

The Impact of Organizational Ethical Climate on Workplace Deviance Mediated by Organizational Citizenship Behaviour: A Study of Selected Research Universities in Malaysia

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Abstract:

Purpose - The purpose of this paper is to investigate the concurrent role of organizational ethical climate through organizational citizenship behaviour on workplace deviance. The authors use the social exchange theory to analyse the impact of organizational ethical climate on workplace deviance with a mediating effect of organizational citizenship behaviour.

Design/methodology/approach - A quantitative method was used to test four hypotheses examined using PLS-SEM3. The authors surveyed 230 respondents from five public universities in Malaysia.

Findings - The results highlighted the positive effects of organizational ethical climate on organizational citizenship behaviour and the adverse impact of organizational ethical climate on workplace deviance. Organizational citizenship behaviour has a mediating effect between organizational ethical climate and workplace deviance.

Originality/value - Besides, the findings of this study have contributed theoretically to workplace deviance by providing additional evidence for the different effect of organizational ethical climate and organizational citizenship behaviour on workplace deviance. The results of this research will be useful for reducing workplace deviance, thus improving employees' efficiency.

Keywords: Workplace deviance (WD), Organizational ethical climate (OEC), Organizational citizenship behaviour (OCB)

组织道德气氛对工作场所偏差的影响与马来西亚公立大学组织公民行为的中介效应

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目的-本文的目的是通过组织公民行为对工作场所偏差的影响来研究组织道德氛围的同时作用。作者使用社会交换理论来分析组织道德氛围对工作场所偏差的影响，并具有组织公民行为的中介作用。

设计/方法/方法-使用定量方法测试了四个假设，并使用 PLS-SEM3 进行了检验。作者调查了马来西亚五所公立大学的 230 名受访者。

调查结果-结果强调了组织道德氛围对组织公民行为的积极影响，以及组织道德氛围对工作场所偏差的不利影响。组织公民行为在组织道德氛围和工作场所偏差之间起着中介作用。

原创性/价值-此外，本研究的发现在理论上为工作场所偏差提供了帮助，为组织道德氛围和组织公民行为对工作场所偏差的不同影响提供了补充证据。这项研究的结果将有助于减少工作场所的偏差，从而提高员工的效率。

关键字: 工作场所偏差 (WD)，组织道德氛围 (OEC)，组织公民行为 (OCB)

Introduction

Workplace deviance (WD) is one of the most costly behaviours against the productivity and efficiency of employees in the workplace. Investigators and researchers recognize that workplace deviance is a significant issue in an organization, which has increased sharply in recent years (Spector and Fox, 2010). There are many reasons for inappropriate treatment towards workers which lead to increased deviance and decrease the efficiency of the organization. Abbasi and Wan Ismail (2018) assert that workplace deviant behaviour is ever-increasing and implicate adversely on individuals and groups. Although the impact of WD has been explored individually by numerous researchers, knowing the predictors of these variables on workplace deviance require more study and effort (Alias et al., 2013; Colquitt et al., 2001). When employees misbehave in an organization, these behaviours can have harmful effects on the system and prevent the organization from achieving its objectives (Farhadi et al., 2012). A recent

study by Abbasi et al. (2020a) found WD continues to be a pervasive issue and a serious and costly problem for organizations globally.

Employees are one of the strategic assets of an organization. Wise, responsible, committed and brave employees contribute to organizational success (Eder and Eisenberger, 2008). Most organizations strive to improve their human resources to increase productivity and efficiency by supporting their employees. Organizations can support their employees through the organizational side, and this support is of much importance as it promotes employees' positive work-related outcomes (Taylor et al., 2009). Top management in organization should create trust atmosphere that employee perceives enough care and support, which lead to decreased WD (Abbasi et al., 2020b) but all these can be successful by adhering to strict ethical standards.

The word 'ethics' stems from the Sanskrit's 'Sydha' which means self-position, self-condition, habit, or custom (Fraedrich, 1993). Ethical means approbated standard rules to ensure personal and social wellbeing in organization (Anand et al., 2005). According to Simha and Cullen (2012), unethical

behaviours or realizing psychological processes in individuals are the most rational way in organization. Further, ethical climate concept is employees' beliefs in a range of organizational obligations concerning ethical problems which involve management and employees.

