

## INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP

WWW.CIKD.CA

journal homepage: <https://www.ijol.cikd.ca>



# The Conceptual Review on the Impact of Organizational Justice on Workplace Deviance and the Mediating Role of Psychological Contract Breach

Shuja Ilyas Chaudhary<sup>1\*</sup>, Omar Khalid Bhatti<sup>2</sup>, Huseyin Cipran<sup>3</sup>, Ali Haider Bajwa<sup>4</sup>

<sup>1</sup>PMAS-AAUR, UIMS Rawalpindi, Pakistan

<sup>2</sup>Istanbul Medipol University, Turkey

<sup>3</sup>Istanbul Medipol University, Turkey

<sup>4</sup>Faculty of Management Sciences, AIOU, Pakistan

### Keywords:

Workplace deviance,  
Organizational justice,  
Psychological contract breach

### Received

09 August 2022

### Received in revised form

18 August 2022

### Accepted

24 August 2022

### \*Correspondence:

[shujay3k@yahoo.com](mailto:shujay3k@yahoo.com)

### ABSTRACT

The prevalence of deviant behavior such as fraud, robbery, withholding effort, hostile acts, and sexual harassment in the workplace is a major problem for organizations. For good reasons, it is highly significant for executives and researchers to avoid deviant activity in the workplace. A recent report revealed that employees are found to be more involved than customers in deviant activities at the workplace. One in every fifteen employees steals from their employer." The study finds that 33 to 75% of all workers have participated in deviant behaviors, and as many as 42% of women have been sexually abused at work. This article aims to analyze the phenomena of workplace deviance and destruction caused by workplace deviance in the form of huge psychological and financial losses to organizations. First, we discuss the need for research on workplace deviance, especially in the collectivistic culture, by reviewing previous studies from deviance literature. Next, we present the role of organizational justice in triggering workplace deviance. Then we also propose a new mediating variable in the form of a Psychological Contract Breach between Organizational justice and Workplace deviance. This paper also contributes significantly to the dimensions/facets of Organizational Justice. The presented theoretical framework can be useful for conducting future empirical research. Finally, we present the conclusion and future research in conducting cross-national research with respect to workplace deviance.

## Background

The identities of an individual are derived from their workplace, and these identities play a key role in building and shaping the behaviors of an individual (Caza et al., 2018). Vandalism and theft are frequent in corporations, and it is believed that workplace deviance causes 20% of corporate failures each year (Sustiyatik et al., 2019). The negative behavior brings up a significant financial burden because of absenteeism, misuse of time and resources, destruction of property, theft of property, inadequate quality of work, withholding effort, turnover, harassment against others, favoritism, and unethical verbal and physical actions (Baharom et al., 2017). As organizations try to compensate for lost resources, they often raise prices, cut incentives, or file for bankruptcy. Thus, these factors negatively affect the organization and the economy of the country (Gawke et al., 2018). These factors also pressure the employee to work harder for their employers. Such pressures from the employer provoke the employee to be involved in negative activities at the workplace. Such pressures shape the behaviors of an employee. Due to more pressure on the employees, their psychological and physical health is compromised, which also draws the employee to act negatively in the workplace. Theoretically, the researchers have identified this negative behavior as workplace deviance. Workplace deviance causes huge financial losses and has negative psychological and social implications within the organization (Zhu et al., 2019). Organizations in the United States have suffered a loss from workplace deviance between \$6 to \$200 billion annually (Narayanan, 2018).

Besides financial losses, workplace deviance also causes negative psychological implications among employees. The employees who are the target of deviant behaviors or who witness deviant acts may experience mental and emotional stress, frustration, confusion, anger, fear, or alienation. These negative outcomes reduce employee satisfaction, self-esteem, performance, and relationships, which are factors that subsequently affect the organizational environment, effectiveness, and long-term success (Omotayo et al., 2015; Robinson & Bennett, 1995).

It has also been reported that 33-75 percent of employees engage in deviant behaviors of various shapes and forms, such as absenteeism, embezzlement, production deviance, and coworker harassment. However, most research has only concentrated on western countries (Narayanan, 2018).

Competition, cutting costs, and modern technology have raised more difficulties for companies from developed countries. This has also resulted in more complications for organizations, such as financial cuts, downsizing, and flat organizational structures (Malik & Lenka, 2019). This unnecessary financial burden has pressured businesses to outsource their operations.

To overcome such issues as cost cutting and competition, most companies have outsourced their operations to Asian countries for the last two decades. The prime objective of outsourcing is to produce at a low cost, a common practice among multinational corporations to improve their profit (Malik & Lenka, 2019). But as reported by Kroll's global fraud survey 2014, the Asian countries also face losses amounting to \$20 billion next to USA and Africa (Korsell, 2020). The phenomena of workplace deviance as theft, asset embezzlement, and financial corruption, is a main reason for this loss (Korsell, 2020).

Though it is widely assumed that workplace deviance is uncommon in collectivistic cultures due to increased pressure to comply with social standards, this is not the case (Triandis et al.,

1988). While the research shows us a different story, explaining that workplace deviance is also found in collectivistic countries leading to economic loss.

As reported earlier, workplace deviance is one of the main reasons for causing huge financial losses. As organizations try to compensate for lost resources, they often raise prices, cut incentives, or file for bankruptcy. Thus, these factors negatively affect the organization and the economy of the country (Bennett et al., 2018). These factors also pressure the employee to work harder for their employers. Such pressures from the employer provoke the employee to be involved in negative workplace activities. Such a damaging impact draws serious attention from researchers and practitioners to identify the antecedents or reasons underlying workplace deviance (Načinović Braje et al., 2020).

Empirical research has affirmed that employees' behavior relies on the organization's treatment; if workers are viewed with prejudice, they may engage in deviant behavior (Hackney & Perrewé, 2018). Once employees have established a psychological contract with the firm, the employee-employer relationship becomes mutually beneficial. The employees and their organization develop a set of reciprocal expectations. These standards, if breached, can lead employees to engage in activities such as deviance (Akella & Lewis, 2019). Employees do not execute their duties in a stand-alone environment, rather are motivated and impacted by their working surroundings (Michel et al., 2016). The relationship between the employee and employer is based on a simple understanding of mutual exchange. Theoretically, the mutual exchange among employees and employers is based on social exchange theory. Apart from social exchange theory, the equity theory and reciprocity theory also play a pivotal role while establishing the relationship between employee and employer. In the following sections, all these three theories are discussed and their linkages with employee and employer.

### **Social Exchange Theory and Workplace Deviance**

The social exchange theory states that employees and employers establish a relationship where one party's conduct affects the other (Blau, 1964; Guay et al., 2016). When an employee feels that the employer does not properly recognize their efforts, they may act rudely and can indulge in deviant behaviors (Loi et al., 2020). The current research is primarily grounded on social exchange theory. Social exchange theory is a multidisciplinary paradigm describing how several types of resources can be exchanged and how this exchange plays a role in making certain relationships (Colquitt et al., 2015). The social exchange theory states that employees and employers establish an interdependent relationship where both parties influence each other (Guay et al., 2016). When an employee feels that the employer does not properly recognize their efforts, they may act rudely and can indulge in deviant behaviors (Loi et al., 2020).

