

## **Deviant Behaviors and Procedural Justice: Mediating Role of Perceived Organizational Support**

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### **Abstract**

The purpose of this study is to empirically examine the relationship between procedural justice and deviant workplace behavior with the mediation of perceived organizational support. After applying purposive sampling technique, a sample of 150 respondents has been drawn from the target population. Data on the three variables with the help of a single adopted questionnaire have been collected. Data has been analyzed through correlation and regression analysis. Results revealed that: 1) procedural justice and deviant workplace behavior has negative and significant relationship; 2) procedural justice has significant and positive relationships with perceived organizational support; 3) deviant workplace behavior has a significant and negative relationship with perceived organizational support; and 4) the perceived organizational support acts as a partial mediator between procedural justice and workplace deviance. The results have implications for managers in the sense that if they have policies based on justice and are successful in the dispensation of procedural justice, perpetration of negative behaviors of workforce could be minimized, if not eliminated. Besides, this will boost the morale of employees and they will contribute positively to achieve the organizational goals. The study has included perceived organizational support as a mediator for the first time.

**Keywords:** procedural justice, perceived organizational support, interpersonal deviance, organizational deviance.

### **1. Introduction**

Organizational justice is a vital component that affects the organizational behavior of all employees in an organization. Managers should take care of this component as it is very easily noted and felt. Every employee has the sense to note and perceive as to how he/she is treated by his/her employer in organizational context (Ambrose, 2002; Greenberg, 1990). This care is concerned with fairness in reward allocations, adopted policies and procedures and in interactions of supervisor with subordinates. And employees have been found highly responsive/ reactive to the fairness in policies and procedures of the organization (Adam, 1965; Cremer, 2005; Michel & Hargis, 2017). Literature is replete

with evidences of employees' perception of injustice in policies and procedures. These perceptions affect the trust/distrust and social exchange process between employees and supervisors and organization (Tyler & Blader, 2013). When employees perceive contradictions in written policies and procedures with the ones in operational vogue, they tend to get tensed and frustrated (Ko & Hur, 2014; Nadiri & Tanova, 2010). These employees retaliate in the form of some harmful behaviors like withholding efforts, theft, vandalism, absenteeism, falsifying statements (Ferris et al., 2012; Greenberg, 1990). In literature all these harmful behaviors have been discussed under an umbrella term called workplace deviance.

Workplace deviance is a discretionary behavior where an individual significantly and negatively violates the organizational policies and procedures and thus threatened the wellbeing of an organization and or its members (Robinson & Bennett 1995). Because of its harmful effects the deviant workplace behavior has emerged as a very interested research area for both organizational scholars and managers. Therefore management scholars have devised various topologies and models about its conceptualization and dimensions (Bennett & Robinson, 2003). The most famous and widely used topology was developed by Robinson and Bennett (1995). It is very comprehensive and logical and specifies four different forms of deviant workplace behaviors; the production deviance, property deviance, political deviance and personal aggression along two basic components called organizational deviance (DWBO) and interpersonal deviance (DWBI).

The research on organizational behavior has shown that justice/injustice perception leads to different types of work outcomes. For instance Aryee et al. (2002) have studied job satisfaction, turnover intention, organizational commitment, OCBO, OCBI and task performance as outcomes of organizational justice with mediation of trust in supervisor. Similarly, Charash and Spector (2001) have conducted a meta-analysis where they demonstrated perceived justice to be a significant predictor of work performance, OCB and counterproductive work behavior. However, procedural justice/injustice has been found a more serious disturbing factor in organization and with negative corollary effects on feelings and behaviors of the workforce. Extant literature (Chirasha & Mahapa, 2012; Greenberg, 1990; Priesemuth et al., 2013; Robinson & Bennett 1995) empirically exhibits that procedural injustice predicts employee harmful behaviors like revenge, retaliation, sabotage, theft, aggression, retaliation, abuse, vandalism, etc. This is because employees have been continuously evaluating and observing the policies and procedures adopted in their organizational processes and decisions. If they perceived injustice there, they tend to reciprocate accordingly. That is the reason that various studies (e.g., Ambrose et al., 2002; Everton et al., 2007; Hershcovis et al., 2007; Nasir & Bashir, 2012; Shoaib & Baruch, 2017; Yen & Teng, 2013) have revealed procedural injustice as a strong predictor of negative deviant behavior. There are theories like social exchange and equity theories that purport the sensitivity of employees to the injustice in policies and procedures of their work organization.

