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Are Demographic Diversity Factors Predictor Of Counterproductive Workplace Behavior

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ABSTRACT

The current study examined the relationship between demographic diversity factor such as gender, age marital status, education, experience, organizational tenure, level of job/rank and nature of job of employees on counterproductive workplace behaviour and under the theoretical support of role theory, and theory of planned behaviour and conservation of resources theory . Data was collected through questionnaire survey from 380 public employees of public sector organizations Pakistan. SPSS-21 software was employed to analyze the quantitative data. Findings of the study revealed significant relationship and supported the hypothesized direct impact of demographic diversity factors on counterproductive workplace behavior. Implications of study contributed in theoretical, practically and methodically. Outcome of this study is more beneficial for practitioners, scientists and scholars in the field of organisational and behavioral studies for future research. Novelty of this study is a unique remarkable emerging contribution and open the door of further research link to predictors of counterproductive workplace behaviour settings.

Key words: Demographic Diversity Factors, Counterproductive Workplace Behavior, Public Sector Organizations. Pakistan

Introduction

In today's globalized, industrialized, and technologically advanced environment, understanding individual behavior at the workplace has become essential (Okeke, Okeke & Ugwuanyi .2023). Generally, Organizations are becoming increasingly diverse in terms of gender, marital status, education, experience, tenure, job level, and employment type (Okeke et al., 2023; Robbins & Judge, 2013). Counterproductive workplace behavior (CWB), which influences both employee behavior and organizational health, has become a significant concern for researchers due to its evolving nature and potential repercussions (Yildiz et al., 2015; Spector & Fox, 2010). Although CWB is not a new area of study, the factors contributing to such behavior continue to open new avenues for research (Shakir & Siddique, 2014). Literature has defined CWB and its outcomes, but further exploration is required, especially concerning CWB (Yildiz et al., 2015). Demographic diversity factors of employees encompassing variations in age, gender, education, marital status, job level, and physical abilities, contributes significantly to an organization's dynamics (Iqbal, 2019).

Demographic diversity factors of employees have become a strength that can enhance organizational outcomes, including employee job satisfaction, creativity, and innovation and performance (Iqbal, 2019; Iqbal et al.,2020). Demographic diversity factors include gender, marital status, age, education, experience, tenure, nature of job and level of job/rank etc. (Iqbal, 2019; Iqbal et al.,2020). Demographic diversity factors can lead to improved productivity, employee attitudes, behaviour, recruitment success, and team problem-solving (Okeke et al.,.2023). However, a poorly managed diversity strategy can lead to stereotyped perceptions, unmet job expectations, and performance evaluation misalignments (Iqbal, 2019; Iqbal et al.,2020). When managers operate on stereotypes, they may fail to recognize employees' unique talents, reducing self-esteem, job satisfaction, and overall productivity (Ely & Thomas, 2020).

Stereotypes can create a self-fulfilling cycle, where perceived incompetence leads to decreased morale and creativity, ultimately lowering organizational performance (Ely & Thomas, 2020). CWB, including unethical or disruptive behaviors, is increasingly prevalent, particularly in developing economies such as Pakistan

(Usmani et al., 2013; Fatima et al., 2012). Despite various terms has been used such as CWB, deviance workplace behavior, workplace toxicity and organizational incivility, these constructs share similar conceptual foundations, all relating to actions that harm organizations, colleagues, customers, or supervisors (Farhadi et al., 2015; Farhadi et al., 2022; Iqbal, 2019; Iqbal et al., 2020).

In Pakistan, organizational management operations are often rooted in stereotypes and biases, failing to address the diverse needs of the workforce (Ashraf, Iqbal, & Ahmad, 2023). Such systems may offer incentives that employees do not value, poorly defined job descriptions, and performance evaluations that do not align with job demands (Iqbal, 2019; Iqbal et al., 2020).. This lack of alignment and understanding can result in diminished job satisfaction, performance, and increased inclination towards CWB (Iqbal et al., 2017). Stereotypes can also become self-fulfilling, causing talented employees to internalize these biases and experience reduced morale, creativity, and productivity (Ashraf et al., 2023). If managers do not acknowledge and manage diversity effectively, they risk fostering a disillusioned, underutilized workforce prone to counterproductive behaviors (Bujang et al. 2024).

Given the critical nature of these challenges, this study aims to investigate demographic characteristics as potential predictors of counterproductive workplace behavior, particularly in an Asian context where such factors may be more influential (Tian, Xin, & Ying Guo. 2023). We aim to explore whether a relationship exists between demographic characteristics (such as age, gender, and education level) and CWB, with an emphasis on potential cultural differences (Iqbal, 2019; Iqbal et al., 2020). Understanding these relationships can provide valuable insights for organizations seeking to identify demographic profiles that may correlate with a higher likelihood of CWB in specific environments (Ashraf et al., 2023). This knowledge can guide organizations to manage and leverage diversity more effectively to prevent CWB (Tian.et al., 2023).

A review of literature reveals that studies on CWBs has mostly focused on Western contexts (Sharizan, Abdul Rahman, and Noor, 2013). Number of studies emphasizes the significant dispositional aspect influencing the likelihood of engaging in or refraining from appropriate behaviour at the workplace (Ashraf et al., 2023; Farhadi et al., 2011). Consequently, CWBs may exhibit traits that encompass both

impulsive and instrumental unethical behaviors (Mario, 2012). Number of the previous empirical studies made researches on CWB identify the situational and organisational factors as antecedent of the causes of CWB (Ashraf et al., 2023; Farhadi et al., 2011). In the knowledge of the researchers, very few empirical studies have been done the area demographic diversity factors (e.g., gender age, marital status, education, level of job/rank and nature of job) on CWB. Numerous empirical studies presented research work by the various eminent researchers on CWB (Ashraf et al., 2023; Kumi, 2013). However, ample empirical research works in the present study area related to employee's demographic diversity factors and CWB are not evident in the literature (Kumi, 2013).

