

## **Impact of Organizational Justice; Ethical Climate and Employees' Demographics on Deviant Workplace Behaviour: A Study Based on Public Sector Employees of Sri Lanka**

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**ABSTRACT:** *In an attempt to bring in more clarification about the emergence of deviant workplace behaviour in Sri Lankan public sector which is being a huge problem for the government and the general public at large, this study was focused on to find the influence of employees' demographics (age, gender and job position), organizational justice and organizational ethical climate on deviant workplace behaviour and ascertain the intensity and typology of deviant workplace behaviour in Sri Lankan public sector. Combination of convenient and stratified random sampling methods was adapted to select the sample consists with 577 employees. A questionnaire consists with 68 questions was distributed amongst 577 employees and 463 complete questionnaires were considered for the analysis. Descriptive statistics, univariate; bivariate and linear regression analyses were conducted by using SPSS to get the statistical outputs for the hypothesis testing. According to the findings intensity of deviant workplace behaviour in Sri Lankan public sector was revealed as moderately high deviant workplace behaviour level. Employees' demographics indicated positive moderate influence over the relationship between organizational justice & deviant workplace behaviour while indicating no influence over the relationship between organizational ethical climate and deviant workplace behaviour. Further, organizational ethical climate & gender were identified as the most negatively influential variables on deviant workplace behaviour while age was identified as the least influential variable. Job position & organizational justice were found as variables which make considerable negative influence over the deviant workplace behaviour in Sri Lankan public sector.*

**KEY WORD:** *Deviant Work Place behaviour, Employees' Demographics, Moderate influence of Employees' Demographics, Organizational Justice, Organizational ethical climate,*

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### **I. INTRODUCTION**

The present research has been designed to explore the impact of Organizational Justice (OJ), Organizational Ethical Climate (OEC) and Employees' Demographics (ED) on Deviant Workplace Behaviour (DWB), making Special reference to the Public Sector Employees of Sri Lanka. Organizations largely depend on their human resources in achieving efficient and affective workplace environment (Ahmad 2012, cited in Farhadi et al., 2015a). Hence every problem pertaining to the employees' job performance considered as prominent matter in modern organizations. Therefore, organizations are very much concern on employees' behaviours, which critically effect on their job performances and thereby the organizational performance. Human beings are always unique and therefore employees are exclusive resource which has different characteristics compared to the other resources such as money, materials, machines etc. Sahidur Rahman et al. 2013 (cited in Uddin, Rahman & Howlader, 2014).

In last 25 years, DWB has been studied under the various terms, such as Organizational Misbehavior, Workplace Internal Deviance, Non Complaint Behaviour, Anti-Social Behaviour, Workplace Deviance, Counterproductive Behaviour, Workplace Aggression, Organizational Retaliation Behaviour, Organizational Motivated Aggression and Employees' Negative Behaviour (Robinson & Bennette, 1995). Though there are slight differences existed, the core concept of all these terminologies are almost same. Hence "Deviant Workplace Behavior" which is the most commonly used term will be used in this research to describe all such employees' deviant behaviours mentioned above.

There were early efforts to describe and classify DWB of employees with regard to the workplace. Mangoine and Quinn 1975 (cited in Robinson & Bennette, 1995) pointed out two types of deviances, existed in organizations. In this study, counterproductive behaviour, which describes the employees' interest in destroying the employers' property (Property deviance) and doing little on the job, referring to get outputs in smaller numbers & less quality (Production Deviance) was discussed. Wheeler 1976 (cited in Robinson & Bennette, 1995) introduces the concept of organizational rule breaking and described it under serious and non-serious categories.

Hollinger & Clark 1982 (cited in Robinson & Bennette, 1995) made a framework that was focused on property and production deviations. Accumulating this knowledge, Robinson & Bennett (1995) developed a model in which such behaviours were grouped as organizational & interpersonal and referred to these two behaviours as workplace deviance. Further they introduced the Analysis of Interpersonal issues based on two basic dimensions; the type of the envisaged goal (organizational or Individual) and the harshness of the deviant behaviour (minor or serious). This study introduces four types of DWB; production deviance, property deviance, political deviance and personal aggression. Later in year 2000, Robinson & Bennett (2000) introduced a measuring tool of DWB, which they named as Workplace Deviance Scale.

As revealed in a survey conducted in 32 countries across Europe, Asia Pacific, and North America, one-third of all trade reductions were recognized as a result of employee theft. Further if we look into the financial effect of DWB on the US economy, it is found that 75% of employees have stolen at least once from their organizations. Almost 95% of companies in USA have reported that they are experiencing deviant activities within their organizations (Henle 2005). According to Robinson & Greenberg (1998) the "Total Annual Bill of DWB" in USA economy estimated as \$ 4.8 billion. Further in year 2004, the anticipated annual loss through employee theft has been estimated to be \$50 billion on the USA economy (Henle 2005).

Apart from the financial and economic costs, social & cultural aspects are to be considered deeply in order to ascertain the total cost of DWB (Robinson & Greenberg, 1998). Further Interpersonal deviance tend to create job stress, dissatisfaction of job and subsequently to decrease productivity (Appelbaum, Laconi & Matousek, 2007). As mentioned in Everton, Jolton & Mastrangelo (2005), 42% of women working in organizations have been experienced sexual harassments and violence in workplaces.

In this scenario, controlling of DWB is becoming most important concern among organizations in all over the world, as DWB directly hit on the financial stability of any organization (Appelbaum, Laconi & Matousek, 2007). Considering the trend of growing dominance of DWB and the immense cost generating by DWB, necessary steps such as re-evaluating, restructuring and standardizing of organization's norms, rules, and regulations should be taken for surviving organizations in the threat of workplace deviance (Appelbaum, Laconi & Matousek, 2007). Since DWB is responsible for immense economic cost as well as social & psychological cost, organizations are in a prominent need to gets a solution for this burning issue (Peterson, 2002). Therefore, we should find out the sources or stimulators of DWB to find ways & means for preventing deviant behaviours in organizations. Hence current research is focused to identify and understand the influence of employees' perceptions on organizational justice; ethical climate and employees' demographics on DWB and find out the typology and intensity of DWB with regard to the Sri Lankan public sector employees.

## **1.2 Research Objectives**

By studying on the nature of deviant workplace behaviour and relationships & influences of employees' perceptions on organizational justice; ethical climate and employees' demographics on DWB, researcher aimed to achieve following objectives.

