

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Workplace Bullying on  
Workplace Deviant Behaviors:  
The Mediating Role of Negative  
Affectivity and Moderating Role  
of Internal Locus of Control**

by

**Samiullah**

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

in the

Faculty of Management & Social Sciences

Department of Management Sciences

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*Dedicated to my Mother, whose prayers enabled me to have success in all spheres  
of life*



## CERTIFICATE OF APPROVAL

### **Impact of Workplace Bullying on Workplace Deviant Behaviors: The Mediating Role of Negative Affectivity and Moderating Role of Internal Locus of Control**

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## *Abstract*

The purpose of this study was to investigate the impact of Workplace Bullying on Workplace Deviant Behaviors of employees working in different public sector organizations of Pakistan. The study also tested the mediating role of Negative Affectivity in the given relationship between Workplace Bullying and Workplace Deviant Behaviors. This study also explored the moderating role of Internal Locus of Control between the relationship of “Workplace Bullying and Negative Affectivity”. Data was collected from 167 individuals, employed in different public sector organizations, through convenience sampling technique. Workplace Bullying was found to have a positive and significant relationship with Workplace Deviant Behaviors. Negative Affectivity was also found to have a significant mediating effect in the relationship of workplace bullying and workplace deviant behaviors as depicted by the results. Results of the study also showed that internal locus of control was moderating the relationship between workplace bullying and negative affectivity in such a way that it weakens the relationship. The study has its limitations as it was conducted with a small sample size, and cross sectional method was applied for data collection. Future researchers should use a larger sample size within longitudinal time frame of data collection for the research. The findings of the study offer useful insight for the management of public sector organizations to curb the tendency of workplace bullying.

**Keywords:** Workplace bullying, Negative affectivity, Workplace deviant behaviors, Internal locus of control, Public sector, Affective event theory (AET).



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# Chapter 1

## Introduction

### 1.1 Background

Organizations of today are moving forward at a fast pace than ever before and their environment is becoming more and more complex with the passage of time. For the last several decades, environmental forces in the business domain (global competition and economic situation etc.) have brought in challenging demands for organizations and its employees. The challenging demands are translated to work environment whereby existence of negative behaviors and interpersonal mistreatment are becoming more and more common (Sakurai & Jex, 2012). Organizations currently are therefore more concerned than ever, to find ways to alleviate the impact of interpersonal stressors and their corresponding negative consequences at work (Stamper & Johlke, 2003). Workplace bullying, a type of interpersonal mistreatment remains a prominent and serious issue that organizations are facing in the present day competitive environment (Salin, 2003).

Workplace bullying is referred to situations “where an individual is repeatedly and over a period of time exposed to one or several negative acts (from co-workers, supervisors, or subordinates) in the form of constant abuse, offensive remarks or teasing, ridicule or social exclusion” (Einarsen, 2000). Workplace bullying is further explained as a practice whereby individuals are regularly and constantly

visible to different negative behaviors from an individual or individuals called as perpetrators (Einarsen et al., 2003).

Workplace bullying is distinct to other forms of work pressures and have a different exposure to the victim (Attell, Brown, & Treiber, 2017), and is considered to have an interpersonal, subordinate occurrence that does not necessarily have impact on all the employees, but may be rather directed towards specified targets in the form of hostility, rudeness, societal isolation, and oral mistreatment (Lutgen-Sandvik et al., 2007).

Interpersonal side of bullying includes teasing, exclusion or treatment with rudeness (Einarsen et al., 2003), and its job related facet include imposing strict deadlines and tasking difficult assignments (Naseer et al., 2018). The well-known sorts of bullying as highlighted by researchers include several adverse actions with repetition and frequency over a period of time, where difference of power exist between the perpetrator and victim (Mikkelsen and Einarsen, 2002).

As regards the nature of workplace bullying, different other concept hold similarity in literature like aggression, workplace incivility, abusive supervision, social undermining and anti-social work behaviors. However, researchers are on single page to define it differently from other negative work behaviors as workplace bullying comprises of repetitive, regular and extended negative experiences (Naseer et al., 2016). As a form of interpersonal mistreatment, workplace bullying has been characterized by continuity, power differences and determination to damage the target (Einarsen et al., 2011).

Workplace bullying encompasses both verbal and nonverbal adverse behaviors and results in physical and psychological harm (Saunders et al., 2007). Comprising of antagonistic person specific negative acts, workplace bullying has been considered as an important and damaging social stressor, due to its detrimental impact on the victim (Einarsen, Hoel, Zapf, & Cooper, 2003). The concept therefore, has gained much attention of researchers, specifically in the face of globalized structures of organizations, wherein interpersonal mistreatment and emotional negativity are flourishing (Baillien, et al., 2011). Right from theoretical inception of workplace bullying by Leymann (1990), the past three decades have shown a considerable

and continuous growth in research related to workplace bullying, as its determined effects are much more severe (Samnani & Singh, 2012).

A general classification on the basis of negative acts of workplace bullying include tasks-related or work specific bullying, individuals specific or relational bullying and physical coercion (Bartlett et al., 2011). Referring to taxonomy of nature of bullying, workplace bullying has been categorized having both direct and indirect course of action including indirect and direct path. The indirect path include actions that create disturbance in general working environment through isolation, control and manipulation of information and unnecessary intervention of the perpetrator. The direct tactics aim to influence the victims personally through emotional abuse, cognitive denigration and behavioral devaluation (Rodriguez-Carballeira et al., 2010). Same like abusive supervision, workplace bullying refers to continuous exposure of the victims towards antagonistic engagements at workplace and in most of the cases, workplace bullying involvement have been depicted being originated by superior agents at organizational hierarchy i.e. supervisors towards subordinates. The recent past has shown considerable studies focusing more on negative aspects of supervision role and its impact using diverse outcomes (Tepper, 2009).

Bullying raises negative states, and if perceived threatening and challenging over a period of time, may result in unwanted attitudes and behaviors (Rai & Agarwal, 2017). Workplace bullying has adverse negative consequence as it affects both the victims and the witnesses of such behaviors at workplace (Hoel et al., 1999). The detrimental effects of such behaviors are generalized across almost all professions (Bentley et al., 2012; Djurkovic, McCormack, & Casimir, 2008; Spence & Nosko, 2015). Extensive research has documented workplace bullying as a critical source of stress, resulting in extreme adverse physical and mental health outcomes (Attell, Brown, & Treiber, 2017). Exposure to negative verbal and emotional behaviors may lead the target to depression, stress, emotional exhaustion, and other physiological and psychological illness (Bowling & Beehr, 2006).

Research has investigated that stressors in the work environment result into negative physical, psychological or behavioral changes in the individual that over a



period of time are translated to diminished health, low performance and lower job satisfaction (Nielsen & Einarsen, 2012). Research investigating the harmful impact of bullying has also revealed negative association between workplace bullying and performance linked actions (Cooper-Thomas et al., 2013) and workplace bullying has been represented to have a significant threat to individual and subsequently organizational performance (Dwayne, 2013). It has been implied that exposure to aggressive treatment causes resource depletion of the target, thus yielding to reduced performance and organizational commitment behaviors and increased retaliatory behaviors (Naseer et al., 2018).

Workplace bullying has costs for organizations through several dimensions, covering both monetary as well as welfare aspects of the employees. A large number of studies have proved detrimental health outcomes for bullied individuals at workplace (Verkuil et al., 2015; Vega & Comer, 2005). It is also depicted that a person exposed to negative acts in the form of workplace bullying are prone to psychological illness almost twice as compared to non-victims and have considerable level of anxiety as compared to those who are non-bullied (Quine, 1999; Nielsen et al., 2014).

Workplace bullying has also been found associated with psychological stress, mental disorders and because of its cost in terms of money and detrimental impact, it has been categorized as one of the major societal hazard by WHO, with demand of prompt corrective and preventive measures (Balducci et al., 2009; Matthiesen & Einarsen, 2004; McCarthy & Mayhew, 2004; Spence & Nosko, 2015).

Workplace bullying has been studied at different levels of organization. Workplace bullying has been considered to have negative impact on various aspects of all the three levels i.e. individuals, group and organization as a whole (Samnani & Singh, 2012). According to different studies, the existence of even smaller degree of workplace bullying should signal the organization to consider the severity of the issue (Einarsen et al., 2011). The occurrences of bullying are common these days at all managerial ranks which are considered damaging for both the well-being and expected behaviors of employees. Therefore based on various reviews,

researchers have stressed for concentration on behavioral outcomes of workplace bullying (Naseer et al., 2018).

While behavior is outcome of sequences of cognitive and emotional processes, and since individual differences also have an obvious standing in the process, research on workplace bullying has focused on underlying path leading to these outcomes. Recognizing the fact that workplace bullying has devastating consequences for both employee and organization, it is of particular importance for researchers to understand how personal dispositional factors play their role in relationships between bullying and negative outcomes.

As highlighted by earlier researchers, personalities of both perpetrator and victim may be a source of bullying experience and bullying process is incomplete without consideration of personality factors (Glaso et al., 2007). Therefore this study will discuss how workplace bullying leads to deviant behaviors at workplace, and how negative affectivity (affective states) and locus of control (personality factor) can influence the relationship.

## 1.2 Gap Analysis

Research investigating the negative impact of interpersonal mistreatment at work have shown that abusive supervision (a form of workplace bullying) intimidate employees react through deviant behaviors (Gregory et al., 2013) and perpetrator is considered as promoter of deviant responses of employees (Kluemper et al., 2018). Frustration has been found a source of antisocial behavior (Fox & Spector, 1999) and continuous victimization has also been found to create retaliatory behavior and workplace deviant behaviors (Kluemper et al., 2018). Interpersonal aggression was found highly associated with deviant behavior at workplace (Hershcovis et al., 2012). Although previous research has shown association between other forms of interpersonal mistreatment with deviant behaviors, limited attention has been paid to relationship of workplace bullying with workplace deviant behaviors.

Workplace deviant behaviors include intentional acts and counterproductive behaviors that disrupt organizational norms and endanger the wellbeing of its members (Robinson & Bennett, 1995). Earlier research on Workplace deviance has mainly focused on the situational factors (working climate, supervisory behaviors) and limited attention has been paid to the individual characteristics (Kluemper et al., 2018). Further employee's deviance has been shown as hot effective response to negative forces at workplace. Based on the arguments mentioned above it can be argued that workplace bullying may lead to workplace deviant behaviors.

Previous research on bullying-outcome relationship has shown that affective responses (emotions) are prospective mediators and pivotal to understanding the harmful effects of bullying. (Rai & Agarwal, 2017) and negative emotions are converted to unwanted attitude & behaviors. The consistent and longitudinal actions of bullying are translated to high level of negative emotions which resultantly lead to detrimental outcomes for the exposed victims (Ursin & Eriksen, 2004).

The consistent negative behaviors of perpetrator tends to produce negative affect in victims and more susceptible individuals respond with enhanced negative emotional states, and are thus more vulnerable to physical sickness (Watson, 2000), and the victims generally are found with enhanced stages of negative effect (Coyne et al., 2000; Monks et al., 2009; 2003; Glaso et al., 2007). Negative affectivity is explained as the personal propensity to sense different negative affective states generally characterized by sentiments that include nervousness, dread, sorrow, and annoyance (Watson & Clark, 1984).

Individuals who are characterized scared, anxious and sad are more prone victims to possible perpetrators (Samnani & Singh, 2012). It has been argued that experience of undesirable events can add significantly to negative affectivity (George, 1995). However very little attention been paid by research, studying the emotional state of negative affectivity in relationship to workplace bullying and /or deviant behavior as outcome.

Earlier research studies have also recognized that individual differences play pivotal part in clarifying and determining bullying at workplace. It is therefore argued

that personal dispositional traits can be considered as moderator within the association of workplace bullying with outcomes (Moreno-Jimenez et al., 2009). In this perspective, one of the key personal characteristic locus of control has gained very less attention in bullying research, besides other dispositional features (aggressiveness, efficacy, anger, anxiety, PsyCap etc.) have been studied as moderating the bullying–outcome relationships (Rai & Agarwal, 2017). It has been further argued that, there is dearth of research investigating work behaviors as outcome of workplace bullying (Naseer et al., 2018) and very less studies exist of mediation and moderation defining the underlying mechanism of bullying- undesirable outcome relationship (Rai & Agarwal, 2017).

Locus of control is defined as the degree to which individuals attribute the results to their behaviors or outside factors (Rotter, 1954). Both the aspects are termed as internal and external locus respectively. Internal locus enhance creativity, autonomy, confidence and take positive steps when exposed to negative experiences and events (Strickland, 1989). Locus of control is belief or perception which help in controlling the events of life and internal locus of control give individual the strength and confidence to divert the negative impacts of such situations (Connolly, 1980). Therefore it is assumed that individual with high level of internal locus of control will think and behave positively.

