

## **How Perceived Supervisor Support Effects Workplace Deviance? Mediating Role of Perceived Organizational Support**

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### **Abstract**

Employee-organization relationship has become a topic of prime concern for many firms across world, particularly in developing nations. However, little is known about its predictors in banking industry. Moreover, there is scarcity of literature regarding the underlying mediating mechanisms. Thus, purpose of this study is to investigate the mediating role of perceived organizational support on relationship between perceived supervisor support and workplace deviance within a non-western context. After preliminary pilot testing, via convenience sampling technique, survey questionnaires were distributed among 800 front-line employees working in the top banks of Pakistan, and 614 completely filled instruments were received back. SEM results verify that perceived organizational support partially mediates the impact of supervisor support and workplace deviance, implying that employees perceive more support when their organizations offer commensurate rewards, opportunities for growth and participation in decision making. This study is imperative for policy making in order to overcome counter-productive behaviors among front-line employees in both public and private banks of Pakistan. However, outcomes of this research are limited to the Pakistani context.

**Keywords:** perceived organizational support, perceived supervisor support, workplace deviance, and organizational support theory.

## 1. Introduction

Economic and financial growth of a country is largely influenced by the performance of its industries. This is why, since last many years, manufacturing sector has been the focus of numerous practitioners and academic researchers (Batt, 2002). However, with the rapid competitiveness in market, economies have shifted to service sector (Anderson, 2006; Szirmai & Verspagen, 2010), where it holds great amount of shares in employment rate and overall output, both in developed (Bowen & Ford, 2002), and developing nations like Pakistan (Ahmed & Ahsan, 2011). Specifically, service sector of Pakistan dominates agricultural and industrial sector in terms of higher growth rate (4.6% for the fiscal year 2012-13). It has a 54% substantial contribution to GDP during 2009-10 (Ahmed & Ahsan, 2011; Mujahid & Alam, 2014). This dramatic increase in the GDP from 39% to 54% was attributed to the finance and insurance sector's growth rate of 6.8% during 1975-2010 (Ahmed & Ahsan, 2011). Likewise, as the banks deal in business of service provision (Ahmed *et al.*, 2011), researchers should pay due consideration towards the advancement of banking sector (Aurangzeb, 2012).

Therefore, support given to the employees in this field of banking is important for the productive work behavior of workforce within and outside an organization (Adnan *et al.*, 2013). However, in Pakistan, employees of banks being the revenue generators, are exposed to comparatively more unethical pressures than other employees (Romain & Luis, 2005). Literature shows that nearly 85% of front-line employees have been found to compel workplace deviance (Harris & Ogbonna, 2002). For this reason front-line employees hold the strategic position in the banking industry (Alrubaiee, 2012). When they are overburdened with the intense workload and frequent customer contact, they rebel with negative behavior (Khan, 2014; Shahzad & Mahmood, 2012). As such, these behaviors can be detrimental to the well-being of the organization (Fox *et al.*, 2001).

In this regard, because of its unfavorable consequences to the success of firms, the idea of workplace deviance has become an interest of numerous scholars across the globe (Sumathi *et al.*, 2015; Ferris *et al.*, 2009). Extent studies depict that almost 95% firms face deviant attitude of workers (Henle *et al.*, 2005), where around 75% employees steal from their supervisors (Appelbaum *et al.* 2007), or experience harsh supervisory behavior (Cortina *et al.*, 2001). Conclusively, from the managerial viewpoint, in order to enhance work environment, it is essential to analyze the indicators of such behavioral outcomes at job (Farooq, Farooq & Jasimuddin, 2014).

Over the years, researchers have worked upon evaluating the factors affecting workplace deviance (Colbert *et al.*, 2004; Patterson & Baron, 2010). For instance, through the lens of organizational support theory (OST), few scholars suggest that sabotage may occur as a result of injustice (Skarlici, Folger & Tesluk, 1999), inability of others to realize obligations (Bordia, Restubog & Tang, 2008), abusive supervision (Thau, Bennett, Mitchell & Mars, 2009), personality traits like narcissism (Judge, LePine & Rich, 2006), and conscientiousness (Mount, Ilies & Johnson, 2006).

Similarly, extensive body of literature is available on how perceived supervisor support and perceived organizational support are related (Madden *et al.*, 2015; Puah *et al.*, 2014). Yet, there is a dearth of agreement that which practices stimulate non-compliant behaviors within the domain of banking industry (Neves & Champion, 2015). Also, literature lacks the evidence regarding underlying mediating mechanisms through which

perceived supervisory support impacts workplace deviance in local organizational settings. Nevertheless, the significant rise in corporate frauds (Zeidan, 2013), and costs of such deviance (Karjalainen et al., 2009) makes it vital to empirically examine these patterns.

Accordingly, present study incorporates organizational support theory and social exchange theory (SET) to achieve three objectives. First, it investigates the influence of perceived supervisor support on the tendency of front-line employees working in banks of Pakistan to get involved in workplace deviance. Secondly, it explores how perceived organizational support given to these employees affects workplace deviance. Finally, it examines the role of perceived organizational support as a mediator between the relationship between perceived supervisor support and workplace deviance. All three impacts are analyzed by considering the role of demographics as control variables.

## **2. Review of Literature**

### *2.1 Workplace Deviance (WD)*

Workplace deviance is defined as an organizational construct that involves violation of established rules and brings considerable damage to a firm and its personnel (Robinson & Bennett, 1995; Ferris et al., 2009). Studies on group norms serve as the origin from where concept of deviance is derived (Feldman, 1984). Various names have been allocated to this behavior, such as sabotage (Wallace et al., 2011), antisocial behavior (Giacalone & Greenberg, 1997), dysfunctional work behavior (Griffin, O'Leary-Kelly, & Collins, 1998), workplace bullying (Mathisen et al., 2011), anti-normative behavior (Hinduja, 2008) or withdrawal behaviors (Eder & Eisenberger, 2008) etc.

Robinson and Bennett's (1995) classify deviant behavior in two dimensions, minor versus serious and interpersonal versus organizational. Because of its negative effects (Lucas & Friedrich, 2005), the concept of workplace deviance has gained worldwide recognition among organizational and management scholars (Ferris et al., 2009). Internationally, economies are reported to have a considerable financial loss due to such deviant behaviors (Henle et al., 2005). Three out of every four staff members have been found involved in such practices (Appelbaum et al., 2007). Moreover, Pakistani organizations also suffer from sabotage in the same way, where, workplace non-compliance has resulted into decreased performance of employees and the firm itself (Nasir & Bashir, 2012). This is because, employees are expected to play the role of strategic asset for organizations and the behaviors of these workers are assumed to affect overall performance of organization. Keeping in view this fact, researchers and organizations are primarily focusing on the relationship between organization and its employees (Nasir & Bashir, 2012; Sumathi, Kamalanabhan, & Thenmozhi, 2015).

