

## **The impact of human resource practices on employee deviant behavior case study: Employees of the Department of Justice**

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*Received: June 24, 2015  
Accepted: October 23, 2015*

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### **ABSTRACT**

The purpose of human resource management policies and necessary measures for the implementation of task management depends on the aspects of employee activity, especially for staffing, staff training, performance appraisal, rewarding and creating a safe and fair environment for employees. The purpose of this study was to evaluate the relationship and impact of human resource practices on employees' deviant behavior. Present survey is done with applied method that in addition to study of history, the questionnaire was used to assess measures. Pearson correlation analysis was used to check the method. The findings of this study showed the meaningful relationship between human resource practices and employee deviant behavior. In studying the correlation between variables in human resources, findings showed that that human resources measures are positively and significantly associated with deviant behavior of staff in the Department of Justice. In regression analysis, the obtained results show that the service compensation variable and results evaluation have a meaningful effect on deviant behavior thus recommendations were presented.

**KEYWORDS:** human resource practices, employee deviant behavior

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### **INTRODUCTION**

Human resources is most important asset of an organization and it's effective management is the key to success. If the policies and procedures of the organization be consistent with each other and have significant contribution to achieving the organization's goals and strategic plans so it will be more likely to achieve organizational success. General values and culture, environmental conditions and management behavior which culture i stemmed from it, have a favorable effect on the pursuit of excellence. This culture should be managed means that continuous efforts should be devoted to accept and carry out those. Obtaining uniformity require ongoing effort. The uniformity means that the entire organization staff work together with a sense of common purpose.

Studying the behavior of individuals in working environments has long been of interest for scholars and by the emergence of the field of organizational behavior at the other dies early 1960s, it was taken seriously. Many studies have attempted to classify the behavior and it's causes. Issues such as, perception, motivation, job attitudes, etc. are such cases that inspecting the roots of human behavior in their workplace (Morkoczy, 2005: 12)[1].

#### **1. Human resource measures**

In today's turbulent world, some organizations are successful and some unsuccessful. many factors contribute to the success and effectiveness of the organization. A number of factors are outside of the organization control and others are under the control of the organization. Among the controllable factors, human resources are remembered as the most important and valuable resource that plays an important role in the effectiveness and success. Because the organization's human resources are educable and changeable . Efficient and effective manpower can realize organizational objectives by properly performing assigned tasks. However, the recognition of human resources, not only in terms of quantity but also the quality and attitude, employee behavior, attitudes, beliefs and values or in other words the prevailing organizational culture have utmost importance. In the 1960s the human behavior and attitudes science emerged and grew regarding to needs and motivations, and new definitions of labor, power and organizational values presented. Increasingly prominent role in the behavior of managers in the productivity of employees in the organization was realized and management of employee behaviors has become one of the tasks of critical manager. Many studies was done to identify the causes of the presence or absence of the employee's behavior. And the broad category of employee behaviors in the workplace were identified as deviant behavior that have negative effects for the organization respectively. High costs that such behaviors imposing on organizations

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have prompted the managers that through the identification of effective factors on the incidence of such behavior inhibited or prevented them. Each organizations employee has it's personalities, identities, attitudes and values which strongly influences the behavior and affected by the culture in it grown. Explicit and implicit expectations are disseminated about interactions and are obviously an important factor in shaping the behaviors of individuals. Due to environmental changes in present age and with the arrival of the knowledge-based economy, human resources as the most vital strategic element and most crucial way increase the effectiveness and efficiency of the organization. Therefore, human resources, not just a factor for preferring one organization to another organization, but as a sustainable competitive advantage for many organizations is committed to the goals and values of the organization.... Scott in 1999 introduced organizational dedication, commitment and skills of the labor force as the main source of competitive advantage. Because loyal and consistent manpower with organizational objectives is able to act beyond the duties specified in the job description of activity and thereby provides an effective tools for organization [2]

In this respect, enjoyment and optimal utilization of human resources was in the field of human resource management tasks. Real investment in capital and measures of human source may lead to increased performance and efficiency of the organization. 5 recent studies findings showed that human resource measures directly doesn't affect the performance of the organization but these measures have helped to strengthen the qualities of human capital that ultimately leading to the creation of value in the organization.