Based on these facts, arguing that bullying behaviors in the form of negative consistent events are related to emotional state, negative affectivity may act as mediator in the relationship between bullying and deviant behaviors at workplace. Given the fact that cognitive capabilities have been found as influencer of deviant behaviors to supervisory mistreatment (Kluemper et al., 2018), we assume that internal locus of control will moderate the impact of workplace bullying, resulting in lower negative affectivity and subsequent deviant behaviors at workplace.

### **1.3 Problem Statement**

The issue of workplace bullying is common in under developing countries and the cultural attributes of high power distance, masculinity and collectivism of Pakistan

make the environment more conducive for negative behaviors at workplace.

Workplace bullying results in negative emotional states and corresponding negative behaviors. Interpersonal mistreatment has been found a source of deviant, antisocial, counterproductive and retaliatory behaviors. The cost of workplace bullying in term of psychological, physical and financial terms is evident and its devastating effects in the forms counterproductive behaviors are well known, for which public sector organizations may not be the exception.

The public sector organization in Capital City of Islamabad comes under the domain of Federal Government of Pakistan. These organizations are mainly involved in dealing with public matters and providing services in larger domains to achieve national goals. The organizations are characterized with bureaucratic structure and substantial diversity exist in cultural and social aspects of the held employees. The employees here enjoy the feeling of job security due to permanent status and long terms benefits and rights. The bureaucratic style of management provides a platform for existence of workplace bullying and other forms of interpersonal mistreatment. Additionally, the job security aspect of the employees provide them with the strength to respond with deviant behaviors to interpersonal mistreatment at workplace. Acknowledging that any form of interpersonal mistreatment will lead to retaliatory behavior by the employees, it is imperative to investigate that how deviant behaviors will emerge as response to workplace bullying in public sector organizations of Pakistan. Additionally, how the personal orientation of employees in the form of affective states and dispositional traits may influence the relationship of workplace bullying with undesirable outcome. This study is an attempt to finding answer to the cited and other relevant questions.

With the aim to improve the working environment of public sector organizations, to make them more effective and profitable it is imperative to investigate the causes of workplace deviant behaviors and to come up with possible remedial measures. This research is carried out to explore one of the source of workplace deviant behaviors in terms of workplace bullying in public sector organizations of Pakistan. The research also intends to investigate the possible influence of emotional and

personal traits of the employees which can influence the cited cause-effect relationship. This research can substantiate to be of significance to the management in understanding the harmful impact of workplace bullying in terms of deviant behaviors and in devising ways that can counter the negative implications of workplace bullying.

## 1.4 Research Questions

On the basis of above cited arguments and problem statement, the current study intends to find answers for following questions:

**Question 1:** Does workplace bullying affect workplace deviant behaviors of employees?

**Question 2:** Does negative affectivity mediate the relationship between workplace bullying and workplace deviant behaviors?

**Question 3:** Does internal locus of control moderate the relationship between workplace bullying and negative affectivity?

## 1.5 Research Objectives

Overall objective of the study is to extend and evaluate an integrative model to explore the association between workplace bullying and workplace deviant behaviors through mediation of negative affectivity. It will also find that how locus of control effect the relationship of workplace bullying and workplace deviant behaviors as a moderating variable. The study attempts to pursue the following objectives:

- To examine and understand the relationship between workplace bullying and workplace deviant behaviors.
- To examine and understand the mediating role of negative affectivity within the relationship of workplace bullying and workplace deviant behaviors.

- To examine the moderating role of Internal locus of control between workplace bullying and negative affectivity
- To offer significant implications for theoretical understanding and managerial practices based on findings of the study.

## 1.6 Significance of this Study

### 1.6.1 Theoretical Significance

This study will contribute to research and literature on workplace bullying-outcome relationship in several important ways. First workplace bullying has been studied with several outcomes, however, as highlighted earlier limited studies are available related to behavioral outcomes and workplace deviant behavior is a new area of study and contribution of our proposed investigation. Second, emotional states have been studied earlier as mediating factor in workplace-bullying outcome relationship, however negative affectivity as an emotional state has not been studied earlier, therefore this study will contribute as how workplace bullying effect negative affectivity of the victim. Finally, our study will contribute by investigating the integrative framework, comprising of workplace bullying – deviant behaviors relationship under the moderating effect of locus of control as personal trait which has not been studied jointly by earlier research in the context workplace bullying.

### 1.6.2 Practical Significance

The current study can be seen importantly for its practical significance. Assessment and development of the personal capacities of individuals are major aspects of managerial vision from human resource functional perspective. Investigating and establishing the fact that employee with low level of internal locus of control under the state of enhanced negative affectivity are more prone to negative impacts of workplace bullying, this study is of particular importance and have several managerial implications. For instance organization may imply the yardstick

of personal traits by assessment through psychological evaluation, while selecting potential candidates for employment as per nature of job and working environment. Organization may also take up several interventions strategies and advance level training programmes for employees to develop their personal capabilities of handling negative experiences and behaviors (Rai & Agarwal, 2017).

### 1.6.3 Contextual Significance

The present study is of particular importance in Pakistani context as limited studies are available in general about workplace bullying and specifically we found no study related to the integrative proposed model of bullying, given the dimensions of negative affectivity and internal locus of control.

## 1.7 Supporting Theory

The underpinning theory that support our proposed model is Affective Event theory (AET). AET postulates that work actions and environment affect the sentiments of employees and these feelings further lead them to perform and counter (Weiss & Cropanzano 1996). According to this theory work environment provides the platform where attitudes are influenced through affective path, thus hassles and uplifts are translated to either positive or negative affective responses, which resultantly lead to corresponding negative or positive behaviors. Hence it's obvious that any component or action of the environment within work domain has positive or negative implication on corresponding emotions and subsequent behavior.

AET describes that experience of working condition (e.g. bullying behaviors) impact affective states and resultant behaviors. According to AET, affective experiences are central in the linkage of outcome with their corresponding work events i.e. workplace bullying (Glaso and Notelaers, 2012).

Grounded on AET, we argue that workplace bullying encompasses actions and events wherein employees are treated unfairly and inappropriately, hence such



actions may enhance negative affectivity of the victims of bullying. In such poisoned interpersonal environment, the target of bullying will feel hurt, sad and anxious and therefore may engaged in deviant work behaviors. Their tendency of pro-organizational positive behaviors may be reduced and they may act inappropriately. Further as agued by AET, personality traits have substantial effect in defining the relationship of workplace actions with corresponding emotional states and behaviors, therefore internal locus of control of the victim is supposed to reduce the negative impact of these actions.

## **1.8 Key Terms and Definitions**

### **1.8.1 Workplace Bullying**

Workplace bullying is referred to situations “where an individual is repeatedly and over a period of time exposed to one or several negative acts (from co-workers, supervisors, or subordinates) in the form of constant abuse, offensive remarks or teasing, ridicule or social exclusion” (Einarsen, 2000). Workplace bullying is further explained as a practice whereby individuals are regularly and constantly visible to different negative behaviors from an individual or individuals called as perpetrators (Einarsen et al., 2003).

### **1.8.2 Workplace Deviant Behavior**

Workplace deviance comprise of intentional acts and counterproductive behaviors that disrupt organizational norms and endanger the wellbeing of its members (Robinson & Bennett, 1995).

### **1.8.3 Negative Affectivity**

Negative affectivity is explained as the personal propensity to sense different negative affective states generally characterized by sentiments that include nervousness, dread, sorrow, and annoyance (Watson & Clark, 1984).

### **1.8.4 Internal Locus of Control**

Locus of control is defined as the degree to which individuals attribute causes of events or the results of success and failure to their behaviors or outside factors (Rotter, 1966). Internal locus of control is a dispositional attribute that explains the extent of individual's belief in effecting the happenings in their lives (Levenson, 1981).

# Chapter 2

## Literature Review

### 2.1 Workplace Bullying and Workplace Deviant Behavior

Workplace bullying is referred to situations “where an individual is repeatedly and over a period of time exposed to one or several negative acts (from co-workers, supervisors, or subordinates) in the form of constant abuse, offensive remarks or teasing, ridicule or social exclusion” (Mikkelsen & Einarsen, 2002). Workplace bullying is further explained as a practice whereby individuals are regularly and constantly visible to different negative behaviors from an individual or individuals called as perpetrators (Einarsen et al., 2003). In contrast to routine pressure at work, workplace bullying is a different experience (Attell, Brown, & Treiber, 2017) and is relational, subsidiary occurrence that does not necessarily have impact on all the employees, but may be rather directed towards specified victims through rudeness, societal shunning, or oral abuse and violence (Lutgen-Sandvik et al., 2007). Bullying raises negative states, and if perceived threatening and challenging over a period of time, may result in unwanted attitudes and behaviors (Rai & Agarwal, 2017).

Workplace Bullying has similarity with the concept of mobbing and harassment at work and principally, it is an exposure of negative treatment by an individual form

another person (Einarsen & Nielsen, 2015). Workplace bullying has been studied in many forms including abusive supervision, which involves direct interaction with perpetrator (Tepper, Moss, & Duffy, 2011), social undermining that includes an unnecessary interfering with other employees and incivility that includes the purpose to victimize others (Hershcovis, 2011). In contrast to the routine interpersonal conflicts at work place, bullying has distinct feature of extended regular attacks of negative verbal, nonphysical and indirect acts in ever increasing manner targeted to one or more individuals, and is perceived as exceptionally aggressive, humiliating, and partial by the target (Mikkelsen & Einarsen, 2002).

Workplace bullying has also been studied from the perspective of power imbalance between the perpetrator and victim. Power imbalance may lead to a situation where one person is unable to react against aggressive behavior or defend itself, and this unguarded situation will lead to victimization of bullying to a less power person (Einarsen et al., 2003). Additionally earlier research has also defined the three components as perpetrator, target and situational factors with their specific characteristics (Hershcovis & Reich, 2013).

Perpetrator is generally defined as an individual that victimize other employees through rough treatment and rude arguments (Zapf & Einarsen, 2011). With their unfair treatment, such dominant individuals tend to create discomfort for victims, thereby resulting in psychological and physical illness in the target and also effect organizational performance with low morale, higher absenteeism, turnover and deviation from goals (Francoili, Hogh, Costa, & Hansen, 2016). Similarly for the target, a set of characteristics have been highlighted by previous research. For example employees with low confidence, low self- esteem, rigidity, disagreement and non-participatory behavior have been argued to have more susceptibility to bullying at work (Zapf & Einarsen, 2011).

Earlier researchers have also identified group and organizational level aspects of workplace bullying. At group level, it is argued that in the presence of workplace bullying, norms are modified, observer of bullying show aggressiveness, biasness to help target or perpetrator create further grouping, cohesion is disturbed, bullying behavior stimulates bullying, feeling of uncertainty is flourished, target becomes

perpetrators in retaliation and in general identification with the group is sabotaged with the involvement of diversity (Samnani & Singh, 2012). Further within the team domain bullying has devastating consequences, wherein the perception of goal achievement and success is compromised (Coyne et al., 2000).

At organizational level, a number of factors have been identified that have impact on the occurrences of bullying behaviors at workplace, like type of managerial and leaderships styles, organizational culture, overall organizational climate, specific ethical climate, procedures/policies and situational aspects of overall working environment (Samnani & Singh, 2012), which include change, reward systems, work design and structure and job security (Hoel & Salin, 2003; & Einarsen et al., 2007).

The consequences for organizations are wholesome, and it is argued that besides bullying in sum effect the organizational performance, the escalating process of bullies produce further bullies ( from the targets ), thus the overall consistency of organization is disturbed (Vega & Comer, 2005; & Lutgen-Sandvik et al., 2007). Job related facet of workplace bullying include imposing strict deadlines and tasking difficult assignments (Naseer et al., 2018). Interpersonal side of bullying include teasing, exclusion or treatment with rudeness (Einarsen et al., 2003).

Previous researchers have found that the detrimental effects of bullying behaviors are generalized across almost all professions (Bentley et al., 2012; Djurkovic, McCormack, & Casimir, 2008; Spence & Nosko, 2015). Extensive research has documented workplace bullying as a critical source of stress, resulting in extreme adverse physical and mental health outcomes (Attell, Brown, & Treiber, 2017).

The repeated attempts of negative treatment in the form of workplace bullying cause pressure, intimidation and discomfort to the victims (Einarsen, 2000). Beside the fact that workplace bullying has damaging results both from the perspective of physical and mental health, various factors of bullying like social encounter, isolation and lack of social support can aggravate its consequences (Kivimaki et al., 2000).