### *2.2 Perceived Supervisor Support (PSS)*

Perceived supervisor support indicates employee's viewpoint regarding constructive support and recognition received from their supervisors in exchange for their efforts (Maertz et al., 2007; Stinglhamber & Vandenberghe, 2003). Employees consider their supervisors as agents working on behalf of organization (Baran et al., 2012). Supervisory support is assumed to be more proximal to the employees of an organization as compared to perceived organizational support (Eisenberger et al., 2002). It predicts a number of positive employee and work outcomes (Dysvik et al., 2014).

Prior studies prove that immediate supervisors hold a strategic position in effecting employee's opinion about work settings (Perrey et al., 2010; Rosen et al., 2011), such as affecting individual's adherence towards organizational policies and procedures (Puah et al., 2014). The assistance from line managers varies with the requirement for support (Maertz et al., 2007). For instance, supervisors can facilitate their employees by reducing their workload in the peak time of extensive trainings (Baldwin & Magjuka, 1997) and can also help them by providing training opportunities when necessary (Cohen, 1990). However, the quality of exchange relationship between employer and employees largely depends on the trust which employees have in their supervisors (Dirks & Ferrin, 2002).

### *2.3 Perceived Organizational Support (POS)*

The perception of employees about the actions taken by organizations for their development and betterment can be referred as perceived organizational support (Baran et al., 2012; Sumathi et al., 2015). Exchange theories (Blau, 1964; March & Simon, 1958) comprehend this social dynamic within the work settings (Cropanzano & Mitchell, 2005) and posit that employment relationship can be explained in terms of exchange of resources (Foa & Foa, 1980). Generally, these resources can be of two types first "tangible or economic resources", for instance it may include salary, rewards etc. Second are "intangible or socio-economic resources" like acknowledgment, encouragement, admiration etc (Neves & Champion, 2015). Moreover, organizations can build a positive perception of support in the minds of its employees by incorporating impartial procedures (Cropanzano et al., 1997).

A number of prior studies provide empirical evidence in support of the association between perceived organizational support and a range of beneficial outcomes for both organization and its employees such as greater affective commitment (Armeli et al., 1998; Shore & Wayne, 1993), work attendance (Eisenberger et al., 1986), job involvement (Eisenberger et al., 1999; Eisenberger et al., 2001), job satisfaction (Eisenberger et al., 1997; George, 1989) and job performance (George & Brief, 1992), reduced degree of negative behaviors (Allen & Shanock, 2013). In light of social exchange theory, fair implementation of effective organizational policies and operations in the work settings can make employees feel that their organization care about their well-being (Dejoy et al., 2010). In turn, employees who experience high level of perceived organizational support, reciprocate to the organization more supportively (Madden et al., 2014), demonstrated through increased job performance and reduced retaliatory attitude (Eisenberger & Stinglhamber, 2011).

Yet, less work has been carried out to link social learning theory (SLT) with antisocial behavior at job. Social learning theory states that the behaviors of employees are developed as a reaction to others' expectations i.e. the received reinforcement and encouragement (Anderson, 2006).

### *2.4 Relationship between Perceived supervisor support (PSS) and Workplace deviance (WD)*

Employees expect their supervisors to provide them with accurate feedback, fair evaluation and sufficient help and assistance in the development of their expertise and in the accomplishment of various tasks (Shanock & Eisenberger, 2006). Highly supportive supervisors are regarded as team players and foster improvement in employees' productivity whereas, less supportive supervisors are considered a barrier to success by

employees (Anderson, 2006). Consequently, insufficient level of perceived supervisor support, can direct personnel towards deviant behaviors, which further can negatively influence the health of a firm (Menguc et al., 2013).

Similarly, employees with lower level of perceived supervisor support retain a higher possibility to perform withdrawal behaviors which can negatively influence the welfare of firm, other employees and customers (Liao et al., 2004; Menguc et al., 2013). In this regard, social exchange theory denotes that greater support from supervisors can help employees feel more obligated and they reciprocate it to the organization, for example by assisting their supervisors in the achievement of organizational goals. Contrary to this, when employees experience lesser support from their supervisors, they do not put maximum effort into work (Dysvik et al., 2014). Due to this fact, supervisors have been rarely reported to delay the effective implementation of HR policies (Purcell et al., 2009). Prior researches based on social exchange theory (Cropanzano & Mitchell, 2005) reveal that perceived supervisor support positively affects organizational performance and negatively affects turnover which is one of the negative deviant behaviors (Eisenberger et al., 2002; Kuvaas & Dysvik, 2010; Shanock & Eisenberger, 2006).

### *2.5 Relationship between Perceived organizational support (POS) and Workplace deviance (WD)*

When employees observe their co-workers committing any unethical act, they also incline towards the same. Nonetheless, in such circumstances, support from organization serves as an instrument to evade workplace deviance. It makes staff feel accomplished, and they adhere to the organizational rules (Rhoades & Eisenberger, 2002). Sufficient training, reasonable compensation (DeConinck & Johnson, 2009), financial assistance (Kraimer & Wayne, 2004), rigorous platform for creative ideas (Zhou & George, 2001), and ample opportunities for growth and development (Yew, 2011) provided by the organization are forms of support, which encourage employees to feel highly valued and fairly treated. This ultimately increases their organizational commitment (DeConinck & Johnson, 2009).

Such a high level of organizational support compels the employees to return favors to organization in form of improved performance (Rhoades & Eisenberger, 2002), lower level of turnover intentions (Asgari et al., 2008) and less workplace deviance (Pearce & Giacalone, 2003; Eisenberger & Stinglhamber, 2011; Allen & Shanock, 2013). Such efforts build a strong and healthy employee-employer relationship. On the other hand, insufficient level of perceived organizational support leads employees to engage in several forms of workplace deviance like absenteeism (Eisenberger et al., 2001) and employee turnover (Eisenberger et al., 2002; Allen et al., 2003) etc.

