

Interactional Justice and Destructive Deviant Workplace Behavior: The Mediating Role of Perceived Supervisor Support in Developmental Project

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ABSTRACT

Interactional justice and supervisors' support are crucial in steering employees' behavior in either a constructive or destructive direction in developmental projects. This study examines the impact of interactional injustice on employees' deviant behavior, using perceived supervisor support as a mediator. Equity and social exchange theories were employed to connect the study variables. A survey of the considerable literature on destructive deviance was conducted. A sampling approach with two phases was used to collect 158 responses. The study used a single structured and modified questionnaire. This research study has practical as well as theoretical implications. The study's findings indicate the relationship between interactional justice, deviant workplace behavior, and the supervisor's role. The study has some limitations, including participant subjectivity and sampling. This research can be repeated in the future in other industries.

Keyword: Interactional Justice; Deviant Workplace Behavior; Perceived Supervisor Support; Developmental Project; Islamabad/Rawalpindi-Pakistan.

1. INTRODUCTION

The developmental projects aim to promote social, emotional, psychological and economic development. Social development states that investing in people necessarily requires the removal of barriers; thus, all community members can accomplish their dreams with self-assurance and integrity. Moreover, having a secure and affordable place to stay is extremely important for people to achieve self-sufficiency (Friedman, 1969).

The projects can fail due to a lack of performance of individuals or teams, which can create negative emotions; in this, they should be able to display self-compassion in the form of self-kindness, common humanity, and awareness. Thus, organizations should encourage such behavior and even give growth chances for employees to learn new abilities. (Shepherd & Cardon, 2009). Psychological development is concerned with describing and analyzing changes in psychological processes at any time during a person's life. Because of developmental psychology, we understand what development and employees are like. Due to this, we can find the personality and interests of employees by asking various types of questions which play a vital role in developmental projects (Morss, 1995).

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Employees are an organization's asset; it does not refer to their number or qualifications. It is their actions that matter. They are only assets if their actions align with the organization's expectations; otherwise, they are liable (Gene Pease, 2012). Interactional justice is the proportion to which those impacted by a judgment are treated with respect and dignity (Robbins & Judge, 2013) Organizations must investigate the elements that influence employee behavior directly linked to the company's success. They will be able to establish and maintain a competent and cooperative workforce with this understanding of human behavior. Regardless, employees have been observed engaging in both productive and destructive behavior (deviant) (Rahman2, 1, January 2022). Organizations must be efficient and effective in their operations. Moreover, to accomplish this, the organization must investigate the elements that influence employee behavior, which is directly linked to the company's success (Shrestha & Subedi, 2020).

Regardless, employees have been proven to exhibit both helpful and detrimental deviant workplace behaviors tendencies. The first is advantageous and desirable for both the organization and the employee, whereas the second is disadvantageous and unwanted for both the individuals and the company. (Vadera et al., 2013). Various surveys stated that Organizational factors, not personal characteristics, were significant predictors of misconduct and work satisfaction for for-profit, non-profit, and government employees. (Andreoli & Lefkowitz, 2009).

Leadership effectiveness has been discovered to be a better logistic of positive deviance. (Appelbaum et al., 2007). Client abuse (also termed as "client torture") deteriorates employees' resources, diminishes their ability to govern their conduct, and leads to customer-directed deviant behaviour, according to the conservation of resources (COR) theory (Song et al., 2020). In constructive workplace deviance, psychological involvement is expected to act as a mediator, a theoretical framework based on some rarely analyzed predictors, for example, group decision-making, individual match, optimism, and justice interpretation etc., where psychological ownership is expected to play mediator (Yıldız et al., 2015). This research focuses on deviant workplace behaviour in a two-dimensional organizational and interpersonal construct. Construct. Deviant workplace behaviour is defined as "discretionary behaviour in which individuals intentionally violate important organizational principles and cause harm to other members and the organization. (Robinson & Bennett, 1995).

Organizational justice is an excellent indicator of a variety of workplace behaviours. We compared the supervisor's perceptions of justice to the organization's overall conceptions. (Rupp & Cropanzano, 2002). All workplace practices, organizational policies, incentive distribution, or supervisor treatment are marked by (in)justice according to confirmatory factor studies. The scale contained four unique aspects distributive, procedural, interpersonal, and informational justice. (Colquitt et al., 2001). As a result, research has revealed various justice outcomes, such as organizational citizen behaviour. (Rupp & Cropanzano, 2002), job satisfaction (Nadiri & Tanova, 2010) Rupp & Cropanzano, 2002), organizational commitment (Wang et al., 2010) and deviant workplace behaviours. (Demir, 2011; Fox et al., 2001; Hashish, 2019).

