



The impact of perceived organizational support on work deviant behavior the mediating role of psychological empowerment

Usama butt 1, Amaz Myhar 2, bilal ahmed 3

1. Superior University Lahore

bamm-f19-050@superior.edu.pk

2. Superior University Lahore

bamm-f19-061@superior.edu.pk

3. Superior University Lahore

bamm-f19-091@superior.edu.pk

*Correspondence: Amaz Myhar , Superior University Lahore

Bamm-f19-061@superior.edu.pk

Introduction:

Deviant behavior at work place significantly affects the organizations. The deviant behavior increase in organization because the management not taking the instant and tough actions (Ahmad, Ahmad et al. 2019). The researcher and organizations analyst increase the interest in examining the pattern of such behaviors. The main key of deviance work behavior in organization is the conflict between employee and assistants. The recent research has highlighted some effects of stress and pressure on individual and organization, thus include reduced performance, turnover intention and poor physical health (Panaccio and Vandenberghe 2009). Deviant work behavior have been researched in a variety of organizational context, almost many researches has focused on employee behavior in customer service (Karjalainen, Kempainen et al. 2009). Moreover, a study by Gyeke and saliman (2007) showed that POS have related to decrease the accident and there is strong commitment to safety procedures. The researcher have found that perceived organizational support have an impact on deviant work behavior.

Employee are probably going towards the deviance behavior when the feel that they are not rewarded for their work. Deviance behavior decrease the organization efficiency and performance. In order to overcome such behavior in an organization the perceived organizational support play a very important role for changing the beliefs, attitudes and behavior of employees of an organization (Ahmad et all, 2019). Perceived organizational support is defined as the

perception of employee about the degree to which their contribution at organization are valued which implies that their associated wellbeing is given full consideration (Maan, Abid et al. 2020). This is confirm from the literature that individual's POS helps boost their obligations towards organizations (Maan et all, 2020). According to organizational support theory individuals from POS have a universal faith that their employee have advantageous and disadvantageous inclination towards them (Hu, Wang et al. 2014). The meta-analysis that was conducted by Rhoades and Eisenberger shows that favorable working conditions and treatments such as rewards from the organization and fairness received by employee are directly connected with POS (Rhoades and Eisenberger 2002). POS promotes favorable outcomes such as high job satisfaction, low turnover, positive emotions and better performance (Yu and Frenkel 2013). This relate to the work deviant behavior. There is a negative association between POS and work deviant behavior. Similarly the outcomes that relate to the organizational support are job satisfaction, innovative work behavior and core self-evaluation (Porath, Spreitzer et al. 2012).

In the view of theoretical perspective the current study proposed that psychological empowerment influences the behavior by encouraging them. We suggest that psychological empowerment play a role of bridge between Perceived organizational support and work deviant behavior. Psychological empowerment defined as perception of employee regarding to the degree of their competence, influence and autonomy towards workplace and meaningfulness of their job (Maan et all, 2020). It is the methodology by which the employee control their lives and accomplish mastery, by this employee develop a sense of critical understandings manage their circumstances (Berger, Neuhaus et al. 1977). The purpose of this study is to explore the connection between perceived organizational support and work deviant behavior through the mediating role of psychological empowerment of employees. We recommend that the psychological empowerment plays a very important role as a mediator between POS and WDB. Work deviant behavior defined as employee not show interest in work. Employee show disappointment of his employee work he not do work as he should do. This is reason of the bad image of company and work profit as. Organization should do arrangement to make some meeting to enhance satisfaction.

This research is examined that if POS is well it effect to psychological empowerment of employee that may cause great future. As organizational support its employee but if POS not effected well so employees are psychological dismantle and dissatisfied and they will show work deviant behavior. Many times organization give bundle of work to employee but they will not able to handle this. Because of this job turnover is increased and employee stat to search new jobs in other organization. Organization not support their employee as employee has its own family life. They have problems but the management not take interest in their problems and not going to solve their problems. Just give the work and wants results but if employee has not mentally satisfied and mentally relax. So he can't do work as well as he should do. So it cause to turnover effect. It is discussed that when the individuals was empowered they judge that which job is important for them and they can make the decision by their own. It is suggested that organizations must involve their employees in decision making, which make a believer in the employee that their work is meaningful (Ölçer and Florescu 2015). A recent study shows that psychological empowerment plays a important role in competitive edge for organization.

