

ORGANIZATIONAL JUSTICE AND WORKPLACE DEVIANCE: EVIDENCE FROM BANKING SECTOR OF LAHORE, PAKISTAN

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ABSTRACT

Organizational justice is considered to be a pivotal factor for the success of an organization. Its impact on citizenship behavior, job satisfaction and employee productivity has been studied wide in literature. This study emphasizes on exploring the impact of organizational justice and its types on workplace deviance in a novel context of Pakistani banking sector which augments the originality of this research. The respondents of the study were individual employees, of banks located in Lahore, selected through convenience sampling; a non-probability sampling technique. Further, the data was collected from 280 respondents through self-administered questionnaires and analyzed by using linear regression analysis. The findings of study emphasize a significant yet, inverse correlation between organizational justice and workplace deviant behavior. The organizations practicing distributive, procedural and interactional justice face fewer odds of workplace deviant behaviors among their employees. On the contrary, unfair means, bias and

disrespect at workplace may deviate the employees by allowing aggressiveness and politically influenced negative attitudes.

Keywords: organizational justice, citizenship behavior, workplace deviance, productivity, Pakistan

INTRODUCTION

Organizational justice is an imperative aspect in the success of any organization. Implementing justice in organizations need to have fair procedures and processes to run the business affairs. These fair and open procedures and processes develop a positive perception among employees which keeps the employees motivated and committed with the organization (Yeoman & Santos, 2016a). When all the policy making, recruitment, reward system, bonuses and promotions are done in a justified manner, it opens a path for a continuous success pattern. A positive perception of justice and equity creates a foundation for an ethical mindset in the environment of an organization. This ethical mindset enables the employees to behave responsibly towards their tasks and contribute towards an enhanced organizational performance (Colquitt, Conlon, Wesson, & Porter, 2001a). Considering the constructive outcomes of just business practices and their impact on employee motivation and commitment, human resource departments have put a keen focus on developing their practices on ethical grounds (Yeoman & Santos, 2016b). Ultimately, ethical business practices may lead to develop an ethical organization behavior which basically defines how the employees behave within an organizational setting (Kaifi & Noori, 2011a).

There have been tremendous organizational changes that had occurred over the period of time in past few decades. These changes have pushed the organizations to restructure and redesign on continuous basis. According to Kaifi and Noori (2011b), the impact of these continuous changes have caused stress among employees to respond ethically, despite all the pressures. The ethical responses of the employees are encouraged through well-formulated policies and practices of the human resource departments. Such practices are generally based on the ideologies of justice portraying equity, fairness, openness and trust for all (Colquitt, Greenberg, & Zapata-Phelan, 2005a). Ensuring justice may lead to a long-term commitment of employees with their organization through better productivity and performance (Cohen-Charash & Spector, 2001a). On contrary, the perception of inequity produce undesirable results for the societies or organizations (Adams, 1965a). If an organization fails to maintain integrity and justice within its working environment then it may face the consequences in terms of dissatisfaction among employees and producing deviant behaviors (Dunlop & Lee, 2003a). Deviant actions of the employees have an adverse impact on organizational performance and productivity (Bateman & Organ, 1983a). For instance, deviant behaviors and attitudes badly effect the organization by increasing the outlay as well as the wastage of resources. Thus, there is a dire need for an organization to develop positive perceptions about equity and justice among its employees to avoid the workplace deviance. Lastly, this study will allow the practitioners in Pakistani banking sector to understand the significance of ethical work practices in a precise context of promoting the organizational justice. With profound understand of this concept, banking sector employees can avoid workplace deviation and its adverse consequences such as reduced productivity.

In light of this, the purpose of this study is to scrutinize the association between organizational justice perception and work place deviance. Various forms of organizational justices will be studied in relation to the workplace deviance to devise managerial implications. The focal objectives of this study include:

- To examine the influence of overall organizational justice on workplace deviance.
- To study the impact of distributive justice on workplace deviance.
- To understand the impact of procedural justice on workplace deviance.
- To explore the effect of interactional justice on workplace deviance.

In the next section, a comprehensive literature review of these concepts will tend to explore the antecedents and consequences of these variables along with other relevant details.

