

Perceived Organizational Support and Deviant Behavior

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ABSTRACT

The main objective of the present study was to evaluate the effects of the perceived organizational support on employees' deviant behavior. According to Social Exchange Theory, researchers analyze the interrelationships between individuals and leaders, as well as the interaction between individuals and the organization. Social Exchange Theory received much attention by organizational experts during the 1980s which resulted in the perceived organizational support. Based on this theory, employees feel they are supported by the organization when the organization values their cooperation and efforts and pays attention to their welfare. Organizational support includes four dimensions of honesty, supervisor support, job conditions, and organizational rewards. In recent years, research in the field of misconduct in the workplace has increased significantly and has provided a rich knowledge on interpersonal relationships in the workplace to the extent that most antecedents and consequences of negative behaviors in the workplace have been identified in meta-analyses performed. Deviant working behavior refers to a type of behavior that violates organizational norms and threatens the health of both the organization and the staff. Such a behavior covers four dimensions: fiscal deviance, political deviance, production deviance, and personal aggression. After reviewing the research in the field, researchers concluded that increased understanding of organizational support by employees will improve employees' performance and their willingness to remain in the organization, on one hand, and on the other this support reduces work pressures and feedback behaviors.

KEYWORDS: Social Exchange Theory, perceived organizational support, fairness of treatment; deviant behavior in the workplace, feedback behaviors.

1. INTRODUCTION

To attract and retain the manpower, modern organizations are competing over the provision of welfare programs and the amount of attention paid to the staff. A case in point is the Fortune Magazine that has been publishing a new ranking in recent years, introducing the top 100 companies with preferred workplace for human forces. In response to the wave of competition over human forces, different organizations are investing in the implementation and improvement of welfare programs and the increased support for employees to provide their employees with adequate welfare facilities as much as possible. Perhaps it was uncommon in two decades ago to address such issues and to discuss ancillary welfare and support programs for employees. However, organizations that run such programs in the world are abundant these days. These organizations are well aware of the fact that they will benefit from investing in the improvement of the employees' welfare and support because employees who feel they are supported by the organization have more commitment and satisfaction, avoid absenteeism, and do not leave the organization easily [1]. On the other hand, in recent years employees' deviant behavior has been discussed increasingly in organizational studies. Such behaviors cause much financial damages and even the loss of life to a person, his colleagues, the organization, and the society in general and will interfere with the achievement of the most important organizational goals i.e. increased productivity and production [2].

Social Exchange Theory

Social Exchange Theory was first introduced by Blau in 1994 and was further developed by Konovsky and Paugh in 1994 [3]. The theory assumes that when people get benefit from the actions and activities of an entity they will find themselves obliged to it and, thus, try to compensate for it through their actions [4]. Similarly, in social relation, when someone does a favor to another person, the latter feels that he is obligated to compensate the former's favor. The greater such help or favor, the more willing is one to compensate for it. Scholars believe that there is such a social exchange between employees and employers as the organizations acts as a source to meet employees' needs so a type of give-and-take relationship is dominant over the relationships between employees and employers. Social exchange theorists argue that the value of this give-and-take relationship is greater when it

happens voluntarily. In other words, at times when employees feel that their organization pays more attention to their welfare and meet their needs more appropriately not because of regulatory requirements or pressure from the working unions, they will do their best to realize organizational goals. Besides, the organization acts as a source to satisfy the employees' certain needs such as the need for having an identity and a sense of belonging and self-esteem. As a result, based on norms of reciprocity; employees will help the organization to achieve its goals in order to maintain the organization as a source to satisfy these needs[1]. In order to create a balance in the exchange relationship with the organization, employees adjust their interests and behaviors based on employers' commitment to their interests. The employees' belief in being supported by employers will convince them that the organization intends to perform the exchanged obligations in an effective towards its employees [5]. According to Berry and Bitner, the best way to maximize the employees' service orientation is to treat them in the way that the organization asks them to treat the customers. This is, in effect, a principle derived from norms of reciprocity[6].