This article aims to look into deviant workplace behaviour as a response to workplace injustice. The scope of this research is majorly limited to one dimension, interactional justice, even though scholars have looked at organizational justice from all three of its familiar dimensions. Although the relationship between interactional justice and deviant behaviour is not linear, several variables can intervene and help to explain it. (Yang et al., 2014). Some moderating and mediating variables were included to have a sound understanding of the mechanism and nature of their interaction. As a result, this study will focus on perceived supervisor support and argue that interactional justice is crucial in influencing deviant conduct.

The research was conducted among the employees of a development project. There are two reasons for undertaking this research. First, academics in this field have still focused solely on quality dimensions and employee performance, but what factors are significant in molding this performance has yet to be determined. In other words, the psychological needs of employees should be more valued in development efforts. Another, the study variables, particularly interactional justice and the support of a perceived supervisor, act as a backbone in the supervisor-subordinate bilateral connection. Because subordinates contact their supervisor daily, these variables' interaction is more common in developmental projects than in other industries. It indicates that in this profession, information is exchanged, and interpersonal assistance is given far too frequently. As a result, the study's findings are more grounded in reality, objective, and highly applicable to industry management.

2. LITERATURE REVIEW

This study discussed in detail the existing research on interactional justice, destructive deviant workplace behaviour and the mediation role of supervisor reviewed through literature from books, research reports, research articles and other essential sources published during the last five to eight years to build the foundation of the current study. Here we discuss the independent variable, interactional justice, and the dependent variable, destructive deviant workplace behaviour. Under the theoretical analysis, the links between these variables were formed, and their impact on one another was analyzed. These connections and their consequences aided in the development of research hypotheses. Based on these assumptions, a logical model of the variables was developed, which aids in comprehending the study concept.

2.1 Interactional Justice and the deviant workplace Behavior

The relationship between organizational justice and workplace misbehavior has been studied extensively (Rupp & Cropanzano, 2002). The relationship has been clarified in all three dimensions in the existing literature. Each variable has been investigated in connection to deviant workplace behaviour independently. The focus of this research, however, is limited to interactional justice. The previous literature examined and explored each dimension from an organizational approach. However, this study looked at interactional justice from the supervisor's standpoint. The social exchange theory and the principle of poor cooperation are used to investigate the link between research variables. According to these beliefs, a subordinate's actions and attitudes affect him or her qualitatively and quantitatively (Cropanzano & Mitchell, 2005). Employees would react badly if they saw unfairness in this social exchange process (Parzefall & Salin, 2010; Farid et al., 2021).

According to Khattak, (2020), it is revealed that perceived interactional injustice leads to organizational deviance. The implications of interactional justice for managers, educators, and lawmakers when it comes to eliminating negative behaviour in professional staff through the correct rewards application (Shoab & Baruch, 2019). Interactional justice mediated the interaction between perceived authoritarian supervision and work engagement. The adverse effects of perceived authoritarian supervision on employees' results were amplified by higher degrees of employees' need for belonging (Ni et al., 2021).

Empirical research has linked interactional justice and deviant workplace behavior (Hoobler & Hu, 2013; Ni et al., 2021; Shoab & Baruch, 2019). For instance, Ahmad (Ahmad, 2018) claims that interactional

justice and a hostile work environment are closely linked and that both are examples of negative deviant actions. (Skarlicki, 1997) have also shown that significant levels of interactional injustice result in retaliation, observed only when there was low interactional and procedural justice. Similarly, (Le Roy et al., 2012) have detected that employees become enraged when they see interactional inequality, and this enragement manifests itself in deviant actions such as verbal aggression, sabotage, and theft. They say that those who believe they do not have access to critical information would participate in negative behaviours such as taking long breaks and vacations. Using the existing literature as a guide, this research proposes the following suggestion for authentication in the recent population.

H1: Deviant workplace behaviour is negatively related to interactional justice.

