

Workplace Deviance: A Normative Conflict Model Testing In Higher Education Institutions

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Abstract

Purpose: This study investigates how organizational identity affects workplace deviation in higher education institutions. This study investigates the conditional moderation mediation analysis comprised of psychological discomfort as a mediator and normative conflict for moderating interactions (CoMe). This study bases its dual-pathway model on organizational identity, psychological discomfort, and normative conflict and investigates its impact on workplace deviant behavior.

Design/Methodology/Approach: In order to study and test hypotheses regarding how mediated interactions change as a result of context, boundaries, or individual characteristics, conditional mediation (CoMe) analysis integrates mediation and moderation analyses. Faculty personnel from higher education institutions in Balochistan who were willing to participate in the survey made up the study's sample. A non-probability sampling technique called purposive sampling was used. Finally, 312 respondents completed the surveys, and the data were evaluated using a partial least square structural equation modeling approach (PLS-SEM).

Findings: According to the findings, organizational identity had a negative impact on destructive deviance and a positive impact on constructive deviance, and faculty psychological distress serves as a partial mediator of workplace deviance. Additionally, normative conflict does not moderate the association between faculty personnel' organizational identification and psychological distress.

Implications/Originality/Value: Based on the study's findings, management implications and follow-up recommendations are offered.

Keywords: Organizational Identification, Workplace Deviance Behavior, Normative Conflict, Psychological Discomfort, Conditional Mediation Analysis, PLS-SEM

JEL Classification G40, G53, C83

Introduction

Higher education institutions are frequently significant and demanding organizations for workers with various job qualifications and experience (Oliver & Jorre de St Jorre, 2018). Employee conduct is, therefore, an important factor in this industry. Higher education

institutions (HEIs) are crucial to a country's development, and each HEI's success and sustainability depend on its faculty (Weda et al., 2022). Pakistan is a growing nation, and during the past 20 years, the Pakistani government has made significant investments in the physical and human resource infrastructure of the HEIs that

operate there (Asrar-ul-Haq et al., 2019). The working environment for academics and researchers in HEIs urgently needs to be improved in order to maximize the return on this investment (Arciuli et al., 2019). The behavior of professors and faculty personnel is coordinated and supervised by deans and top management, who also use their empirical expertise to increase organizational productivity and efficiency (Ferraris et al., 2019). The detrimental effects of workplace misconduct on the service sector have increasingly gained attention, and more academics are taking this issue seriously (Boxall, 2021; Peng et al., 2016).

Previous research on workplace deviation has received much attention (Aljawarneh & Atan, 2018; Langan-Fox et al., 2007; Peng et al., 2017). Workplace deviance encompasses stealing, damaging business property, showing up late, taking unapproved breaks, failing to follow instructions from superiors, and publicly humiliating superiors (Ferris et al., 2009). Workplace deviance is tremendously destructive to businesses, and people have legitimized their interest in it (Qaiser et al., 2020). For instance, according to recent reports, workplace infractions cost both developed and emerging countries billions of dollars each year, with the occurrence on the rise in recent years (Dunlop & Lee, 2004). Additionally, workplace deviance is linked to a wide range of detrimental consequences, the costs of which are not necessarily quantifiable. For instance, workplace deviance frequently results in decreased productivity, worsening working conditions, harm to the organization's brand, increased turnover rates and decreased employee engagement and motivation (Santhanam & Srinivas, 2020).

Employees' constructive intentions are not affected by the organization's high-quality constructive deviance since their deviant motive is inhibited by the compliance essence, which also increases the cost of employees breaking the

rules within the organization (Bush et al., 2021). The concept of constructive deviance, which refers to the voluntary act of going against organizational standards in an effort to improve the organization and its stakeholders, but to improve the organization and its stakeholders, is referred to as this type of behavior (Mainemelis, 2010; Wang et al., 2022). Organizational academics have historically concentrated only on comprehending destructive deviance, which is behavior carried out to hurt the company or advance oneself (Bennett & Robinson, 2000). However, because it has the potential to bring about positive change, boost productivity, and encourage innovation in the workplace, researchers have just recently begun to examine workplace deviance.

There is relatively little knowledge about its antecedents in the workplace, and there have been a number of contradictory findings recently published in the research field, in spite of the fact that it is crucial to be able to comprehend and channel constructive deviance in groups properly (Vadera et al., 2013). In some studies, identity is shown to be associated with constructive deviation in a positive way (Mellahi et al., 2010). However, the association between organizational identity and constructive deviance has been found to be negative in some studies (Bennett et al., 2018). It has even been found to be null in some studies (Zhou & George, 2001). It is still not quite evident, from a theoretical standpoint, the reasons as to why and when individuals with highly identifiable backgrounds would prefer constructive deviation over devoted conformance. It begs the question: if employees truly care about the company, why would they voluntarily flout the law rather than putting all their energy into delivering the finest, law-abiding performance possible?