1. To find the relationship between employees' perception on organizational justice and DWB.
2. To find the relationship between employees' perception on organizational ethical climate and DWB.
3. To find the moderate relationship of employees' demographics on the relationship between employees' perception in organizational justice and DWB.
4. To find the moderate relationship of employees' demographics on the relationship between employees' perception in organizational ethical climate and DWB.
5. To find the types of DWB exist in government sector.
6. To find the intensity of DWB in government sector.

## **II. LITERATURE REVIEW**

Present research was designed to explore the factors causing DWB so that eliminate concurrent issues arising from DWB and to make better future for effective public sector in Sri Lanka. Researcher made positivistic approach confined to the extent to which the DWB is largely influenced by employees' demographics, organizational justice and organizational ethical climate.

Hence concepts & theories pertaining to the independent variables, describing the nature of selected variables covering their dimensions; typologies; definitions; & models are discussed in this part of literature review. Furthermore, this section covers the review of literature conducted under each variable discussing the relationship between DWB and particular independent variables.

**2.1 Selection of Independent Variables for the Research.**

Having carefully gone through previous researches and empirical studies regarding the Deviant Workplace Behaviour, researcher pulled out list of researches & empirical studies which are conducted in recent past on DWB for the use of selecting variables to test the relationship with DWB. In addition to that past researches and empirical studies which are frequently cited in recent studies were also included in the particular list. By using those literature researchers prepared a summary of literature table as follows.

**Table 1: Summary of Literature on Predictors of DWB**

Serial No	Research/Study	Y Variable	X Variables									
			OJ	OEC	Demographic	Job Stress	Job Satisfactio	Job,performan	Wk.Eenvironnt	Abusiv Superv	Other	
1	Sweeney & McFarlin (1993)	DWB	1									
2	Vardi & Wiener (1996)	Org. Misbehavior			1							1
3	Skarlicki & Folger (1997)	Work Place Retaliation	1									
4	Robinson & O'Leary-Kelly (1998)	Antisocial Behavior		1								
5	Aquino, Lewis & Bradfield (1999)	Employees' Deviance	1									
6	Baron, Neuman & Geddes (1999)	Workplace Aggression	1									
7	Greenberg & Barling (1999)	Employees' Aggression	1									
8	Robinson & Bennett (2000)	Workplace Deviance	1									
9	Fritzsche ( 2000)	Unethical Behavior		1								
10	Vardi (2001)	Org. Misbehavior		1								
11	Sackett & De Vore (2001)	C/productive Behavior	1		1							1
12	Fox et al. (2001)	C/productive Behavior	1			1						
13	Lee and Allen (2002)	Workplace Deviance			1							
14	Martinko et al. (2002)	C/productive Behavior	1		1							
15	Peterson (2002)	DWB		1								
16	Colbert et al. (2004)	Workplace Deviance			1				1			
17	Liao, Joshi & Chuang (2004)	DWB			1							
18	Appelbaum, Deguire & Lay (2005)	DWB		1								
19	Everton, Jolton & Mastrangelo (2005)	DWB	1									
20	Henle (2005)	Workplace Deviance	1		1							1
21	Spector & Fox (2006)	C/productive Behavior										1
22	Martin & Cullen (2006)	Dysfunctional Behavior		1								
23	McClurg & Butler (2006)	Unethical Behavior		1								
24	Appelbaum, Laconi & Matousek (2007)	DWB		1								
25	Lara & Tacoronte (2007)	Workplace Deviance	1									
26	Mitchel & Ambrose (2007)	Workplace Deviance									1	
27	Bamikol et al.(2012)	DWB		1								1
28	Nasir & Bashir (2012)	Workplace Deviance	1					1				
29	Othman, Khalid & Shahrina (2012)	DWB			1							
30	Mardiana, Ahmed & Omar (2013)	DWB				1						1
31	Zribi & Souai (2013)	DWB	1									
32	Mazni et al. (2013)	DWB	1	1	1	1	1	1				1

33	Pelin & Funda (2013)	C/productive Behavior		1							
34	Akikibofori & Magdalene (2014)	DWB	1	1		1					1
35	Uddin, Rahman & Howlader (2014)	DWB						1			1
36	Rashid et al.(2014)	DWB			1	1					1
37	Mahdieh & Tayerani (2014)	DWB	1								
38	Farhadi et al.(2015a)	DWB			1	1					
39	Farhadi et al. (2015b)	DWB			1						
40	Mohsen, Reza & Rajacipoor (2015)	DWB	1								
41	Faheem & Mahumud (2015)	Workplace Deviance	1				1				
42	Mazni & Rasdi (2015)	Workplace Deviance	1	1							1
43	Yariv (2016).	DWB									1
44	Michelle (2017)	DWB				1					
	<b>Total</b>		<b>18</b>	<b>13</b>	<b>12</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>12</b>

*Source: Developed by the Researcher based on the previous Literature*

According to this Table1, it is observed that four main variables; OJ (18 researchers); OEC (13 researchers); employees’ demographic variables (12 researches) and job stress (07 researches) have been used throughout last two decades as major predictors of measuring DWB.

Since the relationship between job stress and DWB has already been tested by Michelle (2017) very recently at reputed Apparel Company in Sri Lanka, researcher decided to use other three factors to measure their influence on the DWB in Sri Lankan context. Hence the influence of OJ, OEC and employees’ demographic factors in causing DWB would be tested in this research.

### 2.1.2 Relationship between Organizational Justice and DWB

There are number of researches, Aquino, Lewis & Bradfield (1999); Robinson & Bennett, 2000; Baron, Neuman & Geddes (1999); Henle (2005); Lara & Tacoronte (2007); Skarlicki & Folger (1997); Nasir and Bashir (2012); Fox et al.(2001); Everton, Jolton & Mastrangelo (2005); Zribi & Souai (2013); Mazni & Rasdi, (2015); Faheem & Mahumud (2015) in the field conducted on this area of research to find the association between OJ and “deviant type” behaviours such as counterproductive behaviour; employees’ retaliation; workplace aggression; workplace deviance; unethical behaviour etc., which are described in the chapter II previously, under the term “workplace deviance”.

#### Organizational Justice as an Antecedent of DWB

Antecedents of OJ are basically categorized as situation - based antecedents which reflects of organizations’ general work environment and personal - based antecedents that demonstrates the personality of employees. With regard to this study, perceptions of OJ are considered as a situation – based model which illustrates the general posture or nature of workplace and its members in terms of fairness.