### **Workplace Deviance**

According to literature, workplace deviance is the major cause of dereliction in various organizations and a matter of apprehension among researchers (Akella & Lewis, 2019; Chin et al., 2019; Gökoğlu & Öztürk, 2020). Workplace deviance is defined as professional dishonesty found at work in numerous forms ranging from minor acts such as taking extended breaks, insulting peers, and leaving work early to more serious crimes such as theft and sabotage. The associated cost of workplace deviance has unfortunate implications for employees, human resource professionals, managers, organizational stakeholders, and society (Baharom et al.,

2017; Bennett et al., 2018). A growing body of literature includes an exploration of the multidimensional nature of workplace deviance and a range of factors (e.g., psychological contract breach, emotional intelligence, personality traits, perceptions of organizational injustice, organizational control, organizational climate, and inference of goal attainment) that can affect both interpersonal deviance (ID) and organizational deviance (OD) in the workplace (Michel & Hargis, 2016). However, there is a scarcity of evidence regarding the impact that various human resource management (HRM) practices have on workplace deviance (Gökoğlu & Öztürk, 2020; Singh, 2020).

Table 1 shows how workplace deviance has been developed since its introduction. It also shows the contribution of critical scholars who have contributed to developing the concept of workplace deviance. Finally, the table also shows the various similar concepts and the scholars who played a significant role in developing the concept of workplace deviance.

**Table 1**

*Development of Workplace Deviance (Bennett & Robinson, 2000)*

Construct	Author	Definition
Organizational delinquency	Hogan & Hogan (1989)	Not a proper definition but earlier it was said to be a condition, resulting because of employee "unreliability."
Professional deviant-adaptive	Raelin (1994)	The clash of roles among the employees.
Deviance Behavior	Robinson & Bennett (1995)	Intentional behaviors that break significant organizational norms.
Workplace aggression	Neuman & Baron (1997); Folger & Baron (1996)	Aggressive behavior displayed as an intend to harm the organization
Organization-motivated aggression	O'Leary-Kelly et al. (1996)	Attempt at the workplace to physically harm the workers physical health
Organizational Misbehavior	Vardi & Weiner (1996)	Acts that disrupt central organizational norms and values.
Revenge	Tripp & Bies (1997)	Deliberate, decided retribution within the workplace.
Antisocial Behavior	Giacalone & Greenberg (1997)	Actions to harm the organization and its stakeholders.
Organizational vice	Uvnäs-Moberg (1997)	Betraying the trust of colleagues at workplace
Retaliation	Skarlicki & Folger (1997)	Hostile reactions by the dissatisfied employees
Dysfunctional Behavior	Griffin et al. (1998)	Actions by employees or groups of employees that have negative consequence for an individual, a group, and/or the organization itself.
Workplace Incivility	Andersson & Pearson (1999)	The deviant Behavior with intent to harm the organizational culture by behaving rudely with coworkers.

Organizational financial losses have been the major reason for studying workplace deviance (Harder, 2019). Low productivity and wastage of resources by the employees are major outcomes of employee deviance (Bennett & Robinson, 2000). It has been found that three out of every four employees are reported to have stolen at least once from their employers, and 95 percent of companies have reported some kind of deviance-related experience within their respective organization. The estimated amount of employee theft has been reported as \$50 billion annually on US economy (Appelbaum et al., 2007).

### **Social Exchange Theory and Organizational Justice**

Based on the concept of reciprocity, organizational justice is a major determinant of deviant behavior (Holtz & Harold, 2013; Spector, 2011). Past studies have presented significant findings on the implications of social exchange relationships for workplace justice, drawing on support from the reciprocity norms (Cropanzano et al., 2001; Holtz & Harold, 2013). Social Exchange theory also links with the justice perspective. Employees have faith in their organization that their employer will keep their promises, and, in exchange, feel grateful to reciprocate (Estreder et al., 2020). If employees feel the promise is breached, they act in a deviant way to rebalance the scenario. The employee-employer relationships are complex consisting of many aspects (i.e., the severity of the breach, breach spirals) that can contribute

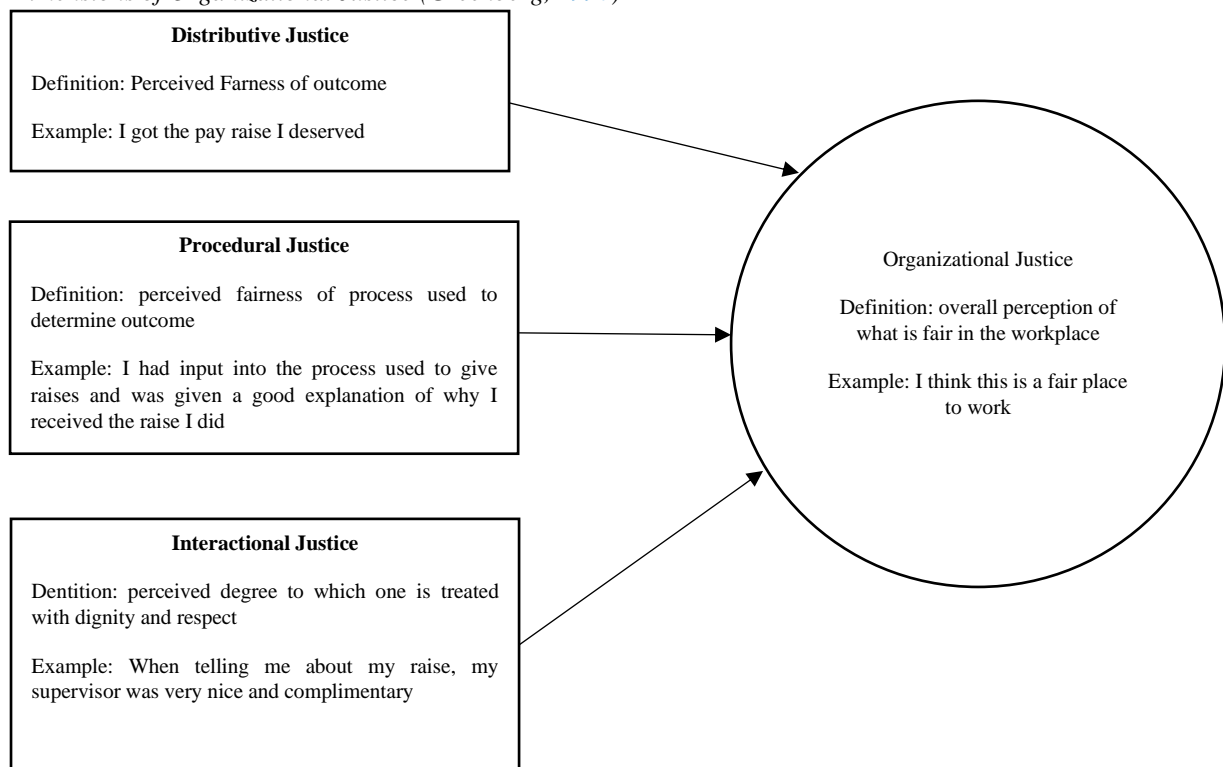
to employees' lack of engagement in proactive behaviors, such as taking charge behaviors (Atkinson et al., 2018). The workplace relationships are based on subjective cost-benefit analysis, and SET plays a significant role while developing relations between employee and employer (Chernyak-Hai & Rabenu, 2018).

