

Labor & Employment Relations

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- Industrial Relations
- Total Credit: 3 Hours
- CIE Marks: 90
- Marks: 60
- SEE Exam (SEE): 3 Hours



Course Learning Outcomes (CLO)

After successful completion of the course, the students will be able to:

1

Demonstrate an understanding of the fundamental concepts, objectives, importance, and approaches of industrial relations (IR) and the roles of key actors in the IR process..

2

Evaluate the meaning, principles, and structure of trade unions, including the reasons workers join unions, and assess the nature of trade unions in Bangladesh.

3

Learn to apply conflict resolution techniques, such as mediation and negotiation, to manage workplace disputes and grievances..

4

Analyze the legal and regulatory frameworks that shape industrial relations in organizations, including labor laws, collective bargaining, and employment contracts.



Course Learning Outcomes (CLO)

After successful completion of the course, the students will be able to:

5

Evaluate the objectives, provisions, and challenges related to health, safety, and welfare programs for industrial workers in Bangladesh, and propose strategies to overcome these challenges.

6

Understand the types, sources, and impacts of workplace stress, including cultural differences, and develop stress management strategies to enhance individual and organizational performance.



Reference Books

- Industrial Relations by Dr. Abdul Awal Khan and Dr. M. A. Taher
- Industrial Relations by Dr. M. Ataur Rahman
- Industrial Relations by R. Sivarethnamohan



MEANING & CONCEPT

- ▶ The term 'Industrial Relations' comprises of two terms:

'Industry' and 'Relations'

- ▶ "Industry" refers to "any productive activity in which an individual (or a group of individuals) is (are) engaged".
- ▶ By "relations" we mean "the relationships that exist within the industry between the employer and his workmen."



MEANING & CONCEPT

- ▶ The term industrial relations explains the relationship between employees and management which stem directly or indirectly from union-employer relationship.
- ▶ Industrial relations are the relationships between employees and employers within the organizational settings.
- ▶ The relationships which arise at and out of the workplace generally include the relationships between individual workers, the relationships between workers and their employer, the relationships between employers, the relationships employers and workers have with the organizations formed to promote their respective interests, and the relations between those organizations, at all levels
- ▶ The term industrial relations has a broad as well as a narrow outlook. Originally, industrial relations was broadly defined to include the relationships and interactions between employers and employees

MEANING & CONCEPT

- ▶ The relationships which arise at and out of the workplace generally include the relationships between individual workers, the relationships between workers and their employer, the relationships between employers, the relationships employers and workers have with the organizations formed to promote their respective interests, and the relations between those organizations, at all levels.
- ▶ **Industrial Relations** also includes the processes through which these relationships are expressed (such as, collective bargaining, workers' participation in decision-making, and grievance and dispute settlement), and the management of conflict between employers, workers and trade unions, when it arises.

DEFINITIONS

Industrial Relations also called as labor - management, employee employers relations.

- 1) “Employer-employee relationships that are covered specifically under collective bargaining and industrial relation laws” .
- 2) According to J.T. Dunlop, *“Industrial relations are the complex interrelations among managers, workers and agencies of the government”*



DEFINITIONS

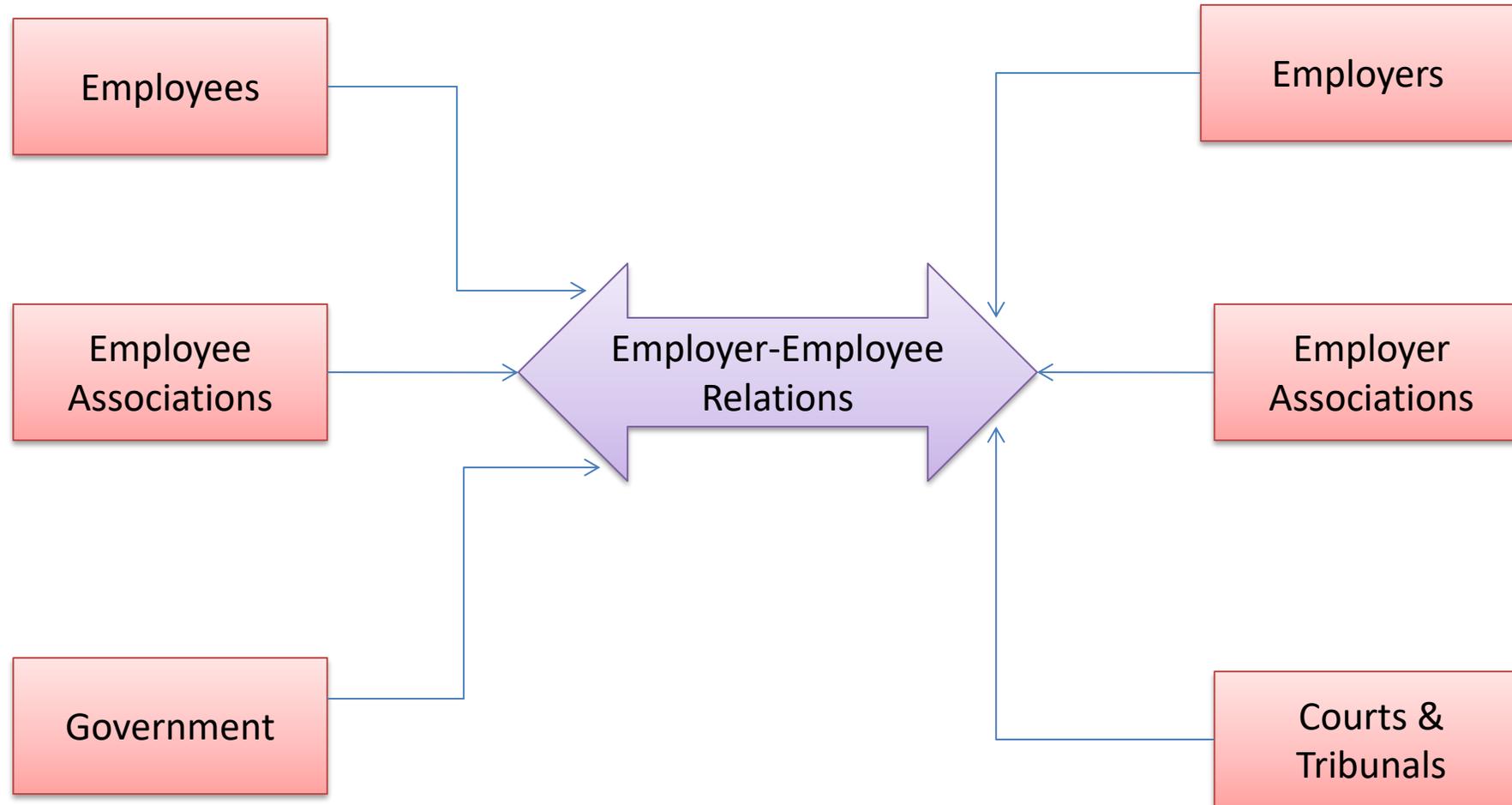
- ▶ “Industrial management relations encompass a set of phenomena, both inside and outside the workplace, concerned with determining and regulating the employment relationship”.

Michael Salmon

- ▶ “Industrial relations deals with people at work or that industrial relations is concerned with many problems related to employer-employee relations”

W.V Owen & H. V. Finston

PARTIES TO IR



PARTIES TO IR

- **Three main parties are directly involved in industrial relations:**
- **Employers:** Employers possess certain rights vis-à-vis labors. They have the right to hire and fire them. Management can also affect workers' interests by exercising their right to relocate, close or merge the factory or to introduce technological changes.
- **Employees:** Workers seek to improve the terms and conditions of their employment. They exchange views with management and voice their grievances. They also want to share decision making powers of management. Workers generally unite to form unions against the management and get support from these unions.
- **Government:** The central and state government influences and regulates industrial relations through laws, rules, agreements, awards of court ad the like. It also includes third parties and labor and tribunal courts.



OBJECTIVES

Some of the other objectives of IR are as-

- To enhance the economic status of the workers.
- To regulate the production by minimizing industrial conflicts through state control.
- To provide an opportunity to the workers to have a say in the management and decision-making.
- To encourage and develop trade unions in order to improve the workers collective strength.
- To improve workers strengths with a view to solve their problems through mutual negotiations and consultation with the management.



OBJECTIVES



- To avoid industrial conflicts and its consequences
- To extend and maintain industrial democracy.
- To maintain industrial peace.
- To ensure individual satisfaction and development.
- To ensure a sound working environment.
- To increase the goodwill of the industry.
- To eliminate or minimize the number of strikes, lockouts and gheraos by providing reasonable wages, improved living and working conditions, and said fringe benefits.

IMPORTANCE



- Establish A Sound Industrial Environment
- Ensure Industrial Democracy
- Bringing Social Peace
- Improving Productivity
- Benefit To Workers
- Foster Industrial Peace
- Promote Industrial Democracy
- Proving Quality & Reducing Prices Of Products
- Job Satisfaction
- Reduction Of Labor Turnover
- Reducing Absenteeism

ROLE OF THREE ACTORS IN IR

Role of Employee:

- To redress the bargaining advantage on a win-win basis
- To secure better terms and conditions for their members
- To obtain improved status for the worker in his/her work
- To increase the implementation of the democratic way of decision-making at various levels

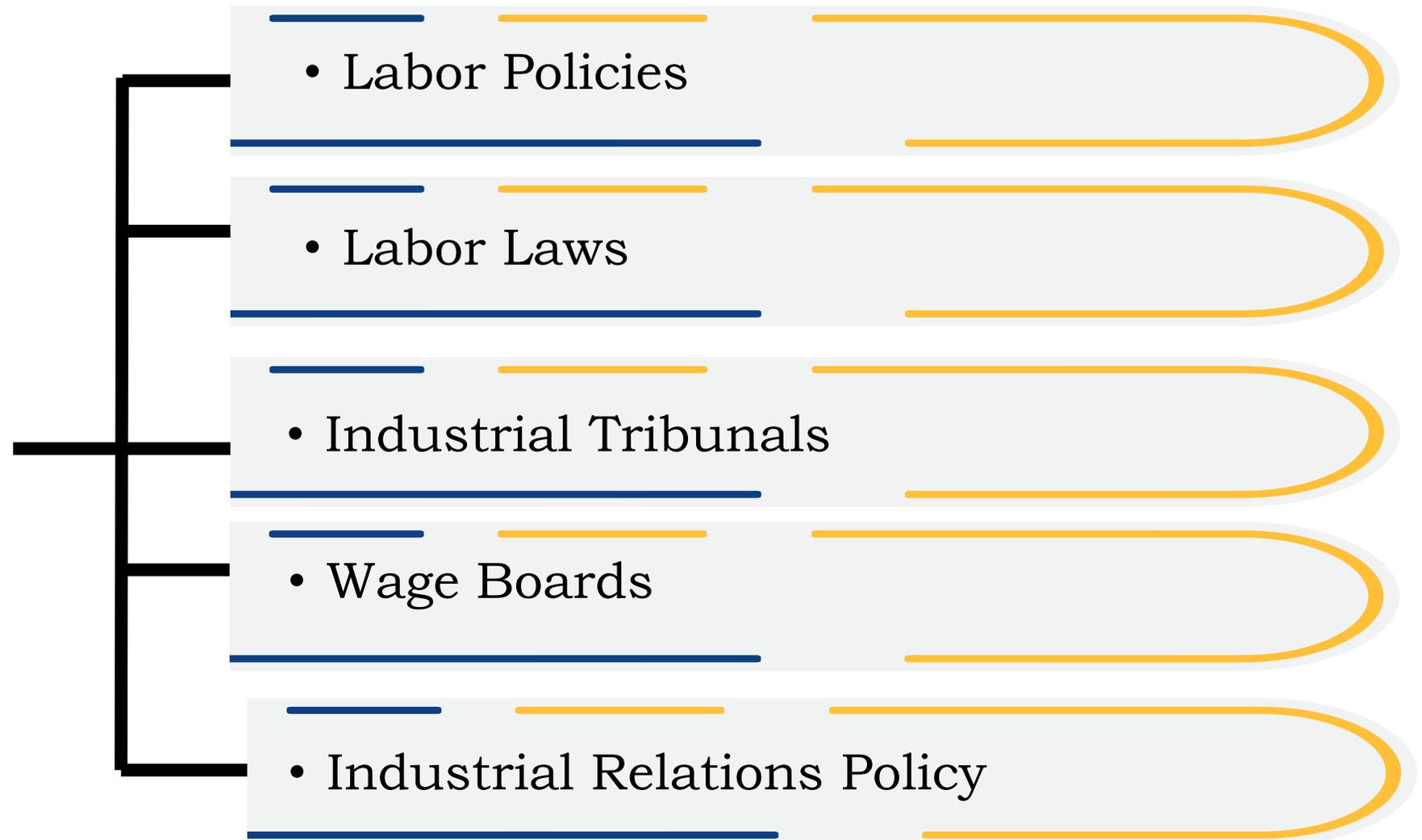


ROLE OF EMPLOYERS



- Creating and sustaining employee motivation
- Ensuring commitment from employees
- Negotiating terms and conditions of employment with TU leaders
- Sharing decision-making with employees

ROLE OF STATE:



CAUSES FOR POOR IR

The main reasons are as follows:

- ▶ **Lack of proper human relation attitude:** Industrial relations may be poor because sometimes management does not show the proper human attitude toward the employees. They do not consider the needs of employees. Management considers the employees as a machine of production rather than human beings.
- ▶ **Autocratic attitude:** Autocratic attitude of management is also responsible for poor industrial relation. Management always takes all kinds of decisions solely and makes employees bound to obey it.
- ▶ **Faulty supervision:** Unskilled supervisors are not able to understand the attitude and behavior of employees and are incapable of protecting the emergency situations. So it is clear that faulty supervisions lead to poor industrial relation.
- ▶ **Anomalies in wages policy :** Employees are much more sensitive to wages. But anomalies in wages policy are observed in most of the industries. That's why it leads to shaky industrial relations.

CAUSES FOR POOR IR

- ▶ **Job security:** Every worker want a security about their job. It is a basic need of the workers and If it is not ensured then industrial relation will be poor.
- ▶ **Poor working condition:** Unsound and unhealthy working condition decreases the morale of workers. If it is not sound and healthy then the workers raise their voice against the management.
- ▶ **Nepotism and biasness:** Industrial relation may be poor when the management treats the workers being biased or due to nepotism.
- ▶ **Injustice in promotion & Training** Promotion & training policy should be introduced in every industry. If any discrimination is noticed then industrial relation may be poor.
- ▶ **Communication barriers:** Mutual misunderstanding may be created due to communication barriers and ultimately it leads to poor industrial relation.
- ▶ **Political nature of unions:** Each and every trade union have an political patronization that's why unions are influenced by the external political parties.
- ▶ **Inter union rivalries:** Inter union rivalries also lead to poor industrial relation.

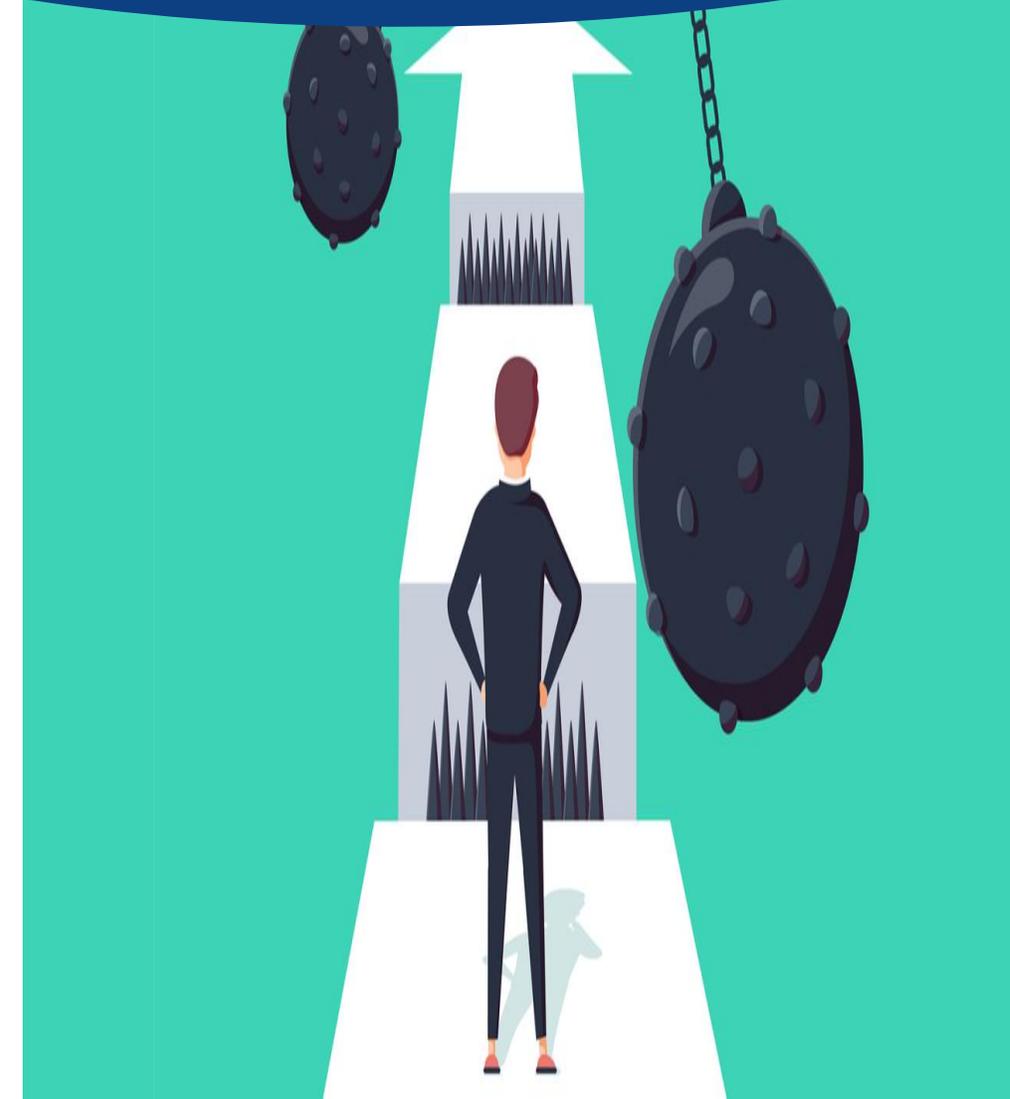
FEATURES OF INDUSTRIAL RELATIONS IN DEVELOPED & DEVELOPING COUNTRIES

- Exploitation of workers
- Democracy within the society
- Educational qualification of workers
- Family size
- Level of employment
- Class-consciousness of industrial workers
- Productivity & profitability
- Wage level
- Strength of trade unions
- Opportunism among trade union leaders
- Industrial commitment
- State intervention
- Level of industrialization



CHALLENGES OF IR

- Globalization
- Import liberalization
- Privatization
- Information technology
- Downsizing
- Reengineering
- Workforce diversity
- Total quality management
- Free flow of manpower
- Managerial obsolescence
- Economic condition & social pressure
- Adoption of international rules & regulations



IR IN BANGLADESH

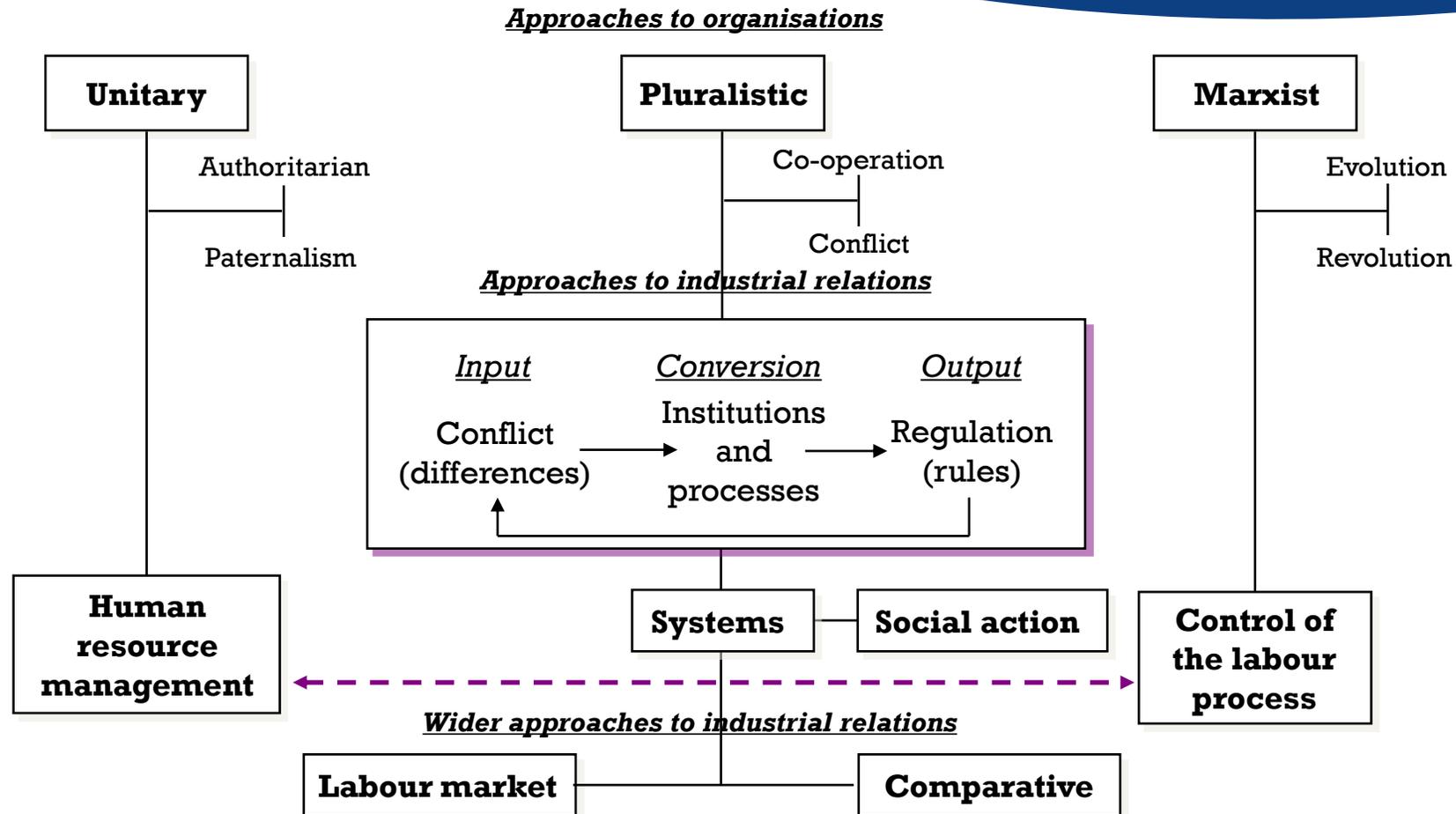
- Poor condition of democracy
- Due to political intervention industrial peace & productivity were affected a number of times
- The level of industrialization is very poor
- Industrial workers are not at all class conscious
- Physical fitness is not good enough
- Govt cannot ensure satisfactory wage level
- Multiplicity of trade unions is one of the main weaknesses of labor politics in our country
- Politicization of labor unions by outside political leaders



APPROACHES TO IR

- 01 Unitary approach
- 02 Pluralistic Approach
- 03 Marxist Approach
- 04 Social Action Approach
- 05 System Approach
- 06 HRD approach

APPROACHES TO IR



1. Unitary Approach

- Organization is an integrated group of people with a single authority.
- IR is grounded in mutual co-operation, individual treatment, team work and shared goals.
- Union co-operate with the mgt. & the mgt.'s right to manage is accepted because there is no **'we they feeling'**
- Assumption: Common interest & promotion of harmony No strikes are there.
- Conflict is perceived as an irrational activity
- Trade unions are regarded as intruders into the organization from outside competing with management for the loyalty of employees
- They seek direct negotiations with employees.



2. Pluralistic Approach

- It perceives:
 - Org. as a coalition of competing interests.
 - TU as legitimate representatives of employee interests.
 - Stability in IR as the product of concessions and compromises between mgt. & unions.
- Conflict between Mgt. and workers is understood as inevitable.
- Conflict is viewed as conducive to innovation and growth.
- A strong union is necessary.



3. Marxist Approach

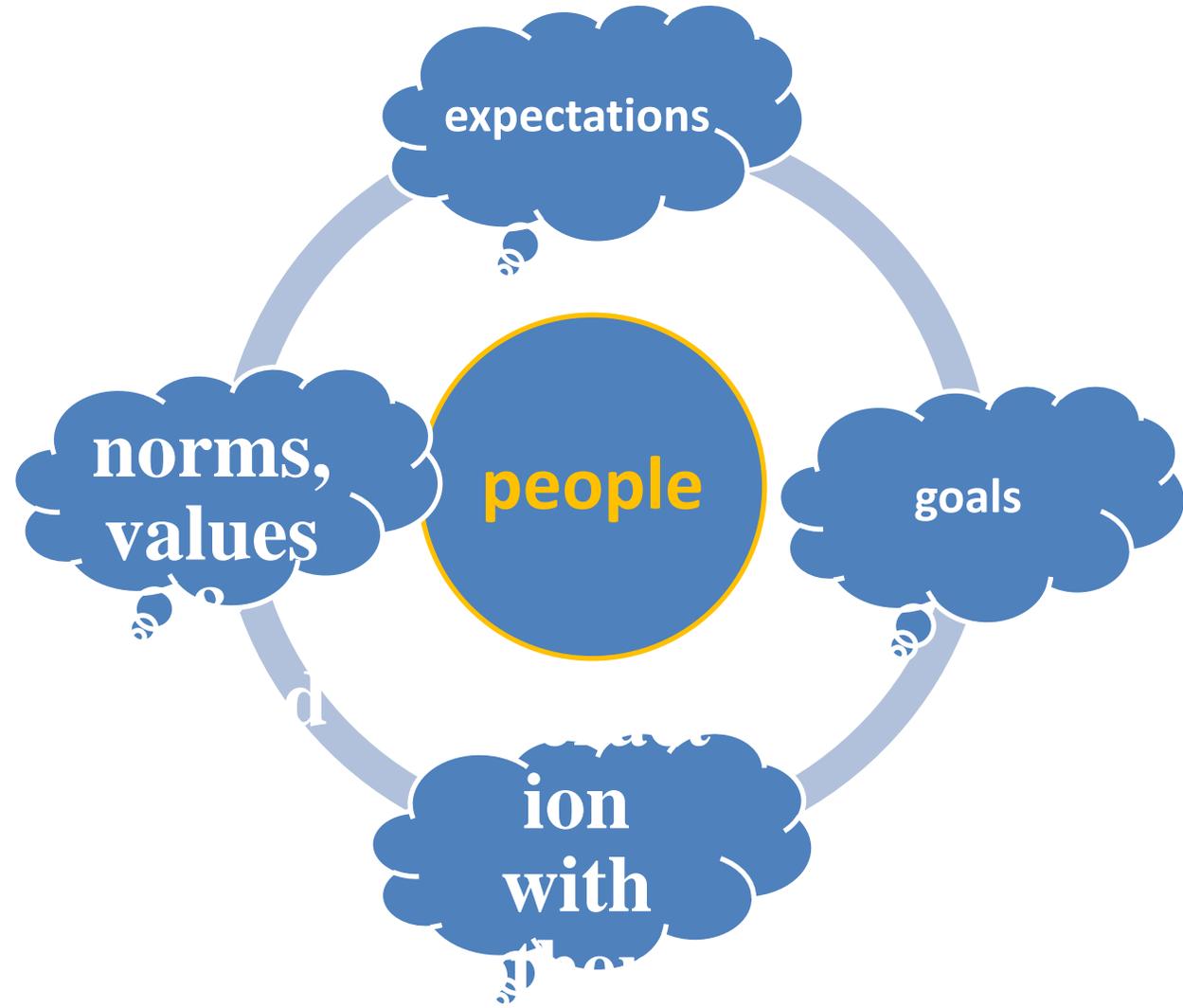
- ▶ In capitalist society there is always class conflict which arise in the society also affects industrial relations
- ▶ Employer always exploit workers who only sell their labor power.
- ▶ Marxists see conflict as a product of the capitalist society.
- ▶ Conflict arises due to the division in the society between those who own resources and those who have only labor to offer.
- ▶ For Marxist all strikes are political.
- ▶ He regard, state intervention via legislation & the creation of Industrial tribunals as supporting mgt's interest rather than ensuring a balance between the competing groups.