Adam’s Equity Theory pointed out that if employees feel unfairness in the workplace it leads to create tension among employees and the affected employees would react to that unjust situation with the idea of resolving particular unjust condition. Later, Greenberg (1990) further elaborated the Adam’s Equity theory and he revealed that low level employees tend to steal from the organizations in order to equalize the inequity of their salaries. In addition to Adam’s Equity theory, Blau’s “Social Exchange Theory” also explains the logic of employees’ engagements of deviant behaviours. Work relationships in an organization are viewed by the employees as one of a “social exchange” and employees might engage in unethical acts (which are highly similar to the deviant acts) due to the fact that this kind of social exchange is out of the scope of strict contracts.

Introducing the “Referent Cognitions Theory” Folger 1987 (cited in Skarlicki & Folger, 1997) too demonstrated the relationship between employees’ unfairness perceptions and deviant behaviour. According to this theory employee compare other workers’ actions and outputs in ascertaining the fairness of a workplace. Furthermore, they stated that employees tend to relate unequal outcomes to the actions of other employees rather than their own actions. According to Skarlicki & Folger (1997), perception of unfairness would make negative impact on a part of employees who come forward to “punish” the organization as an aggressive response for unfairness. In other words, employees would organize themselves to launch some sort of retaliation towards their managers against the unfair treatments.

Having analysed recent researches and empirical studies in which the influence of OJ on DWB was measured, researcher identified few prominent dimensions/indicators which were frequently used in recent past to measure the OJ as follows.

**Table 2: Organizational Justice Dimensionality in Past Studies**

Dimension	Research/Empirical Study used particular dimension	
Distributive Justice	1. Skarlicki & Folger (1997) 2. Sackett & De Vore (2001) 3. Fox et al. (2001) 4. Everton, Jolton & Mastrangelo (2005) 5. Nasir & Bashir (2012)	6. Zribi & Souai (2013) 7. Mazni et al. (2013) 8. Mohsen, Reza & Rajacipoor (2015) 9. Faheem & Mahumud (2015) 10. Mazni & Rasdi (2015)
Procedural Justice	1. Skarlicki & Folger (1997) 2. Sackett & De Vore (2001) 3. Fox et al. (2001)	6. Zribi & Souai (2013) 7. Mazni et al. (2013) 8. Mohsen, Reza & Rajacipoor (2015)
Procedural Justice	4. Everton, Jolton & Mastrangelo (2005) 5. Nasir & Bashir (2012)	9. Faheem & Mahumud (2015) 10. Mazni & Rasdi (2015)
Interactional Justice	1. Skarlicki & Folger (1997) 2. Sackett & De Vore (2001) 3. Fox et al. (2001) 4. Everton, Jolton & Mastrangelo (2005) 5. Nasir & Bashir (2012)	6. Zribi & Souai (2013) 7. Mazni et al. (2013) 8. Mohsen, Reza & Rajacipoor (2015) 9. Faheem & Mahumud (2015) 10. Mazni & Rasdi (2015)

Source: Developed by the Researcher

According to this Table it is observed that three dimensions; procedural justice (10 studies), interactional justice (10 studies) and distributive justice (10 studies) have been used throughout the last two decades by the most of scholars to measure the nature of employees’ perception of OJ as a predictor of DWB.

**2.1.3 Relationship between OEC and DWB**

Organizational Ethical Climate is the second independent variable selected for the purpose of testing its influence on employees’ Deviant Workplace Behaviour. There are number of researches, Peterson (2002); Robinson & O’Leary-Kelly, 1998; Vardi, 2001; Martin & Cullen (2006); Robinson & Bennett (1995); Bamikol et al.(2012); Mazni et al. (2013); Pelin & Funda (2013); Mazni & Rasdi (2015) in the field conducted on this area of research to find the association between OEC and “deviant type” behaviours such as counterproductive behaviour; employees’ retaliation; workplace aggression; workplace deviance; unethical behaviour etc.

Employees’ perception about the ethically correct behaviour and how ethical dilemmas should be handled is represented by organizational ethical climates. Cullen, Parboteeah & Victor (2003) suggested that employees’ perceptions on organizations’ ethical values; regular practices; procedures and systems have significant effect on their behaviours and reactions. Robinson & O’Leary-Kelly (1998) revealed that antisocial behaviours of work groups are directly related with individual antisocial behaviours and therefore managers should focus on work group level in understanding and minimizing such antisocial behaviours.

In a related study that focused on theft which is considered as one of dimension of property deviance, McClurg & Butler 2006 (cited in Mazni & Rasdi 2015) emphasized that ethical climate of work groups could be considered as a good predictor of workplace deviance. In his study of the impact of ethical work climates on organizational misbehaviour, Vardi (2001) found out that the concept of ethical work climate is better enough to explain organizational misbehaviour compared to the organizational climate construct. Vardi (2001) stated that, in each organization there is a climate for organizational misbehaviour and the closest concept to the climate of organizational misbehaviour is the ethical work climate. His study has concluded that organizational misbehaviour is negatively related with some types of ethical work climates.

Peterson (2002) research has proven that certain types of ethical climates were related to specific types of deviant behaviours and deviant workplace behaviours can be predicted from the ethical work climate of an organization. Meanwhile Bamikol et al. (2012) revealed that poor supervision; poor identification of the company and uncertainty of employees’ future which represent a negative perception on organizations’ ethical climate would predict the political deviance; personal aggression; property deviance and political deviance at

workplace. Mazni et al. (2013) emphasized that employees' better perception on the social exchange relationship assists to create pleasant ethical work climate within organizations. Accordingly, they suggested that employees engage in Organizational Citizenship Behaviour (OCB) instead of DWB provided that they distinguish better ethical work climate within the workplace. On the other hand, low perception of OEC highly accelerates the rate of DWB. Furthermore, they concluded their study with the finding of negative relationship between OEC and workplace deviant behaviour amongst support personnel of Malaysia.

Pelin & Funda (2013) have stated that employees' attitudes or thoughts on their organizations' ethical climate can determine their tendencies in engaging positive; negative; ethical or unethical behaviours. In other words, OECs effect on the occurrence of individuals' citizenship or counterproductive behaviours. When employees emotionally identified that organizational climate as more favourable & supportive climate for them, then they try to "deviate" from the counterproductive behaviours. They further revealed that negatively perceived organizational climate that does not assist employees is mostly expected to encourage counterproductive behaviour within organization. Conversely organizational climate with employees' blessings and match to workers' personal objectives may cause positive attitudes towards co-workers and organization. In addition to that Mazni & Rasdi (2015) conducted in Malaysia revealed a negative and low relationship between OEC and interpersonal deviance.

Having analysed recent researches and empirical studies in which the influence of OECs on DWB was measured, researcher identified few prominent dimensions which were frequently used in recent past to measure the OEC as follows.

