

## Workplace Deviance Behavior: Role of Psychological Empowerment and Transformational Leadership

Zohaib Ahmad<sup>1</sup>, Junaid Ahmad<sup>2</sup>, Muhammad Farhan<sup>3</sup>, Ammar Tahir<sup>4</sup>

<sup>1</sup>(School of Business & Economics, University of Management & Technology, Pakistan)

<sup>2</sup>(Faculty of Management Studies, University of Central Punjab, Pakistan)

<sup>3</sup>(Faculty of Management Sciences, Riphah International University, Pakistan)

<sup>4</sup>(Riphah International University, Pakistan)

Corresponding Author: Zohaib Ahmad

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**Abstract:** Employees are likely to engage in deviance behavior, when they feel that they are not punished for their acts. Deviance behavior by employees overcomes the organization efficiency and performance. In order to overcome such deviance behavior in an organization, leader role becomes very important to change the attitudes, beliefs and behaviors of employees. The purpose of this research study is to investigate the relationship between psychological empowerment, transformational leadership and workplace deviance behavior. For this research study, the data is collected from the telecommunication sector of Pakistan. It is empirically investigated in this research study that psychological empowerment given to employees is the significant factor for decreasing the workplace deviance behavior in an organization and transformational leadership also plays a significant role to overcome such deviance behavior by employees.

**Keywords:** Workplace Deviance Behavior, Psychological Empowerment, Transformational leadership.

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### I. Introduction

Workplace deviance behavior substantially affects the organizations. Deviance behavior in an organization increases because of not taking the immediate and strict actions from the management. Few studies have been done so far in order to identify the reason that why deviance behavior in some organizations is more as compared to the other organizations (Sherman, 1980). Employees who consider with the intention of that they will not be punished for their acts, are extra engage in negative behaviors as compared to other employees who are well aware about managerial rules and regulations (Hollinger & Clark, 1983). Conflict among employees and subordinates is the major key of deviance behavior in any type of organization. These differences among employees lead more toward interpersonal deviance behavior as compare to organizational deviance behavior (Raelin, 1994).

To overcome deviance behavior from organization, it becomes necessary for directors and executives of organization to identify the different factors because of which deviance behavior in an organization increases. Role of leader is very important for every type of organization to overcome the deviance behavior by employees, which can affect organization in the shape of wastage of resources, money and time. Every organizational leader should have to play a role model for employees and motivate them to achieve their individual goals within the specific boundaries of organization in the shape of norms and values. There are very low chances that employees involve in any type of deviance behavior, when they perceive that there is a good leadership role model in an organization (Litzky *et al*, 2006).

Empowerment given to employees plays an important role to overcome the deviance behavior in an organization. Empowerment increases the commitment of employees towards organization, which will positively lead to overcome the deviance behavior (Wayne *et al*, 1997). Different research studies also concluded that employees involve more in positive behavior (OCB) when they are psychological empowered by an organization (Spreitzer & Doneson, 2005). Psychological empowerment given to employees lead more towards positivity and is helpful for employees to abstain from deviance behavior, which can affect organizational performance as well as employees itself (Spreitzer & Doneson, 2005).

#### 1.1. Significance of the Study

Organizations are very much affected by workplace deviance behavior. Most significant reasons of such deviance behavior are: favoritism, injustice, organization working atmosphere, leader behavior and empowerment given to employees (Henle, 2005). Much facilitation is given to employees in telecommunication sector like justice, bonuses and rewards but employees still engage in deviance behavior. This research study is

very significant in order to understand that why employees involve in such deviant acts, when they have good working atmosphere, justice and rewarded with bonuses on good performance.

This research study also highlights the ways through which leader can make their workplace more ethical. Previously, researchers focus more on interaction of employees with other peers and customers. Now, researchers started to focus on the concept of employees' behavior in the organization in order to understand that why employees engage in such vulnerable acts (Asad, 2011). This research study also enables to understand that how to make organization environment ethical by becoming a role model for the employees and by giving psychological empowerment to telecommunication sector employees to achieve their targets by their own way.