### Organizational Justice

The concept of organizational justice was introduced by Greenberg (Greenberg, 1990), described as an individual's perspective of fairness within an organization depends on the organization's outcomes, processes, and encounters with its employees. At least three types of justice have been established by scholars (Cropanzano et al., 2001). Distributive justice means the perceived fairness of the outcomes. Procedural justice is the perceived fairness of the decision process. Interactional justice refers to the fairness of the interpersonal treatment that one receives. Further research by Colquit et al. (2013) revealed that there also exists a fourth form of justice, termed informational justice, which emphasizes providing employees with clear explanations underlying the procedures implemented and the rewards distributed. All types of justice primarily relate to employees' observations of equality within their organization (Hershcovis et al., 2007). The Figure 1 shows the dimensions of organizational justice as defined by Greenberg in 1990. Earlier organizational justice consisted of three dimensions/facets. Later on the Organizational Justice was splitted unto four facets instead of three as presented in Table 2.

**Figure 1**

*Dimensions of Organizational Justice (Greenberg, 1990)*

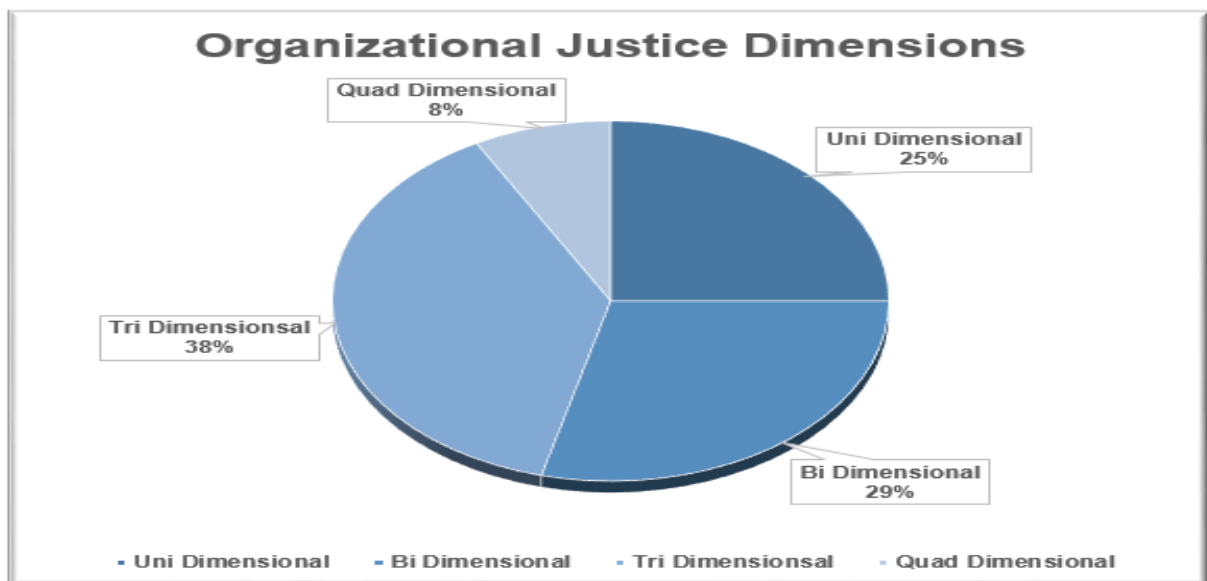


**Table 2***Dimensions of Organizational Justice (Bouazzaoui et al., 2020)*

Dimensions of Organizational Justice	Definition	Example
Distributive	Perception of Fairness regarding distribution of resources	I made higher sales than my colleagues this year; but my colleagues just received a higher bonus. This isn't fair!
Procedural	Perception of Fairness of the processes used to distribute rewards	The way they make pay raise decisions around here doesn't seem fair. The favorites by authorities always get the largest pay raises.
Interpersonal	Perception of Fairness of the treatment received by the employees from authorities	I was amazed that my boss found each of us enough hours to work this past month. Business at the hotel has been down and I didn't think I was going to make enough in tips to be able to pay my rent.
Informational	Perception of Fairness of the communication provided to employees from authorities	When I asked my boss about why I only received a 3 percent pay raise, she spent an hour with me explaining which areas I need to improve so I can earn a higher raise next year.

Literature depicts that employees' perceptions regarding organizational justice impact their organizational behaviors (Colquitt et al., 2001; Yang et al., 2012). Over time, justice-oriented research has emphasized the foundations of justice (Ruano-Chamorro et al., 2021). Years of inquiry recommend that individuals evaluate the impartiality of their organization over numerous aspects (Whitman et al., 2012), and each aspect transmits a distinctive set of justice rules with it. The equality research in psychology starts with Adams's equity theory research (Tseng & Kuo, 2014).

The most commonly applied measure for organizational justice was identified by Greenberg, who identified the three dimensions of organizational justice: distributive justice, procedural and interactional (Greenberg, 1993; Hashish, 2020). However, it was later argued by Greenberg (1993) himself that organizational justice should include four dimensions instead of three. Furthermore, Greenberg further segmented interactional justice into; interpersonal and informational justice (Wolfe & Lawson, 2020). As majority of research have only included three facets of the organizational justice, while only 8% of previous research have taken all the four facets of organizational justice as represented in Figure 2.

**Figure 2***Justice Dimensions (Bouazzaoui et al., 2020)*

With developments in improved understandings of justice, a four-dimensional framework began to emerge in the mid-2000s, resulting in interactional justice being further divided into



two dimensions denoted by informational justice and interpersonal justice (Ellis et al., 2009; Samaha et al., 2011). In literature, it was found that only 20 articles have examined interactional justice. Furthermore, only six to seven studies, as presented in Table 3, have been done considering Informational and interpersonal justice.

**Table 3**

*Development of Organizational Justice (Virtanen & Elovainio, 2018)*

Author	Definition / Contribution
Adams (1965)	According to the Adam's theory, <b>that people</b> retain an unbiased association amongst the performance and rewards. The employees are demoralized if the employer fails to keep a fair balance among inputs and outputs.
Thibaut et al. (1974)	The conflict among the employee and employer can be resolved via involving third-party, and by using the dispute resolution procedures such as mediation and arbitration.
Leventhal (1976)	The people occasionally proactively try to create unbiased distributions of rewards to those, in which the rewards received are proportional to the efforts made, because these will be the most valuable to all concerned parties in the long run.
Bies & Moag (1986)	They presented the advance form in the justice literature by drawing attention on the significance of the quality of the interpersonal treatment people receive when procedures are executed.
GreenBerg (1987)	It refers to an employee's perception about the behavior of their organization regarding the decisions taken by the employer and its impact on them
GreenBerg (1990)	The framework consisting of four facets began to develop in the mid-2000s, proposing interactional justice to be further separated into two separate dimensions.
Colquitt et al. (2001)	Developed measures of distributive, procedural, informational, and interpersonal justice based on the seminal introductions of each construct (Bies & Moag, 1986; Leventhal, 1976)
Loi et al. (2009)	Justice is a response and reaction by the employees. They also stated that distributive and procedural facets are related to stable organizational events, such as predetermined management practices.