LITERATURE REVIEW

Organizational Justice

This notion was introduced by ‘Equity Theory’ in which the organizational justice is explained as an input to build the perception of employees about their organization and the consequent employee output (Adams, 1965b). The term organizational justice denotes the theories of social and interpersonal fairness that help to understand the behaviors in organizations (Greenberg, 1987). It is a broad concept that encompasses the concept of equity at every level and in every practice of the organization (Lim, 2002) that may result in productive organizational behaviors. A meta-analysis on organizational justice describes that an enhanced focus on organizational justice within an organization fosters the overall organizational performance (Colquitt, Greenberg, & Zapata-Phelan, 2005b). Organizations having fair dealings in all procedure, policies, selection criterion, distribution and reward system can keep their employees motivated and hence, enjoy the increased output. This generates an utmost need for the managers to treat the employees on equitable basis for creating positive perceptions about the organizational justice. These positive perceptions about organizational justice ultimately lead to enhanced work commitments and reduced employee turnover (Elanain, 2009).

Antecedents and Consequents of Organizational Justice

Employees usually perceive justice by comparing their efforts with the decisional outcomes of the workplace. If the efforts of employees are equivalent with the rewards and increments they get then there is perceived organizational justice. On the contrary, absence of perceived organizational justice develops defiance among employees which consequently grows mental as well as physical stress and finally, a reaction against unjust practices (Kulik & Ambrose, 1992). Moreover, three types of justice are studied by the researchers which include distributive justice, procedural justice and interactional justice (Forret & Love, 2008a). According to Forret and Love, managers need to enhance the perception about these justices for having productive employees at the workplace. Distributive justice is the perception of fairness in what employees receive as outcomes stemming from the work settings (Cropanzano & Greenberg, 1997a). These outcomes may include bonuses, incentives or rewards for the employees. However, positive perceptions about the distributive justice originate from the decisions of these outcomes grounded in merit and performance (Forret & Love, 2008b). Distributive justice inspires the

employees to enhance their respective productivity while, considering performance as the sole criteria for what they would receive as outcomes of organization's decisions. Negative perception about distributive justice shows the distrust of employees on such organizational decisions that are not based on merit and performance. Consequently, employees indulge themselves in counter-productive activities that may cause serious damage to an organization's performance.

Furthermore, the type of justice which deals with the usage of fair means in the procedures and processes followed by an organization represents procedural justice (Lind & Tyler, 1988a). This includes the means through which employees receive the decisional outcomes (Sweeney & McFarlin, 1993). Employees may raise queries to know the procedures adopted for their promotions, pay raise or selection decisions. The answer to these queries need to be open and justified in order to create positive perceptions about the procedural justice prevailing in an organization (Cropanzano & Greenberg, 1997b). Indeed, there are many benefits of perceived fair procedures such as employee commitment, better employee performance and many more. Yet, undesirable perception about unfair procedures can result in diverging or deviant behaviors of the employees (Griffin & O'Leary-Kelly, 2004a) such as inefficiency, high burnout rate, larceny and loss of productivity. Hence, equity in organizational procedures and processes is equally important as the distributive justice.

The third type of organizational justice is interactional justice which comprises the interaction of managers and supervisors with other employees. It primarily involves personal dealings and ways of communication adopted for employees (Bies & Shapiro, 1987). It may further include the perception of respect, truthfulness and timeliness of information provided. (Colquitt, Conlon, Wesson, & Porter, 2001b). A perception of discrimination on personal or group basis destroys the image of an organization in the minds of its employees. Also, if there is infringement of interpersonal justice then retaliatory behavior and aggression will arise which may reduce the productivity and efficiency of work (Blodgett, Hill, & S.Tax, 1997a). Employees will feel dissatisfied and get indulged in the counterproductive activities (Cropanzano & Greenberg, 1997c; Folger & Cropanzano, 1998a) such as manipulation, loafing and hostility. This poses a desire to inculcate organizational practices which are grounded in the idea of giving respect to all without any bias. In the absence of interactional justice, a sense of discrimination will prevail which may lead to undesirable work practices by the employees such as aggressiveness (Brockner & Wiesenfeld, 1996a).

Lastly, an inclusive review of literature by Hadi, Tjahjono and Palupi (2020) on just practices in small and medium enterprises manifests this concept in terms of positive workplace outcomes such as employee satisfaction, increased productivity and ethical decision making. Moreover, cognitive components of these positive outcomes are related to the citizenship behavior of employees which is encouraged by the organizational justice (Bateman & Organ, 1983b). Similarly, an overall positive perception about organizational justice can develop a sense of commitment among employees; with their work and organization (Cohen-Charash & Spector, 2001b). Thus, management of an organization needs to keep its employees motivated and engaged through just business practices, open procedures and fair interactions.