2.2 The Perceived Supervisor Support and Deviant Workplace Behavior

Supervisors are essential in influencing subordinates' behaviour and increasing their productivity at work. Supervisor honesty and responsible behaviours have a direct favourable impact on employee performance. Also, positive supervisory behaviours indirectly affect performance through partial and serial mediation of workplace spirituality and job engagement. Supervisors should be sensitive and honest to initiate a positive motivational process in their staff, which will result in improving their performances. (De Carlo, 2020; Shanock & Eisenberger, 2006). The literature shows that the subordinates feel obligated to behave positively for the organization's benefit because of supportive supervision, and support from the supervisor is directly associated with creative work behaviour.

Some empirical investigations show a damaging association between perceived supervisor support and deviant behaviour, either directly or through a mediation mechanism. For instance, by applying a mediation method, (Sguera et al., 2018) claimed that a subordinate's sense of supervisor support evolves into supervisor-directed self-esteem, which subsequently influences the subordinate's conduct. Their finding revealed a connection between deviant behaviour and perceived supervisor support.

The association between supervisor support and (un)ethical employee behaviour is mediated by supervisor-based self-esteem, and employee task satisfaction also strengthens the link between supervisor support and supervisor-based self-esteem. In addition, (Khan et al., 2015) looked into whether there is a link between support from perceived supervisor and workplace deviance, as well as the impact of organizational commitment and supervisory support on workplace misbehaviour. As a result, the workers who lack management support are more prone to engage in deviant workplace behaviour, which hurts the organization, other employees, and customers. Dissimilarities in ethnicity, agreeability, and openness to experience were shown to be significantly connected to organizational deviance. At the same time, gender, conscientiousness, and extraversion were found to be significantly related to interpersonal deviance. (Liao et al., 2004). Thus this study stated that:

H2: A negative relationship exists between deviant workplace behaviour and perceived supervisors support.

2.3 Role of Perceived Supervisor Support as a Mediator

The immediate supervisor is critical in linking managerial justice and deviant workplace behaviour. In the presence of ethical leadership, interactional justice may serve as a mediation mechanism for reducing workplace bullying. Such behaviour is considerably minimized, Because of the excellent role of the mediator for justice at work. Employees' deviant behaviour toward their boss was determined by their previous day's

deviant behaviour toward their job, and this can be reduced by a mediator method of supervisor. (Li et al., 2021; Ahmad, 2018).

According to (Randall et al., 1999), the employees' performance increases by creating a supportive and collaborative work environment in developmental projects. It is difficult to decrease the feeling of interactional injustice without supporting supervision, which hurts subordinate action. (Ahmad, 2018). As per the social exchange hypothesis (Blau, 1968), staff interact continuously with their supervisors and the institution. The more services provided in exchange for a valuable service, the more power offering those valuable services has. The sort of employee reciprocation in this transactional exchange relationship is determined by the supervisor's and organisation's activities. This concept lays the theoretical groundwork for linking the three research variables. Employees who see injustice in their interactions with supervisors believe they are not treated with dignity and respect and are consequently more likely to participate in workplace deviance. (Shanock & Eisenberger, 2006; Young Ho Song, 2020).

2.4 Research Hypothesis and Conceptual Model of the Study

Based on the abovementioned findings and premises, the study came with the following model as shown in Figure 1 and hypothesis.