On the other hand, Organizational citizenship behaviour (OCB) refers to individual actions that are discretionary but not rewarded directly by the organization (Podsakoff et al., 2006). Measuring this behaviour from the perspective of supervisors causes great difficulty in identifying any adverse effects associated with it. If employees are neglecting their formally established job requirements to perform OCB, both job performance and productivity can be affected. According to Blakely et al. (2005), when employees have a positive perception of fairness in an organization, the possibility of OCB increases. Jafari and Bidarian (2012) explained employees who perceive the organization as fair, have higher intention to help co-worker and participate in OCB. Based on the research of López-Cabarcos et al. (2019), OCB has a strong impact on employees' commitment.

The results of a study from hotels across Taiwan provide evidence of the relationship between individual characteristics, both OCB and WD. The research indicates that organizational factors play a critical role in shaping the OCB and WD of hospitality employees (Chen and King, 2018). One of the recent research shows that non-economic motivations for organizational citizenship behaviour in construction megaprojects are high (Yang et al., 2020).

Based on the above background, this research aims to explore the impact of organizational ethical climate on workplace deviance and to examine whether OCB mediates the relationship between OEC and WD.

2. Literature Review

2.1 Theory

Social exchange theory describes the motivation for behaviour and attitudes exchanged among individuals such as involvement and exchange with supervisors, colleagues, organizations and teams, interactions along with workplace relations. Some researchers suggest that social exchange theory offers the best explanation for an employee participating and employee's standard of fairness in the organization (Pierce and Maurer, 2009).

2.2 Organizational Ethical Climate and Workplace Deviance

Considering the mentality of employees has been debated as the most reasonable way to highlight unethical behaviour, it is still almost impossible to

recognize all unethical manners in the workplace due to shortage of rule to measure unethical behaviour in organization (Sackett and DeVore, 2001). Sackett and Devore (2001) argue the suitable evaluation measurements of unethical behaviour in organizations is not merely the potency of ethical rules of manner which have yet to be decided, though this approach is well established to limit unethical organizational behaviours.

The problem of unethical behaviour in organization is a serious issue because the majority of employees who misbehave at work do not necessarily possess bad characteristics. Some unethical actions or even deviant behaviour are reported to be committed by employees who are presumably ethical (Ghani, 2013).

Organizational practices, expected behaviour, procedures, and how management considers verities of issues can all be aspects that involve employee perceptions. Therefore, any standardized process to reduce the destructive behaviour of employee leads to promote ethical standards and lessen the WD (Shafer, 2015). Some evidence showed that ethical behaviour of managers or supervisors could increase feelings of worthiness, or the value that employees place on their job may cause reduce deviance in organization (Hsieh and Wang, 2016). Mohammadpoory et al. (2018) found the strong impact of OEC on organizational health and efficiency in hospital.

The importance of organizational ethical climate also highlighted which is reflected in employees' experience with the organization in terms of fulfilling their exchange obligations, in which eventually employees are more inclined to engage in some deviant behaviours (Chernyak-Hai and Tziner, 2014). Based on Alias and Roziah (2015), organizational ethical climate predicted WD. Likewise, Andreoli and Lefkowitz's (2008) found the impact of ethical climate on workplace deviant behaviour. The study indicates that organizational factors play a critical role in shaping the workplace deviance behaviours of hospitality employees. Chen and King (2018) and Lugosi (2019) declare the significance of deviance in the social sciences and the applications of the concept in organizational behaviour. One of the recent research has shown that organizational factor affecting the quality of employees in the workplace (Gerlach, 2019).

According to Chen et al. (2019), OEC has a significant effect on workplace behaviour. Hernández-López et al. (2020) found that the university's ethical climate positively moderates the relationship between individuals' attitude towards business ethics competences and their acquisition of such competences. Evidence from the study of Kia et al. (2019) indicated that OEC mediates the relationship between ethical leadership and employee's

performance. Organizational ethical climate can help create a proper atmosphere that embraces spirituality for the wellbeing of employees, the organization, and the community at large. (Haldorai et al., 2019).

Similarly, Fladerer and Braun (2020) explained that organizational ethical climates emerged as a contextual resource for authentic leadership also discussed the implications for current management research and practice. Besides, Ilyas et al. (2020) demonstrated that ethical in organizational influences and improves the employees' engagement at the workplace. Together, these studies indicate an empirical support from the social exchange theory, thus the following hypothesis is proposed:

H1: There is a negative relationship between organizational ethical climate and workplace deviance.