This research focuses on understanding how organizational identity and workplace deviation are related. It bases its model on the normative

conflict theory (Packer, 2008). According to this paradigm, how much a group's members perceive normative conflict, a disagreement between the group's actual practiced norms, and some better, alternative standard for behavior determines how organizational identity affects deviance. According to the model, when there is a low level of normative conflict, identity predicts compliance, but when its strong, identity predicts dissent. In situations of normative conflict, strongly identified group members are likely to display dissent intended to help the group advance, which leads to this interaction.

Since organizational identity only predicts workplace deviance when persons also experience strong normative conflict, the model may provide insight into this phenomenon. This paper aims to propose a framework that examines the behavioral effects of organizational identification and how observers respond to it in order to resolve these difficulties. Our theory emphasizes the existence of two separate motivational orientations that support organizational identity, one of which consistently promotes conformist work behaviors and the other of which may promote nonconformist work behaviors that serve organizational goals.

Literature Review

Organization Identification and Workplace Deviance

As an organization assesses rule-breaking behavior, it focuses on destructive deviance, which refers to voluntary behavior that departs from organizational norms intentionally in a way that is harmful to the organization or its stakeholders (Bennett & Robinson, 2000). Because destructive deviance is performed to either hurt others or enrich oneself, it poses a threat (Peng et al., 2017). Destructive deviance would include, for instance, actions like stealing from a store for personal benefit or verbally

abusing a coworker with the intent to hurt their feelings.

Similar to constructive deviation from organizational standards, constructive deviance is the intentional divergence from such norms to advance the organization or its stakeholders (Asrar-ul-Haq et al., 2019). Warren (2003) argued that deviance is only constructive if it is rejected by employees, in favor of hyper norms, in place of organizational norms. There are a number of factors that contribute to the Development of global beliefs and values. Those factors include fundamental principles as well as satisfying basic human needs. This is because the standards used to judge deviance can be highly subjective. When used to evaluate behavior, relevant hyper norms may change across many countries, industries, companies, and even jobs (Tekmen & Kaptangil, 2022).

However, Warren (2003) asserted that meaningful, sizable, and inclusive organizations' standards and ethical guidelines could likely be a source of hyper norms. Suppose a psychologist thought that the norms of her organization or workgroup did not sufficiently protect the sensitive information shared by clients. In that case, she could choose to diverge and adhere to these hyper norms constructively (Mertens & Recker, 2020a). Therefore, a deviation that abides with hyper norms but opposes local norms and behaviors is constructive since it furthers the greater good. Therefore, behavior that (a) benefits the reference group, (b) deviates from reference group norms, and (c) conforms to the larger hyper norms of the reference group is technically referred to as constructive deviation (Vadera et al., 2013).

There is still the case of the employee deliberately breaking an organizational guideline, but his decision is chosen to benefit the business and adhere to more generalized society hyper-norms of how kind one should be to others. Many organizational behaviors, such as whistleblowing

(SCHAARSCHMIDT & BERTRAM, 2020) or making a statement that challenges authority (Bush et al., 2021), are capable of being considered constructively deviant in some circumstances (Vadera et al., 2013), so long as they are carried out to assist the organization, and its stakeholders as well as adhere to a wider hyper normal framework.

The effects of workplace deviance can be profound on entire workgroups and organizations. The fundamental reason constructive deviance is beneficial to a group is due to the fact that it gives the group alternative norms that can act as a catalyst for change to occur (Dunlop & Lee, 2004; Mertens & Recker, 2020a); when we challenge existing norms, we introduce much-needed instability, unlocking the potential for positive change (Johnson et al., 2021). Therefore, positive deviation may lead to improved performance and group retention (Vadera et al., 2013).

Individual traits such as role breadth and self-efficacy are associated with workplace deviation (Galperin, 2012). However, constructive deviance can have a wide range of effects, depending on the organizational setting. For instance, a constructive deviation that helps one particular workgroup may complicate matters for other interdependent work groups that depend on the first (De Stobbeleir et al., 2020). Additionally, even when constructive deviance is done with the best intentions, bad things can still happen if rule breakers fail to understand the significance of the norms they are breaking (Dahling et al., 2012). The consequences of constructive deviance in organizational contexts can be quite significant, such that further research is warranted on the topic, although it is still necessary to further investigate the outcomes of constructive deviance on a long-term basis (Jetten & Hornsey, 2014).

Many studies have pinpointed constructive deviance's causes (Dahling et al., 2012; Mertens & Recker, 2020a). In their latest publication,

Kaiser et al. (2020) identified three conceptual categories determining constructive deviance: intrinsic motivation, perceived obligation, and psychological empowerment. A positive correlation exists between organizational identity and actions that benefit the organization (Warren, 2003).