This study fills in the literature gap thorough considerate on impact of employee demographic diversity factors on CWB. Serious research attention in CWB studies paid and the few conducted researches offer conflicting evidence regarding the association among demographic diversity factors and CWB (Peterson, 2002; O'Fallon & Butterfield, 2005; Paul-Titus, 2009). Accordingly, more empirical studies is needed to know the cause and effect of the aforesaid association of workforce demographic diversity and CWB (Ashraf et al., 2023; Kumi 2013; Uche et al., 2017).

The main purpose of this to identify the influence of demographic diversity factors such as gender, sex, education, marital status on CWB. To identify the level of severity of CWB in public sector organizations of Pakistan. The present study is address on the following research questions. What is the influence of demographic diversity factors on CWB? And What is the severity level of CWB in public sector organizations in Pakistan?

Literature Review and Theoretical Framework

Role Theory

Role theory Biddle, B. J. (1986), recommends that individual s' behaviour is molded by their apparent jobs inside the organisation, as characterized by diversity factors like work level, nature of work, and experience. conflict or equivocalness in these jobs can prompt pressure, stress, disappointment, and possibly CWB. This theory hypothesis is pertinent to understanding the effect of occupation level and nature of the gig on CWB. Individual in jobs with hazy limits or lower status positions could

encounter job vagueness or job pressure, making them more helpless to participating in CWB as a reaction to these job-related burdens (Ashraf et al., 2023).

Theory of Planned Behavior (TPB)

Theory of Planned by Ajzen and Fishbein (1985) contends that individual's ways of behaving are affected by their perspectives toward behaviour and conduct, emotional standards, and perceived behavioral control. At the point when individuals feel they have control or support for behaviour, they are bound to participate in it. Demographic diversity factors like age, experience, or tenure, can shape perspectives toward CWB. For example, representatives with lower apparent control (like those in brief positions) may legitimize CWB as a response to restricted employer stability or future possibilities inside the organization (Iqbal, 2019; Iqbal et al.,2020).

Conservation of Resources (COR) Theory

Conservation of Resource theory (COR) Following Hobfoll's (1989, 2001) posits that individual endeavor to get, hold, job security and safeguard their status (like professional stability, status, or profound prosperity). Dangers and threat to these assets can prompt pressure and antagonistic survival strategies, including CWB. This theory upholds the possibility that segment factors (e.g., work level, work nature, residency) influence on CWB. Individual confronting position weakness (e.g., brief representatives) or lacking experience might see asset dangers, making them more inclined to taking part in CWB as a protective reaction to saw asset misfortune. These speculations by and large give a vigorous establishment to understanding what segment variety means for the probability of taking part in CWB (Iqbal, 2019; Iqbal et al.,2020). They support the structure by making sense of what individual attributes and the workplace transaction to mean for individual behaviour in complex hierarchical organisational settings.

Counterproductive Workplace Behavior (CWB)

CWB encompasses actions by employees that harm either the organization or its members, ranging from minor infractions to severe offenses (Kanten & Ülker, 2013). Early research defined such behaviors under various terms, including retaliation, dysfunctional behavior, and organizational misbehavior before evolving into the widely accepted term “counterproductive workplace behavior” (Fox, Spector, &

Miles, 2001). Griffin and Lopez (2004) emphasize that every individual in the workplace has the potential to display these destructive behaviors, which can be classified into minor and major deviance. Minor deviance includes “production deviance” behaviors such as intentionally working slowly, taking excessive breaks, or engaging in cyberloafing using workplace internet for personal purposes (Iqbal, 2019; Iqbal et al.,2020; Lim, 2002). Major deviance, on the other hand, encompasses serious misconduct like theft, misuse of company resources, and unauthorized use of office equipment for personal gain (Iqbal, 2019; Iqbal et al., 2020; Spector & Fox, 2005).

CWB also includes political deviance such as rude interactions, blame-shifting, and insubordination and personal aggression, which involves more severe acts like bullying, verbal abuse, and even physical assault (Robinson & Bennett, 1995; Brown, 2008). Abuse and bullying are significant dimensions of CWB and often consist of overtly harmful behaviors aimed at coworkers, contributing to a toxic work environment (Spector, Fox, & Penney, 2006). Acts like these not only diminish morale but also reduce organizational productivity. Additionally, behaviors such as withdrawal, where employees reduce their working time, can be detrimental by reducing productivity (Carrera & Buckley, 2008). Theft, another major form of CWB, includes stealing physical assets or intentionally damaging the organization's reputation or resources, often to fulfill instrumental motives (Chen & Spector, 1992; Niehoff & Paul, 2000). Furthermore, sabotage, a form of production deviance closely related to theft, involves intentionally damaging organizational resources or reducing productivity (Ambrose, Seabright, & Schminke, 2002; Gruys & Sackett, 2003). Finally, corruption, including kickbacks and misuse of public resources, remains a pervasive form of CWB in the public sector, particularly in developing countries (Bashir et al., 2012; Iqbal, 2019; Iqbal et al.,2020). Overall, the effects of CWB are substantial, leading to financial loss and diminishing organizational performance (Fagbohunbe, Akinbode, & Ayodeji, 2012; Hussain et al., 2023; Iqbal, 2019; Iqbal et al.,2020).

