
CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of OCB on Interpersonal
Deviance and Organizational
Deviance; Mediating Role of
Moral Self-Regard and
Moderating Role of Identity
Orientation**

by

Mubashar Islam

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Department of Management Sciences

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To my beloved parents



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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Organizational Deviance; Mediating Role of Moral
Self-Regard and Moderating Role of Identity Orientation**

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Abstract

For more than three decades, scholars have produced a lot of research on the causes and consequences of organizational citizenship behavior (OCB). Now for some years, researchers have explored the dark side of OCB. In this article, I draw on moral licensing theory and research on identity orientations to explain that how OCB can lead to an increase in moral self-regard which will further lead to interpersonal and organization deviance. This study has also explored that relational and collective identity orientations can buffer the relationship of moral self-regard and interpersonal and organizational deviance, respectively. Data of 276 employees from private banks of Vehari, Khanewal and Multan was collected through convenient sampling technique. To analyze the data, Descriptive Statistics, Reliability Test, Correlation, Regression Analysis were used. The results supported our hypotheses that OCB can lead to Interpersonal deviance and Organizational deviance through the mediating role of Moral Self-regard. Similarly, it was also found that Relational Identity Orientation buffers the relationship of Moral Self-Regard and Interpersonal Deviance while Collective Identity Orientation buffers the relationship of Moral Self-Regard and Organizational Deviance. Theoretical and practical implications are also provided.

Keywords: Organizational Citizenship Behavior, Moral Self-Regard, Interpersonal Deviance, Organizational Deviance, Identity Orientation, Moral Licensing.

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Abbreviations

OCB	Organizational Citizenship Behavior
MSR	Moral Self-Regard
IOR	Relational Identity Orientation
IOC	Collective Identity Orientation
ID	Interpersonal Deviance
OD	Organizational Deviance

Chapter 1

Introduction

1.1 Background of the Study

For most employees, work is a context to which they spend a significant amount of time, generally, five days a week and workplace provides them with a pivotal measure of identity (Hulin, 2002). So, it is obvious that workplace is a platform where employees express a wide variety of positive and negative behaviors which have significance consequences for other employees, organization and even, at a broader level, society, also (Klotz & Bolino, 2013). It is also evident that some of these behaviors e.g. Organizational citizenship behavior, altruism, contextual performance are desired by organization and its members, while some of these organizational behaviors are viewed as inadequate, immoral or unethical for example workplace deviance, bullying and aggression (Spector, 2013). (Researchers have explored these negative behaviors by different names for example counter-productive behaviors (Mangione & Quinn, 1975) antisocial behavior (Giacolone & Greenberg, 1997) and workplace deviance (Bennett & Robinson, 2003).

For more than thirty years, scholars have produced a great deal of research on the antecedents and consequences of organizational citizenship behaviors (OCBs) (Organ, 1977; Organ, Podsakoff, & MacKenzie, 2005). Broadly defined, OCB refers to employee behavior that contributes to the effective social and psychological functioning of the organization but is often discretionary and not rewarded relative to

in-role job performance (Organ, 1997; Organ et al., 2005). OCB is widely dealt as a positive construct (Cameron, Dutton, & Quinn, 2003; Luthans & Youssef, 2007; Podsakoff, Whiting, Podsakoff, & Blume, 2009) but researchers have found that OCB has a dark side also. Because engaging in behavior like OCB it requires significant investment in terms of energy and time which can lead to a decrease in employees task performance (Bergeron, Ship, Rosen & Furst, 2013). Similarly Ellington, Dierdorff and Rubin (2014) also concluded that engaging too often in OCB can hamper the task performance of employee which indicates the fact that OCB can have negative outcomes.

In the workplace employees engage in organizational citizenship behavior (OCB), which enhances the functioning of organization (Podsakoff, Ahearne, & MacKenzie, 1997), and workplace deviance which obstructs the organizational functioning (Bennett & Robinson, 2000). Meta-analyses indicate that OCB and workplace deviance have many similar correlates for example organizational justice, job satisfaction etc. however in the opposite direction (Organ & Ryan, 1995; Lepine, Erez & Johnson, 2002; Dalal, 2005). The researchers is interested to explore this paradox that how both of these opposing behaviors can be located in a single person, or even in a causal manner (Klotz & Bolino, 2013). Moreover, Yam, Klotz, He & Reynolds (2017) has found that OCB has a causal relationship with workplace deviance which is defined by Robinson and Bennett (1995) as voluntary behavior of organizational members that violates significant organizational norms, and hence, bring a threat to the well-being of the employees as well as the organization itself. Many other scholars have also theorized in past ten years that how employees OCB can lead to engaging in subsequent deviant behavior (Klotz & Bolino, 2013; Spector & Fox, 2010a, 2010b). Accordingly, we draw from moral licensing theory (Miller & Effron, 2010; Monin & Miller, 2001) to consider how and when OCBs may lead employees to subsequently engage in deviance at workplace.

Miller and Effron (2010) described two models of moral licensing i.e. moral credits model and moral credentials model. To begin with, the moral credentials model states that when a person has performed morally admirable deeds, it changes the meaning of following behaviors i.e. the person no more considers immoral acts of

him as unethical (Yam et al., 2017). Miller and Effron (2010) have revealed that it is not necessary that the persons bad deeds will remain of the same magnitude as his good deeds were rather the magnitude of consequent bad deeds can be very high as compared to that of past good deeds.

The second model is called moral credits model. The metaphor of moral credits comes from banking i.e. all the people have a moral bank account and when people perform morally laudable acts they establish their moral credits in their account as argued by Hollander (1958) and people perceive that they have got a right to engage in immoral or unethical acts. People feel licensed to commit immoral acts as long as they are offset by previous morally praiseworthy acts of same magnitude (Nisan, 1991). Moral credits model further unfolds that when licensed people indulge in immoral acts they are still able to recognize that their actions are unethical, however they feel that their past good deeds have earned them a licensed to do some problematic things to utilize that balance of moral bank account (Miller & Effron, 2010).

In the moral credits model, the mechanism underlying the moral licensing process is a dynamic moral self-regard that fluctuates up and down from the equilibrium point (Nisan, 1990; Nisan & Kurtines, 1991). When people perform good deeds, their moral self-regard boost; when they engage in deviant behavior, their moral self-regard is descended. Zhong, Liljenquist and Cain (2009) have argued that people tend to strive for a balanced moral equilibrium so they are motivated to boost their moral self-regard through good deeds when it is below the equilibrium point. This is the other side of the moral licensing coin which is called moral cleansing as described by Zhong and Liljenquist (2006). But in this study our focus is on moral licensing which says that when people perceive that their moral self-regard is above the equilibrium point they descend it through transgressions (Monin & Miller, 2001). In short, an individuals moral self-regard is like a bank account; in which moral behaviors will credit the account and immoral behaviors will debit the account (Tetlock, Kristel, Elson, Green, & Lerner, 2000). Yam et al., (2017) has suggested that when OCBs are autonomously performed then their causal link with workplace deviance is more likely to be mediated by moral

credits model of moral licensing i.e. autonomously performed OCBs will boost the moral self-regard of the individual and he may, subsequently, engage in workplace deviance. Autonomous motives refer to forces that are intrinsically interesting and enjoyable to individuals or are important to their goals and values (Ryan & Deci, 2000), and range from pure enjoyment of the task to accordance with ones sense of self. So, this study will use autonomous OCB and moral credits path of mediation under Moral Licensing Theory.

While on the other hand the stream of research on identity orientations has revealed that people tend to have a moral consistency i.e. they have a self-image in terms of morality and they make endeavors to avoid contradictory behaviors as Klotz and Bolino (2013) have argued. Brewer and Gardner (1996) presented a classification of identity orientations which includes three levels of identity orientations i.e. individual identity orientation, Relational identity orientation and collective identity orientation. These three orientations can be distinguished by answering a question i.e. how a person defines himself? Brickson (2000) says that this categorization portrays identity as a phenomenon which is multifaceted, dynamic and is changed, at multiple levels, by many forces. Each identity orientation is activated by particular motivation of individual. When a person has a desire to obtain his own well-being, individual identity is activated. When a person is aimed at the well-being of his colleagues, partners or friends, relational identity is activated. When a person has a motivation to enhance the well-being of his group, collective identity is activated. So, we further draw from the identity orientations that people high on identity orientations will no indulge themselves in such deviant behaviors which threaten their moral consistency.

1.2 Problem Statement

This study will investigate the OCB and its causal links with organizational deviance and interpersonal deviance through the mediating path of moral self-regard provided by moral licensing theory. The study will also investigate the moderating role of two levels of identity orientations i.e. relational identity orientation

and collective identity orientation. The study will be conducted in Pakistani context, hence providing important insights into the organizational workings and the relationship of employee and organization.

1.3 Research Questions

This research will answer the following questions:

Research Question 1

To what extent OCB has an impact on employee's organizational deviance?

Research Question 2

To what extent OCB has an impact on interpersonal deviance of an employee?

Research Question 3

To what extent recollecting some OCB behaviors boost the moral self-regard of the employee?

Research Question 4

To what extent relational identity orientation moderates the relationship between employee's moral self-regard and interpersonal deviance?

Research Question 5

To what extent collective identity orientation moderate the relationship of moral self-regard and organizational deviance?

Research Question 6

To what extent employee's moral self-regard mediates the relationship of OCB and organizational deviance of employee?

Research Question 7

To what extent employee's moral self-regard mediates the relationship of OCB and employee's interpersonal deviance?

1.4 Research Objectives

The research objectives of this study are to:

RO 1: Investigate if OCB has an impact on employee's organizational deviance.

RO 2: Investigate if OCB has an impact on employee's interpersonal deviance.

RO 3: Investigate the extent to which OCB has an impact on Moral Self-Regard of an employee.

RO 4: Investigate the extent to which relational identity orientation moderates the relationship between moral self-regard of employee and interpersonal deviance.

RO 5: Investigate the extent to which collective identity orientation moderates the relationship between moral self-regard of employee and organizational deviance.

RO 6: Investigate the extent to which employee's moral self-regard mediates the relationship of OCB and organizational deviance of employee.

RO 7: Investigate the extent to which employee's moral self-regard mediates the relationship of OCB and employee's interpersonal deviance.

1.5 Significance of Study

This study will provide an understanding of how the pro-social behaviors like OCB can result in paradoxically opposite anti-social behaviors like organizational deviance and interpersonal deviance. Moreover, this study is focused on autonomously performed OCB while previous studies has not studied this framework with autonomous OCB rather they studied externally forced OCB and its outcomes , so this study will add significant insights into the body of knowledge. Then this study is focused on studying the moderating role of employee's identity orientation which motivates the individuals to behave in a morally consistent way which will provide us more deep understanding of the role of identity orientations for obstructing the people from indulging in deviant behaviors. Similarly, this study is especially important for Pakistani context as there are very rare studies

in which moral licensing theory is used as a lens. We hope that this will provide significant understanding of pro-social and anti-social behaviors in the context of Pakistani organizations.