### *2.6 The Mediating Effect of Perceived Organizational Support (POS) in relationship between Perceived Supervisor Support (PSS) and Workplace Deviance (WD)*

Other than the individuality of both concepts, organizational support theory takes perceived supervisor support as a vital component of perceived organizational support (Stinglhamber & Vandenberghe, 2003). The reason behind is that the behavior of supervisors is considered by employees indicative of the behavior of organization they work for (Eisenberger et al., 1986). Likewise, when supervisors evaluate their employees, it is reached to the top management. This links supervisory support with the perceived organizational support (Rhoades & Eisenberger, 2002), where perceived supervisors

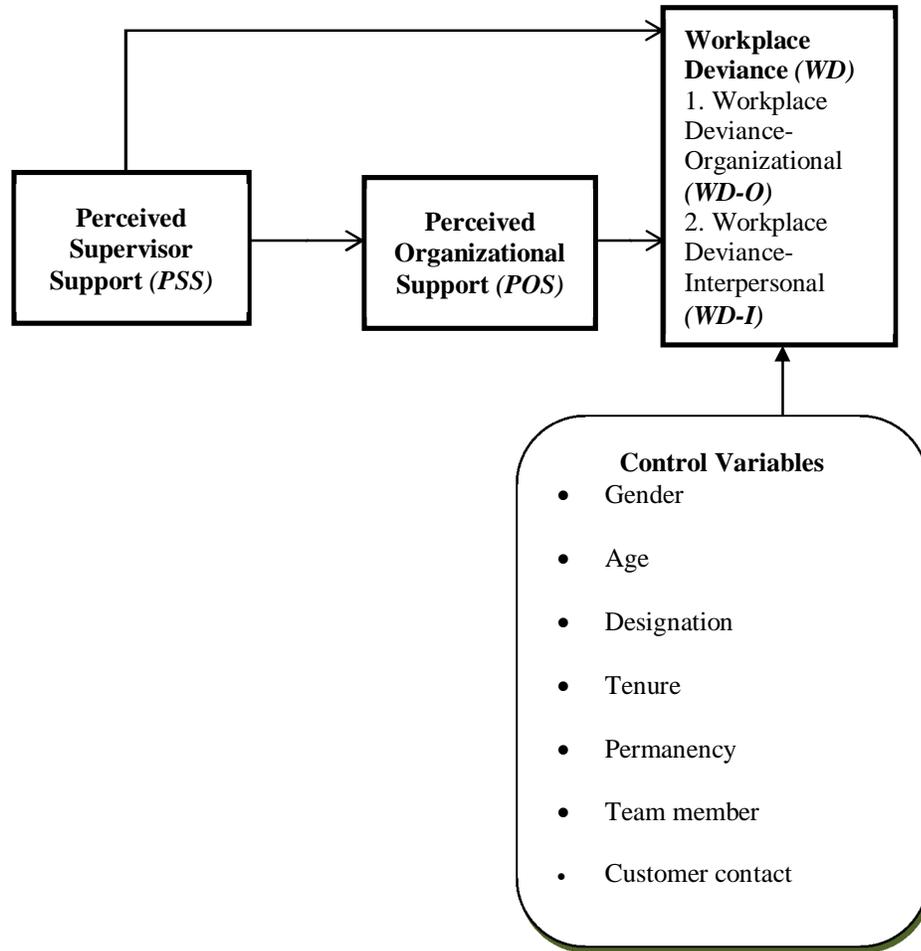
support is regarded as an antecedents of perceived organizational support (Maertz et al. 2007).

This description, evolution and significance of perceived organizational support has also been explained by social exchange theory (Eisenberger et al., 2001; Rhoades et al., 2001; Aselage & Eisenberger, 2003). It states that the norm of reciprocity acts as a base making workers more responsible to return organizational resources through realization of organizational objectives; displayed through rigorous participation and valuable assistance (Rhoades et al., 2001; Cropanzano & Mitchell, 2005). This ultimately reduces employee's potential exposure towards workplace deviance (Eder & Eisenberger, 2008). Literature shows a highly strong and positive relationship between perceived supervisor support and perceived organizational support (Eisenberger et al., 2002; Stinglhamber & Vandenberghe, 2003; Zhang et al., 2012).

Therefore, we posit that while, the presence of perceived supervisor support creates a significant decline in workplace deviance (Liao et al., 2004; Eder & Eisenberger, 2008), keeping in view the organizational support theory, it can be stated that perceived supervisor support brings a significant decline in workplace deviance with the support of a greater degree of perceived organizational support (Eisenberger et al., 2002). That is, perceived organizational support derived from perceived supervisor support helps the organizational members feel obligated in their efforts in providing assistance to their organizations and boost organizational commitment, ultimately meeting its targets with reduced workplace deviance (Eisenberger et al., 2001; Eisenberger et al., 1986; Rhoades et al., 2001). Conversely, employees can be expected to confront adverse implications in future as a result of reduced level of perceived organizational support derived from low perceived supervisor support. Therefore, on the basis of these findings perceived organizational support is presumed to mediate the relationship between perceived supervisor support and workplace deviance (Malatesta, 1995).

### **3. Research Methodology**

On the basis of above discussed literature, a conceptual framework has been established (Figure 1) and hypotheses have been proposed as follow:



**Figure 1: Conceptual Framework**

In the conceptual framework, first perceived supervisor support and perceived organizational support are taken as the predictors of workplace deviance, whereas, workplace deviance is taken as focal criterion variable. Moreover, perceived organizational support is also taken as the mediating variable. The criterion variable i.e. workplace deviance is operationalized through two dimensions; workplace deviance-organizational and workplace deviance-interpersonal. In the last, effects of demographic variables have been controlled.

- **H<sub>1</sub>**: Perceived organizational support and perceived supervisor support are positively related
- **H<sub>2</sub>**: Perceived supervisor support negatively affects workplace deviance.
- **H<sub>3</sub>**: Perceived organizational support negatively impacts workplace deviance.
- **H<sub>4</sub>**: Perceived organizational support mediates the relationship between of perceived supervisor support and workplace deviance.

### 3.1 Sample and Procedure

Our research focuses employees of a service industry; banks functional in Lahore, Pakistan. We have taken banks as population because, they form an important part of all financial institutions. People of Pakistan also offer an attractive market for such services, where most banks are functional across the state. Moreover, by incorporating the worldwide manifestation of workplace deviance among front-line employees as proved by literature, data was exclusively gathered from the front-line employees currently working in Lahore branches of 8 prime banks namely; National Bank of Pakistan (NBP), Habib Bank Limited (HBL), Muslim Commercial Bank Limited (MCB), United Bank Limited (UBL), Standard Chartered Bank (Pakistan) Limited (SCB), Bank Al-Habib Limited, Alflalah Bank Limited and The bank of Punjab (BOP). The sampled banks were selected based upon their credit ratings, inclusion in KSE-30 Index, listing in top 25 Companies of respective year, profitability, share prices and assets. This criterion is followed because banks with above discussed characteristics represent higher performance. In addition, banks have well-defined regulations; however, frontline employees have to compromise on low compensation. Therefore, with support from the researches of (Hartline & Ferrell, 1996), we collected the data.