Workplace Deviant Behavior

Deviant behavior means the involvement of employees in negative activities which are damaging for the employees' as well as the organizational productivity (Dunlop & Lee, 2003b). The concept of deviant behavior was a significant contribution to the domain of organizational

behavior (Griffin & O'Leary-Kelly, 2004b). Appropriate understanding of this concept guided the researchers and practitioners to know the potential reasons of such behavior along with its undesirable impacts. Different researches have described the causes and effects of deviant behaviors in addition to the magnitude and variance of this issue faced by the organizations (Robinson & Bennett, 1995a; Dunlop & Lee, 2003c; Mackey, McAllister, Ellen, & Carson, 2019a). An increase in globalization, economic pressures, intense competition, restructuring and downsizing have instigated the workplace deviance (Soomro, Kundi, & Kamran, 2019a).

Workplace deviance can take many forms including production, property, political and aggression (Hollinger & Clark, 1984a; Robinson & Bennett, 1995b). According to these researchers, production deviance results in negatively impacting the employee productivity whereas, political deviance indulges a person in a biased, irresponsible and manipulating attitude towards others. Additionally, theft and stealing are the resultant behaviors of property deviance causing a potential loss to the organization (Hollinger & Clark, 1984b). Lastly, aggression is a retaliating attitude towards a situation or a person which ultimately creates dissatisfaction among employees. Researches have shown that all forms of workplace deviance have a negative correlation with organizational performance. However, a just and ethical work environment reduces the workplace deviance among employees (Soomro, Kundi, & Kamran, 2019b). A study on hotel employees in Taiwan reveals similar results by showing that friendly and ethical working environment negatively impacts the workplace deviance including political deviance, property deviance and personal aggression (Zhuang, Chen, Chang, Guan, & Huan, 2020).

Finally, this study will examine the influence of organizational justice on deviant behaviors at workplace in the banking sector of Pakistan. Although, literature provides significant insights into these established concepts but studying these variables in a novel context of financial institutions of Pakistan augments the worth of this study. The following Figure 1 shows the scheme of study which has been developed on the basis of the literature studied.

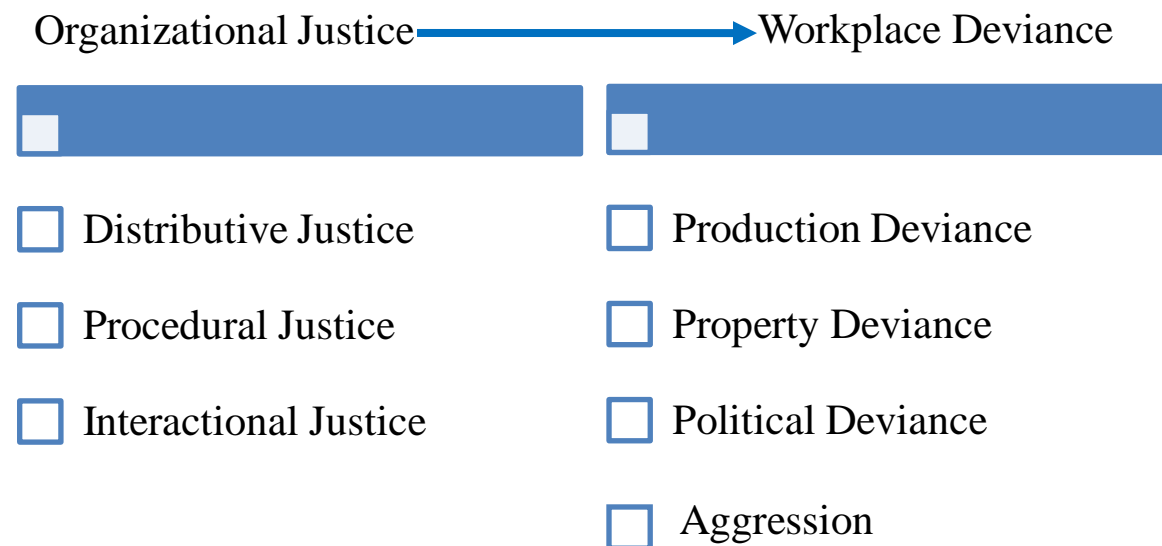


Figure 1: Scheme of Study

Literature review has helped to formulate the following hypotheses for the study:

- H1: Distributive Justice has an impact on workplace deviance.
- H2: Procedural Justice has an impact on workplace deviance.
- H3: Interactional Justice has an impact on workplace deviance.
- H4: Organizational Justice reduces the level of workplace deviance.