1.6 Moral Licensing Theory

Meritt et.al (2010) has defined moral licensing as previous good deeds can liberate individuals to engage in behaviors that are immoral, unethical, or otherwise problematic, behaviors that they would otherwise avoid for fear of feeling or appearing immoral. Broadly speaking, this theory states that an individual's current moral behaviors are determined in the context of past moral behavior in such a way that previous moral acts can license future bad acts. Numerous studies have provided empirical support for moral licensing theory. For example, Mazar and Zhong (2010) found that after engaging in morally praiseworthy behaviors, individuals are more likely to lie or steal. Furthermore, the moral licensing effects transcend the boundaries of actual moral behaviors to imaginary moral behaviors (Khan & Dhar, 2007). Monin and Miller (2001) revealed in their experiment that when people were provided with an opportunity to establish themselves as non-prejudice people their subsequent behavior was prejudiced because they have considered that they have got a moral license to behave in a prejudiced way. Similarly Effron, Cameron and Monin (2009) revealed in their experiment that participants who endorsed Barack Obama as President i.e. non-discrimination over race, were more likely to show subsequent discrimination by favoring a white candidate to a black candidate. Similarly Mazar and Zhong (2010) revealed that those consumers who preferred environment friendly products to traditional products were more willing to cheat and steal.

Jordan, Mullen and Murnighan (2011) has revealed in their experiment that when people recollected their previous acts of helping someone, a component of OCB named as altruism, their motivation became low for pro-social acts in the future in comparison to the control group of experiment. Similarly, Sachdeva, Iliev and Medin (2009) conducted an experiment in which respondents were asked to write

a story about themselves. Results of this study revealed that those people who have written positive tales about themselves chose less money for philanthropy as compared to those people who penned negative or neutral stories about themselves. To be short, a good number of empirical evidences of moral licensing theory are in the favor of the notion that when people recollect their past instances of morally praiseworthy acts or socially laudable behaviors they feel more freedom in performing subsequent immoral or unethical behaviors (Miller & Effron, 2010).

Miller and Effron (2010) described two models of moral licensing i.e. moral credits model and moral credentials model. To begin with, moral credits model will be described. The metaphor of moral credits comes from banking i.e. all the people have a moral bank account and when people perform morally laudable acts they establish their moral credits in their account as argued by Hollander (1958) and people perceive that they have got a right to engage in immoral or unethical acts. People feel licensed to commit immoral acts as long as they are offset by previous morally praiseworthy acts of same magnitude (Nisan, 1991). Moral credits model further unfolds that when licensed people indulge in immoral acts they are still able to recognize that their actions are unethical, however they feel that their past good deeds have earned them a licensed to do some problematic things to utilize that balance of moral bank account (Miller & Effron, 2010).

The second model of moral licensing theory is moral credentials. This states that when a person has performed morally admirable deeds, it changes the meaning of following behaviors i.e. the person no more considers immoral acts of him as unethical (Yam et al., 2017). Miller and Effron (2010) have revealed that it is not necessary that the person's bad deeds will remain of the same magnitude as his good deeds were rather the magnitude of consequent bad deeds can be very high as compared to that of past good deeds.

Moral licensing theory also describes that how the other people license the less moral acts. Actually, it is an important component of moral licensing theory that a moral license enables people to act in immoral activities without being discredited in the society because other people are less willing to discredit an immoral act of someone who had previously performed morally praiseworthy acts

(Miller & Effron, 2010). So, this aspect of moral licensing theory suggests that employees who engage in OCBs may license themselves to engage in interpersonal and organizational deviance without significantly harming their reputation in the organization.

1.7 Operational Definitions

1.7.1 Organizational Citizenship Behavior (OCB)

OCB refers to employee behavior that contributes to the effective social and psychological functioning of the organization but is often discretionary and not rewarded relative to in-role job performance (Organ, 1997; Organ et al., 2006). Employees OCB will be evaluated by a self-reported measure developed by Farh, Hackett, and Liang's (2007) nine-item OCB scale.

1.7.2 Moral Self-regard

Moral self-regard captures the extent to which people believe that they possess positive moral traits, or how they answer the question, How moral am I? (Monin & Jordan, 2009). The morality subscale of the Six-Factor Self-Concept Scale will be used to measure moral self-concept (Stake, 1994). It consists of six adjectives related to morality (i.e., loyal, truthful, law-abiding, faithful, trustworthy, and honest). Participants will be asked, on a 7- point-scale, how accurately each adjective describes them (1 for never true of me, 7 for always true of me).

1.7.3 Organizational Deviance

Organizational deviance is an attempt to violate the organization's norms and to harm the organization e.g. by shirking hours, purposefully extending overtime (Mitchell & Ambrose 2007). A self-report scale of 12-items developed by Bennett and Robinson (2000) will be used to measure interpersonal deviance.

1.7.4 Interpersonal Deviance

An attempt to harm the employees of the organization e.g. by verbal abuse, sexual harassment, bullying is called interpersonal deviance (Mitchell & Ambrose 2007). A self-report scale of 07-items developed by Bennett and Robinson (2000) will be used to measure interpersonal deviance.

1.7.5 Identity Orientations

Identity orientation refers to the moral identity of a person or how central is one's moral character to one's self concept. It has three levels i.e. personal, relational and collective identity orientations. Identity orientation is measured by a set of three subscales developed by Selenta and Lord (2005). Each subscale measure one of the three levels and comprises of 5 items.

Chapter 2

Literature Review

2.1 OCB

Organizational Citizenship Behavior (OCB) was defined by Organ (1988) as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. The concept has its roots in the concept of 'willingness to cooperate' by Barnard (1938) and Katz's concept of innovative and spontaneous behaviors (Katz, 1964). It includes those positive behaviors which are voluntary and autonomous in the sense of going beyond the enforceable requirement of the job description (Organ, 1997). Furthermore, rewards in regard with OCBs are at best uncertain and indirect, as compared to more formal contributions (Organ, 1997).

After his articles on OCB, in late 80's, Organ found that some other extra-role behavior constructs are overlapping with OCB. These constructs include pro-social

organizational behaviors by Brief and Motowidlo (1986), organizational spontaneity by Georges and Brief (1992) and, specifically, contextual performance by Borman and Motowidlo (1993). So, Organ decided to further elaborate the nature of OCB in his article which was published in 1997. He stated that it would be better to avoid, if possible, referring OCB to extra-role behavior while defining it because it possess such components that many people even the respondent himself would consider as a part of the job. Therefore he suggested to define OCB to somewhat with the angle of Borman and Motowidlo (1993) i.e. 'contextual performance'. It refers to those behaviors which do not help the technical core itself to much extent as they provide support to the broader organizational, psychological and social environment in which the technical core should function (Borman & Motowidlo, 1993). Furthermore, Organ (1997) distinguished between contextual performance and OCB is that the former concept does not necessarily require that the behaviour should be extra-role nor that it should be always non-rewarded, it only make contributions to the maintenance and/or enhancement of the context of work. Organ's objection to contextual performance is not its definition but its name, cold, gray, and bloodless which lead him to hold on to OCB, even if it could be redefined as contributions to the maintenance and enhancement of the social and psychological context that supports task performance (Organ, 1997), a definition which was recently used in a study on OCB by Klotz and Bolino (2013). We can further examine the differences between both of these concepts by looking at their different dimensions. Borman and Motowidlo (1993) defined five categories of contextual performance. These categories include volunteering for activities beyond a person's formal job description, despite inconvenience following procedures and rules, completing important tasks with enthusiasm, helping other colleagues in their work, and openly accepting and defending the goals & objectives of the organization. Organ (1997) noted that these categories sound much like OCB which is also a multidimensional construct: seven different dimensions of OCB have been identified in the literature (Podsakoff et al., 2000), and they are much closer to the dimensions of contextual performance. We can find similarities if we look at the

seven dimensions of OCB which are as following. First is helping behavior/altruism, second is organizational compliance, third is organizational loyalty, fourth is sportsmanship, fifth is individual initiative, sixth is self-development and seventh is civic virtue.

Podsakoff et.al (2000) improved the dimensions of OCB which was an old theorization by Organ (1988; 1997). Podsakoff et.al (2000) state the helping behaviour has been identified as an important element of citizenship behavior by almost all the researchers working on citizenship behavior. This behavior involves voluntarily helping others when they face some work related problem or helping them so that occurrence of problems can be prevented (Podsakoff et al., 2000). In the Organ's version of OCB dimensions it was named altruism. Organizational Compliance has also been a necessary part to OCB related literature which was named as generalized compliance by Smith, Organ and Near (1983). It refers to a process in which employee internalizes and accepts the rules of organization and consequently develops a strong adherence to them, even if compliance is not being monitored (Podsakoff et.al, 2000). Sportsmanship is a dimension which has not attracted the scholars. It refers to a behavior in which employee bear the unavoidable inconveniences and faces work related problems without making noise of complaints (Podsakoff et al., 2000). Improvement in measurement is required for Organizational Loyalty which is defined as a behavior in which employee promotes his organization to the people who are outsiders, protect his organization against any external threat and he remains loyal even if the conditions are adverse (Podsakoff et al., 2000). Individual Initiative refers to those behaviours that share the notion that the employee has transcended the boundaries of job description however it is difficult to make distinction between these behaviors and task performance (Podsakoff et al., 2000). Civic Virtue refers to a behavior in which employee actively participate in smooth functioning of his organization, closely monitors organization's internal and external environment to figure the threats and works for the interest of organization even if he has to sacrifice his own interest (Podsakoff et al., 2000). Finally, Self Development refers to those behaviors in which employees improve their skills, knowledge and abilities while working in the organization

(Podsakoff et al., 2000).

The importance of OCB lies in its consequences: a key point of Organ's original definition of OCB (1988) and revised definition (1997) is that these behaviors enhance organizational performance because they lubricate the social machinery of the organization (Podsakoff et al., 1997). Although for many years empirical evidences for this relationship were not available but now we can these evidences, easily (Podsakoff et al., 2000). In their meta-analysis Podsakoff, Whiting and Blume (2009) concluded that OCB has a significant relationship with many individual and organizational level outcomes and future researchers should further explore this area. LePine, Erez and Johnson (2002) has also concluded in their meta-analysis that although OCB is widely researched construct but its main focus has remained on the predictors of OCB so researchers should focus on its outcomes as it has a lot of practical implications for the performance of organization. Bolino and Grant (2016) had also concluded in their review article that researchers have provided us a deep understanding of pro-social behaviors like OCB but still there is room for additional research to answer the critical questions about the bright and dark sides of OCB.