Demographic Diversity Factors

Demographic diversity factors play a significant role in predicting CWB (Sharma, Singh, & Kishor 2013). Number of studies indicate that various characteristics, including gender, age, marital status, tenure, and job level, are associated with differences in workplace behavior (Farhadi et al., 2015). For instance, gender has been shown to influence CWB, with males generally engaging more in aggressive behaviors than females, who tend to exhibit higher ethical standards and empathy (Sharma et al., 2013). Marital status also correlates with workplace behavior, as married employees often display greater responsibility and commitment compared to unmarried employees. Age is another significant factor; younger employees tend to exhibit more deviant behaviors than their older counterparts, who generally possess higher levels of integrity and ethical decision-making skills (Greenberg & Barling, 1996).

Education and organizational tenure also influence workplace behavior. Higher education is associated with increased ethical awareness and moral behavior (Appelbaum et al., 2005). Conversely, highly educated individuals may also be involved in larger-scale corruption, particularly in public-sector organizations (Rogojan, 2009). Longer tenure within an organization generally reduces the likelihood of CWB, as employees gain deeper connections to their workplace and develop a stronger commitment to organizational norms (Appelbaum et al., 2005). Finally, job level within an organization is an important predictor of CWB. Lower-level employees or those on temporary contracts are more likely to engage in CWB, often due to lower job security, limited advancement opportunities (Anjum & Pervez, 2013). Research suggests that religion may also act as a moderating factor, as more religious individuals tend to engage in positive work behaviors and display higher moral standards (Sims, 2002). Collectively, these demographic diversity factors highlight the complexities of workplace dynamics, where personal characteristics influence both the prevalence and forms of CWB, and underscore the need for organizations to consider demographic diversity when designing policies to mitigate CWB (Hussain, Shahzad, Iqbal, & Ashraf, 2023). Previous studies showed that younger employees are associated to “epidemic of moral laxity” because involvement in theft has been found among younger employees” (Greenberg &

Barling, 1996). However, the research of O' Fallon and Butterfeild, (2005) on age has showed mixed results about ethical decisions.

Relationship Between Demographic Diversity Factor and Counterproductive workplace Behaviour

The present study is the examinations of relationship between demographics diversity factors as independent variables and CWB is dependent variable. In particular, the association of variety of demographic diversity factors for example, gander, marital status, age, educational level, and experience and organisational tenure and so on to portray the demographic diversity factors (Sharma et al., 2013). The first proposition, is gender. Gender arranges into two sorts male and female. It is accepted that females are more ethical than the males. Number of studies supports that males are more likely to express overt aggression as compared to the females (Douglas & Martinko, 2001).

The Second, proposition, demographic diversity factor of Martial Status concluded the association between marital status and job performance and indicated that as married individuals take more responsibilities as compare to unmarried individuals. It is general perception that married employees are more responsible and behaved more ethical, and avoid to indulge in CWB.

The third proposition, demographic diversity factor of age is positively associated to ethical decision. Several studies have established a link between demographic diversity factors and CWB. For instance, Robinson and Judge (2013) found that diversity in age and gender can significantly affect workplace behavior, with varying impacts on employee interactions and conflicts. Generally, elder individuals are more ethical and honest as compared to young individuals.

The fourth proposition, demographic diversity factor of education is associated to ethical decision, highly educated individuals less likely engage in unethically act of CWB.

The fifth proposition of demographic diversity factor of organisational tenure. is associated to unethically act and engaged in CWB. Longer organisational tenure of employee in organization, is more likely indulge in CWB, contrary, an employee with less tenure involves in the deviance.

The Sixth Proposition demographic diversity factor of experience of employees with more years of experience are expected to exhibit lower levels of CWB.

The Seventh proposition, demographic diversity factor of nature of job (e.g., permanent, contract, part-time or temporary). Temporary employees are expected to show higher levels of CWB as compared to full-time or permanent employees due to differences in job security and organizational ties.

The last proposition demographic diversity factor of position of Job or level of job of individual such as upper level or senior level, middle level and lower level or junior Level. Diversity in level of job of individual also linked to CWB. On the basis of above arguments, it is hypothesized that there is positive relationship between demographic diversity factors and CWB.

Hypothesis of Study

Hypothesis	Relationship Demographic Diversity Factors and CWB Description
H1	There is a positive significant relationship between demographic diversity of gender and CWB. Male and female employees are expected to differ in their levels of CWB
H2	There is a significant positive relationship between demographic diversity of age and CWB. Older employees are expected to exhibit lower levels of CWB than younger employees.
H3	There is a significant positive relationship between demographic diversity factor of marital status and CWB. Married employees are expected to demonstrate lower levels of CWB than unmarried employees, potentially due to different life responsibilities and stability.
H4	There is a significant positive relationship between demographic diversity factor of education level and CWB. Higher educational attainment is expected to correlate with reduced levels of CWB.
H5:	There is a significant positive relationship between demographic diversity factor of work experience and CWB. Employees with more years of experience are expected to exhibit lower levels of CWB.
H6:	There is a significant positive relationship between demographic

	diversity factor of tenure and CWB. Employees with longer tenure in the organization are less likely to engage in CWB.
H7	There is a significant positive relationship between demographic diversity factor of job type (permanent, contract, temporary) and CWB. Part-time or temporary employees are expected to show higher levels of CWB compared to full-time employees due to differences in job security and organizational ties.
H8	There is a significant positive relationship between demographic diversity factor of job level and CWB. Employees in senior/upper-level positions are expected to exhibit lower levels of CWB than those in middle or lower-level positions, potentially due to higher job security and responsibility.