### **1.2. Research Objectives**

The main objective of the research study is:

- To identify the impact of psychological empowerment on organizational workplace deviance behavior.
- To identify the role of transformational leadership between psychological empowerment and organizational workplace deviance behavior.
- To identify the impact of psychological empowerment on interpersonal workplace deviance behavior.
- To identify the role of transformational leadership between psychological empowerment and interpersonal workplace deviance behavior.

### **1.3. Research Questions**

Following research questions have been formulated to address the objective of study.

- What is the effect of psychological empowerment on organizational workplace deviance behavior?
- How relationship between psychological empowerment and organizational workplace deviance behavior is affected either positively or negatively by transformational leadership?
- What is the effect of psychological empowerment on interpersonal workplace deviance behavior?
- How relationship between psychological empowerment and interpersonal workplace deviance behavior is affected either positively or negatively by transformational leadership?

## **II. Literature Review**

### **2.1. Workplace Deviance Behavior**

Workplace deviance behaviors are those behaviors in which employees violate important managerial norms and threaten wellbeing of organizations, members or both (Robinson & Bennis, 1995). Workplace deviance behavior can be in form of small acts such as spreading a gossip, absenteeism, awkward towards coworker or it could be a serious act such as sabotage or stealing.

Employees having belief that they will not be punished for their actions are more engaged in deviance behavior as compare to other employees having strong belief on organizational standards and principles (Hollinger & Clark, 1983). Workplace deviance behavior is considered as an important subject for the practitioners and academicians to overcome the deviance behavior in an organization and industry (Muafi, 2011). Organization sometimes depends on workforce having unreliable and devious behavior in order to be flourishing (Sims, 1992). These types of organizations enclose as toxic organizations and reveal by an unfortunate performance, poor decision making, frustration, high intensity and anxiety of employees' (Coccia, 1998). For overcoming the deviance behavior in an organization, executives should have to find out the major causes through which deviance behavior raise in an organization (Litzky *et al.*, 2006).

Workplace deviance behavior can be alienated into two categories i.e. constructive (positive) and unconstructive (negative) workplace deviance behavior (Appelbaum *et al.*, 2007). Constructive or positive workplace deviance behavior can be defined as "actions with the intention of violating organizational standards and principles in a positive manner or constructive manner" (Appelbaum *et al.*, 2007). Constructive deviance behavior involves variable of association such as organizational citizenship behavior (OCB), communal social responsibility, shrill blowing, stimulation and innovation (Muafi, 2011). Unconstructive or negative workplace deviance behavior can be defined as "actions with the intention of not only disobeying the organizational standards and principles but also diminishing the procedures of organization in negative manner" (Galperin, 2002). Unconstructive deviance behavior involves effort slowly, approaching behind the schedule to office, disagreeing, offensively follows supervisor directions and inadequately treat with coworkers (Galperin, 2002).

Workplace deviance behavior is classified into production deviance form because deviance actions by employees affect the quality of work at organizational level (Hollinger, 1986). Furthermore, deviance behavior classifies into property deviance behavior at organizational level because it transmits deviance behavior with mishandling or harming of organizational assets (Chen & Specter, 1992). Workplace deviance behavior engages the deviance activities among employees and organizations such as harming others, stealing, unpunctuality and put minimum effort on job (Robinson & Bennis, 1995). Previous research studies also illustrate that employees

are involved in production and property deviance behavior, when they are immature, fresh in an organization and doing part time job with low pay (Baucus & Near, 1991).