2.2 Moral Self Regard

Meritt, Effron and Monin (2010) have defined moral licensing as previous good deeds can liberate individuals to engage in behaviors that are immoral, unethical, or otherwise problematic, behaviors that they would otherwise avoid for fear of feeling or appearing immoral. Moral licensing has created a lot of literature in the past two decades which is evident from the fact that Blanken, de Ven and Zeelenberg (2015) has conducted a meta-analysis on moral licensing in which they included 91 studies. The roots of Moral Licensing theory can be traced back to Nisan's moral balance model (1990, 1991) which describes that when it is about

moral decisions even morally upright people sometimes indulge themselves in immoral or unethical behaviors. Nisan (1990, 1991) further argued that reason behind this deviance is that people don't look at their moral self as bound to some specific decision or act rather they associate it to their moral balance.

This means that people, simultaneously, has a view of their current moral balance and their moral self-regard. Moral self-regard refers to at any given moment, how a person perceives his moral standing (Monin & Jordan, 2009). While moral equilibrium is defined as a threshold level at which a person would like to keep his moral self-regard, over time (Miller & Effron, 2010).

Each act which has a moral relevance brings individual's moral self-regard down or up while the nature of moral equilibrium is static (Klotz & Bolino, 2013). This depicts that good acts and behaviors would elevate the moral self-regard of the individual while bad acts or behaviors would deflate it. Because people have a tendency to equate their moral equilibrium (Swarm, 1983) so they try to make a balance of good and bad acts in a way that their moral self-regard can be kept closer to their moral equilibrium as much as it is possible (Klotz & Bolino, 2013). So, whenever people have to take a moral decision they evaluate their present moral self-regard's distance from their moral equilibrium and make such a decision which will bring their moral self-regard closer to their moral equilibrium i.e. they have a tendency to keep a moral balance in their life as well as in their organization (Zhong, Ku, Lount & Murnighan, 2010).

So, each moral/immoral act can be seen in a cause & effect sequence to the past moral/immoral acts (Monin & Jordan, 2009) When the moral self-regard is below the moral equilibrium people have a motivation to display good acts which will consequently boost their moral self-regard up to their equilibrium level, this is called moral cleansing and it is the other side of the coin of moral licensing (Tellock et al., 2000). Moral Licensing is 180 degree opposite to this phenomenon. It refers to those situations when previous praiseworthy acts have elevated the people's moral self-regard to such a level which is higher than their moral equilibrium so people feel that now they have got a license to act immorally or unethically which

will consequently lower their moral self-regard in such a way that it is on their moral equilibrium (Merrit et al., 2010; Miller & Effron, 2010).

Many studies have found empirical evidences which are in support of moral licensing theory. Monin and Miller (2001) revealed in their experiment that when people were provided with an opportunity to establish themselves as non-prejudice people their subsequent behavior was prejudiced because they have considered that they have got a moral license to behave in a prejudiced way. Similarly Effron, Cameron and Monin (2009) revealed in their experiment that participants who endorsed Barack Obama as President i.e. non-discrimination over race, were more likely to show subsequent discrimination by favoring a white candidate to a black candidate. Similarly Mazar and Zhong (2010) revealed that those consumers who preferred environment friendly products to traditional products were more willing to cheat and steal.

Jordan, Mullen and Murnighan (2011) has revealed in their experiment that when people recollected their previous acts of helping someone, a component of OCB named as altruism, their motivation became low for pro-social acts in the future in comparison to the control group of experiment. Similarly, Sachdeva, Iliiev and Medin (2009) conducted an experiment in which respondents were asked to write a story about themselves. Results of this study revealed that those people who have written positive tales about themselves chose less money for philanthropy as compared to those people who penned negative or neutral stories about themselves.

After a lot of studies established that people have a tendency to offset their previous moral acts with future's immoral acts researchers have demonstrated that these contradictory acts are mediated by a fluctuation in the moral self-regard abandoned by moral equilibrium which is the theorization of moral licensing theory by Miller and Effron (2010) as well as with the older version of Nisan (1990, 1991). Furthermore, Khan and Dhar (2006) asked participants to choose an act of altruism and after they have chosen, they were asked to choose either a necessity or an unnecessary luxury item for purchase. Participants commitment for a virtuous act boosted their moral self-regard and they chose a frivolous product instead of a necessary item. To sum up, previous studies agree with the notion that previous

moral acts may boost the moral self-regard of people and, consequently, they may feel license to act immorally or unethically in future (Sachdeva et al., 2009).

2.3 Workplace Deviance

From more than two decades, researcher are exploring different facets of workplace deviance, workplace aggression and other counterwork behaviors which are involved in deteriorating the environment of the organization as well as obstruct the performance of employees and consequently the organization itself (e.g., Ones, Viswesvaran, & Schmidt, 1993; Robinson & Bennett, 1995; Sackett & DeVore, 2001). Robinson & Bennett (1995) has defined Workplace deviance as a voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both. There are a lot of examples of deviant behaviors such as harassing other colleagues, withholding effort, theft, and acting rudely to coworkers. Studies on workplace deviance incorporate both practical as well as theoretical implications. Theoretically, Rotundo and Sackett (2002) has identified that workplace deviance is one of three basic components of overall job performance. The other two components are citizenship performance and task performance. If we talk about the practical aspect of this important construct then we can see many surveys which depict that workplace deviance is a common and an expensive problem for organizations, simultaneously (Bennett & Robinson, 2000).

While studying the deviance behaviors literature, we come across many different views on the structure of workplace deviance. One view is to look at the deviance as a domain which possesses an overall deviance construct, with specific deviant behavior domains (e.g., theft, harassment, bullying, ethnic discriminations etc.) Each of them is measured in terms of frequency of occurrence which is loaded to differing degrees on an overall construct. Contrary to this view, there is another view which treats each single behavior of deviant domain as a separate, distinct and discrete construct. While a moderate position between these two opposite poles is

to categorize the workplace deviant behaviors into interpersonal deviance and organizational deviance. Although, workplace deviance was a unified construct for a long time but now it is common practice in management science's literature to distinguish between interpersonal deviance (ID) and organizational deviance (OD). However, there was almost two decades journey before researchers could reach this widely used dichotomy, which has, now, become very well researched area of management sciences. To begin with, Mangione and Quinn (1975) first introduced the concept of production deviance and property deviance. Wheeler (1976) distinguished non-serious and serious organizational rule-breaking. Hollinger and Clark published a series of research articles in different journals in which they made some initial, however fine enough, efforts to categorize and group deviant behaviors (1982a, 1982b, 1983a, 1983b & 1986). They further developed the two category framework of Manione and Quinn (1975). In this framework they explained the deviant behaviors interactions and interrelationships. Property deviance was first category of these behaviors. It referred to those acts which are targeted towards the organization and in which assets of employer/company are misused. Production deviance was second category of these deviant behaviors. It was defined as an act of breaking those norms which determine how work will be carried out. Robinson and Bennett (1995) noticed that this series of articles was unable to incorporate and explain those deviant behaviors which have an interpersonal nature (e.g., sexual harassment, bullying, passing bad ethnic remarks and physical aggression). So, in 1995, Robinson and Bennett conducted a multidimensional scaling study to explore the workplace deviance and they found this dichotomy of interpersonal deviance and organizational deviance. However the popularity of these two constructs started when, after five years of this publication, Bennett and Robinson (2000) developed, validated and published a public-domain, self-report scale of workplace deviance which included both of these i.e. interpersonal deviance and organizational deviance as its subscales and afterwards, these subscales were being treated as distinguished behavioral families (Berry, Ones & Sackett, 2007). Interpersonal deviance is targeted at members of the organization and includes behaviors such as making fun of someone, passing some ethnic, racial

or religious remarks, playing a mean prank, saying something hurtful, acting rudely or publically embarrassing a coworker. Organizational deviance is directed at the organization and includes actions such as stealing, making longer than accepted work breaks, coming late without permission, using an illegal drug or alcohol at work and withholding effort.

If we discuss in detail, framework developed by Robinson and Bennett (1995) consisted two dimension i.e. Minor vs. Serious and Interpersonal vs. Organizational. Minor vs. Serious dimension reflected a continuum of behaviors ranging from relatively minor acts to more serious ones (severity dimension). The second dimension i.e. Interpersonal vs. Organizational reflected a continuum depicting the level to which deviant behaviors were aimed at interpersonal versus aimed at non-interpersonal entities e.g. the organization (target dimension). Drawing on these two dimensions Robinson and Bennet (1995) developed four quadrants of deviant behaviors. First quadrant covers serious and organizationally harmful behaviors and this is called property deviance. Second quadrant covers relatively minor but still organizationally harmful behaviors and is called production deviance. Third quadrant covers serious and interpersonally harmful behaviors and is labeled as personal aggression. Fourth quadrant contains relatively minor and interpersonally harmful behaviors and is labeled as political deviance. Division of these four quadrants is provided in pictorial form as under.



Typology of Deviant Workplace Behavior (Robinson and Bennett, 1995)

2.4 Identity Orientation

Brewer and Gardner (1996) provided a classification of identification processes. They proposed that identification processes revolve around your distinct self-views. But the journey of the construct of Identity Orientation is even older. It is rooted in two different soils of research. First is cross-cultural identity research (e.g. Triandis, 1989; Markus & Kitayama, 1991) and the second is social identity theory (Tajfel, 1978; Tajfel & Turner, 1979). Each of them has its own way of defining identity. Each of these research streams distinguishes between individuated self and collective self. Individuated self has a personal nature and it distinguish itself from the others self while the collective-self identify itself with significant social groups.

Social identity theory states that people make endeavors to categorize individuals into different groups with a purpose to organize the social information. Then these social categorizations are compared and meaning is provided to them as well as their relative worth, as individuals or as groups, is assessed. People identify with a certain group when they relate information about some social group to their self (Tajfel, 1978; Tajfel & Turner, 1979). They perceive that they are part of some

particular group and hence they choose a social identity for themselves rather than a personal identity (Hogg & Terry, 2000). Tajfel and Turner (1979) also argue that membership of any social group affects our self-concept by a process in which membership of the group is internalized. Ellemers, de Gilder and Haslam (2004) pointed an inevitable implication of defining the self in regard to collective rather than individual context that behavioral outcomes which motivates a person should also be of collective nature rather than individual nature. Tajel and Turner (1979) define social identity as the perception of an individual that he belongs to a specific group and this belongingness has some emotional value for him. The social identity literature uses the term 'salience' to indicate that a certain identity is activated. Hogg and Terry (2000) state that identity salience is highly dependent on social context in which individual is living.