Source: Authors

Theoretical Framework

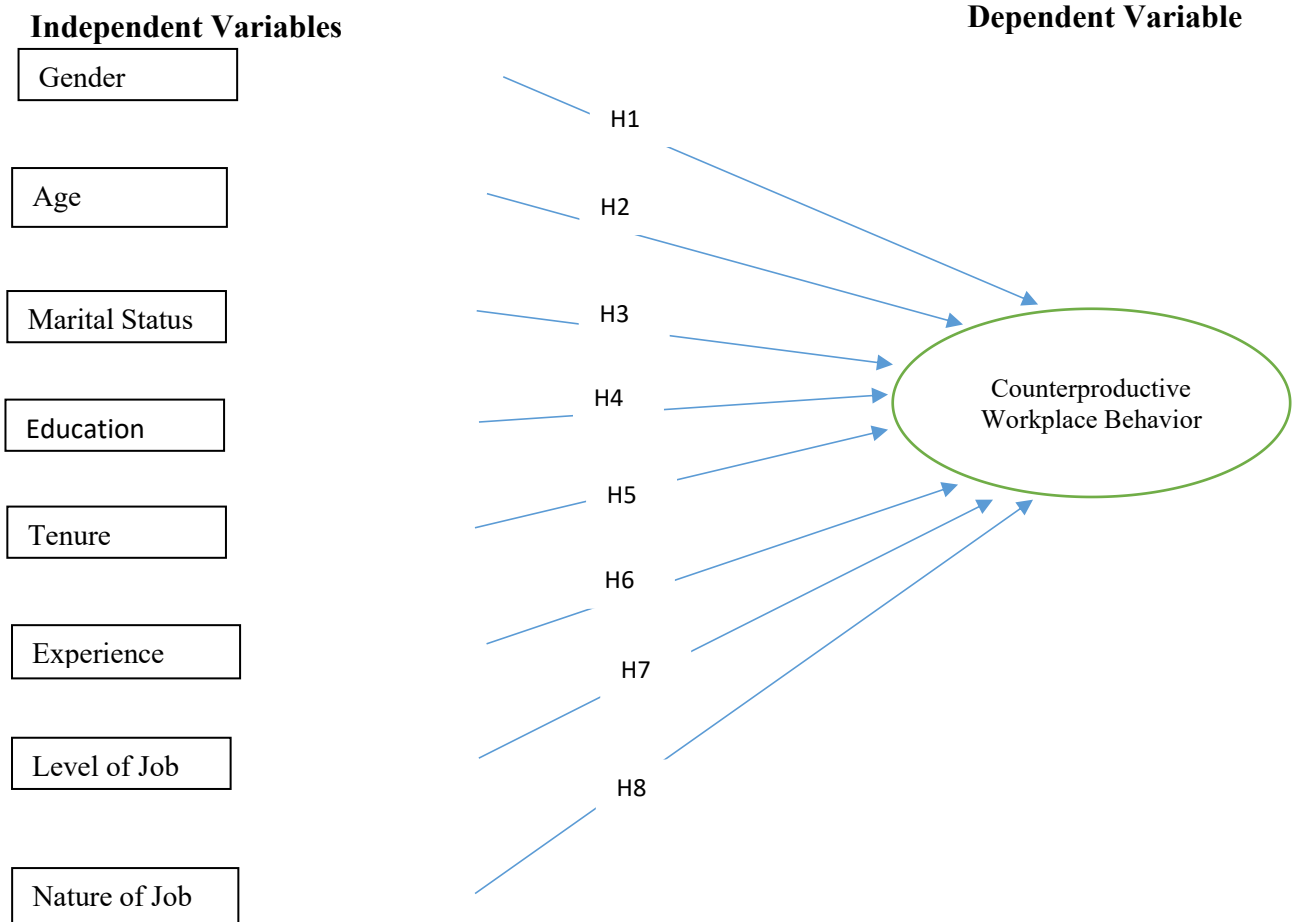


Figure:1

Methodology/ Data Collection/ Measurement/ Analysis

Quantitative approach utilized in this research to collect and analysis of data. Data collection process has been used cross-sectional via survey questionnaire. Furthermore, as this study focus on cross-sectional research on demographic diversity compared observation the different diversity factor at same time such as gender, marital status, education, experience, tenure and level of job or marginality position. SPSS-16 software used for analysis hypothesis.

As the key object of this study is to investigate the impact of demographic diversity factors on CWB in public organizations, therefore the target population for this study is education public sector organizations Punjab, Pakistan. Sample from population of employees will be determined on base of guidelines presented by Krejcie & Morgan, (1970). The purposive, non-probability sampling technique the most suitable for the current study. Self-administrated questionnaire used to collect information from respondent i.e. employees of public sector organizations.

Measures

The study utilized a self-administered, closed-ended questionnaire with responses on a Likert scale from 1 (strongly disagree) to 5 (strongly agree). CWB was measured through various dimensions, including sabotage, withdrawal, theft, property deviance, misuse of time and resources, kickbacks/corruption, and abuse towards others. Section I, t demographic diversity factors i.e. gender, marital status, age, education, experience, tuner, level of job and rank of job were measured at nominal scale respondents were only asked to tick the choice option. Section II, respondents were only asked to tick the answer given, from 1 to 5. The questionnaire contained CWB measured by 07 dimensions scale of deviance workplace behavior, divided into subscale that can be divided as 4 sub scale to measure ‘Sabotage’ (Spector, et al., 2006); 4 sub scale to measure “Withdrawal” (Spector, Fox, Penney, et al., 2006); 04 sub scale to measure “Theft” (Spector, Fox, Penney, et al., 2006); 3 sub scale to measure to “Property deviance” 5 sub scale to “ Misuse of time and resources” (Bashir et al., 2012); 5 subscale to measure to “ Kickbacks /Corruption” (Bashir et al., 2012); 18-sub scale to measure to “Abuse to others/Bullying” (Spector, Fox, Penney, et al., 2006).