In 1995, Robinson and Bennett find that many researches has been done on workplace deviance behavior at organizational level which will not provide competent typology of workplace deviance behavior and not cover the main aspects of deviance behavior at interpersonal level such as physical aggression. Therefore, in their research study, they proposed new typology and workplace dimension using multidimensional scales having at minor or serious level and at organizational or individual level (Robinson & Bennet, 1995). Interpersonal deviance behavior involves the deviance activities among employees, supervisors and peers such as spreading a gossip about coworkers, awkward towards coworker, conflict and substantial violence (Henle *et al*, 2005). Four diverse classes of workplace deviance behavior are production, property, political and personal deviance behavior (Robinson & Bennet, 1995). Employees in interpersonal deviance behavior are frequently affected by stress related job and having high turnover rate as compared to organizational deviance behavior. Employees involve in such deviance behavior because their actions are affected by job atmosphere rather than their personal distinctiveness (Henle *et al*, 2005). Working environment is the most important predictor of workplace deviance behavior (Wells, 2001).

Furthermore, deviance behavior intended towards the supervisor which renowned as supervisor directed deviance behavior and expand behavior nature in the typology of workplace deviance behavior (Mitchell & Ambrose, 2007). Many researchers concluded that there is a strong relationship between supervision and deviance action. Employees give negative reaction to leader, when they judge that they are harm by the supervisor (Tepper, 2000). Leader violence and offensive supervision has a greater impact on deviance actions (Mayer *et al*, 2011).

Organizational effectiveness doesn't depend on how much work done by employees' but it also depends on how much happy an employee is in doing work. Transformational leadership plays an important role in achieving this happy workforce for an organization (Krishnan, 2012). Predictor of workplace deviance behavior is fair climate of organization work settings, working atmosphere, job satisfaction level of employees, injustice and leadership behavior (Robinson & Bennet, 1995; Henle, 2005). Main key of workplace deviance behavior is an argument among employees and peers (Raelin, 1994). Gender, age, learning and tenure are the demographic factors of employees which involved in affecting or influencing the deviant activities in an organization (Appelbaum *et al*, 2005). Leader is capable to shape subordinate behavior, trust on organization and to create sense of empowerment in followers (Daft, 2008). Empowerment improves the commitment of individual towards organization, which can help to overcome the deviance behavior of employees (Fatima *et al*, 2013). Employees involve in deviance behavior and present fake declaration just to acquire endorsement and rewards from leader and organization (Grover, 1993).

## **2.2. Psychological Empowerment**

Empowerment given to employees is the most prominent way of facilitating the employee to enhance their skills, advance the performance of organization for which they work and for easement of their own work. Empowerment is the process of enabling those employees who are pathetic in organization by distributing managerial tasks among all in organization, by providing more rights to employees for managing work in an organization and by giving employees sensitivity that how much they can be effect on work outcome in an organization (Cuningham & Hyman, 1999; Ugboro & Obeng, 2004).

Employees can be empowered in two perspectives; organizational level (objective dimension) or individual level (subjective dimension). At organizational level, employees can be empowered through by giving out information and by providing tasks, which can be done in team. At individual level, employees can be empowered through motivation, giving authority to employees as self-determinant and by sharing decision making power (Bekker & Crous, 1998). Empowerment is a type of risk management process because empowerment culture relates to sharing of information like objectives, clear vision and decision making process limits. Influence of whole sharing is to get proficiency in knowledge by giving guidelines, literary support to take risk and training (Chaturvedi, 2008).

Psychological empowerment (motivational empowerment) relates to increase the motivation level of employees at individual level, team and work unit level (Kirkman *et al*, 2004). Determinant of psychological empowerment are *meaning* "employees believe that work is meaningful and give greater responsibilities", *competence or self-efficacy*, "confidence in own ability to complete work expertly", *self-determinant* "freedom to perform task in the way that one chooses like work methods, time and efforts" and *impact* "influence on outcome of work individually". These determinants work together in a way that helps to determine the work environment (Ghani, Hussin & Jusoff, 2009; Choong, 2011). Psychological empowerment is very necessary for determining the work behavior in an organization and leader plays a major role in empowering the employees' at individual level rather than at organizational level. Employees feel more empowered when they are individually considered by the leaders and increase their apparent capability associated with psychological

empowerment (Karket *et al*, 2003). Employees who build their good relations with leaders, group associates and clients, feel more empowered than others employees (Chen & Klimoski, 2003).

