

How do Organizations Respond to Workplace Deviance under the Influence of Organizational Citizenship in Public Universities?

(Bagaimanakah Organisasi Membalas Penyimpangan Tempat Kerja di bawah pengaruh Kewarganegaraan Organisasi di Universiti Awam?)

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ABSTRACT

This paper explores the parallel roles in an organization as it relates to the level of commitment shown by its employees (citizens of the company) and their workplace deviance. The study goes a step deeper to show how this relationship is intertwined with the theory of social exchange. A total of 600 respondents consisted of lecturers and employees from the top five Malaysian public research universities, but only 189 were suitable for statistical analysis. Current research employs a deductive approach and uses nonprobability sampling. SEM-PLS is used to examine the research model and test the mediating effect of organizational citizenship behaviour on the relationship between organizational commitment and workplace deviance. The results reveal what is known to be true between healthy commitment and organizational citizenship as well as the dangers of workplace deviance on that relationship. Despite this positive relationship, workplace deviance does in fact modify organizational commitment in a negative manner. The study's findings have shown empirically that workplace deviance does influence behaviours and perhaps dampens the relationship between organizational citizenship and its commitment to the organization itself. The outcome of the research data can help future managers, particularly in tertiary education settings, in implementing appropriate organizational mechanisms towards improving organizational citizenship behaviour. In addition, the findings can also provide insights for other public and private universities alike in approaching workplace deviance.

Keywords: Workplace deviance; organizational commitment; organizational citizenship behavior; social exchange theory

ABSTRAK

Kertas kerja ini meneroka peranan selari dalam organisasi kerana ia berkaitan dengan tahap komitmen yang ditunjukkan oleh pekerjanya (warga syarikat) dan penyelewengan tempat kerja mereka. Kajian ini melangkah lebih mendalam untuk menunjukkan bagaimana hubungan ini saling berkaitan dengan teori pertukaran sosial. Seramai 600 responden terdiri daripada pensyarah dan pekerja daripada lima universiti penyelidikan awam terbaik Malaysia, tetapi hanya 189 yang sesuai untuk analisis statistik. Penyelidikan semasa menggunakan pendekatan deduktif dan menggunakan pensampelan bukan kebarangkalian. SEM-PLS digunakan untuk mengkaji model penyelidikan dan menguji kesan pengantaraan tingkah laku kewarganegaraan organisasi terhadap hubungan antara komitmen organisasi dan penyelewengan tempat kerja. Keputusan mendedahkan perkara yang diketahui benar di antara komitmen yang sihat dan kewarganegaraan organisasi serta bahaya penyelewengan di tempat kerja terhadap hubungan tersebut. Walaupun hubungan positif ini, penyelewengan di tempat kerja sebenarnya mengubah komitmen organisasi secara negatif. Dapatan kajian telah menunjukkan secara empirik bahawa penyelewengan di tempat kerja mempengaruhi tingkah laku dan mungkin melembapkan hubungan antara kewarganegaraan organisasi dan komitmennya terhadap organisasi itu sendiri. Hasil daripada data penyelidikan boleh membantu pengurus masa depan, terutamanya dalam tetapan pendidikan tinggi, dalam melaksanakan mekanisme organisasi yang sesuai ke arah meningkatkan tingkah laku kewarganegaraan organisasi. Di samping itu, penemuan ini juga boleh memberikan tanggapan kepada universiti awam dan swasta lain dalam mendekati penyelewengan di tempat kerja.

Kata kunci: Penyimpangan tempat kerja; komitmen organisasi; tingkah laku kewarganegaraan organisasi; teori pertukaran sosial

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INTRODUCTION

Today, organizations strive to support and improve their human resources to increase productivity and efficiency. This support is important as it promotes employees' positive work-related outcomes (Aboramadan et al. 2020; Singla et al. 2020). Failure to do so will potentially stimulate workplace deviance (Qi et al. 2020). To put it differently; the degree of organization prosperity depends on how the employees perform in the workplace. Thus, Alotaibi et al. (2020), Alotaibi et al. (2022), Amin et al. (2017), Amin et al. (2014), Jaroenwanit et al. (2022), and Mansoor et al. (2021) consider employees as an integral part of any organizations' mission and values statement, yielding to the commitment of the organization.