RESEARCH METHODOLOGY

This is a descriptive study with an aim to observe the influence of organizational justice (independent variable) on workplace deviance (dependent variable). Survey questionnaires were used for the data collection as it is considered to be an effective method of getting data in short span of time. These self-administered questionnaires used a five-point likert scale for quantifying the responses. Furthermore, Questionnaire of Niehoff and Moorman (1993) was used for the measurement of organizational justice perception of employees about distributive, procedural and interactive justice whereas, a questionnaire for workplace deviance was used from the study of Bennett and Robinson (2003). Furthermore, the population chosen was banks of Lahore, Pakistan and unit of analysis was individual employees selected from these banks through convenience sampling technique. The sample size was 280 respondents (N=280) with a response rate of 56%. Lastly, SPSS-20 software was used for data analysis through correlation and regression analysis.

DATA ANALYSIS AND FINDINGS

This section mainly includes the data analysis along with the discussion on the results. Firstly, correlation analysis between different types of organizational justices and workplace deviance will be discussed. Later, linear regression analysis will be performed to study the impact of an overall organizational justice perception on workplace deviance.

Reliability Analysis:

Table 1 shows the summary of internal consistency or reliability of the questionnaire used. The values of Cronbach's alpha for both the study variables are greater than .70 which depict the internal consistency of the data collection tool.

	Cronbach's Alpha	No. of Items
Organizational Justice	.769	16
Workplace deviance	.755	12

Table 1: Summary of Reliability Analysis

Correlation Analysis:

Correlation analysis was performed to test the first three hypotheses of the study. This analysis will examine the association of three forms of organizational justice with workplace deviance.

- H1: Distributive Justice has an impact on workplace deviance.

The results shown in table 2 depict a significant connection between distributive justice and workplace deviant behavior of the employees at significance level 0.01. Also, the correlation value -.370 shows a negative yet, moderate-level of relationship between the two variables. This means that the increase in distributive justice practices in an organization will reduce the level of workplace deviance among employees. Hence, the H1 is accepted.

		Distributive Justice	Workplace Deviance
Distributive Justice	Pearson Correlation	1	-.370**
	Sig. (2-Tailed)		.000
	N	280	280
Workplace Deviance	Pearson Correlation	-.370**	1
	Sig. (2-Tailed)	.000	
	N	280	280
**Significant at 0.01 Level (2-Tailed)			

Table 2: Correlation Analysis between Distributive Justice and Workplace Deviance

It can, therefore, be inferred that the banking organization needs to ensure fairness and equity while distributing incentives, rewards and bonuses among their employees. A positive perception about distributive justice prevailing in an organization will prevent the deviant work behaviors among the employees. Moreover, employees will feel committed and engaged in their tasks thus, showing improved level of satisfaction.

- H2: Procedural Justice has an impact on workplace deviance.

The significance value .000 in table 3 depicts a significant relationship between procedural justice and workplace deviant behavior of the employees at significance level 0.01. Also, the correlation value -.367 shows a negative yet, moderate-level of relationship between the two variables. This refers to a positive understanding about adopting fair and equitable procedures to distribute the decisional outcomes of an organization. Instilling fair means to take managerial decisions for employees will diminish the level of divergent employee behaviors. Hence, the results allow to accept H2.

Therefore, it can be said that the procedures followed by an organization such as promotions, selection and pay raise need to be fair and purely based on merit. A positive perception about procedural justice among employees will reduce the deviant attitudes of employees including aggression, theft and bias.

		Procedural Justice	Workplace Deviance
Procedural Justice	Pearson Correlation	1	-.367**
	Sig. (2-Tailed)		.000
	N	280	280
Workplace Deviance	Pearson Correlation	-.367**	1
	Sig. (2-Tailed)	.000	
	N	280	280
** Significant at 0.01 Level (2-Tailed)			

Table 3: Correlation Analysis between Procedural Justice and Workplace Deviance

- H3: Interactional Justice has an impact on workplace deviance.

The results shown in table 4 portray a significant association between interactional justice and workplace deviant behavior of the employees at significance level 0.01. Negative correlation value of -.351 shows an indirect yet, moderate-level of relationship between the two variables. This means that practicing interactional justice in an organization will lessen the workplace deviance among its employees. Giving respect to the people working in an organization without any bias and discrimination certainly helps the organization to create an ethical work climate. Hence, H3 is accepted.

It can be inferred for the results that courteous and equitable interactions among employees and supervisors can reduce the level of deviant work behaviors in an organization. The banking sector should ensure the positive interactions among its employees to make them feel satisfied and reduce their engagement in counter-productive activities.