Recently, the implementation of measures to increase the effectiveness of the proposed human resources is suggested. This arrangement is often limited by the theoretical foundation. In most of the books and papers, 2 theoretical frameworks have been considered: First, Lavr model which know the four effective process (empowerment, competence development, information sharing and the procedural justice) on attitudes and job behavior. Empowerment means increasing authority or decision making power of the staff. Competency development demonstrates programs such as job rotation, the relationship between teacher - student and staff training, which makes they feel are considered as a competitive advantage and the organization is trying to have a long-term relationship with staff. Information sharing means that staff are aware of the context in which they work and procedural justice implement perceptions of the fairness of current practices in the decision making to compensate for their services [3].

Although previous studies have turned their attention to the effects of HRM practices on various organizational outcomes but, few studies have examined the impact of human resources that staff have deviant behavior. Currie and Kerrin [4] used from case study approach to identify the impact of strategic human resource management, including performance management, recruitment and selection, employee engagement and career development to enhance the knowledge sharing in the organization. They suggest that HRM practices can enhance knowledge sharing in organization by functional-based corporate structure and culture.

Laursen and Foss [5] investigated the effect of the new human resource management practices on innovation performance of companies in different sectors, 9 changing human resource management involves interdisciplinary work groups, quality circles, employee suggestion collection systems, planned job rotation, delegation of responsibilities, Integration tasks, performance-based pay, internal and external training companies studied. Their results showed that the performance of the manufacturing sector and an innovative four telecommunication sector human resource management is associated with the majority of the 9 variables.

Tolerance and forgiveness includes behaviors such as criticism tolerance, no fault of the organization, preferring deserved people .civil behavior or respect of administrative value, including intention to participation and responsibility in organizational life, participate in the sessions, read the bulletins and updated information [6].

## **2. The deviant behavior of staff**

Until the early 1980s, few people pay attention to dark aspects of organizational behavior. From dark aspects of organizational behavior is the disagreeable behavior that is with other titles such as deviant behavior, non-productive work behavior or bad behavior in the organization are known [7]. Scholars define deviant behaviors as intentional job which staff do for injuring to organization or members of the organization. These behaviors could be extremely destructive for the organization and even threaten its survival [7]. For example, damage to the company due to behaviors such as fraud and theft is more than the imagination and is equal to the amount of \$ 400 billion per year in America and by the same evidence is outside of America [8].

Sign of a healthy and productive organization is congruence between values and behavior of its employees [9]. Behavior can be raised in many forms due to individual characteristics or circumstances [10]. Organization, is show stage of diverse behaviors. These behaviors are displayed by all members of the organization and at all levels of the organization have Positive or negative consequences for both the organization and its members. It is clearly defined that adverse features (, non-functional) and negative (functional) behavior, involves the use of a given index. The

index within the organization is "organizational norms". Organizational norms that sometimes in the form of letters, instructions and rules and regulations enacted. Sometimes informally communicated spread is acceptable and behavioral method or relational rules which are common and members of the unconscious through observation get it and adapt their behavior. Act should be done based on it, and expect others to behave in the organization according to the norms of the organization. If the behavioral norms of the organization be incomplete, behavior as "misconduct or deviant" should be considered [11].