Workplace deviance behaviour is considered one of the costliest behaviours working against the organizations' productivity and efficiency. Business practitioners and researchers recognize that recently, workplace deviance has increased sharply (Abbasi et al. 2020b) and brings adverse implications to individuals, groups, and organizations. Statistics suggest that nearly 2 million American workers were reported as workplace deviance behaviour victims per year, and costs businesses as much as \$121 billion (Lebron 2020). Besides, such behaviours decrease workplace productivity by 50% and increase sick leave significantly (Kuadli 2020). According to the SHRM 2019 report, these statistics were up 14% compared with the 2012 report. Therefore, Alias et al. (2013) concluded that specifying deviant behaviour predictors in an organization is essential for administrators and human resource managers.

Workplace deviance is classified into organizational and interpersonal work deviation. The organizational work deviation refers to employees' actions directed against the organization or company's structure, rules, and politics; whereas interpersonal relationships can be a major source of deviant behaviour between individuals within an organization adding secondary harm to the company (Ferguson & Barry 2011). The combination of these deviances negatively influences employee productivity and efficiency (Robbinson et al. 1995). Because of such significant impacts, the concept of workplace deviance has been studied by other experts in the field (Ahmad et al. 2020; Abbasi & Wan Ismail 2018).

For example, the first line of the study explored the impact of WD and noted that less productivity and ineffective performance (Dunlop & Lee 2004), selection evaluation (Whiting & Maynes 2015), and turnover intention (Mehar et al. 2018) are among the more egregious negative impacts of workplace deviance. The second line of study investigates the antecedents of workplace deviance and found that psychographic (Pletzer et al. 2020), demographic, behavioural (Mackey et al. 2021) situational factors (Guay et al. 2016) and organizational factors, namely organizational commitment (Wang et al. 2020) are responsible for such deviance. Although these findings create a solid foundation for understanding this

phenomenon, scholars suggest that these findings are inconclusive (Tuzun & Kalemci 2018) and only reveal part of the story (Chappell & Di Martino 2006). Deviant behaviour brings adverse implications to individuals, groups, and organizations, and therefore, specifying the predictors of abnormal behaviour in an organization is essential for administrators and human resource managers (Abbasi & Ismail 2017). Accordingly, underlying factors that generate workplace deviance are still a mystery and require more urgent attention (Alias et al. 2013).

Wang et al.'s (2020) cross-cultural study found that organizational commitment is considered the most stable and important one among various antecedents of workplace deviance. Therefore, it attracts scholars to further their investigation by exploring the potential mediating variables that affect the power of OC on other constructs. These include job engagement (Akoto et al. 2020), self-efficacy (Carlson 2009), locus of control (Lau & Woodman 1994), and OCB (Uddin et al. 2019). These models do not examine the mediating effect between OC and WD despite these significant findings. According to Tariq et al. (2014), understanding the mediating variable between these relationships is important because it affects our understanding of this phenomenon and can reduce such deviances.

In continues, current research recognized the appropriate factor, OCB, aside from OC, to foster creative deviance, offering empirical evidence of the distinctiveness for this specific deviance. OCB distinguishes deviant behaviour and expected behaviour. From a researcher's point of view, and review of OCB literature as a mediator indicates that there has not been much work on OCB as mediators, especially for OC and WD. Therefore, due to the scant research that underlie these relationships, this study fills the gap by testing OCB as a mediator of OC and WD. The research might act as a template for managers and leaders of organizations to use as a base for installing processes and procedures in place to mitigate or completely eradicate what seems to be a contagion among domestic and global organizations. It provides reasons for deviance and its consequences, which mostly leads to increase organizational productivity and efficiency.