Sample was drawn by utilising convenient sampling technique. This is because; no definite list of front-line employees working in the chosen banks was available on their official websites or from any other reliable source. Also, no authentic information regarding the exact figure of front-line employees employed in any branch was shared or provided by the HR departments of the respective banks due to confidentiality purposes. Therefore, keeping in view the time and cost constraints, convenient sampling was advocated as the most appropriate sampling technique to carry out this research, which is also most widely used technique and is adopted when the elements in the population are either unknown or cannot be individually identified. Furthermore, convenient sampling method effectively signifies the features of target population and delivers the information in cost effective manners. The preceding literature also supports convenient sampling method (Farooq, Farooq & Jasimuddin, 2014; Madden et al., 2015).

Before distributing final survey questionnaires, a pilot study was carried out on 50 employees. No issue of reliability was identified in the adopted questionnaire. Consequently, same questionnaire was used to conduct further study. Each questionnaire included a covering letter inviting front-line employees for their valuable participation and explaining the purpose of research. Front-line employee's ability to easily comprehend the English language of questionnaire was sought beforehand. A total of 800 self-administered questionnaires were circulated among front-line employees during the working hours and 633 questionnaires were received back. This indicates a response rate of 79%. However, 19 out of 633 collected responses were discarded because of missing data and thus, remaining 614 questionnaires were used for analysis. Reason behind circulating a large number of questionnaires is the guideline provided by (Thompson, 2004; Comery and Lee, 1992) for taking adequate sample when statistical technique to be applied is factor analysis and structural equation modelling.

In this regard, they prove that a sample size of 500 above is considered very well in quality. Also, they point out that if total number of items used in questionnaire are above 25, then data of at least 250 respondents has to be available for analysis, otherwise results can be misleading. Likewise, for mediation analysis a larger sample size is appropriate.

As, the exact number of population was unknown, we used the roughly estimated figure of 50000 front-line employees in total, who were expected to be employed in the Lahore branches of selected 8 prime banks. After this, estimated calculation a sample was also drawn from the “*Table for Determining Sample Size from a Given Population*” (Krejcie & Morgan, 1960; Krejcie & Morgan, 1970; Saunders et al., 2009). This table determines a sample of 381 respondents to be a representative of the population of N=50000 (Krejcie & Morgan, 1960; Krejcie & Morgan, 1970), However, to increase the confidence level, 800 questionnaires were distributed, which resultantly reduced the margin of error and from 5% to in between the range of 3-5% (Saunders et al., 2009). Thus, by following the recommendations given by above discussed studies, we had distributed greater number of instruments so that after excluding incomplete questionnaires, the required number remains. Furthermore, all informants were assured of the confidentiality of their responses and they were invited to participate on their own will.

### *3.2 Measurements*

For the purpose of conducting this research, quantitative methodology consisting of survey technique was used to gather data in a primary manner. Closed-ended questions were included in survey instrument. A combination of already approved questionnaires was adopted from the existing body of literature (Bennett and Robinson, 2000; Rhoades et al., 2001) workplace deviance which is the criterion variable has been measured through two dimensions in 18 items; workplace deviance-organizational (11 items) and workplace deviance-interpersonal (7 items). Furthermore five-point Likert scale ranging from 1 (Never) to 5 (Everyday) was used to assess workplace deviance. Similarly, perceived supervisor support and perceived organizational support are operationalized by using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Perceived organizational support was measured using 8 items and perceived supervisor support by 4 items. In addition to this, gender, age, employee’s tenure with the current organization, job or designation of employees, level of permanency of employees, number of members in a team and frequency of interaction of employees with the customers were included as control variables. Sampled employees were literate people (bankers), therefore translation of the instrument was not required.

## **4. Data Analysis and Results**

Prior to the analysis of data via regression and structural equation modelling technique, data was checked for all necessary tests such as linearity, normality, autocorrelation, heteroskedasticity, detection of outliers and multicollinearity. All the applied tests showed satisfactory results, thus approving to carry out further examination. Therefore, in order to make inferences and test hypotheses, we proceeded with calculating scale reliability, Pearson’s product moment correlation, multiple-regression and structural equation modelling using SPSS 18.0 as well as AMOS version 18.0. Reliability of the instrument has been measured through scale reliability analysis from which the values of Cronbach’s alpha are obtained.

Cronbach’s alpha value of whole questionnaire is  $\alpha = 0.714 > 0.7$  (acceptable range). Similarly, the reliabilities of perceived supervisor support, perceived organizational support and workplace deviance are  $\alpha = 0.758$ ,  $\alpha = 0.802$ , and  $\alpha = 0.803$  respectively. These values are considered good as recommended by Gliem & Gliem (2003). Furthermore, in present study, demographic characteristics i.e. age, gender, designation,

experience, level of permanency of employees, number of members in a team and frequency of interaction of employees with the customers are regarded as control variables. The details of demographic variables are illustrated in Table 1 given ahead.

Other descriptive statistics reveal values of standard deviation and mean scores for the predictor, criterion and mediating variable. Mean score (3.6353) of perceived organizational support explains that organizations show a considerable concern for its staff in terms of support, and the extent of this support can deviate from mean value with 0.65. In the similar manner, value (3.5495) of perceived supervisor support indicates that supervisors acknowledge the efforts of front-line employees on serious grounds, and this acknowledgement has a standard deviation of 0.75 from mean value. Moreover, as per the results, value (2.1233) against workplace deviance reports a lesser degree of anti-social behaviour at work.