Haslam, Powell and Turner (2000) describe how the process of identity activation occurs. They state that salience decisively influences the individual to associate with some specific group identity and consequently he behaves in accordance with this membership. This makes the social identity a dynamic and context specific phenomenon rather than a concrete, rigid state or disposition.

The other stream of literature about identity orientation is found in cross-cultural psychology. It states that people have a specific identity orientation which is almost concrete, stable and categorical in all the situations making culture, norms, values and beliefs the decisive determinants of the identity orientation. (Markus & Kitayama, 1991). For explaining the way individuals define themselves as well as their relationship with others Trafimow, Triandis and Goto, (1991) used the example of eastern and western cultures. They say that eastern people define themselves in collective terms while western people define themselves in individualistic terms. This viewed the identity orientation as a very stable kind of thing. But later studies emphasized that all the people in a specific culture don't share a common self-concept, necessarily, rather there are many difference within a culture, too (Cross, Bacon & Morris, 2000). They further argue that we can find individualistic nature people/groups in collectivist cultures e.g. eastern culture) and similarly

collectivist nature people/groups in individualistic cultures (e.g. western culture (Cross et.al, 2000)).

Vos et al., (2009) argued that different identity orientations are manifestations of individual differences. Brickson (2000) is of the view that different identity orientations can remain in coexistence within an individual. However, each individual may prefer some particular identity orientation making it dominant over other identity orientations and this dictates his behavior. This means that people who differ on their dominant identity orientation respond differently in the same context. So, these studies argue that identity orientation is not necessarily context dependent (as advocated in the social identity theory) but it can emerge from individual differences, also (Vos et.al, 2009; Brickson, 2000).

By looking at both these streams of literature we can conclude that till late 80's social psychological theories about the self were focused on the individuated self-concept i.e. the person perceives that he has a unique identity as compared to all other people (Brewer & Gardner, 1996). However, Cross-cultural perspectives have found a fresh interest in the social aspects of the Self i.e. the construct of self is defined now as the degree to which individuals define themselves in terms of their relationships to other individuals and social groups (Markus & Kitayama, 1991).

Then Brewer and Gardner (1996) extended this model by adding a third level i.e. relational identity orientation and presented a classification which includes three levels of identity orientations i.e. individual identity orientation, Relational identity orientation and collective identity orientation. These three orientations can be distinguished by answering a question i.e. how a person defines himself? Brickson (2000) says that this categorization portrays identity as a phenomenon which is multifaceted, dynamic and is changed, at multiple levels, by many forces. Each identity orientation is activated by particular motivation of individual. When a person has a desire to obtain his own well-being, individual identity is activated. When a person is aimed at the well-being of his colleagues, partners or friends, relational identity is activated. When a person has a motivation to enhance the well-being of his group, collective identity is activated Brewer and Gardner (1996)

further describe that a person's identity orientation is related to the kind of self-knowledge which is most related to individuals. Examples of this knowledge can be individual's dispositions, characteristics and their traits. Similarly, the role which an individual plays in his relation with other people or groups in some specific context is also a key determinant of the individual's key identity orientation. Finally, each identity orientation has an association with a frame of reference by which people measure their self-worth (Brewer & Gardner, 1996). People may make comparisons of themselves with other individuals or they may compare their particular relationship role performance with the performance of their friends, colleagues, partners etc., or they make comparison of their own group with some out-group. This framework promotes a view of identification processes as dynamic (Brickson, 2000). He further states that all people identify themselves as individuals, relationship partners, and group members, simultaneously, in some contexts. However, different forces (e.g., personality traits, culture of the organization, relationship qualities, cultural forces, group structure, organizational composition, norms of society) can influence the activation of one of these identity orientations and make it dominant over other identity orientations for the time being and for a specific situation as well as over time. When a personal identity orientation is activated people it is self-interest which motivates people, they conceive themselves in terms of their particular individual traits and characteristics, and they use 'others' as frame of reference (Klotz & Bolino, 2013). For example, if Nasir's individual identity orientation is activated and he is working in a consulting firm, then he will be motivated to satisfy the clients so that he can save his personal gains rather than his team's benefits or organization's performance, although all these benefits are not mutually exclusive necessarily. When relational identity becomes salient, individual conceives himself in terms of his interpersonal role with significant others (Markus & Kitayama, 1991). If Nasir's relational identity orientation is activated, he will identify himself with his colleagues, his primary motive will be to become a good coworker and he will evaluate his role performance as a colleague rather than an individual.

Finally, when a collective identity orientation becomes salient, people are motivated to ensure the welfare of their group, generally, in comparison to other groups. They identify themselves in regard to their group prototype, and they measure their self-worth from the way their group is being compared to other similar groups. For example, if Nasir's collective orientation becomes salient, he will compare the performance of his division with other divisions or, at a more broader level, performance of his organization with other organizations (Albert, Ashforth, & Dutton, 2000).

2.5 OCB and Workplace Deviance

Researchers have shown much interest in the relationship of pro-social behaviors and anti-social behaviors (Bolino & Grant, 2016). OCB is a pro-social behavior and researchers have explored the paradoxical relationship of OCB with anti-social behaviors for example counter work behaviors and workplace deviance (Bennett & Robinson, 2002; Klotz & Bolino, 2013; Yam et al., 2017). Some studies have indicated strong relationship (e.g. Yam et al., 2017) while some studies have shown a weaker relationship of these opposing constructs (Sackett et al., 2005; Dalal, 2005).

Researchers have found that OCB can lead to workplace deviance especially when it is performed due to some external pressure or the person has some motives behind it (Spector & Fox, 2010a,b). Spector and Fox (2010b) further suggest that employees who lament that they have not been rewarded for OCB fair enough may also indulge in organizational deviance. Similarly many other researchers have found a causal link between OCB and organizational deviance in different research settings (Dalal, 2005; Dalal, Lam, Weiss, Welch, & Hulin, 2009). Similarly Cropanzano and Mitchell (2005) has also argued that employee OCB has a causal link with organizational deviance.

Mazar and Zhong (2010) found that after engaging in pro-social behaviors like OCB individuals are more likely to indulge in organizational deviance and interpersonal deviance. Yam et al. (2017) has argued the OCB not only lead to

both facets of deviance i.e. interpersonal deviance and organizational. As Dalal (2005) has argued that OCB's are those behaviors which are performed to help others while workplace deviance is a behavior which is performed to harm others (Leblance & Keeloway, 2002) which means that both of these constructs are by definition opposite so they should have a significant negative relationship. Keeping all this stream of literature we hypothesize that:

H1: OCB will have a significant negative relationship with interpersonal deviance.

H2: OCB will have a significant negative relationship with organizational deviance.

2.6 OCB and Moral Self-Regard

Moral Licensing theory by Miller and Effron (2010) has two paths, the first of them is moral credits path in which any positive deed like OCB will boost the moral self-regard of the employee. Morally praiseworthy behaviors will increase the moral credits in the account while morally condemned behaviors will increase the moral debits in the account as explained by Mullen and Monin (2016). This moral credits model of moral licensing theory states that individuals are permitted to behave inadequately as long as this transgression is balanced by the past good deeds i.e. moral credits (Nisan, 1991; Hollander, 1958). So, we can conclude that moral credits enable the individual to buy a license to act immorally without significantly hurting his reputation in the organization. Jordan, Mullen and Murnighan (2009) have argued that pro-social behaviors will enhance the moral self-regard of the individual and consequently he will feel licensed. This license will allow the individual to indulge in immoral or unethical behaviors as Sachdeva et al. (2009) has argued in their article. Similarly Klotz and Bolino (2013) and Zhong et al. (2009) have also advocated that pro-social behaviors can boost the moral self-regard of the individual which can be used in transgressions. So, by looking at these findings we argue that OCB will boost the moral self-regard of the bank employees, from the data will be collected.

H3: OCB will significantly and positively impact the Moral Self-Regard.

2.7 Mediation of Moral Self Regard between OCB and Workplace Deviance

As Merrit, Effron and Monin (2010) have argued that performing or even imaging good deeds makes employees to more likely engage in dubious behaviors or organizational deviance. This has two alternatives paths, moral credits is one of them in which employees self-concept boast and they offset this credit by engaging in organizational deviance hence maintaining an equilibrium (Jordan et.al, 2009) or a balance (Nisan, 1991) or makes moral self-regulation (Sachdeva et al., 2009).

Conway and Peetz (2012) have concluded that when an individual recalls a past moral action he can subsequently indulge himself in unethical or deviant actions. Blanken, et al. (2015) conducted a meta-analysis on moral licensing and concluded that they have got an effect size of Cohen's d effect size of 0.31 which is a smaller effect but it can be a starting point for future researcher and they should explore the moral licensing effect with more enthusiasm.

Miller and Effron (2010) concluded that a good deed boosts the moral self-regard of the individual, the subsequent immoral behavior doesn't necessarily remain within the domain rather it can surpass to other unrelated domains, also. Blanken, de Ven, Zeelenberg, and Meijers (2014) have concluded that recalling a previous immoral act can lead to subsequent positive behavior which is called the moral cleansing effect, the other side of the moral licensing coin, which is, however, not my focus in this study.

As Miller and Effron (2010) have argued that acts like OCB can lead to boasting up the moral self-concept of the person while Yam et al. (2017) is of the view that when a person feels licensed to engage in bad deeds he can make the equilibrium by indulging in interpersonal deviance. Based on these studies, we hypothesize that:

H4: Moral Self-regard will have a significant positive impact on interpersonal deviance.

H5: Moral Self-regard will have a significant positive impact on organizational deviance.

H6: Moral Self-regard will mediate the relationship between OCB and interpersonal deviance.

H7: Moral Self-regard will mediate the relationship between OCB and organizational deviance.

2.8 Moderation of Identity orientations between Moral Self-Regard and Workplace Deviance

To this point, the argument has been remained strictly in the domain of moral licensing but many researchers have also discussed the dialectical battle between moral licensing and moral consistency such as the study by Mullen and Monin (2016). Aquino et al. (2011) have argued that a given identity can be very much important for many individuals. Miller and Effron (2010) further explained that the important of identity orientation for some individual will significantly affect the way in which that individual evaluates his own moral acts. Recent studies on identity orientations have provided deeper understanding of moderating role of identity orientations between moral licensing and deviant behaviors (Flynn, 2005). While some researches have studied identity orientations implications with OCB (Johnson et al., 2006). Similarly, some other studies have studied the role of identity orientations with deviant behaviors such as Enns and Rotundo (2012). Kelloway, Francis, Prosser and Cameron (2010) have concluded that if a person is high on some given identity orientation then it is less likely that he will act in such a deviant behaviors which can threaten his identity. Similarly other studies have also supported these findings that if the target of deviance is consistent with the individuals identity orientation then it is less likely that the moral license obtained by an increase in moral self-regard will result in deviant behavior because this behavior will threaten the identity of the individual (Zhong et al., 2009).