2.3 Organizational Ethical Climate and Organizational Citizenship Behaviour

Several attempts have been made concerning organizational citizenship behaviour (OCB) and ethics (Avey et al., 2012). Although each research highlighted the different aspects of ethics on OCB, there appears to be little doubt that ethical climate affects organizational citizenship behaviour of an employee in the workplace. The hesitation makes sense for two reasons: ethical leadership in its current definition predicts that it fosters employee OCB and one of the antecedents of employee OCB. Where agreement is lacking is the mechanism for how ethical climate encourages employee OCB, and what elements of OCB are related directly or indirectly by ethics (Brown et al., 2005).

Research of Zehir et al. (2014) has shown there is a positive relationship between OCB and ethical climate. Accordingly, in the case of ethics respected in one organization, employees have a clear perception of ethical and unethical behaviour. Based on Walumbwa et al. (2008), under clear expectations, shared norms, the tendency of employees to help co-worker increased. On the other hand, when the ethical climate is weak, employees hold different perceptions of the ethical practices and procedures of their firm, thereby experiencing a high degree of uncertainty (Shin, 2012).

When employees are sure of the morality and ethics between leaders or supervisor, employee OCB may be enhanced (Mo and Shi, 2017). Findings of Addai et al. (2019) indicated a positive and significant relationship between ethical and organizational citizenship behaviour. The analytical results showed that the high positive impact of organizational ethical work climate and OCB (Teng et al., 2020). The findings of Aloustani et al. (2020) showed a significant correlation between ethical climate and nurses' OCB.

Hence, based on the reviews of the above literature, and with relying on the social exchange theory, the following hypothesis is proposed:

H2: There is a positive relationship between organizational ethical climate and organizational citizenship behaviour.

2.4 Organizational Citizenship Behaviour and Workplace Deviance

Workplace deviance and OCB are two critical aspects of employee behaviour that have an important role in the survival of each, organization, or industry. OCB consists of actions assumed to help the organization and its members, whereas workplace deviance includes behaviours assumed to harm the organization and its members. Although both behaviours are traditionally conceptualized as extra task and voluntary, they were developed in relatively independent streams of literature (Lee and Allen, 2002).

Previous studies have shown that organizational citizenship behaviour was strictly related to work behaviour. In particular, it played a crucial role in support or facilitation of task or technical performance (Hoffman et al., 2007). Indeed, organizational citizenship behaviour integrated prosocial, impulsive, and discretionary behaviours that go beyond what is dictated by organizational policy and one's job description. The positive individual and organizational consequences of OCB were well documented and influenced the performance of employees (Podsakoff et al., 2009).

According to Yam et al. (2017), most of the employees intend to do organizational citizenship behaviour because they feel they have to, not they want to. Similarly, Kloutsiniotis and Mihail (2020) found OCB have an impact on high-performance work systems in an organization. On the other hand, according to Kelloway et al. (2002), organizational citizenship behaviour and workplace deviance are preserved as a separate concept and structure. Overall, there seems to be some evidence to indicate that there is a relationship between OCB and workplace deviance. Therefore, the authors propose the following hypothesis:

H3: There is a negative relationship between organizational citizenship behaviour and workplace deviance.

2.5 Organizational Citizenship Behaviour as A Mediator

There is a vast number of previous studies on OCB

(Podsakoff et al., 2014). In the modern competitive environment, employees who exhibit good citizenship and positive behaviour will enhance organizational survival (Davoudi, 2012). The results of one of the most recent research by Rice et al. (2020) demonstrate that workers interpret abusive supervision as an unwelcoming experience that ultimately can turn employees into displaying poor OCB.

Podsakoff et al. (2009) showed that OCB is significantly related to multiple organizational outcomes, confirming their importance and highlighting the need to understand the theoretical underpinnings of these relationships. The importance of OCB as a mediating variable was highlighted since there is a lack of empirical studies that have employed OCB as a mediator variable in deviant behavioural studies. There is less work on OCB as a mediator although it Hakim and Fernandes (2017) used it as a moderator in their research.