**Table 1: Characteristics of Respondents**

Characteristics of the respondents	Frequency	Percentage
<b>Gender</b>		
Female	155	25.2
Male	459	74.8
<b>Age</b>		
16-20	2	3
21-26	31	5.0
26-35	303	49.3
36-45	186	30.3
>46	92	15.0
<b>Tenure</b>		
1 year or less	44	7.2
2-5 years	329	53.6
6-10 years	195	31.8
11-15 years	31	5.0
16-20 years	12	2.0
>20 years	3	0.5
<b>Job/Designation</b>		
Accounts Officer	63	10.3
Customer Service Officer	74	12.1
Foreign Trade Officer	109	17.8
Credit In-charge	74	12.1
Consumer Banking Officer	85	13.8
General Banking Officer	82	13.4
Operational Manager	55	9.0
Manager	41	6.7
Other	31	5.0

<b>Level of Permanency</b>		
Permanent	231	37.6
Regular (On probation period)	135	22.0
Internee	53	8.6
Contractual	116	18.9
Trainee Management Officer (MTO)	79	12.9
<b>Team Members</b>		
1-3	66	10.7
4-6	126	20.5
7-9	196	31.9
10-12	63	10.3
More than 12	52	8.5
Not in a team	111	18.1
<b>Customer Contact</b>		
Daily	324	52.8
Occasionally	173	28.2
Rarely	117	19.1

*4.1 Correlation Results of the Variables*

Since the data was normally distributed, Pearson correlation was applied to identify relationship among included variables. All values of correlation are found significant ( $p < 0.01$ ). The coefficients show that there exists a moderate negative relationship between workplace deviance and perceived organizational support (-0.374), as well as between workplace deviance and perceived supervisor support (-0.368). Moreover, a strong and positive relationship between perceived organizational support and perceived supervisor support with the value of (0.797) is observed. This high correlation coefficient proves the first hypothesis ( $H_1$ ) of this study that perceived organizational support and perceived supervisor support are positively related to each other. These results are consistent with the previous researches conducted by (Eisenberger et al., 2002; Stinglhamber & Vandenberghe, 2003; Zhang et al., 2012).

*4.2 Impact of Perceived Supervisor Support (PSS) on Workplace Deviance (WD)*

Several studies have described gender (Hollinger & Clark, 1983), age (Schieman, 1999), tenure (Robinson & O’Leary-Kelly, 1998), and customer contact (Harris & Ogbonna, 2002) to significantly influence workplace deviance. For this purpose, we have treated age, gender, tenure and customer contact as controlled variables in this study. In addition, job/designation of employees, their level of permanency and number of members in a team have also been controlled in this research. Moreover, linear regression is used to find out that to what extent criterion variable is predicated by the independent variables by taking control of demographics. In this regard, regression results demonstrated in Table 2 prove a negative influence of perceived supervisor support on workplace deviance, as indicated by the value of Beta ( $\beta = 0.216$ ) at a significance level of  $p = 0.000$ . The value of  $R^2 = 0.172$  and adjusted  $R^2 = 0.161$ . This further confirms that on average, total 17.2% variance in workplace deviance is caused by perceived supervisor support at 100% confidence level. Likewise, framework is significant with  $F = 15.661$  at  $p = 0.000$ .

These findings of regression analysis confirms the second hypothesis (H<sub>2</sub>) of this research, which states that perceived supervisor support has a significant negative impact on workplace deviance. Studies in past conducted by (Liao et al., 2004; Menguc et al., 2013) also exhibit same outcomes. Therefore, it is noted that front-line employees employed in the banks of Pakistan will avoid workplace deviance when they will receive more care and appreciation from their immediate supervisors. This form of positive attitude is associated with social exchange mechanism as well as social learning mechanism, where based upon their expectations of benefits, employees react to the support provided by firms. It can also be inferred from these findings that the remaining impact on workplace deviance is caused by factors other than perceived supervisor support. These factors may include perceived organizational support and additional factors which are not a part of this research.

**Table 2: Impact of Perceived Supervisor Support (PSS) on Workplace Deviance (WD)**

Model	B	Std. Error	Beta	T	Sig.
Constant	2.79	0.15		18.15	0.00
PSS	-0.21	0.02	-0.33	-8.33	0.00
Age	-0.04	0.02	-0.07	-1.89	0.05
Gender	0.01	0.04	0.01	0.28	0.77
Tenure	0.05	0.02	0.09	2.30	0.02
Position	-0.01	0.00	-0.08	-2.27	0.02
Permanent	-0.00	0.01	-0.01	-0.23	0.81
Team Members	0.019	0.01	0.06	1.57	0.11
Customer Contact	0.07	0.02	0.11	3.04	0.00
R <sup>2</sup> =0.172, F=15.661					

*Dependent variable: WD*

#### 4.3 Impact of Perceived Organizational Support (POS) on Workplace Deviance (WD)

The significance of perceived organizational support in deriving workplace deviance can be evident from the regression results denoted in the following Table 3. Value of Beta ( $\beta=0.271$ ) at  $p=0.000$  reveals a significant negative effect of perceived organizational support on workplace deviance with 100% confidence level. Further, it reports an  $R^2 = 0.184$  ( $p=0.000$ ), adjusted  $R^2=0.173$  and  $F=17.023$ . These values explain that when the effect of demographic variables is controlled, perceived organizational support predicts overall 18.4% variance in workplace deviance. Our findings prove the third hypothesis of

this study (H<sub>3</sub>) that perceived organizational support has a significant negative impact on workplace deviance. That is when in light of organizational support theory, front-line employees receive support from their top management, they in turn feel obliged for receiving all expected support and benefits from their firms. Conclusively, employees become less inclined towards antisocial behaviour at work and more inclined towards showing better attitude in exchange to the good treatment from their organizations. Earlier findings of (Rhoades and Eisenberger, 2002) provide similar result.

**Table 3: Impact of Perceived Organizational Support (POS) on Workplace Deviance (WD)**

Model	B	Std. Error	Beta	T	Sig.
Constant	3.05	0.16		18.29	0.000
POS	-0.27	0.03	-0.36	-8.92	0.000
Age	-0.04	0.02	-0.07	-1.90	0.05
Gender	0.00	0.04	0.00	0.14	0.88
Tenure	0.05	0.02	0.09	2.17	0.03
Position	-0.02	0.00	-0.10	-2.76	0.00
Permanent	-0.00	0.01	-0.00	-0.17	0.86
Team Members	0.00	0.01	0.02	0.68	0.49
Customer Contact	0.09	0.02	0.14	3.78	0.00
R <sup>2</sup> =0.184, F=17.023					

*Dependent variable: WD*

*4.4 Structural Equation Modelling (SEM) of Workplace Deviance (WD), Perceived Supervisor Support (PSS) and Perceived Organizational Support (POS):*

The next step after checking the regression results was to assess the extent to which developed framework is appropriate with the observed data. Therefore, for this purpose AMOS version 18 was used to execute structural equation modelling. Confirmatory factor analysis was used to validate the construct of workplace deviance. There are several reasons for choosing structural equation modelling through AMOS. First, the analysis of perceptions or behaviour measures is likely to be most appropriate using SEM technique. Second, in other statistical methods, sometimes the coefficient signs of variables are opposite to what are calculated using SEM. For instance if we expect a predictor to be negatively related, it may appear to be positively related. This is due to model mis-specification, and can be avoided by using SEM (Maddala 1977). Third, it gives overall tests of model fit as well as individual parameter estimate tests at the same time. Finally, multicollinearity causes mislead and poor results. However, SEM is a vital tool for dealing with multicollinearity (Dillon et al. 1996).