Data Analysis

In order to data analysis, t-statistics and ANOVA statistics used to analyze that either there is any relationship exist or not between demographic diversity factors and CWB.

Analysis and Results

Table:1 Descriptive Statistics

Variables	Mean	S.D	Skewness
CWB	3.2147	.70103	-.432

Table 1 shows the values of mean, SD and skewness of the data. The value of mean workplace counterproductive behaviour is 3.21. The value of standard deviation is in the range of 0.701 while the value of skewness is in limit of -1 to +1. The skewness result has confirmed that data is normal. As all objective variables have been proved normal, so the analysis can move forward to analysis further

Table: 2 Model Fitness Measures

	CMIN/DF	GFI	CFI	RMSEA	IFI
Model 1	2.208	0.962	0.995	.049	0.942

The above-mentioned Table 2 showed Fit indices values for current research which are Chi-square=1624.46, DF=736, Normed Chi-square=2.208, GFI =0.962, AGFI =0.955, CFI =0.995, TLI =0.980, IFI =0.942, PCLOSE =0.078 and RMSEA = 0.049 all these results are within acceptance region so it means that measurement model is fit and it can be relied upon. For an instance, the threshold value of RMSEA must be lesser than 0.08 and it is 0.04 in case of this research.

Table: 3 Gender and Counterproductive Workplace Behaviour

		t-test for Equality of Means						
		T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
CWB	Equal variance	-.474	378	.636	-.03413	.07203	-.1757	.10751

	s assumed						7	
	Equal variance s not assumed	- .512	317. 933	.609	-.03413	.06669	- .16533	.09708

The above-mentioned Table 3 is exhibit the result of t-test to analyse the impact of gender on CWB . As significance value is not lesser than 0.05 and t-value is also not greater than t-tabulated so these results can claim that gender has no significant variation for deviance which means that changing of gender will not bring change in deviance quantity. Male and female are at the same level of workplace deviance according to the results of this study as their responses indicated that regardless from the fact that there was a huge difference in their quantity in the same being tested.

Table: 4 Marital Status and Counterproductive Workplace Behaviour

		t-test for Equality of Means						
		T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
CWB	Equal variance s assumed	- 4.200	378	.000	-.28169	.06708	- .41358	- .14980
	Equal variance s not assumed	- 4.190	358.58	.000	-.28169	.06722	- .41389	- .14949

The above-mentioned Table 4 is showing the result of t-test to analyse the impact of marital on deviance. As significance value is lesser than 0.05 and t-value is also

greater than t-tabulated so these results can claim that marital status has significant variation for deviance which means that changing of marital status will bring change in deviance quantity. According to the results of this study single and married persons are at the different levels of workplace deviance as their responses indicated. Literature has proved the same thing that deviance can be varied for single and married employees as married employees are more careful regarding this sort of behaviour while single employees is more engaged in this sort of deviant practices.

Table No: 5 Education Level and Counterproductive Workplace Behaviour- ANOVA

ANOVA					
CWB					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	20.778	5	4.156	10.612	.000
Within Groups	146.453	374	.392		
Total	167.231	379			

The above-mentioned Table 5 is showing the results of ANOVA to analyse the impact of education on DWB. As significance value is lesser than 0.05 and F-value is also greater than F-tabulated so these results can claim that education has significant variation for deviance which means that changing of education will bring change in deviance quantity. Educated and lesser educated persons are at the different levels of CWB according to the results of this study as their responses indicated. Literature has proved the same thing that deviance can be varied for lesser and higher educated employees as educated employees are tried not to engage in these sorts of deviant practices.

Table: 6 Education Level and Counterproductive Workplace Behaviour- Post Hoc

Multiple Comparisons						
Dependent Variable: Counterproductive Workplace Behaviour (CWB)						
(I) Education	(J) Education	Mean Difference	Std. Error	Sig.	95% Confidence Interval	

		(I-J)			Lower Bound	Upper Bound
Under Graduation	Graduation	.24841	.13440	.980	-.1486	.6455
	Master	-.06388	.13226	1.000	-.4546	.3268
	MPhil	.53569*	.13844	.002	.1267	.9447
	PhD	.22414	.19743	1.000	-.3591	.8074
	Other	-.10133	.21711	1.000	-.7427	.5400
Graduation	Under graduation	-.24841	.13440	.980	-.6455	.1486
	Master	-.31229*	.08093	.002	-.5514	-.0732
	MPhil	.28727*	.09067	.025	.0194	.5551
	PhD	-.02427	.16743	1.000	-.5189	.4704
	Other	-.34974	.19024	1.000	-.9118	.2123
Master degree	Under graduation	.06388	.13226	1.000	-.3268	.4546
	Graduation	.31229*	.08093	.002	.0732	.5514
	MPhil	.59957*	.08747	.000	.3412	.8580
	PhD	.28802	.16572	1.000	-.2015	.7776
	Other	-.03745	.18874	1.000	-.5950	.5201
MPhil	Under graduation	-.53569*	.13844	.002	-.9447	-.1267
	Graduation	-.28727*	.09067	.025	-.5551	-.0194
	Master	-.59957*	.08747	.000	-.8580	-.3412
	PhD	-.31155	.17069	1.000	-.8158	.1927
	Other	-.63702*	.19312	.016	-1.2075	-.0665
PhD	Under graduation	-.22414	.19743	1.000	-.8074	.3591
	Graduation	.02427	.16743	1.000	-.4704	.5189
	Master	-.28802	.16572	1.000	-.7776	.2015
	MPhil	.31155	.17069	1.000	-.1927	.8158

	Other	-.32547	.23897	1.000	-1.0314	.3805
Other	Under graduation	.10133	.21711	1.000	-.5400	.7427
	Graduation	.34974	.19024	1.000	-.2123	.9118
	Master	.03745	.18874	1.000	-.5201	.5950
	MPhil	.63702*	.19312	.016	.0665	1.2075
	PhD	.32547	.23897	1.000	-.3805	1.0314

*. The mean difference is significant at the 0.05 level.