Perceived Organizational Support

Researchers employ the Social Exchange Theory to analyze the interrelationship between individuals and leaders, as well as the interaction between individuals and the organization. In the 1980s, the Social Exchange Theory received much attention by organizational experts which resulted in the development of the concept of organizational support. The concept of perceived organizational support was derived from one of traditional theories related to the relationships between employers and employees based on mutual expectations and obligations [7]. Eisenberger et al. published an article in the Journal of Applied Psychology and for the first time introduced the concept of perceived support by the organization [8]. Based on the definition introduced [8], employees feel they are supported by the organization when the organization value their cooperation and efforts and pays attention to their welfare [9]. Those employees who are experiencing high levels of perceived organizational support feel that they should play their role within the organization based on appropriate behaviors and attitudes so that their action be in line with the interests of their respective organization [10]. In other words, when employees feel that the organization is concerned with their happiness and helps and supports its work forces (institutional support), they will consider themselves as a part of the organization, regard the organization as their representative, and feel a sense of commitment and loyalty towards the organization [11]. As a result, employees will form a holistic view of the organizational support towards themselves and pay attention to organizational goals and their realization because of the support they receive. In other words, when the organization pays attention to the employees' welfare they will compensate for it through more commitment and a better performance[1].

Dimensions of perceived organizational support

Fairness of treatment

Fairness refers to a sense of equality towards the use and implementation of methods of resource distribution among employees which is also called procedural justice [11]. Observation of justice and fairness in the implementation process should provide equal opportunities for everyone. Therefore, it can be said that justice requires clear rules and procedures and the law enforcement procedure is fair only when it is possible for all people to benefit easily from the law. As a result, the procedural justice refers to the perceived equality in using the means to distribute the compensation of salaries and benefits [12]. Procedural justice pursues two goals: First of all to protect the people's interests in the long term. Therefore, people get what they deserve. This procedural justice brings about the results of decisions such as consent, agreement, and commitment. The second goal of the procedural justice is symbolic and strengthens personal relationships with the group (trust in leaders) and organizational commitment. Fair procedures can be used as an indicator for people so that they feel they are valued and respected in the organization and it can improve the balance and trust in one's relationship with others [12]. According to Social Exchange Theory, one of the employees and managers' expectations is that managers and employers to treat them fairly. Consequently, when employees are treated fairly and ethically they will try to compensate somehow for it and this may happens through greater involvement in their work and spend more effort and time to perform their duties [13]. Fair behavior is a demand that all employees who spend their time and energy within an organization are expecting it. Such expectations make leaders put more emphasis on the observation of fairness. A question that arises is that what happens when managers do not pay attention to such expectations. Greenberg believes that those managers who violate these norms through their unfair behavior make the staff to show a negative reaction to such behaviors. As a result, the reflection of justice in managers' behavior creates good conditions for both the organization and the staff [37]. The observation of justice requires the adoption of fair procedures. In other words, regardless of fairness of the basis and the content of the law, a process which is supposed to result in justice should be fair by itself. The observation of justice and fairness in the execution process should create equal opportunity to win for everyone. As a result, it can be said that justice requires the clarity of law

and that the process of law enforcement is fair only when it is possible for all people to benefit easily from the law. Scholars have observed that people are not only concerned with the fair distribution or the results of decision makings but they also care for the process used to make such decisions. The promotion of procedural equality when one is planning for organizational changes affects the employees' perceived commitment towards the organization (their trust in management) and their willingness to remain in the organization [12]. A worker, for instance, may not be in the need of overtime and staying late in the workplace. However, he may work for extra hours to help and facilitate the workflow in the organization and help others beyond his official working hours [14].

Supervisor support

Supervisor support has been defined as the degree to which managers communicate with their subordinates and help and support them [15]. Supervisor support can strengthen the perceived organizational support through creating trust and confidence in the organization since supervisors of administrators are often seen as the representative of the entire organization. Therefore, if the supervisors provide the staff with the necessary support in the right time and to win their trust then through replication the employees feel that they are supported on the part of the organization [16]. That the superiors value the contribution of the staff and care for their welfare will have a huge impact on their views about the support they receive from the organization. Sometimes, employees consider the support they receive from their direct superiors as the support provided by the organization and therefore generalizing the superior's support to the whole organization. Accordingly, the superior support can play a great role in the creation of the employees' perceived support [1].

Organizational rewards

All successful organizations appreciate their employees for the services they offer and reward them appropriately. Rewards, policies, and practices are related to the payment of salaries and benefits and appreciating the staff [17]. In other words, the reward strategy is to ensure that employees' behavior and performance in achieving the goals of the organization will be appreciated by the management [18]. Based on the theory of perceived organizational support, employees develop their general trust to the extent that they feel that the organization is ready to reward their efforts, to satisfy their social and emotional needs, and care for their participation and the welfare. The perceived organizational support is also associated with the assurance that the organizations will help employees when they are facing stressful situations or encounter problems in their jobs [19]. Vroom's Expectancy Theory [38] and Adam's Equity Theory [43] are among theories that form a basis for payment strategies. Expectancy Theory assumes that employees expect reward and its reasonableness to the work they do, while based on Equity Theory if an employee thinks that a reward he has received for his task is less than the rewards other employees get in that organization or other organizations he is very likely to work less, leave the organization, or go on strike to achieve equality and fairness or feels that a type of balance has been created between the work he does and the reward he receives [20].