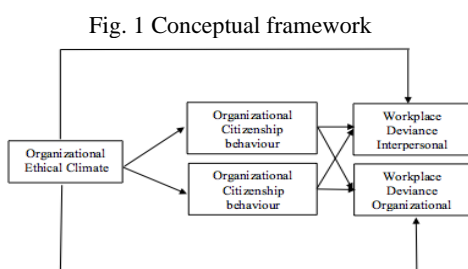
One of the latest investigations has recommended that coaches who possess a proactive personality have higher performance (Hsiao and Wang, 2020). However, contextual factors that may serve as behaviours conditions have received insufficient attention in the research. Accordingly, this study proposed OCB as mediation in the positive relationship between proactive personality and work satisfaction.

Despite research using OCB as a mediator is sparse, there is still much to learn about the mediating mechanism through which relevant organizational factors influence WD. With a review of OCB literature, there is a constant relationship between ethics and OCB and the continual connection of OCB and deviant behaviour has been proven. Therefore, the authors propose the following hypothesis;

H4: Organizational citizenship behaviour mediate the relationship between organizational ethical climate and workplace deviance.

2.6 Conceptual Framework

Based on the previous literature review, which is supported by the social exchange theory, the authors propose the following conceptual framework.



3. Research Methodology

3.1 Study Design

This study utilizes deductive methodology for hypothesis testing. Time is a significant issue for all researchers and in this regard, deductive research can accelerate the procedure of research to complete faster, although the allocation of a large part of researcher time to set up the previous review to data collection and analysis is necessary at all times. Further, the vital point which led to choosing the appropriate data collection is the survey strategy, which is generally associated with the deductive approach. The right survey strategy leads to control over the research process and tolerates the supply of a large amount of data from the selected population in the most suitable method which helps to generate a relevant result and quality objects. Questionnaires are directly distributed among the target population because if there is a need for further information or if there are additional questions, the researcher would be available to answer. Additionally, the quantitative method is one of the usual data analysis methods, in which questionnaires collect quantitative data as directed in structural design (Cohen et al., 2011). Selecting a survey will allow generalization of results and hypothesis testing in this research.

Using the Likert-Scale measures, this research evaluates workplace deviance that is not traditionally apparent because employees do not usually tend to talk about that. Thus, a survey is suitable for data collection from a vast population at one time. Data is collected once during the research period, which is known as a cross-sectional study. The cross-sectional studies limited the period of data gathering to days, weeks or months. This method is common for data collection in social science (Cohen et al., 2011). Accordingly, this study is cross-sectional while collecting data over three months.

Table 1. Research design

Strategy Design	Choice/ Method	Approach	Unit of analysis	Time Dimension	Data Collection method/tools
Survey	Quantitative	Deductive	Individual	Cross-Sectional	Questionnaire

3.2 Measurement Scales

This study focuses on the impact of workplace deviance in selected universities in Malaysia. The

independent variables for this research would be organizational ethical climate with the mediating of organizational citizenship behaviour. The dependent variable is workplace deviance. The questionnaire replicates prior research on organizational ethical factors, organizational citizenship behaviour, and workplace deviance.

Organizational Citizenship Behaviour

Organizational citizenship behavior, organizational and interpersonal were assessed using Lee and Allen's (2002) 14-item measure. The sample items include "Willingly give my time to help others who have work-related problems" or "I adjust my work schedule to accommodate other employees' requests for time off". All fourteen items for organizational citizenship behaviour were measured on a five-point Likert scale. The respondents rate each statement from strongly disagree (1) to strongly agree (5).

Workplace Deviance Behaviour

Deviance behaviour comprises a variety of destructive work behaviours, from simple expressions like gossiping and taking unapproved breaks, to more severe actions. Workplace deviance is divided into organizational deviance and interpersonal deviance measured with ten items adapted from (Robinson and Bennett, 1995). The sample items included "Spent too much time fantasizing or daydreaming instead of working" or "Come in late to work without permission or taking a longer break." Similar to OCB, the respondents rate each statement from strongly disagree (1) to strongly agree (5).

Organizational Ethical Climate

Schwepker and Good (2007) 5-item scale was used to measure organizational ethical climate. The sample items included "My University strictly enforces a code of ethics." Or "My University has policies with regards to ethical behaviour." It was measured on a five-point Likert scale similar to OCB and WD.

