HOW PERCEIVED ORGANIZATIONAL SUPPORT AND PERCEIVED SUPERVISOR SUPPORT IMPACT WORKPLACE DEVIANCE

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ABSTRACT: *Workplace deviance has become a growing concern for many organizations particularly in developing countries because of its negative consequences on organizational productivity. Drawing on the basis of organizational support theory, this study examined the relationship of perceived organizational support and perceived supervisor support with workplace deviance. The aim of this paper was to test the impact of perceived organizational support and perceived supervisor on workplace deviance. Quantitative research method was used and data was collected from the front line employees of 8 prime banks in Pakistan. Linear regression was used to test the proposed hypotheses. The results showed a negative impact of perceived organizational support and perceived supervisor support on workplace deviance. This research suggests suitable recommendations to help managers overcome the constraints in their organizations arising from workplace deviance.*

KEYWORDS: Perceived Organizational Support, Perceived supervisor support, Workplace Deviance, Organizational Support Theory.

INTRODUCTION

Workplace deviance (WD) has gained worldwide recognition among the organizational researchers [1] due to its propensity to damage both the organization [2] and its members [3]. The concept of deviance has been derived from the work on group norms [4-5]. Deviance has been observed to be negative in nature [6]. WD has emerged as a substantial organizational construct that involves the behaviours that violates the established organizational norms and cause damage to the firm as well as employees [7-8]. Previous researches show that WD causes a decrease in productivity, greater degree of turnover, reduced commitment and organizational downturn [9-10].According to the typology presented by [11], workplace deviance has been proved to have two major dimensions named as workplace deviance-organizational (WD-O) and workplace deviance-interpersonal (WD-I).

Organizational dimension of WD refers to all those actions that exist between the individuals and the organization, for instance, least interest in the work, damage, stealing, intentional delay in the work etc [12]. Conversely, activities that are exhibited between the individuals denote interpersonal dimension of WD for example, violence, sexual harassment, discrimination, getting rude with others, belittling the co-workers, accusing and verbally abusing others [13-14].

Moreover, WD has been found to be directly affected by the perceptions of employees. Employees with positive perceptions perform constructive acts while the employees with negative perceptions perform destructive acts [15]. Employee's opinion about the degree of recognition and support received from his or her organization is called as perceived organizational support or POS [16]. Whereas perceived supervisor support (PSS) indicates employee's views about the acknowledgment, care and support received from his or her supervisor [17]. The absence of POS and PSS, can lead the employees towards destructive activities which can damage the health of the organization [18].

Banks have established rules and standards for corporate behaviour and banking sector are believed to be highly regulated around the world [19]. However, nearly over 85% of front line employees (FLEs) have been found involved in deviant workplace behaviours demonstrating a greater degree

and variability of such particular kind of actions [20]. The universal manifestation of WD or service sabotage among the FLEs has been taken into consideration by many researches [21-22-23].Furthermore, POS and PSS have been reported to contribute in the reduction of the occurrence of WD [24-25].

Organizational support theory (OST) deals with the description, evolution and consequences of POS [26-27-28]. OST states that employees serve as the agents of the organization and their actions depict as the actions taken on the part of the organization [29]. Norm of reciprocity serves as a basis for OST [30], which exercises a responsibility on the part of the employees to return organizational resources through the realization of organizational objectives by showing concentrated participation and assistance [31-32] which in turn reduces employee's potential susceptibility towards WD [33].

Thus, lower level of POS leads employees towards WD. Previous researches indicate that various forms of WD such as absenteeism [34] and employee turnover [35-36] are negatively related to POS. Apart from this an overall negative relationship has been reported between WD and POS [37]. Similarly, employees with lower level of PSS possess more potential to be a part of destructive activities that can have a negative influence on their actions, conduct and communication heading them towards negative deviant workplace behaviours, considered as highly destructive for the welfare of employees, organization and its customers [38-39].