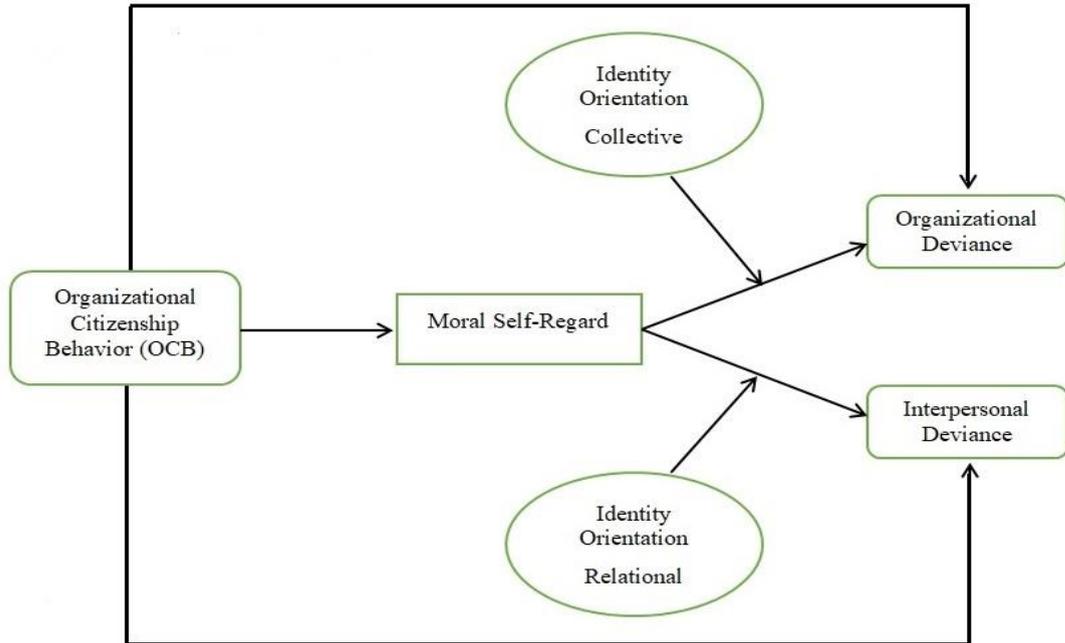
To further explain this argument we can say that fundamental concept of moral licensing theory is that past good behaviors liberate the people to behave in immoral or unethical ways as Miller and Effron (2010) have argued in their article. But people do not necessarily behave according to their moral license as suggested by consistency theory of Festinger (1957). Consistency theory suggests the otherwise i.e. people have a tendency to behave in a way which is consistent with their past behaviors which implies that moral license obtained by an increase in moral self-regard will not necessarily result in interpersonal or organizational deviance (Zhong et al., 2009). Identity orientation plays an influential role in deciding how a moral license will be used (Effron et al., 2009). Specifically, Miller and Effron (2010) have suggested that if a particular (deviant) behavior is not consistent with individuals identity then he will not engage in that immoral behavior. So, identity orientation will influence the facets of deviance in which an individual can potentially indulge himself.

So, those employees which are high on relational identity orientation will less likely engage in interpersonal deviance and employees which are high on collective identity orientation will less likely perform organizational deviance as suggested by Yam et al. (2017). Klotz and Bolino (2013) have find that if an individual is high on Relational Identity then it is less likely that he will indulge in interpersonal deviance, whereas if a person is high on Collective Identity then it is less likely that he will make organizational deviance. Dalal et al. (2009) have also of the same view so we hypothesize that:

H8: Relational Identity Orientation will negatively and significantly moderate the relationship between Moral Self-Regard and Interpersonal deviance.

H9: Collective Identity Orientation will negatively and significantly moderate the relationship between Moral Self-Regard and Organizational deviance.

2.9 Theoretical Framework



2.10 Hypotheses

H1: OCB will have a significant negative relationship with organizational deviance.

H2: OCB will have a significant negative relationship with interpersonal deviance.

H3: OCB will significantly and positively impact the Moral Self-Regard.

H4: Moral Self-regard will have a significant positive impact on interpersonal deviance.

H5: Moral Self-regard will have a significant positive impact on organizational deviance.

H6: Moral Self-regard will mediate the relationship between OCB and interpersonal deviance.

H7: Moral Self-regard will mediate the relationship between OCB and organizational deviance.

H8: Relational Identity Orientation will negatively and significantly moderate the relationship between Moral Self-Regard and Interpersonal deviance.

H9: Collective Identity Orientation will negatively and significantly moderate the relationship between Moral Self-Regard and Organizational deviance.

Chapter 3

Research Methodology

3.1 Research Design

Research design includes a series of decision-making choices which are to be considered rationally while conducting an empirical research as Sekaran and Bougie (2016) has defined. This thesis is a quantitative research. It is a cross sectional study with independent, dependent, mediating and moderating variables. Data for these variables was collected from employees of different private sector banks located in Multan, Khanewal and Vehari.

3.1.1 Type of Research

Primary data for independent, dependent, mediating and moderating variables was collected. Questionnaire survey method was used for this purpose. Respondents were made sure that all their names would be kept confidential and data which they are providing will be used for scholarly purposes only. Respondents were briefed about the survey and adequate guidance was provided to get the maximum real results of the survey.

3.1.2 Time Horizon

The thesis is a cross sectional study. The data for independent and mediating variables was collected and then after four months the data for dependent and moderating variables was collected. The reason for this gap is that we have to establish causality which was not possible otherwise i.e. collecting data for all variables on a single point of time. As Yam et al. (2017) argues that if good deeds are brought to the respondents memory i.e. OCB here, then the moral self-regard of the person boosts immediately so we collected the data of OCB and Moral Self Regard in first time lag. While data for Interpersonal Deviance, Organizational Deviance, Relational Identity Orientation and Collective Identity Orientation was collected in second time lag. The difference between these two time lags was of 4 weeks because it is sufficient for establishing causality among these kinds of variables as Klotz and Bolino (2013) has specified.

3.1.3 Unit of Analysis

Sekaran and Bougie (2016) has defined the unit of analysis as the level of aggregation of data which will be used in data analysis. It can be an individual, a dyad, a group or an association and so on. It shows that from who/whom we will get the response for our survey. This study uses self-reported measures and unit of analysis is an individual employee.

3.2 Population and Sample

3.2.1 Population

The population is defined by Sekaran and Bougie (2016) as an entire group of individuals, things or events that the researcher wants to explore. The population of this study includes employees of private sector banks of Multan, Vehari and Khanewal districts. The banks include United Bank Limited, Habib Bank Limited,

Muslim Commercial Bank, Al-Habib Bank, Allied Bank, Bank of Punjab, Meezan Bank and Soneri Bank.

3.2.2 Sample

It is not possible to collect the data from whole of the population, practically. So, convenience sampling technique was used to elicit a sample from our population. This is a kind of non- probability sampling technique which refers to the collection of data from those unit of analysis form population which are conveniently available to the researcher as Sekaran and Bougie (2016) has described in their book. They have further explained that this sampling technique is used when the researcher faces severe time and resources limitation. 350 questionnaires were provided to the private bank employees of Mutan, Khanewal and Vehari. The banks include United Bank Limited, Habib Bank Limited, Muslim Commercial Bank, Al-Habib Bank, Allied Bank, Bank of Punjab, Meezan Bank and Soneri Bank. 292 questionnaires were received back, out of which 276 were properly filled which were used for analysis. So, the response rate was almost 78 percent. This is an appropriate enough sample size for this kind of study as Blanket et al. (2015) has said in their meta-analysis on moral licensing. For this study we utilized convenient sampling technique which is a kind of non- probability sampling i.e. randomness is not ensured. We selected this technique because of time and resources limitation.

3.3 Measurement Scales

Established measurement scales were used and responses for all the scales were obtained on 5 point likert scales i.e. each item of the scale had 5 possible answers and the respondent had to choose any of these five answers. Further detailed is provided as under.

3.3.1 Organizational Citizenship Behavior

The OCB scale contained 9 items which were measured on a 5 point likert scale which was developed by Farh, Hackett and Liang (2007). Alpha reliability value was 0.84 which shows that the scale was internally consistent.

3.3.2 Moral Self-Regard

The MSR construct was measured by 6 items scales which were measured on a 5 liket scale and it was developed Stake (1994). Alpha reliability value was 0.75 which shows that the scale has internal consistency.

3.3.3 Relational Identity Orientation

The IOR scale contained 5 items and answers were taken on a 5 point likert scale and it was developed by Selenta and Lord (2005) The alpha reliability values is 0.83 which shows the internal consistency of IOR scale.

3.3.4 Collective Identity Orientation

The IOR scale contained 5 items and answers were taken on a 5 point likert scale and it was developed by Selenta and Lord (2005) The alpha reliability values is 0.80 which shows the internal consistency of IOC scale.

3.3.5 Interpersonal Deviance

The ID scale contained 7 items and answers were taken on a 5 point likert scale and it was developed by Robinson and Bennett (2000) The alpha reliability values is 0.83 which shows the internal consistency of ID scale.

3.3.6 Organizational Deviance

The OD scale contained 12 items and answers were taken on a 5 point likert scale and it was developed by Robinson and Bennett (2000) The alpha reliability values is 0.78 which shows the internal consistency of OD scale.

TABLE 3.1: Summary of Variables and their Scales

S/no	Variables	Items	Source
1	Organizational Citizenship Behavior	9	(Farh, Hackett, & Liang, 2007)
2	Organizational Deviance	12	(Bennett & Robinson, 2000)
3	Interpersonal Deviance	7	(Bennett & Robinson, 2000)
4	Moral Self-Regard	6	(Stake, 1994)
5	Collective Identity Orientation	5	(Selenta & Lord, 2005)
6	Relational Identity Orientation	5	(Selenta & Lord, 2005)

3.4 Data Analysis Techniques

IBM SPSS program (SPSS 20) was used to statistically analyze the data. Reliability of Scales, Frequency tables, correlations were found using this software. The direct relationships of independent and dependent variables were elicited by using Multiple Linear Regression analysis in IBM SPSS. For finding indirect effects of mediator, bootstrapping method was used by Preacher and Hayes (2017). For this purpose Macro Process plug-in was installed in IBM SPSS, which enabled the researcher for bootstrapping. Moderating analysis was conducted by using Multiple Linear Regression Analysis.

Chapter 4

Results and Analysis

4.1 Characteristics of Sample

Following are the demographic distribution of sample of this study:

4.1.1 Gender:

The first demographic factor which is used for this study is gender and the under given table discussed about the sample with reference to gender.

TABLE 4.1: Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	241	87.3	87.3	87.3
Female	35	12.7	12.7	100
Total	276	100	100	

This table shows that out of 276 respondents, 241 were male and 35 were female. On the criteria of gender, it was a diverse sample as almost 13% of the total respondents are female and 87% of the total sample are male.