Workplace bullying is an unpleasant and painful experience as it changes the perception of victims about the working environment and feelings of threat, insecurity

and danger prevail in life of the victim ((Einarsen & Mikkelsen, 2003). Exposure to negative verbal and emotional behaviors may lead the target to depression, stress, emotional exhaustion, and other physiological and psychological illness (Bowling & Beehr, 2006). Research has investigated that stressors in the work environment result into negative physical, psychological or behavioral changes in the individual that over a period of time are translated to diminished health, low performance and lower job satisfaction (Nielsen & Einarsen, 2012).

Even though earlier research has shown that workplace bullying activate numbers of stress related illness e.g. anger, depression, fatigue and sleep problems, bullying is also considered as a cause of different disorders such as alcohol abuse that develops gradually over period of time (Daniel, 2009). Workplace bullying has substantial cost for organization as it increases the retention and recruitment expenditures of the organizations and impact overall productivity and sustainability in performance (Malecki et al. 2015).

Workplace bullying may trigger interpersonal conflicts among group members which will hinder the way to achieve group and subsequently organizational objectives (Heames & Harvey, 2006). The conflicting situations create a vicious cycle of repetitive negative behaviors, where the victims of bullying being threatened may target others through their interpersonal mistreatment (Zapf & Einarsen, 2003).

Workplace bullying can be explained as regular experience of imbalance of power between victim and the perpetrator (Einarsen et al., 2011; Olweus, 1991). Some studies have shown that about one fourth of the employees at workplace suffer from negative acts of bullying and this intense increase in the bullying, is affecting the mental and physical health of the employees (Laschinger & Grau, 2012). In order to cope with these behaviors, the employees themselves involve in negative behaviors that are harmful for the overall organization (Itzkovich & Heilbrunn, 21016; Bibi et al., 2013). The involvement in deviant work behavior is directly linked to the exposure of workplace bullying, higher the exposure more will the individual involve themselves in negative acts (Penney & Spector, 2005). The deviance could be in the form of harassment, abuse or physical assault. Thus,

bullying leads to negative social interaction and disturbs the overall workplace environment (Robinson & Bennett, 1995).

Research investigating the harmful impact of bullying has also revealed negative association between workplace bullying and performance linked actions (Cooper-Thomas et al, 2013) and workplace bullying has been found as significant threat to individual and subsequently organizational performance (Dwayne, 2013). Interpersonal mistreatment and corresponding behaviors may enhance the level of absenteeism, reduce productivity and group performance, and therefore bullying results in decrease in performance and productivity (Hoel et al., 2011).

The earlier studies on the behavioral outcome of interpersonal mistreatment has shown association between aggression and workplace deviant behaviors and it is argued that the power imbalance molds and divert the deviant responses of the victims according to the nature of consequences being expected as a result of retaliatory behaviors (Hershcovis et al., 2012). Workplace deviance comprise of intentional acts and counterproductive behaviors that disrupt organizational norms and endanger the wellbeing of employees at workplace (Robinson & Bennett, 1995) and include organizationally undesirable actions that are focused at fellow employees, superiors, and at the organization as a whole.

Workplace deviance is comprised of intentional actions that disrupts norms of the organization and is projected to detriment the fellow employees, and or organization as a whole (Bennett & Robinson, 2000). Workplace deviance has also be narrated as the deliberate aspiration and cautious effort to ground harm to the organization and its workforce (Omar, Halim, Zainah, Farhadi, Nasir & Kairudin 2011). The term deviant behaviors are sometimes used same to antisocial or counterproductive behavior. The property deviance, like damaging or acquiring property belonging to the employer; and production deviance regard as violating organizational norms about the quantity and quality of performing work (Hollinger & Clark, 1982).

Workplace deviance has been broadly defined in two distinct categories including organization related deviance and person related or interpersonal deviance. The former is aimed against the organizational domain as a whole comprising of actions

like purposely extending overtime, shrinking hours etc and interpersonal deviance is aimed against individuals that include actions like verbal abuse, sexual harassment etc. (Mitchell & Ambrose, 2007). Workplace deviant behaviors may include behaviors like harassing other employees at work, suppression of information or efforts, theft, and behaving with rudeness towards fellow employees. The concept therefore has, both theoretical and practical significance for both researchers and organizations, as it has been identified as one of the key important element of overall job performance among the three components of job performance, the other two are citizenship and task performance (Rotundo & Sackett, 2002), and is considered important because of its commonality at workplace with corresponding costs for organization (Bennett & Robinson, 2000).

Interpersonal deviant behaviors are fixed at fellow workers and include actions like making fun of someone, passing some ethnic, racial or religious remarks, playing a mean prank, passing hateful or painful remarks, behaving with rudeness or publicly embarrassing a colleague. Deviances at Organizational levels are targeted at the work domain in sum, consist of actions such as thieving, making longer than accepted work breaks, and coming late without permission, using an illegal drug or alcohol at work and withholding effort (Bennett & Robinson, 2000).

Most of literature has explained about the antecedents of workplace deviant behavior that what causes the employees to behave in a certain negative way. The reason may include the negative job cognition (Lee & Allen, 2002), negative affectivity (Skarlicki, Folger, & Tesluk, 1999), perceived injustice (Aquino, Lewis, & Bradfield, 1999; Fisher, 2000; Fox, Spector, & Miles, 2001), characteristic like anger, attitude of retaliation (Douglas & Martinko, 2001). All these reasons contribute towards the deviant behavior, a positive association can be found among these and deviant behaviors (Skarlicki, Folger & Tesluk, 1999; Douglas & Martinko, 2001; Fox, Spector, & Miles, 2001). Workplace deviant behaviors can be described into four basic categories which include personal aggression, political deviance, production deviance and property deviance. Furthermore employee involvement in fraudulent activities also comes under dimension of organization deviance (Robinson & Benneth, 1995).



According to social exchange theory, if the employee perceives injustice in the organization, he will definitely go for revenge on the perpetrator, in the form of deviant behavior (Gouldner, 1960). Additionally, it has been argued that when victims of bullying are unable to take revenge, they become more stressed and frustrated and engage in activities that may harm the organization. Similarly, the theory of injustice also explains that when employees perceive that they are treated unfairly at work as compared to others (Skarlicki & Folger, 1997), they tend to engage in negative behaviors like theft, anger, causing damage to the organization and taking revenge (Ambrose et al., 2002).

Extending research in these domains, a list of behaviors has been identified that include behaviors aimed at organizations like theft, stealing, resentment, absenteeism, sadism, late arrival, and putting forth less effort into work. Likewise, at the interpersonal level, workplace deviant behaviors include the act of teasing others, deceitful tactics, and performing selfishly. These concepts have gained much attention over a period of recent times (Kidwell & Martin, 2004) and such behaviors constitute a remarkable cost for organizations (Bennett & Robinson, 2003).

Earlier research has highlighted a number of factors as antecedents of workplace deviant behaviors by employees. The review of literature on workplace deviance has shown three-dimensional trends in research including deviance as a reaction to negative experiences at work, personality features, and social context (Bennett & Robinson, 2003). It has also been investigated that power and interdependence have an influential effect on the victim's retaliatory behavior, and the dyadic relationship of the agent and target are central to understanding the response of the target (Herscovis et al., 2012).

According to Affective Event Theory (Weiss & Cropanzano 1996), in the work environment attitudes are influenced through an affective path, thus hassles and uplifts are translated to either positive or negative affective responses, which resultantly lead to corresponding negative or positive behaviors. Hence it's obvious that any component or action of the environment within the work domain has positive or negative implications on corresponding emotions and subsequent behavior.

In this perspective, abusive supervision (a form of workplace bullying) has been reflected as prospective originator of counterproductive work behaviors (Tepper et al., 2009). Further employee's deviance has been shown as hot effective response to negative forces at workplace. Based on the arguments mentioned above it can be argued that workplace bullying may lead to workplace deviant behaviors and therefore it is hypothesized that:

**H<sub>1</sub>: Workplace bullying will be positively related to workplace deviant behaviors.**

## **2.2 Mediating Role of Negative Affectivity between Workplace Bullying and Workplace Deviant Behaviors**

Workplace bullying results in emotional and psychological discomfort which may hamper employee performance and negatively affect well-being (Nielsen & Einarsen, 2012). Workplace bullying has been associated with emotional adjustments besides other detrimental effects (Ttofi et al., 2016). Earlier research has considered the impact of negative emotions on counter productive work behaviors and the behavioral outcomes of negative affect are argued to be the result of psychological stimulation reflecting the psychological mechanism forming linkage between events (in this case workplace bullying) and behavior, and also signs for individual difference as contributing factors in the relationship, resultantly individuals prone to negative experiences will engage relatively more in counterproductive behaviors (Penney & Spector, 2005).

Dispositional factors comprise of constant and regular ways of thinking, feeling, or acting shown by individuals, and these factors are shown act as a "Frame" for evaluating the situations (Judge et al., 1997). Among the traits list two affective states, which are Negative and Positive affectivity have been highlighted by the researcher which are conceptually and empirically distinct from each other and have stability over time (Watson et al., 1988). Negative affectivity is explained as

the personal propensity to sense different negative affective states, generally characterized by sentiments that include nervousness, dread, sorrow, and annoyance (Watson & Clark, 1984).

High negative affectivity individuals experience high levels of subjective distress, depression, nervousness, and anxiety and are prone to feelings of anger, contempt, disgust, and fear (Watson et al., 1988). A person who is characterized scared, anxious and sad is considered to be more prone victims to possible perpetrators (Samnani & Singh, 2012). Positive affectivity on the other hand provide enthusiasm, activeness and alertness, and empirically in relevance to the attributes of extravert personality trait (Watson et al., 1988).

Negative affectivity is generally associated with neuroticism (George & Brief, 1992) and it has been argued that experience of undesirable events can add significantly to negative affectivity (George, 1995). The consistent negative behaviors of perpetrator tends to produce negative affect in victims and more susceptible individuals respond with enhanced negative emotional states, and are thus more vulnerable physical sickness (Watson, 2000) and the victims generally are found with enhanced intensities of negative effect (Coyne et al., 2000, 2003; Glaso et al., 2007).

Negative affectivity was found highly correlated with bullying exposure and it has been argued that experience of bullying and negative affectivity state intermingle in a spiteful loop of occurrences, hence interpersonal mistreatment may provoke high level of discomfort in victims and resultantly they will behave aggressively towards others with negative attitudes (Mikkelsen & Einarsen, 2002).

Negative affectivity has been studied widely in Stress-Outcome relationship and because of the tendency of negative feelings, the relationship is strengthened in the prevalence of stressful environment. Several researcher have found that negative affectivity may incidentally effect the consequences through impact on thinking pattern of individuals towards the given environment and additionally it's argued that individuals high in negative affectivity are more prone to stressful situations as compare to those having low negative affectivity (Stoeva, Chiu & Greenhaus, 2002).

Negative affectivity has also been found positively associated with role ambiguity, role conflict, workload, and interpersonal conflict. Individuals high in negative affectivity are confronted with vicious series of negative feelings, where negative emotions leads to negative outcomes and enhanced stressful conditions and such individuals prefer their deployment with job spectrum of low-autonomy, are low performers in work related tasks and socially disturbed in the working environment (Spector & O'Connell, 1994).

It has also been argued that high negative affectivity individuals perceive negative moods and emotions through different situations, irrespective of particular incitements and incline to concentrate distinctly on the negative facets of self, others, situations, events and broadly the world. Individuals with high negative affectivity comparatively respond with distress and anxiety when they are faced with new tasks and experiments, and their interpretation of the social communication is based on ambiguity, danger and stress (Watson & Clark 1984).

Focusing on multiple sides of bullying, earlier research has stressed on studying of bullying from both perspective of perpetrator and target, which may provide unique underlying phenomenon of the concept. While the study of personality has been suggested earlier under the domain of person-situation view, it is argued that dispositional variables like negative affectivity and locus of control may be explored in further refining the relationship (Naseer et al., 2016).

Many studies have explained the relationship between exposure to bullying and victim's physical and mental health and wellbeing (Brodsky, 1976; Einarsen, Matthiesen & Skodstad, 1998; Zapf, Knorz & Kulla, 1996). The victims mostly showed the symptoms like depression, anxiety, sleep problems, anger, and lack of concentration on the job. Furthermore, some clinical studies found that victims of bullying showed symptoms of isolation, inability to adjust in social interactions, depression, anxiety, anger, compulsions and hopelessness (Leymann, 1990).