Source: the researcher

Table 6 exhibits Post hoc test which has been explained in the above-mentioned Table is classifying the categories which have larger deviance in comparison to the other categories. This can be judged by seeing the significance values mentioned very next to different classes or options of variables. In Table 6, it has been shown that employees having M. Phil qualification are marked significant in front of employees who have qualification lesser than the graduation. And the same sort of pattern can be observed in all other observations as lesser education than M. Phil resulting into deviant Behaviours according to the post hoc results.

Table:7 Nature of Job and Counterproductive Workplace Behaviour- ANOVA

ANOVA					
CWB					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.662	2	1.831	4.220	.015
Within Groups	163.569	377	.434		
Total	167.231	379			

The above-mentioned Table 7 is showing the results of ANOVA to analyze the impact of employment nature on deviance. As significance value is lesser than 0.05 and F-value is also greater than F-tabulated so these results can claim that employment nature has significant variation for deviance which means that changing of employment nature will bring change in deviance quantity. Permanent and temporary employees are at the different levels of CWB of this study as their

responses indicated. Literature has proved the same thing that deviance can be varied for temporary employees as educated employees are tried not to engage in these sorts of deviant practices.

Table: 8 Nature of Job and Counterproductive Workplace Behaviour- Post Hoc

Multiple Comparisons						
Dependent Variable: CoWB						
Bonferroni						
(I) Employment	(J) Employment	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Permanent	Contract	-.21416*	.07407	.012	-.3923	-.0361
	Work charge basis	-.10966	.13178	1.000	-.4266	.2072
Contract	Permanent	.21416*	.07407	.012	.0361	.3923
	Work charge basis	.10449	.13824	1.000	-.2279	.4369
Work charge basis	Permanent	.10966	.13178	1.000	-.2072	.4266
	Contract	-.10449	.13824	1.000	-.4369	.2279

*. The mean difference is significant at the 0.05 level.

Table 8 Post hoc test which has been explained in the above-mentioned table is classifying the categories which have larger deviance in comparison to the other categories. This can be judged by seeing the significance values mentioned very next to different classes or options of variables. The post hoc results in above given table are showing that permanent and contract employees have difference in their deviance because both of them are significant for each other but work charge basis employees are not involved in much of CWB. Between permanent and contract employees, the former ones are more CWB as they have complete assurance of their jobs while working in public sector. However, a change of sector can also change such trend because private sector often does not give that kind of autonomy to its employees.

Table No. 9 Level of Job/ Rank and Counterproductive Workplace Behaviour- ANOVA

ANOVA					
Counterproductive Workplace Behaviour(CWB)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12.307	2	6.153	14.974	.000
Within Groups	154.924	377	.411		
Total	167.231	379			

The above-mentioned Table 9 is showing the results of ANOVA to analyze the impact of different job level on CWB. As significance value is lesser than 0.05 and F-value is also greater than F-tabulated so these results can claim that level of job/rank has significant variation for deviance which means that changing of job level will bring change in deviance quantity. Employees on managerial and employees on on-managerial posts are at the different levels of workplace deviance according to the results of this study as their responses indicated. Literature has proved the same thing that deviance can majority be coming from the higher rank employees as they sometimes do it in rage of their power.

Post hoc test which has been explained in the above-mentioned table is classifying the categories which have larger deviance in comparison to the other categories. This can be judged by seeing the significance values mentioned very next to different classes or options of variables. Table has been showing that for lower-level employees, other two categories are also not significant which means that they are non-deviant. But deviant behaviours start from middle level employees and keep on increasing till top level employees as they have affirmed place in an organization so they often find room to do different sort of incivilities and many other deviant actions.

Table: 10 Job Level/ Rank and Counterproductive workplace Behaviour- Post Hoc

Multiple Comparisons
Dependent Variable: Counterproductive Workplace Behaviour (CWB)
Bonferroni

(I) Job level	(J) Job level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Upper level	Middle level	-.45618*	.08544	.000	-.6616	-.2507
	Lower level	-.23978	.11801	.129	-.5236	.0440
Middle level	Upper level	.45618*	.08544	.000	.2507	.6616
	lower level	.21640	.09905	.089	-.0218	.4546
Lower level	Upper level	.23978	.11801	.129	-.0440	.5236
	Middle level	-.21640	.09905	.089	-.4546	.0218

*. The mean difference is significant at the 0.05 level.

Table 10 has been showing that for lower-level employees, other two categories are also not significant which means that they are non-deviant. But CWB start from middle level employees and keep on increasing till upper-level employees as they have affirmed place in an organization so they often find room to do different sort of incivilities and many other CWB actions.