### **Social Exchange Theory and Psychological Contract Breach**

The present social exchange models of organizational justice also argue that the foundation of social exchange can be operationalized through a few carefully selected criteria that have shown evidence of reducing the effects of injustice perceptions on employee outcomes (Cropanzano & Mitchell, 2005). One such construct is a psychological contract, the infraction of which can lead to negative behaviors. This leads to the introduction of psychological contract breach (PCB) as a mediating variable between organizational justice and deviant behavior, keeping in mind the gaps and developments in extant literature (Chin et al., 2019; Kutaula et al., 2020). The need for such a study can be easily determined by notable assertions for future research (Michel & Hargis, 2017). It is also suggested to explore the further forms of inequality and associated paradigms working within the context of SET and PCB for a better understanding of this relationship (Bies, 2001; Estreder et al., 2020; Taylor, 2007).

### **Psychological Contract Breach**

Psychological Contract Breach (PCB) is the employee's perception that their organization has been unable to uphold promises and agreements (Gakovic & Tetrick, 2003). In the employee's understanding, any act that is done against their expectancy may result in the formation of a contract breach (Rousseau, 2001). A psychological contract is a silent contract that refers to the shared prospects between the employer and employee (Rousseau et al., 2018). Table 4 is a snap shot explaining the brief timeline of the development of psychological contract breach.

**Table 4***Development of Psychological Contract (Robinson & Wolfe Morrison, 2000)*

Author	Definition / Contribution
Blau (1964)	Social exchange (Blau, 1964) and the reciprocity norm (Gouldner, 1960) deliver the conceptual basis for explaining the consequences of an individual's assessment of their psychological contract.
Rousseau (1989)	Employees' beliefs about the promises involving the social exchange between them and employer.
Sparrow & Hiltrop (1997)	The psychological contract helps employees expect the reward they receive for investing their time.
Rousseau (1990)	PC is shaped when one party have faith in that their future rewards will be equally distributed as promised by the employer.
Rousseau and Mclean (1993)	The role of Psychological Contract plays is crucial in forming social units and partnerships amongst employee and employer.
Hui et al. (2004)	The transitional arrangements reveal an employment relationship or the lack of a solid agreement among the parties; such arrangements often occur for a very short time periods.
Janssens et al. (2003)	Employees and employers effort to keep a impartial balance in terms of the mutual inducements (Rousseau, 2001; Taylor & Tekleab, 2004).
Roe & Shalk (1996)	PCs offer structure regarding the expectations of both the parties by minimizing the ambiguities and uncertainty among them (Schalk & Roe, 2007).
Claes (2005)	PC "as including perceptions of all parties and all aspects constituting the reciprocal promises (entitlements and obligations) implied in the employment relationship" (Claes, 2005, p. 132).
Haggard & Turban (2012)	PC contributors include all the stakeholders (Scandura & Williams, 2002). PCs do not develop in a vacuum (Haggard & Turban, 2012)

The past research has examined the outcomes of employees' perceptions in terms of psychological contract breach. Psychological contract fulfillment is defined as "the extent to which one party to the contract deems the other has met its obligations" (Lee et al., 2015, p.74). In contrast, a psychological contract breach is defined as "the cognition that one's organization has failed to meet one or more obligations within one's psychological contract in a manner commensurate with one's contributions" (Morrison & Robinson, 1997). Psychological contract violation is "an intense reaction of outrage, shock, resentment, and anger" (Rousseau, 2001, p. 109).

### **Equity Theory: Workplace Deviance, Organizational Justice**

Adams emphasized a crucial point in those perceptions of unfairness may be influenced not just when employees observe that they are relatively impoverished but even when their status is relatively high. As a result, employees will feel unjust when their contributions are poor, but their rewards are great (Adams, 1965).

The Justice perceptions have always been linked and associated with Adams' (1965) equity theory. Based on the comparisons of resources (input & output), it was debated by Adams that employees evaluate their fairness in terms of their efforts, i.e., inputs (e.g., education and work experiences) and outputs (e.g., promotion and pay increase), and thus, the employees make comparison. If these input-outcome ratios do not complement each other and fail to create a balance, inequity comes into play generating feelings of discomfort. According to theory and research, people frequently utilize procedural justice views as empirical judgments for determining outcome fairness (McLean, 2019).

### **SET, Reciprocity Theory: Psychological Contract Breach**

The social exchange theory shapes the link between psychological contracts and employee engagement. Essential to social exchange is the norm of reciprocity (Cropanzano et al., 2017),



and the psychological contract is based on the notion that the employee and the organization share a sense of commitment (Soares & Mosquera, 2019).

Social exchange theory advocates that the good behavior of employees is based on positive reciprocity behavior; whenever employees see their financial benefits, their level of commitment is evaluated by them, and they show good behaviors (Guay et al., 2016). The concept of reciprocity is central to social exchange theory because it drives exchange relations between trade partners and argues that advantageous inducements from one party generate a responsibility to return helpful behavior (Meira & Hancer, 2021).

## **Method: Propositions and Theorem Development**

### **Organizational Justice and Workplace Deviance**

Employees' fair treatment from their supervisor positively affects employees' behaviors and actions and promotes a sense of trust within them towards the management. Such treatment creates a cordial working relationship; however, perceptions of biased treatment from employers can cause mistrust and adversity among employees (Al-A'wasa, 2018). Based on this fact, justice is regarded as a main contributing factor toward the onset of deviant behaviors because employee perception is strongly based on equal treatment from the employer and when an employee perceives unequal treatment and biased behavior, they tend to react in a negative way (Kalemci & Tuzun, 2019).

Prior research has emphasized the connection between low organizational justice and deviant workplace behaviors (DWB) by drawing support from the social exchange theory (SET), which postulates that employees respond to the perceived lack of justice in the shape of negative work behaviors (Andrews & Kacmar, 2001). More specifically, Liang (2017) has also found that perceived injustice possibly will result in workplace deviance behaviors such as negative gossip about the organization, making racial slurs, insulting co-workers, cursing at a coworker, denying to chat to a colleague, gossiping about a superior, making an indecent remark to a coworker, and mocking a colleague in the presence of other employees. Generally, when employees notice organizational processes unfair, they castigate those answerable for the inequality to reinstate justice (Folger, 1998; Goodstein & Aquino, 2010).

These findings also extend to different types of justice as findings reveal that acts of deviance are associated with inequitable rewards (i.e., low distributive justice) (Greenberg, 1990). Further research also indicates that perceptions of procedural and interactional justice also contribute to workplace deviance (Barclay et al., 2014). Similarly, some forms of retaliatory behavior have also been empirically linked with informational justice (Folger & Cropanzano, 1998; Skarlicki et al., 2008). Consequently, the following can be postulated through the above argument:

*Proposition 1.* There is a negative relationship between organizational justice and Workplace Deviance

### **Organizational Justice and Psychological Contract Breach**

When an employee joins an organization, the employee is automatically involved in an employment relationship. This relationship can be understood as an exchange relationship between the worker and the supervisor (Griep & Vantilborgh, 2018). The social exchange

theory is fundamental in this relationship because it justifies the terms of the exchange relationship from the employee's perspective (López Bohle et al., 2017). For example, it describes the perception of the employees, how they should serve their organization, and what they expect to receive in exchange for their contributions. The theory also explains how employees perceive their obligations and the employer's obligations (Ekmekcioglu & Aydogan, 2019).