Psychological empowerment is very necessary for determining the work related behavior. Empowerment at employee level can increase organizational commitment and are very much helpful to overcome the deviance behavior in an organization (Wayne *et al*, 1997). Employees' involve in positive acts instead of negative acts, when they are psychological empowered in an organization (Spreitzer & Doneson, 2005). Psychological empowerment improves the commitment of employees towards organization, which helps to overcome the negative behavior in an organization (Fatima *et al*, 2013).

**H1:** Psychological empowerment has negative effect on organizational deviance behavior.

**H2:** Psychological empowerment has negative effect on interpersonal deviance behavior.

### **2.3. Transformational Leadership**

Transformational leadership word was firstly used by James McGregor in his leadership volume in 1978. Transformational leadership changes the beliefs, values and desires of followers. Followers in return build their trust on leader, admire and stay loyal towards the leader (Bass, 1985). Dimensions of transformational leadership are: *Idealized Influence* "leader give vision, mission to its follower, fills them with respect, pride and faith to go towards vision and become role model of high ethical and performance standards", *Individualized Consideration* "leader plays a role of coach and give project to the subordinates for learning experiences. Leader give continuous feedback and every follower is treated as an individual", *Intellectual Stimulation* "new challenges are given by leaders to followers and motivated them to come up with new ideas, unique problem solving techniques and be rational before making any decision", *Inspirational Motivation* "leader become a role model for the follower and become source of inspiration by providing meaning, challenges and communicating the vision" (Judge, 2000; Bass, 2003; Robbins & Luthans, 2005; Afshari, 2012). These factors transform the followers to reach their full potential and give the best level of performance (Dvir *et al*, 2002).

Transformational leader are known to be creative, trusty, caring and empowering, paying attention, communicating and influencing others (Stone *et al*, 2003). Subordinates of transformational leader have reported to show greater satisfaction, put extra efforts, meeting with better performing outcomes and higher success ratings (Ozarali, 2003). Transformational leadership results in a number of positive things for an organization such as development of self-confidence, higher level of innovation, follower's potential and effectiveness of team (Ozarali, 2003). Transformational leadership is the most important determinant of organizational learning, organizational innovation, organizational performance and knowledge management (Noruzy *et al*, 2012). Transformational leadership is helpful for better employee engagement (Bass, 2003) and employees are less likely to go for workplace deviant behavior when they perceive organizational justice. Leader plays an important role in achieving this required happy workforce for an organization and increasing the desire for empowerment (Fitzgerald *et al*, 2009).

Transformational leadership articulates a vision that affects employee behavior to clearly understand their role for better future and increase the trust on leader. In return, employees become motivated to engage in positive behavior to achieve desire goals of organization (Lee & Barrett, 2006). Transformational leadership has a direct effect on employees' behavior by encouraging positive moods in employees (Tsai *et al*, 2009). Quality of relationship between leader and member can significantly influence employee performance, especially in dynamic environment, where more frequent changes occur and greater need for assistance and guidance from manager and leader is required. The role of leader in an organization is very important because it has a significant influence on perception of employees' empowerment (Mendes & Stander, 2011). To be effective, a leader should be transformational as well as need to engage in high quality relationship with its subordinates (Carter *et al*, 2012). Employee behavior in an organization depends on the perception of the employees' about their leader (Mardanov *et al*, 2008). Leader empowering behavior generates the greater sense of empowerment among employees (Fong & Snape, 2013; Namasivayam *et al*, 2014) and employees engage more in positive behavior as compare to negative behavior (Fong & Snape, 2013).

**H3:** Transformational leadership moderates the relationship between psychological empowerment and organizational deviance behavior.

