the hypothesis is accepted with (t-stat = 18.844 > 2 and p-value .000 < .05), showing a significant positive impact of organization culture overall on felt obligation. For the hypothesis 2, Regression analysis was conducted to determine the results shows by regressing supervisor support on felt obligation. The results shows that the hypothesis is accepted with (t-stat = 16.745 > 2 and p-value .000 < .05), showing a significant positive impact of supervisor support overall on felt obligation. For the hypothesis 3 by regressing organization culture on Constructive Deviance. The results are shows that the hypothesis is accepted with (t-stat = 23.376 > 2 and p-value .000 < .05), showing a significant positive impact of organization culture overall on Constructive deviance. The result of hypothesis 4 was conducted to determine the results by regressing supervisor support on Constructive Deviance. The results shows and suggests that the hypothesis is accepted with (t-stat = 26.228 > 2 and p-value .000 < .05), showing a significant positive impact of supervisor support overall on Constructive deviance. The hypothesis 5 Regression analysis was conducted to determine the results by regressing felt obligation on Constructive Deviance. The results shown in table which suggests that the hypothesis is accepted with (t-stat = 19.280 > 2 and p-value .000 < .05), showing a significant positive impact of felt obligation overall on Constructive deviance.

**Table-1:** Correlations.

Correlations					
Variable	OCC	SSO	FO	Neu	CDev
OCC	1				
SSO	.885**	1			
FO	.773**	.735**	1		
Neu	.833**	.875**	.768**	1	
CDev	.834**	.861**	.780**	.896**	1

\*\*Correlation is significant at the 0.01 level (2-tailed). \*Correlation is significant at the 0.05 level (2-tailed).

**Table-2:** Regression.

Hypothesis	R <sup>2</sup>	F	B	SEB	$\beta$	t-Stat	p-value
H1	.598	355.095	.778	.165	.773*	18.844	.000
H2	.540	280.403	.747	.167	.738*	5.742	.000
H3	.696	546.428	0.810	.035	.834*	23.376	.000
H4	.742	687.927	.846	.120	.861*	26.228	.000
H5	.609	371.721	.753	.039	.780*	19.280	.000

Regression analysis was conducted to determine the mediating results of felt obligation by following Baron and Kenny (1986)<sup>41</sup>. Four steps of regression analysis were conducted in order to test hypothesis, four by regressing composite Antecedents and constructive deviance mediating through felt obligation. In Table-3, the mediating effect of felt obligation is statistically significant and indicates that it has partial mediation between organization culture and constructive deviance. The results of hypothesis show [first step (b = 0.035, t = 23.376, p = 0.00)], [fourth step (b = 0.050, t = 11.042, p = 0.00)].

Regression analysis was conducted to determine the mediating results of felt obligation by following Baron and Kenny (1986)<sup>41</sup>. Four steps of regression analysis were conducted in order to test hypothesis, four by regressing composite Antecedents and constructive deviance mediating through felt obligation. As shown in Table-4, the mediating effect of felt obligation is statistically significant and indicates that it has partial mediation between Supervisor support and constructive deviance. The results of hypothesis 7, show that in the [first step (b = 0.32, t = 26.228, p = 0.00)], and the [fourth step (b = 0.43, t = 14.280, p = 0.00)].

**Table-3:** Results of Mediation Analysis Hypothesis 6.

Steps	IV	DV	R <sup>2</sup>	B	SEB	f-Test	t- stat	p-value
Step 1:	OCC	CD	.696	.810	.035	546.428	23.376	.000
Step 2:	OCC	FO	.598	.778	.100	355.095	18.844	.000
Step 3:	FO	CD	.609	.753	.039	371.721	19.280	.000
Step 4: Mediation	OCC	CD	.741	.557	.050	340.857	11.042	.000
	FO			.325	.050		6.470	.000

Multiple Regression Analysis Summary for Felt obligation, organization culture and Constructive Deviance.

**Table-4:** Results of Mediation Analysis Hypothesis 7.

Steps	IV	DV	R <sup>2</sup>	B	SEB	f-Test	t- Test	p-value
Step 1:	SSO	CD	.742	.846	.032	687.927	26.228	.000
Step 2:	SSO	FO	.540	.747	.045	280.403	16.745	.000
Step 3:	FO	CD	.609	.753	.039	371.721	19.280	.000
Step 4: Mediation	SSO	CD	.789	.615	.043	445.628	14.280	.000
	FO			.309	.042		7.292	.000

Multiple Regression Analysis Summary for Felt obligation, supervisor support and Constructive Deviance.