To see as to what factors either reduce or increase the frequency and intensity of deviant behavior, researchers have looked into an array of related variables. These variables have been studied in different combinations (keeping the theoretical justification in mind) and in different contexts. What the researchers have observed is the lack of focused approach in the public sector of KP, Pakistan regarding employs' deviant behavior and procedural

justice with the mediating role of employ's perception of the organization support that they receive. Studying this sector is highly important because this is the largest sector and has been severely under continuous criticism for years. Its size exhibits its vitality for bringing improvements in the national economy. But, unfortunately, there are various chronic issues that permeate this sector and which are the cause of its below-the-expectation-performance. Among these chronic issues is employ's deviant behavior which includes absenteeism, theft, revenge and other similar deviant behaviors. Therefore, this study is an attempt to find out the causes of such harmful behaviors and with the implicit message as how its perpetuity and frequency be curtailed. Moreover, the findings of the study are expected to assist the Government and the top management of the organizations to deal with such harmful behaviors more effectively. This study, therefore, takes procedural injustice into consideration as one of the cause of such harmful behaviors. The study is also supposed to have some practical implications for the improvement of public sector organizations of KP-Pakistan. As it is not possible in a single paper to study the sector as a whole, therefore, this study has taken Elementary and Secondary education of K-P Pakistan as its population. This is because this component is the largest component in terms of the number of employees and its vitality in affecting the other components. Apart from that, Government has introduced several new policies and procedures during the last 5 years to improve employment conditions and there is a need of studying the effects of such policies changes.

## **2. Literature Review**

The extant literature is replete with empirical evidences that have employed diverse theories to explain employ's behavior in organization. Linking of any particular theory is subject to the nature and relationship among the variables that the study is exploring. Keeping this synthesis in mind, this research uses the social exchange theory to elaborate the relationship among procedural justice, deviant workplace behaviors and perceived organizational support. The whole environment of the organization whether it is beneficial or harmful based on social exchange relationship between employer and employees. Commonly, subordinates perceive the treatment of the leader as treatment of the organization itself (Levinson, 1965). This concept originates from social exchange perspective (Cook et al., 2013). The social exchange perspective focused on the norm of reciprocity, which states that all relationships are mutually interdependent (Settoon et al., 1996). Thus employee being a party in such exchange relationship compares his/her contributions and efforts with the policies and procedures of the organization and that to what extent their work organization cares about their well-being. The perceived nature of this comparative analysis may further shape the behaviors of employee. If an employee perceives that the organization policies and procedures are based on justice and that the organization is caring about their well-being, positive perception might develop in their minds. Such positive perception might result in various positive work outcomes like commitment, satisfaction, intention to stay, and organization citizenship. In contrast, if an employee perceives that the policies and procedures of their work organization are unjust, a negative perception might develop in their mind. Such negative perceptions consequently prove instrumental in causing different harmful outcomes like deviant workplace behavior, poor task performance, organizational cynicism, turnover intention etc. These negative outcomes ultimately deteriorate the overall wellbeing of the organization.

### 2.1 Procedural Justice and Deviant Workplace Behavior

Organizational justice is a composite construct. It has been found affecting employ's behavior in different ways. Keeping that in mind, researchers (Cropanzano et al., 2002; Greenberg, 1990) have elaborated three dimensions of organizational justice. The first dimension is related to resource allocation (distributive justice); second is concerned with process/procedure used (procedural justice) within workplace; and third is concerned with interactions taking place between supervisor and its subordinates (interactional justice). Although organizational justice has three dimensions, this article is restricted only to procedural justice/injustice. Procedural justice refers to the fairness of processes and procedures adopted within workplace for allocation of outcomes and for making important decisions (Cropanzano, et al., 2002; Greenberg, 1990). The perceived injustice in organizational policies and procedures may tend employees to violate significant organizational norms discretionally (Litzky et al., 2006; Michel & Hargis, 2017; Pan et al., 2018; Shkoler & Tziner, 2017). It means the injustice perception in policies and procedures might result in adverse consequences. Studies (e.g., Robinson & Bennett 1995) have empirically evidenced that unfair policies and procedures for allocation of resources (procedural justice) might cause destructive behaviors which may be in the form of organizational and interpersonal deviance. Unjust procedures adopted for allocation of resources and rewards may cause retaliation in employees (Skarlicki & Folger, 1997). Researchers (e.g., Beijersbergen et al., 2015; Hershcovis, et al., 2007; Khan et al., 2013) have argued that an individual, who perceives injustice in procedures adopted for resource allocation and interpersonal treatment, tend to perpetrate workplace aggression. Based on the notion of exchange relationship and the norm of negative reciprocity the perceived injustice in policies and procedures of the organization might lead employees to involve in some harmful acts. These harmful acts includes sabotage, aggression, theft, withdrawal, and bullying (Beijersbergen, et al., 2015; Kelloway et al., 2010; Khattak et al., 2018), which may either be directed towards organization (Organizational deviance) or to towards members of the organization (Interpersonal directed). Accordingly, many studies have found direct relationship of procedural justice with deviant behavior, negative emotions, and personal counterproductive work behavior. In light of above literature, the following hypotheses have been set to be tested through empirical evidence.

- **H<sub>1</sub>:** Procedural justice would have negative and significant relationship with organizational deviance (DWBO).
- **H<sub>2</sub>:** Procedural justice would have negative and significant relationship with interpersonal deviance (DWBI).

### 2.2 Perceived Organizational Support as Mediator

The notion of social exchange theory (Blau, 1964) could be used to better explain the employee-organization relationship. The key tenets of social exchange theory are exchange relationship and the assumption of the norm of reciprocity. The norm of reciprocity posits that two parties should be interdependent and action of one may lead to reaction of another (Cropanzano & Mitchell, 2005). The party affected with the action may react accordingly. It means if the action is taken positive by the second party, the consequent reaction would also be positive and vice versa. Therefore, perception, either positive or negative may develop in the mind of employees about the work organization.