Organizational justice is regarded to have a direct link to psychological contracts as it also relates to an exchange connection between the employer and employee. Accordingly, a lack of fairness in the workplace is regarded as an infringement of the psychological contract, as empirical evidence also indicates that organizational injustice is one of the prime antecedents of psychological contract breach (Rodwell & Gulyas, 2015). Such infractions can occur as biased procedures, inequitable rewards, mistreatment as well as lack of information provided, given that the perception of being not treated fairly or as initially expected at the onset of the psychological contract can strongly shape an employee's interpretation of their working environment (Morrison & Robinson, 1997) Hence, it is stated:

*Proposition 2.* There is a negative relationship between organizational justice and Psychological Contract Breach

### **Psychological Contract Breach and Workplace Deviance**

Researchers have agreed that behavioral deviations in response to PCB are built on Social Exchange Theory and its reciprocity (Cropanzano et al., 2017) . This way of exchange shapes the behavioral outcomes of both parties (Heider, 1982) and results in positive or negative behaviors (Cropanzano & Mitchell, 2005).

Deviant work behavior is “voluntary behavior that violates significant organizational norms and in doing so threatens the well-being of the organization or its members, or both” (Robinson & Morrison, 1995, pp. 555-572). Following these lines, the deterioration of the reciprocity norm posits that when employees observe unfulfilled obligations from their employer and, as a proxy, their organization (i.e., PCB), they will counteract by engaging in deviant behaviors (Vogelgesang et al., 2021). Furthermore, extant literature also reveals that when employees experience a psychological contract breach, they are more vulnerable to negative experiences such as disloyalty, frustration, and hatred and, thus, are involved in workplace deviance. Therefore, this study proposes:

*Proposition 3.* There is a positive relationship between Psychological Contract breach and Workplace Deviance

### **Psychological Contract Breach as a Mediator between Organizational Justice and Workplace Deviance**

The logic of why the psychological contract is proposed to mediate the relation between organizational justice and workplace deviance is two-fold. Firstly, psychological contracts act as a framework, explaining relationships between employee and employer and then explaining the fulfillment or breach of the contracts between employee and employer (Robinson & Rousseau, 1994; Shore & Tetrick, 1994). Secondly, the contemporary social exchange theory emphasizes the operationalization of social exchange as a form of interpersonal relationship by

postulating a valid mediator to explain the relationship between justice and employee outcomes (Colquitt et al., 2015; Liu et al., 2020). Psychological contracts are critical to this relationship because they rationalize the terms of the exchange relationship from the employee's point of view (López Bohle et al., 2017).

More specifically, the inclusion of PCB as an intervening variable aids in describing the construction of employees' beliefs of how they should contribute to the organization and what they anticipate receiving in return for their contributions, as well as how they act in reaction to those perceptions. Therefore, it is proposed:

*Proposition 4.* Psychological contract breach mediates the relationship between organizational justice and workplace deviance.

*P4a.* Psychological Contract Breach mediates the relationship between distributive justice and Workplace Deviance

*P4b.* Psychological Contract Breach mediates the relationship between procedural justice and Workplace Deviance

*P4c.* Psychological Contract Breach mediates the relationship between interpersonal justice and Workplace Deviance

*P4d.* Psychological Contract Breach mediates the relationship between informational justice and Workplace Deviance

### **Discussion and Future Research Direction**

The deficiencies in current literature inspire scholars to investigate further and explore the influence of organizational justice on workplace deviance. Similarly, proposing a new mediating variable is much needed for a better understanding of this relationship (Chin et al., 2019) The literature has raised serious questions to be investigated regarding the breach of the psychological contract. How does a psychological contract breach impacts the employee? How is the relationship between employee-employer does are affected by the psychological breach? (Coyle-Shapiro et al., 2019). From the PC perspective, this is not only what employees “get” in the form of inducements from their employers, generating a healthy environment at a workplace; apart from this, how employees contribute in the form of their skills also generates a positive working culture. It is important to contribute to this in future research to understand better the circumstances under which the employer makes certain biased decisions to frustrate employee contributions (Bankins et al., 2020).

Studying the antecedents of deviant behavior is important (Bennett et al., 2018). Organizational justice is the most studied and researched criterion variable of workplace deviance (Cole et al., 2008; Lin et al., 2016), where the lack of justice is a major cause of deviant behavior (Götz et al., 2019). However, the major social psychological theories explaining workplace deviance in the literature have suggested that previous research lacks the required integration, making it difficult to establish deviance as a product of injustice in a broader scope (Mackey et al., 2019). One main reason for employee’s disturbing states is psychological contract violation which has not been comprehensively inspected in the framework of negative workplace behavior or workplace deviance (Parzefall & Salin, 2010) .To address these issues, we propose using the psychological contract as a mediator to better understand workplace deviance (Rai & Agarwal, 2018). Past studies have also not been able to present the

psychological contract via different scopes (Kutaula et al., 2020). Apart from using social exchange theory, the psychological contract should likewise be analyzed from the justice perspective. Hence it is strongly argued that new theories and the role of organizational justice for a nuanced view of the psychological contract may further be studied (Kutaula et al., 2020; Načinović Braje et al., 2020). Recent changes in the modern era call for new frameworks and relational schemas among employees and employers to handle the problem of workplace deviance (Akella & Lewis, 2019).

## **Conclusion and Directions for Future Research**

This effort sheds light on the displeasing problem of workplace deviance within organizations and their stakeholders. This is unquestionable that researchers have increasingly paid attention to the workplace deviance problem. It is one of the significant subjects in HR research. Overcoming the issue requires a huge amount of research work. This is why workplace deviance has gained importance in the research paradigm. It is significant to point out that numerous experiments provide sufficient reliability and validity of statistical effects. Data provided evidence that only a very limited number of research works have included all the dimensions of organizational justice. Therefore, exploring workplace deviance by including all four dimensions of organizational justice would be interesting. Consistent with preceding results, the causes and impact of workplace deviance have been an important factor in the investigations (DeCamp et al., 2020).

It is also important to mention that workplace deviance has been tested as the outcome without looking into the relationship between employee and employer. This introduces the mediating role of psychological contract breach between Organizational justice and workplace deviance.

This study also holds further value, as workplace deviance is costly for an organization. Companies have to pay the financial cost of workplace deviance. Therefore, by highlighting the role of justice perceptions in triggering and/or mitigating employee deviance, the current research will offer guidelines for managers and HR professionals concerning certain management practices and interventions that may be implemented to foster fairness in the workplace. From a practical perspective, by studying the consequences of organizational justice through psychological contract breaches, organizations and policy-makers can better learn how to manage workplace mistreatments and unfair practices to counter employee deviance.

## **Declarations**

### **Acknowledgements**

Not applicable.

### **Disclosure Statement**

No potential conflict of interest was reported by the authors.

### **Ethics Approval**

Not applicable.

## Funding Acknowledgements

Not applicable.