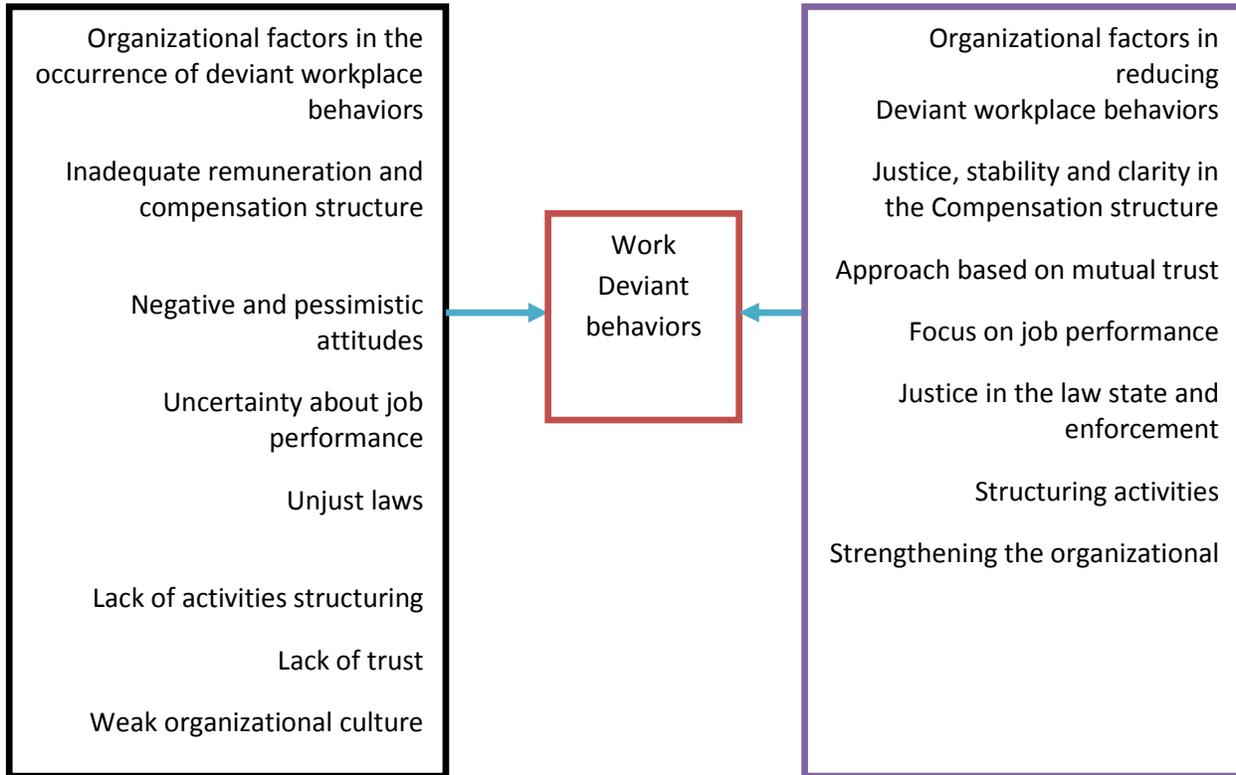
If it is accepted that the use of superior human resources as a competitive weapon in improving organizational performance is a new dimension in the management of organizational behavior and organizations with employees who have the appropriate skills and properly motivated, can achieve a competitive advantage [12]. Deviant behavior is voluntary behavior that violates organizational norms and threatens organizational health or employees or both of them [13]. Research work has been done on the grounds of deviation work and personal, conceptual, organizational and operational factors have been identified. Management of deviant behaviors in organizations is a growing concern for worldwide. Because such behavior can cause problems in the financial affairs of the organization. This problem is conscious or unconscious deviant behavior, whether it involves sexual harassment, vandalism and spreading rumors or other behaviors, these behaviors have negative consequences for the organization's existence.

Several studies have done for identifying a variety of deviant workplace behaviors and their study and the role of managers and organizations was in this behavior and dealing with them was considered . In this article we will briefly mention it.

Deviant behavior could be both constructive and destructive. Most research on the distortions was destructive despite the importance of constructive deviations (voluntary behavior in violation of the norms which was an important source of innovation and entrepreneurship and helping to create competitive advantage, little research has been done in this area) [14]

In addition, many studies have been done on the consequences of deviation. Deviation could be devastating and threaten the health of a social system. For example, it would decrease economic and social costs such as insurance damages and loss of credit [14]. but it can also have many positive consequences. Like changing the common interests in group members and presenting warning signs to organization [15]. Negative deviant behaviors include not following director instructions, deliberately slowing down career cycle, late arrival, burglary and also lack of respect to other colleagues.