Job conditions

Job conditions are the same as work features; namely the level of responsibility, variety or diversity of tasks and the extent or degree to which a job satisfies a worker. Job features and conditions such as job security, autonomy, role stressors, and job training are considered among correlates of job level with perceived organizational support. First of all, the assurance that the organization wants to preserve its employees for future (a point that is vital for the job security) will be nothing for employees but the perceived organizational support. When employees feel that they have control over their jobs and working conditions, i.e. when the employees are free to plan for their work and to choose the working procedures on their own and add variety in their jobs, they will experience a higher level of organizational trust toward themselves. This growing organizational trust towards the staff chain enhances perceived organizational support among employees in a progressive chain process. However, the definition of stressors namely environmental demands that ones feels not capable of meeting or coping with them in theory indicates that in a high-pressure work environment people feel helpless and unsupported. Finally, the staff will feel increased perceived organizational support through job training since they know that the organization is planning for their present and future in order to make progress [16]. The organization's tendency to value the future of its members' jobs has a strong correlation with the perceived organizational support. Apart from job security, some variables such as training and job independency have a positive effect on the organizational support while the role stressors and organizational dimensions affect it negatively [11].

Effects of the perceived organizational support

The perceived organizational support has seven effects as follows: 1- The more employees feel that they are strongly supported by the organization, the more they will be committed toward the organization. One of the most

effective ways to increase organizational commitment is to increase the perceived organizational support. 2 - Some effects of the organizational support are related to job conditions such as job satisfaction. Job satisfaction means employees' positive general attitudes and reactions towards their jobs. The more the staff feels that they are supported by the organization, the more they will experience job satisfaction. Organizational support will improve employees' positive attitude towards their jobs. 3- In addition, organizational support affects the improvement of organizational commitment and job involvement which means involvement in working interests. The more the organizational support, the more the staff will be committed to their works. The four final effects of the perceived organizational support are: The increased perceived organizational support will improve employees' performance and their willingness to stay in the organization on one hand, and on the other hand, will decrease the level of work pressures and feedback behaviors (e.g. willingness to leave work). The higher levels of perceived organizational support will affect employees' performance and increase their efficiency can be increased. Besides, employees are more likely to continue their work in the organization. The experience of organizational support will reduces job stress and employees' intention to leave their work [8].