This paper is structured as follows. The following section discusses the literature review, presenting the theoretical aspect and the hypotheses. Subsequently, the methodology in the study is elaborated, followed by the analysis of data. Finally, a discussion and implications of the results and concluding remarks for future research and practice are presented.

LITERATURE REVIEW

SOCIAL EXCHANGE THEORY

The "Social Exchange Theory" attempts to frame personal interaction, communication, and ethical considerations in

a circular model that functions in a symbiotic construct. In other words, this theory describes the motivation for behaviour and attitudes exchanged among organization stakeholders. It includes involvements and exchanges with supervisors, colleagues, organizations and teams, interactions, and workplace relationships (Shore et al. 2009). This explanation shows that OC degree determines the internal and external organizational relationship (Eisenberger et al. 2001). Based on the above, SET outlines an explanation to the relationship between an employee and its respective organization (Pierce & Maurer 2009), and therefore, this theory is considered as one of the most suitable theories to explain issues surrounding workplace deviant behaviour and organizational-factors (Aloustani et al. 2020; Ilyas et al. 2020).

WORKPLACE DEVIANCE

Understanding WD's dynamics is a key to businesses' sustainability (Alias et al. 2013) because such understanding will provide an opportunity for businesses to intervene in this issue and help their employees cope with such issues (Bullock-Yowell et al. 2011). Initially, one might draw a connection between WD behaviours and company vandalism, theft, sabotage, and other organizational mishaps before understanding the source of these aberrations (Lawrence & Robinson 2007). Because of this reason, WD behaviour is also known as antisocial behaviour (Robinson & Bennett 1995), abusive behaviour (Biron 2010), or ineffective work behaviour (Fox & Spector 1999). Operationally, Alias et al. (2013) argue that WD behaviour can be classified into organizational and interpersonal deviance behaviours. Organizational WD behaviours are known as employees' retaliatory behaviours that specifically may compromise organizational stability, and interpersonal WD behaviours are recognized as employees' voluntary behaviours that specifically harm other individuals in the organizations (Herscovis et al. 2007). According to Alias et al. (2013), both deviances become one of the main issues that managers must urgently address.

On a deeper level, WD can be viewed as a barometer of employees' resistance (Lawrence & Robinson 2007) and retaliation behaviour (Mitchell & Ambrose 2007). Lawrence and Robinson (2007) explain that such resistance is a coping mechanism of employees in facing organizational stressors, namely financial, policy, and/or working conditions. During this experience, an employee may experience injustice, and therefore, involve themselves in such deviance to voice their objections (Ferris et al. 2012). On a comparable level, Mitchell and Ambrose (2007) view deviant behaviour as an employees' tool to defend and protect themselves from other colleagues' threats. These authors suggest that an employee tends to be involved in retaliation behaviour when they feel physically threatened, or their trust was violated. Thus, to stand up for their right, an employee

may be involved in such retaliation behaviour (Aquino et al. 2006). In sum, when employees misbehave in an organization, these behaviours can have harmful effects on the system and prevent them from achieving company objectives (Ahmad et al. 2020).

ORGANIZATIONAL COMMITMENT

Organizational commitment is shown to be the company adhesion between individual intrinsic values (or identity) and the organization. Theoretically, the degree of such commitment is determined by loyalty, involvement, and self-identification (Mowday et al. 1979). That is, the greater the loyalty, involvement, and self-identification, the higher the OC. OC is viewed as the most important issue that modern organizations experience (Soumyaja et al. 2011) 2005; Meyer et al. (1979), OC consists of three levels of constructs namely, affective, continuance, and normative commitment. Affective commitment refers to employees' intrinsic value received from his/her organization continuance commitment refers to employees' fear of losing their position/job, and normative commitment refers to employees' obligation to stay with an organization and perhaps demonstrate the practice of the Social Exchange Theory (Fatima & Di Mascio 2020).