3.3 Data Collection and Profile of Respondents

Data were collected using non-probability sampling. The sample was limited to the employees of research universities in Malaysia. There are five research universities in Malaysia. The researcher personally distributed 230 questionnaires, and of these, 203 were returned (89% response rate). Of the collected questionnaires, 14 remained unanswered, or only the first page was answered, leaving 189 surveys demonstrating an acceptable to conduct SEM analysis (Hair et al., 2012).

4. Results

Using SPSS for data analysis, of 189 questionnaires collected, only 4 (number 1, 33, 82 and 89) were deleted. According to Hair et al. (2012), if the missing value is less than 5% per indicator, it should be replaced with mean or median. The present research uses SEM-PLS.3 to examine the hypothesis and research model and test the mediator effect of organizational citizenship behaviour between OEC and WD.

4.1 Higher-Order and Hierarchical Component Models (Reflective_Reflective)

One of the main reasons to include second-order construct in research is to reduce the number of parsimonious and easier to grasp. Thus far, we have dealt with first-order components in which we consider a single layer of constructs. However, constructs can also be operationalized at higher levels of abstraction. Higher-order models or hierarchical component models most often involve testing second-order structures that contain two layers of components (Ringle et al., 2012).

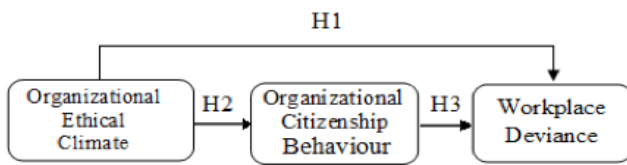
In the current study, the higher component model was analyzed by generating two second-order organizational citizenship behavior, organizational and interpersonal as a dimension of organizational citizenship behavior (OCB). Another variable of this study is WD is divided into workplace deviance, organizational and interpersonal. The following aimed to show the significance of higher order, and results are highlighted in the table below.

Table II. Second-Order Path, Beta, T-Value, P-Value

		Beta	SD	T-value	P-Value
Workplace Deviance	→IN	0.923	0.014	65.819	<0.001
	→OR	0.933	0.011	82.277	<0.001
Organizational Citizenship Behaviour	→OR	0.93	0.015	61.234	<0.001
	→IN	0.943	0.013	69.96	<0.001

The main reasons to include second-order construct in research is to reduce the number of parsimonious and easier to grasp. According to Hair et al. (2014), the second-order construct makes the PLS path model more understandable. Figure2 shows the conceptual framework after the second-order exercise.

Figure2 .Conceptual framework after second order



4.2 Discussion

Some of the essential parts are to compute the descriptive of the items include: mean, standard deviation, skewness, kurtosis, and percentage of participants who engaged at least once in the different behaviours. Assuming a rule of thumb, both Kurtosis and Skewness have to be in a range between -1 to +1 for the normal data (Hair et al., 2014). Our result shows the data distribution is mostly between -1 to +1. (Hair et al., 2014). In this research, the Composite Reliability (CR) is between “0.903 to 0.949”, and all the constructs have a Cronbach Alpha greater than 0.7. Also, the average variance extracted is around or above 0.7 (Table II).

Table III. Average Variant Extracted, Composite Reliability, and Cronbach’s Alpha.

Factor	AVE	Composite Reliability	Cronbach’s Alpha
Organizational Citizenship Behaviour (Organizational)	0.729	0.931	0.907
Organizational Citizenship Behaviour (Interactional)	0.668	0.924	0.901
Organizational Ethical Climate	0.652	0.903	0.866
Workplace Deviance (Organizational)	0.751	0.949	0.948
Workplace Deviance (Interactional)	0.707	0.923	0.896

Table III demonstrates that no inter-construct correlation value is more than AVE’s square-root and also satisfied the discriminant validity criterion.

Table IV. Multicollinearity Test based on Correlation Coefficients

Factor	OCB.I	OCB.O	OET
Organizational Citizenship Behaviour (Interactional)	1		
Organizational Citizenship Behaviour (Organizational)	.753**	1	
Organizational Ethical Climate	.383**	.420**	1

The discriminant validity through Fornell and Larcker’s was valid. In this research, we have four hypotheses which in first model testing organizational ethical climate, organizational citizenship behaviour with workplace deviance are highlighted,

H1 Testing

Table IV illustrates a significant negative association between OEC and WD ($\beta = -0.199$, P-Value < 0.01). Studies demonstrated a significant relationship between organizational ethical climate and workplace deviance.