Literature suggested that emotional experience can be depicted by two different dimensions which are positive affect and negative affect (George, 1995; Watson & Clark, 1984). Positive affect can be explained as extent to which an individual feels motivated, energetic, enthusiastic, alert and active (George, 1995; Watson & Clark,

1984). While on the other hand negative affect can be explained as dimension of distress, an individual feeling of being upset and stimulated to hostility (Watson & Clark, 1984; Watson et al., 1988). The low negative affectivity individual can be described as one being more calm and peaceful, while those with high negative affectivity can be more prone to experience anger, anxiety, guilty or distress.

Studies indicated that being victim or exposure to negative events like workplace bullying, is a major contributor towards high negative affect (George, 1995). Furthermore, studies suggested that those who are more exposed to negative situations and are victims of workplace bullying, tend to show symptoms like nervousness, anger, distress, anxiety and irritability (Kile, 1990; Mikkelsen, 1997).

Individuals become threatened when they perceive that they are being victimized due to some intentional harm, by another person (Janoff-Bulman, 1985), leading those severe emotional reactions such as fear, shock and helplessness. So, the exposure to workplace bullying and workplace stressful situations may contribute towards an increase in negative emotions (Lakey, Tardiff & Drew, 1994).

Additionally, the prolonged experience of negative situations and job difficulties increases negative affectivity in individual (Clark & Watson, 1991). The negative social interactions was found directly linked with increase in negative affectivity (Lakey et al., 1994). When facing harassment or aggression, individuals who have lower level of self-efficacy and self-esteem are more likely to be victimized (Einarsen, 2000) and low self-esteem is due to exposure towards workplace bullying (Einarsen et al., 1996; Kile, 1990).

Individuals with higher negative affectivity feel more frustrated and irritated with stressful situations and experience more negative emotions like guilt, rejection, distress, isolation. The main reason that for their negative emotions is that they tend to see the world in negative way as compared with individuals with lower level of negative affectivity (Chen & Spector, 1991; Jex & Beehr, 1991). In stressful situations, like workplace bullying or incivility, high negative affectivity individual show negative emotions to one who is causing the stressful situations, thus increase their own negative emotions. Therefore to cope with negative emotions and stress, they tend to involve in counter productive work behaviors or workplace deviant

behaviors and this damages the overall well-being of the organization (Aquino et al., 1999; Douglas & Martinko, 2001; Skarlicki et al., 1999). It has also been found that high negative affectivity leads to deviant behaviors which may be directed towards both individual (e.g. gossiping, blaming, burdening other worker with work) and organization (e.g. absenteeism, cyber loafing, damaging property or production (Fox et al., 2001). Similarly, another study explained that high negative affectivity individuals will intend for revenge in the form of deviant behaviors, when they perceive that they are not treated fairly (Skarlicki et al., 1999).

When faced with stressful events, where the intention to damage is evident, individuals high in negative affectivity will attribute more hateful drives to the perpetrator, thereby increasing their psychological arousal and subsequent negative behaviors. For individuals with low negative affectivity the opposite will apply, where the negative experience will be neutralized with positive benevolent attributions, thus their feelings to respond negatively will be restricted (Penney & Spector, 2005).

Previous research on bullying-outcome relationship has shown that affective responses (emotions) are prospective mediators and pivotal to understanding the harmful effects of workplace bullying (Rai & Agarwal, 2017) and negative emotions are converted to unwanted attitude & behaviors. Finding of the earlier research has shown positive association between workplace bullying with psychological and psychosomatic illness and within said relationship negative affectivity has been established to have partial mediation role and strain responses. The consistent and longitudinal actions of bullying are translated to high level of negative emotions which resultantly lead to detrimental outcomes for the exposed victims (Ursin & Eriksen, 2004).

Affective Event Theory (Weiss & Cropanzano 1996) describes that experience of working condition (e.g. bullying behaviors) impact affective states and resultant behavior. Grounded on this theory, we argue that workplace bullying encompasses actions and events wherein employees are treated unfairly and inappropriately in person, hence such actions may enhance negative affectivity of the victims of bullying. In such poisoned interpersonal environment, the target of bullying will

feel hurt, sad and anxious and therefore may engaged in deviant work behaviors. Their tendency of pro-organizational positive behaviors may be reduced and they may act inappropriately. Therefore it is hypothesized that:

**H<sub>2</sub>: Negative Affectivity will mediate the relationship between workplace bullying and workplace deviance behaviors.**

## 2.3 Moderating Role of Internal Locus of Control

The consequences of stressful situations have linkages with individual judgment and coping capability (the ability to deal with negative events), therefore individual variances in the target evaluation with reference to bullying behaviors may be considered an explanation as why different individuals respond differently to such behaviors (Mikkelsen & Einarsen, 2002). Since it has been found that exposure to workplace bullying has not equal effect on all individuals (in the form of health related outcomes), therefore it is argued that dispositional factors and individual differences are central factors in understanding the workplace bullying – outcomes relationship (Moreno-Jiménez et al., 2009).

A number of earlier studies have reflected that dispositional factors are associated with workplace bullying and differences exist between victims and non-victims (Zapf & Einarsen, 2003). It has been established that target of bullying tends to be reserved and self-regulating, more insecure and considerate as relative to a non-target individual (Coyne et al., 2000). Additionally it has been found that victims of bullying exposure are low in self-esteem and socially incompetence (Matthiesen & Einarsen, 2007). Work place bullying therefore will depend on how the negative behaviors will be perceived and how individual will attribute it internally (to self) or externally (to outside forces).

The concept perceived control has been widely studied, as it is found that control of belief is linked with a number of psychological and behavioral outcomes (to include cognitive, affective, actions) and based on personal experience, individuals

have the different dispositional tendency to believe that they can control over environment. This fact has defined the way some individuals are unable to observe the linkage between their actions and outcomes (external), while others have the lasting belief that consequences are functions their actions, (Ng, Sorensen, & Eby, 2006).

Locus of control is defined as the degree to which individuals attribute causes of events or the results of success and failure to their behaviors or outside factors (Rotter, 1954, 1966). Both the aspects are termed as internal and external locus respectively. An individual may have tendency towards any of the two forms of control i.e. in case of internal locus of control he or she will point the causes or consequences of events towards self and on the other hand, in case of external locus will aim to the outcomes from the perspective of external forces, like as coincidental or by luck. Internal locus enhances creativity, autonomy, confidence and takes positive steps when exposed to negative experiences and events (Strickland, 1989).

Internal locus of control is a dispositional attribute that explains the extent of individual's belief in effecting the happenings in their lives (Levenson, 1981). Based on the assumption of controlling the reward or outcomes, those having higher expectations are called internals, while on the other hand with low expectations are externals (Rotter, 1966). Conceptually, locus of control having generalized belief and expectations is distinct from self-efficacy of Bandura (1977), which refers to beliefs about abilities concerning a particular aspect of life (Dijkstra, Beersma & Evers, 1977).

Locus of control has been found associated with both physiological and psychological well-being across different aspects of human life and it is argued that locus of control have effect on job related experiences and is also effected by such experiences, and additionally has been shown to moderate the stress-strain relationship (Ng, Sorensen, & Eby, 2006). Those with high internal locus of control observe high linkage between actions and consequences; and having the approach that they are the masters of their fate are assertive, attentive, and are commanding position to regulate their external environments. Externals think the other way and consider themselves in an inactive role in respect to the external environment



(Thomas, Kelly & Lillian, 2006). Over all, a weaker relationship has been found between the existences of stressor and subsequent strain experience for individuals having enhanced levels of internal locus of control, in contrast with those having greater tendency of external locus of control (Dijkstra, Beersma & Evers, 1977).

Previous researchers have observed that locus of control is an important factor determining the performance related tasks and is also associated with other outcomes including job satisfaction (Judge et al., 1997). Locus of control has been found associated with well-being, job related affective reactions, motivation, behavioral orientation and the association with attitude and behaviors is regulated through three cognitive and related processes including: self-appraisal of well-being, intrinsic motivation, and a mental exposure of keeping vigorous behavioral regulation, which are further related to social experiences and coping behaviors. Negative deduction of self-evaluation stops one from being positive about the probability of gaining the anticipated results. Positive self-evaluation on the other hand will provide motivation to affirm vigorous behavioral control through positive emotional regulations (Ng, Sorensen, & Eby, 2006).

Locus of control is variable of the personality, which explains the individual that whether they can or cannot control their life events. Individuals with belief that are successful in life just because of their own efforts and hard works, are considered to have internal locus of control while people who believe external factors like luck is responsible for their success and failure, are considered to external locus of control (Rotter, 1954, 1966). Individuals with internal locus of control observe the actions and its consequences and they are more confident and focus on themselves, as they believe that they are responsible for their success. While externals think that they have no part in in the external environment (Thomas, Kelly & Lillian, 2006).

The perceived locus of control has gained much importance in research, in general stress area (e.g. Glass & Carver, 1980; Kobasa, 1982). Significant correlations can be seen between locus of control and job stressors (e.g. role ambiguity or role conflict) and job strains (e.g. dissatisfaction from the job, emotional distress) (Spector's, 1986). Individuals with external locus of control and consider themselves as they cannot control the external events or happenings, will find work

environment to be extreme threatening and frustrating (Payne, 1988; Robinson & Skarie, 1986). Earlier studies have shown a considerable support that locus of control is linked with job stressors and job strains (e.g. Hendrix, 1989, Newton & Keenan, 1990; Robinson & Skarie, 1986; Spector, 1982, 1988).

Life events can be controlled with help of the perception of locus of control. Individuals with internal locus of control are confident enough to take blame on themselves for the failures in their lives. This gives them enough strength to divert themselves from the negative situations of the environment, thus making them to behave rationally, think and behave accordingly (Connolly, 1980). Thus, positive behavior just minimizes the effect of workplace bullying and they behave positively and constructively for the organization.

Locus of control is a belief or perception which help in controlling the events of life and internal locus of control give individual the strength and confidence to divert the negative impacts of such situations (Connolly, 1980). Individual having internals focus on their self-efforts and abilities, also put their energies in the direction of personal goals, and subordinate employees high in internal locus of control pay lesser attention to and are less amenable of their supervisors' influence (Ng, Sorensen, & Eby, 2006), thus the self-regulatory actions and emotions may act as a buffer to the negative enforcement of the supervisor.

Given the fact that internal locus is associated with well-being, it has also been argued that controlling behaviors enhance the capabilities of individuals to cope with negative environmental factors and events, and as control has been linked with active coping strategies as it involves cognitive assessment followed by proactive behaviors, (Dijkstra, Beersma & Evers, 1977), the internality will help the individuals to think and feel positive even in the occurrence of negative events.

Affective Event Theory (Weiss & Cropanzano 1996) argues that personality factors play substantial role in modifying the implications of actions at workplace. The resultant affective states and corresponding behaviors are therefore subject to individual attitudes towards a particular negative treatment. Since work place bullying has negative implications (just like any stressor), internal locus of control

may influence the relationship between bullying and corresponding deviant behaviors, by buffering the negative emotions. Hence, it is assumed that individual with high level of internal locus of control will think, feel and behave positively, thereby mitigating the negative effects as result of workplace bullying and consequently will act positively and favorably for organization. Therefore, following is hypothesized:

**H<sub>3</sub>:** Individual's locus of control moderates the relationship between workplace bullying and negative affectivity, such that the relationship will be weaken when internal locus of control is high.

## 2.4 Theoretical Model

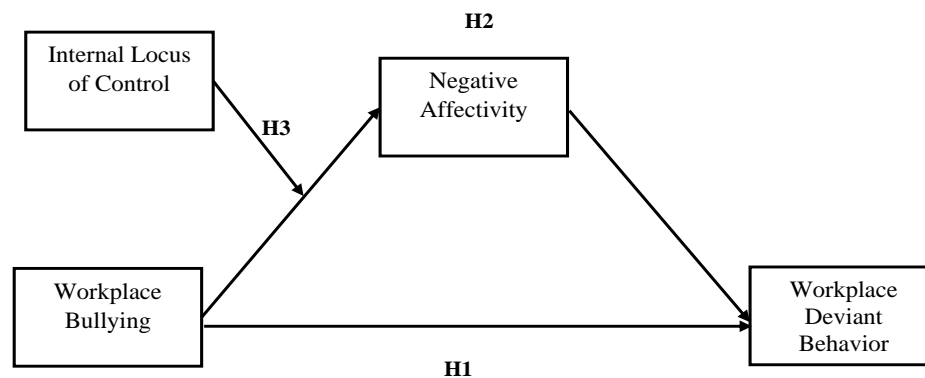


FIGURE 2.1: Research model for Impact of Workplace Bullying on Workplace Deviant Behaviors: The Mediating Role of Negative Affectivity and Moderating Role of Internal Locus of Control.

## 2.5 Research Hypothesis

**H<sub>1</sub>.** Workplace bullying will be positively related to workplace deviant behaviors.

**H<sub>2</sub>.** Negative Affectivity will mediate the relationship between workplace bullying and workplace deviance behaviors.