**Table 3: Organizational Ethical Climate Dimensionality in Recent Studies**

Dimension	Research/Empirical Study used particular dimension	
Instrumental Climate	1. Appelbaum, Deguire & Lay (2005) 2. Bamikol et al.(2012) 3. Mazni et al. (2013)	4. Mazni & Rasdi (2015) 5. Victor & Cullen (1988)
Caring Climate	1. Appelbaum, Deguire & Lay (2005) 2. Bamikol et al.(2012) 3. Mazni et al.(2013)	4. Mazni & Rasdi (2015) 5. Victor & Cullen (1988)
Law & Code Climate	1. Peterson (2002) 2. Appelbaum, Deguire & Lay (2005) 3. Bamikol et al.(2012) 4. Mazni et al. (2013)	5. Pelin & Funda (2013) 6. Mazni & Rasdi (2015) 7. Victor & Cullen (1988)
Rules Climate	1. Peterson (2002) 2. Appelbaum, Deguire & Lay (2005) 3. Mazni et al. (2013) 4. Pelin & Funda (2013).	5. Mazni & Rasdi (2015) 6. Victor & Cullen (1988)
Independence Climate	1. Appelbaum, Deguire & Lay (2005) 2. Mazni et al. (2013) 3. Mazni & Rasdi (2015)	4. Victor & Cullen (1988)
Other Dimensions	1.Vardi (2001) = 1.Warmth 2. Support 3. Reward 2. Peterson (2002) = 1.Employee Focus 2. Community Focus 3. Personal Ethics 4. Self Interest 5.Efficiency 3. Bamikol et al.(2012) = 1.Supervision 2.Kinds of Work 3.Co-Workers 4.Work Condition 5. Rewards 6. Career Future	

	4. Pelin & Funda (2013)= 1.Structure 2. Reward 3.Warmth 4.Conflicts 5.Support
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Source: Developed by the Researcher

According to the above table it is observed that five dimensions; Instrumental Climate (5 researches), Caring Climate (5 researches), Law & Code Climate (7 researches), Rules Climate (6 researches) and Independence Climate (4 researchers) have been used previously by the most of scholars to measure the nature of employees’ perception of OEC as a major predictor of DWB.

**2.1.4 Relationship between Employees’ Demographics and DWB**

The aim of this section is to describe the researches/theories/studies that analyse the moderate role of the employees’ demographics between employees’ perception of organizational; justice; ethical climate and DWB and analyse the recent researches & empirical studies which are conducted to explore the moderate influence of employees’ demographics between two independent variables and DWB. Numerous researches, Martinko et al. (2002); Liao, Joshi & Chuang (2004); Bamikol et al., (2012); Zribi & Souai (2013); Yariv (2016) in the field have discussed on this area while conducting their studies to explore the association of OEC, OJ, Job Satisfaction, Job Stress etc.

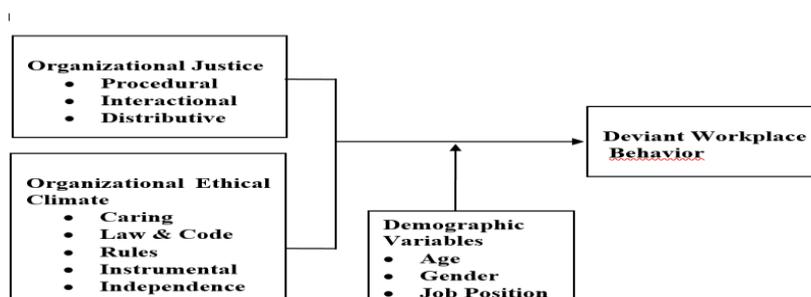
Martinko et al. (2002) found that age and profession level shows a negative correlation with workplace aggression and distinction of aggression level according to the gender within their sample. Liao, Joshi & Chuang (2004) have also proved the negative relationship of age with workplace deviance. They also found that ethnic differences could make distinctions of workplace deviance levels. Furthermore, Bamikol et al. (2012) clearly identified that there is a significant difference between male employees and female employees in terms of engage in production deviance and personal aggression. Further they stated that male employees’ average fraudulent behaviour is greater than that of female employees. In addition, Zribi & Souai (2013) revealed that employees show an unbelievable low level of workplace deviance despite of high rate of injustice perceptions. As they suggested the reason behind was the cultural influence of employees.

Apart from those studies Mahdieh & Tayerani (2014) found significant difference between the perception of OJ and DWB in organizations in accordance with employees’ income level which is pretty much paralleled with job positions. Further they identified that rate of workplace deviance is declined as employees grow older. Yariv (2016) conducted a research to explore the relationship of job status which is highly correlated with job positions with workplace incivility, revealed that low employment status results high level of workplace incivility. They further reported a significant variance in employees’ deviance between high status employees and low status employees. Age, gender and job position are taken under consideration as the demographic variables of the research model.

**III. CONCEPTUAL FRAMEWORK**

By using the conceptual and operational knowledge gathered in previous sections researcher developed a conceptual model. The dependent variable (deviant workplace behaviour), fully or partially depends on employees’ demographics, organizational justice and organizational ethical climates. Three demographic variables (age, gender & job position) denoted as moderate variables between the DWB and organizational justice; ethical climate. Core variables (OJ and OEC) are measured in terms of influence level which was viewed to each key performance indicator, by respondents in sample. The research model is illustrated in figure 1.

**Figure 1: Conceptual Framework**



Source: Researcher developed based on the previous literature

Researcher identified three dimensions of OJ which have effects on organizational justice. As shown in conceptual model (Figure 1), employees' perceptions of organizational justice are mainly comprised with procedural, interactional and distributive justice dimensions. To have a positive perception on OJ, employees should have perceived justice in all three areas. Further employees' perceptions of organizational ethical climate are a combination of perceptions namely caring; law & code; rules; instrumental and independence climates.

### **3.1 Development of Hypothesis**

Researcher developed following hypothesis based on the conceptual framework.