On the other hand, adherence to organizational standards and principles is also positively correlated with organizational identity (Pratt, 2000). A considerable amount of empirical literature on identity and constructive deviance aligns with these contradictory arguments. According to some studies, there has been a positive relationship (Arciuli et al., 2019; Asrar-ul-Haq et al., 2019; Bennett & Robinson, 2000), but in some cases, a negative relationship has also been found (Zhou & George, 2001), whereas others have found no evidence of relationship (Zhang et al., 2021). What could indicate whether an employee's corporate identity will motivate them to follow the rules rather than defy them?

The Psychological Discomfort, Normative Conflict Model and Workplace Deviance

In the case of internal conflicts within a group caused by rules or norms that have become hurtful, hazardous, or ineffective, the normative conflict model departs from social identity theory (SIT) (Packer, 2008). According to the paradigm, normative conflict occurs when group members disagree with an alternative standard of behavior. The normative conflict might arise between a tenured professor and an adjunct faculty member when the university does not treat them well when they ought to. For example, this problem can arise when food that is wasted in a restaurant could be donated to a homeless shelter if it were not wasted, or when a salesperson cannot provide a customer with the same level of service as a rival company if the store policies prevent them from doing so. People must perceive a difference between the existing norms of the group and

those of alternative norms in order to experience normative conflict.

The normative conflict framework (Packer, 2008) explained how the interaction between group identification and deciding to follow or defy group standards. The approach is based on the social identity theory (Abrams & Hogg, 1988; Hornsey, 2008; Kim & Ko, 2020), which claims that members of strongly identified groups typically uphold those norms and standards relevant to the group (Terry & Hogg, 1996). In contrast, strong identifiers may act differently when they believe their group's standing or value is threatened (Boxall, 2021; Dahling et al., 2016; Dunlop & Lee, 2004).

Alternative norms, according to SIT, come from different facets of a person's personal or collective identities (van Veelen et al., 2016). Alternative norms, such as those derived from personal or moral beliefs, can, for instance, result in normative conflicts, such as the cook's conviction that food should not be wasted when it can be used to help others (Hornsey et al., 2003). Similar to benchmarking, there is also the possibility of alternative norms emerging from the behavior of other groups. A hyper norm is an integrated set of beliefs and behaviors derived from sizable, diverse groups that embody the beliefs of a large number of individuals (Warren, 2003).

Regardless of the precise form normative conflict takes, the fact that the group is facing a situation in which the group's current compliance with existing standards is at odds with a better, more suitable standard motivates members of the group to work together to find a solution. For this purpose, the normative conflict model describes how normative conflict affects how group identity affects behavior. According to Packer (2008), identity and "dissent," which defines as "nonconformist reactions driven by a desire to change group norms and initiate progress within the group," are positively correlated when

normative conflict is strong. However, when normative conflict is mild, compliance with group norms positively correlates with identity because the standards are considered suitable. Individuals with low degrees of group identity disengage from the group in response to normative disagreement (Packer & Miners, 2014). This claim is supported by a wealth of SIT evidence, indicating that weak identities typically separate themselves from groups in response to threats (Ellemers, 2002).

When people notice a difference between the current organizational norms and superior alternative norms, they suffer normative conflict. As a result of normative conflict, our study suggests that workplace deviance is a more complex relationship between identity and workplace deviance. This extends the concept. This notion was alluded to by Packer (2008), who noted that individuals might be "bothered by" normative disagreement in ways that influence their behavior. So far, the normative conflict model has been empirically evaluated in opinion-based or informal social groups, such as online chat rooms (Qaiser et al., 2020). They evaluated students' university identification levels and asked them to consider any potential drawbacks of a pro-alcohol culture at their institution.