This perception further takes the shape of positive or negative job attitudes and behaviors (Tuzun, Çetin, & Basım, 2017; Vatankhah et al., 2017). Similarly, the subject exchange relationship would be strengthened between employers and employees if they have mutual interests (Cropanzano et al., 2017). However, the exchange relationship might disturb with practice of negative reciprocation between employers and employees (Cropanzano & Mitchell, 2005). Furthermore, this disturbed exchange relationship make an employee tense and frustrated, where the frustration ultimately culminates into practical negative job attitudes and behaviors (Loi et al., 2006).

Similarly, the organizational support theory (Eisenberger et al., 1986; Kurtessis et al., 2017) also elaborates the employee-employer exchange relationship. As Eisenberger, et al., (1986) argued that perceived organizational support plays an important role in explaining the exchange relationship between employer and employee in organizational context. In terms of perceived organizational support an employee perceives that whether his/her efforts and contributions are fairly rewarded or not within workplace (Eisenberger, et al., 1986; Kurtessis, et al., 2017). If employees are contributing sincerely toward the achievement of organizational goals but in response they get nothing or something unexpected, negative perceptions build in their minds. In response, employees would seek methods to balance by targeting their work organization, supervisor, or other members (Rineer et al., 2017; Thau & Mitchell, 2010). These methods, of course, would be negative and harmful for organization wellbeing. In addition, the reaction of employees would be in the form of harmful behaviors like theft, sabotage, vandalism etc (Chirasha & Mahapa, 2012; Syaebani & Sobri, 2011). Consequently, they would minimize their efforts by involving in some negative and destructive behaviors like late coming to office, taking least interest in the work at hand, absenteeism, and taking long breaks and making gossiping circles during work hours (Vatankhah, et al., 2017). The above literature and theoretical background show that perceived organization support may play the role of mediator in the relationship of procedural justice and deviant behaviors. Based on the above literature, the following hypotheses have been set to be tested with empirical evidence.

- **H<sub>3</sub>:** Perceived organizational support plays the role of mediator in the relationship of procedural justice and organizational deviance (DWBO).
- **H<sub>4</sub>:** Perceived organizational support plays the role of mediator in the relationship of procedural justice and interpersonal deviance (DWBI).

### **3. Theoretical Framework**

A theoretical framework represents the study variables diagrammatically. This study takes procedural justice/injustice as a predictor variable, deviant behavior as explained variable, and perceived organizational as a mediator (Figure 1). The Adam's equity theory and Belau's social exchange theory were employed to build relationship among these variables. The mediating role of perceived organizational support was justified with the use of organizational support theory. According to equity theory an individual compare their outcomes to their efforts as well as to the outcomes of other colleagues. In case of perceived injustice the individual will be more likely trying to restore the perceived injustice. Similarly in exchange relationship the employees react according to the action of employers. If employee perceives that the employer being agent of organization is caring about their efforts and well-being, ultimately will response positive

that is they will show positive attitudes and behaviors. In contrast if their perception is negative they will response negatively. That is they could involve in some negative attitudes and behaviors. In addition the negative perception of employee about supervisor and organizational might lead to harmful behaviors like sabotage, vandalism, absenteeism aggression etc. Based on above notion the following model and the proposed hypotheses can be justified. That is when employees perceived injustice in policies and procedures of the organization might think/perceive that their work organization do not care about their efforts, contributions and well-being due to which they can react negatively in different form of deviant acts. In other words if employee perceive the policies and procedures based on justice will less likely perpetrate deviant acts.