In this study we include work deviant behavior as a dependent variable with POS and PE. How work deviant behavior change if we have a change in perceived organizational support and psychological empowerment. If the POS is decreased then WDB Is increased and if POS is

increased then WDB is decrease and Psychological empowerment should be strong so it will be good. The purpose of this study is to examine the relationship between perceived organizational supports on work deviance behavior. It examine that the POS increase the employees trust and beliefs on organization and it decrease the deviant behavior of employee on organization. Secondly it examine the weather psychological empowerment is well integrate in POS and work deviant behavior connection. The PE encourage the employee to participate in the decision making and sorting out the problems of organization (Maan et all, 2020).

Literature review:

1: The relationship between perceived organizational support and psychological empowerment:

If perceived organizational support is well it effect to psychological empowerment of employee that may cause great future. As organizational support its employee but if POS not effected well so employees are psychological dismantle and dissatisfied and they will show work deviant behavior. Many times organization give bundle of work to employee but they will not able to handle this. Because of this job turnover is increased and employee stat to search new jobs in other organization.

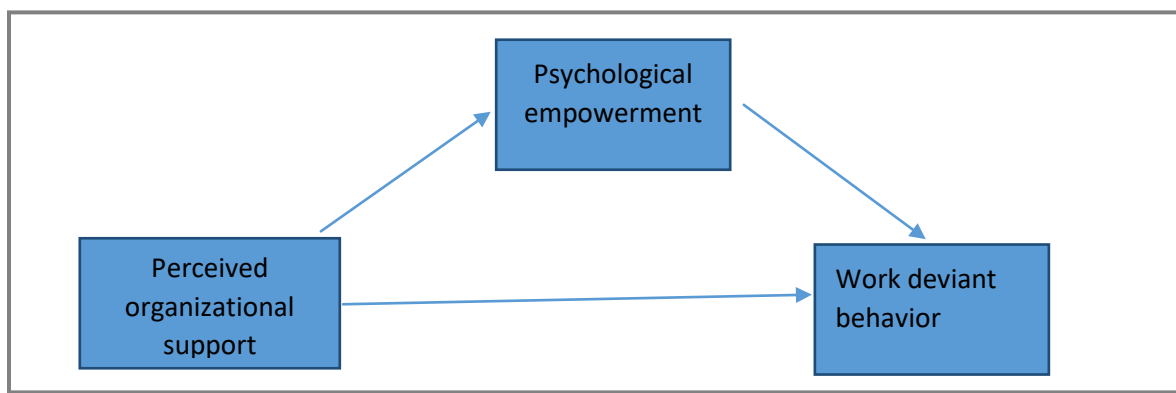
2: The relationship between psychological empowerment and work deviant behavior.

Psychological empowerment means that the employees believe that their work is significant and give more duties, skill or self-adequacy, trust in own capacity to complete their task expertly(Ghani and Hussin 2009). Empowerment given to the employees is the most important method of working with the employees to upgrade their abilities, advance the achievement of organization for which they work and for the comfort of their own work(Ahmad, Ahmad et al. 2019),psychological empowerment defines with increase the motivational level of employees at individual level, group level and work unit level(Kirkman, Tesluk et al. 2004).psychological empowerment is very important for deciding the work behavior in an organization and leaders play an important role in engaging the employees, at singular level, workers are more empowered when they are individually considered from the leader. Psychological empowerment is very important for deciding the work related behavior. Empowerment at employee level can increase the commitment with organization and very helpful in decreasing the work deviant behavior(Wayne, Shore et al. 1997). A recent study shows that psychological empowerment plays a important role in competitive edge for organization. Psychological empowerment has negative effect on work deviance behavior.