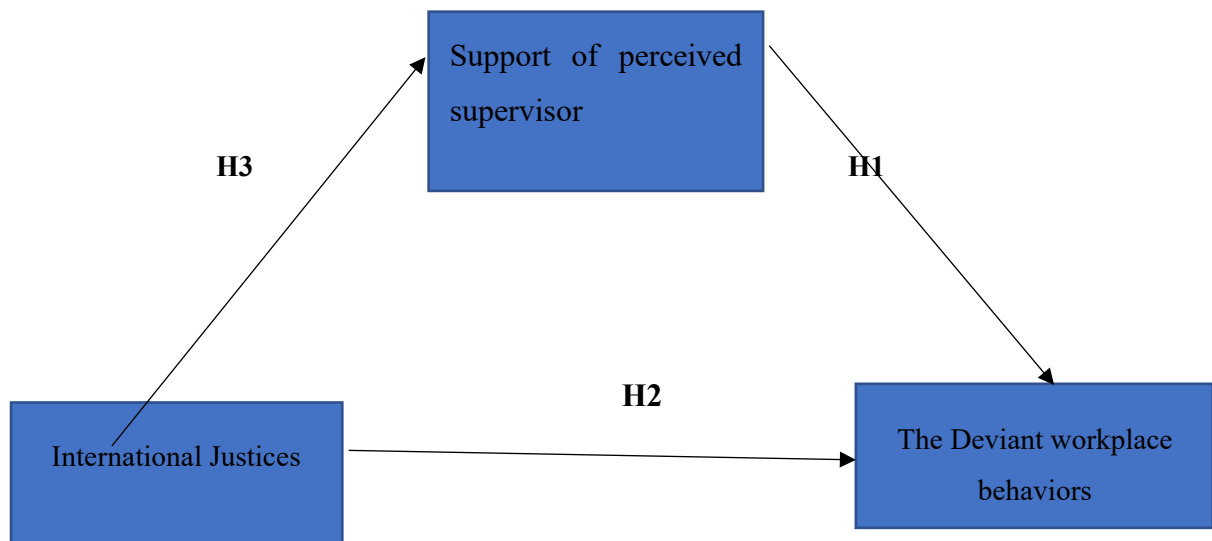


Figure 1. Conceptual frame work

Hypothesis

H1: Deviant workplace behaviors is negatively related to interactional justice.

H2: A negative relationship exists between deviant workplace behaviour and perceived supervisors support.

H3: Interactional justice and deviant workplace behaviour are mediated by perceived supervisor support.

3. RESEARCH METHODOLOGY

This study provides the procedures for identifying and collecting the data and how that data were analyzed systematically. The primary purpose of this section is to describe the methodology to be adopted

for this research in detail, including what research philosophy I will adopt to gather the data, the research design and approach, as well as population sampling and instrumentation. This section is critical for the thesis as it validates my study and evaluates its reliability. This research work focused on cross-sectional data collection from various organizations based on which quantitative results were obtained.

This research philosophy is positivism, which holds that only "factual" information obtained from observation (the senses), including measurement, is reliable. The researcher's function in positivist studies is restricted to data collection and objective interpretation.

3.1 Population and Sampling

The study is based on quantitative information gathered from respondents who were specifically targeted and who worked on different project-based developmental projects in Islamabad and Rawalpindi, Pakistan's twin towns. Using a standardized questionnaire, the information was excluded and taken from earlier research. Data were collected for the study using a cross-sectional methodology. In this study, convenience sampling was used. The target respondents were also accessed using a practical sampling strategy. However, only 158 of the 390 questionnaires that were sent were returned for the study. The study used SPSS to analyze the data and result in completion. The selection of the sample from various industries of public and private sectors as well as the respondents from different tiers of organizations, help to maximize the generalizability of this research and minimize the chances of bias in the sample data.

3.2 Measurement of variable

This study adapted the scale to measure variables from the research studies. The study contains a total of 15 items, which are adapted from (Colquitt, 2001; Rhoades & Eisenberger, 2002). Interactional justice contains four items, support perceived supervisor contains eight items, and deviant workplace behavior contains three items. In order to fit the needs of the study and its environment, the questionnaire was modified. The items were scored using a 5-point Likert Scale, with one denoting strong agreement and five denoting strong disagreement.

3.3 Data Collection Methods

The data was gathered from experts in a variety of fields, including Project Leaders such as project managers, supervisors, and team leaders, as well as their employees working under their command for said projects, both male and female, working on developmental projects in the private and public sectors in Pakistan's Islamabad / Rawalpindi area. The questionnaire was sent to people online through Google Forms and disseminated through email and social media.

4. RESULTS AND DISCUSSION

4.1 Response rate and demographics data

The questionnaire was distributed among 390 professionals, of which 166 responses were received from all three tiers of senior, middle and lower Management. We eliminated eight responses with incomplete information; thus, 158 were usable survey responses for data analysis. Of which 114 were male, and 41 were female, three were not preferred. Most of them were younger and had bachelor's and master's degrees. One hundred twenty-three responses were collected from Islamabad, and 35 were gathered from Rawalpindi. Project team members provided the majority of the responses. The descriptive frequencies are detailed in the following tables. This demonstrates that the responders were knowledgeable and competent enough to give relevant data. The summary of demographic data is presented in Table 1.