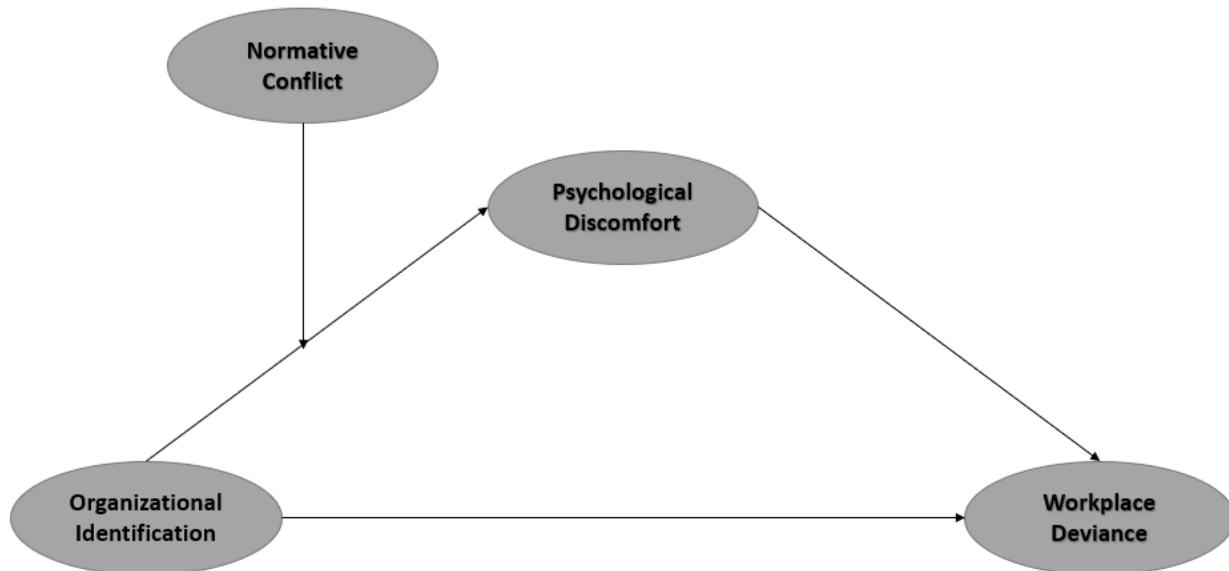
As part of the cognitive dissonance theory, which describes that contradictory or inconsistent beliefs are hard to accept, such as adhering to standards that are not as desirable as alternative norms, there may be a connection between the normative conflict model. Changes in behavior, such as taking steps to lessen the disparity between those contradictory beliefs, are one method by that people might ease this tension (Matsuda et al., 2020; Reyna & Farley, 2006). This claim is supported by empirical evidence that tension and discomfort play an important role in mediating the effects of cognitive dissonance and behavioral intentions (Glasford et al., 2008). Similarly, we contend that psychological

discomfort can be used as an important factor to consider that normative conflict is a moderating factor. As a result, normative conflict should be

able to exert moderating effects through psychological discomfort.

Figure 1

Conceptual Model



Research Hypothesis

H₁: Organizational identification is positively related to constructive deviance.

H₂: Organizational identification is negatively related to destructive deviance.

H₃: Organizational identification is positively related to psychological discomfort.

H₄: Psychological discomfort is associated with workplace deviance.

H₅: Psychological discomfort mediates the relationship between organizational identification and workplace deviance.

H₆: There is a moderated relationship of normative conflict between organizational identification and workplace deviance.

H₇: psychological discomfort mediates the relationship between organizational identification and workplace deviance. However, normative conflict moderates the relationship between organizational identification and psychological discomfort.

Research Method and Design

Higher education facilities in Balochistan were the setting for this investigation (Asrar-ul-Haq et al., 2019). Because they are significant business and public sector organizations that seem well adapted to emerging economies, higher education institutions were our choice. Purposive sampling was used to select the sample to examine the relationship in the higher education sector. Faculty members were informed of the study's objectives and that data on organizational identification, psychological discomfort, normative conflict, and workplace deviation would be collected as part of the investigation.

Measures

This study applied the ten-item organizational identification scale (Dahling & Gutworth, 2017; Gómez et al., 2011). Responses ranged from "strongly disagree" (1) to "strongly agree" (7). The Cronbach's α of this measure was 0.91.

secondly, the psychological discomfort three items scale was adopted (Aries et al., 2010; Ashkenazy & DeKeyser Ganz, 2019). The responses ranged from 1 strongly disagree to 7 strongly agree, and Cronbach's α of this measure turned out to be 0.90. Thirdly, the measure of normative conflict was adopted (Dahling & Gutworth, 2017; Kreiner & Ashforth, 2004) using eight items scale. The responses ranged from 1 strongly disagree to 5 strongly agree, and Cronbach's alpha of this measure was 0.85. Finally, the scale of workplace deviance was adopted from the study of (Bennett et al., 2018; Dahling & Gutworth, 2017; Marasi et al., 2018), which measured workplace deviance as constructive and destructive.

Furthermore, the scale dimensions were divided into sub-dimensions such as constructive deviance has three sub-dimensions (innovative deviance, challenging deviance, and interpersonal deviance), and destructive deviance consists of two sub-dimensions (interpersonal deviance and organizational deviance). The constructive deviance was measured using a sixteen-item scale using a five-Likert scale: 1 strongly disagree to 5 strongly agree, and destructive deviance was measured using a nineteen-item scale using a five-Likert scale: 1 strongly disagree to 5 strongly agree. The Cronbach's alpha of this measure reports 0.80.

Results

An SPSS version (SPSS-26) is used to analyze the data and handle preliminary issues, such as descriptive analysis of the data, mean, standard deviation, frequency analysis, and the detection of common method biases. The data screening process was conducted as part of the first stage of the data analysis in order to identify missing data, outliers, and abnormalities (Tabachnick et al. (2007). The data entered correctly are accurate and have a normal distribution so that the variables used as a basis for the analysis can be analyzed (Purwanto et al., 2021). In the last step,

a common method bias (CMB) analysis was performed to determine any biases in the data. The CMB analysis shows that overall, 37% variance is captured by all the items in the questionnaire (Hair et al., 2019).