## Citation to this article

Chaudhary, S. I., Bhatti, O. K., Cipran, H., & Bajwa, A. H. (2022). The conceptual review on the impact of organizational justice on workplace deviance and the mediating role of psychological contract breach. *International Journal of Organizational Leadership*, 11(2), 235–252. <https://doi.org/10.33844/ijol.2022.60328>

## Rights and Permissions



© 2022 Canadian Institute for Knowledge Development. All rights reserved.

International Journal of Organizational Leadership is published by the Canadian Institute for Knowledge Development (CIKD). This is an open-access article under the terms of the [Creative Commons Attribution](#) (CC BY) License, which permits use, distribution, and reproduction in any medium, provided the original work is properly cited.

## References

- Adams, J. (1965). Inequity in social exchange. In R. Folger & R. Cropanzano (Eds.), *Organizational justice and human resources management* (p. 1-4). London: Sage Publications.
- Akella, D., & Lewis, V. J. (2019). The modern face of workplace incivility. *Organization Management Journal*, 16(2), 55–60.
- Al-A'wasa, S. I. S. (2018). The impact of organizational justice on the counterproductive work behavior (CWB): A field study conducted in the Jordan Customs Department (JCD). *International Journal of Business and Social Science*, 9(1), 27–38.
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452–471.
- Andrews, M. C., & Kacmar, K. M. (2001). Discriminating among organizational politics, justice, and support. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(4), 347–366.
- Appelbaum, S.H., Iaconi, G. D., & Matousek, A. (2007). Positive and negative deviant workplace behaviors: causes, impacts, and solutions. *Corporate Governance*, 7(5), 586–598. <https://doi.org/10.1108/14720700710827176>
- Atkinson, T. P., Matthews, R. A., Henderson, A. A., & Spitzmueller, C. (2018). Reactions to psychological contract breaches and organizational citizenship behaviours: An experimental manipulation of severity. *Stress and Health*, 34(3), 391–402.
- Baharom, M., Sharfuddin, M., & Iqbal, J. (2017). A systematic review on the deviant workplace behavior. *Review of Public Administration and Management*, 5(3), 1–8.
- Bankins, S., Griep, Y., & Hansen, S. D. (2020). Charting directions for a new research era: Addressing gaps and advancing scholarship in the study of psychological contracts. *European Journal of Work and Organizational Psychology*, 29(2), 159–163.
- Barclay, L. J., Whiteside, D. B., & Aquino, K. (2014). To avenge or not to avenge? Exploring the interactive effects of moral identity and the negative reciprocity norm. *Journal of Business Ethics*, 121(1), 15–28.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349.
- Bennett, R. J., Marasi, S., & Locklear, L. (2018). Workplace deviance. In *Oxford research encyclopedia of business and management*. <https://doi.org/10.1093/acrefore/9780190224851.013.111>
- Bies, R. J. (2001). Interactional (in) justice: The sacred and the profane. *Advances in Organizational Justice*, 89118.
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: The management of moral outrage. *Research in Organizational Behavior*, 9, 289–319.



- Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Bouazzaoui, M., Wu, H. J., Roehrich, J. K., Squire, B., & Roath, A. S. (2020). Justice in inter-organizational relationships: A literature review and future research agenda. *Industrial Marketing Management*, 87, 128–137.
- Caza, B. B., Vough, H., & Puranik, H. (2018). Identity work in organizations and occupations: Definitions, theories, and pathways forward. *Journal of Organizational Behavior*, 39(7), 889–910.
- Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: Is social exchange theory still relevant? *Industrial and Organizational Psychology*, 11(3), 456–481.
- Chin, S. P., Chang, Y. W., Wong, D. F. K., Khor, C. P., & Low, S. Y. (2019). Determinants of workplace deviance among manufacturing employee in Malaysia [Unpublished doctoral dissertation, UTAR].
- Claes, R. (2005). "Organization promises in the triangular psychological contract as perceived by temporary agency workers, agencies, and client organizations. *Employee Responsibilities and Rights Journal*, 17(3), 131–142.
- Cole, M. S., Walter, F., & Bruch, H. (2008). Affective mechanisms linking dysfunctional behavior to performance in work teams: a moderated mediation study. *Journal of Applied Psychology*, 93(5), 945.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425.
- Colquitt, J. A., Long, D. M., Rodell, J. B., & Halvorsen-Ganepola, M. D. (2015). Adding the "in" to justice: a qualitative and quantitative investigation of the differential effects of justice rule adherence and violation. *Journal of Applied Psychology*, 100(2), 278–294. <https://doi.org/10.1037/a0038131>
- Coyle-Shapiro, J. A. M., Pereira Costa, S., Doden, W., & Chang, C. (2019). Psychological contracts: Past, present, and future. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 145–169.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516.
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58(2), 164–209.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- DeCamp, W., Lunn, B., & Bottom, N. R. (2020). Workplace crime and deviance. In *The professional protection officer* (pp. 305-320). Elsevier.
- Ekmekcioglu, E. B., & Aydogan, E. (2019). A moderated mediation model of the relationship between organizational justice and turnover intention. *International Journal of Organizational Analysis*, 27(4), 1073–1092. <https://doi.org/10.1108/IJOA-06-2018-1448>
- Ellis, K. M., Reus, T. H., & Lamont, B. T. (2009). The effects of procedural and informational justice in the integration of related acquisitions. *Strategic Management Journal*, 30(2), 137–161.
- Estreder, Y., Rigotti, T., Tomás, I., & Ramos, J. (2020). Psychological contract and organizational justice: the role of normative contract. *Employee Relations*, 42(1), 17–34. <https://doi.org/10.1108/ER-02-2018-0039>
- Folger, R. (1998). Fairness as a moral virtue. *Managerial ethics: Moral Management of People and Processes*, 13–34.
- Folger, R., & Baron, R. A. (1996). Violence and hostility at work: A model of reactions to perceived injustice. In G. R. VandenBos & E. Q. Bulatao (Eds.), *Violence on the job: Identifying risks and developing solutions* (pp. 51–85). American Psychological Association. <https://doi.org/10.1037/10215-002>
- Folger, R. G., & Cropanzano, R. (1998). *Organizational justice and human resource management* (Vol. 7). Sage.
- Gakovic, A., & Tetrick, L. E. (2003). Psychological contract breach as a source of strain for employees. *Journal of Business and Psychology*, 18(2), 235–246.
- Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2018). Personal costs and benefits of employee intrapreneurship: Disentangling the employee intrapreneurship, well-being, and job performance relationship. *Journal of Occupational Health Psychology*, 23(4), 508.
- Giacalone, R. A., & Greenberg, J. (1997). *Antisocial behavior in organizations*. Sage.
- Gökoğlu, S. K., & Öztürk, E. B. (2020). A cross-cultural review of workplace deviance research. In *Analyzing workplace deviance in modern organizations* (pp. 23-46). IGI Global.