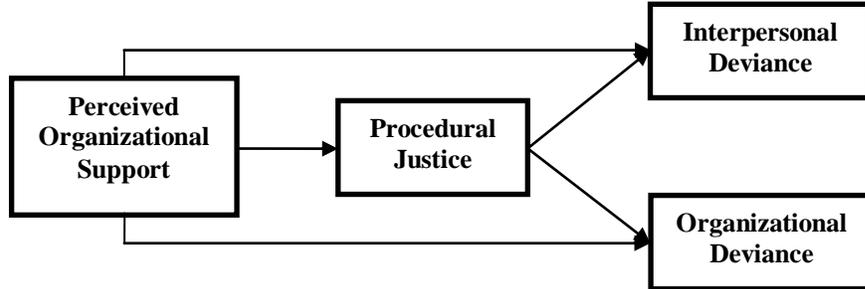


Figure 1: Hypothesized Model of the Study

#### 4. Methodology

##### 4.1 Data and Sample

Data was collected from the Elementary and Secondary education department of the K-P province of Pakistan. Most of the respondents were managerial level employees like Principles and Head Masters of Higher secondary, high and Middle level schools while some were that from supporting staff like SSTs, CTs, ATs etc. Total 200 survey questionnaires were distributed out of which 150 were received back with a response rate of 75%. The questionnaire has been personally administered in target population. Non-probability convenient and purposive sampling techniques were used. The purpose of using these techniques is that because of busy schedule, principles and Head masters have no time to fill the questionnaire with concentration. Therefore we have used special references and have collected data conveniently from them. Although we have cleared the academic nature of the study to respondents but still most of them were reluctant to provide their response on their deviant acts. Therefore, we have used a special reference for allowing us to their offices and that is to fill the questionnaire on time. In addition, the culture of research is not so much established in KP province of Pakistan therefore data collection issues are there. Owing to above few reasons the random sampling techniques could lead to various issues like many respondents refused to provide the needed data or the data might be incomplete. However, the purpose of using convenient and purposive sampling techniques in combination was to minimize their limitations up to some extent. Out of these 150 questionnaires 51 responses were collected from Principles, 63 responses were collected from Head Masters and 36 responses were collected from SSTs, CTs, ATs etc.

4.2 Research Measures

Procedural justice was measured with a questionnaire taken from Niehoff and Moorman (1993) consist of total seven items. The Nineteen items scale of Robinson and Bennett (1995) was used for measuring deviant behavior at workplace. And perceived organizational support was measured with a questionnaire adopted from Rhoades and Eisenberger (2002) containing eight items. SPSS version 20 and Amos 18 was used to analyse the data.

5. Results

The demographic information of respondents includes gender, qualification and years of experience. Out of 150 respondents 74% were males while 26% were females. 52% were holding bachelor degree or less while 48% were holding master degree or above. 63 % were having experience more than 5 years while 37% were having experience of 5 or less.

To check the internal consistency reliability of the scales the Cronbach’s Alpha procedure has been employed. The values of Cronbach’s Alpha for procedural justice, organizational deviance, interpersonal deviance and perceived organizational support were 0.94, 0.89, 0.91 and 0.93 respectively. It is showing that all the measures are internally consistent and reliable (Hair et al., 2009). Table 1 provides statistics like mean, standard deviation and reliabilities with significant correlations at  $p < .01$  and  $.05$ .

**Table 1: Summary Statistics (N=150)**

	Variable	Mean	S.D	1	2	3	4
1	Procedural Justice	2.415	.719	<b>(.941)</b>			
2	Organizational Deviance	4.020	.052	.472	<b>(.899)</b>		
3	Interpersonal Deviance	2.344	1.132	-.618*	0.62	<b>(.917)</b>	
4	Perceived Org Support	4.475	.526	.674*	-.547**	0.695	<b>(.932)</b>

Correlation is significant at the 0.05 level (2-tailed), \*\* Correlation is significant at the 0.01 level (2-tailed). *The values in brackets represent reliability.*

5.1 Construct Validity of Model

To check discriminant validity of the measures of the model, confirmatory factor analysis (CFAs) was carried out. A series of confirmatory factor analysis (CFAs) were carried out including a four factor-model (procedural justice, POS, DWBO, and DWBI), a three factor model (PJ, POD with combined measures of DWBO and DWBI), a three factor model (DWBO, DWBI with combined measures of PJ and POS), and a two factor model (with combined measures of DWBO and DWBI and combined measures of PJ and POS). The results of CFAs show that the four factor-model ( $\chi^2 (524) = 647.3, p \leq .000, RMSEA = .04, CFI = .97, IFI = .96, SRMR = .05$ ) has a good fit to the data when compare with three factor-model (PJ, POD with combined measure of DWBO and DWBI),  $\chi^2 (401) = 532.0, p \leq .000, RMSEA = .03, CFI = .10, IFI = .39$  three factor-model (DWBO, DWBI with combined measure of PJ and POS),  $\chi^2 (431) = 613.0, p \leq .000, RMSEA = .05, CFI = .51, IFI = .62$ ,) and two factor model (with combined measures of DWBO and DWBI and combined measures of PJ and POS)  $\chi^2 (526) = 648.0, p \leq .000, RMSEA = .05, CFI = .11, IFI = .41$  ). The results of four factor-models declared it a good fit to data compared to

other three models where the measures failed to discriminate from each other. Moreover the different values of chi square for each model indicated that the four-factor model is a good fit than the other two models (see table 2). The above both results indicated that the measurement model is in line with criteria for discriminant validity. Moreover the statistically significant ( $P = .05$ ) value of factor loading of each construct evidenced that all constructs have construct validity up to acceptable level (Anderson & Gerbing, 1988). The overall results of CFA showed that the psychometric properties of the model are statistically adequate and, therefore, all variables are distinct in the analysis. Additionally, it established a foundation for further analysis.

**Table 2: Results of Confirmatory Factor Analyses**

Model	$\chi^2$	<i>df</i>	CFI	IFI	RMSEA
1. Four-factor model	647.3	524	.97	.96	.045
2. Three-factor model	532.0	401	.10	.39	.059
3. Three-factor model	613.0	431	.51	.62	.099
4. Two-factor model	648.0	526	.11	.41	.212

*Note:* N = 160. SRMR = Standardized Root Mean-Square Residual; CFI = Comparative Fit Index; RMSEA = Root-Mean-Square Error of Approximation; IFI = Internal Fit Index. Significant change - Model 1 at  $p < 0.05$ .