**H<sub>3</sub>.** Individual's Locus of control moderates the relationship between Workplace bullying and Negative Affectivity, such that the relationship will be weaken when internal locus of control is high.

# Chapter 3

## Research Methodology

### 3.1 Research Design

Research design provides a guiding plan or course of action to proceed with a proposed investigation for managing the research questions and objectives. The core objective of this study is to find relationship among the framed variables in the study in the domain of public sector organizations of Pakistan within the capital city of Islamabad. The standard components of research design include type of the study, setting of the study, time horizon or limit with respect to data collection, unit of analysis for survey, data collection procedure and sampling units etc., which will be highlighted in detail in this section.

#### 3.1.1 Study Type

The present study examined the influence of workplace bullying on workplace deviant behaviors. In this study, we have used negative affectivity as mediator and internal locus of control has been used as moderator. Basically this is a correlational study as it tested the variables in same year on different respondents in public sector organization.

This study was conducted as part of the academic requirement and because of time constraints, convenience sampling technique was used. Due to high power distance

and bureaucratic style of hierarchy, the cultural aspects of Pakistani working environment in public sector organizations specifically entails considerable levels of bullying experiences and similar negative concepts. Therefore based on earlier research findings and directions, the public sector organizations have been selected for this study.

### **3.1.2 Study Setting**

For the purpose of getting response on the questionnaires, respondents were contacted at their working places, therefore this is a field study. Respondent were ascertained about the confidentiality of their responses which enabled them to provide their response with honesty and comfort.

### **3.1.3 Time Horizon**

For the purpose of study, the data has been collected from public sector organizations operating in the capital city of Islamabad. The study is cross sectional as it took almost two months (Nov- Dec 2018) to collect data from the respondents.

### **3.1.4 Research Interference**

No research related interruption has been observed to affect findings in this study.

### **3.1.5 Unit of Analysis**

In the present study, unit of analysis has been individual i.e. employees working in different public sector organizations within capital city Islamabad were the respondents of the study.

### **3.1.6 Data Collection Process**

Despite the fact that a large number of studies having influential findings and exposure are conducted in the country, the respondents in general still don't have

the desired familiarity and know-how to the research related studies settings. Generally, respondents feel reluctant to convey their opinion even though, as conveyed to them and ensured that the study is for research purpose. In such scenario, conduct of quality research is a challenging task for the researchers and particularly students who lacks the relevant resources to conduct survey or data collection. Therefore, data collection process from the employees of public sector organizations involves considerable effort and time.

## **3.2 Population and Sampling**

### **3.2.1 Population**

For the study we have population of interest consisting of employees working in different public sector organizations in capital city of Islamabad. For the current study public sector organizations have been selected. The public sector has good reputation in job market due to job security and generally the employees are selected through formal process of recruitment involving a lot of resources. Government invest heavy expenditures in operations of such organizations including administrative expenses. The public organizations at capital city are the subsidiaries of federal government with broader scope of national interest involving public matters and services. The political behaviors and bureaucratic style of working results into existence of negative behaviors at workplace. Therefore this study has chosen public sector organizations with a view to investigate the existence of deviant behaviors due workplace bullying and to come up with viable recommendations for remedial measures.

### **3.2.2 Sample and Procedures**

Owing to time limitations, convenience sampling technique has been used in this study. Respondents were approached using researcher's professional and personal contacts & references. The exclusion criterion for respondents included (a) employment with the respective organization for less than 6 months (ensuring that

the supervisor had done performance appraisal of the subordinate at least once); (b) have qualification less than matric (to ensure that they could easily understand and fill a questionnaire).

Participation was voluntary and confidential. Questionnaires along with introductory note mentioning aims and relevance of this study were distributed, assuring anonymity of replies along with participant's identity and utilization of the same only for objectives of present research as summary statistics. Total 300 questionnaires were distributed among participants out of which 167 usable responses (approximately 56

### 3.3 Scales

Following referenced questionnaires have been used for data collection;

- Workplace Bullying (Escartn et al., 2017)
- Workplace Deviant Behavior (Bennett & Robinson, 2000)
- Negative Affectivity (Watson, et al., 1988)
- Internal Locus of Control (Levenson, 1981)

#### 3.3.1 Workplace Bullying

The participants' perception of victimization has been measured through a well-known bullying definition (Einarsen et al., 2011) by using a lickert scale comprising of 5 points (1 for never and 5 for daily on opposite extremes). This method has been called the self-labelling method because it assesses the respondents' overall feeling of being victimized by bullying (Nielsen et al., 2011). To measure workplace bullying 12-item scale were adopted from Escartn et al., (2017) since items were latest and refined. Sample items included "I have been excluded from the celebrations and social activities organized by my co-workers", "My correspondence, telephone calls or work assignments have been controlled or blocked", and "I have been constantly reminded of my mistakes".

### **3.3.2 Negative Affectivity**

Negative Affectivity (State) has been assessed with scale comprising of 10 items derived from “Positive and Negative Affect Schedule (PANAS)”, scale, initially established by Watson, et al (1988). The respondents of the study were questioned to specify and mark, as to what degree they had sensed a specific feeling or emotion within the span of previous two weeks. The states list include emotions like upset, scared, hostile, ashamed, irritable etc. The responses were noted on 5 point scale from 1 to 5 (for very slightly, a little, moderately, quite a bit, and extremely respectively). Sample items in the form of emotions included “Distressed”, “Scared”, and “Ashamed”.

### **3.3.3 Workplace Deviant Behaviors**

Workplace deviant behaviors have been measured with a set of 12 items, derived from scale developed by Bennett and Robinson (2000). The scale consist of a 5 point scale (where 1 for never and 5 for daily in degree). The respondents of the study were questioned to specify the number of times they have engaged in the given behavior within the previous one year. The response is however particular to the organization, they are currently employed in. The respondents were asked to indicate behaviors in organizations in which they were currently working. The sample items in the scale contain “Taken an additional or longer break than is acceptable at workplace”, “intentionally worked slower than you could have worked”, and “Neglected to follow your boss’s instructions”.

### **3.3.4 Internal Locus of Control**

Internal locus of control was assessed with 8 items that are derived from locus of control multidimensional scale developed by Levenson (1981). The items in the scale were scored on 5- point likert scale, having range from strongly disagree to strongly agree such that 1 is for strongly disagree and 5 for strongly agree. The established subscale of internality measure the relative strength of an individual’s



belief or faith in his or her capabilities to manage the consequences of events and incidents in life. The sample items in the scale include “When I make plans, I am almost certain to make them work”, “When I get what I want, it’s usually because I worked hard for it”, and “My life is determined by my own actions”.

### 3.4 Measures

Data from the respondents has been collected through adopted questionnaires as compiled from different sources of referenced variables. Employees filled questionnaires while rating their respective opinions according to the nature of the questionnaire items, relating to workplace bullying, negative affectivity, workplace deviant behaviors and internal locus of control. Responses on workplace bullying and workplace deviant behaviors have been obtained with a five-point scale (1 for never and 5 for daily). Negative affectivity has also been marked with a five-point scale (1 for very slightly or not at all and 5 for extremely). Response on internal locus of control has been obtained on a six-point scale (1 for strongly disagree and 5 for strongly agree). As a standard, the questionnaires also has four demographic factors to obtain information about the respondents’ gender, age, qualification and experience.

### 3.5 Reliability

The data collected have been tested to check for its reliability. The reliability results along with number of items are depicted in front of each variable in Table 3.1.

For an instrument or scale it’s imperative to be reliable. Reliability of a scale is consistency of the results when run through different situations. Internal consistency or homogeneity is the degree to which all of the items of a scale measure the same construct. The most common check for assessing the internal consistency of a scale or instrument is Cronbach’s  $\alpha$ . The value of Cronbach’s  $\alpha$  fall between 0 and

TABLE 3.1: Scale Reliabilities.

Variable	Cronbach's Alpha	No. of Items
Workplace Bullying	0.675	12
Negative Affectivity	0.710	10
Workplace Deviant Behaviors	0.858	12
Internal Locus of Control	0.680	8

1, however in case of higher  $\alpha$  value by an instrument, it is generally considered to have higher reliability and for lower  $\alpha$  values the reverse is applicable.

In case of this study, the scores of Cronbach's  $\alpha$  for all the variable are shown in Table 3.1, and as shown all variables have acceptable level of reliability in terms of Cronbach's  $\alpha$ . The scale for workplace deviant behaviors has the highest Cronbach's  $\alpha$  value (0.858) and therefore has high internal consistency. Workplace bullying has the lowest  $\alpha$  value (0.675) among the given variables, although it is within acceptable range. The earlier reported studies on scale development for both reduced 12-item scale of workplace bullying and 8-item internality scale (internal locus of control), have shown reliabilities of 0.7 plus minus (Escartin et al., 2017 & Kourmoussi et al., 2015).

### 3.6 Data Analysis Procedure

In this study "Statistical Program for Social Sciences (SPSS)" version 21 has been used to run and execute the relevant statistical tests. Preacher and Hayes (2008) mediation and moderation method process was used to carry out the mediation and moderation analyses.

### 3.7 Sample Characteristics

Out of 167 respondents male respondents were 132 with 79.0% and female were 35 with 21.0%. While age of respondents was divided into different categories like: age between 20-30 were 54 with 32.3%, 31-40 were 80 with 47.9%, 41-50 were 13

with 7.8% and last but not the least 51 and above respondents were 20 with 12.0%. Now looking to the qualifications of these respondents. Participants have different educational backgrounds like: 30 respondents (18.0%) have a Bachelor degree, 106 respondents (63.5%) have a Master degree, and 31 respondents (18.6%) have a MS degree. While working in different they (the respondents) have some job experience (in years), which is categorized in 5-10, 11-15, 16-20, 21-25 and 25 years or above. Respondents have 5-10 years of experience were 80 with 47.9%, 11-15 years of experience were 50 with 29.9%, 16-20 years of experience were 13 with 7.8%, 21-25 years of experience was 1 with 0.6%, 26 and above years of experience were 23 with 13.8%. All the tabulated data of all the above mentioned details are given in the tables below:

TABLE 3.2: Respondents' demographic characteristics.

	Frequency	Percent	Cumulative percent
<b>Gender</b>			
Male	132	79.0	79.0
Female	35	21.0	100.0
<b>Age (Years)</b>			
20-30	54	32.3	32.3
31-40	80	47.9	80.2
41-50	13	7.8	88.0
51 and above	20	12.0	100.0
<b>Qualification</b>			
Bachelor	30	18.0	18.0
Master	106	63.5	81.4
MS	31	18.6	100.0
<b>Experience (Years)</b>			
5-10	80	47.9	47.9
11-15	50	29.9	77.8
16-20	13	7.8	85.6
21-25	1	.6	86.2
26 and above	23	13.8	100.0

# Chapter 4

## Data Analysis and Results

### 4.1 Descriptive Statistics

Descriptive statistics depicts the summarized details of observation that are drawn from the data by use of various statistical tools. Descriptive statistics not only provide the basic information about the data set, but are also used to highlight the possible relationship or relativeness of the variables used in data. It summarizes a large data in such a way that can be made available for interpretation on the basis of different statistical attributes (Like range, average, deviations).

Generally, it shows the information or scores related to data in the form of the sample size, minimum & maximum values and standard deviation etc. The details of the present study from the collected data in summarized form are shown in Table 4.1.

Table 4.1 shows the descriptive statistics of all variables used in the current study including gender, age, qualification and experience. For each of these variables, the minimum, maximum and average values of all variable are mentioned with respective mean and standard deviation. The first column in the table gives information about the variables that have been used in the study.

TABLE 4.1: Descriptive Statistics (Minimum, Maximum, Mean and Standard Deviation).

Variable	Sample	Min	Max	Mean	St. Dev.
Gender	167	1	2	—	—
Age	167	1	4	—	—
Qualification	167	2	4	—	—
Experience	167	1	5	—	—
Workplace Bullying	167	1.30	3.33	2.1627	.51181
Negative Affectivity	167	1.40	4.60	2.7964	.62565
Workplace Deviant Behaviors	167	1.25	4.42	2.7774	.78853
Internal Locus of Control	167	2.25	5.00	3.9214	.48828

The second column shows the sample size which is number of respondents. Minimum and maximum values are presented in the third and fourth column of the table, while mean values and values of standard deviation for the data are depicted respectively in fifth and sixth column of the table. In case of gender, the measure has been presented on two factors categorization, therefore male is indicated by 1 and female is depicted by 2, hence the maximum value in this case is 2. For Workplace Bullying the mean value is 2.1627 with standard deviation of 0.51181. Negative affectivity reported mean value of 2.7964 with standard deviation of .62565. Workplace Deviant Behaviors has a mean value of 2.7774 and indicates standard deviation of .78853. For Internal Locus of Control the corresponding mean value is 3.9499 with standard deviation of .50749.