Cropanzano and Mitchell (2005) argue that OC is a principal exchange variable that promotes employees' higher socio-emotional dependency on the organization and its memberships. Accordingly, such employees will have a higher engagement with organizations (Aloustani et al. 2020), resulting in stronger employee satisfaction and loyalty (Yao et al. 2019). According to Fisher (2000), when an employee feels satisfied, they tend to experience a positive or pleasurable emotional state worth maintaining. Herjanto and Gaur (2015) suggest that emotion is one of the most important psychological components responsible for future behaviour. When an employee experiences high positive emotional sensation like satisfaction, an employee is inclined to maintain a positive atmosphere and harmony by avoiding negative behaviours such as organizational or interpersonal deviance behaviour. For such an employee involved in deviance behaviour, not only will it ruin their current status quo but more importantly, it will terminate their positive feelings. Based on this consideration it is reasonable for us to assume that:

H₁ There is a direct correlation (negative) observed between organizational commitment and workplace deviance.

ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Organizational citizenship behaviours (OCB) refer to discretionary use of joint employee and organizational

actions, but not rewarded directly by the organization (Alanazi 2020; Podsakoff et al. 2009)2006. This definition shows that such discretionary actions reflect employees' pro-active attitude and willingness to serve colleagues and organizations (Ahmed et al. 2012). According to Organ (1988), an employee with a high level of OCB embodies several levels of different qualities and traits, such as courtesy, collectivism, emotional intelligence, and a connection to human thoughts and feelings. These traits allow such employees to genuinely take care of their colleagues and organizations by promoting fair collaboration, respect, and "watching each other's back" approach (Ehtiyar et al. 2010). Management scholars suggest that the degree of employees' OCB does not occur overnight, determined by various factors, and more importantly, it requires a high level of employee's OC (Ngunia et al. 2006). According to Zeinabadi (2010), individuals who demonstrate engagement at their organization are those same employees who typically promote activities or behaviours that support and improve the organization's values. To such an employee, OCB is a good platform that allows them to share and exercise their positive and helpful traits to support their organizations and colleagues. Thus, this high degree of readiness to be positively involved in taking their organization and colleagues to the next level, allows them to be more involved in OCB. Accordingly, we predict:

H₂ There is a direct correlation (positive) observed between organization commitment and organizational citizenship behaviour.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND WORKPLACE DEVIANCE

The building blocks of OCB is displayed through an employee's altruistic or non-egoistical behaviour (Organ 1988). To an employee with a high degree of OCB, their organization and colleagues are paramount. Therefore, maintaining and improving the organization's value and facilitating colleagues' success are considered an objective

for the company (Lee & Allen 2002). As a result, such employee promotes fairness (Organ 1988). According to Isen and Baron (1991), when an employee perceives that they are treated fairly, they are inclined to experience good moods. Accordingly, a high level of positive mood reduces jealousy and at the same time, enhances their willingness to help others (Liang et al. 2016), maintains relationship harmony (Aune & Wong 2002), and more importantly avoid negative behaviours (Qin & Liu 2019). Based on this argument, therefore, we predict:

H₃ There is a direct correlation (negative) observed between organizational citizenship behaviour and workplace deviance.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AS A MEDIATOR

Previous studies have confirmed the mediating effect behaviour has when placed in the context of OC and job engagement (Akoto et al. 2020), self-efficacy (Carlson 2009), locus of control (Lau & Woodman 1994), and OCB (Uddin et al. 2019). One of the latest research demonstrates the OCB as a mediator's impact on WD and ethical climate in an organization (Abbasi et al. 2022). As discussed above, a highly committed employee tends to engage with positive behaviours (Joseph et al. 2010) within the organization, and view the organization as a suitable place for him or her to work. When an employee experiences such a high level of positive engagement and perceived suitability, an employee is more likely to maintain this situation and relationship harmony by controlling and exercising positive traits, such as selflessness, courtesy, veracity, fairness, and affability. Such positive traits improve positive behaviour (Miller et al. 2006), and mitigate negative behaviour (Murray et al. 1996) thus, we assume:

H₄ Organizational citizenship behaviour mediates the outcome of organizational commitment and workplace deviance.