PSS has been proved to have a strong positive relationship with POS by numerous researches [40-41-42], which shows that PSS leads to POS. Similar relationship can also exist in the opposite direction [43] where, POS can increase the level of PSS, such that employee's perception of being valued by their organization might lead them to perceive their supervisors to be highly concerned for them which will reinforce employees to be less engaged in WD. Therefore essential steps are required to be taken on the part of the managers to eradicate the negative effects of WD [44]. The research aims to identify the effect of POS and PSS on the WD among FLE's. The dependent variable i.e. WD is measured by two dimensions and they are WD-O and WD-I.
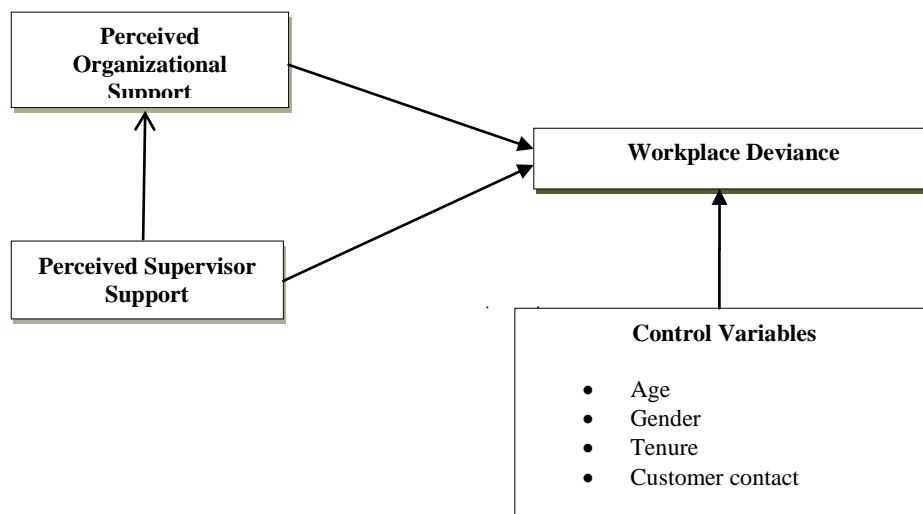
Figure-1 Proposed conceptual framework

MATERIALS AND METHODS

Based on the above discussion and literature review, the proposed conceptual framework is shown in the Figure 1. Numerous researches reported gender [45], age [46], tenure [47] and customer contact [48] to have influence on WD. This is why these variables; age, gender, tenure and customer contact were controlled in this study

.**Hypotheses:**

To measure the variables and their impact, following hypotheses were developed as follow:

H_1: Perceived organizational support (POS) and perceived supervisor support (PSS) are positively related to each other.

H_2: Perceived organizational support (POS) has a significant negative impact on workplace deviance (WD)

H_3: Perceived supervisor support (PSS) has a significant negative impact on workplace deviance (WD)

A combination of approved questionnaires was adopted from the literature to carry out this research. WD which is the dependent variable was measured by two dimensions of WD-O and WD-I, with the help of a five point likert scale ranging from 1 (Never) to 5 (Everyday), whereas POS and PSS were measured with a 5 point likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The following table 1 includes the number of items of each variable in addition to the authors from where these items were adopted.

Scale reliability analysis was carried out to check the reliability of the instrument. The value of Cronbach's alpha for WD, POS and PSS were α=0.803, α=0.802 and α=0.758 respectively. All the values encountered the standard for reliability. Data was collected from the FLEs working in the Lahore branches of the 8 prime banks of Pakistan. Leading

banks were selected for the sample based upon the multiple criteria consisting of credit ratings, KSE-30 Index, list of top 25 Companies, profitability rating, share prices information and asia pacific largest banks list. All the respondents were made sure of confidentiality.

Table-1.Variables and their measures

Sr. No.	Variables	Authors	No. of Items
1	Workplace Deviance		
(a)	Workplace Deviance Organizational	[49]	11
(b)	Workplace Deviance-Interpersonal	[49]	7
2	Perceived Organizational Support	[26]	8
3	Perceived Supervisor Support	[26]	4

A total of 800 questionnaires were distributed and 633 questionnaires were returned which showed a response rate of 79%. 19 questionnaires were removed due to the missing data and remaining 614 questionnaires were used for analysis. Statistical Procedure for social science (SPSS) 18.0 was used to analyse the data by applying the tests of scale reliability, Pearson's product moment correlation and linear regression.

RESULTS AND DISCUSSION

Table 2 shows the results for some of the demographic characteristics of the respondents such as their, gender, age, tenure and customer contact as given below.

Table2. Characteristics of the respondents

Characteristics of the respondents	Frequency	Percentage
Gender		
Female	155	25.2
Male	459	74.8
Age		
16-20	2	3
21-26	31	5.0
26-35	303	49.3
36-45	186	30.3
>46	92	15.0
Tenure		
1 year or less	44	7.2
2-5 years	329	53.6
6-10 years	195	31.8
11-15 years	31	5.0
16-20 years	12	2.0
>20 years	3	0.5
Customer contact		
Daily	324	52.8
Occasionally	173	28.2
Rarely	117	19.1

According to table 3, there existed a moderate negative relationship between the two dimensions of WD, POS and PSS with the values of Pearson correlation significant at level p<0.01. The highest value of the moderate negative correlation (-0.374) was between WD and POS, whereas the second highest value of moderate negative correlation (-0.368) was between WD and PSS. In addition, POS and PSS were strongly and positively related to each other with the correlation value of (0.797). This high correlation coefficient proved the first hypothesis (H$_1$) of this paper that POS and PSS are positively related to each other which isconsistent with the previous studies [50-51-52].