		Interactional Justice	Workplace Deviance
Interactional Justice	Pearson Correlation	1	-.351**
	Sig. (2-Tailed)		.000
	N	280	280
Workplace Deviance	Pearson Correlation	-.351**	1
	Sig. (2-Tailed)	.000	
	N	280	280
**Significant at 0.01 Level (2-Tailed).			

Table 4: Correlation Analysis between Interactional Justice and Workplace Deviance

Linear Regression Analysis:

A linear regression analysis was done to understand the influence of the independent variable on dependent variable of this study. This analysis will allow to comprehend the association between an overall perception of organization justice and workplace deviant behaviors of employees.

- H4: Organizational Justice reduces the level of workplace deviance.

Table 5 shows the regression analysis between the variables of this study. The table shows that organizational justice and workplace deviance have a significant association at significance level 0.01. Additionally, the R value .360 in Table 6 for organizational justice shows a moderate-level relationship between organizational justice and workplace deviance. Whereas, the value of R-Square is 0.130 which describes that 13% change in workplace deviance can be attributed to the organizational justice perception. Thus, an increased and positive perception about organizational justice among employees may reduce the level of workplace deviance in an organization.

Furthermore, Table 5 shows the coefficients for regression equation that can help to understand how the relationship between the two variables may vary. The regression equation is:

$$Y = a + bX$$

Where;

Y= Workplace Deviance

X= Organizational Justice

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.138	.149		21.056	.000
	Organizational justice	-.341	.053	-.360	-6.435	.000
a. Dependent Variable: Workplace Deviant Behavior						

Table 5: Coefficients of Regression Analysis

$$Y = 3.138 + (-.341) X$$

This regression equation demonstrates that an improved perception of organizational justice will reduce the workplace deviance among employees. Thus, the results of linear regression analysis allow to accept H4.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360 ^a	.130	.127	.885
Predictors: (Constant), Organizational justice				

Table 6: Model Summary of Regression Analysis

DISCUSSION & CONCLUSION

This study has used equity theory (Adams, 1965c) as a foundation to build further discussion. The study was held in financial institutions of Pakistan to reduce the literature gap existed in this area. However, the results of the study can be generalized for multiple sectors as they reveal the importance of perception about organizational justice and its impact on workplace deviance. This is evident from the research findings that justice perception plays a vital role in the success of an organization by avoiding the divergent or deviant work behaviors. These findings will help the managers to know the importance of having ethical work environment that ascertains the employee satisfaction level and productivity.

The results have confirmed that there is a negative relationship between organizational justice perceptions with the deviant behaviors of employees. In the presence of organizational justice, employees would be keen and motivated towards their tasks. A positive perception about distributive justice will refrain them to get engaged in malpractices that may destroy the organizational performance. Similarly, the results corroborate the discussion in the literature about a substantial influence of distributive justice on minimizing the workplace deviance (Blodgett, Hill, & S.Tax, 1997b; Brockner & Wiesenfeld, 1996b). A strong trust on organizational practices related to decisional outcomes improve the job satisfaction level of employees and thus, creates a healthy work atmosphere. Similarly, the findings of data analysis support an opposite relationship between procedural justice and workplace deviance (Folger & Cropanzano, 1998b; Lind & Tyler, 1988b). This again refers to a pivotal implication for the managers to ensure equity and fairness while adopting procedures for organizational decision

making. Open and equitable procedures will lessen the probability of dissatisfaction among employees thus, avoiding their engagement in counter-productive activities. Moreover, the results depict that interactional justice will also pay for the employees to remain loyal with their organization and show their best performance. Non-discriminatory work practices enhance the citizenship behavior of employees and make them more productive for the success of organization (Mackey, McAllister, Ellen, & Carson, 2019b). Also, it will also help to avoid the losses caused due to deviant behaviors of employees such as theft, manipulation, bias and aggressiveness.

Banking sector of Pakistan needs to incorporate these results in their routine practices to make their employees satisfied and loyal to their workplace. In this regard, a larger share of responsibility is attributed to the managerial level employees of the organizations. For instance, human resource managers can play a critical role in developing a positive perception of organizational justice among the employees of an organization. Open and unbiased human resource strategies leave no room for the employees to feel dejected thus, avoiding their indulgence in deviated activities. Furthermore, future studies can be conducted in cross-industrial contexts for a broader and comprehensive understanding of just business practices and their positive outcomes in Pakistani industrial sectors. The findings of these studies may enable the managers of the business organizations to learn ways of promoting organizational justice within their cultural settings for more productive and ethical work practices.

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