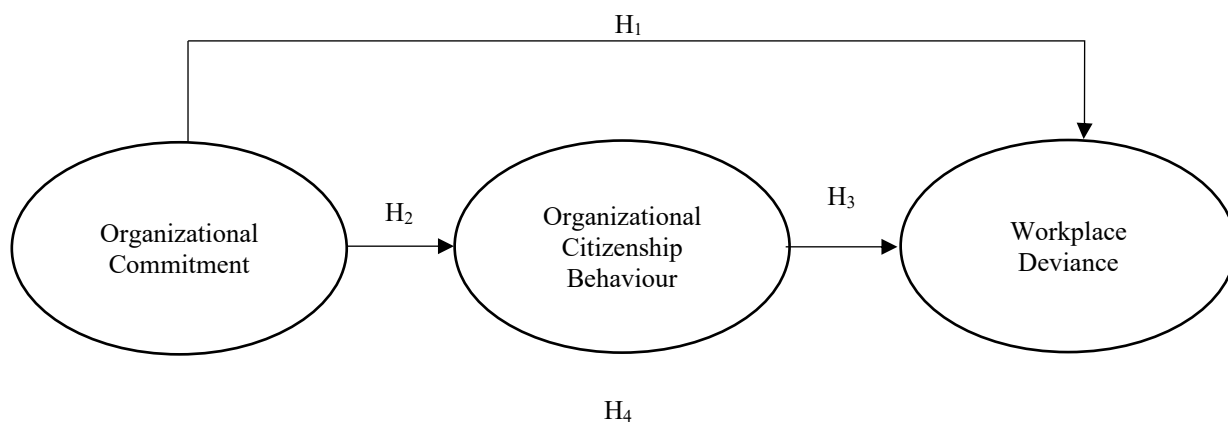


FIGURE1. Theoretical framework

METHODOLOGY

DATA COLLECTION

Data were gathered using non-probability sampling. The sample was limited to employees and lecturers at Malaysian public universities. There are five research universities involved in this study with a total of 25,992 employees (Ministry of Higher Education 2016). Of the six hundred surveys which were emailed to employees of public universities (we collected the email of all five public universities employees from the human resource office of each university), 230/600 (38%) were returned. Of the collected questionnaires, 14 remained unanswered, leaving 189 surveys demonstrating an acceptable conduct SEM analysis (Hair et al. 2016)2012.

MEASUREMENT SCALES

Workplace deviance is divided into organizational and interpersonal deviance and measured with ten items adapted (Robinson & Bennett 1995). Organizational commitment was measured with three models of commitment: affective continuance, and normative commitment (Meyer & Allen 1991). OCB was measured by organizational and interpersonal behaviour (Lee & Allen 2002). Five-point Likert scales were used rating from strongly disagree (1) to strongly agree (5).

DATA ANALYSIS AND RESULTS

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Table 1 shows 118 females, and 67 males, 9.7% of respondents were below 25 years of age, 44.3% were between 25-34 years, 24.9% between 35-44 years, 15.7 % between 45-54 years, and 5.4% fell in 55 and above. The breakout of respondents was 93.5% Bumiputra, 1.6% Indian, 1.1% Chinese, and 3.8% other. In terms of the position in the organization, 16.8% were academic staff/ executive, around 8.1% were lecturers and 75.1% were others. This was in part due to the difficulty in reaching academic faculty —to reach out and ask that they send back questionnaires by email. All demographic data are highlighted in table 1.