Positive deviant behaviors are behaviors that wouldn't approved by organization, but leads to achieving your financial and economical goals. The positive deviant behaviors include behaviors such as innovation, non-compliance with inefficient orders and criticism of incompetent senior officials (Applebam & others, 2005)[16]. Factors which lead to unproductive behaviors are classified into four categories: the individual, the group, Managing Director and organizational factors. Corporate values are one of the factors influencing the behavior and values of the organizational factors that could be involved in the development of deviant behaviors. The values of the organization includes the pattern of organizational failures and successes and its history, organization and policy. the value should give corporate identity to people, and provide participation and lead people's emotions, reactions in the organization. You should pay attention to the values of the organization and its effect on deviant behaviors for considering the following features: supporting organizational policies explicitly and staff norms implicitly , ensuring equal distribution of rewards programs and with good reason about the inclusion of ethical programs, its benefits and the negative effects of unethical behavior, counseling programs for employees to navigate in the problem, Ensuring proper coordination of organizational climate and culture. The following table summarizes the organizational and managerial factors associated with non-productive behaviors [17].



**Figure 1:** The conceptual model

According to the this matter that organizations are composed of people who are active in the organizational goals, Employee participation in deviant behaviors are not unexpected. If this is not the correct understanding of these behaviors, and also because of the ways to eliminate and reduce the high cost of material and immaterial addition, survival is threatened. For example, the cost of the business practices of America is approximately 50 billion dollars yearly and it could be the cause of failure in 20% of businesses [18].

Work unproductive behaviors on the general level is said for any intentional behavior by some of its members which is seen opposed to the interests of the organization [19].

At first glance, diversion or unproductive behaviors could be divided into two categories:

1. destructive deviant behaviors: intentional behaviors that by violating the norms of corporate threatening organization health and its members, such as theft and vandalism.
2. The constructive deviant behaviors: intentional behaviors which by violating the norms of organization assist contributes whose members and organization and facilitate the achievement of organizational goals, such as the role of creative behavior, criticism of the unworthy heads [20].

Originally behavior is considered deviant when the organization customs, internal policies and regulations be violated by an individual or a group [21].

By other definition, the deviant behavior points out the individual's willingness to break the normative rules in society, Such that the occurrence of the behavior that is considered crime based on law, or being contrary to common crime in the community [22].

Organizational norms and values is a set of expected behaviors, language and principles that allow staff carry out their work at a appropriate speed. However, when the conventional norms of behavior goes beyond what the consequences will affect all levels of the organization, Such as decision making, productivity and financial costs. They have different names such as work deviations [23], unproductive work behaviors [24] and anti-social behavior.

According to the researchers, the factors influencing ethical behavior of employees could be fit into three categories:

- 1) Macro level: is related to the factors that exist in the external environment of the organization. These factors are not under the control of organizations and are imposed by the meta-systems. Such as economics, environment, politics, religion, etc.
- 2) Middle level: it point outs the organizational level factors. Organizations usually have good maneuverability on these facts, and most of them are controlled by organizational policies and programs. As a reward system, codes of conduct, job characteristics and organizational culture. Company culture and formal structure of a tremendous impact on the ethical behavior of its employees.
- 3) Micro level: point out the individual level factors. These factors are within the organization, and the organization affect some factors such as attitudes and beliefs also affect the level of individual through changing the intermediate level factors [25].

In this paper, different aspects of HR including staffing, training, participation, evaluation of performance and payment are examined.

### **3 . The theoretical framework**

Since past research - not inside nor outside the country -simultaneously measures the relationship between the variables of human resources and employee deviant behavior which hasn't been studied and also according to the definition, the following conceptual model for the effects of variables presented above:

### **4 .The research hypotheses**

Given the research background and the proposed conceptual model, the following assumptions are considered:

∞ Human resource practices on employee deviant behavior has a significant effect.

- 1) Actuating on the work deviant behavior has a significant impact.
- 2) Practical trainings on working deviant behavior has a significant impact.
- 3) Assessing the results on work deviant behavior has a significant impact.
- 4) Job description about deviant behavior has a significant impact on business.
- 5) Compensation of deviant behavior has a significant impact on business.
- 6) Internal career opportunities has a significant impact on working deviant behavior.