#### **Relationship between Organizational Justice and DWB**

Large number of researches, Aquino, Lewis & Bradfield (1999); Robinson & Bennett (2000); Baron, Neuman & Geddes (1999); Henle (2005); Lara & Tacoronte (2007) ; Skarlicki & Folger (1997); Nasir & Bashir (2012); Fox et al.(2001); Everton, Jolton & Mastrangelo (2005); Zribi & Souai (2013); Mohammad Anzari et al. 2013 (cited in Mazni & Rasdi, 2015); Mazni & Rasdi (2015); Faheem & Mahumud (2015) have been conducted on this area of research to find the association between OJ and "deviant type" behaviours such as counterproductive behaviour; employees' retaliation; workplace aggression; workplace deviance; unethical behaviour etc. , which are described in the chapter II previously, under the term "workplace deviance"

Skarlicki & Folger (1997) suggested that supervisors' attention & sensitivity and respectable treatments on employees may tolerate the unfair situations such as unfair pay salary levels, unfair procedures in organizations. They further revealed that distributive and interactional justice cooperated at low degree of procedural justice which set a favourable environment to increase the retaliation against the unfair situations. Fox et al. (2001) pointed out that low level of distributive justice is positively associated with high level of work sabotage activities. They further stated that organizational injustice is positively associated with Counter Workplace Behaviour (CWB). A positive relationship between DWB and Organizational Injustice was found by Nasir & Bashir (2012). In addition, Zribi & Souai (2013) found that the positive association between interactional injustice and interpersonal deviance. Furthermore, they have clearly identified a positive relationship between other two types of organizational injustice (distributive & procedural).

Mohammad Anzari et al. 2013 (cited in Mazni & Rasdi, 2015) also discovered a considerable negative association between distributive justice and counterproductive work behaviour. Mazni et al. (2013) identified OJ as a predictor of deviant behaviour amongst Malaysian Public Service personnel and found negative relationship between OJ and DWB. Conducting a research in Pakistan public sector hospitals, Faheem & Mahumud (2015) revealed that OJ is highly correlated with DWB showing strong negative relationship. Henle (2005) proved that the distributive justice perceptions are negatively associated with workplace deviance. Aquino, Lewis & Bradfield (1999) concluded that interactional justice has significant negative effect on retaliatory behaviour.

It is noticed that there is large empirical support for the negative impact of the employees' perception on OJ on the emergence of deviant behaviours of employees. Along with the previously conducted studies, it is predicted that certain types of OJ dimensions will lead to create deviant workplace behaviours. Hence based on above findings in recent researches and studies it is hypothesized that,

- H1: Employees' perceptions of Organizational Justice have negative relationship with Deviant Workplace behaviour.
- H1a: Employees' perceptions of Procedural Justice have negative relationship with Deviant Workplace behaviour.
- H1b: Employees' perceptions of Interactional Justice have negative relationship with Deviant Workplace behaviour.
- H1c: Employees' perceptions of Distributive Justice have negative relationship with Deviant Workplace behaviour.

#### **Relationship between Organizational Ethical Climate and DWB**

As already described in chapter II, employees' perception about the ethically correct behaviour and how ethical dilemmas should be handled is represented by OECs. There are number of researches, Peterson (2002); Robinson & O'Leary-Kelly (1998); Vardi (2001); Martin & Cullen (2006) ; Robinson & Bennett (1995); Bamikol et al.(2012); Mazni et al. (2013); Pelin & Funda (2013); Mazni & Rasdi (2015) in the field conducted on this area of research to find the association between OEC and "deviant type" behaviours such as counterproductive behaviour; employees' retaliation; workplace aggression; workplace deviance; unethical behaviour etc.

Cullen, Parboteeah & Victor (2003) suggested that employees' perceptions on organizations' ethical values; regular practices; procedures and systems have significant effect on their behaviours and reactions. Robinson & O'Leary-Kelly (1998) revealed that antisocial behaviours of work groups are positively related with individual antisocial behaviours. Vardi (2001) found out that the concept of ethical work climate is better enough to explain organizational misbehaviour compared to the organizational climate construct. Peterson

(2002) research has proven that deviant workplace behaviours can be predicted from the ethical work climate of an organization.

Meanwhile Bamikol et al. (2012) revealed that poor supervision; poor identification of the company and uncertainty of employees' future which represent a negative perception on organizations' ethical climate would predict the DWB in workplaces. Mazni et al. (2013) suggested that low perception of OEC highly accelerates the rate of DWB. Furthermore, they concluded their study with the finding of negative relationship between OEC and workplace deviant behaviour amongst support personnel of Malaysia.

Pelin & Funda (2013) have stated that employees' attitudes or thoughts on their organizations' ethical climate can determine their tendencies in engaging citizenship or counterproductive behaviours. In addition to that Mazni & Rasdi (2015) conducted in Malaysia revealed a negative and low relationship between OEC and interpersonal deviance.

It is noticed that there is large empirical support for the negative impact of employees' perception of ethical work climates on the emergence of deviant behaviours of employees. Along with the previously conducted studies, it is predicted that certain types of ethical work climates will lead to initiate deviant workplace behaviours. Hence based on above findings in recent researches and studies it is hypothesized that,

- H2: Employees' perceptions of Organizational Ethical Climate have negative relationship with Deviant Workplace behaviour.
- H2a: Employees' perceptions of Caring Climates have negative relationship with Deviant Workplace behaviour.
- H2b: Employees' perceptions of Law and Codes Climate has negative relationship with Deviant Workplace behaviour.
- H2c: Employees' perceptions of Rules Climates have negative relationship with Deviant Workplace behaviour.
- H2d: Employees' perceptions of Instrumental Climates have negative relationship with Deviant Workplace behaviour.
- H2e: Employees' perceptions of Independence Climates have negative relationship with Deviant Workplace behaviour.

### **The Relationship between Employees' Demographic Variables and DWB**

The aim of this section is to describe the researches/studies that analyse the moderate role of the employees' demographics between employees' perception of organizational; justice; ethical climate and DWB and analyse the recent researches & empirical studies which are conducted to explore the moderate influence of employees' demographics between two independent variables and DWB. Numerous researches (Martinko et al. (2002); Liao, Joshi & Chuang (2004); Bamikol et al., (2012); Othman, Khalid & Shahrina (2012); Zribi & Souai (2013); Mahdih & Tayerani (2014); Yariv (2016) in the field have discussed on this area while conducting their studies to explore the association of OEC, OJ, Job Satisfaction, Job Stress etc.

Martinko et al. (2002) found that age and profession level shows a negative correlation with workplace aggression and distinction of aggression level according to the gender within their sample. Liao, Joshi & Chuang (2004) have also proved the negative relationship of age with workplace deviance. They also found that ethnic differences could make distinctions of workplace deviance levels. Furthermore, Bamikol et al. (2012) clearly identified that male employees' average fraudulent behaviour is greater than that of female employees.

Othman, Khalid & Shahrina (2012) revealed a slight difference in workplace deviance rate between male and female workers. They also highlighted a reasonable difference of workplace deviance mean scores according to age differences. Mean score of 57.58 had recorded among 21-30 age groups while 51 and above age group recorded mean deviance of 54.85. That means age had moderated the workplace deviance level in particular research sample. In addition, Zribi & Souai (2013) revealed that participants of their research sample shows an unbelievable low level of workplace deviance despite of high rate of injustice perceptions. As they suggested the reason behind was the cultural influence of employees.