3: The relationship between Perceived organizational support and work deviant behavior:

Robinson and Bennett characterized the work deviant behavior as absence of observance with organizational standards and assumptions(Robinson and Bennett 1995). The relationship between perceived organizational support and work deviance behavior can be explained on the basis of social exchange theory(Blau 1964). Employees who perceive that they are accepting favorable treatment from an organization are bound to respond with positive behavior. On the other hand employees are bound to engage in deviant behavior when they have a negative

perception of the workplace(Colbert, Mount et al. 2004). Employees with negative perception of their development environment that they are accepting motivation and support which could easily lead to dissatisfaction and at the result is deviant behavior of employees(Colbert, Mount et al. 2004). As organizational support its employee but if POS not effected well so employees are psychological dismantle and dissatisfied and they will show work deviant behavior. Many times organization give bundle of work to employee but they will not able to handle this. Because of this job turnover is increased and employee stat to search new jobs in other organization. POS has a negative impact on work deviant behavior.



Methodology:

This study was design during May 2020 to May 2021. This is about impact of work deviant behavior on environment with mediation of perceived organizational support. We have estimated 800 population and 92 took as sample to conduct this research. A valid and reasonable self-administrated questionnaires designed on 5 point Likert scale was adopted for perceived organization support(Eisenberger, Huntington et al. 1986),Psychological empowerment and work deviant behavior(Bennett and Robinson 2000).This research conduct by use questionnaire realistic design. We have question from male female marriage and single intermediaries master bachelor employees and they fill questionnaires after study completely. Total 150 questionnaires are floated out of which 100 are received 8 questionnaires are excluded due to missing values and remaining 92 questionnaires are used in data analysis. We have much needed results as POS and WDB. All kind of tests apply regression mediation Anova alpha SPSS sheet Google forms. We check and apply all tests to make sure our data is valid and alpha is .92 that is very impressive results.

Results and discussions:

Table 1.1 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	70	76.1	76.1	76.1
Valid female	22	23.9	23.9	100.0
Total	92	100.0	100.0	

Table 1.2 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	55	59.8	59.8	59.8
Valid 25-35	26	28.3	28.3	88.0
Valid 35-45	11	12.0	12.0	100.0
Total	92	100.0	100.0	

Table 1.3 Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	60	65.2	65.2	65.2
Valid married	32	34.8	34.8	100.0
Total	92	100.0	100.0	

Table 1.4 qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid intermediate	12	13.0	13.0	13.0
Valid bachelors	55	59.8	59.8	72.8
Valid masters	17	18.5	18.5	91.3
Valid others	8	8.7	8.7	100.0
Total	92	100.0	100.0	

Table 1 shows that here we have the 76.1 percent male and 23.9 percent female that is totally equal to 100 percent participants are only male and females. Data is valid as all participants fill questionnaires according to requirements and all participants are official and graduates. Table 1.2 shows that we have all participants 18-45 limits. 18-25 are 59.8 percent 25-35 are 28.3 and 35-45 year old are 12 percent total are 92 participates .data is valid. Table 1.3 shows that we have 65.2

percent people are single and 34.8 are married. Table 1.4 shows that we have 13 percent intermediate 59.8 bachelors 18.5 are master others are 8.7 percent.

Table 2 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
POS	92	2.36	4.11	3.2669	.30286	-.304	.251	.359	.498
PE	92	2.17	5.00	3.8895	.52065	-.298	.251	.998	.498
DWB	92	1.00	5.00	2.3641	.83197	.982	.251	.322	.498
Valid (listwise)	N 92								

Table 2 shows the disruptive statics of POS, PE and DWB. According to Munro (2005), Normality can be checked by Skewness, Kurtosis and Histogram and George and Mallery (2010) proposed that values for skewness and kurtosis between -2 to +2 are acceptable to prove the normal distribution. According to table our value is between -2 to +2 so our data is acceptable to prove normal distribution

**Table 3
 Component Matrix^a**

	Component
	1
POS	.743
PE	.724
DWB	-.638

Extraction Method:
 Principal Component
 Analysis.

a. 1 components
 extracted.