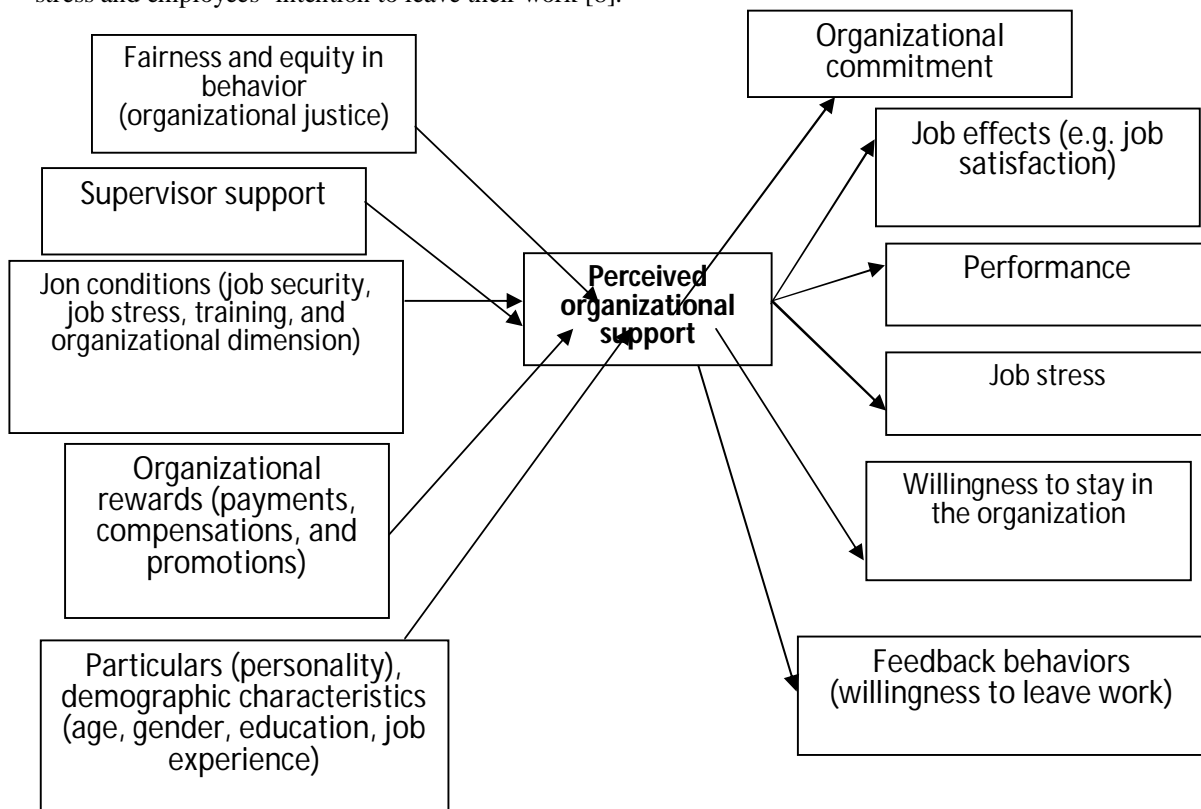


Figure 1: Preconditions and effects of organizational support in the meta-analyses and research conducted during 1986 to 2002 [11].

Employees' deviant behavior

In recent years, studies conducted in the field of misconduct in the workplace have increased significantly. This line of studies provides a rich knowledge on interpersonal relationships within the workplace so that most antecedents and consequences of negative behaviors in the workplace have been identified in the meta-analyses performed [21]. The field of organizational deviance is not unfortunately an unknown scenario for all organizations and employees harm their organizations in different ways such as stealing from the organization and colleagues, sexual trauma, rumors, restless behavior, and alcohol consumption in the workplace. Today and in the computerized era, the performance of such deviant behaviors such as access to personal emails has become increasingly easy and simple. Problematic behaviors and its symptoms in organized environments are not a new phenomenon. Early advocates of human relations have largely concentrated on production constraints, bankruptcy, and its consequences in the early 1920s [42]. According to Social Exchange Theory, organizational and operational environments are places for clearing exchanges, suggesting that employees work for the organization and the realization of its goals and in return the organization provides them with respect, opportunity, and material payment as a compensation of

their efforts based on the principle of reciprocity. Based on this perspective, when the organization does not act in accordance with distributive, procedural, and interactional injustice in line with the principle of reciprocity, through the violation of the principles of social exchange it implicitly shows the employees that they can also violate the exchange principles. Such a violation may take different forms, one of which is deviant behavior [22]. One of the major concerns of organizational issues is related to the proper understanding of the reasons for employees' performance which includes their assigned tasks a part of their working activities [23]. Deviant working behavior refers to a type of voluntary behavior which violates the organizational norms and threatens the health of both the organization and the staff [24]. Based on this definition, workplace deviance is a voluntary action as the employees are not motivated to comply with normative expectations or they are invoked to violate such expectations. Organizational norms, by definition, refer to those norms that are defined by organizational policies, regulations, and procedures and are employed as working standards. Norms here refer to the dominant administrative coalition within organizations rather than those norms that are associated with a given working group or subculture [25]. Based on the definition provided by Robinson and Bennett, deviant behavior is a type of behavior that contradicts the norms and threatens the health of organizations. As a result, any behavior violating the norms is not deviant and the main criterion for a behavior to be considered as deviant is the threat the organization is exposed to as a result of a given behavior. For instance, not wearing the organization's uniform is considered as a deviant behavior as it does not usually harm the organization [26]. Theft, wrongdoing, bad-temperedness, violation of rules, counterproductive behavior, anti-organizational behavior, subversive behavior, rude treatment with other workers, and unwillingness to work hard are among clear examples of workplace deviance[27].

Classification of deviant behavior

Different classifications have been provided for deviant behavior, including:

- Colbert's classification [24]:
- Individual deviance: Deviance that is directed at members such as rude behavior with colleagues
- Organizational deviance: Deviance that is directed at the organization such as unwillingness to work hard
- Galperin and Burke's classification [28]:
- Destructive deviant behaviors: Voluntary behaviors that threaten the health of the organization and its members through the violation of organizational norms such as theft and subversion
- Constructive deviant behavior: Voluntary behaviors that improve the health of the organization and its members through the violation of organizational norms and facilitate the organizational objectives such as creative role behaviors, noncompliance with impractical orders, and criticizing incapable supervisors