In order to have an acceptable model fit, four problematic questions from the organizational dimension of workplace deviance and two questions from the interpersonal dimension of workplace deviance were excluded on the basis of obtained values of model specification, standardised residuals and factor loadings. The items excluded from workplace deviance-organizational includes “taken property from work without permission”, “spent too much time fanaticizing or daydreaming instead of working”, “falsified a receipt to get reimbursed for more money than you spent on business expenses”, and “taken an additional or longer break than is acceptable at your workplace”. The items removed from workplace deviance-interpersonal dimension subsume “make fun of someone at work” and “make an ethnic, religious or racial remark at work”. By excluding these problematic items from the workplace deviance-organizational and workplace deviance-interpersonal, all the indices met the acceptable criteria of model fitness that subsequently resulted in an improved model. The framework given ahead in Figure 2 illustrates Confirmatory Factor Analysis of workplace deviance with factor loadings.

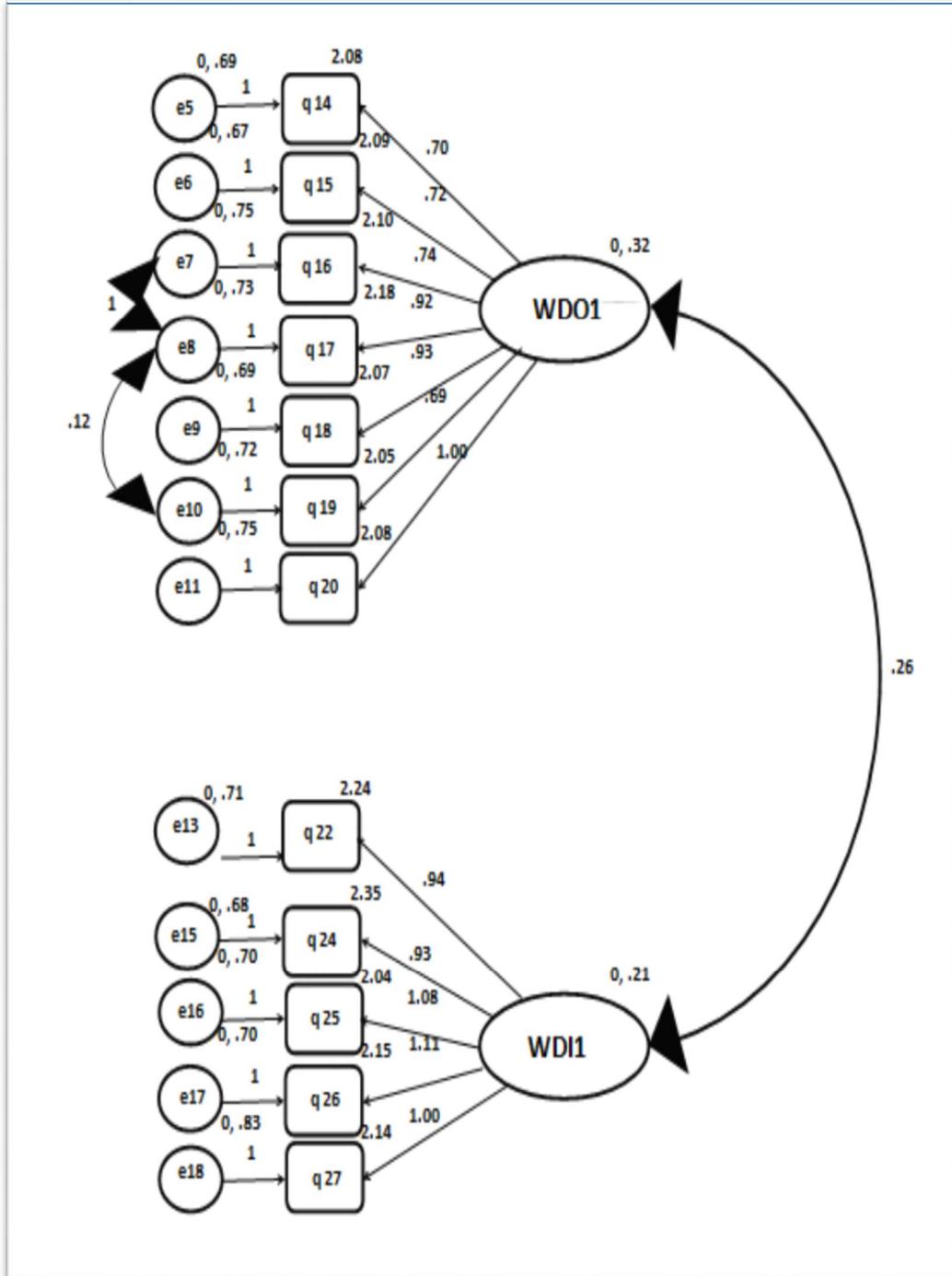


Figure 2: Confirmatory Factor Analysis for Construct Validity of Workplace Deviance with Loadings

The model fit indices calculated in this regard are presented in Table 4. The values show that all indices fulfil minimum acceptance levels, proposing that the measurement model adequately fits with the data (Hu & Bentler, 1999), where values of NFI, IFI, CFI, TLI are greater than 0.90 (King *et al.*, 1998; Rigdon, 1996), and the value of RMSEA is below 0.08 (Rigdon, 1996). In addition Normed Chi-square = 3<5, also indicates closeness to fit (Bollen, 1989; Kline, 2011). Moreover, the research model showing regression weights obtained through SEM is provided in Figure 3 given ahead.