Partial Least Square Structural Equation Modeling (PLS-SEM)

In this study, the partial least square structural equation was used to assess the validity and reliability of the outer model (Measurement model) and the inner model (Structural model) to assess the hypothesized relationships (Hair et al., 2020; Sarstedt et al., 2017). In the field of social science research, one of the most valuable and flexible tools is the use of partial least squares structural equation modeling (PLS-SEM), which is a tool for the construction of statistical models (Dolce et al., 2017; J. F. Hair et al., 2019; Sarstedt et al., 2017). PLS-SEM is a two-stage process, measurement model assessment and structural model assessment. The first is a one-stage approach to process the analysis with simultaneous estimations measurement models. In the second stage, the structural relationships are estimated after validity and reliability assessment (Hair et al., 2020; Ringle et al., 2020).

Measurement Model Assessment

According to Sarstedt et al. (2017), to measure the reflective measurement models, it is essential to assess the indicators which affect the underlying latent constructs. PLS-SEM approach has some set of indicators to evaluate the outer model (Measurement model) reliability and validity through; indicator reliability and loadings, composite reliability (CR), average variance extracted (AVE), and discriminant validity (Fornell & Larcker, 1981), HTMT ratio (Henseler et al., 2015), and cross-loadings (Hair et al., 2020).

Internal Item Reliability

It is possible to evaluate the reliability of items based on their factor loadings in order to

determine their reliability (Sarstedt et al., 2014). It can be seen in Table 1 that the loadings have been calculated for the construct. A factor loading of 0.944 for the latent construct organizational deviance, the sub-component of destructive deviance, reported the highest factor loadings of 0.944, and the lowest items were OI10, the item of organizational identification; all items have adequate loadings and met the criteria (see Table 1).

Composite Reliability

The internal consistency reliability of a measurement model is described as satisfactory when each variable's composite reliability (CR) is at or above the threshold value of 0.7 (J. F. Hair et al., 2019). As can be seen in Table 1, there is a coefficient associated with the composite reliability for latent variables. In terms of the latent constructs, organizational identification

shows the composite reliability coefficient of 0.965, the highest, and constructive deviance with 0.919 lowest CR among the model.

Convergent Validity

By evaluating the average variance extracted from this study's measurement model, we can determine whether the measurement model has convergent validity (Fornell & Larcker, 1981). According to Chin (2010), it is considered adequate for constructs to be considered to have convergent validity if they have an average variance extracted (AVE) value of 0.5 and higher. It is shown in Table 1 that the AVEs for constructive deviance report the lowest AVE of 0.71, whereas those for destructive deviance report the highest AVE of 0.84, providing evidence that the construct has achieved convergent validity.

Table 1 Measurement Model Assessment

Latent Constructs	FL	CR	AVE
Constructive Deviance		0.88	0.71
Challenging Deviance	0.845		
Innovative Deviance	0.887		
Interpersonal Deviance	0.792		
Destructive Deviance		0.932	0.84
Interpersonal Deviance	0.889		
Organizational Deviance	0.944		
Normative Conflict		0.951	0.736
NC1	0.881		
NC2	0.870		
NC3	0.850		
NC4	0.844		
NC5	0.878		
NC6	0.847		
NC7	0.834		
Organizational Identification		0.965	0.734
OI1	0.850		
OI2	0.875		
OI3	0.900		
OI4	0.879		

OI5	0.888		
OI6	0.874		
OI7	0.903		
OI8	0.856		
OI9	0.774		
OI10	0.755		
Psychological Discomfort		0.919	0.79
PD1	0.915		
PD2	0.863		
PD3	0.888		

Note: FL= factor loadings, CR=composite reliability, AVE=average variance extracted, NC=normative conflict, OI=organizational identification, and PD= psychological discomfort.

Discriminant Validity

This study uses two criteria to assess the discriminant validity of the measurement model. These criteria are the ones used by Fornell and Larcker (1981) and the ones used Hetero Trait Mono Trait ratio (HTMT) (Henseler et al., 2015). Firstly, according to Fornell & Larcker, 1981, AVE square roots are compared to latent construct correlations, and off-diagonal elements

are lower than AVE square roots, which can be seen in Table 2, which indicates that this research meets Fornell and Larcker's criterion (J. F. Hair et al., 2019). Secondly, According to Henseler et al. (2009) and Voorhees et al. (2016), HTMT ratios should be lower than or equal to 0.85. In the present study, all the constructs with HTMT ratios of less than 0.85 were within a range of 0.175 to 0.507 and therefore met the criteria.