Finally to analyze the data further, procedure of regression has been employed. To test the mediation, Baron & Kenny (1986) approach has been adopted. Additionally, to test the mediation analysis Bootstrapping was used. To precede with regression analysis the data was first checked for the assumptions of normality, multicollinearity and heteroskedasticity. The data, satisfactorily, met all the assumptions.

**Table 3: Test of Normality**

Variables	Value	Sig. (2-tailed)
Procedural justice (PJ)	.246.	.110
Perceived organizational support (POS)	.213	.101
Organizational deviance (OD)	.050	.200
Interpersonal deviance (ID)	.239	.110

*Note:* Test K-S Z.

**Table 4: Multicollinearity Diagnosis**

	Multicollinearity Statistic	
	Tolerance	VIF
(Constant)		
Procedural justice	.546	1.831
Perceived organizational support	.554	1.805

In table 3, the values of K-S test confirm that the data is normally distributed. Similarly, the values of tolerance and VIF (variance inflation factor) in table 4 indicate that independent variables have no multicollinearity issue.

5.2 Hypotheses Testing

The table below gives detail of the relationships between different study variables. The coefficient indicates significant relationship between different research variables.

**Table 5: The Structural Coefficients of the Research Model**

Independent Variables	Dependent Variables	Beta	T Test	P	Durbin-Watson
Procedural Justice	Organizational Deviance	-.472	-6.52	.000	2.188
Procedural Justice	Interpersonal Deviance	-.619	-9.598	.000	1.646
Procedural Justice	Organizational Support	.461	6.728	.000	2.373
Organizational Support	Organizational Deviance	-.548	-7.97	.000	2.254
Organizational Support	Interpersonal Deviance	-.694	-11.721	.000	1.428

Table 5 indicates that procedural justice has a negative significant relationship with both the dimensions of deviant workplace behavior, organizational deviance with  $t = -6.52$  and beta ( $\beta = -.472, \rho < 0.05$ ) and interpersonal deviance with  $t = -9.598$  and beta ( $\beta = -.619, \rho < 0.05$ ). These results support  $H_1$  and  $H_2$  hypotheses of the study. Furthermore the procedural justice has a positive significant relationship with POS with  $t = 6.728$  and beta ( $\beta = .461, \rho < 0.05$ ). It further indicates that POS has a negative significant relationship with both the dimensions of deviant workplace behavior, organizational deviance with  $t = -7.97$  and beta ( $\beta = -.548, \rho < 0.05$ ) and interpersonal deviance with  $t = -11.721$  and beta ( $\beta = -.694, \rho < 0.05$ ). In addition the values of Durbin-Watson indicate that there is no autocorrelation problem.

5.3 Mediation Analysis

To test the mediation, Baron and Kenny (1986) approach has been adopted and then for validating significance of mediator the mediation tests of (Preacher & Hayes, 2008) have been employed. According to Baron and Kenny’s (1986) approach of mediation there are four conditions. First, the independent variable must have a significant correlation with dependent variable. Second, the independent variable must also have a significant correlation with mediator. Third, the mediator must correlate significantly with dependent variable. Fourth, the predictor must have correlation with the dependent variable after inclusion of mediator in the model. For full mediation, after inclusion of predictor and mediator in the model the predictor and the dependent variable should have a non-significant relationship. For partial mediation the relationship should be significant, but to a low degree. The following tables step wise indicate mediation process of Baron and Kenny’s (1986) approach.

**Table 6: Regression Analysis Results: Predicting Organizational Deviance (WBO) and Interpersonal Deviance (WBI) From Procedural Justice (PJ)**

First condition	$\beta$	T Test	P Value
Procedural justice/Organizational deviance	-.472	-6.519	.000
<b>R = .472<sup>a</sup>; R Square = .223; F = 42.498***</b>			
Procedural justice/Interpersonal deviance	-.454	-5.971	.000
<b>R = .619<sup>a</sup>; R Square = .384; F = 92.115 **</b>			

Table 6 indicates that almost 22% of the variance in organizational deviance is explained by procedural justice ( $R^2 = .223$ ,  $F = 42.498$ ,  $p < .05$ ). Furthermore, the regression coefficient of procedural justice is also significant ( $\beta = -.472$ ,  $t = -6.519$ ,  $p < .05$ ), which shows that procedural justice and organizational deviance has negative relationship ( $R = .472$ ,  $p < .05$ ). Hence the first condition for mediation analysis is satisfied. The regression results in above table indicate that procedural justice predicts organizational deviance. It means while perceiving procedural justice in organizational setting employees are less likely involved in deviant acts that is harmful to organization. The above table also indicates that almost 38% of the variance in interpersonal deviance is explained by procedural justice ( $R^2 = .384$ ,  $F = 92.115$ ,  $p < .05$ ). Furthermore, the regression coefficient of procedural justice is also significant ( $\beta = -.454$ ,  $t = -5.971$ ,  $p < .05$ ), which shows that procedural justice and organizational deviance has negative relationship ( $R = .619$ ,  $p < .05$ ). Hence the first condition for mediation analysis in this relationship is also satisfied. The regression results in above table indicate that procedural justice predicts interpersonal deviance. It means while perceiving procedural justice in organizational setting employees are less likely involved in deviant acts that is harmful to members of the organization.