## **5 METHODOLOGY**

Since the research aim is determining the causal relationships between the variables of human resources and employee deviant behavior, thus this survey method is applied method and the method of data collection is descriptive and correlation. After collecting the data and peer-reviewed by a questionnaire to evaluate the relationship between variables and hypotheses survey which spss statistical software was used.

The main instrument for information collecting is a questionnaire thus for the surveyed variables which is examined in order to measure human resource practices of Lavr questionnaire (1986) was used.

To measure the reliability ,an initial sample of 25 pre-test questionnaire was included and then by using the data obtained from the questionnaire ,reliability coefficient by Cronbach's alpha was calculated which it's figure 952 /. Was attained for questions Respectively. This number indicates that the questionnaire have the reliability.

### **6 The statistical sample and population**

The population in this study with respect to the variables of the study is all employees of the Department of Justice. The total number is over 285 that was obtained by Cochran sampling of 163. The 3 questionnaires weren't returned and 160 cases were calculated respectively.

## **RESULTS**

### **Descriptive data**

A - Descriptive data: 26.3% female and 73.8% male, more than 76% by undergraduate education, 15.6% less than 5 years and between 5 to 10 years, 26.9 percent, 31.3 percent is between 10 to 15 years and 26.3 percent have 15 to 20 years of experience.

The correlation between the dependent and independent variables as was seen in Table 1

**Table 1.** Correlation between dependent and independent variables

|                               |                     | Diversion in work behavior |  |
|-------------------------------|---------------------|----------------------------|--|
| Utilization                   | Pearson Correlation | .715**                     |  |
|                               | Sig. (2-tailed)     | .000                       |  |
|                               | N                   | 159                        |  |
| Training applications         | Pearson Correlation | .689**                     |  |
|                               | Sig. (2-tailed)     | .000                       |  |
|                               | N                   | 159                        |  |
| Evaluation results            | Pearson Correlation | .774**                     |  |
|                               | Sig. (2-tailed)     | .000                       |  |
|                               | N                   | 159                        |  |
| Job description               | Pearson Correlation | .599**                     |  |
|                               | Sig. (2-tailed)     | .000                       |  |
|                               | N                   | 159                        |  |
| Compensation services         | Pearson Correlation | .734**                     |  |
|                               | Sig. (2-tailed)     | .000                       |  |
|                               | N                   | 159                        |  |
| Internal career opportunities | Pearson Correlation | .795**                     |  |
|                               | Sig. (2-tailed)     | .000                       |  |
|                               | N                   | 159                        |  |

**1- Regression between the dependent and independent variables**

The answer to the research hypotheses

First hypothesis: actuating has significant impact on the work of deviant behavior.

According to the information contained in Table 1, sig is less than 0 /05 and the extent of this correlation (0/715) Is meaningful. However, according to table 2, the regression analysis sig (0/ 321) is more than0 /05. The impact on the variable actuation of deviant behavior is not meaningful and therefore null hypothesis is confirmed and hypothesis is rejected.

The second hypothesis: Practical training hypothesis on working deviant behavior has a significant impact.

According to the information contained in Table 1, sig is less than0/ 05 and the extent of this correlation (689 /.) Is meaningful however, in table 2 the regression analysis sig (0 /607) is more than0 /05 .The variable impact on practical training on deviant behavior is meaningful therefore null hypothesis is confirmed and research hypothesis is rejected.