- Goodstein, J., & Aquino, K. (2010). And restorative justice for all: Redemption, forgiveness, and reintegration in organizations. *Journal of Organizational Behavior*, 31(4), 624–628.
- Götz, M., Bollmann, G., & O'Boyle, E. H. (2019). Contextual undertow of workplace deviance by and within units: a systematic review. *Small Group Research*, 50(1), 39–80.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161–178.
- Greenberg, J. (1987). Reactions to procedural injustice in payment distributions: Do the means justify the ends? *Journal of Applied Psychology*, 72(1), 55.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399–432.
- Greenberg, J. (1993). Stealing in the name of justice: Informational and interpersonal moderators of theft reactions to underpayment inequity. *Organizational Behavior and Human Decision Processes*, 54(1), 81–103.
- Griep, Y., & Vantilborgh, T. (2018). Reciprocal effects of psychological contract breach on counterproductive and organizational citizenship behaviors: The role of time. *Journal of Vocational Behavior*, 104, 141–153.
- Griffin, R. W., O'Leary-Kelly, & Kelly & Collins (1998). Dysfunctional work behaviors in organizations. *Journal of Organizational Behavior* (1986-1998), 65.
- Guay, R. P., Choi, D., Oh, I. S., Mitchell, M. S., Mount, M. K., & Shin, K. H. (2016). Why people harm the organization and its members: Relationships among personality, organizational commitment, and workplace deviance. *Human Performance*, 29(1), 1–15.
- Hackney, K. J., & Perrewé, P. L. (2018). A review of abusive behaviors at work: The development of a process model for studying abuse. *Organizational Psychology Review*, 8(1), 70–92. <https://doi.org/10.1177/2041386618755724>
- Haggard, D. L., & Turban, D. B. (2012). The mentoring relationship as a context for psychological contract development. *Journal of Applied Social Psychology*, 42(8), 1904-1931.
- Harder, T. (2019). Antecedents of Workplace Deviance. Northern Michigan University. [https://commons.nmu.edu/celebration\\_student\\_scholarship/2](https://commons.nmu.edu/celebration_student_scholarship/2)
- Hashish, E. A. A. (2020). Nurses' perception of organizational justice and its relationship to their workplace deviance. *Nursing Ethics*, 27(1), 273–288.
- Heider, F. (1982). *The psychology of interpersonal relations*. Psychology Press.
- Herscovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupré, K. E., Inness, M., LeBlanc, M. M., & Sivanathan, N. (2007). Predicting workplace aggression: a meta-analysis. *Journal of Applied Psychology*, 92(1), 228.
- Hogan, J., & Hogan, R. (1989). How to measure employee reliability. *Journal of Applied Psychology*, 74(2), 273.
- Holtz, B. C., & Harold, C. M. (2013). Interpersonal justice and deviance: The moderating effects of interpersonal justice values and justice orientation. *Journal of Management*, 39(2), 339–365.
- Hui, C., Lee, C., & Rousseau, D. M. (2004). Psychological contract and organizational citizenship behavior in China: investigating generalizability and instrumentality. *Journal of Applied Psychology*, 89(2), 311.
- Janssens, M., Sels, L., & Van den Brande, I. (2003). Multiple types of psychological contracts: A six-cluster solution. *Human Relations*, 56(11), 1349–1378.
- Kalemci, R. A., & Tuzun, I. K. (2019). Understanding protestant and islamic work ethic studies: A content analysis of articles. *Journal of Business Ethics*, 158(4), 999–1008.
- Korsell, L. (2020). Fraud in the twenty-first century. *European Journal on Criminal Policy and Research*, 26(3), 285–291.
- Kutaula, S., Gillani, A., & Budhwar, P. S. (2020). An analysis of employment relationships in Asia using psychological contract theory: A review and research agenda. *Human Resource Management Review*, 30(4), 100707.
- Lee, E. S., Park, T. Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, 141(5), 1049.
- Leventhal, G. S. (1976). The distribution of rewards and resources in groups and organizations. *Advances in Experimental Social Psychology*, 9, 91–131.
- Liang, H. L. (2017). Testing approach and avoidance motives and job satisfaction: psychological contract breach as a moderator of the mediating roles of tactics. *The International Journal of Human Resource Management*, 28(3), 481–498.
- Lin, B., Mainemelis, C., & Kark, R. (2016). Leaders' responses to creative deviance: Differential effects on subsequent creative deviance and creative performance. *The Leadership Quarterly*, 27(4), 537–556.

- Liu, Y., Zhu, N., Zhang, J., & Raza, J. (2020). Does organizational reciprocity improve employees' motivation? The mediating role of basic psychological need satisfaction. *Current Psychology*, 1–15.
- Loi, R., Yang, J., & Diefendorff, J. M. (2009). Four-factor justice and daily job satisfaction: a multilevel investigation. *Journal of Applied Psychology*, 94(3), 770.
- Loi, T. I., Kuhn, K. M., Sahaym, A., Butterfield, K. D., & Tripp, T. M. (2020). From helping hands to harmful acts: When and how employee volunteering promotes workplace deviance. *Journal of Applied Psychology*, 105(9), 944.
- López Bohle, S., Bal, P. M., Jansen, P. G., Leiva, P. I., & Alonso, A. M. (2017). How mass layoffs are related to lower job performance and OCB among surviving employees in Chile: An investigation of the essential role of psychological contract. *The International Journal of Human Resource Management*, 28(20), 2837–2860.
- Mackey, J. D., McAllister, C. P., Ellen III, B. P., & Carson, J. E. (2019). A meta-analysis of interpersonal and organizational workplace deviance research. *Journal of Management*, 47(3), 597–622.
- Malik, P., & Lenka, U. (2019). Overcoming destructive deviance: propositioning an integrated conceptual framework. *International Journal of Organizational Analysis*, 27(4), 1148–1167. <https://doi.org/10.1108/IJOA-06-2018-1441>
- McLean, K. (2019). Revisiting the role of distributive justice in Tyler's legitimacy theory. *Journal of Experimental Criminology*, 1–12.
- Meira, J. V. d. S., & Hancer, M. (2021). Using the social exchange theory to explore the employee-organization relationship in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(2), 670–692. <https://doi.org/10.1108/IJCHM-06-2020-0538>
- Michel, J. S., & Hargis, M. B. (2016). What motivates deviant behavior in the workplace? An examination of the mechanisms by which procedural injustice affects deviance. *Motivation and Emotion*, 41(1), 51–68. <https://doi.org/10.1007/s11031-016-9584-4>
- Michel, J. S., & Hargis, M. B. (2017). What motivates deviant behavior in the workplace? An examination of the mechanisms by which procedural injustice affects deviance. *Motivation and Emotion*, 41(1), 51–68.
- Michel, J. S., Newness, K., & Duniewicz, K. (2016). How abusive supervision affects workplace deviance: A moderated-mediation examination of aggressiveness and work-related negative affect. *Journal of Business and Psychology*, 31(1), 1–22.
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22(1), 226–256.
- Načinović Braje, I., Aleksić, A., & Rašić Jelavić, S. (2020). Blame it on individual or organization environment: What predicts workplace deviance more? *Social Sciences*, 9(6), 99.
- Narayanan, K. (2018). *Workplace destructive and constructive deviance behaviour in India and the USA: scale development, validation, theoretical model development and testing* [Doctoral dissertation, University of Edinburgh]. Business and Management thesis and dissertation collection.
- Neuman, J. H., & Baron, R. A. (1997). Aggression in the workplace. *Antisocial Behavior in Organizations*, 37, 67.
- O'Leary-Kelly, A. M., Griffin, R. W., & Glew, D. J. (1996). Organization-motivated aggression: A research framework. *Academy of Management Review*, 21(1), 225–253.
- Omotayo, O. A., Olubusayo, F. H., Olalekan, A. J., & Adenike, A. A. (2015). An assessment of workplace deviant behaviours and its implication on organisational performance in a growing economy. *Journal of Organizational Psychology*, 15(1).
- Parzefall, M. R., & Salin, D. M. (2010). Perceptions of and reactions to workplace bullying: A social exchange perspective. *Human Relations*, 63(6), 761–780.
- Raelin, J. A. (1994). Three scales of professional deviance within organizations. *Journal of Organizational Behavior*, 15(6), 483–501.
- Rai, A., & Agarwal, U. A. (2018). A review of literature on mediators and moderators of workplace bullying: Agenda for future research. *Management Research Review*, 41(7), 822–859. <https://doi.org/10.1108/MRR-05-2016-0111>
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555–572.
- Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289–298.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3), 245–259.