4. Social action approach:

- ▶ The pioneer of this approach is **C.J. Magerision** and **Max Weber**. This approach emphasizes upon understanding of interpersonal relationship in the work.
- ▶ Social action approach discusses the behavior of individual and group within the organization.

The assumptions of this approach are-

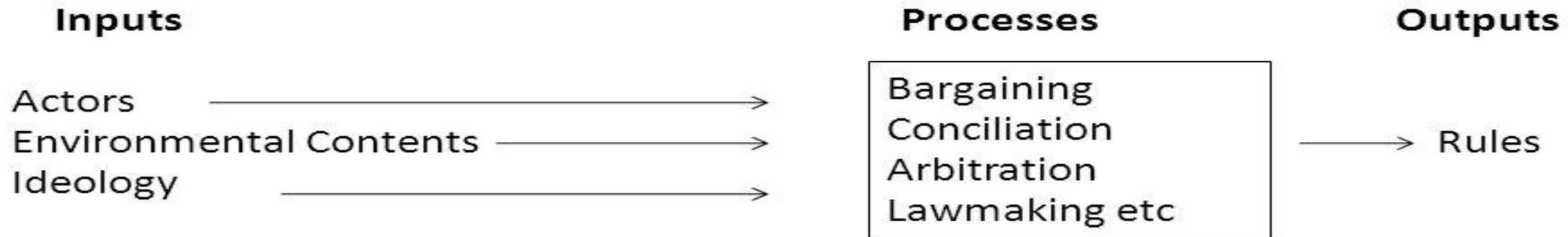
- ▶ People are human beings
- ▶ People are members of informal small groups
- ▶ People have own personality level.
- ▶ This approach assumes that the existing environmental relations in the workplace are affected by industrial behavior of management and workers. Individual behavior, desire and social works are affected by some social and physiological factors that are shown in the following diagram-



System approach:

- ▶ **John T. Dunlop** is the pioneer of this approach. System approach considers the industrial relations as a system that performs an institutional procedure to make rules to govern behavior of the people at work. Dunlop suggested that industrial relations system is a process created by four interrelated elements comprised of –
- ▶ Certain actors(workers, management & government)
- ▶ Environmental contexts(the technology, market or budgetary constraints and distribution of power)
- ▶ Ideology(a set of common beliefs which acts as an integrating forces)
- ▶ According to this approach, industrial relations system is a composition of actors, environmental contexts and rules, where ideology gives the bindings to shape the behavior of the actors. Here **conflict is the result of interaction among the actors, contexts and ideology** This conflict is processed through some mechanism to form some rules that will control the future behavior of the actors.

Dunlop's framework of Industrial Relations System.



- All these factors are critical in an industrial relations system and may be expressed in a variety of forms: regulations & policies of management, decrees, decisions, awards, or orders of government agencies, collective bargaining agreements, customs and traditions of workplace & work community etc. These rules may be incorporated in a number of these forms, they may be written, in oral form or customary practice.
- *Some limitations of the systems framework:* With liberalization and growing environmental concerns, apart from managers, workers and governments, **consumers and community** also plays a critical role in IR processes and outcomes. Also **behavioral aspects** like human motivations, preferences etc have been ignored.

HRD approach:

- ▶ Human resource development involves-
- ▶ The greatest involvement of an employee in various aspects of his work.
- ▶ Way to adjust the individual to his job and environment
- ▶ The greatest concern for enhancing the capabilities of the individual.

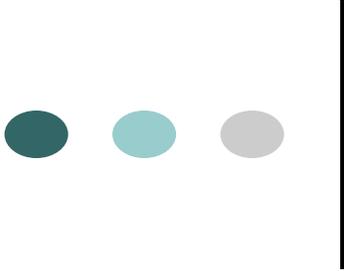
- ▶ HRD approach recognizes employees as the greatest assets in an organization and believes that they can be developed to an unlimited extent with proper incentives, atmosphere and treatment. It is possible to integrate human needs with organizational requirements. If the manager has a caring, helpful attitude towards employees and creates a healthy work environment then employees are willing to give their best to the organization. So the employers in their own self interest, they must create a motivating climate so that employees commit themselves to assigned task whole-heartedly.

IR Vs. HRD:

Industrial Relations		HRD
Decreasing conflict is the focus.	1. Focus	Developing the employees through HRD initiatives: motivating, caring, counselling, coaching, mentoring, helping.
Employee-employer relations are contractual and enveloped by economic factors.	2. Philosophy	Employer-employee relation should be based on trust, understanding and openness.
The emphasis is on extrinsic rewards.	3. Rewards	Intrinsic rewards spur people to superior performance.
Pluralist.	4. Nature of Relations	Unitarist.
Reactive and puts off the fire as quickly as possible.	5. Orientation	Proactive and collaborative where relations matter more and not rules.
Institutionalised, unhealthy and is at the core of industrial relations, reach temporary truces.	6. Conflict	Conflict could be functional, stimulating and healthy if used properly; manage climate and culture.
Negotiation.	7. Managerial skills	Facilitation.
Division of labour.	8. Job design	Teamwork.



TRADE UNIONS



Trade Union

Trade unions are voluntary organizations of workers formed to promote and protect their interests through collective action.

According to the Industrial Ordinance Act 1969, it is a combination, whether temporary or permanent, formed

- (i) primarily for the purpose of regulating the relation between
 - (a) workmen and employers or
 - (b) between workmen and workmen, or
 - (c) between employers and employers, or
- (ii) for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions.



Meaning of Trade Union

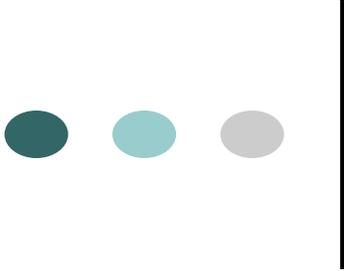
A trade union is an organization of workers that is formed with a view to protecting and promoting the interests of workers.

‘A trade union is an association of employees designed primarily to maintain or improve the conditions of employment of its members’.

Lester

According to “A trade union is a continuing long term association of employees, formed and maintained for the specific purpose of advancing and protecting the interest of members in their working relationships.”

Dale Yolder



‘A trade union is such an organization which is created, voluntarily on the basis of collective strength to secure the interests of workers.

“V.V. Giri”

“A union is a continuous association of persons in industry- whether employer or independent workers- formed primarily for the purpose of the pursuit of the interests of its members of the trade they represent”.

S.D.Punekar





Principles of Trade Unionism

Trade union's function based on three fundamental principles.

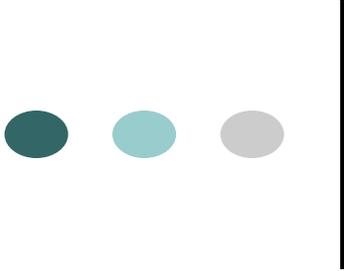
- Unity is strength.
- Equal pay for equal work or the same job.
- Security of service.



Nature of Trade Union in BD

The nature of trade union varies from country to country because the philosophy, mentality, political situation, ideology of trade union leaders and workers etc vary widely. In that sense, the nature of trade union of Bangladesh is also unique with the following features-

- Trade unions are subdivided into different parts. Their internal collision forbids them to unite and be stronger.
- The trade unions of Bangladesh are highly politicized. They are subordinated to different political parties.
- The trade unions of Bangladesh are structurally very weak.
- Trade unions takes part in different job related movements as well as political movements not related to their jobs.
- The leaders of trade unions are very much concerned about their self interests rather than the interests of their followers.



Nature of Trade Union in BD

- Our trade unions are financially and structurally very weak to face the united strengths of their employees.
- The leaders of trade unions are autocratic in their behavior. Hardly they want to listen the genuine grievances of workers.
- There is a lack of knowledgeable union leaders. Lack of proper knowledge about labor laws makes the leaders ineffective to safeguard the interests of workers vis-à-vis employers.
- The general workers have little faith in the integrity of trade union leaders.



Why do Workers Join Trade Unions?

1. Greater Bargaining Power
2. Minimize Discrimination
3. Sense of Security
4. Sense of Participation
5. Sense of Belongingness
6. Platform for self-expression
7. Betterment of relationships
8. Better pay and working conditions
9. Ensure job security





Disadvantages of Joining a Trade Union

- Originally, trade unions helped get workers benefits, better working conditions and equal treatment. While trade unions still fight for the rights of workers against big corporations and businesses, they also have some disadvantages that make some workers refuse to join. When it comes to trade unions, while they do have their benefits, the disadvantages can be eye-opening.

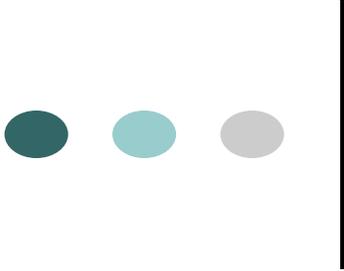
- 1. Union Dues**

- 2. Seniority**

- 3. Strikes**

- 4. Fines**

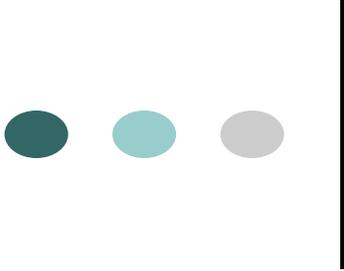
- 5. Individual vs. Majority**



Functions of Trade Union

The basic function of trade unions is to protect and promote the interests of the workers and the conditions of their employment.

1. Organizing the workers
2. Collective Bargaining
3. Democratizing
4. Industrial action
5. Provision of benefits to members
6. Fostering education for workers
7. Communication with others about the activities of the union
8. Welfare activities



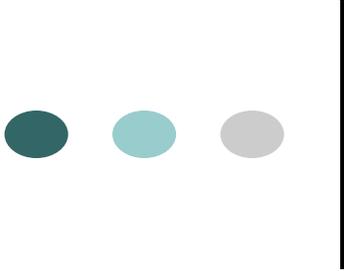
Types and Structure of Trade Unions

Trade union structure of Bangladesh is composed of the following three components

- **Basic Unions**

That are the grass foot level unions. At present there are more than 4 thousand registered basic TU in Bangladesh.

- a) General trade union
- b) Industrial units
- c) Craft union
- d) Blue collar union
- e) White collar union



Types and Structure of Trade Unions

2. **Industrial federations**

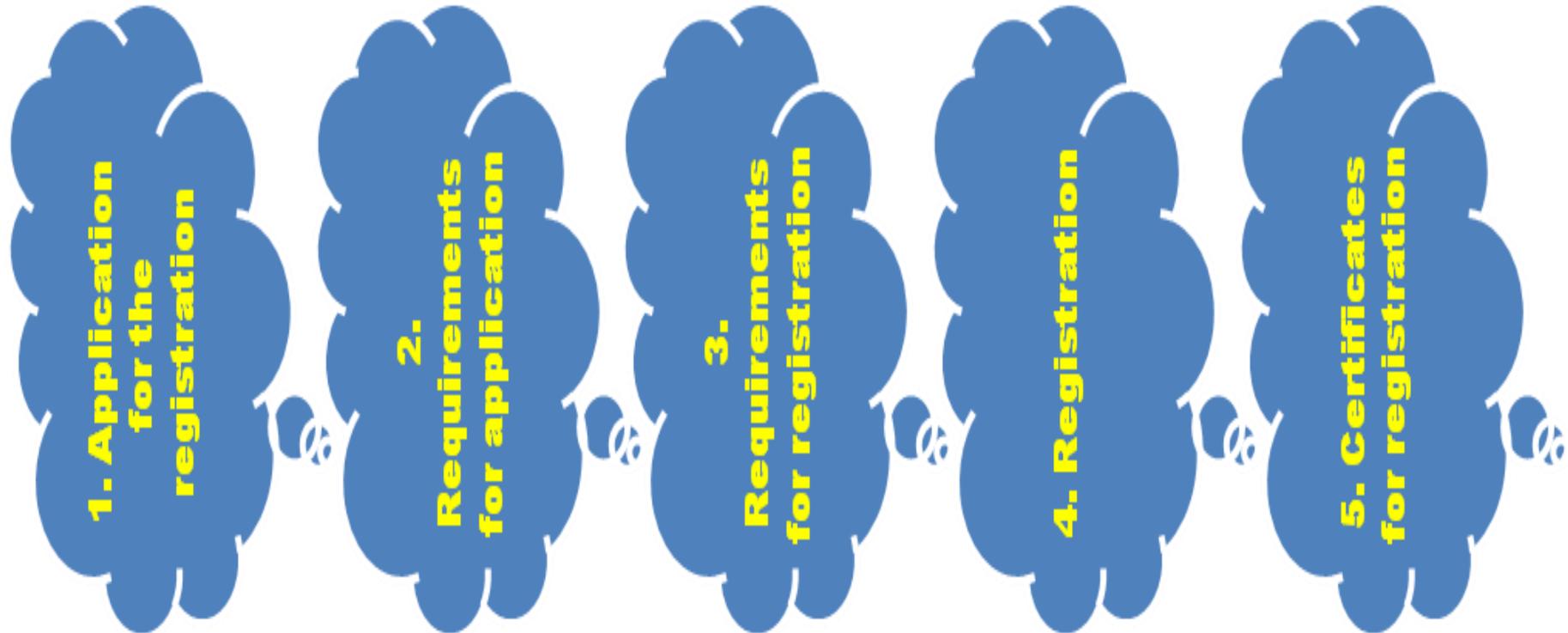
In Bangladesh, presently there are more than 90 industrial federations.
E.G. garments workers federation, sugar mills federation

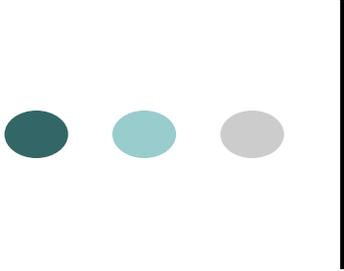
3. **National federations**

There are 23 registered national federations present in Bangladesh.
E.g. National Workers Federation, Bangladesh Sangjukto Sromic Federation.

Registration of Trade Union

To get the legal status, registration of a trade union is a must. For registration, however, the law prescribes a procedure that is to be followed. These steps are as follows-

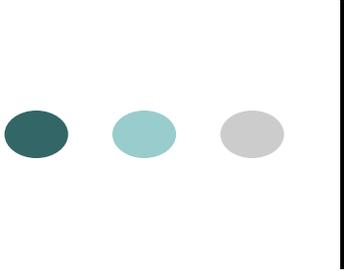




Step-1. Application for registration: Any trade union may, under the signature of its president and the secretary, apply for registration of a trade union to the registrar of the trade union.

Step-2. Requirements for application: Every application for registration of a trade union shall be accompanied by a statement showing:-

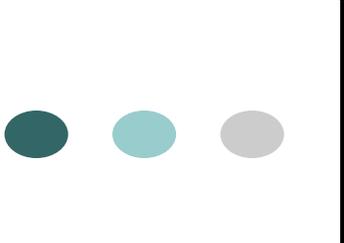
- The name of the trade union and the address of its head office.
- Date of formation of trade union.
- The titles, names, ages, addresses, and occupations of the office bearers of the trade union.
- Statement of total paid membership
- In the case of a federation of trade union-the names, addresses, and registration numbers of the member unions.
- Three copies of the constitution of the trade union bearing the signature of the president of the meeting.
- A copy of the resolution by the members of the trade union authorizing its president and the secretary.
- In the case of a federation of trade unions, a copy of the resolution from each of the constituent unions agreeing to become a member of the federation.

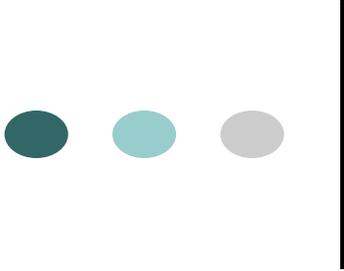


○ **Step-3. Requirements for registration:**

- A trade union shall not be entitled to registration unless the constitution provides for the following matters, namely:-
 - a) The name and address of the trade union.
 - b) The objectives for which the trade union has been formed
 - c) The manner in which a worker may become a member of the trade union specifying therein that no worker shall be enrolled as its member unless he applies in the form set out in the constitution declaring that he is not a member of any other trade union.
 - d) The sources of fund of the trade union and the purpose for which such fund shall be applicable.
 - e) The conditions under which a member shall be entitled to any benefit assured by the constitution of the trade union and under which any fine or cancellation of membership may be imposed on him.
 - f) The maintenance of a list of the member of the trade union and of adequate facilities for the inspection thereof by the officers and members of the trade union.
 - g) The manner in which the constitution shall be amended.

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- h) The safe custody of the funds of trade union and its annual audit, the manner of audit and adequate facilities for inspection of the accounts books by the officers and members of trade union.
 - i) The manner in which the trade union may be dissolved.
 - j) The manner of election of officers by the general body of trade union and the term, not exceeding two years, for which an officer may hold office upon his or her election or re-election.
 - k) The procedures of expressing want of confidence in any officer of the trade union.
 - l) The meetings of executives and of the general body of the trade union , so that the executives shall meet at least once in every three months and the general body at least once every year.
 - m) A trade union of workers shall not be entitled to registration unless it has a minimum membership of thirty percent (30%) of the total number



Step-4 Registration:

- (a) The registrar, on being satisfied that the trade union has complied with all the requirements of laws, shall register the trade union in a prescribed register and issue a registration certificate in the prescribed form **within a period of 60 days from the date of receipt of the application**. If any deficiency is found in application then the registrar should give a written notice to the trade union within 15 days and the trade union has to reply within 15 days from the receipt.
- (b) When the objections raised by the registrar have been met satisfactorily then the registrar shall register the trade union otherwise it may be rejected.
- (c) In case the application has been rejected, delayed disposal of the applications beyond the period of 60 days, the trade union may appeal to the labor court who, for the reasons to be stated in their judgment, may pass an order directing the registrar to register the trade union and to issue a certificate of registration or may dismiss the appeal

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- **Step-5 Certification of registration:** The registrar, on registering a trade union shall issue a certificate of registration in the prescribed form and that shall provide conclusive evidence that the trade union has been duly registered.



Penalties of Trade Union Leaders

- To campaign for joining or not to join in the trade union during the work period
- To give threats to any member or officer for being in a particular position
- To allure any union member or leader to resign from his post
- To make physical harassment or give threat to the owner and compel him to sign the agreement
- To cut water line or telephone and compel the owner to sign the agreement
- To threaten any worker so that they cannot pay the trade union dues
- For misappropriation of funds
- To bribe or blackmail any person during CBA election
- For instigation of strike and lockout.



Cancellation of Trade Unions In Bangladesh

- If the union applies for cancellation of registration
- If any trade union cease to exist
- If the registration has been done through fraud and inappropriate information
- If it violate any of the rules of the TU constitution existing constitution or add any new regulations
- If any dishonest labor activity is conducted
- If the no. of member is less than 30%
- If any rules of the decree given by the govt. about cancellation
- If any union does not submit the annual report to the registrar
- If any union is found to promote anti-national activities



How can we make the organization union free

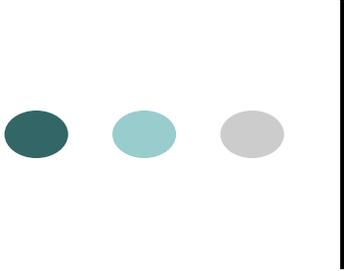
- Creating a sense of dignity among the employees
- Crating confidence about the management
- Surveys about employee attitude
- Proper training of management
- Creating effective union awareness among management
- Launching compensations & benefit programs
- Making a union avoidance assessment
- Being sympathetic to the workers
- Keeping promise
- Providing welfare activities



Theories /Approaches of trade union

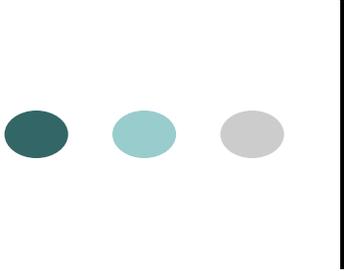
1. Capitalism approach by Tannenbaum

- The fundamental cause of exploitation of workers is the use of machine.
- The machines threatens the security of individual workers and they react in self defense., through the union to attempt to control the machine.
- So trade unions are the byproducts of an industrial society in which automation (machine) has destroyed the old way of life and robbed the workers of his identity, purpose and creativity.
- So trade-union are the spontaneous reaction of the growth of capitalism



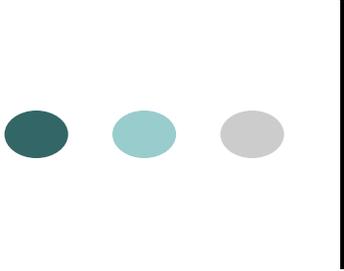
2. **Anti capitalism Approach by Karl Marx**

- Marx said that trade union is an instrument for destroying the capitalist class.
- Trade union is necessary to bring about revolutionary and fundamental changes in social class order.
- With the development of industry, the proletariat are not only increase in number, it become concentrated in greater mass, its strength grows.
- The increasing improvement of machinery, the collision between workmen and middle class take the character of two class.
- Therefore the worker began to form combination in form of trade union against bourgeois to fight for their interest.



3. Webbs Approach:

- ❖ Trade unionism as an extension of the principles of democracy in the spare industry
- ❖ It may equalize the bargaining power of labour and capital
- ❖ It established uniformed rules in respect of wages, working hours and conditions
- ❖ The recognized permanency of class conflict at the workplace so that through an equal and collective agreement it can be solved out.
- ❖ Trade unionism ensures industrial democracy in replace of industrial autocracy.



4. Sarvodaya Approach by Gandhi

- Sarvodaya principle of truth, trusteeship and nonviolence.
- Trade union is an institution in which capital and labour are not antagonistic but are supplementary.
- Capitalists are the trustees of the labour welfare of the laboring class under them.
- Gandhian approach of trade unionism is not merely related to material aspect but to the moral and intellectual aspect.
- He advocated that a trade union strive for all round betterment of the working class including training of its members in supplementary occupations to avoid risk of uncertainty of job.
- Trade union is a moral institution who can uphold the dignity of labor by following the principle of equality and trusteeship



INDUSTRIA L DISPUTE

INTRODUCTION

- An industrial dispute may be defined as a conflict or difference of opinion between management and workers on the terms of employment.
 - It is a disagreement between an employer and employees' representative; usually a trade union, over pay and other working conditions and can result in industrial actions.
 - When an industrial dispute occurs, both the parties, that is the management and the workmen, try to pressurize each other. The management may resort to lockouts while the workers may resort to strikes, picketing or gheraos.
-



Industrial Relations: Features



Disputes mainly relate to the strife between employers and their employees.

According to the Industrial Dispute Act, 1947 sec (2(k)), Industrial disputes mean any dispute or difference between employers and employees, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non employment or terms of employment or with the conditions of labor of any person.

Forms of Industrial Dispute: From the employee side:

- **A. STRIKES**

a strike is referred to as stoppage of work by a group of workers employed in a particular industry.

- **B.PICKETING**

It is basically a method of drawing public attention towards the fact that there is a dispute between the management and employees

- **C.GHERAO**

Gherao in Bengali word means to surround. It denotes a collective action initiated by a group of workers under which members of the management are prohibited from leaving the industrial establishment premises by workers who block the exit gates by forming human barricades



Forms of Industrial Dispute: From the employee side:



- **Lockouts**

A lockout is a work stoppage in which an employer prevents employees from working. It is declared by employers to put pressure on their workers

- **Injunction:** The court forbid to continue all the tasks of trade union through injunction. This injunction refrain the workers from strike or picketing



Types of Strike:

Economic Strike: In these kinds of strikes, workers ask for increase in wages, allowances like traveling allowance, house rent allowance, dearness allowance, bonus and other facilities such as increase in privilege leave and casual leave.

Sympathetic Strike: When workers of one unit or industry go on strike in sympathy with workers of another unit or industry who are already on strike, it is called a sympathetic strike.

General Strike: It means a strike by members of all **or most of the unions in a region or an industry**. It may be a strike of all the workers in a particular region of industry to force demands common to all the workers. These strikes are usually intended to create political pressure on the ruling government, rather than on any one employer. It may also be an extension of the sympathetic strike to express generalized protest by the workers.



Types of Strike:

Sit down Strike: In this case, workers do not absent themselves from their place of work when they are on strike. They keep control over production facilities. But do not work. Such a strike is also known as 'pen down' or 'tool down' strike.

Slow Down Strike: Employees remain on their jobs under this type of strike. They do not stop work, but restrict the rate of output in an organized manner. They adopt go-slow tactics to put pressure on the employers.

Sick-out (or sick-in): In this strike, all or a significant number of union members call in sick on the same day. They don't break any rules, because they just use their sick leave that was allotted to them on the same day.

Wild cat strikes: These strikes are conducted by workers or employees without the authority and consent of unions.