**H4:** Transformational leadership moderates the relationship between psychological empowerment and interpersonal deviance behavior.

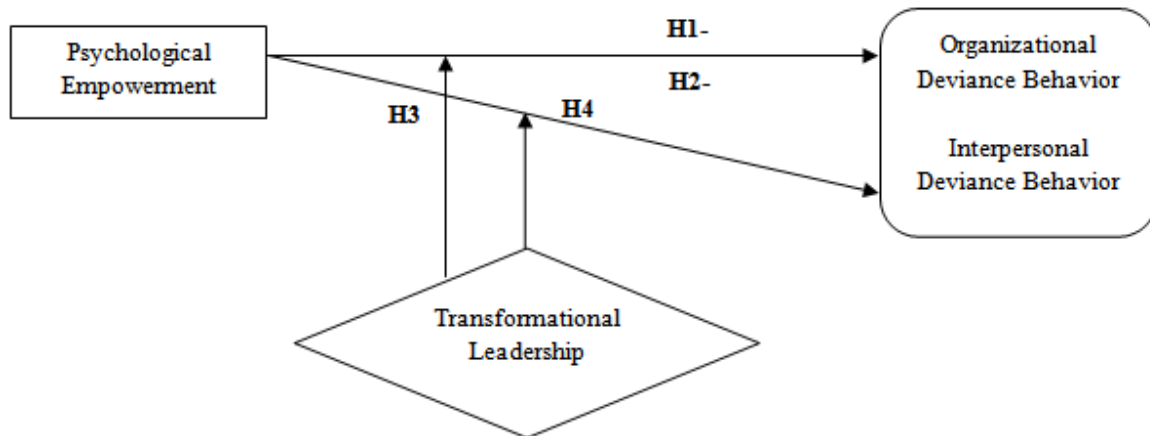


Figure 1: Theoretical model of the study

### III. Research Design

#### 3.1. Research Paradigm

For this research study, positivist research paradigm and outsider perspective is used because of a priori research stance by researcher through making hypothesis and collecting data according to categories, which further guide for inquiry in the shape of generalizability and universality.

#### 3.2. Type of Research Study

Present research study is cross sectional and quantitative in nature to examine the causal relationship between psychological empowerment, transformational leadership and work place deviance behavior. Relationship between variables is checked through hypothesis and data is collected through self-administered questionnaire for statistical analysis. The statistical results are analyzed through SPSS and interpreted through P value. Analysis done on the SPSS (statistical package for social science) through which we find the factor analysis, reliability, descriptive analysis, bivariate correlation and regression analysis to examine the relationship between psychological empowerment, transformational leadership and work place deviance behavior.

#### 3.3. Population Frame Work and Sampling Technique

Population of this research study is Telecommunication sector of Pakistan. Non probability and convenient sampling is used in this research study to incorporate responses such that self-reporting is the most appropriate way to collect the responses from respondents. Different methods can be used to accumulate data like interview and questionnaires. We used questionnaire in this research study to get appropriate data from employees by emailing and mailing the questionnaires.

#### 3.4. Sample Characteristics

To test the hypothesis, data was collected through questionnaire from employees of telecommunication sector of Pakistan. In total, 260 questionnaires were forwarded to employee through emails and courier, and 171 questionnaires were received for analysis purpose (response rate was 66 percent). Convenient sampling technique was used to collect the data from different respondents of Pakistan telecommunication sector. Out of total sample, 121 respondents were male and 50 respondents were female. In terms of respondent age, 58 respondents were age of 18 to 30, 61 respondents were age of 31 to 40, 36 respondents were age of 41 to 50 and 16 respondents were age of 50 and above. In terms of respondents' marital status, 77 respondents were single and 94 respondents were married. Data was collected from different telecommunication organization like 54 respondents were from Telenor, 36 respondents were from Ufone, 31 respondents were from Zong and 50 respondents were from Jazz. Education of 28 respondents were intermediate, 71 respondents were graduate, 59 respondents were Masters and 13 respondents having post-graduation as shown in table 1.