## 4.2 Correlation Analysis

Conceptually correlation refers to measurement of linear relationship between the given variables and operationally it is the standardized covariance between variables. The primary purpose of correlation analysis is therefore to find out the

relationship between two variables or indicate the tendency of direction of these variables. While regression analysis is used to determine the casual relationship between variables, correlation only shows the association. Correlation focuses on strength of relationship (can be weak, moderate and strong), direction of relationship (can be positive or negative) and significance of relationship (significant vs. non-significant).

The value of correlation coefficient (commonly used Pearson correlation,  $r$ ) ranges from -1.00 to +1.00. If the tendency of  $r$  value is towards positive/higher side, there will be positive and higher correlation. Similarly, trend towards negative side will show negative correlation. In case of 0, there will be no correlation between the given variables. The correlations values among the given variables of the present study are presented in Table 4.2.

TABLE 4.2: Correlations.

Variable	1	2	3	4	5	6
Qualification	1	-	-	-	-	-
Experience	0.117	1	-	-	-	-
Workplace Bullying	0.07	.269**	1	-	-	-
Negative Affectivity	0.008	0.152	.235**	1	-	-
Workplace Deviant Behaviors	0.149	.185*	.398**	.399**	1	-
Internal Locus of Control	-0.019	0.032	.250**	-0.11	.271**	1

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

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

The current study has used only one independent variable i.e. workplace bullying and it is found significantly correlated with the dependent variable, workplace deviant behaviors, showing that  $r$  is equal to .398\*\* with  $p$  value  $< 0.05$ . Significant relationship has also been depicted between Negative affectivity (mediator in the study) and Workplace Bullying where  $r$  is equal to .235\*\*  $p < 0.05$ . Workplace bullying has significant relationship with Internal Locus of Control having  $r$  is equal to .250\*\* and  $p < .05$ . Dependent variable of the study, workplace deviant

behaviors has significant relationship with negative affectivity given that  $r$  is equal to .399\*\* having  $p < 0.05$  and also has significant correlation with internal locus of control having  $r$  is equal to .271\*\* and  $p < 0.05$ .

Additionally, correlation values for demographic variables are also depicted. For example, in case of workplace bullying analysis with different demographic variables a significant correlation has been found between workplace bullying and experience ( $r = .269^{**}$ ). Similarly correlation analysis of dependent variable (workplace deviant behavior) a significant correlation has been found with experience ( $r = .185^*$ ).

### 4.3 Control Variables

In this study, prior to managing the control variables for analysis purpose, ANOVA test (One Way) was executed to assess any influence of the demographic factors (age, gender, qualification and experience) on the dependent variable. One Way ANOVA is generally used to calculate and estimate the association between variables on the basis of dependence with each other. If the scores of ANOVA predict significant relationship of demographic variables with dependent variable, then in the subsequent analysis, the demographic factors will be controlled, otherwise there remains no need to control these variables. In the analysis of the data for the current study, qualification ( $p = .025$ ) and experience ( $p = .036$ ) has significant correlation with workplace deviant behaviors. Therefore based on these values, in the subsequent analysis, both of these demographics variables were controlled later in the analysis.

The corresponding values of the One Way ANOVA are depicted in the tabular form given in Table 4.3.

### 4.4 Regression Analysis

Regression analysis shows the degree to which the dependent variable (outcome) is influenced by the predictor or independent variable. Primarily this analysis inform

TABLE 4.3: Control variables (ONE WAY ANOVA).

Control Variables	Mean Square	F	Sig.
Qualification	2.276	3.784	.025
Experience	1.581	2.643	.036

*Sig. level  $p < 0.05$*

us about the detail that how level of criterion variable changes, given the variation takes place in one or more predictors (independent) variables. Conclusively, it clarifies the causal association between the variables within a given framework as cited above.

Different statistical tools and methods are used for the regression process and in this study we are using process method by Hayes (2012) to complete regression analysis. For moderated mediation analysis, this method argues that even if there is no sign of direct effect between the predictor and criterion variables, there is still possibility of indirect effect via mediation. Further added, the bootstrapping tool used in Hayes (2012) process increases the relative accuracy of results, as the sample is divided into a large number of sub-samples and analysis is carried out accordingly.

Tables 4.4-4.6 inform the results of regression analysis performed by using Hayes (2012) process method.

**H<sub>1</sub>. Workplace bullying will be positively related to workplace deviant behaviors.**

Based on the regression results as shown in the mediation analysis (table 4.4), it was found that workplace bullying positively predicted workplace deviant behaviors (having  $B = .4677^{**}$ , with  $p = .000$  and  $t = 4.2716$ ). Hence, we can conclude that hypotheses No.1 is proved, which is: There is a positive association between workplace bullying and workplace deviant behaviors.



TABLE 4.4: Regression Analysis for Direct Effect on Workplace Deviant Behaviours.

Variables	B	SE	t	p
Qualification	.1565	.0878	1.7827	.0765
Experience	.0238	.0409	.5823	.5612
Workplace Bullying → Workplace Deviant Behaviours	.4677	.1095	4.2716	.0000
Negative Affectivity → Workplace Deviant Behaviours	.4035	.0872	4.6267	.0000

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

(IV = Workplace Bullying, M = Negative Affectivity and DV = Work place Deviant Behaviors).

## **H<sub>2</sub>. Negative Affectivity will mediate the relationship between workplace bullying and workplace deviance behaviors.**

As shown in results depicted by Table 4.5, it is obvious that the mean indirect effect of workplace bullying on workplace deviant behaviors through the mediation of negative affectivity is significant.

In this study Hypothesis No. 2 predicts that negative affectivity acts a possible mediator in the relationships between workplace bullying and workplace deviant behaviors. As highlighted at Table 4.5, it can be concluded that the indirect effect of workplace bullying on workplace deviant behaviors through negative affectivity has the respective lower and upper limits of .0125 and .3671 and since zero is not present in the 95% confidence interval, hence we can therefore conclude that negative affectivity mediates the workplace bullying on workplace deviant behaviors relationship.

Based on these results the second hypothesis in this study is hence accepted. The overall model is also highly significant where  $F = 15.2847$  and  $p = .0000$ .

TABLE 4.5: Regression Analysis for Mediation of Negative Affectivity.

Effect of IV on M		Effect of M on DV		Direct Effect of IV on DV in Presence of M		Total Effect of IV on DV		Bootstrap Results for Indirect Effects	
B	t	B	t	B	t	B	t	LL 95% CI	UL 95% CI
.250**	8.574	.4035**	4.6267	.4277**	7.432	.4677	4.2716	.0125	.3671

$n = 167$ , \* $p < .05$ , \*\* $p < .01$

Bootstrap sample size 1000. LL = lower limit; CI = confidence interval; UL = upper limit

(IV = Workplace Bullying, M = Negative Affectivity and DV = Work place Deviant Behaviors).

TABLE 4.6: Regression Analysis for Direct Effect on Negative Affectivity.

Variables	B	SE	t	p
Qualification	-.0158	.0762	-.2078	.8356
Experience	.0414	.0353	1.1726	.2427
Workplace Bullying → Negative Affectivity	.250	.134	8.574	.000

\* $p < .05$ , \*\* $p < .01$

**H<sub>3</sub>. Individual's locus of control moderates the relationship between workplace bullying and negative affectivity, such that the relationship will weaken when internal locus of control is high.**

Table 4.7 depicts the results for moderation analysis. The third hypothesis in this study predicts that internal locus of control moderates the relationship between workplace bullying and negative affectivity, such that if internal locus of control is high then the positive association between workplace bullying and negative affectivity would be weakened. From the above mentioned table, it can be detected that interaction effect of workplace bullying and internal locus of control on the relationship of workplace bullying and negative affectivity, has the lower and upper limit of .1523 and .8118, respectively and zero is not present in the 95% confidence interval, hence it can be concluded that internal locus of control moderates the

relationship between workplace bullying and negative affectivity and the third hypothesis is therefore accepted. The model overall is significant with  $F$  is equal to 5.1598 and  $p$  is equal to .0002. At lower level of moderator there is no mediation, while at average and high level of moderation, mediation does exist and we can conclude that conditional indirect effect of IV on DV exist in our proposed model.

TABLE 4.7: Moderation Analysis for Internal Locus of Control.

Effect of IV on Med		Effect of Mod on Med		Direct Effect of IV $\times$ Mod on Med		Bootstrap Results for Indirect Effects	
B	t	B	t	B	t	LL 95% CI	UL 95% CI
.250**	8.574	.320	4.15	-.4821	2.8868	.1523	.8118

$n = 167$ , \* $p < .05$ , \*\* $p < .01$

(IV = Workplace Bullying, Med = Negative Affectivity, Mod = Internal Locus of Control and DV = Work place Deviant Behaviors).

TABLE 4.8: Hypothesis Result Summary.

Hypothesis	Statements	Results
H <sub>1</sub>	Workplace bullying will be positively related to workplace deviant behaviors.	<b>Accepted</b>
H <sub>2</sub>	Negative Affectivity will mediate the relationship between workplace bullying and workplace deviance behaviors.	<b>Accepted</b>
H <sub>3</sub>	Individual's Locus of control moderates the relationship between Workplace bullying and Negative Affectivity, such that the relationship will be weaken when internal locus of control is high.	<b>Accepted</b>

**Total number of Hypotheses: 03**

**Hypotheses Accepted: 03**

**Hypotheses Rejected: 0**

# Chapter 5

## Discussion, Theoretical and Practical Implications, Limitations, Recommendations and Conclusion

### 5.1 Discussion

The central objective of the study was to analyze the relationship between workplace bullying and workplace deviant behavior. Additionally, the mediating role of negative affectivity and moderating role internal locus of control was also the focus of this investigation. This part of the study will examine the results reported in chapter-4 as highlighted earlier on the basis of different statistical procedures and analysis with the use of SPSS. Principally this chapter will focus to evaluate and explain the reported outcomes and subsequent relationships. It will also elaborate and explain the depicted relationships with previous research studies, to find out the consistencies and deviations among the various concepts. The earlier portrayed research questions will guide the discussion under the proposed hypothesis, for the study to reach the possible implications.

### **5.1.1 Discussion On Research Question No. 1**

**Question 1:** Does workplace bullying affect workplace deviant behaviors of employees?

**For finding the answer to the 1st question,**

*H<sub>1</sub>: Workplace bullying will be positively related to workplace deviant behaviors.*

The findings of this study supported that First hypothesis.

Earlier researchers have highlighted that existence of negative behaviors and interpersonal mistreatment (Sakurai & Jex, 2012) and workplace bullying, remained a prominent and serious issue that organization is facing in today's competitive environment (Salin, 2003). Comprising of antagonistic person specific negative acts, workplace bullying has been considered as an important and damaging social stressor, due to its detrimental impact on the victim (Einarsen, Hoel, Zapf, & Cooper, 2003).

The recent past has shown considerable studies focusing more on negative aspects of supervision role and its impact using diverse outcomes (Tepper, 2009). Bullying raise negative states, and if perceived threatening and challenging over a period of time, may results in unwanted attitudes and behaviors (Rai & Agarwal, 2017). Based on the findings of earlier studies, workplace bullying exists at all managerial ranks and based on various reviews, researcher have stressed for concentration on behavioral outcomes of workplace bullying (Naseer et al., 2018).

Past studies have concluded that there is positive relationship between workplace bullying and workplace deviant, antisocial and retaliatory behaviors. Workplace bullying has been studied in many forms including abusive supervision, (Tepper, Moss, & Duffy, 2011), social undermining and incivility that includes the purpose to victimize others (Hershcovis, 2011). In this perspective, research investigating the negative impact of interpersonal mistreatment at work have shown that abusive supervision (a form of workplace bullying) intimidate employees to react with deviant behaviors (Gregory et al., 2013).

Frustration has been found a source of antisocial behavior (Fox & Spector, 1999) and continuous victimization has also been found to create retaliatory behavior

and workplace deviant behaviors (Kluemper et al., 2018). Interpersonal aggression was found highly associated with deviant behavior at workplace (Hershcovis et al., 2012).

The first hypothesis in our study has been supported by the results. Our findings are thus in line with the earlier projected implications that, exposure to aggressive treatment leads to increased retaliatory behaviors (Naseer et al., 2018). The study mentioned that employees who are being bullied will reciprocate the negative mistreatment by demonstrating organizationally retaliatory behaviors. Human resource is the pivotal asset of an organization and employees therefore are the key actors in gaining competitive edge to achieve organizational goals. The presence of negative interpersonal behaviors distract employees from achieving these goals as their energies are partially consumed in dealing with such behaviors. On the other hand negative events in the workplace tend to induce their intension to proceed with anti-organizational activities in the form of deviant behaviors.