**Table 7: Regression Analysis Results: Predicting Perceived Organizational Support (POS) From Procedural Justice (PJ)**

Second condition	$\beta$	T Test	P Value
Procedural justice/Perceived organizational support	.461	6.728	.000

$R = .321^b$ ;  $R\text{ Square} = .241$ ;  $F = 58.443^{***}$

Table 7 indicates that almost 24% of the variance in perceived organizational support is explained by procedural justice ( $R^2 = .241$ ,  $F = 58.443$ ,  $p < .05$ ). Furthermore, the regression coefficient of procedural justice is also significant ( $\beta = .461$ ,  $t = 6.728$ ,  $p < .05$ ), which shows that procedural justice and perceived organizational support has positive relationship ( $R = .321$ ,  $p < .05$ ). Hence the second condition for mediation analysis is also satisfied. The regression results in above table indicate that procedural justice predicts perceived organizational support. It means while perceiving procedural justice in organizational setting employees perceived that their work organization care about their efforts and contributions.

**Table 8: Regression Analysis Results: Predicting Organizational Deviance (WBO) and Interpersonal Deviance (WBI) From Perceived Organizational Support (POS)**

Third condition	$\beta$	T Test	P Value
Perceived organizational support/ Organizational deviance	-.548	-7.969	.000
<b><math>R = .548^a</math>; <math>R\text{ square} = .300</math>; <math>F = 63.502^{***}</math></b>			
Perceived organizational support/ Interpersonal deviance	-.514	-11.721	.000
<b><math>R = .694^a</math>; <math>R\text{ square} = .481</math>; <math>F = 137.381^{***}</math></b>			

Table 8 indicates that almost 30% of the variance in organizational deviance is explained by perceived organizational support ( $R^2 = .300$ ,  $F = 63.502$ ,  $p < .05$ ). Furthermore, the regression coefficient of perceived organizational support is also significant ( $\beta = -.548$ ,  $t = -7.969$ ,  $p < .05$ ), which shows that Perceived organizational support and organizational deviance has negative relationship ( $R = .548$ ,  $p < .05$ ). Hence the third condition for mediation analysis is also satisfied. The regression results in above table indicate that perceived organizational support predicts organizational justice. It means while perceiving their work organization supportive employees are less likely perpetrate in deviant acts that is harmful to organization. The above table also indicates that almost 48% of the variance in interpersonal deviance is explained by perceived organizational support ( $R^2 = .481$ ,  $F = 137.381$ ,  $p < .05$ ). Furthermore, the regression coefficient of perceived organizational support is also significant ( $\beta = -.514$ ,  $t = -11.721$ ,  $p < .05$ ), which shows that perceived organizational support and interpersonal deviance has negative relationship ( $R = .694$ ,  $p < .05$ ). Hence the third condition for mediation analysis in this relationship is also satisfied. The regression results in above table indicate that perceived organizational support predicts organizational justice. It means while perceiving their work organization supportive employees are less likely perpetrate in deviant acts that is harmful to its members. In table 9 step fourth of mediation has been given. The direct relationship of procedural justice with organizational deviance is significant. Similarly the procedural justice through perceived organizational support also affects organizational deviance significantly but to a lesser degree that revealed partial mediation between them. Moreover the direct relationship of procedural justice with interpersonal deviance is significant. Similarly the procedural justice through perceived organizational support also affects interpersonal deviance significantly but to a lesser degree that also revealed partial mediation between them.

**Table 9: Test Results of the Effects of the Perceived Organizational Support in the Procedural Justice/Deviance Relationship**

<b>Forth Step</b>	<b>Link without the mediator (a)</b>	<b>Link with introduction of mediator (b)</b>	<b>Conclusion</b>
Procedural justice/ Organizational deviance	-0.483	-0.230	$a > b$ and $b \neq 0$ So, the mediation is partial
Procedural justice/ Interpersonal deviance	-0.780	-0.425	$a > b$ and $b \neq 0$ So, the mediation is partial

Hypothesis 3 predicted that perceived supervisor support would mediate the relationship between procedural justice and organizational deviance. Similarly Hypothesis 4 predicted that perceived supervisor support would mediate the relationship between procedural justice and interpersonal deviance. To test these hypotheses the mediation approach developed by Preacher and Hayes's (2008) was utilized. This approach is based on Barren and Keny's (1986) approach with addition of total and indirect effects of predictor variable through mediator on dependent variable via bootstrapping. The results of this approach are more accurate than the other approaches of mediation (MacKinnon et

al., 2002; Preacher & Hayes, 2008; Williams & MacKinnon, 2008). The criterion for mediation in this approach is to have significant total effects as well as significant indirect effects. To check the mediation affect of perceived organizational support between the relationship of procedural justice and organizational and interpersonal deviances a 1,000 bootstrapping samples and 95% bias-corrected confidence intervals, were utilized. The results indicate significant mediation affect (see Fig, 2 and Table. 7). These results supported both H<sub>3</sub> and H<sub>4</sub> of the research.