**Table 1: Demographics of Respondents**

Demographic Analysis		Frequency	Percentage
Gender	Male	121	70.7
	Female	50	29.3
Age	18-30	58	33.9
	31 -40	61	35.7
	41-50	36	21
	50 and above	16	9.4
Marital status	Single	77	45.1
	Married	94	54.9
Education	Intermediate	28	16.4
	Graduate	71	41.5
	Master	59	34.5
	Post Graduate	13	7.6
Organizations	Telenor	54	31.5
	Ufone	36	21.1
	Zong	31	18.1
	Jazz	50	29.3
Experience	1 to 3	82	47.9
	3-7	47	27.5
	7-10	29	16.9
	10-20	13	7.7

**3.5. Research Instruments**

For this research study, the questionnaire was adapted from different sources and modify according to study scope. Transformational leadership was assessed by using 12 items measure developed by Bass and Avolio (1995). This measure assesses transformational leadership in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Psychological empowerment was assessed by using 12 items measure developed by Spreitzer (1996). Interpersonal and organizational deviance behavior was assessed by using 7 items and 12 items measure developed by Bennet and Robinson (2000).

**3.6. Factor Analysis**

Factor analysis has been applied to investigate that either some items of variables are creating biasness or not. Stability of factor structure can be checked through principal component analysis (Klaussner, 2014). Kaiser-Meyer-Olkin (KMO) can be used as major supposition of the principal component analysis and its value should be greater than 0.50 (Tharenouet al, 2007). While some other researchers emphasized that factors value loaded should be greater than 0.40(Leechet al, 2005). After performing test, values are in specific range as shown in table 2

**Table 2: Bartlett’s test of Sphericity**

Variable	Chi-Square	KMO	Sig
Psychological Empowerment	1437.97	.864	0.000
Organizational Deviance	1220.69	.875	0.000
Interpersonal Deviance	1157.97	.751	0.000
Transformational leadership	2284.28	.828	0.000

\* P < 0.001

**3.7. Reliability Analysis**

Reliability of instrument tells consistency of item and Cronbach  $\alpha$  value is used to identify that either internal consistency exists or not. Value of Cronbach  $\alpha$  greater than 0.60 indicates that the questionnaire used in research study is reliable (Leechet al, 2005). Value of Cronbach  $\alpha$  for all variables is greater than 0.60, which indicates the inter item consistency and reliability of questionnaire. Result indicates that data is reliable and is acceptable for further statistical analysis as shown in table 3.

**Table 3: Inter item consistency - Cronbach Alpha**

Variable names	Number of items	Cronbach $\alpha$
Transformational leadership	12	.714
Organizational Deviance	7	.706
Interpersonal Deviance	7	.751
Psychological Empowerment	12	.691

**IV. Results And Discussion**

Different statistical tests have been applied to data in order to identify and find out appropriate results in this research study.

**4.1. Descriptive Statistics**

To identify whether data is normal or not, descriptive statistical analysis technique is used. Descriptive analysis technique guides the researchers about data trend and provides guidelines about future course of action. Normality of data checked through skewness and kurtosis value. Value of skewness tells the extent to which a distribution values deviates from symmetry around the mean and value of Kurtosis indicates the amount of probability in the tails of distribution. Result of descriptive statistic indicates that the data is normally distributed because the value of skewness and kurtosis are within the normal range as shown in table 4.

**Table 4:Normality Test**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Psychological Empowerment	165	3.8450	.62099	-.792	.104	1.257	.208
Organizational Deviance	165	3.7053	.68954	-.883	.104	1.417	.208
Interpersonal Deviance	165	3.8355	.69011	-.662	.104	.772	.208
Transformational Leadership	165	3.6911	.86461	-.886	.104	.455	.208

**4.2. Bivariate Correlation**

Correlation test is used to identify that whether there is relationship exists between variables or not. Using this statistical technique, we can identify that there is a significant or insignificant relationship exists between variables and also helpful to identify that variables are negatively correlated or positively correlated with each other. Results indicate that transformational leadership and psychological empowerment are positively related with each other, while psychological empowerment and transformational leadership are negatively related with organizational and interpersonal deviance behavior as shown in table 5.

