Chapter – 6

SUMMARY AND CONCLUSION

The present research titled “Workplace Deviance: Examining the Role of Some Antecedents and Moderators” was aimed to give a clear picture of employee deviant behavior which cost organization heavily every year. Employees are the vital assets of any organization. If employees work with honesty and dedication then the employer too will proceed on success path. However, even a little deviance from organizational norms results in huge loss for employer and employees, both. Additionally, the physical
and mental health of everyone in the firm gets affected resulting in organizational menace and mislay. The present research yielded how supervisory mistreatment, injustice perception and Machiavellian trait effects workplace deviant behavior. Moreover, how employees' ethical ideology i.e. their moral judgment, their passion for work and acceptance of unequal distribution of power provides strength in this direction.

Therefore keeping the relevance and nature of the present research problem in mind the researcher framed following hypotheses for his research:

- To investigate the organizational difference on abusive supervision, organizational justice, Machiavellianism, ethical ideology, work passion and power distance.
- To investigate the contribution of abusive supervision towards employee’s interpersonal and organizational deviance.
- To investigate the contribution of Machiavellianism towards employee’s interpersonal and organizational deviance.
- To investigate the contribution of organizational justice towards employee’s interpersonal and organizational deviance.
- To examine the moderating role of personal and social buffers like ethical ideology, work passion and power distance towards the relationship between antecedents and employee’s interpersonal and organizational justice.

Furthermore, keeping in view the nature of objectives, three sets of hypotheses have been formulated which are below mentioned:

- There will be difference between organizations with reference to abusive supervision, organizational justice, Machiavellianism, ethical ideology, work passion and power distance. There will be significant contribution of abusive supervision towards employee’s organizational deviance and interpersonal deviance.
- There will be significant contribution of perceived organizational justice towards employee’s organizational deviance and interpersonal deviance.
- There will be significant contribution of Machiavellianism towards employee’s organizational deviance and interpersonal deviance.
There will be significant contribution of Ethical ideology will significantly moderate the relation between abusive supervision and and employee’s organizational deviance and interpersonal deviance.

Ethical ideology will significantly moderate the relation between organizational justice and and employee’s organizational deviance and interpersonal deviance.

Ethical ideology will significantly moderate the relation between Machiavellianism and and employee’s organizational deviance and interpersonal deviance.

Work passion will significantly moderate the relation between abusive supervision and employee’s organizational deviance and interpersonal deviance.

Work passion will significantly moderate the relation between organizational justice and employee’s organizational deviance and interpersonal deviance.

Work passion will significantly moderate the relation between Machiavellianism and employee’s organizational deviance and interpersonal deviance.

Power distance will significantly moderate the relation between abusive supervision and employee’s organizational deviance and interpersonal deviance.

Power distance will significantly moderate the relation between organizational justice and employee’s organizational deviance and interpersonal deviance.

Power distance will significantly moderate the relation between Machiavellianism and employee’s organizational deviance and interpersonal deviance.

6.0.1. Major Findings of the Study

Following are the major findings pertaining to confirmatory factor analysis (CFA) of the scales used in present research work:

For Abusive Supervision, 14 items (instead of 15 items) explain the Goodness of Fit measure after performing confirmatory factor analysis (CFA).

For Machiavellianism, 11 items (instead of 16 items) explain the Goodness of Fit measure after performing CFA.
For Organizational Justice scale having four dimensions with 20 items, model fit explains in four dimensions itself with 1 item removed after performing CFA. The scale finally explains Goodness of Fit measure with 19 items.

For Ethical Ideology, one dimension with 9 items (instead of two dimensions viz. idealism & relativism with 20 items) explain the model fit after performing CFA.

For Power Distance, five items (instead of 8 items) explain the model fit after performing CFA.

No changes in Work Passion (10 items) & Workplace Deviance (19 items) scale except some inter-item correlation. CFA explains the model fit in Goodness of fit measure.

Besides, the researcher came across findings related to objectives and hypothesis formulated in this study. These findings are mentioned below:

- Ethical ideology significantly moderates the association between abusive supervision and employee’s interpersonal and organizational deviance.
- Work passion significantly moderates the relation between abusive supervision and employee’s organizational deviance but it has no moderating effect on interpersonal deviance.
- Power distance significantly strengthens the association between abusive supervision and employee’s interpersonal and organizational deviance.
- Ethical ideology significantly moderates the relationship between organizational justice and employee’s interpersonal and organizational deviance.
- Work passion plays no moderation effect on the relation between organizational justice and employee’s interpersonal and organizational deviance.
- Similarly, power distance also does not do moderation on the relation between organizational justice and employee’s interpersonal and organizational deviance.
- Ethical ideology significantly strengthens the relationship between Machiavellianism and employee’s interpersonal and organizational deviance.
- Work passion significantly moderates the association between Machiavellianism and employee’s organizational deviance but it has no moderating effect on interpersonal deviance.
- Power distance significantly moderates the relationship between Machiavellianism and employee’s interpersonal and organizational deviance.
6.0.2. Major Findings Related to Relationship between the Variables:

- The effect of abusive supervision towards organizational justice is significant and negative ($\beta = -.248$). It means employees who feel more abused by their supervisor will perceive injustice and less fairness in the workplace.