- Robinson, S. L., & Wolfe Morrison, E. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525–546.
- Rodwell, J., & Gulyas, A. (2015). Psychological contract breach among allied health professionals. *Journal of Health Organization and Management*, 29(3), 393–412. <https://doi.org/10.1108/JHOM-05-2013-0107>
- Roe, R., & R. Shalk (1996). Towards a dynamic model of the psychological contract. *Document de travail, Tilburg University, Tilburg, Pays-Bas*.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal* 2(2), 121–139.
- Rousseau, D. M. (1990). Normative beliefs in fund-raising organizations: Linking culture to organizational performance and individual responses. *Group & Organization Studies*, 15(4), 448–460.
- Rousseau, D. M. (2001). *Psychological contract inventory: Technical report*. British Library Boston, MA.
- Rousseau, D. M., Hansen, S. D., & Tomprou, M. (2018). A dynamic phase model of psychological contract processes. *Journal of Organizational Behavior*, 39(9), 1081–1098.
- Rousseau, D. M., & McLean Parks, J. (1993). The contracts of individuals and organizations. *Research in Organizational Behavior*, 15, 1–1.
- Ruano-Chamorro, C., Gurney, G. G., & Cinner, J. E. (2021). Advancing procedural justice in conservation. *Conservation Letters*, e12861.
- Samaha, S. A., Palmatier, R. W., & Dant, R. P. (2011). Poisoning relationships: Perceived unfairness in channels of distribution. *Journal of Marketing*, 75(3), 99–117.
- Scandura, T. A., & Williams, E. A. (2002). Formal mentoring: The promise and the precipice. *The New World of Work: Challenges and Opportunities*, 49, 74.
- Schalk, R., & Roe, R. E. (2007). Towards a dynamic model of the psychological contract. *Journal for the Theory of Social Behaviour*, 37(2), 167–182.
- Shore, L., & Tetrick, L. (1994). The psychological contract as an explanatory framework. *Trends in Organizational Behavior*, 1, 91–109.
- Singh, Y. (2020). Workplace deviance: A conceptual framework. In *Analyzing workplace deviance in modern organizations* (pp. 1-22). IGI Global.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82(3), 434.
- Skarlicki, D. P., Van Jaarsveld, D. D., & Walker, D. D. (2008). Getting even for customer mistreatment: The role of moral identity in the relationship between customer interpersonal injustice and employee sabotage. *Journal of Applied Psychology*, 93(6), 1335.
- Soares, M. E., & Mosquera, P. (2019). Fostering work engagement: The role of the psychological contract. *Journal of Business Research*, 101, 469–476.
- Sparrow, P. R., & Hiltrop, J. M. (1997). Redefining the field of European human resource management: a battle between national mindsets and forces of business transition? *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management* 36(2), 201–219.
- Spector, P. E. (2011). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human Resource Management Review*, 21(4), 342–352.
- Sustiyatik, E., Setiono, B. A., & Ridwan, A. (2019). Practices of injustice and workplace deviance: the case of ASEAN Manufacturing firm. *Polish Journal of Management Studies*, 20.
- Taylor, A. (2007). Gambling at work “costs employers£ 300M a year.”. *Financial Times*, 4.
- Taylor, M. S., & Tekleab, A. G. (2004). Taking stock of psychological contract research: Assessing progress, addressing troublesome issues, and setting research priorities. *The Employment Relationship: Examining Psychological and Contextual Perspectives*, 253, 283.
- Thibaut, J., Friedland, N., & Walker, L. (1974). Compliance with rules: Some social determinants. *Journal of Personality and Social Psychology*, 30(6), 792–801. <https://doi.org/10.1037/h0037535>

- Triandis, H. C., Bontempo, R., Villareal, M. J., Asai, M., & Lucca, N. (1988). Individualism and collectivism: Cross-cultural perspectives on self-ingroup relationships. *Journal of Personality and Social Psychology*, 54(2), 323.
- Tripp, T. M., & Bies, R. J. (1997). What's good about revenge? The avenger's perspective. In R. J. Lewicki, R. J. Bies, & B. H. Sheppard (Eds.), *Research on negotiation in organizations* (Vol. 6, pp. 145–160). Elsevier Science/JAI Press.
- Tseng, L. M., & Kuo, C. L. (2014). Customers' attitudes toward insurance frauds: An application of Adams' equity theory. *International Journal of Social Economics*, 41(11), 1038–1054. <https://doi.org/10.1108/IJSE-08-2012-0142>
- Uvnäs-Moberg, K. (1997). Physiological and endocrine effects of social contact. In C. S. Carter, I. I. Lederhendler, & B. Kirkpatrick (Eds.), *The integrative neurobiology of affiliation* (pp. 146–163). New York Academy of Sciences.
- Vardi, Y., & Wiener, Y. (1996). Misbehavior in organizations: A motivational framework. *Organization Science*, 7(2), 151–165.
- Virtanen, M., & Elovainio, M. (2018). Justice at the workplace: A review. *Cambridge Quarterly of Healthcare Ethics*, 27(2), 306–315. <https://doi.org/10.1017/S0963180117000639>
- Vogelgesang, G. R., Crossley, C., Simons, T., & Avolio, B. J. (2021). Behavioral integrity: examining the effects of trust velocity and psychological contract breach. *Journal of Business Ethics*, 172(1), 175–190.
- Whitman, D. S., Caleo, S., Carpenter, N. C., Horner, M. T., & Bernerth, J. B. (2012). Fairness at the collective level: A meta-analytic examination of the consequences and boundary conditions of organizational justice climate. *Journal of Applied Psychology*, 97(4), 776.
- Wolfe, S. E., & Lawson, S. G. (2020). The organizational justice effect among criminal justice employees: A meta-analysis. *Criminology*, 58(4), 619–644.
- Yang, L. Q., Johnson, R. E., Zhang, X., Spector, P. E., & Xu, S. (2012). Relations of interpersonal unfairness with counterproductive work behavior: The moderating role of employee self-identity. *Journal of Business and Psychology*, 28(2), 189–202. <https://doi.org/10.1007/s10869-012-9271-8>
- Zhu, H., Lyu, Y., & Ye, Y. (2019). Workplace sexual harassment, workplace deviance, and family undermining. *International Journal of Contemporary Hospitality Management*, 31(2), 594–614. <https://doi.org/10.1108/IJCHM-11-2017-0776>