Table 11 Summary of Hypothesis Outcome

Hypot he sis	Description Relationship Demographic Diversity Factor and CWB	Outcome
H1	There is a significant positive relationship between demographic diversity of gender and CWB. Male and female employees are expected to differ in their levels of CWB	Supported
H2	There is a significant positive relationship between demographic diversity of age and CWB. Older employees are expected to exhibit lower levels of CWB than younger employees	Supported

H3	There is a significant relationship between demographic diversity of marital status and CWB. Married employees are expected to demonstrate lower levels of CWB than unmarried employees.	Supported
H4	There is a positive relationship between demographic diversity of education level and CWB. Higher educational attainment is expected to exhibit low levels of CWB.	Supported
H5	There is a positive relationship between demographic diversity of experience and CWB. Employees with more years of experience are expected to exhibit lower levels of CWB than less years' experience.	Supported
H6	There is a relationship positive between demographic diversity of tenure and CWB. Employees with longer tenure in the organization are less likely to engage in CWB.	Supported
H7	There is a positive relationship between demographic diversity of job type (permanent, contract, temporary) and CWB. Part-time or temporary employees are expected to show higher levels of CWB compared to full-time employees due to differences in job security and organizational ties.	Supported
H8	There is a positive relationship between demographic diversity of job level and CWB. Employees in senior/upper-level positions are expected to exhibit lower levels of CWB than those in middle or lower-level positions.	Supported

Discussion

The data obtained were analyzed with ANOVA and t-test. Based on the analysis carried out, CWB was found to be significantly relate to gender, age, marital status, employee cadre, and income corroborate the study of Uche, George, and Abiola (2017). While, employees 'level of educational attainment is not significantly related to CWB. Based on the findings, the study concludes that the level of education is not significantly connected to the employees' propensity towards CWB, while other demographic diversity factors are strongly associated to CWB in the workplace.

Although the findings of the study of Farhadi, Omar, Nasir, Zarnaghash, and Salehi (2015) differences in engaging in deviance behavior of employees between subjects with different age and organization tenure level, However, it was unable to find differences in CWB between subjects with different gender, and education levels. The findings of **present** study also corroborates the study of kumi (2013) on CWB significantly linked to demographic diversity factors. The findings should be incorporated to policies to control CWB in organisations. Future studies should examine the causes of CWB in organisations and measures to control this behavior. Result of the study of Sharma, Singh and Kishor (2013) suggested that there is not much of the significant difference between the type of gender, age-group and other demographic diversity factors on employee deviance of non-punctuality. The existing literature presents a mixed perspective on the relationship between demographic diversity factors and CWB. While some studies corroborate the current study's hypotheses regarding the influence of marital status, education, and work experience on CWB, others present opposing views, particularly regarding the roles of gender diversity, age, and job level.

This divergence highlights the complexity of workplace behavior and the need for further research to understand the underlying mechanisms at play. The existing literature presents a mixed perspective on the relationship between demographic diversity factors and CWB. While some studies corroborate the current study's hypotheses regarding the influence of marital status, education, and work experience on CWB, others present opposing views, particularly regarding the roles of gender diversity, age, and job level. This divergence highlights the complexity of workplace behavior and the need for further research to understand the underlying mechanisms at play. They noted that diverse teams may experience higher levels of misunderstanding and miscommunication, which could lead to increased CWB. Research by McElwain and Kelleher (2019) supports the idea that marital status influences workplace behavior. Their findings indicate that married employees tend to exhibit lower levels of CWB due to the stability and responsibilities associated with family life. This aligns with the current study's hypothesis regarding the relationship between marital status and CWB.

The inverse relationship between education level and CWB has been supported by multiple studies. For example, Hyman et al. (2019) found that higher educational attainment was associated with lower levels of deviant behavior in the workplace. This corroborates the current study's findings regarding the positive correlation between education and reduced CWB. The study by Iqbal, Baharom, and Sharfuddin (2020) specifically explores the impact of demographic factors on deviant workplace behavior within Pakistani public organizations. Their findings indicate that factors such as age, gender, and educational level significantly influence the prevalence of deviant behaviors among employees, supporting the notion that demographic diversity factors play a crucial role in shaping workplace conduct.

Contrary to the current study's hypothesis that younger employees exhibit higher levels of CWB, a study by Ng and Feldman (2012) found that older employees are not necessarily less likely to engage in CWB. Instead, they posited that older employees might possess a greater understanding of workplace norms, which could mitigate deviant behaviors, thus contradicting the assumptions of a straightforward relationship between age and CWB.

While some studies support the idea that gender diversity may lead to increased CWB, others present opposing views. A meta-analysis by Rink and Ellemers (2016) suggested that gender-diverse teams could actually reduce CWB by fostering greater creativity and collaboration, as the variety of perspectives can enhance problem-solving and decision-making. Age and Workplace Behavior: Contrary to the current study's hypothesis that younger employees exhibit higher levels of CWB, a study by Ng and Feldman (2012) found that older employees are not necessarily less likely to engage in CWB. Instead, they posited that older employees might possess a greater understanding of workplace norms, which could mitigate deviant behaviors, thus contradicting the assumptions of a straightforward relationship between age and CWB. The outcome of current study posits that employees in upper-level positions demonstrate lower levels of CWB. However, research by Liu et al. (2019) argues that higher job levels might also increase stress and pressure, potentially leading to higher CWB due to the challenges associated with leadership roles. This perspective suggests that job level's impact on CWB is not necessarily linear and may vary based on contextual factors.

The current study posits that employees in upper-level positions demonstrate lower levels of CWB. However, research by Liu et al. (2019) argues that higher job levels might also increase stress and pressure, potentially leading to higher CWB due to the challenges associated with leadership roles. This perspective suggests that job level's impact on CWB is not necessarily linear and may vary based on contextual factors.

Implication of the Study

The current study adds valuable understandings to the emerging area of knowledge on the impact of demographic diversity factors on CWB in public sector organisations. The outcome of research bridges a theoretical gap by incorporating demographic diversity factors as contributors. In summary, this study contributes to theoretical, practical and methodical aspects of understanding CWB in diverse workplaces particularly in public sector organizations.