H2 Testing

Table IV illustrates a significant positive association between OEC and OCB ($\beta = 0.161$, P-Value < 0.001). Studies demonstrated that there is a significant relationship between organizational ethical climate and organizational citizenship behaviour.

H3 Testing

Table IV illustrates a significant negative association between organizational citizenship behaviour and workplace deviance ($\beta = -0.479$, P-Value < 0.001). Studies demonstrated that there is a significant relationship between OCB and WD.

Table V. Hypothesis result

	Relationship	Coefficient	T-Value	P-Value	Supported
H1	OEC → WD	-0.199	3.216	0.001***	Yes
H2	OEC → OCB	0.147	2.142	0.001***	Yes
H3	OCB → WD	-0.479	8.361	<0.001***	Yes

H4 Testing (Mediator)

The mediating role of OCB between OEC and WD has been tested by Preacher and Hayes (2008). This method examines mediation hypotheses by bootstrapping the indirect impacts. For analyzing the significance of mediation impact of the organizational citizenship behaviour using the process of bootstrapping the indirect effect along with 5000 re-samples as suggested by Preacher and Hayes (2008). As highlighted in Table V, the bootstrapping analysis showed that the indirect effect of OEC on WD via OCB was significant (SE=0.035, T-Value=1.987, P-Value <0.01). Thus, the mediation effect is statistically significant.

Table VI. Mediating test

Relation	OCB (Mediator)				Confidence Interval	
	SE	Indirect Effect	T-Value	P-Value	2.5%	97.5%
OET → OCB → WD	0.035	-0.070	1.987	0.047	-0.141	0.006

4.3 Discussion of Results

Previous studies have reflected the vital role of OEC with reflects employees' experience in the organization as fulfilling its exchange obligations in which eventually employees are more inclined to engage in some deviant behaviours (Chernyak-Hai and Tziner, 2014). Based on Alias et al. (2013), employees who perceive low ethical climate are motivated to perform negative behaviour compared to those respondents who perceive more. According to Alias and Roziah (2015), ethical climate considers as one of organizational predictor of WD. Likewise, Andreoli and Lefkowitz's (2008) found the negative impact of ethical climate on workplace deviance.

Organizational practices, expected behaviour, procedures, and also the manner management considers various issues and aspects that involve employees' perception. Therefore, any standardized procedure to reduce the destructive behaviour of employee leads to promote ethical standards and reduce the WD (Shafer, 2015). Also, the studies reviewed here support the hypothesis that there is a negative relationship between OEC and WD (H1). Consistent with previous literature, there is a negative relationship between OEC and WD (Addai et al., 2019; Ilyas et al., 2020; Kia et al., 2019; Teng et al., 2020).

Numerous studies have attempted to explain OCB and ethic. Each study focused on the different aspect of ethic and strove to develop ethical behaviours to measure ethic. However, each research highlighted the various aspects of ethic on organizational citizenship behaviour. In the case of ethical respect in one organization, employees have a clear perception of ethical and unethical behaviour. Based on Walumbwa et al. (2008), under clear expectations and shared norms, employees tendency to help co-worker increased. Zehir et al. (2014), research shows there is a positive relationship between OCB and ethical climate. On the other hand, with a lack of ethical climate, employees hold different perceptions of the ethical practices and procedures of their firm, thereby experiencing a high degree of uncertainty (Shin, 2012).

The current research results provided empirical evidence that hypothesis H2 (There is a positive relationship between OEC and OCB) was supported. Consistent with previous literature, there is a positive and direct relationship between OEC and OCB (Aloustani et al., 2020; Teng et al., 2020).

Several authors have considered the negative effects of organizational citizenship behaviour on workplace deviance behaviour (Lee and Allen, 2002). Previous studies show that organizational citizenship behaviour was strictly related to work behaviour. In particular, it played a key role in support or facilitation

of task or technical performance (Hoffman et al., 2007).