Robinson and Bennett have identified two types of deviant behavior in the workplace: interpersonal deviance that is directed at the members of the organization and includes behaviors such as insulting, arrogance and aggression towards the colleagues and organizational deviance that is directed at the organization such as theft, bribery, and sabotage [2]. Peterson has divided factors determining the deviant behavior in the workplace as individual, social, interpersonal, and organizational factors [29]. Individual factors such as people's perceptual and cognitive characteristics and organizational factors such as different the organization's atmosphere may contribute to the occurrence of deviant behaviors in the workplace in different ways [30]. According to Vardi and Wietz's classification, there are many factors as the antecedents of deviant behaviors that encourage people to commit maltreatment and then the actual forms of deviant behavior are presented as obvious signs of misconduct in the organization [41]. In Vardi and Wietz's Model, willingness to the deviant behavior acts as a mediator between the antecedents and the obvious signs of organizational deviance. Performance of deviant behavior by staff and organizational stakeholders is summarized in the form of three principles: organizational deviance is a motivational process because the willingness to commit deviance is a mediator between precedents and obvious signs of misconduct. Deviant behavior covers the two sets of (instrumental and normative) observations. Deviant behavior is defined as a behavior accompanied by one or more obvious symptoms of deviance [42].

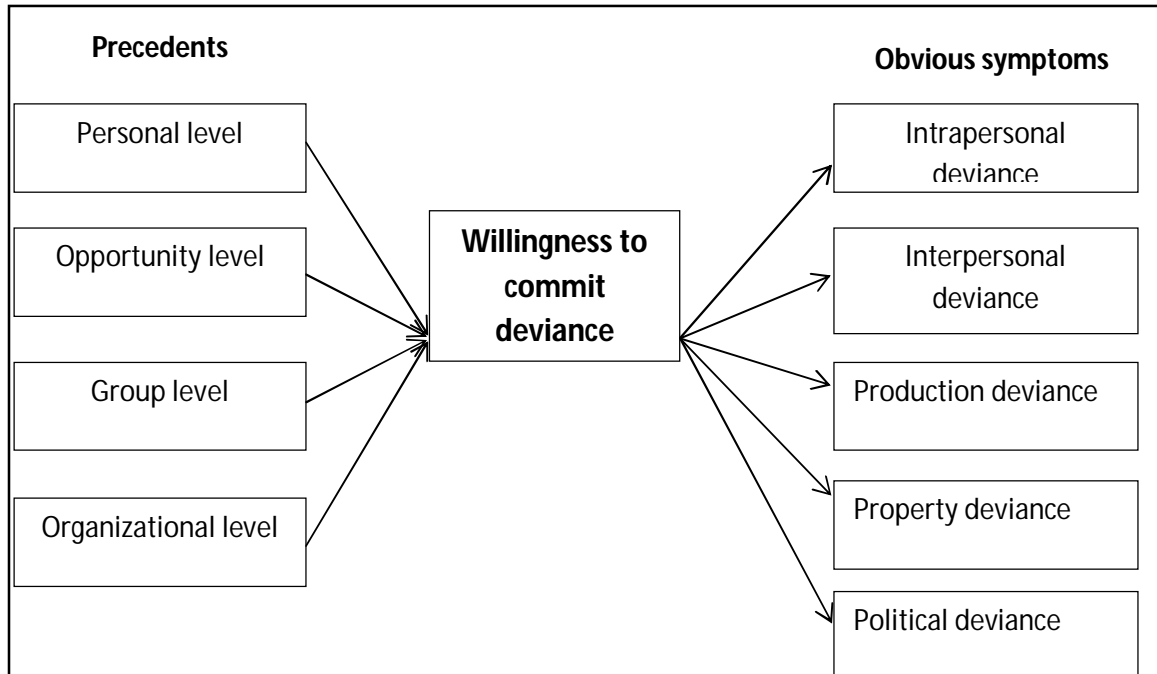


Figure 2: Workplace deviance typology in Vardi and Wietz's Model [41].

Litzky's most well-known classification divides deviant behavior into four groups [27]:

Production deviance: happens when employees violate quality and quantity standards used for production or service delivery that may increase production costs or reduce inventory control such as leaving work early, excessive leaves, and working slowly on purpose.

Political deviance: occurs when employees support certain stakeholders (customers, partners, and suppliers) so that others are exposed to risks. Such support may incur some costs due to the unstable quality of services, dissatisfaction, and a sense of injustice e.g. partiality, gossip/rumor about co-workers, blaming colleagues, and counter-productive competition.

Property deviance: includes taking or losing the company's property without the approval of the company. In this type of deviance, employees may be involved in stealing and manipulating manipulation of the spending accounts such as damaging the equipment, accepting bribery, lying about working hours, and stealing from the company.