**Table 5:Correlation Test**

	Psychological Empowerment	Organizational Deviance	Interpersonal Deviance	Transformational Leadership
Psychological Empowerment	1			
Organizational Deviance	-.598*	1		
Interpersonal Deviance	-.432**	.236	1	
Transformational Leadership	.520**	-.413*	-.572**	1

\*p<.05, \*\*p<.01, \*\*\*p<.001

**4.3. Regression**

Regression test is used to identify the impact of one variable on other variable. To identify the impact of psychological empowerment on organizational deviance behavior, a regression model is developed. R<sup>2</sup> value (.382) indicates that there is a moderate regression exists between psychological empowerment and organizational deviance behavior as shown in table6. Value of R<sup>2</sup> also indicates that psychological empowerment explains organizational deviance behavior by 38.2% and there are other variable exists, which are not part of this model and can explain organizational deviance behavior.

**Table 6:Linear Regression**

Model	IV	DV	R <sup>2</sup>	F-stat	t-stats	B	Sign
H1.	PE	OD	.382	53.68***	7.031	-0.472	.000

\*p<.05, \*\*p<.01, \*\*\*p<.001

Beta values are used in order to identify the dependence of one variable on another variable and how much change in one variable is causing change in another variable. Beta value of -0.472 indicates that there is negative relationship exists between psychological empowerment and organizational deviance behavior as shown in table 6. Beta value also indicates that 1 percent change in psychological empowerment make 47.2 percent change in organizational deviance behavior. So, first hypothesis of this research study, psychological empowerment has negative impact on organizational deviance behavior is accepted.

To identify the impact of psychological empowerment on interpersonal deviance behavior, a regression model is developed. R<sup>2</sup> value (.391) indicates that there is a moderate regression exists between psychological empowerment and interpersonal deviance behavior as shown in table 7. Value of R<sup>2</sup> also indicates that psychological empowerment explains interpersonal deviance behavior by 39.1% and there are other variable exists, which are not part of this model and can explain interpersonal deviance behavior.

**Table 7: Linear Regression**

Model	IV	DV	R <sup>2</sup>	F-stat	t-stats	B	Sign
H2.	PE	ID	.391	77.48***	8.345	-0.531	.001

\*p<.05, \*\*p<.01, \*\*\*p<.001

Beta value of -0.531 indicates that there is negative relationship exists between psychological empowerment and interpersonal deviance behavior as shown in table 7. Beta value also indicates that 1 percent change in psychological empowerment make 53.1 percent change in interpersonal deviance behavior. So, second hypothesis of this research study, psychological empowerment has negative impact on interpersonal deviance behavior is accepted.

Barron and Kenny (1987) moderation test is used in this research study to identify the moderating role of transformational leadership between psychological empowerment and organizational deviance behavior. After performing moderation test, result indicates that transformational leadership plays a moderating role between psychological empowerment and organizational deviance behavior ( $\beta = -1.24, p < 0.005$ ) as shown in Table 8. Beta value in moderation model indicates that strong moderation exists between psychological empowerment and organizational deviance behavior relationship ( $\beta = -.472$  to  $-1.24$ ) as shown in table 8. So, third hypothesis of this research study, transformational leadership plays a moderating role between psychological empowerment and organizational deviance behavior is accepted.