Table 2 Discriminant Validity (Fornell & Larcker criteria and HTMT Ratio)

Fornell & Larcker	CD	DD	NC	PD	OI
CD	0.842				
DD	0.386	0.917			
NC	0.416	-0.421	0.858		
PD	0.43	-0.421	0.435	0.889	
OI	0.443	-0.441	0.485	0.392	0.857
HTMT					
CD					
DD	0.175				
NC	0.481	0.472			
PD	0.501	0.476	0.471		
OI	0.497	0.478	0.507	0.414	

Note: HTMT=Hetro-Trait-Mono-Trait, CD=constructive deviance, DD=destructive deviance, NC=normative conflict, OI=organizational identification, and PD= psychological discomfort.

Structural Model Assessment

The next step is to examine the coefficient of determination R-square and path coefficients to

determine if the structural model can be considered valid as a predictive model. For assessing the structural model of analysis, bootstrapping procedure involving the

resampling of 5,000 samples was used as recommended (J. F. Hair et al., 2019). Table 4 presents a significant positive relationship between organizational identification and constructive deviance ($\beta = 0.325$, $t = 5.794$, $p = 0.000$) and with destructive deviance ($\beta = -0.326$, $t = 6.244$, $p = 0.000$), hence support the H_1 and H_2 .

According to Hair et al. (2013), the t-value ought to be greater than two (2) at a 5% significance level (for two tail distribution tests) and 1.645 (for one tail distribution test), and the p-value should

be less than 0.05. Moreover, the results have shown a positive association between organizational identification and psychological discomfort ($\beta = 0.226$, $t = 3.19$, $p = 0.001$) proposed in H_3 . H_4 of the study supports this hypothesis as well, as it is shown that psychological discomfort has a positive relationship with constructive deviance ($\beta = 0.303$, $t = 7.816$, $p = 0.000$) and a negative association with destructive deviance ($\beta = -0.294$, $t = 7.740$, $p = 0.000$); thus, H_{4a} and H_{4b} is also supported.

Table 4 Hypothesis Results

Hypothesis	B	STDEV	T Statistics	P Values	Decision
H_1 : OI \rightarrow CD	0.325	0.056	5.794	0.000	Supported
H_2 : OI \rightarrow DD	-0.325	0.052	6.244	0.000	Supported
H_3 : OI \rightarrow PD	0.226	0.071	3.190	0.001	Supported
H_{4a} : PD \rightarrow CD	0.303	0.039	7.816	0.000	Supported
H_{4b} : PD \rightarrow DD	-0.294	0.038	7.740	0.000	Supported
H_{5a} : OI \rightarrow PD \rightarrow CD	0.069	0.024	2.801	0.003	Supported
H_{5b} : OI \rightarrow PD \rightarrow DD	-0.067	0.023	2.917	0.002	Supported
H_6 : OIXNC \rightarrow PD	-0.011	0.041	0.274	0.392	Not Supported
H_{7a} : NC \rightarrow PD \rightarrow CD	0.096	0.025	3.900	0.000	-
H_{7b} : NC \rightarrow PD \rightarrow DD	-0.093	0.024	3.894	0.000	-
H_{7c} : OIXNC \rightarrow PD \rightarrow CD	0.003	0.012	0.271	0.393	Not Supported
H_{7d} : OIXNC \rightarrow PD \rightarrow DD	-0.003	0.013	0.270	0.393	Not Supported

Note: β = slope coefficients, STDEV= standard deviation of sample, CD=constructive deviance, DD=destructive deviance, NC=normative conflict, OI=organizational identification, and PD=psychological discomfort.

Moreover, the mediation and moderation relationship of the model proposed in H_5 to H_7 . The significant mediation effect psychological discomfort between organizational identification and constructive deviance ($\beta = 0.069$, $t = 2.801$, $p = 0.003$) and with destructive deviance ($\beta = -0.067$, $t = 2.917$, $p = 0.002$), hence support the H_{5a} and H_{5b} . Finally, the result of moderation shows an insignificant association between organizational identification and psychological discomfort, and the moderation mediation

analysis also shows an insignificant relationship; thus, H_7 is not supported (Table 4).

Model Fit Diagnosis

It was determined that there was multicollinearity based on the variance inflation factor (VIF), which was used to measure it. In previous studies, the variance inflation factor (VIF) is defined as the value of the variance inflation factor (VIF) being less than three 3 (Hair et al., 2017; J. F. Hair et al., 2019). The results report that the values of

the Variance inflation factor (VIF) for all the constructs ranged from 1.18 to 1.99; therefore, it can be inferred that multicollinearity has no problem (see Table 5). Secondly, Elliott and Woodward (2007) assert that the value of R² indicates the measure of the variation of outcome