Apart from those studies Mahdih & Tayerani (2014) found significant difference between the influence of the employees' perception of OJ on DWB in organizations in accordance with employees' income level which is pretty much paralleled with job positions. Further they identified that rate of workplace deviance is declined as employees grow older. Yariv (2016) reported a significant variance in employees' deviance between high status employees and low status employees.

It is noticed that there is large empirical support for the "moderate role" of employees' demographics on the emergence of deviant behaviours of employees. Therefore, researcher decided to test the role of employees' demographics namely age, gender and job position to moderate the relationships between employees' perceptions on OJ and Deviant Workplace Behaviour in Sri Lankan context as well. Hence based on above findings in recent researches and studies it is hypothesized that,

- H3: The relationship between employees' perception of organizational justice and DWB is positively moderated by employees' demographic variables.
- H3a: The relationship between employees' perception of organizational justice and DWB is positively moderated by employees' age.
- H3b: The relationship between employees' perception of organizational justice and DWB is positively moderated by employees' gender.
- H3c: The relationship between employees' perception of organizational justice and DWB is positively moderated by employees' job position.

Further researcher decided to test the role of employees' demographics namely age, gender and job position to moderate the relationships between employees' perceptions on OECs & Deviant Workplace Behaviour separately. Hence based on above findings in recent researches and studies it is hypothesized that,

- H4: The relationship between employees' perception of organizational ethical climate and DWB is moderated by employees' demographic variables.
- H4a: The relationship between employees' perception of Organizational Ethical Climate and DWB is moderated by employees' age.
- H4b: The relationship between employees' perception of organizational ethical climate and DWB is moderated by employees' gender.
- H4c: The relationship between employees' perception of organizational ethical Climate and DWB is moderated by employees' job position.

#### IV. OPERATIONALIZATION

Summary of measurement instruments and scales used to measure each key performance indicator of research variables as follows.

**Table 4: Measurement Instruments**

Variable	Key performance Indicator	Question #	Scale
Deviant Workplace Behaviour	1. Organizational Deviance	#04 to# 14	Scale 1 *
	I. Property Deviance	#04 to #06	
	II. Production Deviance	#07 to #14	
	2. Interpersonal Deviance	#15 to #22	
	I. Political Deviance	#15 to #18	
	II. Personal Aggression	#19 to #22	
Organizational Justice	1. Procedural Justice	#23 to #28	Scale 2 **
	2. Interactional Justice	#29 to #37	
	3. Distributive Justice	#38 to #42	
Organizational Ethical Climate	1. Caring Climates	#43 to #49	Scale 3 ***
	2. Instrument Climates	#50 to #53	
	3. Independence Climates	#54 to #57	
	4. Rules Climates	#58 to #64	
	5. Law & Codes Climates	#65 to #68	
Employees' Demographics	1. Age	#01	-
	2. Gender	#02	
	3. Job Position	#03	

Source: Developed by the Researcher

\* 19 item scale developed by Robinson & Bennett (2000).

\*\* 20 item scale developed by Niehoff & Moorman (1993).

\*\*\* 26 item questionnaire developed by Victor & Cullen (1988)

V. DATA ANALYSES

The influence of employees’ demographics, OJ and OEC variables on the dependent variable was evaluated by using two different regression analyses. In the first multiple regression analysis relationship of sub dimensions of independent variables with DWB was tested. The second regression analysis was allocated to test the relationship of three primary independent variables and to construct the regression equation for the whole research model.

5.1. Impact of Dimensions of Independent Variables with DWB

In order to test the relationships of each dimensions of independent variables; demographics (age, gender and job position), OJ (procedural; interactional and distributive justice) and OEC (caring; law & codes; rules; instrumental and independence climate) a separate multiple regression analysis was conducted. The results of the multiple regression analysis are shown in Table 5, Table 6 and Table 7.

Table 5: Model Summary of Regression Analysis for Dimensions of Independent Variables

R	R Square R <sup>2</sup>	Adjusted Square R	Std. Error of the Estimate	Sig.
0.909	0.827	0.823	0.267	0.000

Source: Developed by the Researcher based on the survey data 2018

Table 5 provides the R, R<sup>2</sup> and P (Sig) values of the research model. The R value represents the simple correlation and is 0.909, which indicates a high degree of significant correlation. The R<sup>2</sup> value indicates that 82.70% of Deviant Workplace Behaviors can be explained by these dimensions of employees’ demographics, OJ and OEC.

To evaluate how far the regression equation of the research model fits with the data and how well the regression equation predicts the dependent variable, ANOVA table of the analysis was referred. The result of the ANOVA test is shown in Table 6.

Table 6: ANOVA Test for the Regression Analysis for Dimensions of Independent Variables

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	153.88	11	13.99	195.71	0.000
	Residual	32.23	451	0.71		
	Total	186.11	462			

Source: Developed by the Researcher based on the survey data 2018

In table 6, the F value for the regression row revealed as 195.71. P value which indicates the statistical significance of the regression model revealed as  $p < 0.000$ , which is less than 0.05. These results indicate that, overall the regression model predicts the dependent variable with statistical significance.

To test whether how dependent variable is predicted from sub-dimensions and determine whether these dimensions contribute statistically significantly to the research model coefficient table of the analysis was referred. The coefficient table of the test is shown in Table 7.

Table 7: Coefficients of Regression Analysis for Dimensions of Independent Variables

Variable	Coefficients		T	Sig.
	β	Std. Error		
(Constant)	6.144	0.077	80.21	0
Age	-0.047	0.013	-3.65	0
Gender	-0.238	0.032	-7.46	0
Job Position	-0.087	0.03	-2.87	0.004
Procedural Justice	-0.094	0.02	-4.6	0
Interactional Justice	-0.039	0.015	-2.54	0.011
Distributive Justice	-0.2	0.036	-5.53	0

Caring Climate	-0.05	0.029	-1.71	0.087
Law & Codes Climate	-0.099	0.026	-3.86	0
Rules Climate	0.019	0.025	0.77	0.444
Instrumental Climate	-0.154	0.043	-3.6	0
Independence Climate	-0.089	0.033	-2.7	0.007

Source: Developed by the Researcher based on the survey data 2018

In table 7, values in column Beta ( $\beta$ ) indicate the predictability of deviant workplace behaviour by each dimension and Sig. column represents the significance levels (P values) of each dimension for the total research model. As a rule of thumb, a variable is statistically significant if its p-value is smaller than 0.05. Results revealed that Beta ( $\beta$ ) values for all dimensions except for rules climate ( $\beta = 0.019$ ) are negative and thereby all dimensions except rules climate are negatively affecting on the DWB. However, the statistical significance level (P value) of caring climate ( $P=0.087$ ) and rules climate ( $P=0.444$ ) are higher than the accepted P value (0.005) and therefore the relationships indicated against particular dimensions are not statistically significant.