4.1.2 Age:

Next demographic for which we collected data is the age of the respondents. Following is a frequency table for age.

TABLE 4.2: Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	192	69.6	69.6	69.6
26-33	73	26.4	26.4	96.0
34-41	11	4.0	4.0	100.0
Total	276	100.0	100.0	

This table shows that 192 respondents of the sample were having the age of 18-25 years which is almost 70% of the total sample. This figure shows that majority of the sample respondents were young. Similarly 73 respondents were having the age of 26-33 years which is 26.4% of the total sample. 11 people were of the age of 34-41 years which is 4% of the total sample size.

4.1.3 Qualification:

Data was collected mainly from banking & insurance sector, telecommunication sector so all the respondents have a good qualification. Following is a table describing frequency distribution of qualification of the respondents.

TABLE 4.3: Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	52	18.8	18.8	18.8
Master	82	29.7	29.7	48.6
MS/M.Phil	142	51.4	51.4	100.0
Total	276	100.0	100.0	

This table shows that 142 respondents out of 276 were having MS/M.Phil. Qualification and they make 51.4% of the total sample which means that more than half numbers of our respondents were having good qualification. The reason behind this fact is that most of the people get jobs after their BS but they continue their studies in MS/M.Phil. In evening or weekend classes from different institutions. This qualification has different benefits such as pay increments, better opportunities for promotion or getting a better job etc. Then 82 respondents have Master qualification which almost 30% of the total sample and 52 respondents were having Bachelor qualification which is almost 19% of the total sample.

4.2 Reliability Analysis of Scales

To find the reliability of each single scale, we used Cronbachs reliability test and the results show that scales have sufficient internal consistency. We have to adopt all the scales from previous studies.

4.3 Summary of Scales Reliability

TABLE 4.4: Scales Reliability

S/No.	Variable	Reliability
1	Organization Citizenship Behavior	0.84
2	Moral Self Regard	0.75
3	Identity Orientation Relational	0.83
4	Identity Orientation Collective	0.80
5	Interpersonal Deviance	0.83
6	Organizational Deviance	0.78

4.4 Descriptive Statistics & Correlation

TABLE 4.5: Mean, Standard Deviation, Correlation

Variable	Mean	S.D	1	2	3	4	5	6	7	8	9
Gender	1.09	0.28	1								
Age	1.34	0.55	0.032	1							
Qualification	5.32	0.77	0.014	.246**	1						
OCB	3.42	1.04	-0.071	-0.069	-0.01	1					
MSR	4.38	0.44	-0.073	.022	0.088	0.072	1				
IOR	3.74	0.81	-0.018	0.049	.388**	0.097	.198**	1			
IOC	3.39	0.73	-0.059	0.006	.373**	0.055	.129*	.630**	1		
ID	3.82	0.87	0.006	-0.061	.366**	.167**	.261**	.523**	.374**	1	
OD	3.66	0.85	-0.065	-0.06	.308**	.185**	.258**	.565**	.534**	.651**	1

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

OCB= Organizational citizenship behavior, MSR= Moral Self Regard, IOR=identity orientation relational, IOC=identity orientation, ID= Interpersonal Deviance, OD= Organizational Deviance

Table 4.5 shows the correlation among different variables as well as their mean and standard deviation. The table is explained further. Gender has a positive but non-significant correlation with age (0.32), positive and non-significant correlation with qualification (0.014), negative and non-significant correlation with Organizational Citizenship Behavior OCB (-0.071), negative and non-significant correlation with Moral Self-Regard (-0.73), non-significant and negative correlation with Identity Orientation Relational (-0.018), non-significant and negative correlation with Identity Orientation Collective (-0.059), non-significant and positive correlation with Interpersonal Deviance (0.006), non-significant and negative correlation with Organizational Deviance (-0.065).

Age has a positive and significant correlation with qualification (0.246**), negative and non-significant correlation with Organizational Citizenship Behavior OCB (-0.069), positive and non-significant correlation with Moral Self-Regard (0.022), non-significant and positive correlation with Identity Orientation Relational (0.049), non-significant and positive correlation with Identity Orientation Collective (0.006), non-significant and negative correlation with Interpersonal Deviance (-0.061), non-significant and negative correlation with Organizational Deviance (-0.060).

Qualification negative and non-significant correlation with Organizational Citizenship Behavior OCB (-0.010), positive and non-significant correlation with Moral Self-Regard (0.088), significant and positive correlation with Identity Orientation Relational (0.388**), significant and positive correlation with Identity Orientation Collective (0.373**), significant and positive correlation with Interpersonal Deviance (0.366**), significant and positive correlation with Organizational Deviance (0.308**).

Organizational Citizenship Behavior has a positive and non-significant correlation with Moral Self-Regard (0.072), non-significant and positive correlation with Identity Orientation Relational (0.097), non-significant and positive correlation with Identity Orientation Collective (0.055), significant and positive correlation with Interpersonal Deviance (0.167**), significant and positive correlation with Organizational Deviance (0.185**).

Moral Self-Regard has a significant and positive correlation with Identity Orientation Relational (0.198**), significant and positive correlation with Identity Orientation Collective (0.129**), significant and positive correlation with Interpersonal Deviance (0.261**), significant and positive correlation with Organizational Deviance (0.258**).

Identity Orientation Relational has a significant and positive correlation with Identity Orientation Collective (0.630**). This high correlation is not unexpected. As Vos, Zee and Buunk (2009) has also found a high correlation between the IOR and IOC, in their article. They argue that this high correlation was due to the possible overlap between these constructs i.e. Relational and Collective identity orientations. Vos et.al (2009) further posited that attraction of group is not just limited to those people who possess a collective identity orientation, but it is also attractive for relational orientated people because a group enables them to enjoy close relationships. IOR has a significant and positive correlation with Interpersonal Deviance (0.523**), significant and positive correlation with Organizational Deviance (0.565**).

Collective Identity Orientation has a significant and positive correlation with Interpersonal Deviance (0.374**), significant and positive correlation with Organizational Deviance (0.534**). Interpersonal Deviance has a significant and positive correlation with Organizational Deviance (0.651**). This high correlation is in line with previous researchers for example Dalal (2005) has also found high correlation among these two variables (0.70) in his meta- analysis. Similarly, Berry, Ones, and Sackett (2007) also found, in their review & meta-analysis, that correlation between these two variables i.e. ID and OD is moderately high (0.62). This review article was exclusively focused on finding the correlates between both these construct of deviance. Furthermore, Berry et.al (2007) found that ID and OD have very similar correlations values with other variables in the study. We can see that in this study too ID and OD have shown same correlational pattern with other variables of the model. The correlations values of ID and OD were with age -0.06 & -0.06, with qualification 0.36 & 0.30, with OCB 0.16 & 0.18, with MSR 0.21 & 0.25, with IOR 0.52 & 0.56, with IOC 0.37 & 0.53, respectively.

4.5 Regression Analysis

TABLE 4.6: Direct Regression Analysis of OCB and ID

Interpersonal Deviance			
Predictor	β	R^2	ΔR^2
Step 1			
Control Variable		0.135	0.135
Step 2			
OCB	0.147**	0.165**	0.030**

Notes: * $p < .05$, ** $p < .01$

Regression Analysis was conducted to find out the direct relationship of Independent Variable i.e. Organizational Citizenship Behavior with the Interpersonal Deviance. This analysis depicts how a variation in the value of Independent Variable changes the unique value of Dependent Variable while keeping other variables constant. So, this table partially supports our hypothesis h1 shows which states that OCB will have a negative and significant relationship with Interpersonal Deviance. The results show that although the relationship is significant but positive ($\beta = 0.147^{**}$, $p < 0.01$). The coefficient of determination ($R^2 = .165$) depicts that OCB explain 16.5% of variation in Interpersonal Deviance. Similarly, change in coefficient of determination ($\Delta R^2 = .030^{**}$) means that OCB alone accounts for 3.0% variation in Interpersonal Deviance. So, our hypothesis H1, which states that OCB will have a significant and negative relationship with Interpersonal Deviance, is not supported.

TABLE 4.7: Direct Regression Analysis of OCB and OD

Organizational Deviance			
Predictor	β	R^2	ΔR^2
Step 1			
Control Variable		0.100	0.100
Step 2			
OCB	0.152**	0.134**	0.035**

Notes: * $p < .05$, ** $p < .01$

To find out the direct relationship of Independent Variable i.e. Organizational Citizenship Behavior with the 2nd Dependent Variable i.e. Organizational Deviance Regression Analysis was performed. This analysis shows how a variation in the value of Independent Variable changes the unique value of Dependent Variable while keeping other variables constant. So, this table partially supports our hypothesis H2 which states that OCB will have a negative and significant relationship with Organizational Deviance. The results show that although the relationship is significant but positive ($\beta = 0.152^{**}$, $p < 0.01$). The coefficient of determination ($R^2 = .134$) depicts that OCB explain 13.4% of variation in Organizational Deviance. Similarly, change in coefficient of determination ($\Delta R^2 = .035^{**}$) means that OCB alone accounts for 3.5% variation in Organizational Deviance. So, our hypothesis H2, which states that OCB will have a significant and negative relationship with Organizational Deviance, is not supported.

4.6 Mediation Analysis:

For conducting the mediational analysis we used bootstrapping method which was presented by Preacher and Hayes (2008). This is a non-parametric method which provides us the true indirect effect at different confidence intervals e.g. 90%, 95% and 99% confidence intervals. In this thesis we have used 95% confidence interval. Bootstrapping provides us upper and lower limits and we have to look if zero is present at 95% confidence interval. If zero is present, the indirect effect of mediation is non-significant while if zero is not present then we can conclude that indirect effect is significant i.e. the relationship between Independent Variable and Dependent Variable is significantly mediated via Mediating Variable. In fact, the bootstrapping method saves us from the backdrops of older method of mediation i.e. step-wise mediation (Hayes, 2013). Similarly, bootstrapping also enable us to get better estimates because it allows resampling with replacement approach. In this thesis, we used 5000 bootstrapped samples with a confidence interval of 95%. PROCESS Macro utility of IBM SPSS was installed as Add-on. This add-on incorporates all the 76 models by Preacher and Hayes and enables us to select that

specific model for bootstrapping which is aligned with our theoretical framework. I used the 4th model. I run this model of bootstrapping twice, first to get the indirect effect of Moral Self Regard between independent variable Organizational Citizenship Behavior and first dependent variable i.e. Interpersonal Deviance. Then 4th model of bootstrapping was used for the second time to find the indirect effect via Moral Self-Regard between Organizational Citizenship Behavior and second dependent variable i.e. Organizational Deviance.