The earlier studies on the behavioral outcome of interpersonal mistreatment has shown association between aggression and workplace deviant behaviors and it is argued that the power imbalance molds and divert the deviant responses of the victims according to the nature of consequences being expected as a result of retaliatory behaviors (Hershcovis et al., 2012).

It has also been found by the earlier studies that the repeated attempts of negative treatment in the form of workplace bullying cause pressure, intimidation and discomfort to the victims (Einarsen, 2000) and such situations create a vicious cycle of repetitive negative behaviors, where the victims of bullying being threatened may target others through their interpersonal mistreatment (Zapf & Einarsen, 2003). At both these scenarios the loss is ultimately faced by organization in the form of violation of norms, reduced performance, reduced commitment and subsequent financial losses both implicit and explicit in the organizational documents. This is the reason why, workplace bullying has gain attention in the last few decades and its outcomes are studied in depth for possible remedial measures. Workplace bullying plays a pivotal role to induce workplace deviant and anti-social behaviors, which in return can hinder improvement and profit for an organization.

The current study is conducted in Pakistan and as highlighted by earlier researchers from the perspective of cultural variables, having high power distance, masculinity and collectivism, the conditions are potentially favorable for workplace bullying (Naseer et al., 2018). The public sector organizations are more specifically a subset of the society and true representative in this regard as they are operated by policies and procedures at local level, without any significance influence of private or multinational dimensions. Therefore as marked by the employees of various public sector organizations that they face bullying behaviors, is considered consistent with the earlier findings.

Earlier research has highlighted a number of factors as antecedents of workplace deviant behaviors including deviance as reaction to negative experiences at work, personality features and social context (Bennett & Robinson, 2003), and as depicted in our study the said relationship has been found in consistency with previous research findings.

The employees in public sector organizations generally have permanent employment status, and therefore these employees do not feel much fair in responding to the negative behaviors. The general tit-for-tat behaviors of these employees is one of the explanation of Affective Event Theory, considering that negative behaviors are responded with negative actions at workplace. On the other hands for the private sector, employees with contractual jobs generally feel comfortable with negative behaviors, fearing loss of job or any other severe punishment. This aspect may set the future directions of research in the perspective of the underlying theory of this research.

Earlier studies conducted on causes of workplace deviant behaviors in public sectors organizations of Pakistan have shown that besides organizational injustice and lower job satisfaction, other factors are also contributing towards deviant workplace behaviors (Nasir & Bashir, 2012). The findings of the current study is in line with the given argument and it has been found that workplace bullying is also a source of workplace deviant behaviors. This is why deviant behaviors at public sector organizations is more prominent and contagious. Several reasons can be attributed to workplace bullying as determinant of deviant behaviors, which

include the poor system of accountability, baggy rules and regulations, improper supervision, unfair managerial practices and job security status with civil rights. In contrast the private sector has strong accountability systems, clarity of rules and regulations and strict rules to hire and fire with low job security, which make these organizations more effective than public sectors organizations.

### **5.1.2 Discussion on Research Question No. 2**

**Question 2:** Does negative affectivity mediates the relationship between workplace bullying and workplace deviant behaviors?

**For finding the answer to the 2nd question,**

*H<sub>2</sub>: Negative Affectivity will mediate the relationship between workplace bullying and workplace deviance behaviors.*

The findings of this study supported the second hypothesis.

The findings of the present study supported the proposed mediation hypothesis. We found that negative affectivity mediated the relationship between workplace bullying and workplace deviant behaviors, which are consistent with findings of previous research shown that affective responses (emotions) are prospective mediators (Rai & Agarwal, 2017) and negative emotions are converted to unwanted attitude & behaviors.

In this perspective, in the presence of bullying behaviors at workplace, interpersonal mistreatment will induce negative affectivity in the target. This enhancement in adverse effects as indicated by negative affectivity will increase employee's tendency to get involved in workplace deviant behaviors. From another perspective and in addition to considering negative impact caused by bullying behavior, this results suggest that in term of emotional connectivity employees are susceptible to the negative events of the environment and such effects are subsequently compensated with deviant behaviors at workplace.

Past research studies have shown that bullying behaviors are translated to high level of negative emotions which resultantly lead to detrimental outcomes for the



exposed victims (Ursin & Eriksen, 2004). The consistent negative behaviors of perpetrator tends to produce negative affect in victims and more susceptible individuals respond with enhanced negative emotional states, and are thus more vulnerable physical sickness (Watson, 2000).

It has also been found that individuals who are characterized scared, anxious and sad are more prone victims to possible perpetrators (Samnani & Singh, 2012) and that experiences of undesirable events can add significantly to negative affectivity (George, 1995). However very little attention been paid by research, studying the emotional state of negative affectivity in relationship to workplace bullying and /or deviant behavior as outcome.

In line with our integrative frame work, earlier research have shown consistent results linking undesirable events with negative emotional states, psychological & emotional adjustments and ultimate undesirable outcomes. Workplace bullying has been associated with emotional adjustments besides other detrimental effects (Ttofi et al., 2016) and in the framework of affective state earlier research has found that psychological linkages and stimulation exist, where individual differences play a part in translating the outcomes of emotional states to undesirable counterproductive behaviors (Penney & Spector, 2005). Hence it is has also been found that a person who is characterized scared, anxious and sad is considered to be more prone victims to possible perpetrators (Samnani & Singh, 2012).

The consistent negative behaviors of perpetrator tends to produce negative affect in victims and more susceptible individuals respond with enhanced negative emotional states, and are thus more vulnerable physical sickness (Watson, 2000). Negative affectivity was found highly correlated with bullying exposure and it has been argued that experience of bullying and negative affectivity state intermingle in a spiteful loop of occurrences, hence interpersonal mistreatment may provoke high level of discomfort in victims; and resultantly they will behave aggressively towards others with negative attitudes (Mikkelsen & Einarsen, 2002).

Several researcher have found that negative affectivity impacts thinking pattern of individuals towards the given environment and individuals high in negative affectivity are more prone to stressful situations (Stoeva, Chiu & Greenhaus, 2002).

While the study of personality has been suggested earlier under the domain of person-situation view, it is argued that dispositional variables like negative affectivity and locus of control may be explored in further refining the relationship (Naseer et al., 2016).

When faced with stressful events, where the intention to damage is evident, individuals high in negative affectivity will attribute more hateful drives to the perpetrator, thereby increasing their psychological arousal and subsequent negative behaviors. For individuals with low negative affectivity the opposite will apply, where the negative experience will be neutralized with positive benevolent attributions, thus their feelings to respond negatively will be restricted (Penney & Spector, 2005).

In the current study we have found that workplace bullying will enhance negative affectivity of the victims of bullying. In such poisoned interpersonal environment, the target of bullying will feel hurt, sad and anxious and therefore may engaged in deviant work behaviors. Their tendency of pro-organizational positive behaviors may be reduced and they may act inappropriately. Therefore our second hypothesis is supported by the findings of the current study.

From practical point of view, organizations should have system and events that can mold the negative emotions in the positive directions. For example system of reporting negative behaviors and recreational activities can serve the purpose, for employees to address their grievances and feel comfortable even in the course of negative actions. Employees working in typical public sector organizations of Pakistan, generally do not have such systems or events. While affective event theory argues that negative affectivity is translated to negative behaviors, the positive interventions in terms of systems and events can change the course of action. Such interventions can have futuristic scope to be studied under the domain of the cited theory.

Earlier studies have found association between positive and negative affective states with corresponding work behaviors (Watson, 2000). While negative affectivity is a personal propensity, the working environment also have effect on the emotional sensitivity of individuals. The typical public sector organizations have

fixed bureaucratic structures with stagnant rules having very less flexibility and adoptability. Further such organizations provide less pay and rewards as compare to private sector, and due to poor economic conditions causing financial burdens, the employees feel distressed and annoyed. These circumstances, coupled with political behaviors, organizational injustice and unfair systems of rewards aggravate the negative sentiments of employees. Their energies are depleted in maintaining work-life balance, and over and above the existence of negative behaviors may lead them to respond with deviant behaviors. The findings of the current study, combined with the given argument are consistent with previous studies.

### **5.1.3 Discussion on Research Question No. 3**

**Question 3:** Does internal locus of control moderates the relationship between workplace bullying and negative affectivity?

**For finding the answer to the 3rd question,**

*H<sub>3</sub>: Individual's Locus of control moderate the relationship between Workplace bullying and Negative Affectivity, such that the relationship will be weaken when internal locus of control is high.*

This findings of the current study supports the third hypothesis.

Earlier research studies have recognized the pivotal part of individual differences in explaining and determining bullying at workplace, as shown that personal dispositional traits act as moderator within workplace bullying-outcomes relationship (Moreno-Jimenez et al., 2009). In this perspective one of the key personal characteristic locus of control has gained very less attention in bullying research (Rai & Agarwal, 2017).

In this perspective earlier studies have shown that behavior is outcome of sequences of cognitive and emotional processes, and individual differences have an obvious standing in the process, research on workplace bullying has focused on underlying path leading to these outcomes. Internal locus of control give individual the strength and confidence to divert the negative impacts of negative life events (Connolly, 1980), therefore individual with high level of internal locus of control will

think and behave positively. Given the fact that cognitive capabilities have been found as influencer of deviant behaviors to supervisory mistreatment (Kluemper et al., 2018), internal locus of control will moderate the impact of workplace bullying, resulting in lower negative affectivity and subsequent deviant behaviors at workplace.

In this regard it is also highlighted that consequences of stressful situations have linkages with individual judgment and coping capability. Therefore individual variances in the target evaluation with reference to bullying behaviors may be considered an explanation as why different individuals respond differently to such behaviors (Mikkelsen & Einarsen, 2002).

Derived from the fact that exposure to workplace bullying has not equal effect on all individuals, dispositional factors are central factors in the relationship of workplace bullying and outcomes (Moreno-Jiménez, et al. 2009). Work place bullying therefore will depend on how the negative behaviors will be perceived and how individual will attribute it internally (to self) or externally (to outside forces). A number of earlier studies have reflected that dispositional factors are associated with workplace bullying and differences exist between victims and non-victims (Zapf & Einarsen, 2003).

The concept of perceived control has been widely studied, as it is found that control of belief is linked with a number of psychological and behavioral outcomes (to include cognitive, affective, actions) and based on personal experience, individuals have the different dispositional tendency to believe that they can control over environment. This fact has defined the way some individuals are unable to observe the linkage between their actions and outcomes (external), while others have the lasting belief that consequences are functions their actions (Ng, Sorensen, & Eby, 2006).

Those with high internal locus of control observe high linkage between actions and consequences; and having the approach that they are the masters of their fate are assertive, attentive, and are commanding position to regulate their external environments. Locus of control has been found associated behavioral orientation, and a mental exposure of keeping vigorous behavioral regulation, are further related

to social experiences and coping behaviors. Positive self-evaluation on the other hand will provide motivation to affirm vigorous behavioral control through positive emotional regulations. Individual having internals focus on their self-efforts and abilities, also put their energies in the direction of personal goals, and subordinate employees high in internal locus of control pay lesser attention to and are less amenable of their supervisors' influence (Ng, Sorensen, & Eby, 2006), thus the self-regulatory actions and emotions may act as a buffer to the negative enforcement of the supervisor.

Previously it has also been established that controlling behaviors enhance the capabilities of individuals to cope with negative environmental factors and events, and as control has been linked with active coping strategies as it involves cognitive assessment followed by proactive behaviors, (Dijkstra, Beersma & Evers, 1977), the internality will help the individuals to think and feel positive even in the occurrence of negative events.

Since work place bullying has negative implications (just like any stressor), internal locus of control will influence the relationship between bullying and corresponding deviant behaviors, by buffering the negative emotions. Hence, it is found that individual with high level of internal locus of control will behave positively, thereby mitigating the negative effects as result of workplace bullying and consequently will act positively and favorably for organization.

As argued earlier, the typical public sector organization of Pakistan is a subset of the society, having the desired diversity in the form of ethnic, cultural and social status factors. Further added, political behaviors and organizational cynicism, tend to produce negative thinking pattern at workplace. This negativity restrict employee's capabilities to think and act proactively towards negative events. Under the domain of affective event theory, for employees, the positive approach is essential to buffer the impact of negative events. The theory consider the organizational context, however it is also evident from earlier research that personalities are reflections of different experiences over a period of time in the lives of individuals. Hence, understanding the contextual factors are also essential in explaining the organizational variables.