Causes of Industrial Dispute:

A. Economic Causes

1. **Increase of Wages and Allowances:** When the wages and allowances are not sufficient then it may create industrial dispute.
2. **Job Security:** It is very sensitive issue. If the job of workers is not secured then industrial dispute may be appeared.
3. **Bonus and Profit Sharing:** Industrial dispute may be appeared due to the demand for bonus and share of profit.
4. **Allowances for Extra Work:** If the management is not agreed to pay for extra work/ overtime.
5. **Inflation:** Due to inflation workers may demand for increasing salary/wages that leads to industrial dispute.
6. **Dearness Allowances and Fringe Benefit:** Fringe benefits commonly include health insurance, group term life coverage, education reimbursement, childcare and assistance reimbursement, cafeteria plans, employee discounts, personal use of a company owned vehicle and other similar benefits
7. **Increase of Unemployment:** Sometimes management takes decision to sack some workers that may create a situation for industrial dispute

Causes of Industrial Dispute:

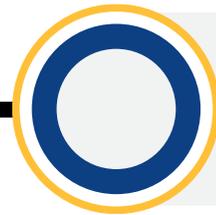
B. Managerial causes

- ❖ **Not recognition to trade union**
- ❖ **Defective recruitment policy**
- ❖ **Compulsory retirement & discharge**
- ❖ **Breach of contract**
- ❖ **Misbehavior of inspectors**
- ❖ **Inefficient leadership**
- ❖ **Political causes**

C. Technological causes (technological fear)

D. Market situation causes (high prices inflation and living standard

Kind of conflict:



Personal Conflict

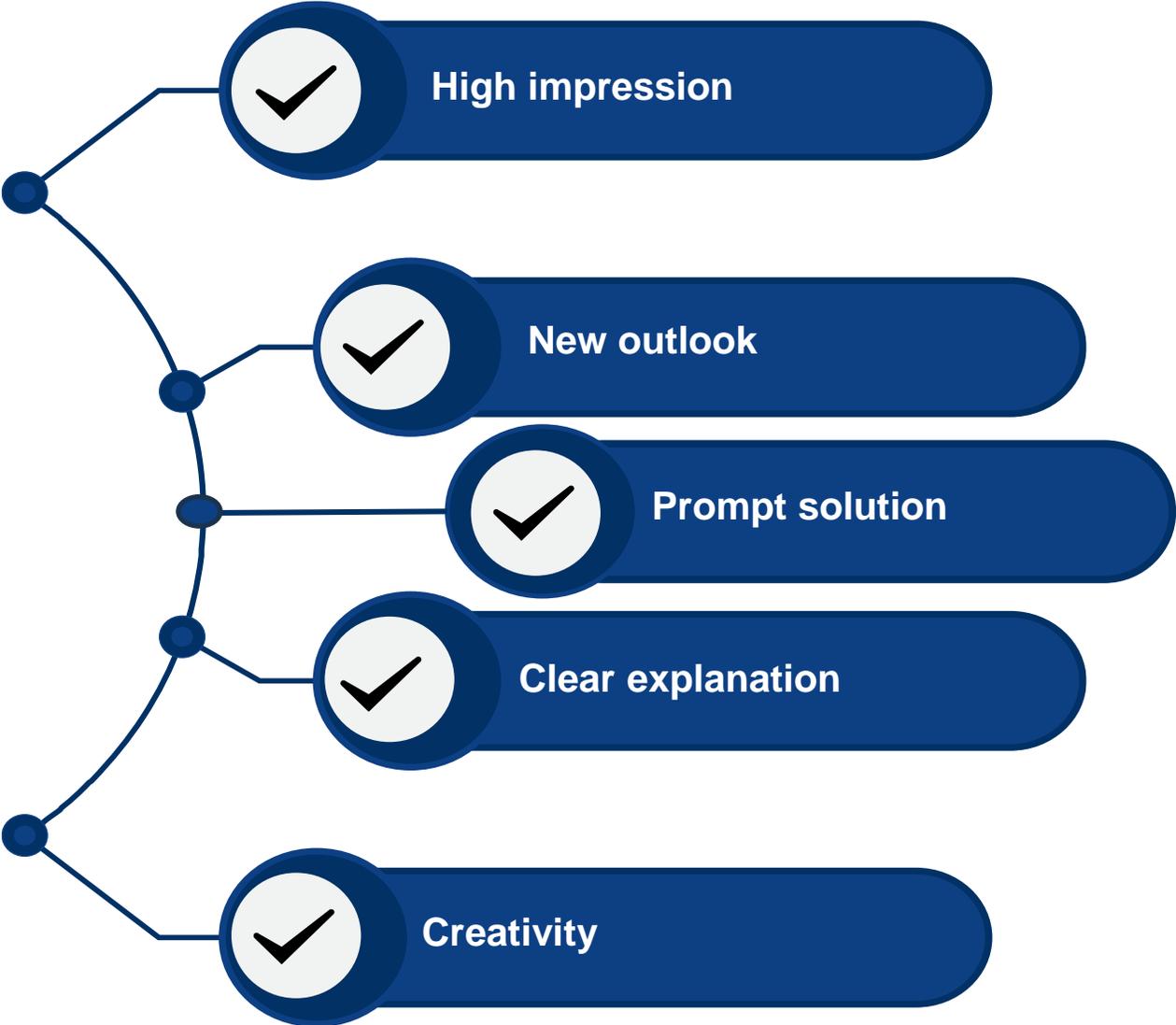


Group Conflict



Organizational
Conflict

Positive impact of conflict



Negative impact of conflict

- ❖ **Feeling of Defeat**
- ❖ **Distance**
- ❖ **Lack of Confidence**
- ❖ **Labor Turnover**
- ❖ **Problem Making Attitude**
- ❖ **Change in Intention**

Unfair Labor Practices by Management

Unfair labor practices on the part of members of management arise when they-

- ❖ **Interfere, restrain or coerce** employees who desire to act collectively or refrain from such activities.
- ❖ **Dominate or interfere** with the formation or administration of any labor organization by contributing money or other support to it.
- ❖ **Discriminate against** any one in hiring, stability of employment or any other condition of employment because of union activity or lack of involvement.
- ❖ **Discharge, regulation or otherwise discriminate** against employees who have exercised their rights under law.
- ❖ **Refuse** to bargain in good faith with employees' representative.

Unfair Labor Practices by Union

Unfair labor for union arise if they-

- ❖ **Restrain or coerce** employees or employers in the exercise of their legal right.
 - ❖ **Force** an employer to discriminate against an employee because of that employee's membership or nonmembership in the union.
 - ❖ **Refuse** to bargain with an employer in good faith.
 - ❖ **Engage** in strikes or threats to force members of management to join or to force an employer to cease doing business with another employer.
 - ❖ **Require** an employer to bargain with a union other than one employee have selected.
 - ❖ **Demand** excessive or discriminatory initiation fees.
 - ❖ **Picket** an employer to force him/her to recognize the union as the employees' representative without requesting a government election within a reasonable time period.
-

Nature of industrial conflict in Bangladesh

- ❖ **Lack of tolerance**
- ❖ **Unfair management**
- ❖ **Lack of commitment**
- ❖ **Corruption**
- ❖ **Lack of clear policies**
- ❖ **Non-implementing policies**
- ❖ **Lack of accountability**
- ❖ **Political difference**
- ❖ **Political instability**
- ❖ **High ambition**
- ❖ **Unfair support of politicians**

Procedure of settlement of industrial disputes in Bangladesh

Following steps are followed for resolving conflict...

- **Existence of Dispute**
- **Collective Bargaining**
- **Conciliation**
- **Arbitration (optional)**
- **Adjudication by labor court**
- **Appeal to Labor Appellate Tribunal**
- **Writ Petition to High Court**

Managing Technique industrial conflict

- ❖ **Avoidance**
- ❖ **Smoothing**
- ❖ **Forcing**
- ❖ **Compromising**
- ❖ **Changing behavior**
- ❖ **Problem solving**
- ❖ **Structural change**
- ❖ **competition**

Government role in conflict resolution

- Legislating Labor Laws
- Labor Dispute Resolution
- Mechanisms Promoting
- Collective Bargaining
- Mediation and Conciliation
- Regulating Strikes
- Industrial Peace Initiatives
- Setting Minimum Wage and Conditions
- Supporting Worker Education
- Social Dialogue
- Post-Conflict Reconstruction
- Workplace Safety and Welfare
- Public Sector Disputes



Collective Bargaining

Chapter Five

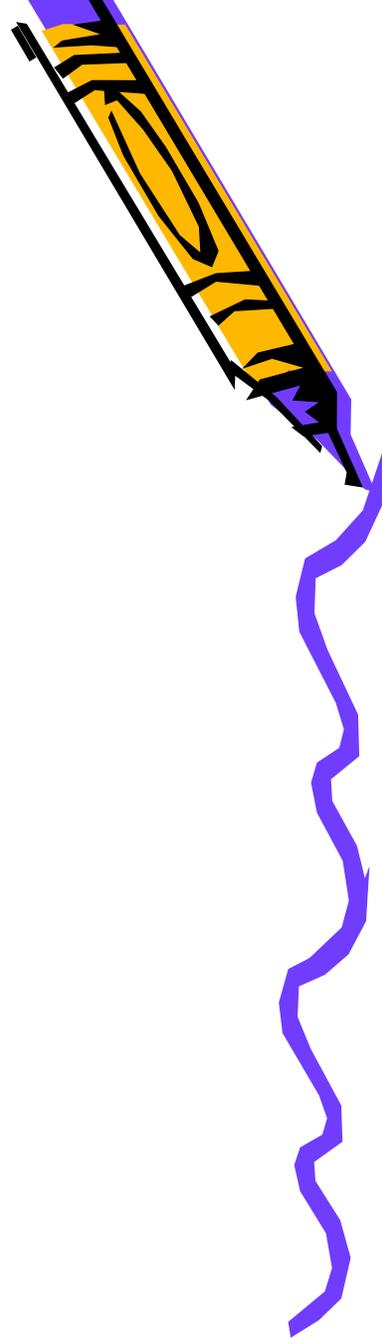
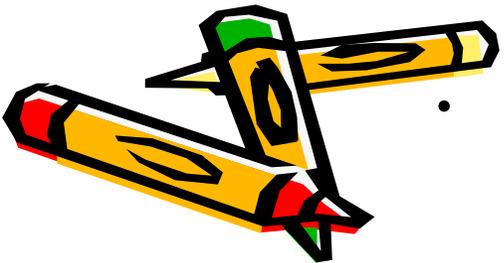


**What is
Collective
Bargaining?**



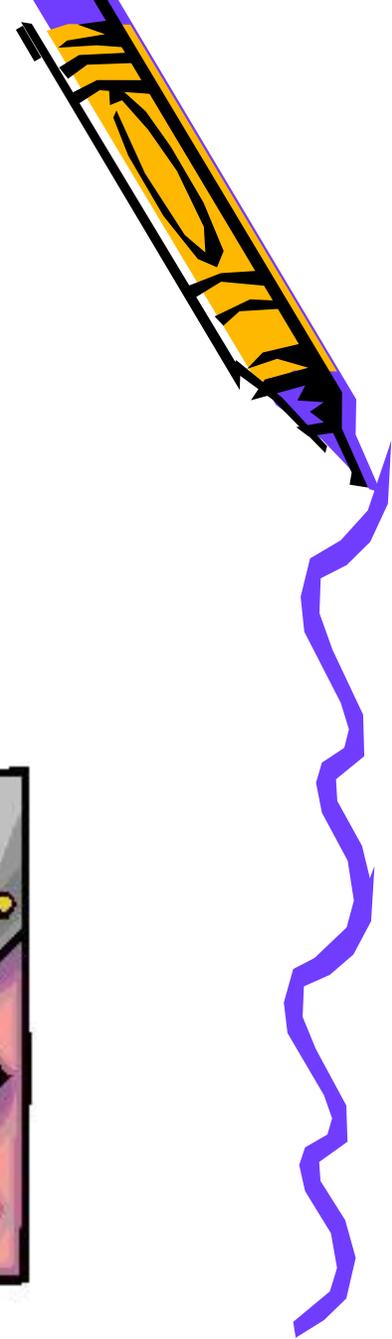
Collective Bargaining

- *"Collective Bargaining is a process in which the representatives of a labour organization & the representatives of business organization meet and attempt to negotiate a contract or agreement, which specifies the nature of employee-employer union relationship".*
- Process involving discussions and negotiations
- 'collective' - group
- 'bargaining' - proposals and counter proposals
- to reconcile their conflicting interests
- is a flexible approach



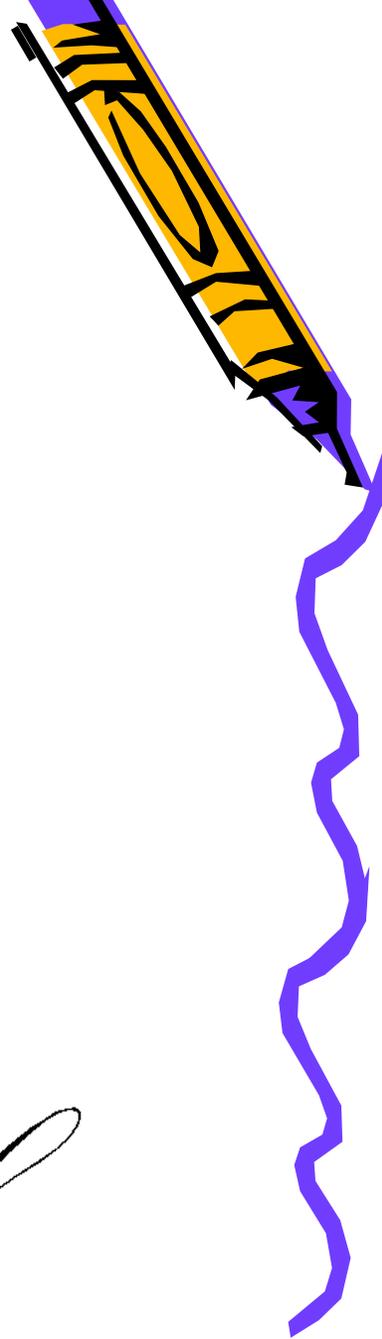
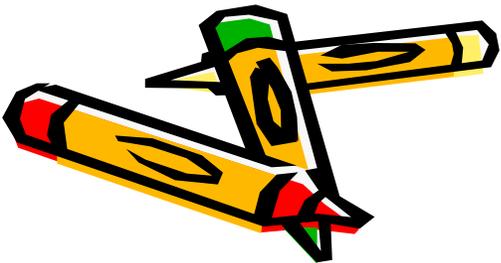
Definition

- Collective bargaining is a type of negotiation used by employees to work with their employers.
- During a collective bargaining period, workers' representatives approach the employer and attempt to negotiate a contract which both sides can agree with.
- Typical issues covered in a labor contract are hours, wages, benefits, working conditions, and the rules of the workplace.
- Once both sides have reached a contract that they find agreeable, it is signed and kept in place for a set period of time, most commonly three years.
- The final contract is called a collective bargaining agreement, to reflect the fact that it is the result of a collective bargaining effort.
- The parties often refer to the result of negotiation as a *Collective Bargaining Agreement (CBA)* / as a *Collective Employment Agreement (CEA)*.



Objectives:

- I. Settle disputes relating to wages and working conditions
- II. Protect the interest of the workers through the collective action.
- III. Resolve the differences between workers and management through voluntary negotiations and arrive at a consensus
- IV. Avoid third party intervention in matters relating to employment

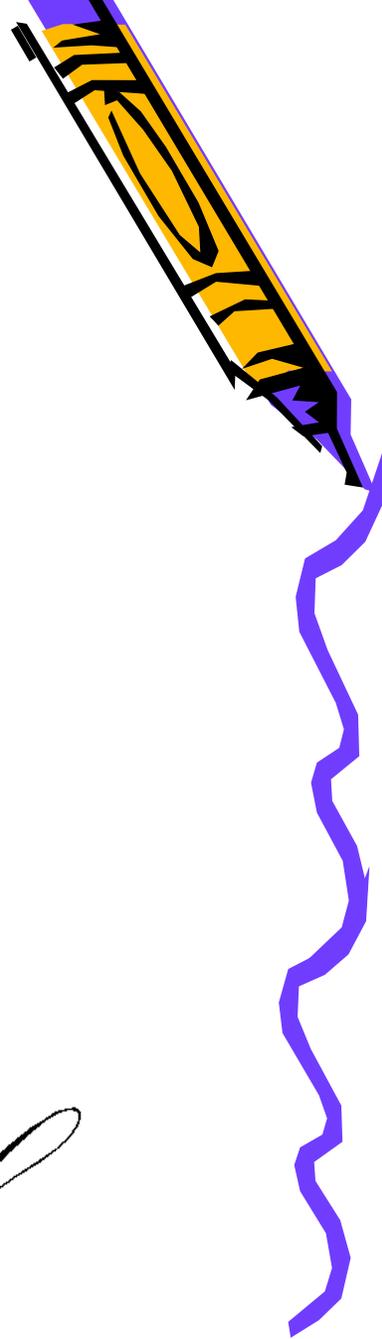
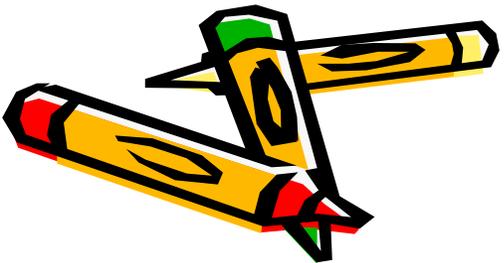


Features:

- It is a collective process.

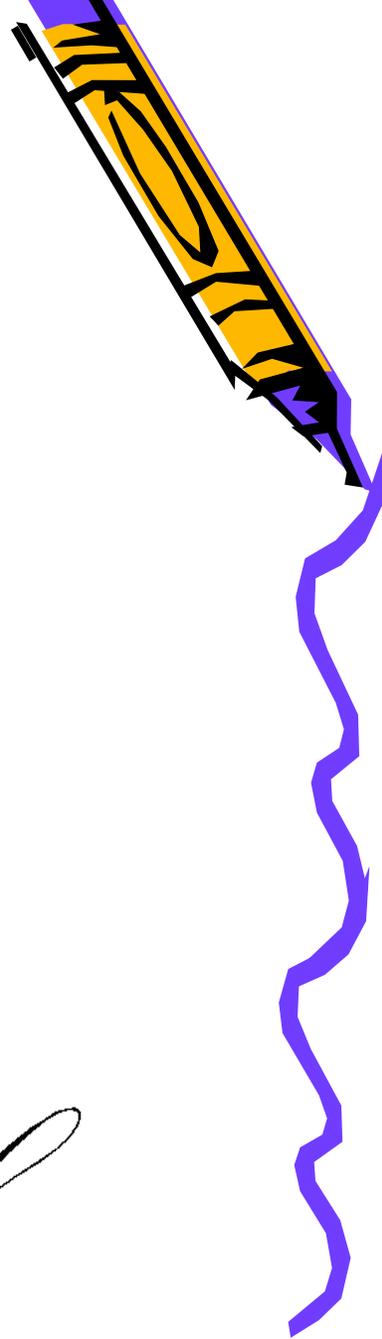
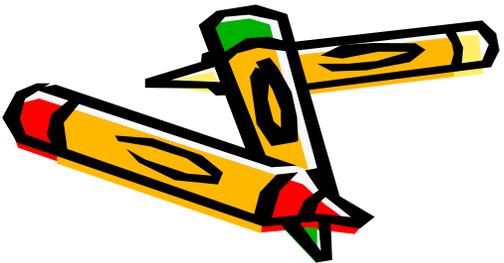
The representatives of both workers and management participate in bargaining.

- It is a continuous process. It establishes regular and stable relationship between the parties involved. It involves not only the negotiation of the contract, but also the administration of the contract.
 - It a bipartite process
- It is a flexible and dynamic process. The parties have to adopt a flexible attitude through the process of bargaining.
- It is a method of partnership of workers in management



Activities:

- To undertake collective bargaining with the employers or workers on different issues
- To represent all or any of the workmen in any proceedings.
- To give notice and declare a strike in accordance with the provisions of law
- To nominate representatives of workmen on the board of trustees of any welfare institution of provident fund and of the workers' participation fund.

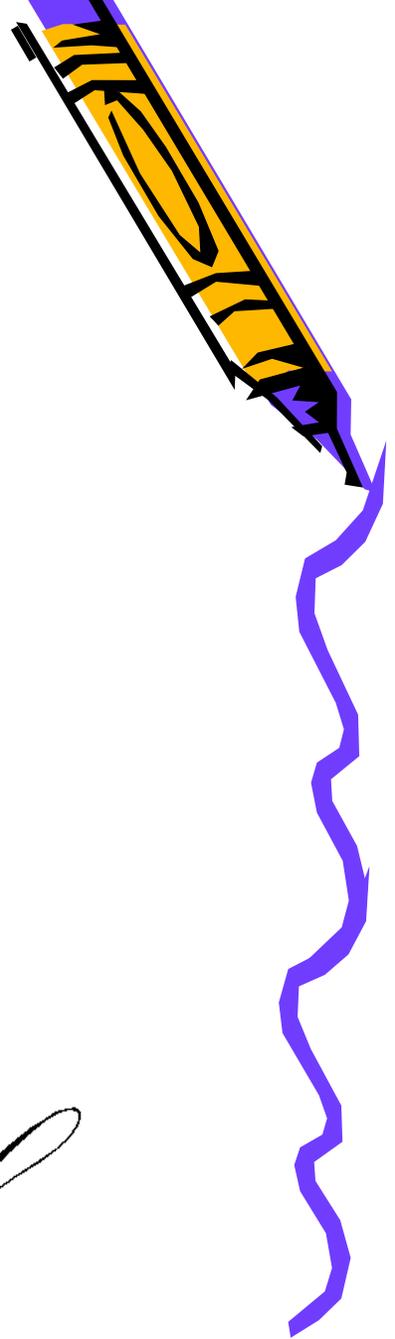
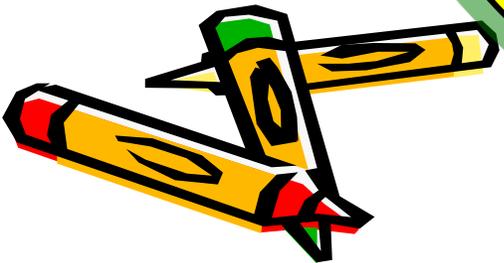


Form or Tactics:

A collective bargaining process generally consists of four types of activities

Distributive bargaining

It involves haggling over the distribution of surplus. Under it, the economic issues like wages, salaries and bonus are discussed. In distributive bargaining, one party's gain is another party's loss. This is most commonly explained in terms of a pie. Disputants can work together to make the pie bigger, so there is enough for both of them to have as much as they want, or they can focus on cutting the pie up, trying to get as much as they can for themselves. In general, distributive bargaining tends to be more competitive. This type of bargaining is also known as conjunctive bargaining.

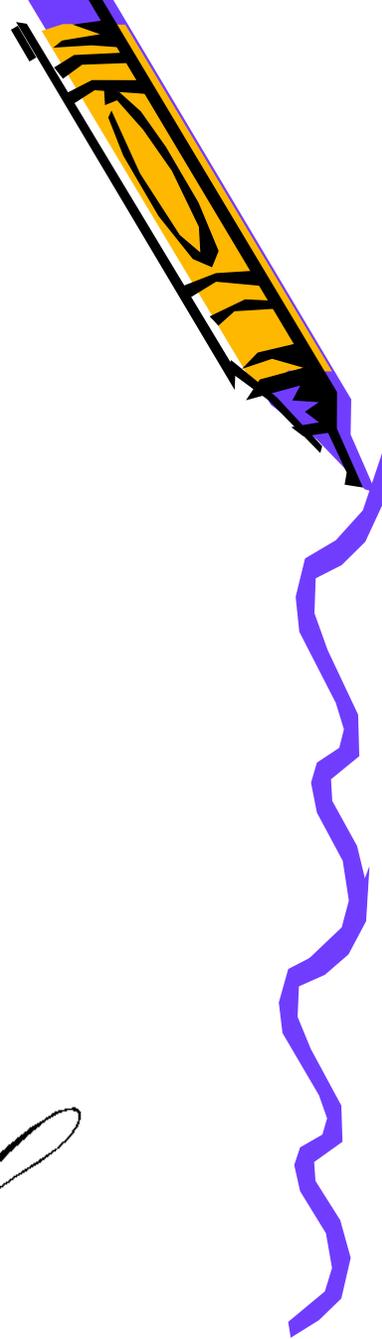
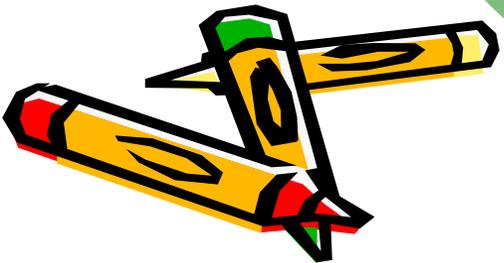


Form or Tactics:

Integrative bargaining

This involves negotiation of an issue on which both the parties may gain, or at least neither party loses. For example, representatives of employer and employee sides may bargain over the better training programmed or a better job evaluation method. Here, both the parties are trying to make more of something. In general, it tends to be more cooperative than distributive bargaining. This type of bargaining is also known as cooperative bargaining

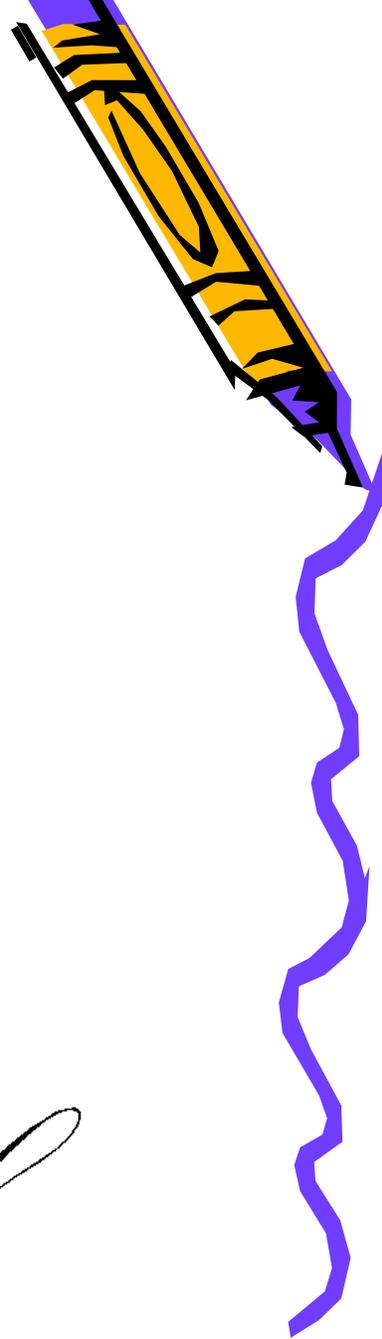
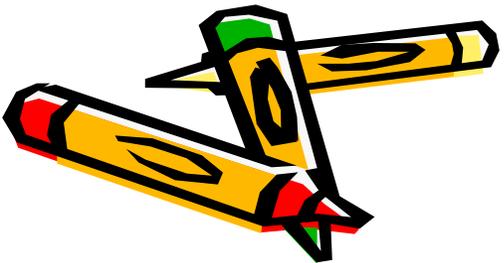
For example, the workers may agree for the low wages or the management may agree to adopt the modernized methods, so as to have an increased production



Form or Tactics:

Attitudinal restructuring

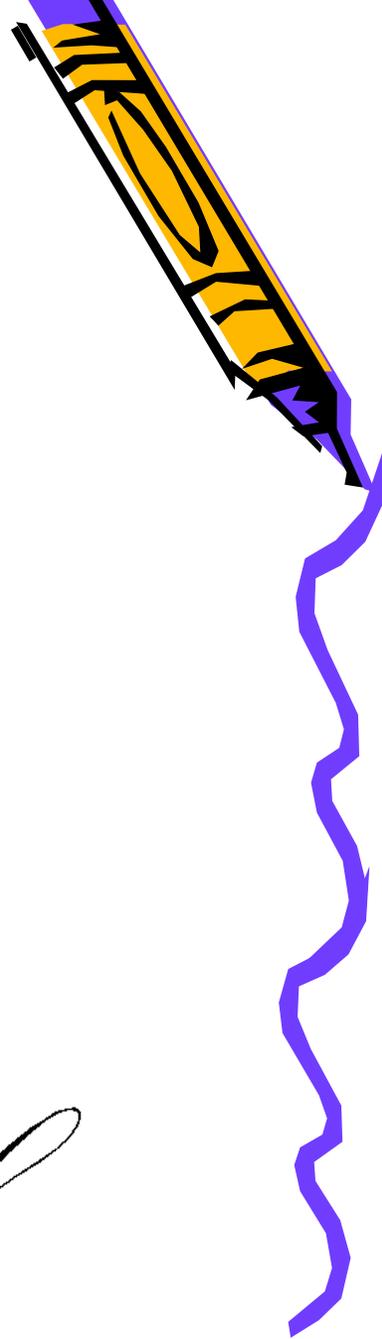
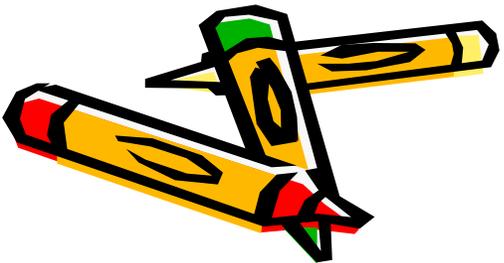
This involves shaping and reshaping some attitudes like trust or distrust, friendliness or hostility between labor and management. When there is a backlog of bitterness between both the parties, attitudinal restructuring is required to maintain smooth and harmonious industrial relations. It develops bargaining environment and creates trust and cooperation among the parties



Form or Tactics:

Productivity Bargaining:

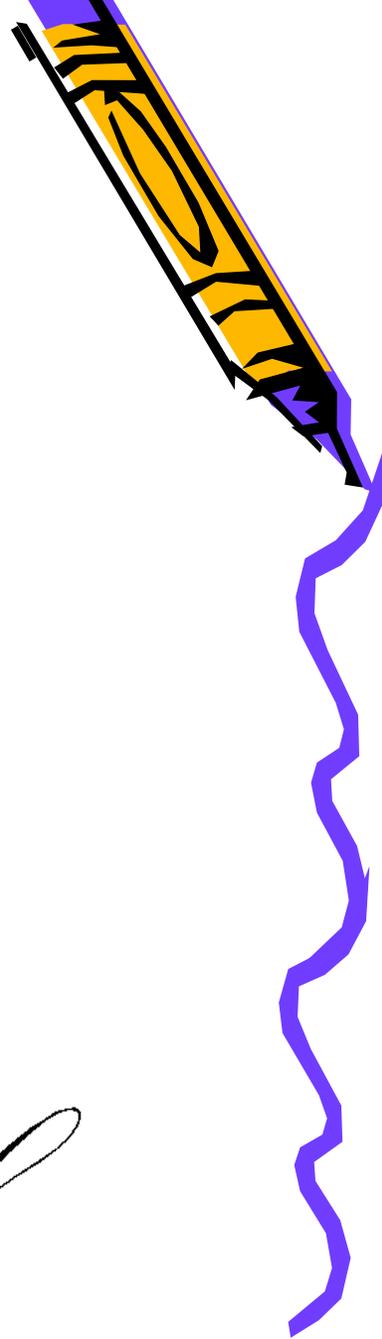
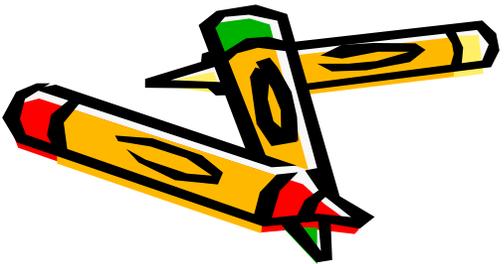
This type of bargaining is done by the management, where the workers are given the incentives or the bonus for the increased productivity. The workers get encouraged and work very hard to reach beyond the standard level of productivity to gain the additional benefits. Through this form of collective bargaining, both the employer and the employee enjoy the benefits in the form of increased production and the increased pay respectively



Form or Tactics:

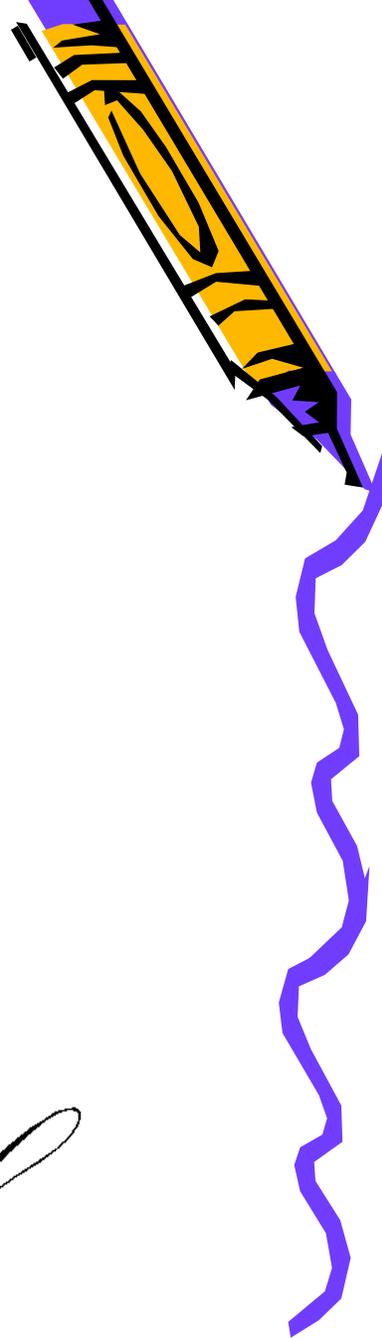
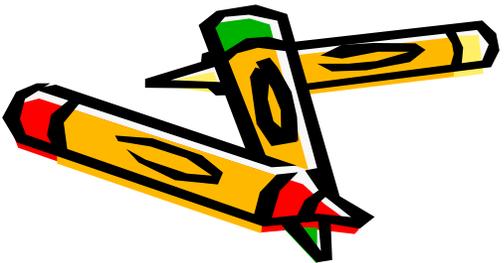
Intra-organizational bargaining

It generally aims at resolving internal conflicts. This is a type of maneuvering to achieve consensus with the workers and management. Even within the Union, there may be differences between groups. For example, skilled workers may feel that they are neglected or women workers may feel that their interests are not looked after properly. Within the management also, there may be differences. Trade unions plan to achieve consensus among the conflicting groups.



Levels of collective bargaining

1. Plant Level Bargaining
2. Industry level Bargaining
3. National level Bargaining



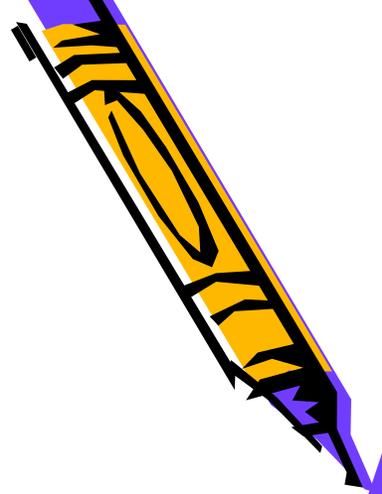
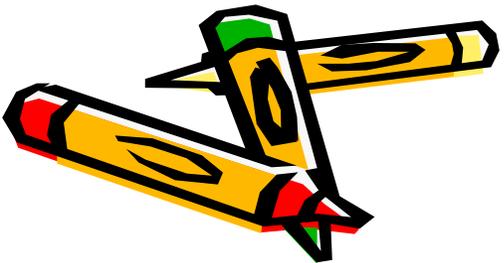
Importance to society

Collective bargaining **leads to industrial peace** in the country.

It results in **establishment of a harmonious industrial climate** which supports, helps the pace of a nation's efforts towards economic and social development since the obstacles to such a development can be reduced considerably.

The **discrimination and exploitation** of workers is constantly being checked.

It provides a **method or the regulation of the conditions of employment** of those who are directly concerned about them.



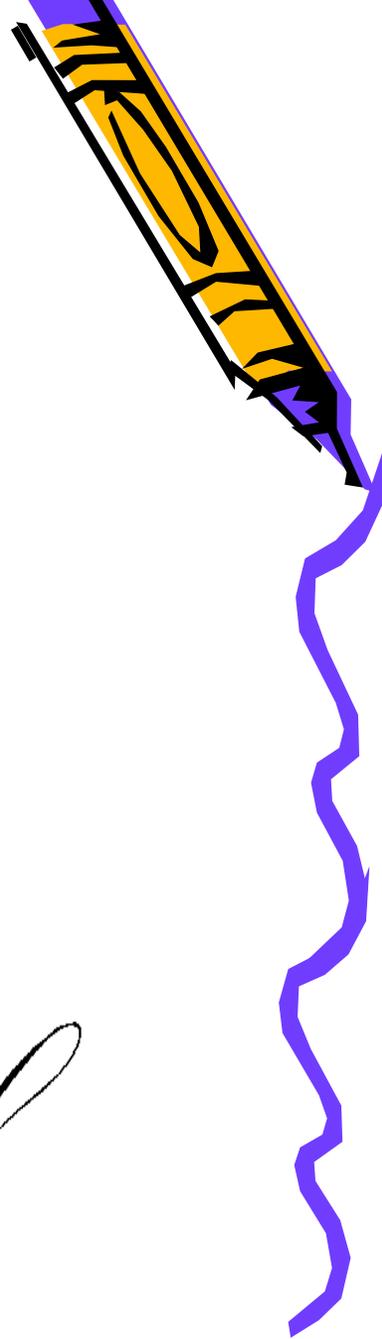
Importance to employers

It becomes **easier for the management to resolve issues at the bargaining level** rather than taking up complaints of individual workers.

Collective bargaining tends to promote a sense of job security among employees and thereby **tends to reduce the cost of labor turnover to management.**

Collective bargaining opens up the **channel of communication between the workers and the management** and increases worker participation in decision making.

Collective bargaining plays a vital role in settling and **preventing industrial disputes.**



Importance to employees

Collective bargaining **develops a sense of self respect and responsibility** among the employees.

It increases the **strength of the workforce**, thereby, increasing their bargaining capacity as a group.

Collective bargaining increases the morale and productivity of employees.

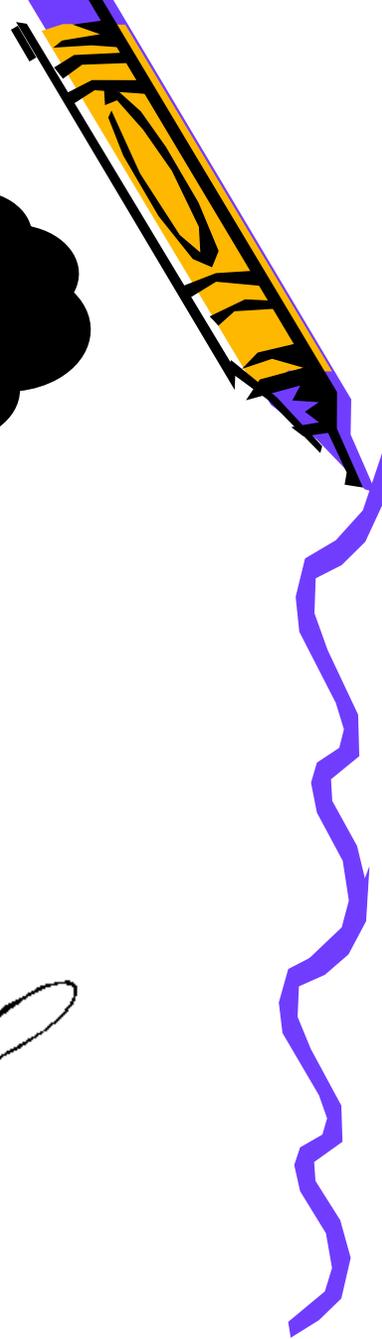
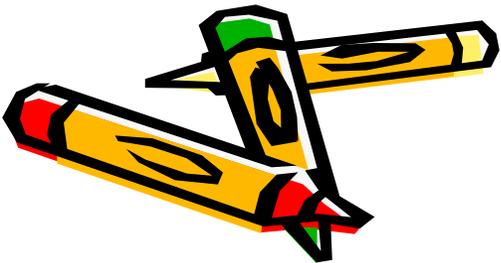
It **restricts management's freedom for arbitrary action** against the employees..

The workers **feel motivated as they can approach the management on various matters** and bargain for higher benefits.

It helps in securing **a prompt and fair settlement of grievances**.

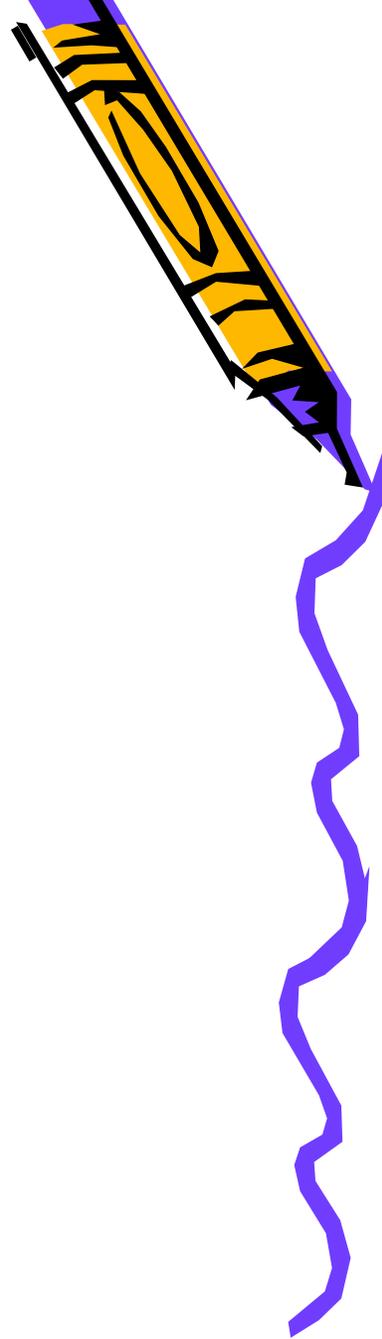
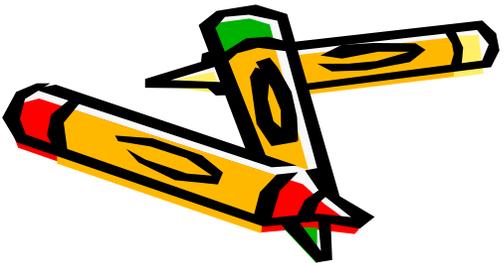
It provides a flexible means for the adjustment of wages and employment conditions to economic and technological changes in the industry, as a result of which the chances for conflicts are reduced.

Impasse

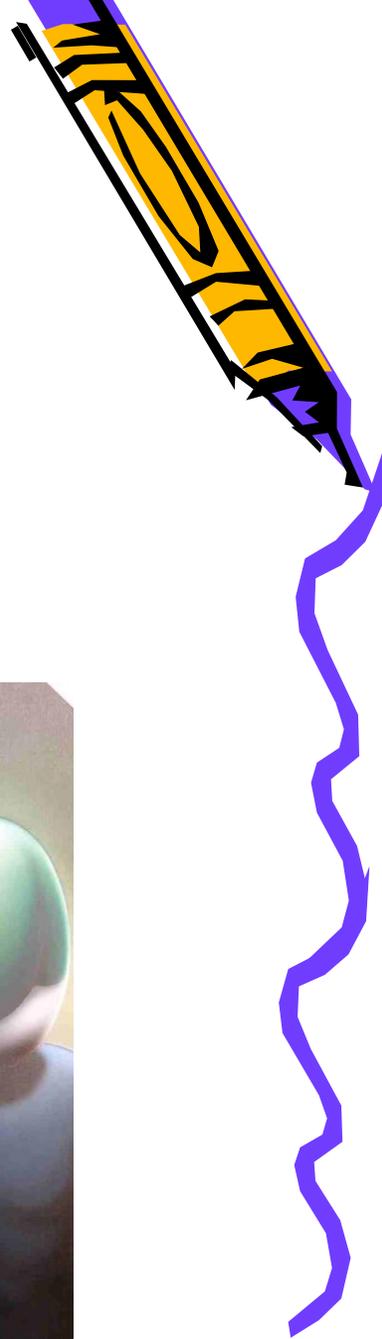
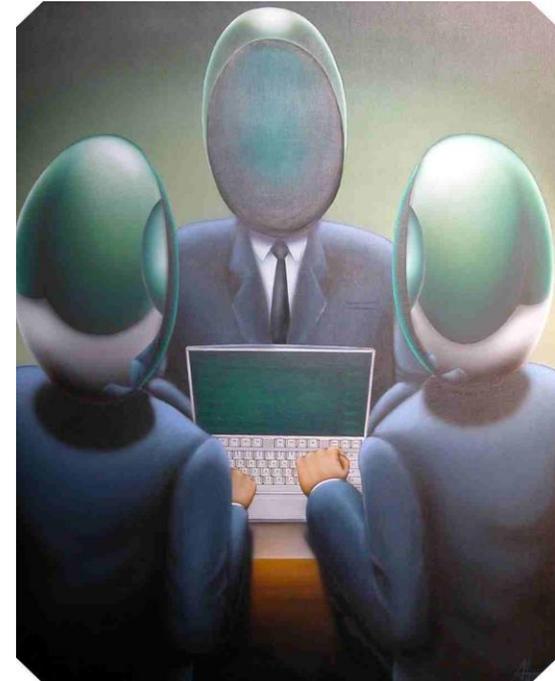
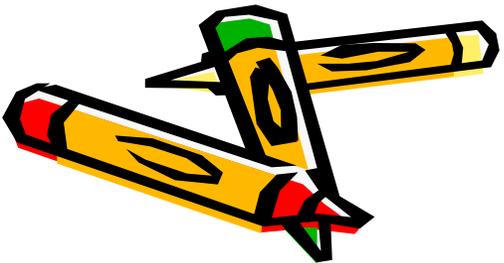


Collective Bargaining Process

- In many companies, agreements have a fixed time scale and a collective bargaining process will review the procedural agreement when negotiations take place on pay and conditions of employment.

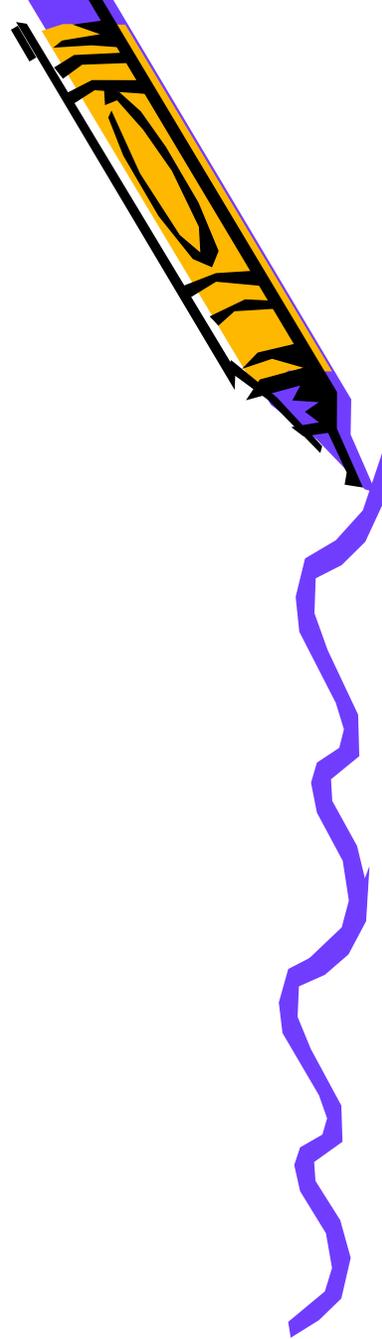
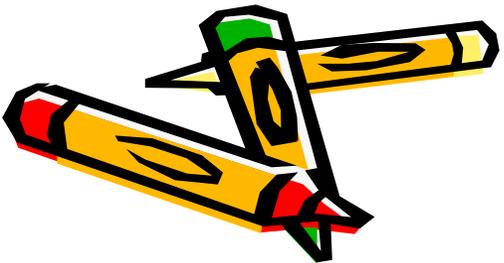


1. Identification of the problem
2. Prepare for Negotiations
3. Negotiation of Agreement
4. Implementation of the contract

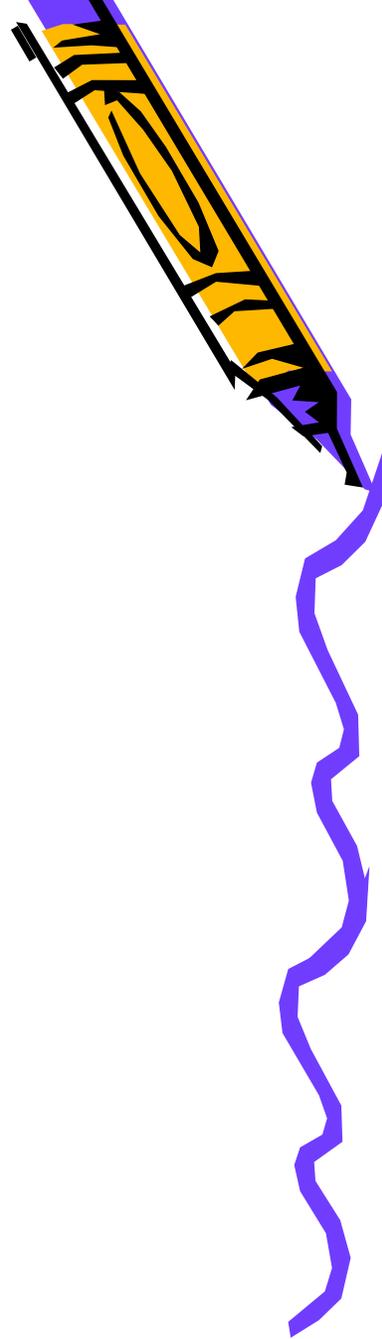
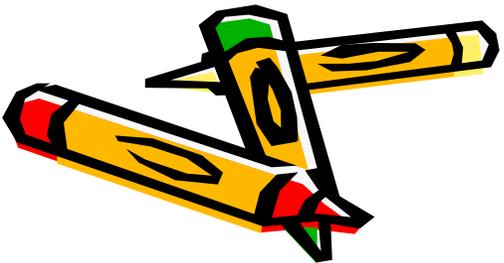


Impact of Collective Bargaining in A Organization

1. Loss of unilateral discretion of management on personnel matters
2. Greater uniformity in personnel practices
3. Employees fear that collective bargaining may put them in competitive disadvantage.
4. Employers also afraid that collective bargaining agreement may hamper R & D
5. Favoritism, nepotism & uncertainty regarding pay, time & working condition may reduce

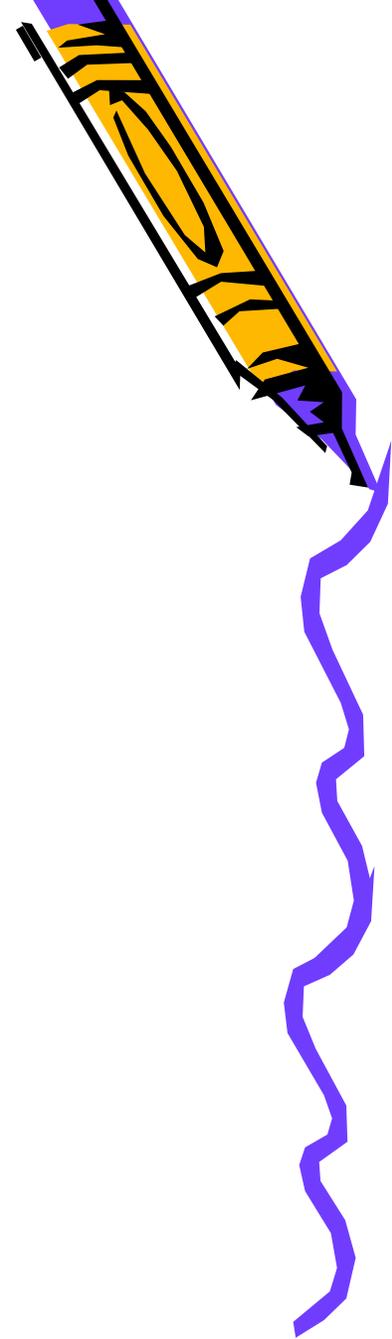
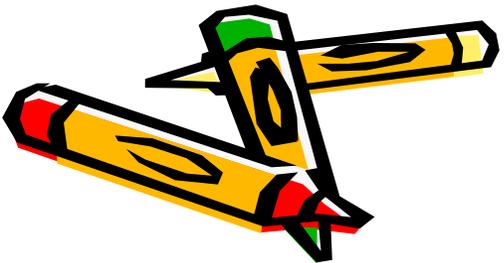


6. Collective bargaining reduces fear of capricious and unfair treatment & provide assurance to the dismissed workers
7. CB reflects "unity we stand & divided we fall"
8. "One for all & all for one"



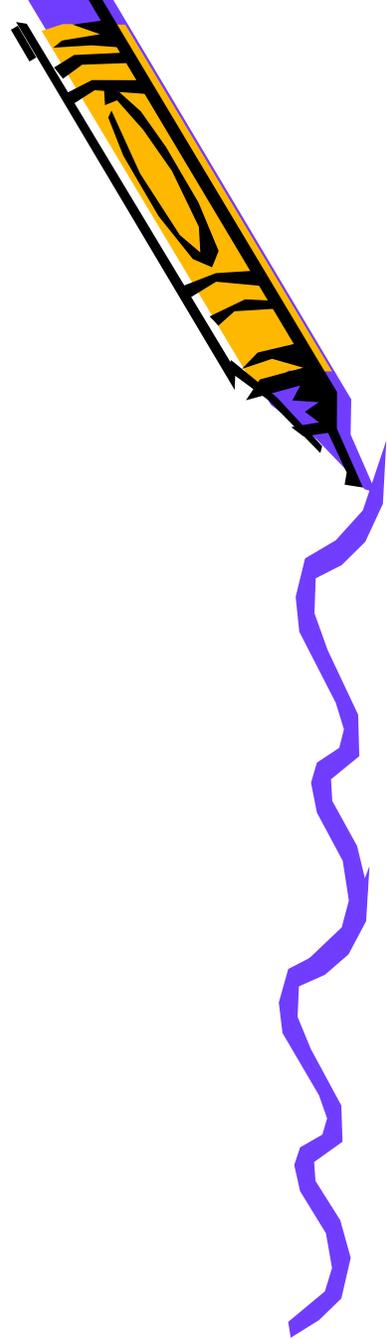
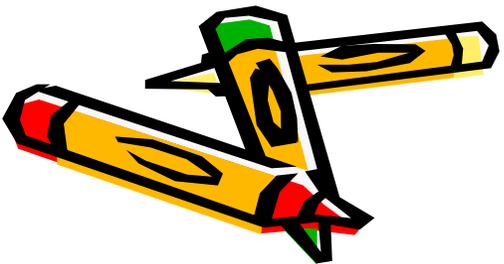
Pre- requisites for success in CB

- Flexibility in Bargaining
- Constrictive Attitude
- Ability of union leaders
- Non- involvement of political parties
- Bargaining attitude of management
- Bargaining procedure
- Bargaining role of the lawyers
- Roles of the observers



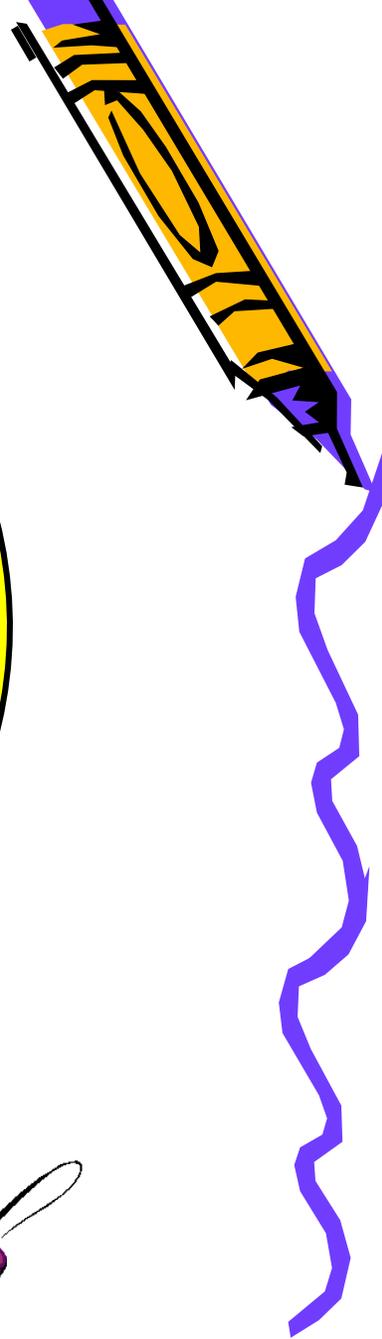
Tactics to be followed in C.B.