Theoretical contribution

The findings of this study support the proposed theoretical and empirical framework, highlighting the relationship between demographic diversity factors (independent variables) and counterproductive workplace behavior (dependent variables). This theoretical framework contributes to the existing literature and knowledge base in this area. This study makes several significant contributions to the field of organizational behavior and human resource management, particularly in understanding CWB within diverse workplace environments. By integrating demographic diversity factors such as gender, age, marital status, education level, work experience, tenure, nature of job, and job level this research expands existing theoretical frameworks related to CWB. Outcome of this study demonstrates how these demographic diversity factors interact to influence workplace behavior

Ultimately, this study contributes to enhancing employee well-being by identifying factors that lead to CWB. By addressing these issues, organizations can create healthier work environments that not only minimize negative behaviors but also promote positive organizational citizenship behaviors, leading to higher overall morale and productivity. While some employees demonstrate a strong commitment to their roles and contribute positively beyond their defined responsibilities, others may not engage in appropriate work behaviors, particularly when such behaviors lack perceived direct or indirect value (Pelin & Funda, 2013). This discrepancy may

lead to declining performance and service delivery, particularly in the public sector and specifically within the maritime industry.

Practical Contribution

This study highlights the importance of recognizing and managing demographic diversity within organizations. Its findings have implications for enhancing workplace dynamics, promoting diversity management, and guiding policy formulation, ultimately benefiting organizations and their employees. The outcomes of this empirical study offer significant practical implications for institutional leaders, managers, and organizations at large. The findings of this study provide valuable insights for HR practitioners and organizational leaders. Understanding the demographic factors that contribute to CWB can inform recruitment, training, and retention strategies. Organizations can tailor their policies to foster a positive work environment, reduce instances of CWB, and promote employee engagement and productivity. The study's insights can guide policy formulation at both the organizational and governmental levels. It emphasizes the need for policies that support a diverse workforce while addressing the potential challenges posed by demographic diversity. This could lead to the establishment of frameworks that promote equity, inclusion, and fairness in the workplace. By understanding how different demographic diversity factors affect behavior, organizations can develop more effective diversity management policies and inclusion initiatives. This study outcome not only helps mitigate CWB but also enhances overall organizational culture and employee satisfaction.

Methodological Contribution

The study also advances methodological rigor in demographic diversity factors research by applying SPSS software, offering a comprehensive assessment of how demographic diversity factor predictor of Counterproductive workplace behaviour. This approach provides a robust framework that future researchers can employ to study similar constructs in different organizational contexts.

In light of these findings, the study recommends that management develop mechanisms for identifying and selecting potential employees to ensure a better organizational fit. Additionally, efforts should be intensified to cultivate and enhance an organizational culture that encourages citizenship organization behavior.

Limitations and Future Directions

The findings provide a foundation for future research in the field. By identifying specific demographic diversity factors that influence CWB. This study opens avenues for further investigation into the mechanisms behind these relationships. Future studies could explore longitudinal effects, industry-specific dynamics, or the role of organizational culture in mediating these relationships. The current study adds valuable insights to the growing body of knowledge on the impact of demographic factors on deviant workplace behavior. Secondly, Cross-sectional data was used and hence, causal issues are not discussed in this study. Sample selection is based on convenience sample which does not allow the generalization of the findings to the larger population of employees. Third, this study assumes and adopts a cross-sectional research design which does not allow casual inferences to be made from the population. Therefore, a longitudinal research design in future needs to be considered to measure the theoretical constructs at different points in time to confirm the findings of the present study. Fourth, the present adopts a non-probability sampling technique i.e. quota sampling in which all elements of the target population were not captured, as such the extent to which sample size represents the entire population cannot be known. The use of quota sampling has limited the extent to which the findings of the study can be generalized to the population. Lastly, in this study, it is possible that the respondents belong to public sector organizations might have under reported their CWB on closed ended survey questionnaire. Therefore, in future, researcher may wish to employ other strategies i.e. direct observations, interview, case study etc. to assess CWB and use mediating variables like organisational culture .

Conclusion

This study examined the impact of demographic diversity factors on CWB in the context of public organizations in Pakistan. The findings reveal significant relationships between various demographic diversity attributes such as gender, age, marital status, education level, work experience, tenure, nature of job, and job level and the prevalence of CWB among the public sector employees.

The analysis indicates that male employees are more likely to engage in CWB than their female counterparts, supporting the notion that gender dynamics play a

crucial role in workplace behavior. Additionally, younger employees demonstrate higher levels of CWB compared to older employees, highlighting the influence of age on workplace conduct. Married individuals were found to exhibit lower levels of CWB, suggesting that marital responsibilities may encourage more stable behavior patterns.

Furthermore, the study confirms that higher education levels and greater work experience correlate with diminished instances of CWB, emphasizing the importance of educational attainment and professional growth in shaping employee behavior. Employees with longer tenure in the same organization and those in permanent positions tend to display lower CWB, indicating that organizational commitment fosters positive behavior. Lastly, the findings suggest that job level impacts CWB, with employees in higher positions generally exhibiting less CWB, likely due to increased job security and accountability.

The outcome of this study contributes to the understanding of how demographic diversity factors influences CWB, particularly within the unique public sector organization context of Pakistan. The insights gained from this study can inform HR practices, guiding organizations in developing strategies to mitigate CWB by fostering a positive workplace environment and promoting diversity and inclusion. Future research should explore the mechanisms underlying these relationships, potentially examining how organizational culture, leadership styles, and employee engagement interact with demographic diversity factors to influence CWB. By continuing to investigate these dynamics, scholars and practitioners can enhance their understanding of workplace behavior and develop more effective interventions to promote a healthier work environment to control deviance.

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