When consider the relative strength of the statically significant dimensions, gender ( $\beta = -0.238$ ,  $p = 0.000$ ), distributive justice ( $\beta = -0.200$ ,  $p = 0.000$ ) and instrumental climate ( $\beta = -0.154$ ,  $p = 0.000$ ) revealed stronger ability to determine the engagements of DWB. On the other hand age ( $\beta = -0.047$ ,  $p = 0.000$ ) and interactional justice ( $\beta = -0.039$ ,  $p = 0.011$ ) revealed the lowest contribution to predict DWB. Apart from that, law & codes climate ( $\beta = -0.099$ ,  $p = 0.000$ ), procedural justice ( $\beta = -0.094$ ,  $p = 0.000$ ), independence climate ( $\beta = -0.089$ ,  $p = 0.007$ ) and job position ( $\beta = -0.087$ ,  $p = 0.004$ ) revealed considerable contribution to predict the DWB.

**5.2. Influence of Independent Variables and DWB**

In order to test the influence of independent variables on DWB separate multiple regression analysis was conducted. Deviant Workplace Behaviour was considered as the dependent variable and age, gender, job position, OJ and OEC were considered as independent variables for the analysis. The results of the multiple regression analysis are shown in Table 8, Table 9 and Table 10.

**Table 8: Model Summary of the Regression Analysis for Independent Variables**

R	R Square $R^2$	Adjusted Square R	Std. Error of the Estimate	Sig.
0.896	0.803	0.801	0.28325	0.000

Source: Developed by the Researcher based on the survey data 2018

Table 8, provides the R, R2 and P (Sig) values of the research model. The R value represents the simple correlation and is 0.896 (the "R" Column), which indicates a high degree of significant correlation. The R2 value (the "R Square" column) indicates how much of the total variation in the dependent variable (DWB), can be explained by the independent variables. This result indicates that 80.30% of Deviant Workplace Behaviors can be explained by age, gender, job position, OJ and OEC.

To evaluate how far the regression equation of the research model fits with the data and how well the regression equation predicts the dependent variable, ANOVA table of the analysis was referred. The result of the ANOVA test is shown in Table 9.

**Table 9: ANOVA test for the Regression Analysis for Independent Variables**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	149.45	5	29.89	372.54	0.000
	Residual	36.67	457	0.08		
	Total	186.12	462			

Source: Developed by the Researcher based on the survey data 2018

In table 9, the F value for the regression row revealed 372.54 and P value which indicates the statistical significance of the regression model revealed as  $p < 0.000$ , which is less than 0.05. These results indicate that, overall the regression model predicts the dependent variable with statistical significance.

To test whether how dependent variable is predicted from independent variables and determine whether independent variables contribute statistically significantly to the research model coefficient table of the analysis was referred. The coefficient table of the test is shown in Table 10.

**Table 10: Coefficients of Regression Analysis for Independent Variables**

Variable	Coefficients		T	Sig.
	$\beta$	Std. Error		
(Constant)	5.932	0.069	86.38	0
Age	-0.039	0.013	-3.098	0.002
Gender	-0.326	0.029	-11.156	0
Job Position	-0.184	0.025	-7.442	0
Organizational Justice	-0.187	0.024	-7.799	0
Organizational Ethical Climate	-0.384	0.028	-13.632	0

*Source: Developed by the Researcher based on the survey data 2018*

In table 10, values in column Beta ( $\beta$ ) indicate the predictability of deviant workplace behaviour by each variable and Sig. column represents the significance levels (P values) of each variable for the total research model. As a rule of thumb, a variable is statistically significant if its p-value is *smaller than 0.05*. Results revealed that Beta ( $\beta$ ) values for each of independent variables are negative and the thereby all independent variables are negatively affecting on the DWB.

When consider the strength of the each significant variable, OEC ( $\beta = -0.384$ ,  $p = 0.000$ ) and employees' gender ( $\beta = -0.326$ ,  $p = 0.000$ ), revealed a stronger ability to determine the engagements of DWB than age ( $\beta = -0.039$ ,  $p = 0.002$ ), job position ( $\beta = -0.184$ ,  $p = 0.000$ ), and OJ ( $\beta = -0.187$ ,  $p = 0.000$ ). Further the P values for all independent variables were less than 0.005, indicating that all independent variables are statistically significantly contributed to the research model. Therefore, we can write down the regression equation for the Deviant Workplace Behaviour as,

$$\text{DWB} = \text{Constant } (5.932) - (0.039 \times \text{Age}) - (0.326 \times \text{Gender}) - (0.184 \times \text{Job Position}) - (0.187 \times \text{Organizational Justice}) - (0.384 \times \text{Organizational Ethical Climate})$$

### 5.3 Hypothesis Testing

This section examines the results of the statistical analysis conducted in order to test the hypothesis that are introduced in the. In order to test the various hypotheses Bivariate Analyses (Pearson inter-correlation analysis) Multivariate Analyses (multiple regression analyses) are utilized.

H1: There is a negative relationship between Organizational Justice and DWB.

As already stated in the bivariate analysis, perceptions of OJ ( $r = -0.770$ ,  $p < .000$ ) was found to be negatively correlated with Deviant Workplace Behaviour. Therefore, this hypothesis was accepted.

H1a: Employees' perception of Procedural Justice has negative relationship with Deviant Workplace Behaviour. As found in the bivariate analysis, perceptions of procedural justice ( $r = -0.692$ ,  $p < .000$ ) was found to be negatively associated with Deviant Workplace Behaviour. Therefore, this hypothesis was supported by the findings.

H1b: Employees' perception of Interactional Justice has negative relationship with Deviant Workplace Behaviour.

According to the results of the bivariate analysis, perceptions of interactional justice ( $r = -0.636$ ,  $p < .000$ ) was found to be negatively correlated with Deviant Workplace Behaviour. Therefore, this hypothesis was accepted based on the said findings.

H1c: Employees' perceptions of Distributive Justice have negative relationship with Deviant Workplace Behaviour.

Bivariate analysis has proved that distributive justice perceptions ( $r = -0.728$ ,  $p < .000$ ) was found to be negatively related with Deviant Workplace Behaviour. Hence this hypothesis was accepted based upon the results revealed in bivariate analysis.