This research results provided empirical evidence that hypothesis H3 (there is a negative relationship between OCB and WD) was supported. It is consistent with previous literature which suggests there is a negative relationship between OCB and WD (Haerani et al., 2020; Rice et al., 2020). The literature has emphasized the importance of organizational citizenship behaviour and influence of this behaviour on the efficiency of organization (Podsakoff et al., 2014). Likewise, the enhanced tendency of OCB research has been noted (Podsakoff et al., 2009).

A large and growing body of literature has investigated OCB since the year 2000 (Podsakoff et al., 2014). So far, very little attention has been paid to the role of OCB as a mediating effect, since there is a lack of empirical studies that have employed OCB as a mediator variable on workplace deviance. Based on reviews of OCB literature, the authors conclude that there is a constant relationship between OEC and OCB, supporting the constant relationship of OCB and workplace deviant behaviour. This study results provided empirical evidence that hypothesis H4 (Organizational citizenship behaviour mediate the relationship between OEC and WD) was supported.

5. Conclusion and Practical Implications

Results of the research show that OEC and OCB affect workplace deviance. Selecting employees with greater concern and belief in their abilities might be a good starting point for HR to improve the efficiency of personnel and reduce workplace deviance. Also, the performance improvement is not just a function of choosing proactive individuals, but rather a kind of assigning such people to jobs in which they have more freedom to show how they can do tasks.

The result of this research could be useful for organizations and might help them to enhance organizational ethical climate, to decrease deviance in the workplace. It provides reasons for deviance and its consequences, which mostly leads to increase organizational productivity and efficiency. The result of this study helps the managers in monitoring employees' dissatisfaction and precaution the managers against unfairness among the workforce. This research gives an insight into the type of organizational ethical climate that allows the management of organizations to take appropriate actions to improve conditions at the workplace and prevent deviance in the organization.

5.1 Practical Implications

This research employs the social exchange theory, one of the social-psychological perspectives that describe

the motivation for behaviour and attitudes exchanged among individuals (Shore et al., 2009). Regarding social exchange theory perspective, organizational staff are interested in displaying workplace deviance behaviour when they perceived a deficiency of ethics in the organization, (Alias et al., 2013). Similarly, OEC reflects on the employees' experience with the organization in terms of fulfilling its exchange obligations, in which employees are eventually more inclined to engage in various negative behaviours (Chernyak-Hai and Tziner, 2014). This research generated some interesting theoretical implications.

First, current research on workplace deviance initiates the empirical study that directly examines the commonality between, OEC, and WD in higher education. Although this commonality has been theorized, studied, and debated in the fields of sociology, criminality, social psychology, and several other disciplines for decades, its empirical study and application to higher education is rare.

Second, the theoretical approaches from the fields of ethic and behaviour in an organization have been explained by other researchers, (Aloustani et al., 2020; Hernández-López et al., 2020; Ilyas et al., 2020). This research identified the appropriate factor – organizational citizenship behaviour, aside from organizational ethical climate, to foster creative deviance, offering empirical evidence of the distinctiveness for this specific deviance. OCB distinguishes deviance behaviour and normal. OCB has been proposed to play a vital role in enhancing productivity and efficiency of organization.

Finally, the contribution is in investigating the mediate role of OCB on workplace deviance and organizational ethical climate. From a researcher's point of view, a review of OCB literature as mediator indicates that there has not been much work on OCB. Hence, due to the scant research into the theoretical mechanisms that underlie these relationships, this research will address this gap by testing a model of OCB as a mediator of organizational ethical climate and workplace deviance.

5.2 Limitation and Direction for Future Research

Several limitations and the corresponding future directions should be noted. First, this research only focused on the organizational ethical climate that leads to creative deviance in higher education. Some unique factors may be relevant to predict in a new idea regardless of reduce workplace deviance. Second, although data were collected only once, and took almost two months, it might be affected by some unequal distribution during the sixty days.

Future studies would collect data over a period longer than two months, in case the researcher want to

analyses the different reactions of employees to managers' decision or behaviour. Third, this study focuses on employees of public university in Malaysia and not only academic staff or high educational level employees. Also, future research can investigate whether a high education level in universities can influence workplace deviance. Researchers can separate academic staff and non-academic staff employees and compare the workplace deviance between two groups. For instance, if a manager ignores employee's idea or creative deviance by themselves, this may achieve different effect when it is distributed over long periods while rewarding it can reach its full effect in shorter time frames.

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