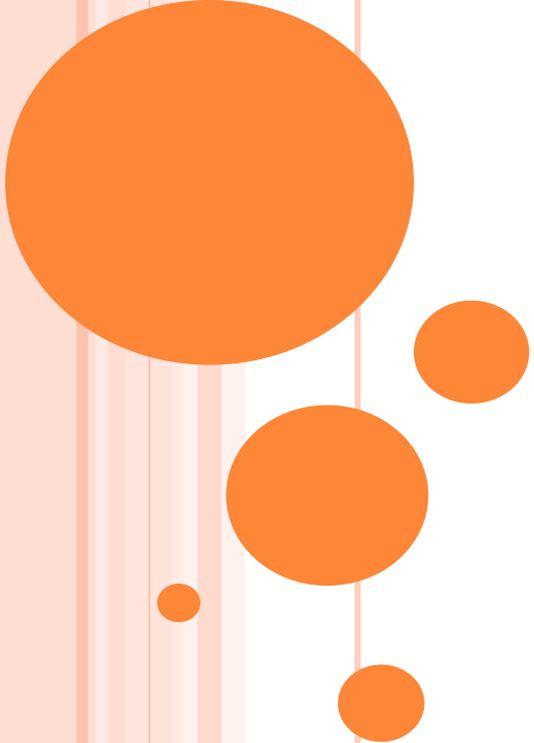
- Counter Proposal
- Trade-off
- Recess
- Wait & see
- Getting public support
- Use of mediator



Problems of Collective Bargaining

- I. Due to the **dominance of outsiders** in trade unionism in the country, there is multiplicity of unions which are weak and unstable, and do not represent majority of the employees. Moreover, there are inter-union rivalries, which further hinder the process of collective bargaining between the labor and the management.
- II. Trade unions are **having political affiliations**, they continue to be dominated by politicians, who use the unions and their members to meet their political ends.
- III. There is **a lack of definite procedure to determine which union is to be recognized to serve as a bargaining agent** on behalf of the workers
- IV. There has been very **close association between the trade unions and political parties**. As a result, trade union movement has leaned towards political orientations rather than collective bargaining.





PARTICIPATION COMMITTEE

PARTICIPATION COMMITTEE

205. Participation committee :

- (1)** The employer in an establishment in which fifty or more workers are normally employed through direct involvement of such workers, shall constitute a PC in the manner prescribed by rules.
- (2)** Such committee shall be formed with representatives of the employer and the workers.
- (3)** The number of representatives of worker in such committee shall not be less than the number of representatives of the employer,
- (4)** The representative of the workers shall be appointed on the basis of nomination given by the trade unions in the establishment.
- (5)** Each of the trade unions, other than the collective bargaining agent, nominating equal number of representatives and the collective bargaining agent nominating representatives, the number of which shall be one more than the total number of representatives nominated by the other trade unions.



- (6) In the case of an establishment where there is no trade union, representatives of the workers on a participation committee shall be chosen in the prescribed manner from amongst the workers engaged in the establishment for which the participation committee is constituted.
- (7) Where an establishment has any unit in which at least fifty workers are normally employed, a unit participation committee, may, on the recommendation of the participation committee, be constituted in the manner prescribed by Rules.
- (8) Such unit committee shall consist of the representatives of the employer and the workers employed in or under that unit.
- (9) The owner shall not transfer any workers selected or elected members of participative committee without the consent during the tenure of the committee
- (10) If members of the participating committee from workers representatives do anything in good faith while discharging their functions, the owner shall not raise any complain or take any revenge against him.
- (11) The provisions of this section applicable in case of participation committee shall mutatis-mutandis apply to the unit participation committee



FUNCTIONS OF PARTICIPATION COMMITTEE

206. Functions of the participation committee :

- (1) The functions of the participation committee shall be to inculcate and develop a sense of belonging and workers' commitment and, in particular-
- (a) to Endeavour to promote mutual trust, understanding and cooperation between the employer and the workers;
 - (b) To ensure the application of labor laws;
 - (c) to foster a sense of discipline and to improve and maintain safety, occupational health, and working conditions;



- (d)** to encourage vocational training, workers' education and family welfare training;
 - (e)** To adopt measures for the improvement of welfare services for the workers and their families;
 - (f)** to fulfill production targets, improve productivity, reduce production costs and wastes, and raise the quality of products.
- (2)** A unit participation committee shall, subject to the supervision of the participation committee, discharge, as far as practicable, those functions as specified in sub-section (1).



MEETINGS OF THE PARTICIPATION COMMITTEE

207. Meetings of the Participation Committee :

- (1)** The participation committee shall meet at least once in every two months to discuss and exchange views and recommend measures for the performance of the functions under section 202.
- (2)** The proceedings of every meeting of the participation committee shall be submitted to the Director of Labor and the conciliator within seven days of the date of the meeting.



IMPLEMENTATION OF RECOMMENDATIONS OF PARTICIPATION COMMITTEE

208. Implementation of recommendations of the participation committee:

- (1)** The employer and the registered trade union shall take necessary measures to implement the specific recommendation of the Participation committee within the period specified by the committee.
- (2)** If, for any reason, the employer or the registered trade union finds it difficult to implement the recommendations within the specified period, he or it shall inform the committee about it and make all out efforts to implement the same as early as possible.



CHECK-OFF

204. Check-off :

(1) if a collective bargaining agent so requests, the employer of the workmen who are member of collective bargaining agent- trade union shall deduct from the wages of the workmen such amounts towards their subscription to the funds of the collective bargaining agent- union as may be specified, with the approval of each individual workman named in the demand statement furnished by the trade union.

(2) An employer making any deduction from the wages under sub-section 91) shall, within 15 days, deposit the entire amount so deducted by him in the account of the collective bargaining agent union.

(3) The employer shall provide facilities to the collective bargaining agent for ascertaining whether deductions from the wages of its members are being made under sub-section (1).



Labor Court



Labour courts

214. Labour courts :

(1) For the purposes of this Act, the Government shall, by notification in the official Gazette,

establish as many labour courts as it considers necessary.

(2) Where more than one labour court is established under subsection (1), the Government shall specify in the notification the territorial limits within which each one of them shall exercise jurisdiction under this act.

(3) A labour court shall consist of a chairman and two members to advise him, but in case of trial of any offence or in disposal of any matter under chapter X and XII it shall be constituted with the chairman only.

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- ▶ 4) The chairman of the labour court shall be appointed by the Government from amongst the
- ▶ District judges or an additional district judges.
- ▶ (5) The terms and conditions of appointment of the chairman of the labour court shall be determined by the Government.
- ▶ (6) One of the two members of the labour court shall be the representative of employers and the other shall be the representatives of the workers and they shall be appointed in the manner hereinafter provided in sub-section (9).
- ▶ (7) The Government shall constitute, in the manner prescribed by rules, by notification in the official Gazette, two panels, one of which shall consist of six representatives of employers and the other of six representatives of the workers.

- ▶ (8) The panel of members prepared under sub-section 99) shall be reconstituted after every two years, notwithstanding the expiry of the said period of two years, The members shall continue on the panels till the new panels are constituted and notified in the official Gazette.
- ▶ (9) The chairman of the labour court shall, for hearing or disposal of a case relating to a specific industrial dispute, select one person from each of the two panels constituted under sub-section (7), and persons so selected, together with the chairman, shall be deemed to have constituted the labour court in respect of that specific industrial dispute: provided that the chairman may select any member from either of the panels as a member of the labour court in respect of more than one such case pending before the labour court.

▶ 10) A labour court shall have exclusive jurisdiction to (a) adjudicate and determine and industrial

dispute or any other dispute or any question which may be or has been referred to or brought before

it under this Act.

(b) enquire into and adjudicate any matter relating to the implementation or violation of a

settlement which is referred to it by the government;

(c) try offences under this Act; and

(d) exercise and perform such other powers and functions as are or may be conferred upon

or assigned to it by or under this act or any other law

- (11) If any member of the Labour court is absent at the time of its constitution or is absent at the time of its constitution or absent from or is absent at the time of its constitution or absent from or is otherwise unable to attend, any sitting of the court, whether at the beginning of the hearing of a case or during the continuance of the hearing thereof, the proceedings of the court may begin or continue, as the case may be, in his absence and the decision or award of the court may be given in the absence of such member ; and no act, proceeding decision or award of the court shall be invalid or be called in question merely on the ground of such absence or on the ground of any vacancy in, or any defect in the constitution of, the labour court. Provided that if any member informs the chairman beforehand of his absence, the chairman shall nominate another member from the panel of the concerned parties: Provided further that the opinions of the members of both the sides shall be mentioned in the judgment.101
- (12) The provisions of chapter XXXV of the code of criminal procedure, 1898 (V of 1898) shall apply to a labour court shall be deemed to be a civil court.
- (13) All labour courts shall be subordinate to the Tribunal

215. Procedure and powers of labour courts in trial of offences :

- ▶ (1) Subject to the provisions of this act, a labour court shall, while trying an offence follow as nearly as possible summary procedure as prescribed under the code of criminal procedure.
- ▶ (2) A labour court shall, for the purpose of trying an offence under this Act, have the same power as the vested in the court of a magistrate of the first class under the code of criminal procedure.
- ▶ (3) Notwithstanding anything contained in sub-section (2), for the purpose of imposing penalty a labour court shall have the same powers as are vested in a court of session under that code of criminal procedure.
- ▶ (4) A labour court shall, while trying an offence hear the case without the members.

216. Procedure and power of Labour courts in any matter other than trial of offences

- ▶ (1) A Labour court shall for the purpose of adjudicating and determining any matter or issue or dispute under this act be deemed to be a civil court and shall have the same powers as are vested in such court under the code of civil procedure, including the powers of-
- ▶ (a) enforcing the attendance of any person, examining him on oath and taking evidence;
- ▶ (b) compelling the production of documents and material objects;
- ▶ (c) issuing commissions for the examination of witnesses or documents;
- ▶ (d) delivering ex-parte decision in the event of failure of any party to appear before the court;
- ▶ (e) setting aside ex-parte decision;
- ▶ (f) setting aside order of dismissal made for non-appearance of any party.
- ▶ (g) in order to save the frustration of purpose of the case property the labour court may pass interim order upon any party.

- ▶ (2) Subject to this act, no court-fee shall be payable for filing, exhibiting or recording any document in, or obtaining any document from a labour court,
- ▶ (3) A labour court shall, by notice to be served through process server or special messenger or by registered post or by both the modes, ask the opposite party to file written objection or written statement, if any, within a period not exceeding ten days from the date of filing of the case.

- ▶ (4) The court may, for reasons to be recorded in writing, extend the time for filing objection or written statement for a period not exceeding seven days in all;
- ▶ (5) if any party fails to file any written statement or objection within the time specified in the notice or the extended time the case shall be heard and disposed of exporter
- ▶ (6) The labour court shall not grant adjournment of the hearing of a case on the prayer of any party for more than seven days in all: 102 Provided that, if both the parties file application for adjournment, n adjournment for not more than ten days in all may be allowed.
- ▶ (7) If the party filing the case is absent on the date of hearing, the case shall be dismissed for default. provided that the court shall have jurisdiction to set aside the order of dismissal if any application is made by the petitioner within three months from the date of such order of dismissal of the case.
- ▶ (8) If the opposite party is absent on the date of hearing, the case shall be heard and disposed of exporter.

- ▶ 9) A Labour court may, on an application filed by all the parties to a case, and after giving a hearing to them, allow the withdrawal of the case at any stage of the proceedings thereof, if it is satisfied that the dispute has been amicably resolved.
- ▶ (10) An award or decision or judgment of a labour court shall be given in writing and delivered in open court, and a copy thereof shall be given to each party.
- ▶ (11) An award or decision or judgment of a labour court shall, in every case, be delivered, unless the parties to the dispute given their consent in writing to extend the time-limit, within sixty days following the date of filing of the case: Provided that no award or decision or judgment of a labour court shall be invalid merely on the ground of delay in its delivery

Health, Safety & Welfare Program



INTRODUCTION

Creating a safe work environment is critical to the success of your business, and is one of the best ways to retain staff and maximize productivity. Though it may cost to implement safe practices and install safety equipment, the effect of not taking action can be severe.

As a business owner they have responsibilities regarding health and safety in their workplace.

Managers need to ensure that business doesn't create health and safety problems for employees, customers or the public.

Objectives of safety & health program

- **To increase employee morale**
- **To reduce expenditure**
- **To reduce turnover**
- **To increase productivity**
- **To reduce accident**
- **To reduce mental pressure**
- **To attract potential employees**

Symptoms of inadequate Industrial Health & Safety measures

- ❖ Employ dissatisfaction
- ❖ Low performance
- ❖ Employ turnover
- ❖ Absenteeism
- ❖ Low productivity
- ❖ Accident
- ❖ Discipline
- ❖ Drug addiction

Provisions regarding the health of industrial workers in Bangladesh

- Cleanliness
- Disposal of wastage effluents
- Ventilation & Temperature
- Dust & fume
- Artificial humidification
- Overcrowding
- Lighting
- Drinking water
- Latrines & Urinals
- Spittoons

Provisions regarding the safety of the workers in Bangladesh

- ❖ Fencing of machinery
- ❖ Work on or near machinery in motion
- ❖ Employment of young persons on dangerous machines
- ❖ Striking gear & devices for cutting off power
- ❖ Self acting machines
- ❖ Casing of new machinery
- ❖ Women & children near cotton openers
- ❖ Hoists. Lifts & chains etc.

- 
-
- ❖ Revolving machine
 - ❖ Floors, stairs & means of access
 - ❖ Pits, sumps & opening in floors etc.
 - ❖ Protection of eye
 - ❖ Excessive weight
 - ❖ Precaution against dangerous fumes
 - ❖ Precaution in case of fire
 - ❖ Specifications defective & safety of building & machinery
 - ❖ Maintenance of buildings
 - ❖ Safety officers
 - ❖ Rules
- 

Welfare of industrial workers in Bangladesh

- Washing
- Storing & drying clothing
- Sitting
- First aid
- Canteens
- Shelters
- Crèches
- Housing facilities for disabled workers
- Compulsory group insurance
- Welfare officers
- Rules

Problems of ensuring safety & health measures of industrial employees in Bangladesh

- Cumulative trauma disorders
- Chemical in work place
- Indoor air pollution
- Smoking in the work place
- Second hand smoker
- Asbestos in work place
- Accident & death on work place

Means to overcome the safety and healthy problems of industrial workers in Bangladesh

- Training employees in safety and health program
- Setting safety and health tools
- Management and employee relations
- Participative management
- Good working conditions
- Financial support

Stress Management Program

Stress

- **Stress** may be defined as "a state of psychological and or physiological imbalance resulting from the disparity between situational demand and the individual's ability and or motivation to meet those demands."
- An unpleasant psychological pressure that occurs in response to environmental pressures.
- **Dr. Hans Selye**, one of the leading authorities on the concept of stress, described stress as "the rate of all wear and tear caused by life."

- Stress can hit anyone at any level of the business and recent research shows that work-related stress is widespread and is not confined to particular sectors, jobs, or industries.
- Healthy & Safety Executives formal definition of work-related stress is:
"The adverse reaction people have to excessive pressures or other types of demand placed on them at work."
- **Stress is not an illness – it is a situation.** However, if stress becomes too excessive and extended, mental and physical illness may develop.
- **There is a difference between pressure and stress.** Pressure can be positive and a motivating factor, and is often essential in a job. It can help us achieve our goals and perform better. Stress occurs when this pressure becomes excessive. Stress is a natural reaction to too much pressure.

Work Stress

Factors that cause stress are called "*Stressors*."

Types of Stress

- Challenge Stressors
 - Stress associated with workload, pressure to complete tasks, and time urgency
- Hindrance Stressors
 - Stress that keeps you from reaching your goals, such as red tape, office politics, confusion over job responsibilities, role ambiguity
 - Cause greater harm than challenge stressors

Demands- Resources Model of Stress

- Stress is associated with demand and resource
- Demands
 - Responsibilities, pressures, obligations, and uncertainties in the workplace
- Resources
 - Things within an individual's control that can be used to resolve demands
- Adequate resources help reduce the stressful nature of demands
- Model of Stress

Potential Sources of Stress

- Environmental Factors
 - Economic uncertainties, changes in the business cycle
 - Political uncertainties, tend to create stress for entrepreneur
 - Technological uncertainties of technical innovations
- Organizational Factors
 - Task demands related to the job
 - Role demands of functioning in an organization (role ambiguity, role overload)
 - Interpersonal demands created by other employees
- Personal Factors
 - Family and personal relationships
 - Economic problems from exceeding earning capacity
 - Personality problems arising from basic character

What
differentiates
people in terms
of their ability
to handle
stressors?

- Perception
- Job experience
- Social support
- personality

Cultural Differences of Stress

- Job conditions that cause stress vary across cultures
- Stress itself is bad for everyone
- Collective cultures people have face lower level of stress than individualistic culture people
- women dominated cultures people face more stress than men
- Having friends and family can reduce stress
- Flexible work schedule can reduce work-life conflict

Consequences of Stress

- Stressors are additive: high levels of stress can lead to the following symptoms
 - Physiological
 - Blood pressure, headaches, stroke, metabolism, respiratory illness
 - Psychological
 - Dissatisfaction, tension, anxiety, irritability, boredom, and procrastination
 - Greatest when roles are unclear in the presence of conflicting demands
 - Behavioral
 - Changes in job behaviors, increased smoking or drinking, different eating habits, rapid speech, fidgeting, sleep disorders

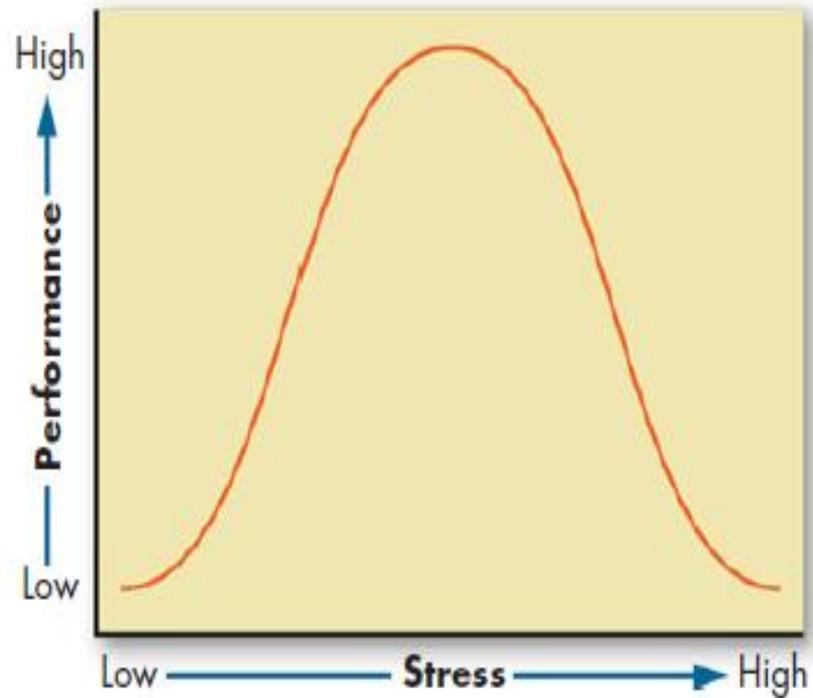
“Is Stress Good or Bad?”

Stress-Performance Relationship

- Some levels of stress can increase productivity
- Too little or too much stress will reduce performance
- This model is not empirically supported

Exhibit 18-9

The Proposed Inverted-U Relationship Between Stress and Job Performance



Managing Stress

- Individual Approaches
 - Implementing time management
 - Increasing physical exercise
 - Relaxation training
 - Expanding social support network
- Organizational Approaches
 - Improved personnel selection and job placement
 - Training & placement
 - Use of realistic goal setting
 - Redesigning of jobs
 - Increased employee involvement
 - Improved organizational communication
 - Offering employee sabbaticals
 - Establishment of corporate wellness programs

Impact of internal corporate social responsibility: a parallel mediation analysis

Impact of
internal CSR

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Abstract

Purpose – Workplace deviant behaviors (WDBs) have a significant negative impact on firms. Present study explores the role of employees' perception of firms' internal corporate social responsibility (internal CSR) in reducing their intention to engage in WDB. Social exchange theory (SET) and job demand-resource (JD-R) model form the conceptual underpinning of the study.

Design/methodology/approach – Hypotheses were developed based on a comprehensive literature review and tested on employees working in various public and private sector organizations in India. AMOS and SPSS PROCESS macro were used to test the conceptual model.

Findings – Employees' perception of firms' internal CSR reduced their intention to engage in WDB. Occupational strain was confirmed as a mediator in the above mentioned relationship. Further, the study also establishes internal CSR as an antecedent to increased perceptions of procedural justice.

Practical implications – Managers may leverage internal CSR communication as a tool to minimize WDB at the workplace. Moreover, it may also be used to reduce occupational strain and strengthen the perceptions of fairness among employees.

Originality/value – Very limited research is available on internal CSR and WDB. Through this study authors contribute to the nascent literature by affirming the negative relationship between internal CSR and WDB using the SET and JD-R model.

Keywords Internal corporate social responsibility, Workplace deviant behaviours (WDBs), Procedural justice, Occupational strain

Paper type Research paper

1. Introduction

Workplace deviant behaviors (WDBs) of employees have been defined as voluntary behavior that violates the norms and regulations of the organization and may threaten the well-being of the organization and/or its members (Kaplan, 1975; Robinson and Bennett, 1995). Literature suggests that WDB have detrimental impact on firms' profit and productivity (Chappell and Di Martino, 2006). For example, WDB contributes to a loss of approximately \$4.2 billion every year globally in form of damage to property and buildings (Qi *et al.*, 2020). Moreover, WDB also lead to increased absenteeism and turnover intention among employees leading to decreased performance and productivity (Bennett and Robinson, 2000; Dalal, 2005). Given the magnitude of negative consequences on employees and the firm due to WDB, it becomes pertinent to study WDB and answer some relevant questions related to it.

An extant review of literature suggests that largely micro-level predictors of WDB have been studied such as leader member exchange (Zia *et al.*, 2022) interpersonal conflict, abusive supervision and occupational strain (Di Stefano *et al.*, 2019; Huck *et al.*, 2017; Wulani and Junaedi, 2021). The present study bridges the above research gap and by using



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social exchange theory (SET) and job demand-resource (JD-R) model. It postulates that macro-level variables such as perception of organizational practices and policies (like internal CSR) may also impact employees' attitudes and behaviors, including WDB. Authors conceptually develop and test when and how macro-level variables such as perceptions of internal corporate social responsibility (CSR) may impact WDB among employees. Further, the study also uncovers the underlying mechanisms through which these relationships occur.

Conceptually internal CSR has been defined as organizational policies and practices that aim to benefit the internal stakeholders, i.e. employees beyond technical, legal and economic compliances (Davis, 1973). For example, internal CSR may include equal opportunities for career growth and employee development (Turker, 2009); extended organizational support (Mahon *et al.*, 2014); work-life balance (Wollard and Shuck, 2011) safety and security concerns for employees (Hameed *et al.*, 2016). To summarize internal CSR are summation of voluntary organizational policies and practices aimed to benefit employee resources and benefits.

Scholars have examined the impact of internal CSR on positive employee attitude and behavior like organizational citizenship behavior (Yadav, 2017); job satisfaction, organizational pride, positive word of mouth (Schaefer *et al.*, 2020); organizational image (Duthler and Dhanesh, 2018) and corporate reputation (Yadav *et al.*, 2018). However, very miniscule literature is available that suggests that role of internal CSR in reducing employee dysfunctional behavior such as WDB. Thus, in line with the recommendations of Vveinhardt and Zygmantaite (2015) and several others the study explores the role of internal CSR in reducing WDB.

Overall using the JD-R model and SET authors' postulate that internal CSR may develop a positive perception about job resources available at the workplace leading to reduced occupational strain among employees. Further, provisions of internal CSR (voluntary services beyond the legal compliances) also improve the perceptions of procedural justice in organization. Thus, employees may develop a feeling of giving to the organization and withhold them from WDB. Hence, conceptually it can be postulated that increased internal CSR may lead to reduced WDB among employees whereas procedural justice and occupational strain will act as mediator.

The study contributes to the literature of internal CSR and WDB in multiple ways. Firstly, it establishes internal CSR as a tool to minimize WDB intentions among employees. Secondly, it contributes to the scant literature of WDB from a macro (internal CSR) level lense. Thirdly, perception of internal CSR was also established as an antecedent of procedural justice. Finally, the study also contributes to theory of CSR and WDB by establishing occupational strain as a mediator between the two variables. In the subsequent sections, authors present the theoretical background and hypotheses development along with the research methodology, the conceptual network, results, discussion and implications of the study.

2. Theoretical background and hypotheses development

2.1 Definition of key terms

WDB have been defined as "voluntary behavior of an employee which violates the significant organizational norms and, in so doing, threatens the well-being of the organization, its members, or both" (Robinson and Bennett, 1995, p. 556). In general WDB detrimentally impacts the well-being of significant employees and the organization at large (Kaplan, 1975). A thorough review of literature indicates that the extant literature on WDB has primarily identified it as a situational reaction rather than as a dispositional pattern emerging due to psychological contract breach (Hussain, 2014), job strain (Huck *et al.*, 2017), abusive supervision (Kluemper *et al.*, 2019) and stressed organizational culture (Di Stefanò *et al.*, 2019).

CSR was defined as a firm's voluntary obligation toward its stakeholders, beyond the legal, economic and technical requirements (Davis, 1973). The concept was further enriched by

Carroll (1979). She proposed CSR as a four-dimensional model that consisted of economic, legal, ethical and philanthropy (discretionary) responsibilities of firm. In summary, CSR is a voluntary discretion of firm beyond its compliances. Moreover, literature classifies CSR as internal CSR and external CSR based on the nature of beneficiaries of those discretionary behaviors (Skudiene and Auruskeviciene, 2012). Internal CSR includes the firm's voluntary responsibility toward the internal stakeholders, such as employees (Farooq *et al.*, 2017; Ranjan and Yadav, 2018). On the other hand, external CSR refers to the firm's discretionary obligations towards the external stakeholders such as vendors, business partners, government, customers and society at large (Farooq *et al.*, 2017; Ranjan and Yadav, 2018). Literature suggests that perceptions of internal CSR have been studied in the context of positive attitude and behaviors such as organizational attractiveness (Ranjan and Yadav, 2018), organizational identification (Farooq *et al.*, 2017) and firm performance (Saha *et al.*, 2020). Very scant literature is available that has attempted to study the impact of internal CSR in reducing negative attitude and behavior such as employee WDB (Vveinhardt and Zygmantaite, 2015).

2.2 Development of hypotheses

Internal CSR as discussed may include provision of equal opportunities and growth for employees (Turker, 2009); caring for work-life balance of employees (Wollard and Shuck, 2011); having concern and policies for safety and security of employees (Hameed *et al.*, 2016) over and above the legal compliances. The study assumes that individual differences in perceptions regarding internal CSR are grounded in their knowledge of the actual internal CSR activities of organizations. Thus these perceptions are likely to be determined by the quantity of internal CSR and effective communication of the same.

SET suggests that social interactions (human attitude and behaviors) are governed by norms of reciprocity (Blau, 1968; Gouldner, 1960). Using the theoretical underpinning of SET, authors' postulate that organizational efforts in form of internal CSR (voluntary services beyond the legal compliances) may develop a feeling of gratitude and obligation towards the organization. This gratitude-orientation among employees may further nurture a feeling of withholding themselves from WDB. Therefore, the authors propose the following hypothesis:

H1. Employee perceptions of internal CSR will be negatively related to intention to engage in WDB.

Procedural justice refers to the perceived fairness of organizational processes and policies such as allocation of resources, uniform rules and regulations in an organization (Greenberg and Folger, 1983). The study postulates that organizations through their internal CSR activities such as provision of equal opportunities for all employees related to career growth and advancement (Turker, 2009) create a perception of procedural justice in the rules and regulations of the organization. Moreover, these procedural justice perceptions will also enhance the credibility and authenticity of the organizational decision-making processes that will further help in developing strong organizational identity (Nordhall and Knez, 2018) and ethical climate (Walumbwa *et al.*, 2017). Furthermore, authors postulate that procedural justice significantly influence employees' attitudes and behavior (Ambrose and Arnaud, 2013). Authors use SET, to theoretically underpin the above proposed postulations. Study postulates that whenever employees perceive procedural fairness in the rules and regulations of the organizations they try to adhere to the organizational policies and procedures and withhold themselves from WDB.