H2: There is a negative relationship between Organizational Ethical Climate and DWB.

As the correlation results exhibit, the perceptions of OEC has a significant negative relationship ( $r = -0.832$ ,  $P < 0.000$ ) with Deviant Workplace Behaviour. Therefore, this hypothesis was confirmed.

Ho2a: Employees' perception of Caring Climates has negative relationship with Deviant Workplace Behaviour. According to the bivariate analysis results, perception of caring climate has a significant negative relationship with DWB ( $r = -0.771$ ,  $P < 0.000$ ). Therefore, this hypothesis was supported by the findings.

H2b: Employees' perception of Law and Code Climates has negative relationship with Deviant Workplace Behaviour.

The results of the correlation analysis suggest that, perceptions of law & codes climate ( $r = -0.731$ ,  $P < 0.000$ ) do have a significant negative association with DWB and therefore, this hypothesis was accepted.

H2c: Employees' perceptions of Rules Climates have negative relationship with Deviant Workplace Behaviour.

The correlation results indicated that perceptions of rules climate ( $r = -0.672$ ,  $P < 0.000$ ) illustrate negative relationship with DWB and based on those findings, this hypothesis was accepted.

H2d: Employees' perception of Instrumental Climates has negative relationship with Deviant Workplace Behaviour.

The results of the inter-correlation analysis showed that perceptions of instrumental climate ( $r = -0.779$ ,  $P < 0.000$ ) also negatively associated with Deviant Workplace Behaviour which supports the hypothesis.

H2e: Employees' perception of Independence Climates has negative relationship with Deviant Workplace Behaviour.

As can be inferred from bivariate analysis, the perceptions of independence climate ( $r = -0.681$ ,  $P < 0.000$ ) was found to be negatively associated with Deviant Workplace Behaviour confirming the hypothesis.

H3: The Influence of Organizational Justice on DWB is positively moderated by Employees' Demographic Variables.

As two step multiple regression results exhibit, employees' demographics ( $R = 0.136$ ,  $P < 0.05$ ) shows a significant positive impact on the relationship between OJ and DWB. Therefore, this hypothesis was accepted.

H3a: The Influence of Organizational Justice on DWB is positively moderated by Employees' age.

As per the two step multiple regression results exhibit, employees' age ( $R = 0.051$ ,  $P < 0.05$ ) has a significant positive impact on the relationship between OJ and DWB. Therefore, this hypothesis was supported.

H3b: The Influence of Organizational Justice on DWB is positively moderated by Employees' gender.

According to the two step multiple regression results exhibit, employees' gender ( $R = 0.118$ ,  $P < 0.05$ ) has a significant positive influence over the relationship between OJ and DWB. Therefore, this hypothesis was accepted.

H3c: The Influence of Organizational Justice on DWB is positively moderated by Employees' job position.

As it was already indicated in the moderated multiple regression analysis, employees' job position was found to be positively influenced ( $R = 0.020$ ) over the relationship between OJ and DWB. However, the level of statistical significance ( $P = 0.505$ ) which was greater than 0.05, revealed that this positive influence is not statistically significant. Therefore, the hypothesis was rejected.

H4: The Influence of Organizational Ethical Climate on DWB is positively moderated by employees' Demographic Variables.

As the two step multiple regression results suggests, employees' demographics were found to be positively influenced ( $R = 0.066$ ) over the relationship between OEC and DWB. However, the level of statistical significance ( $P = 0.074$ ) which was greater than 0.05, revealed that this positive influence is not statistically significant. Therefore, the hypothesis was not supported.

H4a: The Influence of Organizational Ethical Climate on DWB is positively moderated by employees' age.

In accordance with the two step multiple regression results, employees' age was found to be positively influenced ( $R= 0.022$ ) over the relationship between OEC and DWB. However, the level of statistical significance ( $P = 0.146$ ) which was greater than 0.05, revealed that this positive influence is not statistically significant. Therefore, this hypothesis was not accepted.

H4b: The Influence of Organizational Ethical Climate on DWB is positively moderated by employees' gender. As per the results revealed in the two step multiple regression results, employees' gender recorded positive influence ( $R= 0.328$ ) over the relationship between OEC and DWB with favourable significance level ( $R= 0.000$ ). Therefore, this hypothesis was supported by the findings.

H4c: The Influence of Organizational Ethical Climate on DWB is positively moderated by employees' job position.

According to the two step regression results, employees' job position recorded negative influence ( $R= -0.027$ ) over the relationship between OEC and DWB, with low level of significance level ( $R= 0.061$ ). Since a statistically significant positive impact of job position was not being observed, this hypothesis was rejected.

## VI. CONCLUSION

The huge financial, social and psychological costs associated with DWB require a comprehensive understanding of the factors causing these behaviours in order to take a proactive stance for their prevention. There are plenty of modern & hi-tech internal controlling systems such as finger print marking systems; CCTV cameras etc. are being currently practicing in Sri Lankan public institutions to control the DWB activities. However, the existence of DWB in the public sector despite of such controlling measures indicates the failure of those internal controlling systems in eliminating DWB. Therefore, the findings of this study accumulate a valuable asset for the relevant government authorities to guide and direct their future action with a broad view to minimize the negative consequences of DWB and to prepare comprehensive plans to eradicate DWB in Sri Lankan public sector.

This study gives important indication to the managers about the importance of fairness perceptions of the employees in shaping their behaviour. Therefore, managers should be sensitive in their decisions about reward allocations, in decision-making procedures and in their interactions with their subordinates. The high level of correlations observed between certain types of ethical work climates and the DWB dimensions clearly confirms the power of ethical work climate perceptions in affecting organizational outcomes.

More importantly, the capability of caring climate to impact upon DWB is to be highly concerned. Because caring climate is a strong work climate in which employees refrain from engaging in deviant acts towards the organization. Therefore, in line with the findings of the current study, government officials should promote a caring climate in which employees feel that their well-being is taken care by the institution. Furthermore, management should revise its decision-making procedures and make the necessary adjustments to give their employees voice about the decisions that have an impact on them. Public organizations should develop special mechanisms to ensure transparency and accountability in the development and enactment stage of their procedures.

Finally, public institutions should pay very much attention on the requirements, determinations and feelings of their employees as they normally do on the financial and administrative matters. Hence higher level government policy makers should give particular importance to review, reshape, organizational policies, rules & regulations and redesign organizational structures or modify the existing structures so as to enhance their ethical values, fairness in resource allocation & decision-making processes in order to guide employees' behaviour towards the well efficient Sri Lankan public sector.

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