**Table-5:** Results of Moderation Analysis Hypothesis 8.

Steps	IV	DV	R <sup>2</sup>	B	f-test	t-test	p-value
Step 1:	FO	CD	.609	.753	371.721	19.280	.000
Step 2:	FO	N	.590	.736	344.382	18.558	.000
Step 3:	N	CD	.803	.903	975.255	31.229	.000
Step 4: Moderation	FO*N	CD	.740	.138	681.066	26.097	.000

Multiple Regression Analysis Summary for Felt obligation, Neuroticism and Constructive Deviance.

Regression analysis was conducted to determine the moderating results of organizational justice by following Baron and Kenny (1986)<sup>41</sup>. Four steps of regression analysis were conducted in order to test hypothesis for moderation. As shown in Table-5, the moderating effect of neuroticism is statistically significant and indicates that it fully moderate between felt obligation and neuroticism during work-related outcomes. In the first step the relationship is being explained ( $R^2 = 0.609$ ), while the in the last step, in the presence of neuroticism, the variation has been increased a great deal ( $R^2 = 0.740$ ). The results with the felt obligation variables are significant ( $b = 0.138$ ,  $t = 26.097$ ,  $p = 0.00$ ) which further validates the moderation of neuroticism inducement between the felt obligation and constructive deviance.

**Discussions:** The tests used in this study were descriptive, correlation and regression analysis. As discussed a four step regression analysis to determine the mediating and moderating effect of variables, these steps have been attempted keeping in mind the end goal to discover the mediating and moderating part of the variable. SPSS version 20 is utilized to perform these tests. It reports a total number of respondents are 241. Out of which 211 respondents are male and 30 are female. The age group of the respondents shows that 18 employees fall in less than 25 years old category, 175 respondents belong to the first age group which is 26-30 years of age, whereas 40 respondents fall in the third age group which is 31-35 years old and 8 respondents include 36-40 years old. The work experience of the respondents show that 92 falls in 0-3 years of experience, 120 employees fall in 4-7 years and 29 employees fall in 8- 11 years work experience. Whereas, the education of the respondents shows that 55 employees fall in bachelors category, 102 falls in masters' category, 76 respondents' falls in M S/M Phil category, and 8 respondents falls in doctorate category. Discoveries of this study recommend that with a particular final objective to enhance commitment of employees, the effect of antecedents and felt obligations on constructive deviance showed positive results. The effect of neuroticism on felt obligation and constructive deviance shows negative impact. Unit of analysis for this study is individual that include employees, because constructive deviance at workplace is observed by majority of the employees in an organization, organizational members who have high sense of felt obligation will be high in constructive deviance behaviour activities therefore high in employees work related outcomes. Further, supervisors ought to let employees have valuable deviance in a positive way employees are expected to be more creative and are involved in the performance and endurance of the organization, while this integrate consistent results from the study that there is a positive effect on work related outcomes, by doing so it ensure the vicinity of fulfilled workforce. Thus useful deviance in workforce outfits associations with an aggressive edge in this centred world. Thus, this is one of the beneficial and advantageous parts for the association. Past writing shows that valuable deviance prompts more terrific worker commitment and this prompts better work related

results. However, study is consistent with the mediating and moderating relationship between antecedents and constructive deviance. The study examined roles of neuroticism in which employees experience negative emotion as per situation. Additionally the hypothesized relation between variables demonstrates significantly weak relationship between neuroticism, felt obligation and constructive deviance. Consequently it is observed that the personality trait neuroticism is high where conditions are not favorable and thus does not engage or motivated to constructive deviance.

This study is also limited in scope, due to the less number of respondents involved in the study merely because of the time constraint and less resources available. The results that come out from a series of cross sectional data can hardly be generalized. The data for the study was collected using a questionnaire sent by mail, hardy copy were distributed at various regional offices but the response rate was expected low as social interest shows biasness that possibly exist. Another limitation of this study is that most of the respondents of this study are male, in banking sector, where female employees are in greater number, the results of the study may differ. The sample was taken from banking sector of Rawalpindi and Islamabad. The contextual factors of other industries may differ from banking, so the results of this study cannot be applied on other industries.

## Conclusion

The discoveries of this study recommend that with a particular final objective to enhance commitment of employees, the effect of antecedents and felt obligations on constructive deviance showed positive results. Further, managers ought to let workers have valuable deviance in a positive way employees are expected to be more creative and are involved in the performance and endurance of the organization, while this integrate consistent results from the study that there is a productive effect on work related outcomes, by doing so it certify the vicinity of fulfilled workforce. Useful deviance in workforce outfits associations with an aggressive edge in this centred world. Thus, this is one of the beneficial and advantageous parts for the association.

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