Research also indicates that perceptions of procedural justice has been positively linked to positive attitudes such as job satisfaction (Otake and Wong, 2014), organizational citizenship behavior (Li *et al.*, 2018), performance (Ranjan, 2018). Furthermore it has been negatively linked to detrimental attitude such as turnover intention (Harris *et al.*, 2020). It has also been empirically validated that employee exhibit WDB in response to unfair practices (Fox *et al.*, 2001; Rubin and

Edwards, 2020). In similar vein authors propose that perceptions of procedural justice will be negatively linked to WDB. Further, it will mediate the relationship between internal CSR and WDB. Hence, the following hypothesis is proposed:

H2. Perceptions of procedural justice will mediate the relationship between internal CSR and WDB.

Employees experience occupational strain at workplace due to multiple reasons. Firstly, it may occur due to a loss of opportunity such as resources, monetary reward, promotion, or any other gain. Secondly, one may face strain due to the experience of undesirable stimuli or experiences such as disrespectful behaviors, non-inclusion in important meetings, failure to achieve goals (Agnew, 2017). Research indicates that consequences of occupational strain largely detrimental in nature such as decreased job satisfaction (Fogarty et al., 1999); negative mood (Fogarty et al., 1999); developing job insecurity (Mak and Mueller, 2000); involvement in WDB (De Clercq and Saridakis, 2015), insomnia, emotional exhaustion and job burnout (Metlaine et al., 2017); loss of self-control (Kim et al., 2020); maladaptive behaviors (Sara et al., 2018); and social isolation (Ranjan and Yadav, 2019).

Using the JD-R model given by Bakker and Demerouti (2007) authors' postulate that provisions of internal CSR such as provision of equal opportunities (Turker, 2009) indicating no opportunity loss; caring for work-life balance of employees suggesting provision for sufficient family time (Wollard and Shuck, 2011); having policies for safety and security of employees indicating protection (Hameed et al., 2016) develops a positive evaluation about the job resources available at the workplace. This evaluation further reduces the job demand and resource imbalance thus reducing the occupational strain at workplace. Similar to authors' postulation internal CSR has been empirically validated to reduce job strain (Farooq et al., 2017). Furthermore, as occupational strain reduces, employees are less likely to violate the organizational norms and engage in WDB (Oh and Connolly, 2019). Thus, authors postulate that perception of internal CSR will lead to reduced occupational strain which will further reduce the WDB. Hence, the following hypothesis is proposed:

H3. Perceptions of occupational strain will mediate the relationship between internal CSR and WDB.

In the next section authors present the conceptual framework (see Figure 1) representing the relationship between internal CSR, occupational strain, perception of procedural justice and WDB.

3. Conceptual framework

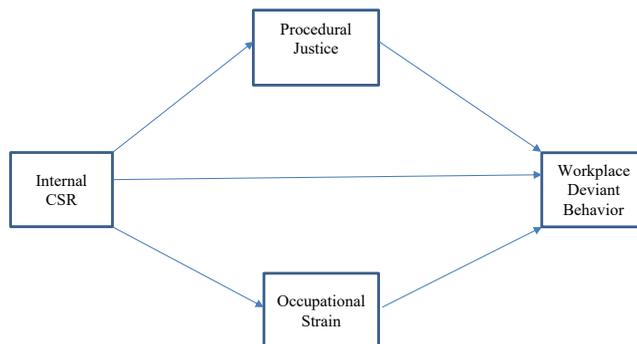


Figure 1. Conceptual framework representing the relationship between internal CSR, occupational strain, perception of procedural justice and WDB

4. Research method

AMOS version 19.0 and PROCESS macros in SPSS 24.0 version were used to analyze the data.

4.1 Measures

4.1.1 Internal corporate social responsibility (CSR). Internal CSR was measured using six items scale adopted (Turker, 2009). It is a highly reliable scale with a Cronbach's alpha of 0.90 (Turker, 2009). The items of the construct were measured using a five-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Some of the items of the measure were "Our company policies encourage the employees to develop their skills and careers" and "Our company supports employees who want to acquire additional education." The Cronbach alpha of the construct is found as 0.90.

4.1.2 Workplace deviant behavior. WDB scale was adopted from Kelloway *et al.* (2002), a modified version of Robinson and Bennett (1995). The scale had a Cronbach's alpha value of 0.72. The construct was measured through six items using a five-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Measures include items on workplace deviant behavior directed towards individuals (WDB-I) and the organization (WDB-O). Example items from the scale are "I start a negative rumor about my organization" and "I try to blame my co-workers when I make a mistake." The Cronbach alpha of the construct is found as 0.86 in the present study.

4.1.3 Occupational strain. The occupational Strain construct was measured using four items adapted from Chowdhury and Endres (2010). Chowdhury and Endres (2010) have reported the value of Cronbach's alpha as 0.81. The elements of the construct were measured using a five-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Example items of the scale are "Aspects of my job are a source of frustration to me" and "I never feel pressured in my job." The Cronbach alpha was found to be 0.72.

4.1.4 Perception of procedural justice. Perception of procedural justice has been measured in the study using seven items adopted from Colquitt (2001). Items were measured using a five-point Likert type scale where 1 (strongly disagree) to 5 (strongly agree). The scale includes seven measures corresponding to procedural justice. Example items from the scales were "Have you been able to appeal the (outcome) arrived at by those procedures?" and "Have those procedures (e.g. performance appraisal, evaluation) been free of bias?" Cronbach alpha of the construct was found to be 0.74.

4.2 Data and sample

The respondents in the current study were full time (permanent) employees working in public and private sectors organization operational in India. Organizational sector ranged from manufacturing, banking, education, information technology and health care to software sector. An online survey questionnaire method was employed by the authors to collect responses from the respondents. A convenience sampling technique was adopted to generate the potential pool of the respondents. Online survey link was shared with potential respondents through email and social media websites. Informed consent was part of the questionnaire that categorically mentioned the voluntary nature of participation in the study and the purpose of the study. It was also made clear that respondents can opt out of the survey at any point while filling it if they wish so. Respondents were ensured of the confidentiality of individual data so that they can fill true and honest responses against the questionnaire.

English is most commonly used professional language across private and public sector organizations in India. Hence, English was chosen as a medium of language while framing survey instrument. More than five hundred respondents were approached for the survey. To ensure that employees' intentions to perform WDB are captured accurately, we collected data

in non-institutional settings. We also expect that the relative facelessness of the online medium will prompt employees to answer truthfully. Finally 126 usable responses were retained by the authors for data analysis.

5. Results

IBM SPSS 24.0 version, and AMOS 19.0 version, were used for statistical analysis of the data in the present study.

5.1 Participants' profile

The descriptive statistics presenting the employee profile are shown in [Table 1](#). The mean age of the respondent is 26.07 years ($M = 26.07$ years; $SD = 0.892$). The respondents' ages range from 20 years (minimum age) to 55 years (maximum age). India has a low female workforce participation (approximately 21%) of total workforce ([Misra, 2021](#)). Same trend was observed in the data collection process and out of total respondents 19.84% were female participants and 80.15% male participants ($M = 0.80$; $SD = 0.400$) (See [Table 1](#)).

5.2 Descriptive statistics, correlations and reliability tests of the constructs

Cronbach alpha of all latent constructs has met the standard value of 0.70 ([Hair et al., 1998](#)). Descriptive statistics for all items i.e. sample, mean, standard deviation, minimum and maximum including statement of any weighting used to construct all the four key variables is presented in [Table 2](#). The correlation matrix and internal consistency of the constructs are provided in [Table 3](#).

Questionnaires based on self-reported data are more insightful to obtain the lived experience and feelings of an individual ([Spector and Brannick, 1995](#)). However, researchers have argued that self-reported measures may create a concern of common method bias in the results ([Campbell and Fiske, 1959](#)). Yet, [Spector \(2006\)](#) countered that concern for common method bias has been extremely overestimated. Despite previous arguments, we accounted for common method bias in the study by following the suggestions of [Podsakoff et al. \(2003\)](#) to avoid the concern of common method bias in the result, and the items in the questionnaires were interspersed in the survey. Moreover, common method bias has been concluded using a single factor test [Harman \(1976\)](#). The first factor has shown for only 30.86% of the total variance, which is less than the 50% threshold suggested by [Harman \(1976\)](#). The results indicate the likelihood of common method bias in the result is low.

5.3 Measurement model and testing of psychometric properties

The composite reliability (CR) values of the latent constructs were calculated, and it was 0.84 for occupational strain, 0.76 for the perception of procedural justice, 0.84 for WDB and 0.90 for internal CSR. All the values of composite reliabilities were above the prescribed standard value of 0.70 and above, as suggested by [Hair et al. \(1998\)](#). They were thus confirming the internal consistency of all the constructs.

The average variance extracted (AVEs) was 0.73 for occupational strain, 0.56 for procedural justice, 0.63 for WDB and 0.60 for internal CSR, respectively. Constructs also met the standard criteria of acceptance i.e. $AVE > 0.50$ to ensure convergent validity as suggested by [Hair et al. \(1998\)](#). To ensure the discriminant validity, the square root of AVE extracted from two standardized constructs should be more than the inter-construct correlations. In our study, the AVEs of all the latent constructs were found to be greater than 0.50 and lower than the values of CRs of the respective constructs, thereby confirming the discriminant and convergent validity of the scale (See [Table 4](#)).

	Items	Code	<i>N</i>	Mean	<i>SD</i>	Min	Max	Principal axis factor loadings
1	I experience tension from my job	OS	126	3.07	1.21	1	5	0.847
2	Aspects of my job are a source of frustration to me	OS	126	2.82	1.15	1	5	0.579
3	There is no strain from working in my job	OS	126	2.73	1.11	1	5	0.514
4	I never feel pressured in my job	OS	126	2.46	1.19	1	5	0.535
1	Our company encourages its employees to participate to the voluntarily activities	CSR	126	3.00	1.33	1	5	0.584
2	Our company policies encourage the employees to develop their skills and careers	CSR	126	3.02	1.34	1	5	0.525
3	The management of our company primarily concerns with employees' needs and wants	CSR	126	2.56	1.24	1	5	0.653
4	Our company implements flexible policies to provide a good work and life balance for its employees	CSR	126	2.98	1.13	1	5	0.683
5	The managerial decisions related with the employees are usually fair	CSR	126	2.87	1.17	1	5	0.644
6	Our company supports employees who want to acquire additional education	CSR	126	2.77	1.21	1	5	0.535
1	Have you been able to express your views and feelings during those procedures (E.g. Performance Appraisal, Results, and Decision Making etc.?)	PPJ	126	3.13	1.04	1	5	0.592
2	Have you had influence over the (outcome) arrived at by those procedures?	PPJ	126	2.89	1.04	1	5	0.621
3	Have those procedures been applied consistently?	PPJ	126	2.81	1.06	1	5	0.714
4	Have those procedures been free of bias?	PPJ	126	2.60	1.17	1	5	0.718
5	Have those procedures been based on accurate information?	PPJ	126	2.83	1.10	1	5	0.815
6	Have you been able to appeal the (outcome) arrived at by those procedures?	PPJ	126	2.85	1.06	1	5	0.785
7	Have those procedures upheld ethical and moral standards?	PPJ	126	2.87	1.10	1	5	0.726
1	I exaggerate my work hours	WDB	126	2.72	1.29	1	5	0.447
2	Sometimes I start a negative rumor about my organization	WDB	126	1.97	1.24	1	5	0.593
3	Sometimes I gossip about my co-workers	WDB	126	2.41	1.26	1	5	0.741
4	I try to cover up my mistakes	WDB	126	2.75	1.31	1	5	0.705
5	I try to compete with my co-worker in an unproductive manner	WDB	126	1.96	1.09	1	5	0.674
6	Sometimes I gossip about my supervisor	WDB	126	2.57	1.30	1	5	0.824
7	Sometimes I stay off-site to avoid work	WDB	126	2.12	1.20	1	5	0.641
8	If I find an opportunity I will take organization equipment/assets with me for personal use	WDB	126	1.88	1.18	1	5	0.618
9	When I make a mistake I try to blame co-workers	WDB	126	1.69	1.04	1	5	0.701
10	Sometimes I intentionally work slowly	WDB	126	2.14	1.24	1	5	0.597

Table 1.
Descriptive statistics
of items

5.4 Goodness-of-fit

A model is accepted as a good fit if the values of IFI, TLI and CFI are greater than or equal to 0.90, RMSEA meets the standard range from 0.05 to 0.08 and CMIN/Df is less than 3. The proposed model in the current study has the following values for, CMIN/Df = 1.665, $p = 0.000$, GFI = 0.91, IFI = 0.93, TLI = 0.91, CFI = 0.93, RMSEA = 0.08 and SRMR = 0.07. The values suggest a good model fit, as all are within the acceptable range (Hair *et al.*, 1998).

Table 2.
Result of mean, standard deviation and correlation statistics

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1 Age	26.07	0.892	1					
2 Gender	0.80	0.400	0.051	1				
3 OS	3.142	0.945	-0.053	-0.044	1			
4 PPJ	2.854	0.888	-0.194*	0.038	0.72	1		
5 WDB	2.226	0.926	-0.039	0.079	-0.229**	0.74	1	
6 CSR	2.866	1.005	-0.145	0.033	-0.424**	0.176**	0.86	1

Note(s): * $p < 0.05$; ** $p < 0.01$. Male = 1; Female = 0; $N = 126$. Diagonal elements represent values of Cronbach's alpha

Table 3.
Construct reliability and validity

	CR	AVE	MSV	MaxR(H)	POJ	OS	CSR	WDB
POJ	0.755	0.555	0.073	0.902	0.745			
OS	0.836	0.725	0.188	0.993	-0.270	0.851		
CSR	0.900	0.601	0.188	0.949	0.731	-0.434	0.770	
WDB	0.835	0.633	0.029	0.889	0.080	0.147	-0.200	0.795

Note(s): PPJ- Perception of procedural justice; OS- Occupational Strain; CSR- Internal corporate social responsibility; WDB- Workplace deviant behavior. CR- Composite reliability; AVE- Average variance extracted; MSV- Maximum shared variance; MaxR(H)- Maximal response

Table 4.
The direct and indirect effect between internal CSR and workplace deviant behavior with the perception of procedural justice and occupational strain as parallel mediators

Predictor	<i>b</i>	SE	95%SE
<i>Mediating variable (DV = Workplace deviant behavior WDB)</i>			
Perception of procedural justice PPJ	0.09	0.06	-0.13-0.32
Occupational strain OS	0.24*	0.10	0.05-0.42
<i>Independent variable (DV = Perception of procedural justice PPJ)</i>			
Internal corporate social responsibility ICSR	0.54***	0.07	0.42-0.67
<i>Independent variable (DV = Occupational strain OS)</i>			
Internal corporate social responsibility ICSR	-0.39***	0.07	-0.55-(-0.25)
<i>Dependent variable (DV = Workplace deviant behavior WDB)</i>			
Internal corporate social responsibility ICSR	0.21*	0.11	0.00-0.42
Indirect effect of ICSR on WDB			
Variables	<i>b</i>	Boot SE	95%Boot CI
ICSR → PPJ → WDB	0.05	0.07	-0.07-0.20
ICSR → OS → WDB	-0.10***	0.05	-0.19-(-0.02)

Note(s): * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$
 $N = 126$; Bootstrap resamples = 5,000, unstandardized coefficients

5.5 Validating the results using PROCESS macros analysis

The direct effect between internal CSR and WDB was established through simple regression. After the direct relationship was established ($b = 0.21, p < 0.05$) i.e. H1 was validated, PROCESS macros in SPSS 24.0 developed by Hayes (2013) were used for testing and validating the hypothesized model. PROCESS macros become more feasible and easier as compared to structural equation modeling for estimating indirect effects in the mediated model. PROCESS also postulates numerous key statistics helpful for analyzing models with single as well as multiple mediators. It estimates each equation independently without considering the effect of other regression parameters defining another model (Hayes *et al.*, 2017). We followed steps suggested by Hayes (2013) to test hypotheses H2 and H3 for the indirect effects of procedural justice and occupational strain (see Figure 2). The indirect effect between internal CSR and workplace deviant behavior through procedural justice was not significant ($b = 0.05$) while the indirect effect between internal CSR and workplace deviant behavior through occupational strain was strongly significant ($b = -0.10, p < 0.001$). The total effect ($c = 0.21$) was reduced to direct effect ($c' = 0.17$) after the introduction of the mediators (see Table 4). After mediators were introduced, the direct relationship between internal CSR and WDB was significant only at $p < 0.05^*$ level. Hence, it was validated that occupational strain partially mediates the indirect relationship between internal CSR and workplace deviant behavior.

6. Discussions

Indulgence of employees in WDBs creates detrimental impact on organizations. Research indicates that it leads to decreased organizational productivity (Dunlop and Lee, 2004; Chappell and Di Martino, 2006; Qi *et al.*, 2020). Moreover, it also creates financial damages for the organization (Qi *et al.*, 2020). Aforementioned research suggests that WDB is an area worth exploring in detail. An interesting area of exploration could be how and when employees withhold themselves from exhibiting WDB.

Hence, in this study authors conceptualized and tested a framework that may minimize employees' involvement in WDB. Authors formulated and validated that internal CSR may reduce WDB among employees and occupational strain acted as a mediator between the relationship. JD-R model theoretically underpinned the conceptualization. The study adds to the internal CSR literature by establishing occupational strain as a mediator between the relationship of internal CSR and WDB (Mahmood *et al.*, 2020).

Another formulation was that the perception of procedural justice will mediate the relationship between internal CSR and WDB (Hypothesis 2). Although the study confirmed that positive perceptions of internal CSR led to improved perceptions of procedural justice

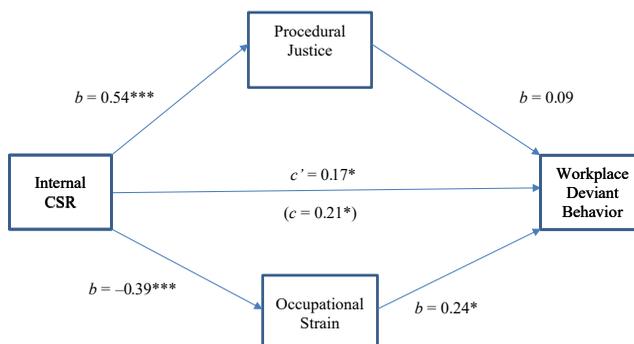


Figure 2. Mediation analysis using the PROCESS macro

however improved perceptions of procedural justice did not lead to reduced intentions to engage in WDB. Thus, the mediator relationship was not supported. The absence of a significant negative relationship between perceptions of procedural injustice and WDB may be due to the fact that the decision to disengage from WDB is governed more through perceived availability of job resources rather than cognitions of procedural justice. It can also be concluded that cognitions of justice may not directly lead to action in the absence of enabling contextual factors. Authors encourage more research in this direction that may uncover the underlying mechanism.

The findings of the study is in line with the past research that have emphasized that perception of injustice alone does not necessarily lead to adverse workplace behaviors (Tzafirir and Hareli, 2009; Joshi, 2015). Aquino *et al.* (2004) explained that employees display a variety of reactions when they are deprived of justice. These reactions can be employee silence, wait and watch policy, or raise the voice and discuss the issue with the top management to improve the scenario.

Hypothesis 3 of the study, that conceptualized occupational strain as a mediator between the relationship of internal CSR and WDB, was confirmed. Authors use JD-R model to theoretically explain this mediation. Thus, perceptions of internal CSR reduce occupational strain by providing employees additional resources at workplace, such as equal opportunity in career advancement and development, work life balance and safety at the workplace. These positive evaluations of job resources at workplace reduce the job demands and resource imbalance in turn minimizing occupational strain (Bakker and Demerouti, 2007).

7. Theoretical contribution

The present study makes significant theoretical contributions to our understanding of internal CSR, WDB, procedural justice and occupational strain. WDB is a well-established construct in organizational behavior literature. Interestingly extant literature on WDB has followed the direction outlined by Bennett and Robinson (2000) where WDB has been established as a consequence of micro level organizational processes such as leader member exchange, abusive supervision, perceptions of injustice, personality dispositions or other individual anomalies. This study is amongst the pioneering studies that attempt to extend our understanding of WDB in relation with macro level organizational processes such as internal CSR. The study establishes internal CSR as an antecedent of minimizing WDB. Thus adding more empirical evidence to the literature of internal CSR as a possible means to reduce WDB (Mahmood *et al.*, 2020; Schaefer *et al.*, 2020).

Moreover, the study also establishes internal CSR as a significant antecedent of procedural justice thereby adding to the literature of both procedural justice and internal CSR. Internal CSR is a relatively under-studied concept and the study can stimulate further research on it by demonstrating how it positively affects the perceptions, attitudes and behaviors of employees. This study generates implications for practitioners as it suggests the importance of internal CSR and its effect in reducing employees' intention to perform WDB.

The study adds to the literature of procedural justice and indicates that improved perceptions of procedural justice alone do not decrease employees' intention to perform WDB. Authors re-establish WDB as a highly contextual variable (Gotz *et al.*, 2019). Hence, generating implications for future researchers to identify the necessary contexts under which perceptions of procedural injustice may enhance WDB and under which context improved perceptions of organizational justice may minimize WDB.

The study further contributes to occupational strain literature by establishing positive perceptions of internal CSR as an antecedent of reduced occupational strain. The relationship is underpinned in the JD-R model (Bakker and Demerouti, 2007). Earlier studies have explored the direct relationship between internal CSR and WDB, very few studies have tried to uncover

the underlying mechanism through which the relationship occurs. This study bridges the gap and establishes occupational strain as a mediator between internal CSR and WDB, which is a novel contribution to the literature. Authors encourage researchers to explore further the relationship of WDB and internal CSR and uncover the relationship in more details. Researchers can study whether WDB is an outcome of loss of self-control induced by high job demands or a reasoned reaction to procedural injustice or both. Thus, future studies understanding the phenomena of WDB, including its causes and ways of amelioration will enrich the literature.

8. Practical implications

In the present competitive world, organizations cannot afford to reduce their business performances and market share. They are in continuous search of options and strategies which may further enhance their business performance and corporate reputation. The study contributes to the above discourse as it conceptualizes and validates a model, which may be useful for organizations in enhancing their organizational environment and business performances. Based on the findings, the study advocates that organizations should emphasize significantly on internal CSR as it may reduce occupational strain among employees that may in turn reduce WDB among employees. It is worth mentioning that reduction in occupational strain and WDB enhances productivity and financial prospects of any organization (Dunlop and Lee, 2004; Qi *et al.*, 2020).

According to the extant research on WDB, around 30–70% of employees engage in WDB, which results in an approximate loss of four billion US dollars every year globally (Qi *et al.*, 2020). Given the detrimental impact of WDB for organizations, combating WDB appears a major task for the top management of all organizations. In the similar vein authors propose a two-way solution to address the issue of WDB. Firstly, organizations need to improve their commitment to CSR aimed at internal stakeholders, including full-time as well as contractual employees. This can be done by benchmarking their internal CSR practices with their competitors. Secondly, the human resource (HR) department and corporate communication (CC) department should involve and engage internal stakeholders in the internal CSR practices so that they are more aware and feel more empowered. Research suggests that employee empowerment can boost employee morale, which is subsequently reflected in the individual level and overall performance of the organization. Internal CSR can boost employees' perceived job resources by improving their skills and morale. This can further reduce occupational strain and intentions to engage in WDB.

Thus, authors suggest the following to the managers (a) develop and inculcate positive internal CSR programs and (b) actively communicate and engage employees in these programs. These proactive strategies of managers will reduce employees' intent to engage in WDB but also lead to positive word-of-mouth publicity. According to Yadav *et al.* (2018), employees communicate positively about the CSR practices to external stakeholders and help in gaining corporate reputation. Studies have also emphasized that a positive perception of CSR helps in talent retention and attraction (Maheshwari and Yadav, 2015). Thus, promoting internal CSR will not only help organizations in minimizing adverse behaviors such as WDB but will also help in building corporate reputation and retaining talent.

9. Limitations of the study and future research directions

The results of this study should be interpreted, considering its limitations. The limitations of the study are methodological and statistical. The study results are based on self-reported measures. Although self-reported measures are considered essential in organizational behavior research for obtaining insights into employees' perceptions, feelings and reactions

(Spector and Brannick, 1995), they may create concerns regarding common method bias (Campbell and Fiske, 1959) and social desirability. We accounted for common method bias in the study by following the steps suggested by Podsakoff *et al.* (2003) and Harman's Single Factor test. To reduce social desirability bias, we collected responses using personal connections through the Internet so that individuals can report their feelings freely without feeling constrained by organizational oversight. Future research can incorporate marker variables, as suggested by Williams *et al.* (2010), to identify common method bias. Marker variable strategy considers a variable that is theoretically not associated with at least one of the latent factors. Correlation between the marker variable and the irrelevant variables is translated as a gauge of common method variance (CMV) (Lindell and Whitney, 2001).

The study assumes that perceptions of internal CSR and intentions to engage in WDB are independent reactions to objective workplace situations. However, it is possible that there exist personality dispositions that influence both perceptions of internal CSR and intentions to engage in WDB. Research on WDB indicates that personality traits such as agreeableness and conscientiousness may act as antecedents of WDB (Farhadi *et al.*, 2012; Hastuti *et al.*, 2017). Tedor (2015) also affirmed that personality and gender may moderate the relationship between justice and WDB. Hence, there is a need to identify and test potential moderators while studying WDB.

Considering the aforementioned research, the present study lacks conceptualization of personality traits in the model and hence is subjected to limitation. In order to address these limitations future research may be conducted controlling the specific personality traits while exploring the relationship between internal CSR and WDB.

In line with available literature (Ayapbergenovna, 2022; Kim *et al.*, 2021), the study also assumes that intentions will result in behaviors and hence measures such as intentions to engage in WDB can be considered as a proxy for actual WDB. In line with the contention that WDB is primarily a situational reaction, the study explores variations in intentions to engage in WDB for employees across sectors ranging from manufacturing to information and technology. However, it is also possible that industry-specific conditions may inhibit people from putting intentions into action and the inability to convert intentions into actions can reduce the intensity of intentions. Limitations of data size prevented us from conducting sub-sample analysis based on industries. Future studies can focus on the relationship between internal CSR and WDB sector or industry wise.

Future studies may include mix method approach thus inclusion of qualitative data such as face-to-face interviews. It may lead to a comprehensive understanding of the relationships, and the study's variables within organizations—particularly in understanding how individuals perceive internal CSR in the organization and how this impacts their reactions or their intentions to react. Moreover, researchers may also include questionnaire survey in other languages (such as Hindi, Mandarin, etc.) depending on the country of research. It will enhance the face validity and generalizability of the questionnaire used in the study.

Future researchers may also use the multilevel approach by using organization-level data to capture a firm's internal CSR activities. The impact of CSR focused on external stakeholders in reducing intention to engage in WDB may also be explored. The relation between the perception of procedural justice and WDB was not found as per the theory. Therefore, it is needed to study other dimensions, such as personality, gender, age, etc. to have an in-depth analysis in order to uncover the link between procedural justice with WDB.

10. Conclusion

The study addresses a relatively unexplored area of research. It establishes the role of internal CSR (a macro level organizational process) in reducing WDB. Moreover, the study

uncovers that occupational strain acts as the mediator between the relationship of internal CSR and WDB. Using JD-R model authors postulate that provision of internal CSR serves as additional job resources and help employees cope with job demands thus reducing occupational strain which in turn withhold employees from performing WDB. Study also affirms internal CSR as a mechanism to establish procedural justice in an organization. Overall, the study concludes that employees having positive perceptions of internal CSR (activities that satisfy employee needs and expectations beyond the minimum legal, economic and technical compliance requirements) get less involved in WDB. It is very well established in literature that organizations where employees are not involved in WDB excel well morally as well as financially. Based on the findings of the study authors encourage managers to strategically design internal CSR activities for their organizations. Furthermore, they are also encouraged to proactively engage and communication the same with their relevant stakeholders to reap the maximum benefit.