Table 3 shows that value of alpha is greater than .70 of POS and PE and these variables are valid the total no. of items 76 in which 36 items of POS and their vale is .743 and these items are valid for the variable furthermore there are 12 items of PE and their value is .724 and these items are valid for the variable.

Table 4 Correlations

		POS	PE	DWB
POS	Pearson Correlation	1	.300**	-.221*
	Sig. (2-tailed)		.004	.034
	N	92	92	92
PE	Pearson Correlation	.300**	1	-.197
	Sig. (2-tailed)	.004		.059
	N	92	92	92
DWB	Pearson Correlation	-.221*	-.197	1
	Sig. (2-tailed)	.034	.059	
	N	92	92	92

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

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

Table 4 shows correlation among the variables. The results shows that the perceived organizational support was correlated with deviant work behavior ($r=.034$, $p<01$). Similarly the perceived organizational support was correlated with Psychological empowerment ($r=.004$, $p<01$). Furthermore the psychological empowerment was correlated with deviant work behavior ($r=.059$, $p<01$). These results provided initial support to hypothesis formulated in the present study.

Regression analysis:

Table 5.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.221 ^a	.049	.038	.81580

a. Predictors: (Constant), POS

Table 5 shows the value R square which is .049 which means that our independent variable POS has 4.9% change in the dependent variable DWB.

Table 5.2 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.090	1	3.090	4.642	.034 ^b
	Residual	59.898	90	.666		
	Total	62.988	91			

a. Predictors: (Constant), POS

a. Predictors: (Constant), POS

Table 5.2 Anova shows that p-value is .034 so which is less than 0.05, hence we say that there is significant relationship between our independent variable i.e. POS and dependent variable i.e. DWB.

Table 5.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.352	.926		4.697	.000
	POS	-.608	.282	-.221	-2.155	.034

a. Dependent Variable: DWB

The table 5.3 shows the coefficient results. As indicated that beta value is -.221, which means that the change in independent variable POS by 1 unit will bring about the change in the dependent variable DWB by -.221 units. Furthermore the beta value is negative which indicates the negative relationship between POS and DWB or in other words we say that when DWB increases by 1 unit the POS will decrease by -.221 units.

Mediating effect:

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : DWB
X : POS
M : PE

Sample
Size: 92

OUTCOME VARIABLE:
PE

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.3001	.0901	.2494	8.9070	1.0000	90.0000	.0037

Model	coeff	se	t	p	LLCI	ULCI
constant	2.2041	.5671	3.8867	.0002	1.0775	3.3308
POS	.5159	.1729	2.9845	.0037	.1725	.8593

OUTCOME VARIABLE:
DWB

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.2605	.0679	.6597	3.2409	2.0000	89.0000	.0438

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.8584	.9967	4.8745	.0000	2.8780	6.8388
POS	-.4898	.2947	-1.6620	.1000	-1.0754	.0958
PE	-.2299	.1714	-1.3410	.1833	-.5705	.1107

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.4898	.2947	-1.6620	.1000	-1.0754	.0958

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
PE	-.1186	.1736	-.5873	.0590

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

In the above model 1 shows the relation between PE and POS according to this the POS is 9.01% related with POS and coefficient is .5159 which means that it is significant. In model 2 there is a relation between DWB with POS the value of r square is 6.79% and the coefficient is -.4898 and -.2299. The value of LLCI and ULCI are different. One is negative and one is positive.