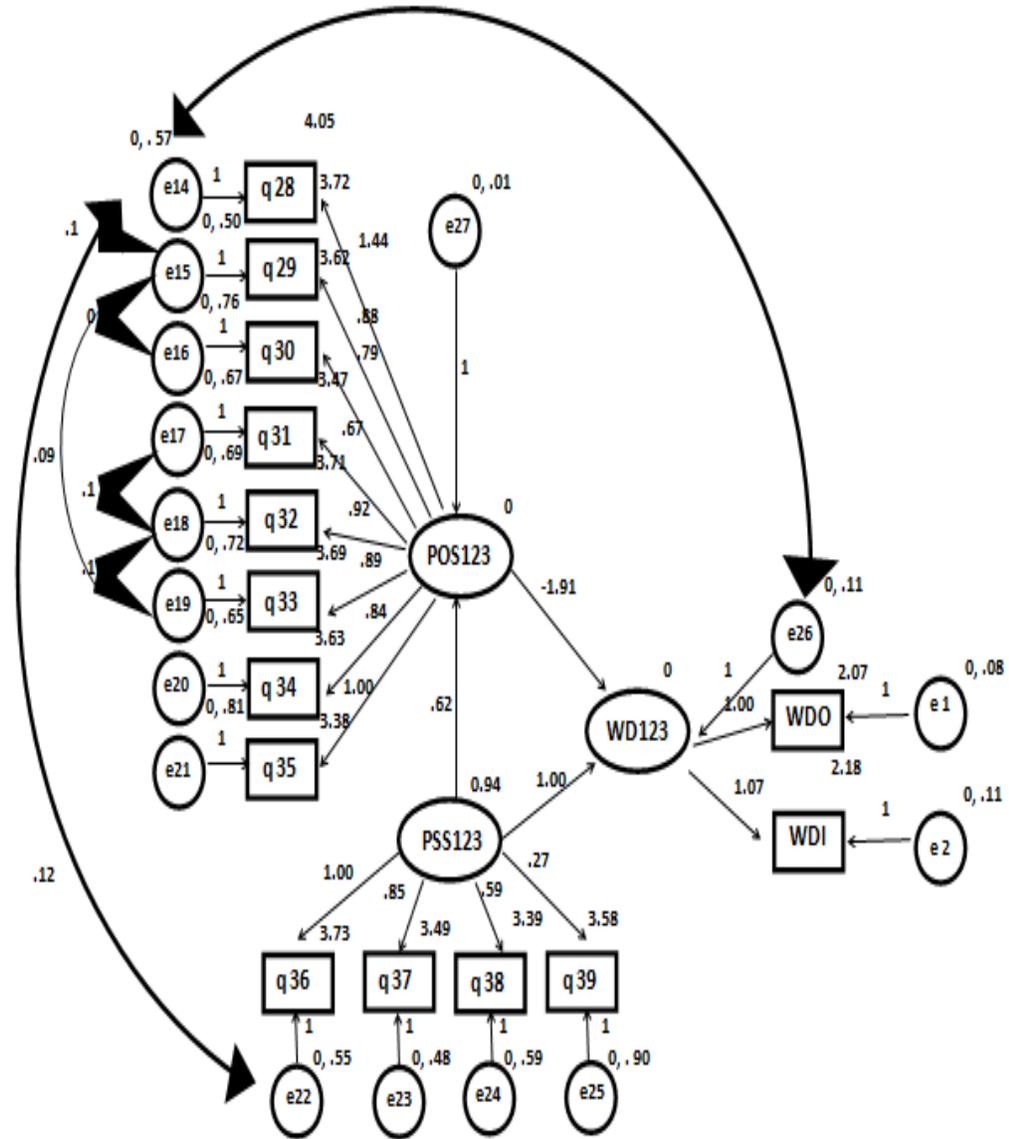


Figure 3: The Research Model Showing Regression Weights (SEM)

**Table 4: Model Fit Indices**

Index	Recommended Value	Obtained value	Results
Norm ed chi square	<=3.00	2.926	Acceptable
NFI	>=0.9	0.935	Acceptable
CFI	>=0.90	0.956	Acceptable
RMS EA	<=0.08	0.056	Acceptable
IFI	(0-1.0), Lower values are Better	0.956	Acceptable
TLI	>=0.90	0.941	Acceptable

*4.5 Convergent and Discriminant Validity*

In addition to confirmatory factor analysis we have examined the convergent and discriminant validity of the model; all three variables by using the average variance extracted (AVE) method (Fornell & Larcker, 1981). The average variance extracted values in Table 5 depict the convergent validity of questionnaire used, where all average variance extracted values are greater than the recommended value of 0.50 (Fornell & Larcker, 1981). Furthermore, to evaluate the discriminant validity of instrument, we utilized a factor-based approach in order to resolve issues of difference in chi-square methods (Fornell & Larcker, 1981). The variable workplace deviance, perceived organizational support and perceived supervisor support vary from one another, because their correlation is less than the calculated average variance extracted values (bold values). Thus, it is confirmed that our framework measures all variables adequate

**Table 5: Test of Convergent and Discriminant Validity**

Constructs	AVE	POS	PSS	WD
POS	0.6870	<b>0.68700</b>		
PSS	0.5250	0.63521	<b>0.52500</b>	
WD	0.6690	0.13988	0.13542	<b>0.66900</b>

Diagonal elements are average variance extracted and off diagonal are the squared correlations

*4.6 Perceived Organizational Support (POS) as a mediation mechanism in the relationship between Perceived Supervisor Support (PSS) and Workplace Deviance (WD)*

The mediating effect of perceived organizational support on the relationship between perceived supervisor support and workplace deviance is investigated through the standardised direct and standardised indirect effects given in Table 6. For testing the mediation, we utilized the widely used causal steps approach given by (Baron and Kenny, 1986; Fritz and MacKinnon, 2007; MacKinnon, 2008; Preacher and Hayes, 2004). The mechanism for causal steps approach proves partial mediation when the impact of

independent variable (X) on dependent (Y) remains significant after controlling the effect of mediator (M). It is evident from values that direct effect is found to be significant, as the mediator i.e. perceived organizational support is introduced, and indirect effect is also significant. This kind of mediation is known as partial mediation and thus the mediator, which is perceived organizational support is proved to partially account for the predictor-outcome relation (perceived supervisor support-workplace deviance relationship). Therefore, the final hypothesis (H<sub>4</sub>) that is perceived organizational support mediates the relationship between perceived supervisor support and workplace deviance is also proved.

**Table 6: Standardized Direct and Indirect Effect**

Mediation		
Hypothesis	Description	Estimates
H <sub>4</sub>	Indirect effect of PSS → POS → WD	-2.762***
	Direct effect of PSS → POS → WD	2.325***
	Total effect of PSS → POS → WD	-0.437

## 5. Discussion and Conclusion

Drawing on the basis of organizational support theory (OST), social exchange theory (SET) and social learning theory (SLT), this research had taken the role of perceived organizational support as a mediator in the relationship between perceived supervisor support and workplace deviance among front-line employees of the banking industry in Pakistan. Despite extensive literature and worldwide prevalence of workplace deviance, limited research has been done within Pakistani context regarding this subject. Previous studies have explored the relationship of perceived organizational support and perceived supervisor support with workplace deviance. However, we identified the gap in examining the mediating role of perceived organizational support. This is why, carrying out such a research is of importance (Ingram *et al.*, 2005). Moreover, the rationale behind this research is that Pakistani organizations either controlled by government, working independently or semi- independently have been found to be infested by workplace deviance (Nasir & Bashir, 2012; Khan, Quratulain, & Crawshaw, 2013).