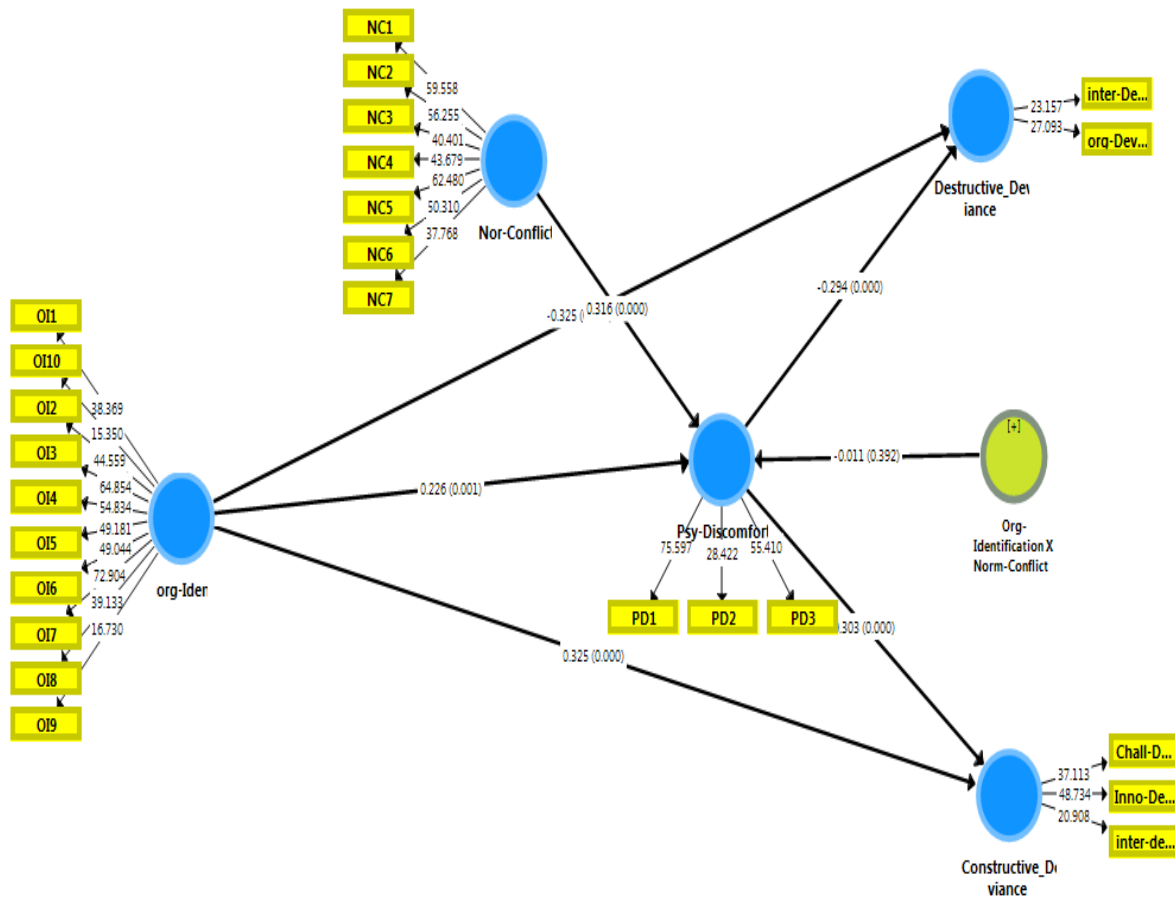
variables explained by one or more explanatory variables collectively. In Table 5, the structural model results show that constructive deviance accounts for 27.4% of the variation and destructive deviance accounts for 26.7% of the variation, respectively.

Table 5 Model Fit Assessment

	VIF (CD)	VIF (DD)	R ²	Adjusted R ²	f ² (CD)	f ² (DD)	Q ²
OI	1.181	1.235			0.123	0.122	
NC	1.980	1.381			-	-	
PD	1.811	1.993			0.107	0.100	
CD			0.274	0.269			0.191
DD			0.267	0.262			0.214

Note: VIF=variance inflation factor, CD=constructive deviance, DD=destructive deviance, NC=normative conflict, OI=organizational identification, and PD= psychological discomfort.

Figure 2 Structural Model



Thirdly, rely on a cross-validated redundancy test to evaluate the model's predictive validity, which considers the outcome variable's nature throughout Q^2 to assess the model's predictive validity (J. F. Hair et al., 2019). It is shown in Table 5 that the Q^2 value for constructive deviation was 0.191 and 0.214 for destructive deviance, and a value greater than zero indicates the predictive relevance of the model. Finally, the model fit assessment tested individual exogenous constructs for the strength of the effect size. Based on the data presented in Table 5, it can be seen that the f^2 value for constructive deviance is moderate, ranging from 0.100 to 0.123 (Sawilowsky, 2009).

Discussion

The concept of organizational identity is significant both philosophically and practically due to the fact that highly identified employees are strongly linked to their organizational memberships, and their sense of self profoundly affects the interaction between employees and their workplace organizations. As a result of this shift, highly visible employees are more productive and contribute more to the organization. Even though numerous studies have been conducted on the advantages of organizational identity for employee behavior (Dahling & Gutworth, 2017), this study emphasizes that how an organization views workplace behavior will influence how people respond to these behaviors. In summary, we would like to stress that despite other studies suggesting that organizational identity has a positive influence on work behavior, this is not as obvious or well-known as it is suggested in other studies (Bennett et al., 2018; Dahling & Gutworth, 2017; Hogg, 2015; Jetten & Hornsey, 2014).