MEASUREMENT MODEL

Amin et al. (2020), Amin et al. (2021), Herjanto and Amin (2020), Herjanto et al. (2021) argued that for purposes of reliability and validity the calculations of factor loadings, composite reliability (CR), and average variance extracted (AVE) must be shown. Table 2 shows

TABLE 1. Demographic data categories

Category		Frequency	Percent
Age	Below 25	18	9.7
	25-34	82	44.3
	35-44	46	24.9
	45-54	29	15.7
	55 and above	10	5.4
	Total	185	100
Gender	Male	67	36.2
	Female	118	63.8
	Total	185	100
Marital Status	Single	55	29.7
	Married	130	70.3
	Total	185	100
Education level	Bachelor/below	153	82.7
	Masters	22	11.9
	Doctoral	10	5.4
	Total	185	100
Race	Bumiputra	173	93.5
	Chinese	2	1.1
	Indian	3	1.6
	Other	7	3.8
	Total	185	100
Work Experience	1-3	40	21.1
	4-10	72	38.9
	11-20	54	29.2
	Upper 20	19	10.3
	Total	185	100
Length of service with the current university	1-2	40	21.6
	3-4	40	21.6
	More than 5	105	56.8
	Total	185	100
Position	Dean/Deputy Dean	-	-
	Academic staff/ Executive	31	16.8
	Lecturer	15	8.1
	Other	139	75.1
	Total	185	100

TABLE 2. Scales, reliability, and validity

First-Order Construct	Second-Order Construct	Items	Loadings	α	CR	AVE	
Affective		OC1	0.822	0.866	0.909	0.714	
		OC2	0.853				
		OC3	0.838				
		OC4	0.866				
Continuance		OC5	0.895	0.757	0.891	0.804	
		OC6	0.899				
Normative		OC9	0.870	0.874	0.914	0.723	
		OC10	0.881				
		OC11	0.842				
Organizational	Organizational Commitment	Affective	0.840	0.834	0.906	0.741	
		Continuance	0.896				
		Normative	0.844				
			OCB9	0.867	0.907	0.931	0.729
			OCB11	0.834			
			OCB12	0.846			
			OCB13	0.859			
Interpersonal		OCB14	0.865	0.901	0.924	0.668	
		OCB2	0.814				
		OCB3	0.828				
		OCB4	0.803				
		OCB5	0.815				
		OCB6	0.843				
		OCB7	0.867				
Organizational	Citizenship Behaviour	Organizational	0.915	0.904	0.925	0.698	
		Interpersonal	0.949				
		WD1	0.899				
Interpersonal		WD2	0.868	0.923	0.949	0.730	
		WD3	0.854				
		WD4	0.857				
		WD5	0.854				
		WD6	0.818				
		WD7	0.882				
		WD8	0.859				
Workplace Deviance		WD9	0.793	0.896	0.923	0.707	
		WD10	0.849				
		Organizational	0.878				0.918
Interpersonal	0.851						

TABLE 3. Discriminant validity

Construct	OC.AF	OC. CON	OC. NOR	OCB. OR	OCB. IN
Organizational Commitment Affective (OC. AF)	0.845				
Organizational Commitment Continuance (OC.CON)	0.604	0.897			
Organizational Commitment Normative (OC.NOR)	0.728	0.625	0.852		
Organizational Citizenship Behaviour Organizational (OCB. OR)	0.494	0.447	0.521	0.854	
Organizational Citizenship Behaviour Interpersonal (OCB. IN)	0.446	0.338	0.477	0.756	0.818

the factor loadings for each construct ranged from 0.793 to 0.949, composite reliability (CR) ranging from 0.891 to 0.949, and average variance extracted (AVE) ranging from 0.668 to 0.804. Convergent validity is confirmed from these measurements (Hair et al. 2016). To prove discriminant validity, Fornell and Larcker’s criteria was established. Table 3 shows the results of Fornell and Larcker’s calculation, indicating that the square root of AVE between each pair of factors does reveal a higher correlation estimate between factors, thus indicating acceptable discriminant validity (Amin et al. 2020; Fornell & Larcker 1981).