This research evolves to improve the performance of banking industry, because it plays an imperative part in contributing to the economic growth of Pakistan, just as in other developing nations (Bushra *et al.*, 2011). Findings of our paper prove that the curtailment of workplace deviance in banks should be of greater priority in order to reduce potential loss. Furthermore, it provides evidence that this deviant behaviour is most likely to be adopted by front-line employees, who are in direct interaction with customers of banks. For this reason front-line employees are also regarded as one of the most important personnel in this field. Nevertheless, while dealing with vague customer demands, meeting timely targets with low compensation commensurate to their achievements, insufficient trainings, and front-line employees engage in counterproductive work attitude (Adnan *et al.*, 2013).

Specifically, in case of a developing economy (Pakistan), the economy is surrounded with multiple problems. Due to high unemployment rate, despite of all the stressful demands associated with front-line employee's job, people agree to work in such a negative environment even relying on low salaries. However, with the passage of time when the financial pressures and stress effect their health and personal lives, employees become de-motivated and frustrated. In the end, outcome of this frustration is antisocial behaviour such as taking off from the job, intentionally ignoring the supervisor's instructions and making damage to the organizational resources (Bellizzi et al., 2003). In particular, unethical practices among front-line employees in the banking sector of Pakistan have been reported to involve; misguiding the customers about the product characteristics, manipulating the client's demands, not disclosing the hidden charges associated with a loan or investment, and convincing the customer for registration of credit card just to earn more commission while misleading them to even not to activate it if they don't want to use it (Adnan et al., 2013).

In this regard, we suggest that although, adequate support from supervisors can enhance the positivity in employees, the support from organization itself provided alongside supervisor support is more vital. That is, when employees feel that their supervisors actually care about their well-being, seriously consider their goals and values and show great concern for their betterment, only then employees feel a sense of belonging to their organization. Moreover, these actions taken by supervisors are considered as the actions taken by the organization and this support from supervisors leads to the establishment of a positive perception about the organization. The front-line employees feel increase in their self-worth and reciprocate by becoming more committed to their organization, and willing to provide help when problems arise.

Likewise, if front-line employees know that the organization would not blame them for an honest mistake on their part, they will less likely to perform in a deviant way. Thus, a high level of perceived supervisor support substantially declines workplace deviance with the help of greater degree of perceived organizational support. Besides the individual support to cope with workplace deviance, managers can promote a culture primarily based on imperative ethical core values (Sinclair, 1993). This is because, according to Baglione and Zimmener (2007), misalignment between organizational norms and individual's behaviours influences the smooth running of organization including its financial growth and decision making procedures. Also, "Person's perception of ethical standards and subsequent conduct is influenced by institutional factors (e.g. ethics legislation), personal factors (e.g. moral development), and organizational factors (e.g. code of ethics)" (Ulgen-Aydinlik et al., 2008).

Hence, for the successful and healthy survival of organizations and to reduce the widespread workplace deviance, top management should implement and disseminate a comprehensive and well-designed code of conduct through-out the organization. This will aid front-line employees to understand how their behaviour will substantially influence their managers, performance assessments and compensation and benefits (Bass et al., 1998). This practice by top management and immediate bosses to disseminate the ethical core values all over the organization along with the required support for compliance will additionally result in more motivated personnel (Appelbaum et al., 2005). The concept of "quality control circles" incorporated by both the organization and the supervisors can serve as a great deal to figure out and resolve any issues faced by

employees in a timely fashion. Launch of employee engagement campaigns can also be a mean of building positive supervisory perception in minds of workforce.

Furthermore, in line with these supportive arguments, all four hypotheses (H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub> and H<sub>4</sub>) in this study have been proved via the correlation, regression and mediation results. Correlation coefficients confirmed that perceived organizational support and perceived supervisor support are positively related to each other and these results are consistent with the previous researches conducted by (Eisenberger *et al.*, 2002; Stinglhamber & Vandenberghe, 2003; Zhang *et al.*, 2012). Similarly, regression analysis confirmed that perceived supervisor support and perceived organizational support have a significant negative impact on workplace deviance. Studies in past conducted by (Liao *et al.*, 2004; Menguc *et al.*, 2013; Rhoades and Eisenberger, 2002) also exhibit same outcomes. In addition, standardised direct and indirect effects of the AMOS output explore that perceived organizational support partially mediates the relationship between perceived supervisor support and workplace deviance.

In this way, our study contributes to numerous streams of research. First, workplace deviance is a costly problem (Peterson, 2002), it drives research into how banks can limit the potential of workplace deviance. Second, regardless of extensive work on positively oriented research, little attention has been given to the contribution of these situational factors in mitigating the costly phenomenon of workplace deviance in non-Western and developing country's (Pakistani) context. Finally, several researches have highlighted the influence of perceived organizational support on organizational and employee related outcomes (see Rhoades & Eisenberger, 2002 for a review). Yet, current research empirically fills this gap in the body of literature to show how perceived supervisor support connects to workplace deviance via perceived organizational support (i.e. perceived organizational support as a mediator).

## **6. Limitations and Directions for Future Research**

The inference of outcomes presented in this study must be made within boundaries of a few limitations. First, this research has examined the impact of only two situational factors on workplace deviance, i.e. perceived supervisor support and perceived organizational support. In future additional situational factors can be assessed. Secondly, the demographic characteristics have been employed as control variables. Nevertheless, in upcoming studies, they can be considered as the predictors, mediating variables or moderating variables if justified. Third, the present study has utilised convenient sampling framework by drawing sample from only one city i.e. Lahore, yet random sampling or other sampling techniques which are more justified may be applied, so that the results can be generalised to the rest of cities with same prevalent issues and front-line employees concerns across Pakistan. Moreover, further work can extend the same or modified version of framework to the service sector employees working in firms other than financial institutions. Also the same effect can be studied in terms of gender differentiation.

Cross-sectional research design has been incorporated in this study. However, this research design has been widely adopted by international organizational scholars across the world (Coviello & Jones, 2004). In future, longitudinal study can also be conducted to measure the responses of front-line employees over time. This will further assist to examine the variation within the observed phenomenon of workplace deviance. In

addition to this, same effect can be studied in terms of comparison across various countries or personal culture/national culture may be taken as a moderator. Future, researchers can widen the existing body of literature on deviance among front-line employees by investigating the impact of co-workers on customer oriented deviance (COD). Finally, this research has incorporated SEM tool to analyze the impact and mediation. However, more latest statistical tools such as conditional analysis, two factor or three factor analysis, partial least square method etc. can be applied on data.

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