Discussion:

The focus of this study is to explain the relation between POS and DWB and give a knowledge about the mechanism of mediation. Psychological empowerment play a role of mediator between POS and DWB. The findings of this study provide support of the hypothesized model which are as follows:

The results shows that there is indirect relationship between POS and DWB. Employees who perceive that they are accepting favorable treatment from an organization are bound to respond with positive behavior. On the other hand employees are bound to engage in deviant behavior when they have a negative perception of the workplace (Colbert, Mount et al. 2004). Employees with negative perception of their development environment that they are accepting motivation and support which could easily lead to dissatisfaction and at the result is deviant behavior of employees (Colbert, Mount et al. 2004). As organizational support its employee but if POS not effected well so employees are psychological dismantle and dissatisfied and they will show work deviant behavior. Many times organization give bundle of work to employee but they will not able to handle this. Because of this job turnover is increased and employee stat to search new jobs in other organization. POS has a negative impact on work deviant behavior. The results shows that the perceived organizational support was correlated with deviant work behavior. Similarly the perceived organizational support was correlated with Psychological empowerment. Furthermore the psychological empowerment was correlated with deviant work behavior. These results provided initial support to hypothesis formulated in the present study. Furthermore the results shows that the change in independent variable POS by 1 unit will bring about the change in the dependent variable

DWB by -.221 units. Furthermore the beta value is negative which indicates the negative relationship between POS and DWB or in other words we say that when DWB increases by 1 unit the POS will decrease by -.221 units. The current results shows that the mediation is not significant.

References:

Ahmad, Z., et al. (2019). "Workplace deviance behavior: Role of psychological empowerment and transformational leadership." Journal of Business and Management **21**(12): 1-11.

Bennett, R. J. and S. L. Robinson (2000). "Development of a measure of workplace deviance." Journal of Applied psychology **85**(3): 349.

Berger, P. L., et al. (1977). "The role of mediating structures in public policy." Washington DC: American Enterprise Institute for Public Policy Research. Berger To Empower People: The Role of Mediating Structures in Public Policy 1977.

Blau, P. (1964). *Power and exchange in social life*, New York: J Wiley & Sons.

Colbert, A. E., et al. (2004). "Interactive effects of personality and perceptions of the work situation on workplace deviance." Journal of applied psychology **89**(4): 599.

Eisenberger, R., et al. (1986). "Perceived organizational support." Journal of Applied psychology **71**(3): 500.

Ghani, N. A. A. and T. A. B. S. b. Hussin (2009). "Antecedents of Psychological Empowerment in the Malaysian Private Higher Education Institutions." International Education Studies **2**(3): 161-165.

Hu, C., et al. (2014). "When mentors feel supported: Relationships with mentoring functions and protégés' perceived organizational support." Journal of Organizational Behavior **35**(1): 22-37.

Karjalainen, K., et al. (2009). "Non-compliant work behaviour in purchasing: An exploration of reasons behind maverick buying." Journal of business ethics **85**(2): 245-261.

Kirkman, B. L., et al. (2004). "The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness." Group & Organization Management **29**(3): 334-368.

Maan, A. T., et al. (2020). "Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment." Future Business Journal **6**(1): 1-12.

Ölçer, F. and M. Florescu (2015). "Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance." Theoretical and Applied Economics **22**(3): 111-136.

Panaccio, A. and C. Vandenberghe (2009). "Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study." Journal of Vocational Behavior **75**(2): 224-236.

Porath, C., et al. (2012). "Thriving at work: Toward its measurement, construct validation, and theoretical refinement." Journal of Organizational Behavior **33**(2): 250-275.

Rhoades, L. and R. Eisenberger (2002). "Perceived organizational support: a review of the literature." Journal of applied psychology **87**(4): 698.

Robinson, S. L. and R. J. Bennett (1995). "A typology of deviant workplace behaviors: A multidimensional scaling study." Academy of Management journal **38**(2): 555-572.

Wayne, S. J., et al. (1997). "Perceived organizational support and leader-member exchange: A social exchange perspective." Academy of Management journal **40**(1): 82-111.

Yu, C. and S. J. Frenkel (2013). "Explaining task performance and creativity from perceived organizational support theory: Which mechanisms are more important?" Journal of Organizational Behavior **34**(8): 1165-1181.