- The effect of abusive supervision towards work passion is significant and negative ($\beta = -.170$). It means employees who feel more abused and supervisory mistreatment will tend to be less passionate about their work and become apathetic in the workplace.

- The effect of abusive supervision towards interpersonal and organizational deviance is significant and positive ($\beta = .403$ and .432 respectively). It means employees having the feeling of more abusive supervision will tend to show more interpersonal and organizational deviant behavior, both.

- The effect of Machiavellianism towards interpersonal and organizational deviance is significant and positive ($\beta = 454$ and .447 respectively). It means employees who have Machiavellian orientation are vulnerable to interpersonal and organizational deviant behavior.

6.0.3. Limitations of the Study

It is always a fact to accentuate and stress that every research has its own limitations. Be it pure sciences or behavioral sciences, every research undergo some limitations. This might be because a researcher cannot include and bring entire perspective under the arena of one research, also it is somehow difficult to accomplish the task. Since research itself is a kind of ongoing process where facts and findings get add-on advantage in particular. Moreover, limited time and resources to conduct the research becomes prerequisite to prove many conceptual issues. Thus, unexplored issues are further carried by researchers in order to inquire the phenomenon in details. Therefore, the present research is not an exception and free from limitations. Enumerated below are some of the limitations of the present research:
Since, this study was restricted to private sector, further studies may be carried out in public sectors to see whether workplace deviance occurs there too and to what extent. Also, to see any difference in these two sectors in terms of deviance.

Since this research mainly focused on negative deviant behavior, however positive deviant behavior which are also considered as pro-social types of behavior should also be studied.

Another limitation of the study is that lower and upper managers of organizations were not included separately in the study. Managers of these two levels have different functions and duties to perform in an organization. Therefore, different types of variables for further study may be relevant for these managers.

Sample size in the present investigation is quite limited which puts a limitation on the generalizability of the results of the present study.

Other situational and person-based determinants like ethical climate, psychological contract breach, intention to quit, burnout, deviant role models, workplace bullying, absenteeism and abuse of employment privilege etc. are also need to explore in this regard, where a little attention has been paid by Indian organizational scientists in the present scenario.

6.0.4. Suggestions for Future Research:

The outcome and conclusion of any research program does not makes it an end result rather they further open and give new directions for further research endeavors. Therefore, researches are always developmental in their nature where new observations are likely to emerge. Likewise, the present investigation is not the dead end in the area. From this perspective some suggestions for planning and carrying out further researches can be suggested in the following ways:

The present investigation is conducted on a sample of mid-level managers working in different locations of Delhi which is limited to its generalizations. In order to widen up its scope and generalizability study on larger sample from different part of the country can be conducted.

Different levels of managers from different organizations including public sectors on the same and different variables can be undertaken.

Comparative research on various psychological variables of managers of Indian organizations can further be carried out.
6.0.5. Implications of the Research:

The findings of the present investigation clearly shows the significant influence of abusive supervision, organizational justice and Machiavellianism on workplace deviant behavior among managers of private undertakings. The findings further revealed significant moderating effect of ethical ideology, work passion and power distance orientation on the relationship between dependent variable and dependent variable. Thus, a number of important implications are proposed here. Some of them are mentioned below:

- Private organizations, in general, have emerged potentially in all the measured variables. The positive relationship between abusive supervision, organizational justice and Machiavellianism on workplace deviant behavior draws serious attention to improve the functioning of organizations which mean that policies and practices and also the work environment of these organizations need to be improved. Through this the mechanisms of enhancing these strengths could analyze and infused in the supervisors of private sector organizations.

- Findings of this research suggests that employers and higher authorities may reduce these effects by implementing fair HR policies along with the procedures. Through this employees will get valued, transparent and consistent rewards. As a result it would be easy for authorities to manage deviant acts effectively.

- Before hiring employees, proper scrutiny and selection procedure should be followed. Also personality test should be administered in order to assess the darker personality like Machiavellian who are a complete threat for the well-being of organization.

- Awareness raising among supervisors is very essential and need of the time. They should be well aware about their potential impact of behavior on subordinates and entire organization as how to help and motivate them to change. In this regard training for sensitivity or coping may be provided to them where they can learn new manners to interact with others.

- The findings of the study suggest that some aspects of organizational climate and culture of private organizations are indirectly associated with Quality of Work Life, Ego-Strength, Job Attitude and Organizational Commitment. These aspects of
private organizations can be found out so as to implement them in public organizations for the enhancement of these psychological resources in the work force and managers of public organizations.

- Counseling programs and sessions for enhancing the ethical values and increasing passion for work can be arranged in the organizations. Because high ethical standards and following code of ethics builds an element of caring not only for oneself or ones’ own business but also for the others in the workplace. Furthermore, organizations can provide incentives in the form of monetary rewards and formal recognition.

- Finally, findings of the present research will be applicable for future researches as an endeavor to evolve and prosper theoretical foundation and to support the findings in the concerned and related area.