**Table 2.** Regression analysis of deviant behavior

| Coefficients <sup>a</sup>  |                               |                             |            |                           |       |      |
|--|-------------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model  |                               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|  |                               | B                           | Std. Error | Beta                      |       |      |
|  | (Constant)                    | 2.323                       | .294       |                           | 7.899 | .000 |
|  | utilization                   | .071                        | .071       | .088                      | .995  | .321 |
|  | Practical training            | .032                        | .063       | .043                      | .516  | .607 |
|  | Evaluating results            | .187                        | .079       | .229                      | 2.367 | .019 |
|  | Job description               | .071                        | .063       | .075                      | 1.137 | .257 |
|  | Compensation                  | .060                        | .087       | .065                      | .690  | .491 |
|  | Internal career opportunities | .267                        | .053       | .420                      | 5.039 | .000 |
| <b>a.</b> Dependent Variable : Working deviant behavior (positive) |                               |                             |            |                           |       |      |

The third hypothesis: assessing the results of work on deviant behavior has a significant impact. According to the information contained in Table 1, sig less than 05 /. In addition, the extent of the correlation (0 / 774) is meaningful. However, the regression analysis in Table 2 sig (0/019) is less than 05 /. The variable impact on deviant behavior is meaningful evaluation of the null hypothesis is rejected and the hypothesis is confirmed.

The fourth hypothesis: Job description has a significant impact on job deviant behavior; According to the information contained in Table 1, sig is less than 0/ 05 and the extent of this correlation (0 / 599) Is meaningful .However according to table 2, the regression analysis sig ( 0 / 257) is more than 0 /05 . The impact of deviant behavior variable is not meaningful thus zero hypothesis is confirmed and research hypothesis is rejected.

The fifth hypothesis: Compensation has significant impact on the working deviant behavior; According to the information contained in Table 1, sig is less than 0.05 and the extent of the correlation (0.734) is meaningful. However, the regression analysis in Table 2 sig (0.491) is more than 0.05. The impact of compensation variable on deviant behavior is not meaningful and therefore null hypothesis is confirmed and hypothesis is rejected.

The sixth hypothesis: internal career opportunities has a significant impact on deviant working behavior; According to the information contained in Table 1, sig is less than 0.05 and the extent of this correlation (0.795) is meaningful thus the regression analysis in Table 2 sig (0.000) is less than 0.05 the variable impact of local employment opportunities on deviant behavior is significant, so the null hypothesis is rejected and the hypothesis is confirmed.

In addition, according to column B, the variables have the greatest impact on job opportunities and variable of results evaluating is in second place.

## CONCLUSION AND RECOMMENDATIONS

These research results show that human resource practices affect employee deviant behavior and the findings suggest that when human resource practices adopted appropriately and effectively and implemented in the organization, deviant behavior of employees would be affected and if not properly monitored will increase deviant behavior. Overall, mean job deviant behaviors score in studied organization was calculated at a level lower than the average means employee behavior is intact. It seems that this process has a significant impact on the nature of the device.

An important point that should be noted is that deviant behavior as always is seen isn't unrestrictive; It could also be a positive aspect. Researchers and managers must also know and understand the destructive, constructive deviant behaviors that contribute to organizations was studied and should be strengthened in various ways (such as bonuses), these behaviors were fostered and more organizations steps taken to success.

Based on the analysis performed in this study, positive aspects attained which we could refer it. The compensation / rewards structure: compensation and reward system may encourage employees to engage in deviant behaviors. Unfair rules and disproportionate compensation structure and tendency led to ignoring the laws of deviant behaviors to compensate for the injustice and earning more income that fairer competition for rewards could lead to this matter that considered only his employees and unethical behavior which are deemed necessary for their success. For example Commission-based remuneration system is based on commission encourages employees to sell more products that could make strong inspiration for engaging people in working deviant behaviors [26].

Uncertainty about job performance: the role ambiguity means lack of information about the role and uncertainty about expectations related to it. They may be confused about how to define their roles and expectations of conducts that this job could follow negative responses such as mobility, turnover, stress and deviation tools [26].

According to the research findings, it is recommended that human resources management in policy makings and measures set aside its cautious and bold initiatives such as competency-based recruitment, and innovative services compensation, results-oriented performance management and empowerment of human capital was on the front of his career so that the opportunity for creativity, innovation and entrepreneurship would be provided.

Finally, the limitations of this study should be noted:

- Intended Limited time for research;
- Limited previous studies and the research history about deviant behaviors in the country;
- Be treated as confidential documents relating to deviant workplace behaviors and not to disclose certain details and access to detailed statistics on available resources from official sources.

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