Table .1 Demographics

Demographics	Items	Frequency	Per cent
Gender	Male	114	72.2
	Female	44	27.8
Age	18-25	45	28.5
	26-30	66	41.8
	31-40	40	25.3
	41-50	7	4.4
Education	Bachelor	84	53.1
	Master	62	39.2
	PhD	2	1.3
	Certification	10	6.3

4.2 Descriptive Statistics

A justification Data are shown in tabular form in statistical tables. It shows the mean, standard deviation (SD), and the lowest and most significant values of the data collected for the study. The mean in this table represents the variable's average value, and the SD represents the standard deviation of the values from the mean. The data were gathered using a closed-ended procedure evaluating replies on a 5-point Likert scale. The descriptive frequencies are detailed in Table 2, demonstrating that the responders were knowledgeable and competent enough to give relevant data.

Table.2: Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
DWB	158	1	3	1.36	0.539
IJ	158	1	4	2.04	0.784
PSSR	158	1	5	2.63	0.669

After descriptive statistics, a correlation was calculated to evaluate the relationship between the study's constructs. The values indicate a strong association and affiliation between all of the variables, which are all strongly associated with one another. According to correlation statistics, all three variables are significant.

Table .3: Correlations

	DWB	IJ	PSSR
DWB	1		
IJ	0.239**	1	
PSSR	0.181**	0.852**	1

4.3 Reliability Analysis

The validity and reliability of the scale, instrument, and items are discussed in the reliability analysis. The scale and items will not be regarded as trustworthy and valid in SPSS if the values are less than 0.7. All items received reliable scores; Table 2's total reliability statistic reflects this. The statistic declares that the scale and item were judged to be dependable and satisfactory. Therefore, reliability was reached across the board for the construct.

Analyzing reliability in the current study entails determining a construct's capacity to yield reliable outcomes. Each variable corresponding to the three constructs underwent a separate internal consistency examination. The variables' overall reliability:

Table 4. Reliability Analysis

	Cronbach's Alpha (CA)	Composite Reliability(CR)	Average Variance Extracted (AVE)
Deviant Workplace			
Behaviour	0.774	0.862	0.679
Interactional Justice	0.772	0.853	0.594
Perceived Supervisor			
Support Role	0.88	0.905	0.546

4.4 Regression Analysis

Regression analysis is a potent tool for investigating the relationship and influence of one variable on another or for summarizing the relationship and impact among themselves. Regression analysis is typically used to determine how an independent variable affects a dependent variable. Table .5 summarize the value for regression analysis.

Table.5 Coefficient of Regression

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Relationship	Decision
IJ -> DWB	-0.256	-0.260	0.149	1.957	0.043	Negative	Significant
IJ -> PSSR	0.713	0.721	0.049	14.543	0	Positive	Significant
PSSR -> DWB	-0.14	-0.13	0.276	0.341	0.612	Negative	Insignificant
IJ-> PSSR -> DWB	-0.063	-0.066	0.19	0.575	0.566	Negative	Insignificant

Table 5 shows that out of 3 hypotheses, one is supported, and two are not, as their p values are >0.05 which confirms it to be insignificant. The relationship between IVs and DVs is negative and significant. Supervisor support positively affects interactional justice and has no mediating role in the relationship between interactional justice and deviant workplace behavior. So it is to be insignificant.

4.5 DISCUSSION

In this study, the mediating effect of perceived supervisor support was used to examine the effects of interactional justice on deviant workplace behaviour. To clarify the significance and results of the current study, the main goal of this study will be to review the findings and results presented in the previous study and compare the analysis and results of the current study. The purpose of the current study was to test the model's hypotheses, which included perceived supervisor support as a moderating variable, deviant workplace behaviors as a dependent variable, and interactional justice as the independent variable. Information was gathered from developmental Project organizations in the Rawalpindi and Islamabad regions.

The current study's results indicate a significant relationship between interactional justice and deviant workplace behaviour. However, no moderating influence of perceived supervisor support between interactional justice and Deviant workplace behaviour could be demonstrated. So Hypothesis 1 asserted that interactional justice and deviant behaviour have a negative association. The empirical results revealed a negative relationship between interactional justice and deviant workplace behaviour. This means that the proposed hypotheses got validated in the current population. These results align with several researchers' findings (Skarlicki, 1997; Hoobler & Hu, 2013). The second hypothesis in the study proposed a negative relationship between deviant workplace behaviour and perceived supervisor support. Through bootstrapping, the path coefficient and effect were confirmed. Which gave T-Value=0.507 (Threshold >1.96) and P-Value=0.612 (Threshold <0.05), confirming it to be insignificant, and the beta value is negative, which shows the negative relationship. The empirical results of this study supported the hypothesis that perceived

supervisor support had a negative relationship with deviant workplace behaviour. These results are more consistent with those of earlier studies (Whelpley & McDaniel, 2016).