Personal aggression: includes hostile and aggressive behavior toward others that could jeopardize the company's reputation and lead to serious negative consequences for the concerned individuals such as sexual harassment, oral insults, stealing from colleagues, and exposing the colleagues to risks. Figure 3 illustrates this classification and present examples for each case:



Figure 3: Workplace deviance typology [26]

Factors associated with workplace deviance

Individual factors

Numerous studies have been conducted to examine the role of personal factors in the occurrence of deviant behaviors. Such studies have focused on the role of genetic and biologic factors on the individuals’ mental and intellectual health [31]. Two personal factors are considered here. Personality: Several studies have described the relationship between personality and employees’ behavior. For instance, it was observed that highly conscientious, accountable, achievement-oriented, and honest people are less likely to commit deviant behaviors [24]. Furthermore, other studies have addressed factors such as family history and life situations and their effects on the personality and examined their relationships with deviant behaviors [31].

Perceptions of work conditions: It has been observed that workplace deviancies related to employee’s perception of their jobs and their opinions and judgment of working conditions [32]. Based on Perceived Organizational Support Theory when employees believe that the management pays attention to their objectives and values and supports them, this perceived support is reflected in employees increased commitment and their loyalty to their performance. Besides, negative views towards working conditions make the employees stop working hard and will engage them in personal deviances[28].

Role of group factors

The results of studies indicated that deviant behavior patterns in a given members of a group will have a considerable influence on other group members. Individuals’ history and interdependence of working tasks are among factors affecting the incidence of deviant behavior within a group [33]. The group also plays an important role in influencing its members and the organization as a whole. Aggressive members in a group affect individual outcomes (mental and physical health) and organization outcomes (effective commitment). This is due to closeness and proximity of aggressive individuals with their victims of deviant behaviors that will experience the outcomes of such behaviors [40].

The role of leadership

Leaders are on the most influential factors who affect the behaviors of the organization’s members. Such influence is due to the fact that this is the leaders who define values and norms and represent a picture of their organizations. Leaders play a vital role in the quality and amount of trust in the organization, creation of the mutual respect, recognition and correction of problems, and determining rewards or punishments. Besides, leadership skills

in the management of changes, conflicts, communications, motivation, and time management are important with regard to controlling deviant behaviors[31].

The role of the corporate agent and manager

The organization plays an important role in the occurrence of deviant behavior. Since organizational factors are controlled by the management they can be also regarded as managerial factors. Some of these factors affecting deviant behaviors are addressed here [25]. Formal and informal controls: formal control reduces substantially deviant behaviors. This type of control which emerges through rules and regulations is of three types: controlling behaviors (performed through laws and regulations in the workplace and should be fair), controlling inputs (selection, training and socialization of individuals) and controlling outputs (through goal setting, goal-based management, and the total quality management). Informal control includes norms that may have stronger influence on employees' deviance. These norms may create a positive organization ambience and, thereby, reducing the likelihood of deviant behavior. Of course, it should be noted that informal controls lie outside the management power and the management can only affect them [34].

The compensation/reward system: The compensation/reward system may encourage employees to get involved in deviant behaviors. Competition for rewards may force the employees to care for their personal interests alone so that they believe that immoral and unethical behaviors are essential for their success. For example, a commission-based compensation and reward systems can encourage the staff to sell more products and services and win customers' satisfaction to gain more rewards. This may provide a strong incentive for people to commit deviant behaviors in order to gain more rewards [25].

Structured versus unstructured activities: Unstructured activities with no time requirement are directed more towards deviance for two reasons: 1) In structures activities, some people are responsible to control others. 2) Structured activities provide fewer opportunities for deviance. When people do not have the opportunity to go for deviance and when there is someone to exercise control there will be less chance of committing deviance[35]. Negative and cynical attitudes: Most managers believe that employees can not be trusted with regard to moral and acceptable behavior and, as a result, their behavior should be controlled in terms of the appropriateness. According to the Agency Theory, employees' objectives are different from those of the owners of the company and that employees are rational individuals who are incited to pursue their interests so they may get involved in deviant behavior. This negative view makes employees feel that they are not trusted so, in return, they get involved in deviant acts [25].

Unfair laws and regulations: Managers often impose some regulations to improve employees' performance, creation of stability in the quality of services offered and to facilitate monitoring employees' behavior. If employees feel that such regulations are unfair, they possibly will overlook them. Property and production deviance are often employed as a common response against these regulations. Studies performed in this field also suggest that when people feel that they are not treated fairly, they often decide to retaliate and to compensate for this unfair treatment they commit negative behaviors [27].

Ambiguity on job performance: Role ambiguity refers to the lack of information about a particular role and uncertainty about the expectations associated with that role. People may feel uncertain about how to define their roles, responsibilities, their behavioral expectations which may result in negative occupational responses such as job transfer, turnover, stress, and the expression of different types of deviance. Ambiguity on job performance may make people get involved in deviant behaviors as a way to respond to this ambiguity [25].