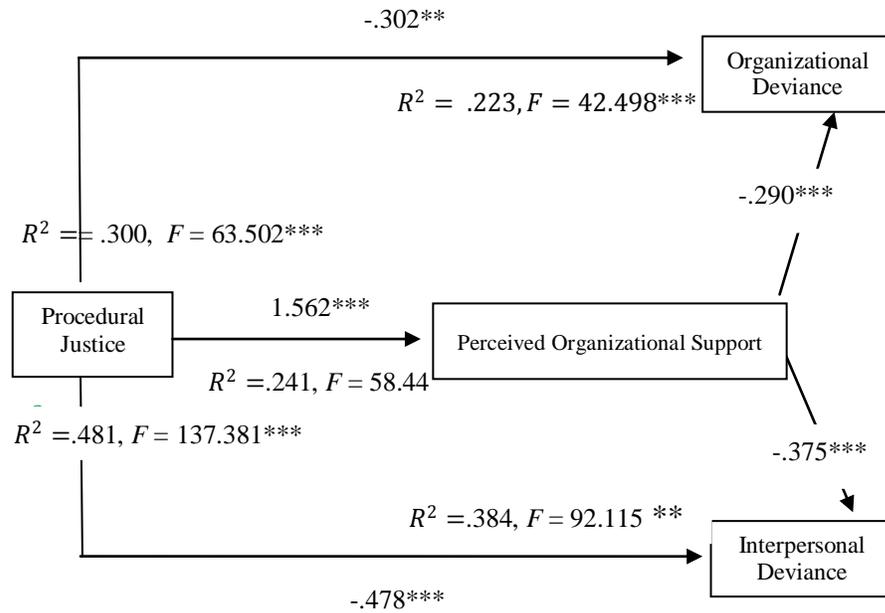
Furthermore the results in table 10 indicates that the direct effect between procedural justice and organizational deviance is ( $\beta = -.302, p < .05$ ). While the indirect effects through perceived organizational support is ( $\beta = -.453, p < .001$ ). The total effects was also significant. It shows that after regressing the mediator in the relationship of procedural justice and organizational deviance, their relationship is still significant which indicates a partial mediation between them. Similarly the table indicates that the direct effect between procedural justice and interpersonal deviance is ( $\beta = -.480, p < .001$ ). While the indirect effects through perceived organizational support is ( $\beta = -.587, p < .001$ ). The total effects were also significant. It shows that after regressing the mediator in the relationship of procedural justice and interpersonal deviance, their relationship is still significant which also indicates a partial mediation between them. Hence the Barren and Keny's (1986) and Preacher and Hayes (2008) approaches support all the hypotheses of the research and as well as validate each other.

The results of mediation analyses indicate that in public sector of Pakistan the procedural justice affects the deviant behavior partially through perceive organizational support. In Pakistan the policies of public sector usually change with each new setup of the Government. The new Government does not continue the policies of the previous Government. Therefore employees of the said sector confront to new policies and regulations very frequently. These newly introduced policies are mostly in benefit of the organization and have very less concern with employees. This whole situation leads to a negative perception in the minds of employees. They think that their work organization does not care their efforts, contributions and well-being. Thus in response they tend to withhold their efforts and perpetrate various deviant acts intentionally. In addition their commitment and satisfaction level also minimized. The findings of research might provide some guidelines to the policy makers. That is the policies makers should involve the affected employees in policy making process. So their observations could be solved before policy implementation, and thus the issue of procedural justice could be solved on time. Similarly the organization should have a proper justice based reward system where each deserve employee could get his/her reward. The justice based policies could be used as a tool to eliminate or at least mitigate the harmful acts within workplace.

**Table 10: Statistics Regarding Mediation**

Hypotheses	Direct Effects	Indirect Effects	Total Effects	Results
PJ→POS→WDO	-.302*	-.453***	-.755***	Partial mediation
PJ→POS→WDI	-.480***	-.587***	-1.065	partial mediation

\* =  $p < .05$ ; \*\*\* =  $p < .001$



Note:  $** = P < .05$ ,  $*** = P < .01$

**Figure 2: Mediation Analysis Results**

Table 10 and Fig. 2 demonstrate mediation analysis. The significance test for the total and indirect effects was calculated using bias-corrected confidence intervals using 1,000 bootstrap estimates. PJ = Procedural justice, POS = perceived organizational support, WDO = Organizational deviance, WBI = Interpersonal deviance.

### 6. Discussion and Conclusion

The hypotheses  $H_1$  and  $H_2$  postulated the negative relationship between procedural justice and deviant behaviors (organizational deviance and interpersonal deviance). Empirical findings of the study supported these hypotheses. In line with the notion of social exchange theory and norm of reciprocity the findings of the study revealed that the procedural justice is an important phenomenon in terms of deviant behaviors. The findings evidenced that the role of procedural justice is vital for healthy exchange relationship between employer and employees. It means when employees perceive that the policies and procedures of their work organization are justice based then the chances of deviant behavior tend to be less. In contrast, when employee perceive that policies and procedures of the organization are unfair, they are more likely involved in deviant acts. These findings are in line with the findings of Skarlicki and Folger (1997), Park et al. (2015) and Wu et al. (2017).