Table-3. Pearson Correlation

Sr. #	1	2	3
1. POS	1		
2. PSS	0.797[**]	1	
3. WD	-0.374[**]	-0.368[**]	1

** Correlation is significant at the 0.01level (2-tailed), N=614.. The correlations were measured for factors.POS= perceived organizational support, PSS= perceived supervisor support, WD= workplace deviance

The next step to test the impactincluded regression analysis. However, certain assumptions such as normality, homoscedasticity and multicolinearity were required to be fulfilled in order to apply regression. In this research, the above discussed assumptions provided satisfactory results where, multicolinearitywas checked by the application of variance inflation factor (VIF) test, tolerance level and

assessing the correlation coefficients. Value of VIF was less than 10, tolerance level was less than 0.10 and all coefficients of correlation were less than 0.70. These values were in accordance as suggested by [53], therefore, no issue of multicolinearitywas found between the variables.

Furthermore, multipleregression was used to identify that how much dependent variable is predicated by the independent variables. Regression results of the variables as given in following tables indicated a significant influence of POS and PSS on WD. In Table 4the value of R^2 is 0.173at p=0.000, with adjusted R^2=0.166 and F=25.43which indicated that overall 17.3% variance in WD can be predicted by POS with a confidence level of 100%offered by the banking sector. In other words WD is 17.3% percent dependent on POS, which means that remaining variance is caused by other variables in Pakistani settings which have not been included in this study.

The value of Beta (β=0.267) with a level of significance p=0.000 showed a significant negative influence of POS on WD at 100% confidence level. This proved the second hypothesis for our research (H$_2$) that Perceived organizational support (POS) has a significant negative impact on workplace deviance (WD). When the employees of banks receive support from the management of banks, they will be less involved in the antisocial behaviour at work which is consistent with theprevious research [54].

Table-4. Coefficients of regression analysis

Model	B	Std. Error	Beta	T	Sig.
Constant	2.964	.153		19.370	0.000
POS	-.267	.029	-.361	-9.145	0.000
Age	-0.53	.024	-0.090	-2.206	0.208
Gender	.017	-0.041	0.015	0.401	0.688
Tenure	0.057	0.024	0.096	2.328	0.020
Customer Contact	0.090	0.023	0.145	3.846	0.000
R^2= 0.173, F=25.43					

   a.   Dependent variable: WD
   b.

In the similar way, in Table-5 results of regression analysis shows that model is significant with F=23.56 at p= 0.000.The value of R^2= 0.162 and adjusted R^2=0.155 demonstrate that overall 16.2% variance in WD is caused by PSS with a confidence level of 100%, whereas some other factors can cause the remaining variance which have not been included in this study. The value of Beta (β=0.219), at a significance level of p=0.000indicated a substantial negative impact of PSS on WD with a confidence level of 100%. This outcome proved third and final hypothesis (H$_3$) of this study which stated that perceived supervisor support (PSS) has a significant negative impact on workplace deviance (WD) which is consistent with the same outcomes exhibited by the previous researches [55-56]. Thus, employees of banks in Pakistan will avoid negative deviant behaviour at work when they will feel valued by their immediate supervisors.

Table-5. Coefficients of regression analysis

Model	B	Std.	Beta	T	Sig.
Constant	2.775	0.144		19.274	0.000
PSS	-0.219	0.025	-0.342	-8.650	0.000
Age	-0.052	0.024	-0.088	-2.142	0.033
Gender	0.021	0.042	0.019	0.494	0.622
Tenure	0.061	0.024	0.103	2.494	0.013
Customer	0.075	0.023	0.121	3.227	0.001
R^2=0.162,					

a. Dependent variable: WD
b.

DISCUSSION AND FUTURE RECOMMENDATIONS

This study was carried out to see the impact of POS and PSS on WD. This paper also addressed the relationship between POS and PSS. The correlation and regression statistics supported all of the three hypotheses H_1, H_2, and H_3, where POS and PSS were proved to have a moderate negative impact on WD. However, the impact of these variables is very less. Keeping in view, the two situational factors i.e. POS and PSS, managers can adopt various techniques to eradicate the possibility of the occurrence of the deviance at workplace by promoting a culture primarily based on imperative ethical core values [57]. Moreover, top management and supervisors should try hard to disseminate these values through-out the organization and also motivate their employees along with required support to comply these ethical values [58].

Supervisors should reward the achievements of employees in the forms of promotions, salary increments or by organizing awards ceremonies on monthly or annual basis to boost up their morale which can ultimately reduce their tendency to engage in negative deviant behaviours. In the same way, supervisors can build a positive perception in the minds of individuals by initiating employee engagement programs, punishing the employees found involved in negative deviant behaviours to eliminate bias and promote fine culture [59].

In addition, more research can be carried out by identifying additional situational factors of WD that may reduce the antisocial behaviour of employees.

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