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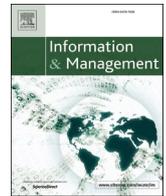
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Abusive supervision and cyberloafing: A moderated moderation model of moral disengagement and negative reciprocity beliefs

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ABSTRACT

Cyberloafing is a major productivity killer in the workplace. Drawing on social cognitive theory and social exchange theory, we developed and tested a model that examined the underlying mechanisms through which abusive supervision influences cyberloafing. The results showed that abusive supervision is positively related to cyberloafing. This relationship is also moderated by negative reciprocity beliefs. In addition, support was found for the three-way interaction effect of abusive supervision, moral disengagement, and negative reciprocity beliefs on cyberloafing, such that the positive relationship between abusive supervision and cyberloafing is strongest at high levels of moral disengagement and negative reciprocity beliefs.

1. Introduction

Over the past few decades, the one technology that has significantly transformed people's lives is the Internet [1]. Organisations, in particular, have been quick to leverage the Internet to conduct business and facilitate work. Anecdotal and scholarly evidence suggests, however, that the Internet is a double-edged sword that should be deployed with caution [2, 3]. In addition to facilitating work, the Internet also enables employees to engage in non-work-related online activities at work during the time they are supposed to be working, a phenomenon termed by Lim [3] as cyberloafing. Scholarly research suggests that cyberloafing is prevalent in organisations (e.g., [4, 5]). Cyberloafing can impair work productivity as time spent on non-work-related online activities during work hours detracts employees from fulfilling their work responsibilities [3, 6]. Examples of online activities that are considered non-work-related include sending personal emails, surfing non-work-related websites, browsing social media platforms, and watching online videos [7]. Research has shown that a majority of employees tend to spend about 2 to 3 h on non-work-related online

activities during work hours [8, 9]. Indeed, recent statistics show that cyberloafing can cost companies approximately \$85 billion a year [4].

Cyberloafing is associated with not only lost productivity but also other undesirable negative consequences [10]. For instance, organisations may suffer legal liabilities when employees engage in any illegal online activities (e.g., online gambling, illegal downloading, and hacking) using companies' Internet resources [11]. Also, employees may accidentally download some unsecured files (e.g., viruses, spyware, or malware), increasing the risks of security breaches. Recently, some scholars recognised that cyberloafing does have an upside and can be beneficial to employees such as reducing job stress [12], stimulating creative thinking [13], and enhancing job satisfaction [14]. Furthermore, several studies showed that cyberloafing is a good way to replenish personal resources (e.g., mental energy, self-esteem, and self-control) [12, 15] and temporarily detach from work duties, which can potentially lead to better mental health [16]. The issue of whether to allow or disallow employees from cyberloafing has become controversial amongst scholars and practitioners. Given the importance of cyberloafing, a considerable number of studies have been carried out to

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understand factors influencing employees' cyberloafing behaviour through various theoretical lenses, such as the theory of planned behaviour [17], social exchange theory (SET) [3], the theory of interpersonal behaviour [18], the Big Five personality traits model [19], and the Dark Triad personality traits [20]. Nonetheless, our understanding of employees' motivations to engage in cyberloafing behaviour is still incomplete [21].

Thus far, there is very little research that focuses on abusive supervision and cyberloafing. Abusive supervision can be defined as "subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact" ([22], p. 178). Research examining the relationship between abusive supervision and cyberloafing utilised the theoretical lens provided by conservation of resource theory. While not all cases of abusive supervision are detrimental, Agarwal and Avey [23] noted that some abused employees may experience a depletion of emotional and physical resources. To replenish the exhausted resources, abused employees can engage in cyberloafing behaviour. Similarly, abused employees who exhibit lower levels of commitment within an organisation tend to display a greater propensity to engage in cyberloafing behaviour [15]. Our study utilised SET and social cognitive theory (SCT) to examine the impact of abusive supervision on cyberloafing. Particularly, we argue that employees activate moral disengagement to react to abusive supervision by engaging in cyberloafing behaviour. That is, when employees are morally disengaged, the impact of abusive supervision on cyberloafing will be stronger. Drawing upon SET, we also propose that higher negative reciprocity beliefs will exacerbate the relationship between abusive supervision and cyberloafing. Lastly, we hypothesise that the combined interaction effects of moral disengagement and negative reciprocity beliefs will affect the relationship between abusive supervision and cyberloafing. Taken together, our study extends the literature on abusive supervision and cyberloafing by unravelling the psychological and cognitive mechanisms that affect the relationship between abusive supervision and cyberloafing (see Fig. 1).

This paper is organised as follows. First, we provide an overview of the relevant abusive supervision and cyberloafing literature. Next, premised on SET and SCT, we developed and tested a model linking abusive supervision, moral disengagement, negative reciprocity beliefs, and cyberloafing. The research model is presented in Fig. 1. Subsequently, we describe our research methods, results, and key findings. Last, we discuss the limitations and provide some future recommendations.

2. Literature review and hypotheses

2.1. Abusive supervision and cyberloafing

Abusive supervision can be observed based on employees' reports that indicate supervisors' hostile verbal and non-verbal behaviours [22]. Notably, abusive supervision does not involve physical contact. Examples of abusive supervision include throwing angry tantrums, making humiliating criticisms, giving the silent treatment, and telling lies. Past research has demonstrated that abusive supervision is negatively

associated with employees' job satisfaction [24, 25], work engagement [26, 27], creativity [28], organisational commitments [29], emotional exhaustion [15, 30], and psychological well-being [31]. As well, abusive employee treatment by supervisors is a major cause of abused employees withholding their organisational citizenship behaviours [32] and committing to counterproductive work behaviours [33, 34]. The former evidence exemplifies how abused employees' passion can fizzle as a result of abusive supervision, affecting their contribution to the organisation. However, not much is known about the impact of abusive supervision on cyberloafing.

The underpinnings of SET can be useful in understanding how abusive supervision leads to cyberloafing [35, 36]. Based on SET and the principle of reciprocity, employees' contributions to an organisation are directly affected by how much perceived benefits they receive from the organisation [36]. In essence, when employees are happy with their benefits received from the organisation, they feel obligated to reciprocate by working hard for the organisation. In contrast, employees will retaliate or engage in revenge when they are treated badly or unfairly. As mentioned earlier, abusive supervisors tend to treat employees in an undesirable manner such as shouting at them, publicly criticising them, giving the silent treatment, and others. These behaviours will negatively affect employees' basic need satisfaction, subsequently motivating employees to take revenge by engaging in other forms of workplace deviant behaviours [37]. Hence, if organisations want their employees to work diligently, they need to maintain a positive social exchange relationship with employees. Instead of directly going against the abusive supervisor, which may result in termination, employees will find other ways to displace their anger, dissatisfaction, or aggression by contributing less to the organisation [38].

Consistent with SET and the literature, we posit that upon receiving unfair treatment by abusive supervisors, employees are more motivated to engage in non-aggressive negative workplace behaviours such as cyberloafing as a means of retaliation. Furthermore, cyberloafing can also help abused employees to relieve stress and regain a sense of control. To date, past studies showed mixed results regarding the influence of abusive supervision on cyberloafing. For instance, Lim et al. [15] found that abusive supervision has no direct effect on cyberloafing. However, the relationship between abusive supervision and cyberloafing was significant for employees with low levels of organisational commitment. Another study by Agarwal and Avey [23] reported that abusive supervision has a significant positive relationship with cyberloafing, and the relationship is mediated by psychological capital. Hence, we put forth the following hypothesis:

H1: Abusive supervision is positively related to cyberloafing.

2.2. The moderating role of moral disengagement

SCT states that people tend to cognitively separate the moral component from an otherwise unethical action in order to rationalise carrying out the activity ([39]; Bandura et al., 1996). In other words, people utilise one or more mechanisms to detach self-sanctions from the unethical action to validate and to self-rationalise. This alleviates guilt

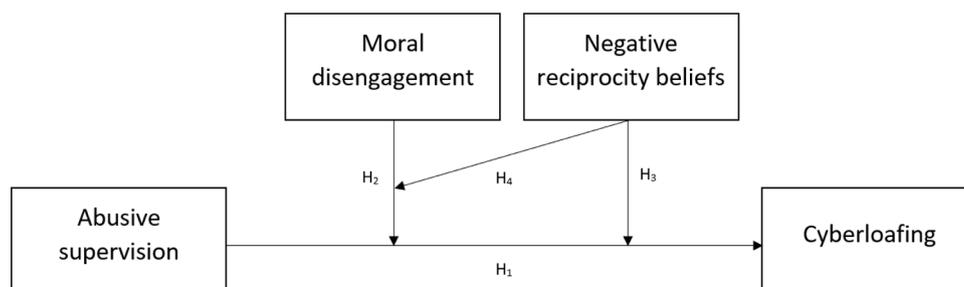


Fig. 1. Research model.

and enables them to live with the consequences of their unethical acts, a process known as moral disengagement [40]. Caprara et al. [41] identified such mechanisms as displacement or diffusion of responsibility, labelling actions with euphemistic language, moral justification, advantageous comparison, attribution of blame, impersonalising, or dehumanisation of victims. Bandura et al. [42] noted that by engaging in moral disengagement, individuals find it easier to engage in unethical behaviour. The concept of moral disengagement has helped to shed light on why individuals engage in violence [43], disruptive behaviour (Muratori et al., 2017), and workplace aggression [44].

Moral disengagement is mainly examined in the field of social psychology. Scholars have examined moral disengagement in relation to people's reactions to war [45] and negotiations and conflict resolutions [46, 47]. Research on moral disengagement has also been extended to unethical behaviour in business such as corporate transgression, organisational corruption [48–50], and computer hacking [51]. Recently, research has focused on deviant work behaviours such as employee theft and fraud [52], unethical risky and non-compliant safety behaviour [53], sexual harassment [54], and cyberloafing [55]. Specifically, Zhang et al. [56] found that the mediating effect of moral disengagement on the relationship between self-centred supervision and deviant behaviours is stronger for employees with low levels of moral identity. In line with SCT, we posit that employees high in moral disengagement are more likely to engage in cyberloafing behaviour when they experience abusive supervision because abused employees tend to morally justify their cyberloafing behaviour without the constraint of self-sanctions. Hence, in this study, we propose the following hypothesis:

H2: Moral disengagement moderates the positive relationship between abusive supervision and cyberloafing, such that the relationship is stronger when moral disengagement is high.

2.3. The moderating role of negative reciprocity beliefs

SET explains that exchange processes result in certain behaviours [57]. SET posits that an individual would consider the costs and benefits of one's self-interest in a social exchange process and reciprocate accordingly [35]. A key element of SET is reciprocity, which involves paying back like with like. In general, individuals are expected to return a benefit for a benefit. There are, however, instances of negative reciprocity norm exchanges, meaning that individuals must reciprocate mistreatment by others to maintain a balance of fairness in a relationship [58]. The magnitude of negative reciprocity beliefs can also be intensified and becomes reflexive – from 'an eye for an eye' retaliation to taking 'two eyes for an eye' [59]. Nonetheless, not all individuals will react negatively to mistreatment in an exchange process as some may choose to respond in different ways such as reconciliation [60], ingratiation [61], forgiving the other, or avoidance [60, 62].

Past studies have found that individuals with high levels of negative reciprocity beliefs are more likely to engage in deviant behaviours in retaliation to mistreatment by others. For instance, Mitchell and Ambrose [63] found that employees who have high levels of negative reciprocity beliefs are more likely to engage in supervisor-directed deviant behaviour when abused by their supervisors. As well, Wu et al. [64] noted that the positive influence of workplace incivility on interpersonal deviance is more intense when employees have high levels of negative reciprocity beliefs. Similarly, Zhao et al. [65] found that ostracised employees high in negative reciprocity beliefs engage in higher levels of knowledge hiding compared to those low in negative reciprocity beliefs. Based on the evidence of past studies, we propose that abusive supervision motivates employees to retaliate by engaging in cyberloafing behaviour to restore inequity. Indeed, Eisenberger et al. [66] noted that individuals high in negative reciprocity norm exhibit stronger desires to seek revenge. Hence, in this study, we propose the following hypothesis:

H3: Negative reciprocity beliefs moderate the positive relationship

between abusive supervision and cyberloafing, such that the relationship is stronger when negative reciprocity beliefs are high.

2.4. The joint moderating effects of moral disengagement and negative reciprocity beliefs

We are particularly interested in examining how both moral disengagement and negative reciprocity beliefs could jointly moderate the relationship between abusive supervision and cyberloafing. As posited earlier, both negative reciprocity beliefs and moral disengagement can strengthen the positive relationship between abusive supervision and cyberloafing. Considering that each moderator is significant and responsible for the impact of abusive supervision on cyberloafing, the absence of any of the moderators may reduce the strength of the relationship between abusive supervision and cyberloafing. Hence, it is necessary to examine whether both negative reciprocity beliefs and moral disengagement jointly moderate the relationship between abusive supervision on cyberloafing.

We propose that when both the levels of moral disengagement and negative reciprocity beliefs are high, abused employees tend to perceive retaliation as an appropriate response. They can evoke cognitive mechanisms to legitimise their cyberloafing behaviour. Consequently, abused employees will construe abusive supervision as hostile and retaliate by engaging in cyberloafing. Hence, we propose that abused employees high in negative reciprocity beliefs and moral disengagement will engage in cyberloafing behaviour. On the other hand, abused employees high in negative reciprocity beliefs but low in moral disengagement may want to take revenge by withholding their effort in the workplace but might have low levels of motivation to engage extensively in cyberloafing behaviour because they are constrained by self-sanctions. In the same vein, abused employees low in negative reciprocity beliefs but high in moral disengagement might view cyberloafing as morally acceptable (even if it is unethical behaviour and discouraged within the organisation) and are unlikely to view abusive supervision as an excuse to engage in cyberloafing behaviour because they do not have the intention to seek vengeance.

Taken together, we posit that the positive relationship between abusive supervision and cyberloafing will be at its peak when both moral disengagement and negative reciprocity beliefs are high. Conversely, the relationship between abusive supervision and cyberloafing will be weakened and may even be statistically insignificant for abused employees in low moral disengagement and negative reciprocity beliefs. Thus, we put forth the following hypothesis:

H4: Moral disengagement and negative reciprocity beliefs jointly moderate the positive relationship between abusive supervision and cyberloafing, such that the positive relationship is strongest when both moral disengagement and negative reciprocity beliefs are high.

3. Methodology

3.1. Procedure and sampling

Data were collected using surveys consisting of employees working in public listed companies in Malaysia. In order to participate in our research, we required our respondents to satisfy two conditions [15]. First, they must be currently reporting to a manager or a supervisor, otherwise, they could not relate to the questions pertaining to abusive supervision. Second, participants have to possess an individual computer and have Internet access in the workplace to ensure that all respondents are operating within similar working conditions. The questionnaires were pre-tested with two academic experts and two doctoral students. Based on their feedback, we edited the questionnaires for better clarity. Ethics clearance was also obtained for this research from the first author's institution.

In the data collection procedure, we contacted the representative of 46 public listed companies in Malaysia through personal contacts to

distribute the online survey link to our target respondents. A total of 243 usable data were retained for analysis. Of the 243 employees, 131 (53.9%) were females and 112 (46.1%) were males. In terms of race, 201 (82.7%) were Chinese, 33 (13.6%) were Malays, 5 (2.1%) were others, and 4 (1.6%) were Indians. Age groups with the highest proportion of participants were 31 to 40 (32.5%), followed by 41 to 50 (25.5%), 51 to 60 (19.8%), 21 to 30 (18.9%), and 61 or older (3.3%).

3.2. Measures

Cyberloafing

Cyberloafing was assessed using a three-item scale by Moody and Siponen [18]. This scale has been widely used by past studies (e.g., [15, 67]). A sample item was “In general, I use the Internet at work for non-work-related purposes”. Participants reported their agreement or disagreement with statements pertaining to cyberloafing on a response format of a seven-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Abusive supervision

We measured abusive supervision using five items adapted from Mitchell and Ambrose [63] that abusive supervision (e.g., “My manager (boss) ridicules me”). As with the former scale, all items were assessed on a seven-point Likert scale on which 1 = “strongly disagree” and 7 = “strongly agree”.

Moral disengagement

In assessing moral disengagement, this study utilised Moore et al.’s [68] eight-item scale. Respondents were asked to rate the extent of their agreement with each item (e.g., “Taking personal credit for ideas that were not your own is no big deal”) on a seven-point Likert scale ranging from 1 (strongly agree) to 7 (strongly disagree).

Negative reciprocity beliefs

We measured negative reciprocity beliefs using a three-item scale by Caliendo et al. (2009). A sample item included “If somebody offends me, I will offend him/her back”. Similarly, respondents were requested to indicate their answers on three statements pertaining to negative reciprocity beliefs in a response format of a seven-point Likert scale.

Control variables

We included three demographic variables including gender, race, and age as control variables as past studies found that they could have a significant impact on cyberloafing. Gender (0 = females, 1 = males), race (0 = non-Chinese, 1 = Chinese), and age (0 = 21 to 30, 1 = 31 to 40, 2 = 41 to 50, 3 = 51 to 60, 4 = 61 or older) were dummy coded.

4. Data analysis

We conducted a partial least square structural equation modelling (PLS-SEM) using Smart PLS version 3.2.8 for assessment of the measurement model and hierarchical multiple regression analysis using PROCESS macro version 3.3 in SPSS to test the hypotheses. There are two major reasons for choosing PLS-SEM instead of covariance-based SEM [69]. First, this study is exploratory in nature in that it examines the boundary conditions that affect the relationship between abusive supervision and cyberloafing. Thus, PLS-SEM is suitable. Second, latent variable scores generated from PLS-SEM can be used in subsequent analyses. This study used PROCESS macro to examine the three-way interaction effect between abusive supervision, moral disengagement, and negative reciprocity beliefs to predict cyberloafing.

4.1. Common method variance

Data collected from a single survey might be contaminated by common method variance (CMV) bias [70, 71]. Hence, it is important to

determine the extent to which our data are affected by CMV. First, we conducted Harman’s single-factor test to check whether any single factor accounted for the majority of the variance from the factor analysis. Results revealed that the first factor accounted for 36.582% of the total variance (less than 50% threshold), suggesting that CMV was not a major problem. Second, a full-collinearity test was conducted by regressing cyberloafing on abusive supervision, moral disengagement, negative reciprocity beliefs, age, gender, and race [72]. Table 1 shows that all variance inflation factors are less than the threshold value of 3.3 [72]. Following this, CMV was again tested using a measured latent marker variable approach, and the results showed that path coefficients do not exhibit CMV problems. To ensure the marker variable is theoretically unrelated to all the substantive variables under study, we used the general community interest scale as a proxy to represent CMV. Developed by Amundsen and Martinsen [73], the scale was assessed using three items on a response format of a seven-point Likert scale similar to the way substantive variables were measured [74]. The results showed that the change in R² is only 0.001 after including the marker variable in the regression (model 4 – without: 0.224; with: 0.225).

4.2. Measurement model

The measurement model was evaluated based on two criteria which are construct reliability and construct validity (convergent validity and discriminant validity) [69]. First, we assessed the construct reliability by looking at Cronbach’s alpha (CA) and composite reliability (CR) values. Table 2 shows that all CA and CR values were above 0.7, signifying an adequate level of reliability. Next, convergent validity requires items measuring the same construct to be highly correlated. Hence, factor loadings and the average variance extracted (AVE) should be greater than 0.7 and 0.5, respectively. This is because the construct must be able to explain on average more than 50% of its indicators’ variance. Table 3 and Table 4 show that these two criteria were satisfied, suggesting convergent validity is ascertained.

The establishment of discriminant validity can be achieved if both the Fornell and Larcker criterion and heterotrait-monotrait ratio of correlations (HTMT) criterion are satisfied. Table 3 shows the square root of each construct’s AVE (shown on the diagonal) is greater than the highest correlation with any other constructs in the construct correlation matrix [75]. Hence, the condition to pass the Fornell and Larcker criterion was met. Furthermore, Table 4 shows that all the HTMT values do not exceed the recommended value of 0.85 [76]. Therefore, the HTMT criterion was also satisfied. Results of the two discriminant tests provided evidence that our model was free from discriminant validity issues.

4.3. Hierarchical multiple regression analysis

After confirming the quality of the measurement model, we extracted the latent variable scores generated from PLS algorithm to conduct a hierarchical multiple regression analysis in Statistical Package for the Social Sciences (SPSS). The full results can be seen in Table 5. We first entered control variables in model 1, and the results showed that gender, race, and age are not significantly related to cyberloafing. In model 2, abusive supervision was found to have a significant positive relationship

Table 1
A full-collinearity test.

Independent variable	Variance inflated factor (VIF)
Cyberloafing	1.141
Abusive supervision	1.138
Moral disengagement	1.426
Negative reciprocity beliefs	1.432
Age	1.089
Gender	1.103
Race	1.027

Table 2
Measurement model.

Construct	Item	Mean	Standard deviation	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Abusive supervision	AS1: My manager (boss) ridicules me	2.362	1.649	0.941	0.971	0.977	0.895
	AS2: My manager (boss) tells me my thoughts or feelings are stupid	2.160	1.517	0.949			
	AS3: My manager (boss) puts me down in front of others	2.210	1.588	0.945			
	AS4: My manager (boss) makes negative comments about me to others	2.263	1.600	0.952			
Cyberloafing	AS5: My manager (boss) tells me I am incompetent	2.202	1.592	0.944	0.898	0.936	0.830
	CLO1: In general, I use the Internet at work for non-work-related purposes	3.280	1.824	0.918			
	CLO2: I access the Internet at work for non-work-related purposes several times each day	3.370	1.812	0.907			
Moral disengagement	CLO3: I spend a significant amount of time on the Internet at work for non-work-related purposes	2.564	1.688	0.908	0.897	0.913	0.569
	MD1: It is okay to spread rumours to defend those you care about	1.728	0.886	0.794			
	MD2: Taking something without the owner's permission is okay as long as you're just borrowing it	1.658	0.869	0.778			
	MD3: Considering the ways people grossly misrepresent themselves, it's hardly a sin to inflate your own credentials a bit	2.049	1.116	0.856			
	MD4: People shouldn't be held accountable for doing questionable things when they were just doing what an authority figure told them to do	2.444	1.508	0.597			
	MD5: People can't be blamed for doing things that are technically wrong when all their friends are doing it too	2.058	1.194	0.728			
	MD6: Taking personal credit for ideas that were not your own is no big deal	1.901	1.102	0.797			
	MD7: Some people have to be treated roughly because they lack feelings that can be hurt	2.148	1.280	0.779			
Negative reciprocity beliefs	MD8: People who get mistreated have usually done something to bring it on themselves	2.556	1.480	0.676	0.880	0.924	0.803
	NRB1: If I suffer a serious wrong, I will take revenge as soon as possible, no matter what the cost	2.399	1.567	0.760			
	NRB2: If somebody puts me in a difficult position, I will do the same to him/her	2.407	1.438	0.956			
	NRB3: If somebody offends me, I will offend him/her back	2.309	1.301	0.959			

Table 3
Fornell and Larcker criterion.

Construct	Mean	SD	1	2	3	4	5	6	7
1 Abusive supervision	2.245	1.503	<i>0.946</i>						
1 Age	1.560	1.106	-0.142	NA					
1 Cyberloafing	3.042	1.611	0.291	-0.080	<i>0.911</i>				
1 Gender	0.461	0.499	0.006	0.234	0.056	NA			
1 Moral disengagement	1.921	0.824	0.270	-0.005	0.221	0.098	<i>0.755</i>		
1 Negative reciprocity beliefs	2.361	1.283	0.178	-0.062	0.244	0.032	0.598	<i>0.896</i>	
1 Race	1.922	0.479	0.019	0.005	0.037	0.139	-0.008	0.055	NA

Note(s): Values on the diagonal (italicised) represent the square root of the average variance extracted while the off-diagonals are correlations.

Table 4
HTMT criterion.

Construct	1	2	4	5
1 Abusive supervision				
1 Cyberloafing	0.298			
1 Moral disengagement	0.284	0.212		
1 Negative reciprocity beliefs	0.168	0.258	0.645	

with cyberloafing ($\beta = 0.283, p < 0.001$), supporting H1. In model 3, it was found that moral disengagement is not a significant moderator of the relationship between abusive supervision and cyberloafing (interaction: abusive x moral, $\beta = 0.016, p > 0.05$), but negative reciprocity beliefs are a significant moderator of the relationship (interaction: abusive x negative, $\beta = 0.256, p > 0.05$). Thus, H2 is not supported, but H3 is supported. Lastly, model 4 was created by including the three-way interaction (abusive x moral x negative). In model 4, the three-way

interaction was positive and statistically significant ($\beta = 0.239, p < 0.01$), supporting H4.

To better understand the moderating effects, we reported the effect of abusive supervision on cyberloafing at different levels of moral disengagement and negative reciprocity beliefs (Table 6 and Fig. 2) [77]. It can be seen that the effect is strongest when moral disengagement and negative reciprocity beliefs are high (effect: 0.349; LLCI = 0.153; and ULCI = 0.544). However, the effect is weakened but still significant when moral disengagement is at the mean level and negative reciprocity beliefs are high (effect: 0.309; LLCI = 0.105; and ULCI = 0.513). Interestingly, the effect is no longer significant when moral disengagement is low, but negative reciprocity beliefs are high (effect: 0.269; LLCI = -0.042; and ULCI = 0.581). On the other hand, the effect is non-existent when both moral disengagement and negative reciprocity beliefs are low (effect: 0.169; LLCI = -0.074; and ULCI = 0.412).

Table 5
Hierarchical multiple regression results.

	Model 1	Model 2	Model 3	Model 4
Gender	0.075	0.064	0.043	0.045
Race	0.027	0.023	0.037	0.044
Age	-0.098	-0.055	-0.026	-0.024
Abusive		0.283***	0.203***	0.112
Moral			0.176*	0.186*
Negative			0.124*	0.073
Abusive x Moral			0.016	-0.095
Abusive x Negative			0.256***	0.216**
Moral x Negative			-0.234***	-0.239***
Abusive x Moral x Negative				0.239**
R ²	0.013	0.091	0.202	0.224
ΔR ²		0.078	0.111	0.022
F change	1.054	20.489	6.498	6.446
Sig. F change	0.369	0.000	0.000	0.012

Note(s): *** $p < 0.001$ (3.092); ** $p < 0.01$ (2.327); * $p < 0.05$ (1.645); ns = not significant (one-tailed test).

Abusive: Abusive supervision; Moral: Moral disengagement; Negative: Negative reciprocity beliefs.

Table 6
Results of moderated moderation.

Moral disengagement	Negative reciprocity beliefs	Effect	LLCI and ULCI
-0.824 (Low)	-1.283 (Low)	0.169	[-0.074; 0.412]
-0.824 (Low)	0.000 (Average)	0.219	[0.017; 0.421]
-0.824 (Low)	1.283 (high)	0.269	[-0.042; 0.581]
0.000 (Average)	-1.283 (Low)	-0.069	[-0.276; 0.137]
0.000 (Average)	0.000 (Average)	0.120	[-0.030; 0.270]
0.000 (Average)	1.283 (high)	0.309	[0.105; 0.513]
0.824 (high)	-1.283 (Low)	-0.308	[-0.703; 0.087]
0.824 (high)	0.000 (Average)	0.020	[-0.247; 0.288]
0.824 (high)	1.283 (high)	0.349	[0.153; 0.544]

Note(s): + 1 and - 1 standard deviation from the mean.

5. Discussion and theoretical contributions

While communication between employees and supervisors is necessary for effective performance in organisations, at times, friction and aggression may occur. As such, it is not uncommon for employees to be exposed to their supervisors' aggression. Extant studies have examined the relationship between abusive supervision and cyberloafing (e.g., [15, 23]) from the lens provided by conservation of resource theory. This study extends and contributes to the cyberloafing literature in three ways. First, this study supports the positive relationship between abusive supervision and cyberloafing, indicating that abused employees are more inclined to retaliate against their supervisors by engaging in cyberloafing behaviour, consistent with SET and past studies [23, 78]. As engaging in overt, direct retaliatory behaviours may put their job at risk, employees' resort to more covert means of retaliation by engaging in cyberloafing in response to their abusive supervisors [23]. In line with previous studies, our results could also explain why abused employees tend to have poor work performance in the workplace (e.g., [24, 79–81]). Furthermore, Wang et al. [82] found that abused employees tend to recuse themselves and remain silent which subsequently affects their work engagement in the workplace.