STRUCTURAL EQUATION MODELLING

Smart-PLS 3.0 software was performed to validate the structural model and study the hypotheses (Ringle et al. 2005). A statistical method of bootstrapping was deployed with a re-sampling of 1,000 was conducted to calculate data based on the hypothesized relationships (Hair et al. 2016). Table 4 and Figure 1 show the structural model analysis. The results show that H₁, H₂, and H₃ were supported.

MEDIATING TESTING

The researchers used the statistical bootstrapping technique to test the mediating effects of direct and indirect causes of OCB on the relationships between OC and WD. As suggested by Carrion et al. (2017), Panchapakesan et al. (2021), and Preacher and Hayes (2008) it is not required (as a separate test) to administer this technique on paths A and B by applying PLS-SEM methods. Table 5 shows the mediating analysis.

DISCUSSION AND IMPLICATION

Prior research has shown the Social Exchange Theory plays out, and that employees do feel a sense of pride when they experience the reciprocity of both parties, namely employee and employer. Eventually, employees

are more inclined to engage in deviant behaviours (Chernyak-Hai & Tziner 2014). These research results provided empirical evidence that hypothesis H₁ (There is a direct correlation [negative] observed between OC and WD) was supported. Consistent with previous literature, there is a direct (negative) correlation between OC and WD (Aguiar-Quintana et al. 2020; Eliyana & Ma’arif 2019).

Davoudi (2012) provided evidence that organizational coupled with positive citizenship behaviour, is one of the core advantages in this competitive work environment (Nielsen et al. 2009). Employees holding positive work attitudes tend to radiate this philosophy throughout their organization beyond their obligated duties. This can translate into a meaningful core competence within an organization (Preenen et al. 2016). The current research results provided empirical evidence that hypothesis H₂ (A [positive] correlation between OC and OCB) was evident. Consistent with previous literature, there is a positive and direct correlation between individual commitment and its respective organization.

Workplace deviance and OCB are two critical aspects of employee behaviour, which have a vital role in the survival of each organization, business, or industry. OCB consists of acts assumed to help the organization and its members, whereas WD comprises behaviours assumed to negatively affect the workplace and its personnel. A recent study also found workplace deviance continues to plague companies indiscriminately and can yield serious ongoing financial consequences for those organizations (Abbasi et al. 2021). Several authors have considered the negative effects of OCB on WD (Berry et al. 2007; Lee & Allen 2002). Previous studies show that OCB consistently showed up in employees’ behaviour at work It (OCB) continues to impact task performance and technical outcomes at the organizational level (Hoffman et al. 2007).

These research results provided empirical evidence that hypothesis H₃ (a negative relationship between OCB and WD) was supported. It is consistent with previous literature suggesting a negative relationship between OCB and WD (Haerani et al. 2020; Rice et al. 2020).

TABLE 4. Structural model

Hypotheses	Beta	t- Value	p- Values	Decision
H ₁ : Organizational commitment -> Workplace deviance	0.152	2.369	0.018	Supported
H ₂ : Organizational commitment -> Organizational citizenship behaviour	0.258	4.211	0.000	Supported
H ₃ : Organizational citizenship behaviour -> Workplace deviance	0.479	8.361	0.000	supported

Note(s): Significant at p < 0.05

TABLE 5. Structural model (mediator)

Hypotheses	Organizational citizenship behaviour > Workplace deviance (Mediator)				Confidence Interval 2.5% 97.5%	
	SE	Indirect Effect	T-Value	P-Value	Lower	Upper
H ₄ : Organizational commitment > Organizational citizenship behaviour > Workplace deviance	0.033	0.123	3.788	0.000	0.193	0.067

The literature has emphasized the importance of OCB and the influence of this behaviour on organizational efficiency (Podsakoff et al. 2014). Likewise, the enhanced tendency of OCB research has been noted (Podsakoff et al. 2009). At present, limited evidence and research is pointing to the role of OCB as a mediating effect. Based on OCB literature reviews, it can be concluded that there is a constant relationship between OC and OCB, supporting the constant relationship between OCB and workplace deviant behaviour. The study results provided empirical evidence that hypothesis H₄ (OCB mediate the relationship between OC and WD) was supported.