This study looks at the connections between organizational identity, psychological discomfort, normative conflict, and positive and negative aspects of deviant behavior. A key finding of the study is the resolution of

conflicting data about the relationship between group identity and constructive deviance, which is a crucial factor that requires additional investigation (Vadera et al., 2013). In many cases, organizational scholars have a negative perspective of deviant behavior, ignoring the possibility for positive deviant behavior to promote positive change in corporate settings and, at the same time, question standards (Ferris et al., 2009; Jetten & Hornsey, 2014). An essential first step in effectively managing constructive deviance is to comprehend the circumstances that give rise to it. According to earlier studies (Blader et al., 2017; Hughes et al., 2020; Mertens & Recker, 2020b), organizational identification improves extra-role behavior (Du & Yan, 2022; Peng et al., 2020). It may be particularly significant concerning proactive forms of extra-role behavior. Extra-role conduct is an engaging and logical behavioral outcome to investigate organizational identification since, in contrast to other work performance, it is more discretionary and less influenced by other motivational factors.

Strongly identified employees are more driven, more devoted to their employers, and produce better work (Hoekstra & Kaptein, 2021; Jetten & Hornsey, 2014; Lee et al., 2015; Peng et al., 2020; Riketta, 2005). The advantages of organizational identification, i.e., how much people describe themselves in their workplace, don't end there (Reid & Hogg, 2005). Additionally, a variety of desirable employee behaviors, attitudes, and cognitions are significantly impacted by organizational identity (Haslam, 2004; He & Brown, 2013).

The normative conflict model was also brought into this study's discussion of organizational identification and workplace deviation. We demonstrated the usefulness of the normative conflict model for comprehending conduct in the workplace (Packer & Chasteen, 2010). People that strongly identify with a group are often loyal,

although occasionally, strong identifiers will diverge in positive ways for the benefit of the group. We showed that psychological discomfort, specifically the sense of psychological discomfort sparked by normative conflict but not as moderation, is necessary to link organizational identity and constructive deviance.

These findings provide a resolution to the conflicting data about the connection between organizational identity and workplace deviance (Peng et al., 2016; Vadera et al., 2013). Organizational scholars frequently have a negative perspective of deviant conduct, which ignores the possibility for positive deviance to question standards and promote positive change in corporate settings (Dahling & Gutworth, 2017; He & Brown, 2013; Jetten & Hornsey, 2014). Understanding the factors contributing to workplace deviation is a crucial first step in effectively controlling this behavior.

The normative conflict paradigm will guide future studies on organizational deviation in organizational behavior literature. As we've already mentioned, the normative conflict model provides invaluable clarity that can aid organizational researchers in better understanding the conditions under which workplace deviance is likely to occur, as well as identifying constructive from destructive deviance. This study's results align with those of earlier studies (Mertens & Recker, 2020b; Rauthmann & Will, 2011), which have shown that employee organizational deviance is a significant factor in outcomes for academic staff (Bennett et al., 2018). Therefore, only those individuals with high identifiers, and only those individuals also experiencing high levels of normative conflict, will be able to disagree.

Conclusion, Implication and Future Recommendations

The idea of organizational identification is strong. It alters the psychology of organizational

membership, tying employees to their employers in ways that are not possible through other methods and, as a result, improving their performance at work (Blader et al., 2017). This generally acknowledged realization served as the basis for much organizational identification research. In order to achieve higher accuracy, however, one needs to have a deeper theoretical understanding of the behavioral effects of organizational identification and a better understanding of how identification can improve an employee's performance.

There is a certain degree to which positive organizational behaviors arise as a result of identification, but this is not a monolithic construct. A person with a high organizational identification may be a good organizational representative who is zealous about upholding the organization's current norms and practices or a good organizational citizen who vigorously pursues organizational goals and interests (Peng et al., 2020; Santhanam & Srinivas, 2020). In addition, observers' assessments of these actions are neither impartial nor solely dependent on the fact that the actor is affiliated with a good cause and has good intentions.

The ability of academics and professionals to detect, promote, and utilize organizational identification's full potential for boosting organizational productivity and performance can be expanded with further Development of these insights. Additionally, the fact that organizational identifications can shed light on a wide range of other phenomena has attracted much scholarly attention (Blader et al., 2017; Cuervo-Cazurra et al., 2021; Ferraris et al., 2019). This paper aims to explore the underlying psychological drivers who are involved in the process of identifying an organization in this context in order to appreciate it better. The result of doing so may lead to the emergence of new perspectives, promising directions for future studies, as well as new

complications and paradoxes regarding the dynamics of identification within organizations.

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