Similarly, hypotheses  $H_2$  and  $H_4$  postulated that perceived organization support will mediate the relationship of procedural justice and deviant behaviors (organizational deviance and interpersonal deviance). The findings of the study also support these hypotheses. According to social exchange theory when employee perceives that the policies and procedures of their work organization are fair they reciprocate positively. But before perpetration of positive behavior a positive perception builds in the mind of

employees, where they perceive that their work organization is caring about their efforts, contributions and wellbeing. And thus they might or might not tend to be more likely involve in positive behavior but at least are less likely perpetrates deviant acts. This reasoning is in line with the notion of organization support theory. Which suggests that employees reciprocate positively when perceived support from organization and vice versa. Hence it was proved empirically that while perceiving procedural justice a positive perception build in the mind of employees that their work organization is caring about their efforts, contributions and wellbeing and thus is less likely perpetrate negative behaviors (organizational deviance and interpersonal deviance).

Therefore, the issue of procedural injustice is noticeable in public sector organizations of Pakistan. Usually, the unfairness in intact procedures and policies is very common. The policies and procedures of organization are not fairly followed in case of promotions, transfers, rewards, interactions etc. The Management only gives importance to those incumbents to whom they have near relations. They don't appreciate the work of competent and talented employees. And intentionally violates the policies and procedures of organization while rewarding those employees for a work which they have never done. In resource allocation they also have no concern with the policies and procedure rather follows their own well. Owing to this situation a frustration, tension and anger developed in the mind of those who are suffering from this procedural injustice. Therefore, unjust policies and procedures may lead to negative perception which may afterward converts to destructive behaviors (Eder & Eisenberger, 2008; Eisenberger et al., 2002). These are gossiping at the time of work, lateness, theft, absenteeism, wasting organizational resources etc. But the most important and worth noticing issue is that these all behaviors are intentional and discretionary. This intention decreases the motivation and commitment level of the suffered employees(Eder & Eisenberger, 2008). Furthermore, these negative behaviors affect not only the performance of individual employee but also deteriorate the performance of organization as a whole. Employees while having intention of revenge in case of injustice will have no concern with the achievement of individual and organizational objectives. Therefore it will certainly lead to poor performance and failure of organization.

The management must follow the organization policies and procedures in all respect with justice if they are serious in achievement of organizational goals. So, a positive perception will be developed in the minds of employees, that their organization is care about their wellbeing which may further lead to hard work, high commitments and motivation. Moreover employees will not only perform according to standard but will perform creatively and will certainly move beyond the set standards.

### **7. Theoretical and Practical Implications**

The study is expected to have a number of implications. On the theoretical side this study, for the first time, has taken procedural justice, deviant behaviors, and perceived organizational support in single model. The model has also novelty in Pakistani context. This will help in enriching the research on procedural justice. On the practical side, the findings of this study will assist managers to consider the fairness in policies and procedures with greater interest to deal with the issue of deviance. Second, it will help management in developing and implementing justice based policies and procedures. As a result it is hoped that destructive behaviors in workplace will be minimized. It should be a source of concern for the management that unfair policies and procedures deteriorate

individual as well as overall organizational goals. Keeping in view the norm of reciprocity, when employees perceive justice in organizational policies and procedures they react positively. They become involved in constructive attitudes and behaviors such as commitment, cooperation, loyalty and organizational citizenship behavior. The results also warn management that they should be careful of justice factor while developing and implementing organizational policies and procedures. Public sector has been mostly found experiencing deviant workplace behavior. As such, the study informs the reader about the reasons and also underlies the remedies to address the same.

### **8. Limitation and Future Directions**

This research has some limitations as common to any social science research. First, sample size is small and results have generalizability limitations. It is a perception based study and carries inbuilt limitations of a perceptual study. Second, situational factors may also affect the responses of the employees. The responses of those participants who are not interested in the study might have biased opinion regarding study called “common method variance”. The number of variables included in the study, is by no mean an exhaustive one. Third, the non-probability sampling technique was employed which might also has some bad effects on the results of the study. By using probability sampling technique the validity and generalizability of the study can be improved.

The study examined the impact of procedural justice on deviant behaviors (DWBO and DWBI) by taking POS as mediator. The extant literature bespeaks of the factors that lead to deviant workplace behavior. Among these factors procedural justice occupies central place. The current study presented a model that embodied the relationship of procedural justice with deviant workplace behavior with the mediating role of perceived organizational support. The model was empirically tested through data collected from public sector organizations. The results revealed that procedural justice have a negative and significant relationship with deviant workplace behavior (DWBO and DWBI). There is a wide scope for studying procedural justice with possible positive outcomes with variables like organization citizenship behavior, job satisfaction, and commitment, engagement, loyalty, motivation and job performance. So, this study can be further elaborated by changing dependent or mediating variables. The above variable could be added to have more holistic approach to the role of procedural justice.

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