TABLE 4.8: Mediation Results of MSR between OCB and ID

IV	Effect of IV on M	Effect of M on DV	Direct Effect	Indirect Effect	Total Effect	Bootstrapping Result for Indirect Effect	
						LL 95 CI	UL 95 CI
OCB	0.32**	0.15*	0.089	0.05*	0.14**	0.0114	0.104

Note: * $p < .05$, ** $p < .01$, IV= Independent Variable, M= Mediator, DV= Dependent Variable, LL= Lower Limit, UL= Upper Limit, CI= Confidence Interval, OCB= Organizational Citizenship Behavior, MSR= Moral Self-Regard, ID= Interpersonal Deviance.

In this table mediation of Moral Self-Regard was introduced between independent variable Organizational Citizenship Behavior and first dependent variable i.e. Interpersonal Deviance. This table shows that IV has a significant impact on Mediator (Effect Size= 0.32, $p < 0.01$) while, as a consequence, Mediator significantly impacts the DV (Effect Size 0.15, $p < 0.05$). Direct effect is non-significant (Effect Size= 0.089, $p = 0.09$). These results support our hypothesis H3 which states that OCB will positively and significantly impact the Moral Self-Regard. Moreover, these results support H4 which states that Moral Self-Regard will positively and significantly affect the Interpersonal Deviance. Finally this table shows the true Indirect Effect via Moral Self-Regard between Organizational Citizenship Behavior and dependent variable Interpersonal Deviance (Effect Size=0.05*). The upper and lower limits fell between 0.0114 and 0.1040, respectively which means that Zero is not present in the 95% confidence interval so the relationship between Organizational Citizenship Behavior and Interpersonal Deviance was mediated by Moral Self-Regard. This is a full mediation because after introducing the mediator, direct effect became non-significant. So, these indirect results support our hypothesis H6 which states that Moral Self-Regard will significantly mediate the relationship of OCB and Interpersonal Deviance.

TABLE 4.9: Mediation Results of MSR between OCB and OD

IV	Effect of IV on M	Effect of M on DV	Direct Effect	Indirect Effect	Total Effect	Bootstrapping Result for Indirect Effect	
						LL 95 CI	UL 95 CI
OCB	0.32**	0.13*	0.10*	0.041*	0.15**	0.0037	0.0893

Note:* p<.05, ** p<.01, IV= Independent Variable, M= Mediator, DV= Dependent Variable, LL= Lower Limit, UL= Upper Limit, CI= Confidence Interval, OCB= Organizational Citizenship Behavior, MSR= Moral Self-Regard, OD= Organizational Deviance.

Mediation of Moral Self-Regard between independent variable i.e. Organizational Citizenship Behavior and second dependent variable i.e. Organizational Deviance was performed. Table 4.9 shows that IV has a significant impact on Mediator (Effect Size= 0.32, $p < 0.01$) while, as a result, Mediator significantly impacts the DV (Effect Size 0.13, $p < 0.05$). Direct effect is also significant (Effect Size= 0.10, $p < 0.05$). These results support our hypothesis H3 which states that OCB will positively and significantly impact the Moral Self-Regard. Moreover, these results support H5 which states that Moral Self-Regard will positively and significantly affect the Organizational Deviance. Finally this table depicts the true Indirect Effect via Moral Self-Regard between Organizational Citizenship Behavior and dependent variable Organizational Deviance (Effect Size=0.04*). The upper and lower limits fell between 0.0037 and 0.0893, respectively. This means that Zero is not present in the 95% confidence interval so the relationship between Organizational Citizenship Behavior and Organizational Deviance was mediated by Moral Self-Regard. This is a partial mediation because after introducing the mediator, direct effect still remained significant. So, these indirect results support our hypothesis H7 which states that Moral Self-Regard will significantly mediate the relationship of OCB and Organizational Deviance.

4.7 Moderation Analysis

TABLE 4.10: Moderation Results of IOR between MSR and ID

Predictor Moderator Analysis	β	Interpersonal Deviance	
		R^2	ΔR^2
Step 1			
Moral Self Regard	0.211**	0.181	0.046**
Step 2			
MSR*IOR	-0.107**	0.221	0.040**

Notes: * $p < .05$, ** $p < .01$,

MSR=Moral Self Regard, IOR= Relational Identity Orientation

It was hypothesized that Relational Identity Orientation will buffer the relationship between Moral Self-Regard and Interpersonal Deviance. Stepwise Regression

Analysis was used to find if this moderation is significant. Demographic variables i.e. Age, Gender and Qualification were controlled. In first step, I controlled independent variable for this moderation which is Moral Self-Regard here. In the second step, I introduced the interaction term of MSR*IOR. The coefficient of determination R-square is 0.221) depicts that MSR*IOR explain 22.1% of variation in Interpersonal Deviance. Value of slope coefficient = - 0.107** indicates that a unit change in MSR*IOR shall yield a 10.7% units change in Interpersonal Deviance while the sign is negative which means that Relational Identity Orientation weakens the relationship between Moral Self Regard and Interpersonal Deviance. Thus H8 was supported that Relational Identity Orientation negatively and significantly moderates the relationship between Moral Self Regard and Interpersonal Deviance.

TABLE 4.11: Moderation Results of IOC between MSR and OD

Predictor Moderator Analysis	β	Organizational Deviance	
		R^2	ΔR^2
Step 1			
Moral Self Regard	0.183**	0.137	0.037**
Step 2			
MSR*IOC	-0.105**	0.176	0.039**

Notes: *p<.05, **p<.01,

MSR=Moral Self Regard, IOC= Identity Orientation Collective

It was hypothesized that Collective Identity Orientation will buffer the relationship between Moral Self-Regard and Organizational Deviance. Stepwise Regression Analysis was used to find if this hypothesis is supported or not. Demographic variables i.e. Age, Gender and Qualification were controlled. In first step, I controlled independent variable for this moderation which is Moral Self-Regard here. In the second step, I introduced the interaction term of MSR*IOC. The coefficient of determination, R^2 is 0.176 depicts that MSR*IOC explain 17.6% of variation in Organizational Deviance. Value of slope coefficient is - 0.105** indicates that a unit change in MSR *IOC shall yield a 10.5% units change in Organizational Deviance with a negative sign which means that Collective Identity Orientation weakens the relationship between Moral Self Regard and Organizational Deviance.

Thus H9 was supported that Collective Identity Orientation negatively and significantly moderates the relationship between Moral Self Regard and Organizational Deviance.

4.8 Summery of Hypotheses' Results

TABLE 4.12: Summary of accepted and rejected hypotheses

H's	Statements	Results
H1	OCB will have a significant negative relationship with interpersonal deviance.	Not Supported
H2	OCB will have a significant negative relationship with organizational deviance.	Not Supported
H3	OCB will have a significant positive impact on moral self-regard.	Supported
H4	Moral Self-regard will have a significant positive impact on interpersonal deviance.	Supported
H5	Moral Self-regard will have a significant positive impact on organizational deviance.	Supported
H6	Moral Self-regard will mediate the relationship between OCB and interpersonal deviance.	Supported
H7	Moral Self-regard will mediate the relationship between OCB and organizational deviance.	Supported
H8	Relational Identity Orientation will negatively and significantly moderate the relationship between Moral Self-Regard and Interpersonal Deviance.	Supported
H9	Collective Identity Orientation will negatively and significantly moderate the relationship between Moral Self-Regard and Organizational Deviance.	Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

This study explored the relationship of OCB with interpersonal deviance and with organizational deviance through the mediating mechanism of moral self-regard. This study also investigated the moderating role of relational identity orientation and collective identity orientation. Now the results are discussed. Although, the correlations results have been depicted in a table a few pages back but I will like to just throw light on some of interesting correlations.

Relational Identity Orientation has a significant and positive correlation with Collective Identity Orientation (0.630**). This high correlation is not unexpected. As Vos, Zee and Buunk (2009) has found a high correlation between the IOR and IOC, in their article. They argue that this high correlation was due to the possible overlap between these constructs i.e. Relational and Collective identity orientations. Vos et al. (2009) further posited that attraction of group is not just limited to those people who possess a collective identity orientation, but it is also attractive for relational orientated people because a group enables them to enjoy close relationships.

Moreover, Interpersonal Deviance has a significant and positive correlation with Organizational Deviance (0.651**). This high correlation is in line with previous researchers for example Dalal (2005) has also found high correlation among these

two variables (0.70) in his meta-analysis. Similarly, Berry, Ones, and Sackett (2007) also found, in their review & meta-analysis, that correlation between these two variables i.e. ID and OD is moderately high (0.62). This review article was exclusively focused on finding the correlates between both these construct of deviance. Furthermore, Berry et.al (2007) found that ID and OD have very similar correlation values with other variables in the study. We can see that in this study too ID and OD have shown same correlational pattern with other variables of the model. The correlation's values of ID and OD were with age -0.06 & -0.06, with qualification 0.36 & 0.30, with OCB 0.16 & 0.18, with MSR 0.21 & 0.25, with IOR 0.52 & 0.56, with IOC 0.37 & 0.53, respectively.

Now, I will discuss the regression analysis. First of all the direct relationship of OCB with ID and OCB with OD were measured through the regression analysis in IBM SPSS. We have hypothesized in H1 that OCB will have a negative and significant relationship with Interpersonal Deviance before the emergence of MSR's mediation because OCB is a pro-social behavior while ID and OD both are anti-social behaviors. The result shows that Organizational Citizenship Behavior significantly impacts the Interpersonal Deviance ($\beta = 0.147^{**}$, $p < 0.01$). Moreover in H2 we have hypothesized that OCB will have a negative and significant impact on Organizational Deviance. Results of regression analysis revealed that Organizational Citizenship Behavior significantly impacts the Organizational Deviance ($\beta = 0.152^{**}$, $p < 0.01$). Both of these impacts are in positive direction, so our first hypothesis H1 that OCB will have a negative relationship with ID and our second hypothesis H2 that OCB will have a negative relationship with OD are not supported. These results are interesting but not very much unexpected as Spector and Fox (2010a) has also found that within person OCB's and deviance can simultaneously occur and sometimes have a positive correlation also. Similarly, Dalal et al. (2009) have also found that within-person relationship between pro-social behaviors and deviant behaviors towards the organization was significant and positive. Similarly, Yam et al., (2017) has also argued that the co-occurrence or positive relationship between OCB and workplace deviance is possible. So, the direct relationships between OCB and ID, and OCB and OD are in line with the

previous research.

Then the mediation was conducted through the bootstrapping method which was presented by Preacher and Hayes (2008). We have hypothesized in H3 that OCB will positively and significantly impact the moral self-regard. The result shows that the impact of OCB is significant and positive on the mediator i.e. MSR in case of both the dependent variables i.e. ID and OD, supporting our hypothesis H3. These results are in line with the previous research such as Klotz and Bolino (2013) and Yam et al. (2017) which have argued in their articles that when employees are asked to recollect their previous OCB's behaviors their moral self-regard boosts up.