**Table 8: Moderating role of Transformational Leadership between Psychological Empowerment and Organizational Deviance Behavior. Moderation analysis using Barron and Kenny (1986) (N=165)**

S.NO.	IV	DV	R <sup>2</sup>	F-stat	t-stats	B	Sign
1	PE	OD	.382	53.68***	7.031	-.472	.000
2.	OD	TL	.314	70.59***	6.620	-.237	.000
3.	PE*TL	OD	.484	122.17***	4.778	-1.24	.004

\*p<.05, \*\*p<.01, \*\*\*p<.001

A moderation model was developed in order to identify the role of transformational leadership between psychological empowerment and interpersonal deviance behavior. After performing moderation test, result indicates that transformational leadership plays a moderating role between psychological empowerment and interpersonal deviance behavior ( $\beta = -1.267, p < 0.005$ ) as shown in Table 9. Beta value in moderation model indicates that strong moderation exists between transformational leadership and interpersonal deviance behavior relationship ( $\beta = -.531$  to  $-1.267$ ) as shown in table 9. So, fourth hypothesis of this research study, transformational leadership plays a moderating role between psychological empowerment and interpersonal behavior is accepted.

**Table 9: Moderating role of Transformational Leadership between Psychological Empowerment and Interpersonal Deviance Behavior. Moderation analysis using Barron and Kenny (1986) (N=165)**

S.NO.	IV	DV	R <sup>2</sup>	F-stat	t-stats	B	Sign
1	PE	ID	.391	77.48***	8.345	-.531	.001
2.	ID	TL	.341	81.59***	6.620	-.213	.000
3.	PE*TL	ID	.416	118.73***	4.348	-1.267	.004

\*p<.05, \*\*p<.01, \*\*\*p<.001

#### 4.4. Discussion

Main purpose of this research study is to investigate the role of psychological empowerment and transformational leadership to overcome the deviance behavior in an organization. Our research findings indicate that transformational leadership and psychological empowerment given to employees in Telecommunication sector of Pakistan is helpful to overcome the workplace deviance behavior in an organization. The role of directors and executives is very important in order to overcome the deviance behavior and to identify different factors due to which deviance in an organization increases.

Empowerment given to employees by leader enables to increase the commitment of employees towards organization (Wayne et al, 1997), which ultimately overcome the deviance behavior and engage employees more in positive behavior as compared to negative behavior (Spreitzer & Doneson, 2005). Employees involve in deviant acts, breach organizational rules and regulations, when they perceive that they are not punished by the



directors and leaders. The role of leader is very important to increase the commitment of employees towards organization and to overcome the deviance behavior, which can affect organization in the shape of wastage of resources, money and time.

## V. Conclusion

Research study concluded that employees are more engaged in workplace deviance behavior, when they perceived that they are not punished for their acts and are not giving empowerment by leaders. In order to overcome the deviance behavior from organization, leader have to play a role model to identify the causes and roots of these behaviors and to provide favorable environment to employees, which motivate employees to engage more in positive behavior as compared to negative behavior. Engagement of employees in deviance behavior reduces the organizational performance as well as individual level performance. Leader of the organization has to take corrective actions in order to overcome the deviance behavior in an organization and to engage employees more in positive behavior.

### 5.1. Managerial Implications, limitations, and Future Research Directions

This research study gives path to understand and analyze psychological empowerment, transformational leadership and work place deviance behavior relationship. It enhances the scope for future researches in the field of management and psychology, where they can spot strategies and methods to improve HR policies to deal the issues with employees. It will also helpful for manager to play a role model in an organization to overcome the deviance behavior and also enables the manager to understand that if they don't perform the role model, what can be the consequences of these behaviors.

Main limitation of this research study is that it only focuses on Telecommunication sector of Pakistan. Therefore, generalizability beyond that industry is limited. Future research takes initiative to carry forward the research study in other sectors as well. Second main limitation of research is of cross sectional research design, which misses the aspect of changing behavior of employee with time and experience within the organization. Future research can focus on longitudinal research design to carry forward the deep analysis of workplace deviance behavior and to analyze the impact of other variables like job satisfaction and organizational justice that are helpful to overcome and enhance the deviance behavior in an organization.

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