The empirical findings of the current studies in Pakistan show an insignificant correlation and negative relationship between deviant workplace behaviour and supportive perceived supervisor in organizations. Hypothesis 3 proposed that interactional justice has a negative relationship with deviant workplace behavior through the mediation of perceived supervisor support, such that interactional justice has a positive relationship with perceived supervisor support and perceived supervisor support has a negative relationship with deviant workplace behavior. The relationship was operationalized through indirect effects. Through bootstrapping, path coefficient and effect were established. Which gave T-Value=0.575 (Threshold >1.96) and P-Value=0.566 (Threshold <0.05), confirming it to be insignificant, and the beta value is negative, which shows the negative relationship. Besides this, the main focus of the current study was to determine the mediating effect of perceived supervisor support in the relation between interactional justice and deviant workplace behaviour. The prior findings indicated the influence of the mediator variable in the relationship between these variables. However, the current study needs to pay more attention to the insignificant effect of perceived supervisor support for both relations.

The main reason behind that is the culture of Pakistan and the short sample size. Secondly, most respondents to our questionnaire declined to complete specific demographic questions because they seemed concerned that if they did, the Human Resource Information System might use the information to track down their identities. It may affect their ability to keep their employment, especially if they admit to engaging in deviant workplace behaviour that the company would find unacceptable (Syaebani & Sobri, 2013).

5. CONCLUSION

In this study, the mediating role of perceived supervisor support was examined in the relationship between interactional justice and deviant workplace behavior. The purpose was to investigate the hypotheses, including perceived supervisor support as a moderating variable, deviant workplace behavior as the dependent variable, and interactional justice as the independent variable. Data was collected from developmental project organizations in the Rawalpindi and Islamabad regions. The results of the current study revealed a significant negative association between interactional justice and deviant workplace behavior, confirming. However, no moderating effect of perceived supervisor support on the relationship between interactional justice and deviant workplace behavior was observed.

The results, through bootstrapping analysis, indicated an insignificant relationship with a negative beta value, supporting the hypothesis. However, the bootstrapping analysis revealed an insignificant indirect effect, indicating that perceived supervisor support did not mediate the relationship between interactional justice and deviant workplace behavior. It is important to note that the insignificant findings regarding perceived supervisor support in both the moderating and mediating analyses may be attributed to cultural factors specific to Pakistan and the limited sample size. Additionally, respondents' reluctance to provide specific demographic information due to concerns about potential repercussions on their employment and anonymity may have affected the results.

6. LIMITATIONS AND RECOMMENDATIONS OF THE STUDY

Like other studies, this one also carries certain limitations which need to be overcome in the future. First, the sample size can be increased and even from multiple countries and context data can be collected and tested to mature and generalize the concept further. Similarly, the study employed a cross-sectional design, which help less in in-depth causality and relationship explanation. So, cohort or longitudinal studies

can be conducted using the mix-method approach to assess the phenomenon in depth. Likewise, the study's basic model is based on SPSS, which can be handled with advanced data analysis software like AMOS, and Smart-PLS. One basic addition, which needs to be incorporated is the third-party data, or external data, or supervisory data, which will give the true picture of interactional justice, and workplace deviant behaviors. So, multiple sources can be used for the collection of more generalized data.

Regarding the model complexity, more contextual mediating and moderating variables can be added, even methodological, which can add value to the study and can make it more comprehensive. This can include, but is not limited to job satisfaction, organizational commitment, or employee engagement, to gain a more comprehensive understanding of the relationship between interactional justice and destructive deviant workplace behavior. In the same way, examining the influence of different leadership styles on the relationship between interactional justice, perceived supervisor support, and destructive deviant workplace behavior could be a fruitful avenue for future research. Investigating the role of transformational or ethical leadership in mitigating destructive deviant workplace behavior could provide insights into effective leadership practices. Cultural differences have been staged as the most contributing factor in the project context, which needs to be studied in the context of interactional justice and workplace deviant behaviors.

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