THEORETICAL IMPLICATION

This research generated some interesting theoretical implications. First, current research on workplace deviance initiates the empirical study that directly examines the commonality between OC and workplace deviance in higher education. Although this commonality has been theorized, studied, and debated in sociology, criminality, social psychology, and several other disciplines for decades, its empirical study and application to higher education is rare. Second, the theoretical approaches from the fields of ethics and behaviour in an organization have been explained by other researchers (Aloustani et al. 2020; Hernández-López et al. 2020; Ilyas et al. 2020). This research identified the appropriate factor – organizational citizenship behaviour, aside from organizational commitment, to foster creative deviance, offering empirical evidence of this specific deviance's distinctiveness. OCB distinguishes deviant behaviour from normal. Research has cast OCB to play a vital role in enhancing the productivity and efficiency of the organization.

The research community has explored the mediating effect of OCB on workplace deviance and OC, finding it to be a significant contributor to this body of knowledge. OCB has been researched under four main categories (Podsakoff et al. 2009) and each is essential to drawing connections and understanding OCB. The value of OCB as a mediating variable was highlighted because of the limited research employing OCB as a mediator variable in WD.

MANAGERIAL IMPLICATION

The data analysis shows that OC and OCB are considered two organizational factors that are having an impact on workplace deviance. This suggests that selecting employees with greater concern and belief in their abilities might be a proven model for HR to improve the efficacy of personnel and reduce workplace deviance. Also, the performance improvement is not just a function of choosing proactive individuals, but rather an assignment of such people to jobs in which they have more freedom to demonstrate their SKA (Skills, Knowledge, and Ability). The research might act as a

template for managers and leaders of organizations to use as a base for installing processes and procedures in place to mitigate or completely eradicate what seems to be a contagion among domestic and global organizations. It provides reasons for deviance and its consequences, which mostly leads to increase organizational productivity and efficiency. This study's results help the managers monitor employees' dissatisfaction and alert the managers about inequity within their workforce. The research looks through the lens of OC to see what steps management can initiate to strengthen the alignment of individual commitment and the goals of the organization while minimizing WD and the ramifications it delivers.

CONCLUSION

This study has examined, the relationship between OC and WD with mediating effect of OCB. Results of the study show that OC is considered a vital predictor of WD. Organizational citizenship behaviour presents a significant predictor of WD, and a growing body of literature recognises its importance. So, selecting employees with more substantial concern and belief in their abilities might be a good starting point for human resources to improve personnel efficiency and reduce workplace deviance in higher education. Also, performance improvement is a function of choosing proactive individuals and assigning such people to jobs where they have more freedom to show how they can do tasks. As not every individual could be disposed and inclined to participate in job crafting, it is a way to increase employee's awareness of how they can influence their job in terms of their work context.

The following limitations and the corresponding future directions are highlighted below. First, this research only focused on the OC that leads to creative deviance in the workplace. Some unique factors may be relevant in predicting contemporary trends regardless of reducing workplace deviance. Second, although data were collected only once and took almost two months, some unequal distribution might be affected during the sixty days. Future studies might consider collecting data over a period longer than two months in case the researcher wants to analyze the different reactions of employees to managers' decisions or behaviour. Third, this study focuses on public university employees in Malaysia and not only academic staff but high educational level employees as well. Also, future research can investigate whether a higher educational level in universities can influence workplace deviance. Researchers can separate academic staff and non-academic staff employees and compare the WD between two groups.

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