Then we have hypothesized in H4 that moral self-regard will positively and significantly impact Interpersonal Deviance, while in H5 we have hypothesized that moral self-regard will positively and significantly impact Organizational Deviance. Bootstrapping results show the impact of mediator i.e. Moral Self-Regard on dependent variables i.e. Interpersonal Deviance and Organizational Deviance is positive and significant (0.15* and 0.13* respectively) which are in support of our hypotheses H4 and H5. The result are in line with the previous research such as the studies of Dalal (2005) and Yam et al. (2017) which argue that when individuals' moral self-regard is boosted they deplete it by engaging in interpersonal or organizational deviance.

Then we have hypothesized in H6 that Moral Self-Regard will mediate the relationship of OCB and Interpersonal Deviance. The mediation of MSR between the relationship of OCB and ID, and OCB and OD is also significant supporting our 6th and 7th hypothesis. The mediation results are on the same page with previous studies such as Bolino and Grant (2016) and Yam et al. (2017).

Moderation results were measured by Regression analysis in SPSS. It was found that Relational Identity orientation negatively moderated the relationship between MSR and ID supporting our 8th hypothesis. Similarly, it was also found that Collective identity orientation negatively moderated the relationship between MSR and OD which has supported our 9th hypothesis. These results are in line with previous researchers such as by Miller and Effron (2010) and by Klotz and Bolino

(2013) which have argued that when a person is high on relational identity orientation he is less likely to engage in interpersonal deviance and when a person is high on collective identity orientation he is less likely to engage in organizational deviance. Similarly, these results are also in line with Mullen and Monin (2016) who state that people have a tendency to behave in consistent manner.

5.2 Theoretical Implications

This study enables us to have a more deep understanding of the moral licensing theory in different ways. First, although empirical evidence was available that moral licensing has works at the firm level in the organizations (Ormiston & Wong, 2013) but there are very few studies which has demonstrated the effect of moral licensing in the organizations (Yam et al., 2017). So this study has provided empirical evidence that moral licensing occurs in organizations especially in Pakistani context.

Secondly, although the process through which good acts turn in subsequent improper acts has been discussed enough in the context of moral licensing but the empirical evidence was very rare (Klotz & Bolino, 2013). Here, we provided the empirical evidence for this mechanism through the moral credits model, while a recent study by Yam et al. (2017) had provided evidence for moral credentials model of moral licensing. The results are in line with the study by Kouchaki (2011) in which it was found that moral self-regard mediated the effect of others prior non-prejudiced actions with the subsequent prejudiced behavior of the participants in such a way that others' non-prejudiced behaviors boosted the participants moral self-regard resulting in subsequent prejudiced behavior of participants.

Furthermore previous study by Yam et al. (2017) have found that externally motivated OCB's did not resulted in workplace deviance with the mediation of moral self-regard but this study explored autonomous OCB and found that it leads workplace deviance through the mediation of moral self-regard. Moreover the result of this study are in line with the arguments, future directions, to be specific, of Klotz and Bolino (2013) and Yam et al. (2017) which state that when

OCB is performed autonomous motivation, subsequent workplace deviance is more likely to occur through the mediation mechanism of moral credits model i.e. by boosting the dynamic moral self-regard and then offsetting it through workplace deviance.

Similarly, Bolino & Grant (2016) have argued in their review article that the relationship of pro-social behaviors like OCB with anti-social behaviors e.g. workplace deviance is understudied in the context of moral licensing, which should be explored. This study has provided empirical support to the role of dynamic and ever fluctuating construct of moral self-regard in bridging opposite behaviors like OCB and workplace deviance. This study also throws a light on the importance of moral equilibrium for the individual working in organizations.

This study has explored the role of identity orientations a moderator between moral self-regard and both the dimensions of workplace deviance. Results indicate that this moderation occurred between MSR and interpersonal deviance as well as between MSR and organizational deviance. This shows the importance of identity orientations in the context of moral licensing. Moreover it throws light on the importance of individual characteristics as Chen, Hu and King (2018) have argued that individual characteristics have a significant relationship with the OCB and workplace deviance. Similarly these results have provided empirical evidence to the theorization of Klotz and Bolino (2013) who have argued that relational identity orientation will put barriers to the licensed individuals' intentions of offsetting boosted moral self-regard via interpersonal deviance and collective identity orientation will stop the licensed employee to offset his high moral credits through organizational deviance.

Finally, this study deepens our understanding of the dark side of OCB. This study has provided empirical evidences that OCB is not a necessarily positive phenomenon rather it can have some negative outcomes which can hamper the performance of individuals as well as the organization.

5.3 Managerial Implications

This research enables managers to understand the transformation of a pro-social behavior into anti-social behavior in the light of Moral Licensing Theory especially the manager should understand that it is not only the person who can feel licensed but other people also sanction this licensing as Miller and Effron (2010) has described in their article. Klotz and Bolino (2013) had also argued that other people in the organization endorse the license which is an important feature of Moral Licensing Process. So, managers should endeavor for such an environment in which this kind of endorsement is criticized. Because when the licensed individual feels that he can't indulge in deviant behaviors without significantly hurting his moral reputation he is more likely to behave immorally as Mullen and Monin (2016) has argued in their article. Then results of our H8 and H9 has provided evidence that Relational and Collective Identity Orientations can significantly impede the way to deviance. So, managers should endeavor to create such an environment in which employees feel more identified with their colleagues as well as their organization so that chances of deviant behaviors can be minimized

5.4 Limitations and Future Directions

This study has investigated the causal link between OCB and workplace deviance. Future researchers should study the other pro-social behaviors which can be followed by workplace deviance. Similarly, they should also study that how other deviant behaviors can be a result of OCB through moral licensing lens.

Our research was domain specific i.e. we just investigated if licensing occurs at the workplace but future researchers should also investigate if moral license can be used in other domains such as family or society. Moreover, our research used convenient sampling technique which lacks randomness hampering the generalization of our results. Future researchers should use more robust sampling techniques to bring in randomness. Furthermore, our research used moral credit model, future

researchers should explore moral credentials model especially when employees are compelled to perform pro-social behaviors.

5.5 Conclusion

This study investigated if the OCB can lead to Interpersonal Deviance and Organizational Deviance through the mediating path of moral self-regard. The results are in support of our hypotheses. This study also investigated if Relational Identity Orientation can buffer the relationship of MSR and ID, and if Collective Identity Orientation can buffer the relationship of MSR and OD. These moderation hypotheses are also supported by empirical evidence.

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Appendix-A

Research-Questionnaire

Dear respondent,

Dear respondent! I am a MS research student at CUST. I am conducting a research for my thesis. This survey will just take your 5 to 8 minutes to fill this questionnaire. Kindly participate in this research activity.

Regards

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Section: 1	Demographics
Your gender:	1- Male 2- Female
Your age:	1 (18-25), 2 (26-33), 3 (34-41)
Your qualification:	1 (Bachelor), 2 (Master), 3 (MS/M.Phil)

Section-2: OCB

Strongly disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly agree: 5

1	I initiate assistance to coworkers who have a heavy workload	1	2	3	4	5
2	I help new employees adapt to their work environment	1	2	3	4	5
3	I am willing to offer assistance to coworkers to solve work-related problems	1	2	3	4	5
4	I actively raise suggestions to improve work procedures or processes	1	2	3	4	5
5	I actively bring forward suggestions that may help the organization run more efficiently or effectively	1	2	3	4	5
6	I work diligently and with a great sense of responsibility even when work outcomes will not count towards my performance evaluation	1	2	3	4	5
7	I am willing to work overtime without receiving extra pay	1	2	3	4	5
8	I take initiative to work overtime to complete ones work whenever it is necessary	1	2	3	4	5
9	I arrive early and start work immediately	1	2	3	4	5

Section-3: MSR

Strongly disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly agree: 5

1	I am Loyal.	1	2	3	4	5
2	I am Truthful.	1	2	3	4	5
3	I am Law-abiding.	1	2	3	4	5
4	I am Faithful.	1	2	3	4	5
5	I am Trustworthy.	1	2	3	4	5
6	I am Honest.	1	2	3	4	5

Section-4: IOR

Strongly disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly agree: 5

1	If a friend was having a personal problem, I would help him/her even if it meant sacrificing my time or money.	1	2	3	4	5
2	I value friends who are caring, empathic individuals.	1	2	3	4	5
3	It is important to me that I uphold my commitments to significant people in my life.	1	2	3	4	5
4	Caring deeply about another person such as a close friend or relative is important to me.	1	2	3	4	5
5	Knowing that a close other acknowledges and values the role that I play in their life makes me feel like a worthwhile person.	1	2	3	4	5

Section-5: IOC

Strongly disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly agree: 5

1	Making a lasting contribution to groups that I belong to, such as my work organization, is very important to me.	1	2	3	4	5
2	When I become involved in a group project, I do my best to ensure its success.	1	2	3	4	5
3	I feel great pride when my team or group does well, even if I'm not the main reason for its success.	1	2	3	4	5
4	I would be honored if I were chosen by an organization or club that I belong to, to represent them at a conference or meeting.	1	2	3	4	5
5	When I'm part of a team, I am concerned about the group as a whole instead of whether individual team members like me or whether I like them.	1	2	3	4	5

Section-6: ID

Strongly disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly agree: 5

1	Made fun of someone at work	1	2	3	4	5
2	Said something hurtful to someone at work	1	2	3	4	5
3	Made an ethnic, religious or racial remark at work	1	2	3	4	5
4	Cursed at someone at work	1	2	3	4	5
5	Played a mean prank on someone at work	1	2	3	4	5
6	Acted rudely toward someone at work	1	2	3	4	5
7	Publicly embarrassed someone at work	1	2	3	4	5

Section-7: OD

Strongly disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly agree: 5

1	Taken property from work without permission	1	2	3	4	5
2	Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
3	Falsified a receipt to get reimbursed for more money than you spent on business	1	2	3	4	5
4	Taken an additional or longer break than is acceptable at your workplace	1	2	3	4	5
5	Come in late to work without permission	1	2	3	4	5
6	Littered your work environment	1	2	3	4	5
7	Neglected to follow your boss's instructions	1	2	3	4	5
8	Intentionally worked slower than you could have worked	1	2	3	4	5
9	Discussed confidential company information with an unauthorized person	1	2	3	4	5
10	Used an illegal drug or consumed alcohol on the job	1	2	3	4	5
11	Put little effort into your work	1	2	3	4	5
12	Dragged out work in order to get overtime	1	2	3	4	5

Thank you for your time and cooperation