Earlier research studies have highlighted the importance of personal traits and its implications on job related aspects (George, 1990). To cope with negative behaviors at work, employees should have the potential positive personal traits and the organization should have mechanism of identification of such traits. Psychological evaluation is a very useful tool to assess the personality dimensions of potential candidates for employment and their suitability for retention in the organization. The selection process in almost all the public sector organizations do not have the desired psychological evaluation process. Favoritism and nepotism are other factors that affect selection process. Owing to these problems, the employees in public sector organization may not be having the suitable psychological traits like internal locus of control and positive affectivity. Secondly, due to lack of proper human resource development activities, employees may not be able to cover their deficiencies in terms of personal traits and thinking pattern (Rai & Agarwal, 2017). Additionally, due to stereotype style of managerial practices, status quo is preferred relative to change. Thus in public sector organizations very less or no intervention can be seen over a period of time. These factors contribute to selection of improper candidates, who are subsequently not trained or groomed for development of personal capabilities. Lack of organizational interventions also aggravate the problem and in the nutshell, employees having lower level of personal attribute becomes victims of negative behaviors and such organizations suffer in the form of deviant behaviors and resultant low performance.

## **5.2 Implications and Recommendations**

### **5.2.1 Theoretical Implications**

This study contributes to the literature by exploring the process by which experience to workplace bullying effects the workplace deviant behaviors of the employees. Drawing from the Affective Event Theory (Weiss & Cropanzano 1996), we established the linkage between the emotional experience of bullying through negative affectivity and its consequences in the form of workplace deviant behaviors.

It is explored that workplace deviant behaviors may be due to workplace bullying, besides other sources have been investigated by earlier research studies.

The present study extended and supported the underlying theoretical assumptions of Affective Event Theory describing that work actions and environment affect the sentiments of employees and these feelings further lead them to perform and counter. Work environment provides the platform where attitudes are influenced through affective path, thus hassles and uplifts are translated to either positive or negative affective responses, which resultantly lead to corresponding negative or positive behaviors. Hence it's obvious that any component or action of the environment within work domain has positive or negative implication on corresponding emotions and subsequent behavior. The findings of our investigations, therefore has alignment and support to the theoretical foundations of AET.

The study also extended the earlier assumptions of the theory, citing that personal dispositional factors modify the implications of negative actions at workplace. Internal locus of control is influential in providing the victim with a strength to apply psychological adjustments, emotional regulations and behavioral orientation (Ng, Sorensen, & Eby, 2006). Thus in the situations of interpersonal mistreatment, employees with high internal locus of control will think, feel and react with positive behaviors rather than engaging in deviant behaviors.

The consequences of workplace bullying are generalized across Pakistani organizations, however it will be fruitful to test the implications in actual organizational context with suitable interventions. One of the interesting avenue may be the addition of concept like grievance handling procedures as intervention in organizational context and subsequent analysis of the findings.

## **5.2.2 Practical Implications**

The current study has some important implications for public sectors organizations in Pakistan.

The concept of workplace bullying has very little attention being paid by such organizations, despite the fact that workplace bullying exists at all level of organizations. The main factor may be that such events are not properly reported due to various factors. Given that consequences of bullying at workplace include several detrimental effects, organizations may take actions to curb its tendency. A typical measure which may be adopted to include, policies and procedures to handle the reported negative behaviors. Employees may be encouraged to report incidents of bullying at appropriate forums to highlight the issues and perpetrators, with the assurance to safeguard the interests of the victims.

Secondly, given the fact that personal dispositional and effective states of the individuals molds the outcomes of the workplace bullying at either positive or negative directions, it is imperative for the organizations to re-visit the selection criteria. Investigating and establishing the fact that employee with low level of internal locus of control under the state of enhanced negative affectivity are more prone to negative impacts of workplace bullying, this study is of particular importance.

Focusing on the selection of psychologically and emotionally suitable candidates will help to avoid many of the curses of workplace bullying both from the perspective of perpetrator and victims. For instance organization may imply the yardstick of personal traits by assessment through psychological evaluation, while selecting potential candidates for employment as per nature of job and working environment.

For the existing employees the organizations may adopt intervention strategies to minimize the effects of negative behaviors. Organization may also take up several interventions strategies and advance level training programmes for employees to develop their personal capabilities of handling negative experiences and behaviors. Generally the occurrence of bullying has the downward orientation and therefore, appraisal measures (like 360 degree approach) may be helpful tool in gaining the assessment of supervisors in term of behaviors towards subordinate staff. Additionally counselling desk at HR Departments will help in positive orientations of both supervisory and subordinate staff, with respect to creating conducive work environment.



### **5.3 Limitations**

This study has few limitations, however within the available resources all necessary efforts were made to meet the desired standards of professional research.

Firstly, due to time restrictions the study has been conducted with cross sectional frame of time horizon. There exists ample possibility that the level of experience and exposure by employees may have different levels according to the time frame. The cycle of repeated observations would be suitable to test the trend of exposure to bullying at workplace. The application of time lag for six months or more would be more suitable as workplace bullying consist of repeated negative actions over a period of time. Further studies should use longitudinal design, which will help to investigate the bullying at work place with proximity and clarity in results.

Secondly, due to resource limitations, convenience sampling technique was used for the data sampling. Additionally the sample size was relatively very small, and may not represent all the bullied employees in Pakistani organizations. Future research should use other type of sampling techniques with large sample size. This will increases the generalizability of the results and its applicability in a broader scenario.

Thirdly, the scope of the current study was limited to individuals serving in public sector organization of Pakistan. This limitation in scope may reduce the application of the findings of the study with respect to the other key employment sectors. Addition of other major private businesses and private organizations for example, commercial banks, textile units, software companies, hospitality domain etcetera, may enhance the testing and significance of the results. It's obvious that type of organization will affect the results due to difference in working environment. For instance the level of bullying exposures in service industries having challenging and deadline specific activities will be more as compare to a manufacturing unit where routine work does not involve public dealings or strict deadlines.

## **5.4 Future Research Directions**

Several future research directions could be drawn from the current study. The present study investigated the impact of workplace bullying on workplace deviant behaviors. The study has also tested the effect of negative affectivity and internal locus of control. Individual dispositional traits are essential in understanding the workplace bullying-outcome relationship (Moreno-Jimenez et al., 2009). Future research should focus on other types of personality factors like neuroticism, agreeableness and conscientiousness, which may add new insights to the concept of workplace bullying. Additionally, given that emotional aspects are the essential ingredients of the event-behavior outcome, future research may emphasize on the theoretical understanding, as how the system can be improved to enhance positive events at workplace.

Future researchers should also emphasize intervention strategies, which can be helpful in mitigating the negative impacts of workplace bullying, by strengthening the individual capabilities (Hodgins et al., 2014). In fact a number of studies are available about practical implications with respect to bullying research, however, it can be fruitful to test the theoretical implications in actual organizational context. In this perspective, future research may include the concept like creating conducive work environment via aggression- preventive supervisors and grievance handling procedures.

Future research should also consider contextual factors that have significant impacts on supervisors to potentially behave in negative manner. Earlier it has been argued that work environment have features that can potentially enhance the interpersonal mistreatment by the supervisor (Tepper et al., 2009). Research in this direction can broaden the scope by introduction of events and experiences of the generalized environment, which have impact in the context of workplace.

With reference to cultural orientation high power distance, collectivism and masculinity have been shown facilitator of workplace bullying (Naseer et al., 2018). Future research may include the other cultural variable of uncertainty avoidance on workplace bullying-outcome relationship to enhance the generalizability of the

outcomes in larger domain, enabling practitioners to adopt the relevant intervention strategies.

## **5.5 Conclusion**

The concept of workplace bullying has gained much attention over a period of time due to its detrimental effects over employees and organizations. While studies on behavioral outcomes of workplace bullying is the call of researchers, understanding the role of dispositional factors and emotional states of individuals is equally imperative to investigate and expand the concept further. The purpose of this study was to investigate the relationship between workplace bullying and workplace deviant behaviors within an integrative framework under the underpinning assumptions of AET theory. The study, within the given framework tested the mediating effect of negative affectivity and moderating effect of internal locus of control between workplace bullying and negative affectivity. Based on the quoted theory, the findings are in line the proposed hypothesis, explaining the role of personal dispositional traits and affective states in workplace bullying –workplace deviant behaviors relationship. Integrating the concept, in the first place, it's obvious that individuals having tendency of high negative affectivity towards negative work events are more prone to act negatively and respond with deviant behaviors which resultantly are costly for the organizations. On the other hand the tendency of high level of internal locus of control help individuals to regulate their emotional and behavioral response towards negative events at workplace. The study was conducted in public sector organizations in Pakistan. Due to cultural factors, Pakistani working environment has more tendency for employees to be bullied. However, due to lack of professional awareness of the concept and reporting mechanism, employees do not find appropriate forum for representation. The findings of the current study are consistent with earlier studies and conclusively employees with bullying exposures will tend to react negatively with deviant behaviors at workplace.

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# Appendix-I

Dear Participant,

I am a student of MS (HR) at Capital University of Science & Technology, Islamabad. I am conducting a research on **Impact of Workplace Bullying on Workplace Deviant Behaviors: The Mediating Role of Negative Affectivity and Moderating Role of Internal Locus of Control**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Samiullah

## Section A: Workplace Bullying

Please indicate the number of times in the last six months you had exposed to the behavior described below

		Never	Now or Then	Monthly	Weekly	Daily
1.	I have been excluded from the celebrations and social activities organized by my co-workers.	1	2	3	4	5
2.	My correspondence, telephone calls or work assignments have been controlled or blocked.	1	2	3	4	5

3.	The things (documents, material) I need to be able to work have been damaged or altered.	1	2	3	4	5
4.	Me and my loved ones have been threatened with harm.	1	2	3	4	5
5.	I have received threatening and intimidating gestures to ensure that I comply with his/their requests.	1	2	3	4	5
6.	My beliefs or opinions have been attacked.	1	2	3	4	5
7.	My correct decisions and achievements have been treated with disdain.	1	2	3	4	5
8.	My professional standing has been attacked at every opportunity.	1	2	3	4	5
9.	I have been constantly reminded of my mistakes.	1	2	3	4	5
10.	My responsibilities have been restricted.	1	2	3	4	5
11.	I have been assigned absurd or impossible tasks.	1	2	3	4	5
12.	I have been assigned lower-level tasks than I had been performing previously.	1	2	3	4	5

### Section B: Negative Affectivity

Please indicate to what extent you had felt a particular feeling or emotion within the last two weeks, as given below

		<b>Very slightly or not at all</b>	<b>A Little</b>	<b>Moderately</b>	<b>Quite a bit</b>	<b>Extremely</b>
1.	Distressed	1	2	3	4	5
2.	Upset	1	2	3	4	5
3.	Guilty	1	2	3	4	5
4.	Scared	1	2	3	4	5
5.	Hostile	1	2	3	4	5
6.	Irritable	1	2	3	4	5
7.	Ashamed	1	2	3	4	5
8.	Nervous	1	2	3	4	5
9.	Jittery	1	2	3	4	5
10.	Afraid	1	2	3	4	5

### Section C: Workplace Deviant Behaviors

Please indicate the number of times in the last year you had engaged in the behavior described below, within service at current organization

		<b>Never</b>	<b>Several times a Year</b>	<b>Monthly</b>	<b>Weekly</b>	<b>Daily</b>
1.	Taken property from work without permission.	1	2	3	4	5
2.	Spent too much time fantasizing or day dreaming instead of working.	1	2	3	4	5
3.	Falsified a receipt to get reimbursed for more money than you spent on business expenses.	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

### Section D: Internal Locus of Control

Please indicate the response that describe your belief for below mentioned aspects of your life

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	Whether or not I get to be a leader depends mostly on my ability.	1	2	3	4	5
2.	Whether or not I get into a car accident depends mostly on how good a driver I am.	1	2	3	4	5
3.	When I make plans, I am almost certain to make them work.	1	2	3	4	5

4.	How many friends I have depends on how nice a person I am.	1	2	3	4	5
5.	I can pretty much determine what will happen in my life.	1	2	3	4	5
6.	I am usually able to protect my personal interests.	1	2	3	4	5
7.	When I get what I want, it's usually because I worked hard for it.	1	2	3	4	5
8.	My life is determined by my own actions.	1	2	3	4	5

### Section E: Personal Profile

Please provide (✓) the following information.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Gender:</b>	Male	Female			
<b>Age:</b>	20-30	31-40	41-50	51 and above	
<b>Qualification:</b>	Inter	Bachelor	Master	M.Phil	Ph.D
<b>Experience:</b>	5-10	11-15	16-20	21-25	26 and above