Organizational trust: Employees' attitudes about the existence of trust in the organization are reflected in their expectations when they feel that they are taken into account in the organization and their needs are met at present and in the future. In a given period, organizational trust may arise as a result of a mutual agreement between an employee and the organization to be assured of the way they perform their duties [34]. When employees feel that their trust is lost they will perform more deviant acts. For instance, the research shows that when managers blame an employee several times in the presence of customers or colleagues he/she will commit more acts of deviance and, in fact, the mutual trust between managers and subordinates will be lost as a result. In such cases, the employee does not obey the manager's orders and negative attitudes and feelings will dominate the organization[27].

Organizational culture: Culture is one of the factors that affects individuals' behaviors and values and can contribute to the occurrence of the deviant behavior. Culture consists of patterns of organizational failures and successes, and the history of the organization and its policies. Culture must provide employees with organizational identities, make it possible for them to participate in activities within the organization, and direct the way they express their feelings, reactions, and their concerns[31]. The organizations' policies should be expressed clearly and the norms for all employees must be shown implicitly to support employees with regard to the organizational culture and its effects on deviant behaviors. Besides, the management should be assured that rewards are distributed equally

among employees and each payment should be made based on a clear and justified reason. The organization's policies should also contain ethical programs and their benefits and represent the consequences of unethical and nonstandard behavior so that deviant behaviors and their outcomes be shown clearly and communicated to employees. The inclusion of advisory programs to solve employees' problems and the appropriateness of organizational environment and its adaptability to the organizational culture should be assured as well [39]. As a result, based on the organizational and managerial factors and their association with deviant behavior the following model can be presented (See Figure 4, below).

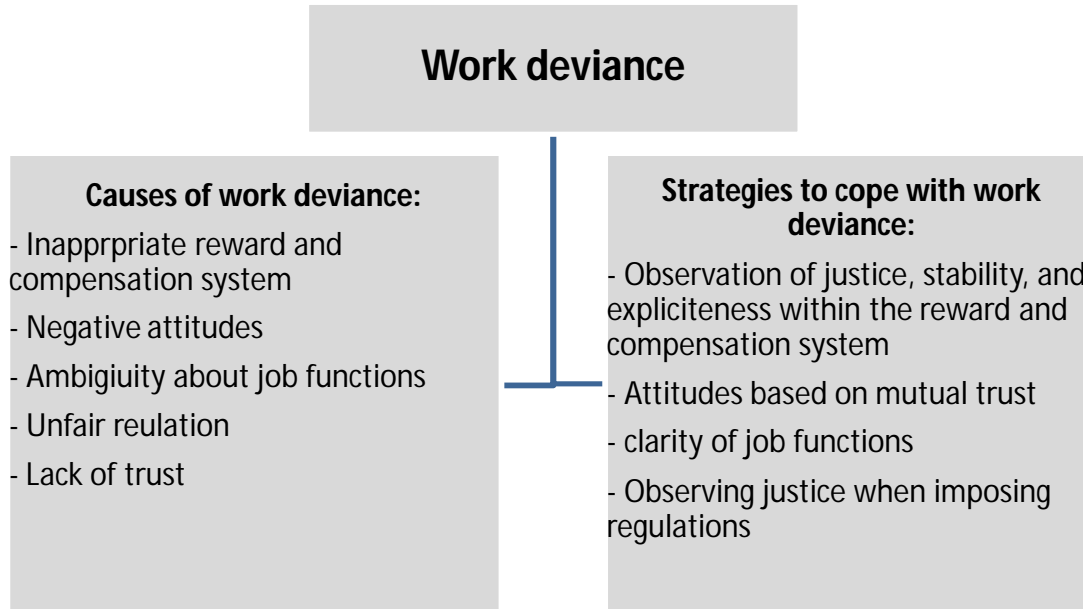


Figure 4: Organizational and managerial factors and their relationships with work deviance [25]

Managers' strategies to reduce work deviance

To reduce work deviance, managers can adopt three important strategies:

Creation of an ethical environment: The organizational environment includes organizational dimensions such as structure, responsibilities, rewards, support, and standards to which employees show reactions. The employees' perception of the organization environment can affect their willingness towards ethical behaviors. Managers should not ignore deviant employees' behavior as it makes the violation of regulation as a common practice in the organization. Deviant behaviors will be less common in an environment with a strong emphasis on the ethical behaviors. The results of research indicate that when managers act morally, employees are less likely to engage in deviant behaviors and feel that they are under pressure. Explanation of organizational objectives can help the creation of an ethical environment. In addition, managers have to raise employees' awareness about appropriate and inappropriate behaviors and the costs associated with deviant behaviors [27]. An ethical environment is considered as a part of organizational culture in which through formal and informal socialization employees learn how to behave and which values are rewarded and respected in the organization [36]. The studies conducted have shown that there is a strong correlation between the type of deviance and the organizational environment. As a result, when employees feel that the organization pays attention to the staff's welfare, they are less likely to engage in political deviance. In addition, those organizations that care for the observation of regulation are less likely to experience property deviance on the part of their staff [29]. Factors affecting ethical behaviors within an organization are: *Gender:* Women do more ethical behaviors and they are less likely to commit deviant behaviors than men. *Work experience:* More experienced individuals perform more ethical behaviors. *Level of education:* Level of education has a positive relationship with the performance of ethical behaviors and educated people are less likely to get involved in unethical behaviors. *Age:* Age is also positively associated with ethical behaviors in a way that the older people commit less unethical behaviors [25].

To reinforce the ethical environment within the organization the following steps should be taken [33].

- Compilation of organizational mission and philosophy to clearly determine the ethical direction in the organization;
- Proper understanding and recognition of subcultures: Instead of creating a culture, the manager should be able to recognize different subcultures and direct them towards general organizational goals;
- Creation of cultural consistency and homogeneity: It is a type of cultural reinforcement which defines unethical behaviors and supports the organization against their threats.

Creation of trust-based relationships

The establishment of an ethical environment is possible through the development of mutual trust-based relationships. Trustful relationships between managers and subordinates can be obtained through making communication psychological contracts. Such contracts are implicit agreements made between employers and employees and include personal and temporal obligations between the two parties based on trust. The higher the level of trust between managers and employees, the more the staff are committed to the organization and the less they are likely to engage in deviant behaviors. If employees are encouraged to do acceptable behaviors and are empowered in decisions they take, it will help them to be more confident and less likely to be provoked to commit deviant behaviors [25].

Regulations, rewards, and punishments

According to role modeling theories, people engage in behaviors that will maximize their rewards. As a result, the disciplinary and compensation system should be in such a way that to reward good behaviors and punish bad behaviors. In addition, since the staff react to injustice by involving in deviant behaviors, the distribution of rewards and punishments should not only be fair but also fair procedures should be taken to determine them [25]. Performance appraisal systems should determine consistent standard for all employees so that they feel that outcomes are distributed fairly and this will reduce their deviant behaviors. When punishment is necessary, the fair and clear disciplinary policies can be used to confront work deviance [27].

Conclusions

Organizational support contributes the employees' involvement in their jobs. The more organizational support, the more employees involve in their work. Increased organizational support improves employees' performance and their willingness to stay in the organization on one hand, and reduces job pressures and feedback behaviors such as willingness to leave the work and deviant behaviors. The increased perceived organizational support will improve employees' performance and efficiency and their willingness to stay in the organization. As a result, the organizational support will reduce job stress. On the other hand, tendency to leave the work can prevent the staff from working diligently and change them into searchers who use their mental, physical, and behavioral powers to run away from the organization rather than to achieve the organization's objectives. Therefore, employees may engage in a number of deviances such as theft and serious crimes. The researchers have found that employees are not only concerned with the fair distribution of decision results but also care for the process used to make such decisions. The improvement of procedural equity during making plans for creating organizational changes will affect employees' perceived commitment to the organization (their trust in the management) and their willingness to stay in the organization. Procedural justice makes a distinction between decision making process and its results and puts a special emphasis on participation in decision making process. If the organization allows the staff to express their view about the issue to be decided and to provide information on the decision making, they feel that their interests are protected in the long term and that the decision making is fair. Based on Social Exchange Theory, when people are benefitting from the activities done by an entity they feel indebted and committed to it and try to compensate for it through their actions. Likewise, if employees perceive that they are receiving desired support from the organization they are likely to engage in useful behaviors such as organizational citizenship behaviors and customer-oriented and service-oriented behaviors which improve the organization's performance in return. Employees always feel a special interest and belief in the organization based on the value, welfare, and security provided by the organization to them. This belief is referred to the perceived organizational support. In other words, the perceived organizational support is one's belief and perception that his welfare and also his participation in the organization's success are important to the organization. A comprehensive review on causes, effects, and solutions for positive and negative deviant behaviors (positive behaviors such as creativity and innovation) and organizations and their conditions indicates that poor performance and decision making, high level of job dissatisfaction, and stress among employees are beyond the common work load.

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