Secondly, the present study shows how negative reciprocity beliefs and moral disengagement moderate the impact of abusive supervision on cyberloafing, allowing us to better understand why and when abused employees engage in cyberloafing behaviour, extending previous work of Agarwal and Avey [23] and Lim et al. [15]. Surprisingly, this study found that moral disengagement does not significantly moderate the relationship between abusive supervision and cyberloafing. One potential explanation is that although morally disengaged employees may justify their cyberloafing behaviour without the constraint of self-sanctions, some hindering external factors such as perceived sanctions, perceived punishments [83], and perceived monitoring [84] might deter morally disengaged employees to engage in cyberloafing behaviour as a result of abusive supervision. According to SCT, an individual's moral self-regulation can be activated and deactivated selectively [85]. Hence, we suggest that preventive measures such as Internet usage policies, monitoring systems, and punishments could be

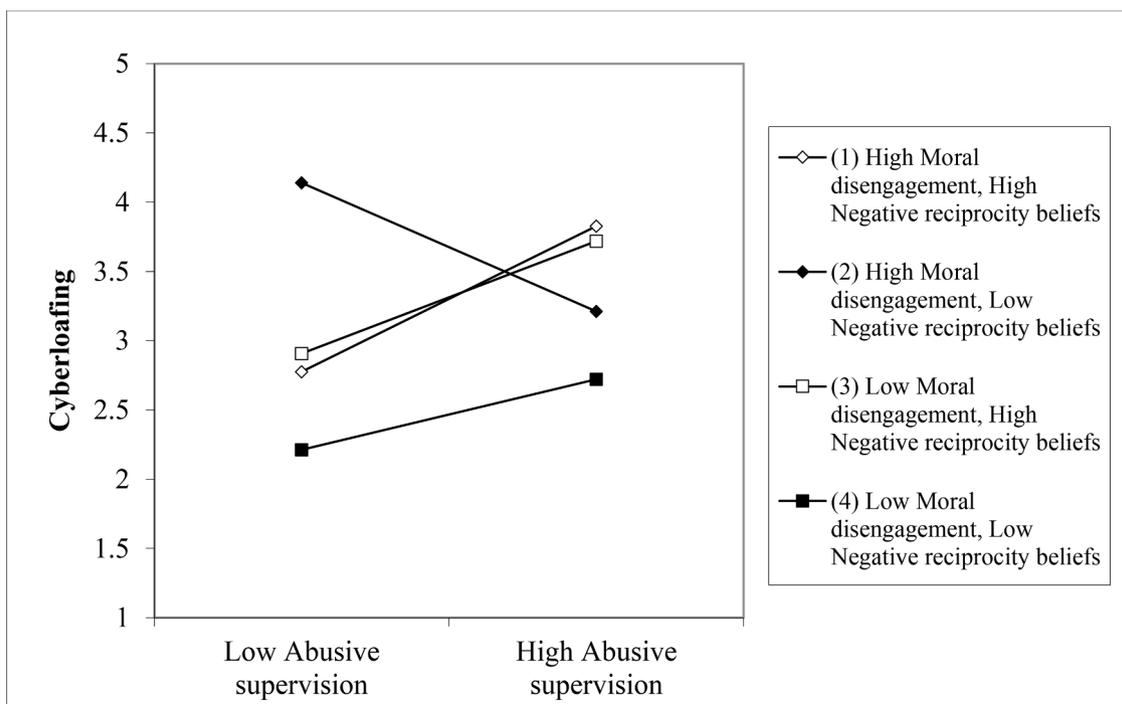


Fig. 2. Three-way interaction plot of abusive supervision, moral disengagement, and negative reciprocity beliefs on cyberloafing.

the key to stopping employees' moral self-regulation from being deactivated.

On the other hand, we found that negative reciprocity beliefs strengthen the positive relationship between abusive supervision and cyberloafing, suggesting that abused employees who have high levels of negative reciprocity beliefs are more inclined to engage in cyberloafing behaviour. In line with SET, individuals with high levels of negative reciprocity beliefs are more likely to seek vengeance to address the mistreatment [66]. Given that abusive supervision is a form of workplace mistreatment, abused employees high in negative reciprocity beliefs believe that engaging in cyberloafing is acceptable [63]. While we acknowledge that the external hindering factors may arguably mitigate the moderating effect of negative reciprocity beliefs, our findings showed that this effect is significant. One plausible explanation for this is that abused employees with high levels of negative reciprocity are motivated to restore a sense of fairness and will react in a "tit for tat" manner when they experienced abusive supervision. This feeling can negate the threat of any perceived sanctions or punishment and lead employees to engage in cyberloafing to "punish" the supervisor.

The third theoretical contribution to the cyberloafing literature is that our data provided support to our hypothesis that both negative reciprocity beliefs and moral disengagement play an important moderating role in influencing abused employees' intention to take revenge against their abusive supervisors by withdrawing from work and engaging in cyberloafing behaviour. As previously mentioned, certain behavioural actions (e.g., revenge) can be ascertained as a response to abusive supervision and moral disengagement encouraging retribution intention amongst employees. Specifically, higher negative reciprocity beliefs promote higher cyberloafing activities, while strong moral disengagement encourages the disassociation of moral sanctions. This study found that the positive relationship between abusive supervision and cyberloafing is strongest for employees who are high in both moral disengagement and negative reciprocity beliefs, but it is not significant for employees who are low in both moral disengagement and negative reciprocity beliefs. Henceforth, our three-way interaction findings shed light on the joint moderating effects of moral disengagement and negative reciprocity beliefs on the relationship between abusive supervision and cyberloafing.

Overall, our model can explain 22.4% (model 4) of the variance in cyberloafing, which is considered reasonably good. Nonetheless, the unexplained variance in cyberloafing can be potentially accounted for by other factors. Based on a recent systematic literature review study by Tandon et al. [86], antecedents of cyberloafing can be broadly categorised into four factors, namely employee-related factors (e.g., personality traits, socio-demographic differences, and neutralising cyberloafing), peer-related factors (e.g., descriptive norms and injunctive norms), supervisor-related factors (e.g., abusive supervision), and organisational-related factors (e.g., organisational culture, monitoring, and job embeddedness). This study only examined the joint moderating effects of moral disengagement and negative reciprocity beliefs in explaining the relationship between abusive supervision and cyberloafing. To further expand our understanding of why employees engage in cyberloafing behaviour, future research can examine other factors proposed by Tandon et al. [86].

5.2. Practical implications

Cyberloafing allows employees to slack off during work hours without their supervisors' knowledge because it is easy to switch off the computer or mobile screens to hide their non-work-related online activities during work hours [2]. This study found that abusive supervision is a salient factor that drives employees to engage in cyberloafing behaviour. Companies should take necessary measures to avoid supervisory abuse at all managerial levels. Employees should be allowed to safely report their abusive supervisors without retribution consequences, and companies must take all reports seriously [15]. Protecting

the identity of the whistle-blowers is crucial because many employees are fearful of the threat of retaliation by their abusive supervisors as a result of reporting them. Having a secured channel for reporting abusive behaviours in place is important to serve as a psychological barrier to reduce the tendency of supervisors to micromanage and being unreasonably abusive to their subordinates. However, it is vital to keep in mind that perceived abusiveness by supervisors might vary depending on employees' tolerance level, and companies need to make appropriate judgments whether the reported behaviour is considered abusive. In addition, it is important to educate all employees regardless of their position as a form of mutual respect in the workplace. Furthermore, abusive supervision can be reduced by creating a working culture that promotes transparency, open communication, and a friendly environment in the workplace [65].

The strength of the relationship between abusive supervision and cyberloafing hinges on the levels of both employees' moral disengagement and negative reciprocity beliefs. These findings are instructive and can guide companies in their effort to develop an effective strategy to prevent employees from engaging in cyberloafing behaviour. Companies may want to exercise care in their hiring process by screening out candidates who display high levels of moral disengagement and negative reciprocity beliefs. For instance, potential candidates can be tested through various methods as questionnaires and scenarios simulation to filter out those who demonstrate high levels of moral disengagement and negative reciprocity beliefs [65]. Furthermore, companies can enhance their moral self-regulatory mechanisms through education in the form of training, workshops, seminars, or mentorships. This is to let employees know what behaviours are considered acceptable and unacceptable in the workplace. Additionally, companies can educate employees to employ behavioural strategies, including negotiation, mediation, clarity seeking, and forgiveness seeking, and to deal with abusive supervisors [65].

Extant research has provided some evidence that cyberloafing can provide some respite from stress [8, 10]. As well, cyberloafing has the potential to generate employees' creativity, which can potentially improve employees' subsequent work performance. Hence, we suggest that perhaps allowing abused employees to engage in cyberloafing can be beneficial in that it can be cathartic as it helps to alleviate the negative emotions stemming from abusive supervision. Also, employees may develop some novel ideas which are useful to their job tasks while cyberloafing. As long as employees can complete their assigned tasks without any delays, companies should not be overly concerned with their non-work-related online behaviours in the workplace. Past studies reported that employees who are allowed to engage in non-work-related online activities during work hours have higher levels of job satisfaction [87].

6. Conclusion

This study proposed and tested the joint moderating effects of moral disengagement and negative reciprocity beliefs on the relationship between abusive supervision and cyberloafing through the lens of SCT and SET. It was found that moral disengagement does not affect the strength of the relationship between abusive supervision and cyberloafing. However, the positive relationship between abusive supervision and cyberloafing is heightened under the condition that negative reciprocity beliefs are high. As well, both moral disengagement and negative reciprocity beliefs jointly moderate the relationship between abusive supervision and cyberloafing, such that the relationship is strongest when both are high. This study expands previous research (e.g., [15, 23]) by further enhancing our knowledge of how abusive supervision results in cyberloafing from the integrated perspectives of SCT and SET.

6.1. Limitations and future recommendations

First, common method bias could be an issue of concern given the

data for both independent and dependant variables were collected concurrently using the same survey method. We conducted three statistical tests, including Harman's single-factor test, a full-collinearity test, and the measured latent marker variable approach to examine the degree to which common method bias presents in this research. The results showed that our study is free from CMV. However, we suggest that future studies should collect data for independent and dependant variables separately at different time points. Alternatively, the collection of longitudinal data should be considered to draw more valid causal inferences, which can overcome the limitation of cross-section data used in this research.

Another potential limitation is that cyberloafing behaviour was self-reported as respondents might not truly express true answers due to social desirability bias (Fisher, 1993). Cyberloafing can be better reflected by tracking employees' actual cyberloafing activities through a monitoring system installed on personal computers and mobile devices [88]. However, this method can be challenging as it is intrusive and invades respondents' privacy. We also did not assess the duration of cyberloafing. Arguably, at higher levels of abusive supervision, employees may engage in cyberloafing for longer periods of time. It could also be that after some time, cyberloafing could be productive in that it helps abused employees to recover. Indeed, some studies have suggested that cyberloafing can have a positive impact on productivity in some contexts [10, 89]. To date, however, we are not aware of any study which provides a precise prediction of the inflection point when cyberloafing turns from being counterproductive to productive. This is certainly an interesting issue that merits future research attention.

In addition, this study only investigated the impact of a specific mistreatment, i.e., abusive supervision. The impact of other types of workplace mistreatments such as workplace discrimination, workplace ostracism, workplace incivility, and workplace bullying on cyberloafing can be explored in future studies. We also did not examine the extent of (dis)similarity between the victim and the supervisor. Indeed, Kim et al. [90] found that the cultural background and perceived similarity of the offender have an impact on how the victim reacts to an offence. Thus, future research may want to examine the level of (dis)similarity between the abusive supervisor and the employee in affecting the type of cyberloafing the employees engaged in. It is possible that if the abusive supervisor is very dissimilar from the abused employees, the cyberloafing activity that the latter engaged in may be more targeted at the perpetrator, such as posting negative comments about the supervisor on social media. This is certainly an idea that warrants further research.

Authorship statement

All persons who meet authorship criteria are listed as authors, and all authors certify that they have participated sufficiently in the work to take public responsibility for the content, including participation in the concept, design, analysis, writing, or revision of the manuscript. Furthermore, each author certifies that this material or similar material has not been and will not be submitted to or published in any other publication before its appearance in *Information & Management*.

Declarations of Competing Interest

None

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Corporate Social Responsibility and Workplace Deviant Behaviors

Internal Corporate Social Responsibility – What Does It Mean?

Internal Corporate Social Responsibility (ICSR) refers to the socially responsible practices and initiatives that a company implements to benefit its employees and improve the internal environment of the organization.

Internal CSR is a critical aspect of corporate responsibility that focuses on improving the lives of employees and enhancing the internal dynamics of the workplace.

Internal versus External CSR

- While external CSR focuses on broader societal impacts, such as environmental sustainability and community development, internal CSR is directed toward enhancing the well-being, development, and working conditions of employees within the organization.

Key Areas of Internal CSR

Employee Well-being and Work-Life Balance

- Promoting physical and mental well-being through initiatives such as health and wellness programs, flexible working hours, and support for work-life balance.

Fair Wages and Benefits

- Ensuring that employees are paid fair wages and provided with comprehensive benefits packages that meet their financial, health, and retirement needs.

Diversity, Equity, and Inclusion

- Fostering a diverse and inclusive workplace where employees of different backgrounds, genders, ethnicities, and abilities feel valued and have equal opportunities for growth and advancement.

Key Areas of Internal CSR

Employee Development and Training

- Investing in the professional development of employees by offering training, mentorship programs, skill-building workshops, and opportunities for career advancement.

Safe and Healthy Work Environment

- Ensuring that the workplace is physically safe, free from hazards, and compliant with health and safety regulations.

Employee Involvement in Decision-Making

- Encouraging employee participation in decision-making processes, which enhances their sense of ownership and engagement.

Internal CSR – Examples

Patagonia: Offers extensive benefits to its employees, including paid maternity and paternity leave, child care support, and flexible work schedules. The company also encourages employees to pursue personal development and environmental activism.

Workplace Deviant Behavior – What Does It Mean?

Workplace deviant behaviours refer to voluntary actions by employees that violate the norms, policies, or standards of an organization and negatively affect the organization, its employees, or both.

These behaviours are counterproductive and can disrupt the workplace, lower morale, and harm overall organizational performance.

Workplace deviance can range from minor infractions to serious misconduct.

Types of Workplace Deviant Behaviours

Production Deviance:

- These behaviours involve intentionally reducing the quality or quantity of work. Examples include:
 - **Wasting time** (e.g., excessive breaks or idling during work hours).
 - **Working slowly or purposefully underperforming.**
 - **Leaving early** or arriving late without a valid reason.

Types of Workplace Deviant Behaviors

Property Deviance:

- This type of deviance refers to actions that harm the organization's assets or property. Examples include:
 - **Theft** (e.g., stealing office supplies, equipment, or money).
 - **Misuse of resources** (e.g., using company assets for personal gain, such as using company vehicles or office supplies for personal errands).
 - **Sabotage** (e.g., intentionally damaging equipment or property).
 - **Falsifying expense reports** or manipulating financial data for personal benefit.

Types of Workplace Deviant Behaviors

Personal Aggression:

- These behaviours are directed toward other individuals and can include hostile or harmful actions. Examples include:
 - **Verbal abuse** (e.g., yelling, insulting, or threatening coworkers).
 - **Bullying or harassment** (including sexual harassment or racial discrimination).
 - **Physical aggression** (e.g., pushing, hitting, or other forms of physical violence).
 - **Incivility** (e.g., rudeness, ignoring coworkers, or displaying disrespect).

Types of Workplace Deviant Behaviours

Political Deviance:

- Political deviance involves engaging in behaviours that create discord or manipulate others for personal advantage. Examples include:
 - **Gossiping** or spreading rumours about colleagues.
 - **Blaming others** for personal mistakes or failures.
 - **Favouritism** in decision-making processes or promotions.
 - **Undermining colleagues** or deliberately making them look bad in front of superiors.

Occupational Strain – Meaning

Occupational strain refers to the physical, emotional, and psychological stress that employees experience as a result of their work environment, job demands, or workplace conditions.

It can occur when the pressures or challenges of a job exceed an individual's ability to cope, leading to negative effects on their well-being, health, and overall job performance.

Occupational strain is often associated with high-stress jobs, long working hours, and environments where employees have little control over their work.

Examples of Occupational Strain

Customer Service Representatives:

- Employees who deal with frustrated or angry customers on a daily basis may experience emotional labour, as they are required to maintain a positive and helpful demeanour despite negative interactions. Over time, this can lead to emotional exhaustion and strain.

Corporate Employees:

- In industries like finance or tech, employees may face tight deadlines, high expectations, and long hours, contributing to job-related stress. Overworking and constant pressure to perform can lead to burnout and reduced job satisfaction.

What is Organizational Justice?

Organizational justice refers to employees' perceptions of fairness within a workplace, particularly regarding how decisions are made, how resources are distributed, and how individuals are treated by the organization.

It encompasses several dimensions of fairness that can significantly impact employee motivation, satisfaction, trust in management, and overall organizational performance.

Dimensions of Organizational Justice

Distributive Justice:

- Refers to the perceived fairness of the **outcomes** or the allocation of resources within an organization, such as pay, promotions, and rewards.
- Employees compare their input-output ratio (what they contribute vs. what they receive) with others to determine if they are being treated equitably.

Procedural Justice:

- Focuses on the perceived fairness of the **processes and procedures** used to make decisions.
- Employees are more likely to accept decisions, even unfavourable ones, if they feel that the process was transparent, consistent, unbiased, and allowed them a voice.

Example of Organizational Justice

Procedural Justice:

- An employee might be satisfied with not getting a promotion if the decision-making process was clear, transparent, and allowed them to express their views.

Distributive Justice:

- An employee might feel dissatisfied if they believe they deserved a higher bonus than a coworker who put in less effort, regardless of how fair the process was in deciding the bonus.

Impact of internal corporate social responsibility: a parallel mediation analysis

Introduction

Workplace deviant behaviors (WDBs) of employees have been defined as voluntary behavior that violates the norms and regulations of the organization and may threaten the well-being of the organization and/or its members.

Given the magnitude of negative consequences on employees and the firm due to WDB, it becomes pertinent to study WDB and answer some relevant questions related to it.

An extant review of literature suggests that largely micro-level predictors of WDB have been studied such as leader member exchange interpersonal conflict, abusive supervision and occupational strain

Introduction

This study focused on the research gaps by integrating social exchange theory (SET) and job demand-resource (JD-R) model.

It postulates that macro-level variables such as perception of organizational practices and policies (like internal CSR) may also impact employees' attitudes and behaviors, including WDB.

Scholars have examined the impact of internal CSR on positive employee attitude and behavior. However, very miniscule literature is available that suggests that role of internal CSR in reducing employee dysfunctional behavior such as WDB.

Authors conceptually develop and test when and how macro-level variables such as perceptions of internal corporate social responsibility (CSR) may impact WDB among employees. Further,

Introduction

The study also uncovers the underlying mechanisms through which these relationships occur.

The study contributes to the literature of internal CSR and WDB in multiple ways.

Firstly, it establishes internal CSR as a tool to minimize WDB intentions among employees.

Secondly, it contributes to the scant literature of WDB from a macro (internal CSR) level lense.

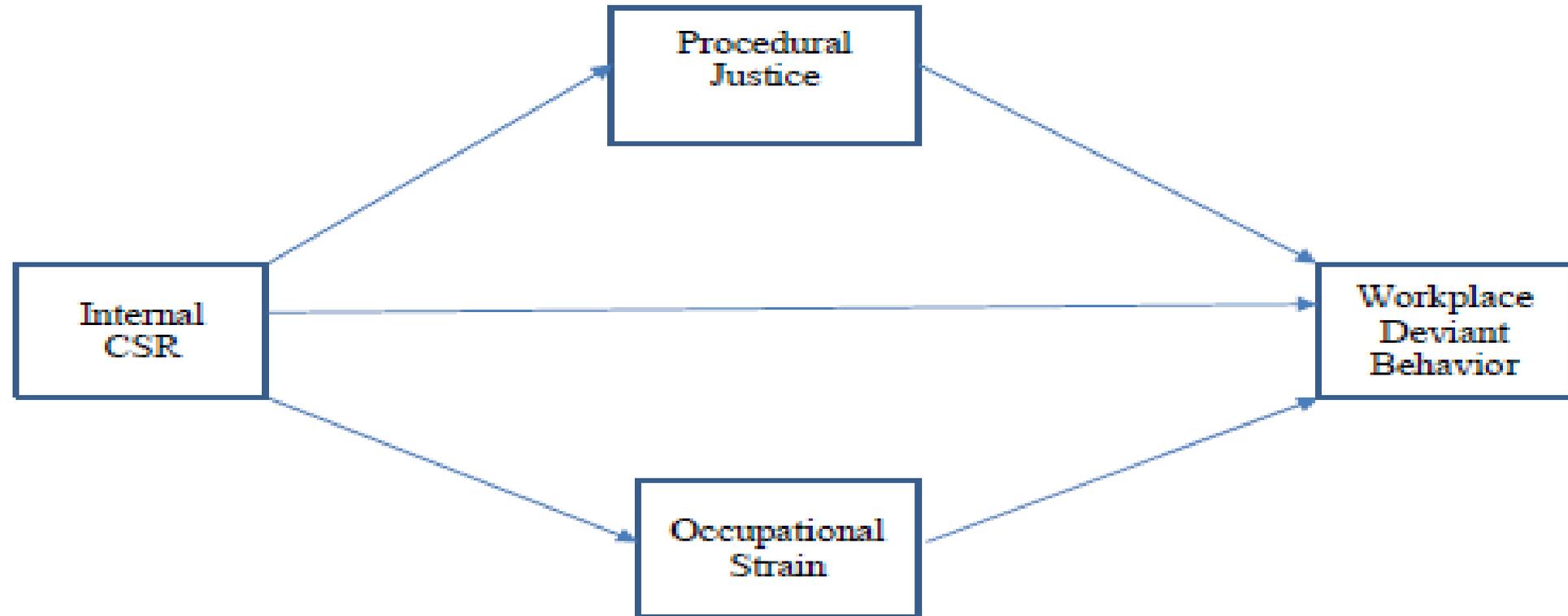
Thirdly, perception of internal CSR was also established as an antecedent of procedural justice.

Finally, the study also contributes to theory of CSR and WDB by establishing occupational strain as a mediator between the two variables.

Theoretical Background

Reviewing The Lecture 4-1

Research Model



Hypotheses Development

Relationship between Internal CSR and WDB

- Internal CSR as discussed may include provision of equal opportunities and growth for employees; caring for work-life balance of employees; having concern and policies for safety and security of employees.
- SET suggests that social interactions (human attitude and behaviors) are governed by norms of reciprocity.
- Using the theoretical underpinning of SET, authors' postulate that organizational efforts in form of internal CSR (voluntary services beyond the legal compliances) may develop a feeling of gratitude and obligation towards the organization.

Hypotheses Development

The Mediating Role of Procedural Justice

- The study postulates that organizations through their internal CSR activities create a perception of procedural justice in the rules and regulations of the organization.
- Moreover, these procedural justice perceptions will also enhance the credibility and authenticity of the organizational decision-making processes.
- Study postulates that whenever employees perceive procedural fairness in the rules and regulations of the organizations they try to adhere to the organizational policies and procedures and withhold themselves from WDB.

Hypotheses Development

The Mediating Role of Procedural Justice (Contd.)

- Research also indicates that perceptions of procedural justice has been positively linked to positive attitudes such as job satisfaction, organizational citizenship behavior, performance.
- Furthermore it has been negatively linked to detrimental attitude such as turnover intention (Harris et al., 2020).

Hypotheses Development

The Mediating Role of Organizational Strain

- Research indicates that consequences of occupational strain largely detrimental in nature such as decreased job satisfaction; negative mood, etc.
- Using the JD-R model, authors postulate that provisions of internal CSR develops a positive evaluation about the job resources available at the workplace.
- This evaluation further reduces the job demand and resource imbalance thus reducing the occupational strain at workplace.

Hypotheses Development

The Mediating Role of Organizational Strain (Contd.)

- Furthermore, as occupational strain reduces, employees are less likely to violate the organizational norms and engage in WDB.
- Thus, authors postulate that perception of internal CSR will lead to reduced occupational strain which will further reduce the WDB.

Handling Abusive Supervision and Cyberloafing

Abusive Supervision – What Does It Mean?

Abusive Supervision is a management style characterized by hostile and harmful behaviors by supervisors toward their subordinates, often in the form of the following:

- Public criticism,
- Derogatory comments,
- Unfair treatment, and
- Intentional humiliation.

These behaviors are usually sustained over time and create a toxic work environment, negatively impacting employees' mental health, job satisfaction, and performance.

Example

Imagine Sarah is a talented marketing analyst who consistently meets her deadlines and brings valuable insights to her team. However, her supervisor, Tom, is highly critical and frequently engages in abusive supervision. Here's how this might play out:

- **Public Humiliation:** In team meetings, Tom often singles Sarah out, publicly criticizing her work in front of her colleagues, even when her work is high-quality. He might say things like, "I don't know why this is taking you so long; anyone else would've finished this by now."
- **Intimidation and Threats:** Whenever Sarah asks for feedback or clarification, Tom responds harshly, saying, "Figure it out yourself," or "Don't ask stupid questions." Occasionally, he hints that poor performance could lead to disciplinary action, causing Sarah to feel anxious and uncertain about her future.

Key Characteristics of Abusive Supervision

Verbal Abuse:

- Constant criticism, insults, and public humiliation.

Non-Verbal Hostility:

- Ignoring or giving “silent treatment” to subordinates.

Undermining Efforts:

- Refusing to acknowledge employees' contributions or actively undermining their work.

Intimidation:

- Creating a fearful environment by using threats or harsh punishments.

Cyberloafing – What Does It Mean?

Cyberloafing refers to the act of employees using the internet for non-work-related activities during work hours.

This can include activities such as browsing social media, shopping online, streaming videos, playing games, or reading news websites instead of focusing on work tasks.

Cyberloafing is considered a type of **workplace deviant behavior** that can reduce productivity and impact organizational performance if it becomes excessive.

Why Cyberloafing Happens?

Boredom:

- Employees might engage in cyberloafing when they feel their tasks are repetitive or unstimulating.

Workload Balance:

- Some employees may use cyberloafing to take breaks or balance their workload when they feel overworked.

Lack of Engagement:

- Disengaged employees are more likely to cyberloaf, as they feel less connected to their job or organization.

Access to Technology:

- With easy access to the internet and personal devices, it has become simpler to engage in non-work activities.

What Is Moral Disengagement?

Moral disengagement is a psychological process in which individuals justify unethical or harmful behaviors,

- allowing them to engage in actions they would typically consider wrong without feeling guilt or remorse.

This concept, developed by psychologist Albert Bandura, explains how people can "**turn off**" their moral standards **temporarily** to justify behaviors that **contradict** their values,

- often by reframing the behavior in a way that reduces personal accountability or minimizes the harm caused.

Recognizing this issue can help managers identify warning signs, promote ethical decision-making, and reduce the risk of harmful behavior by encouraging accountability and moral awareness.

Key Mechanisms of Moral Disengagement

Moral Justification:

- Reframing harmful behavior as serving a moral purpose, making it appear acceptable. For example, someone might justify lying by claiming it was for a "greater good."

Euphemistic Labeling:

- Using softer language to make harmful behavior sound more acceptable. For instance, calling aggressive behavior "tough love" or referring to layoffs as "right-sizing."

Advantageous Comparison:

- Comparing one's actions to something much worse to make the behavior seem trivial in comparison. For example, "At least I didn't steal as much as others."

Key Mechanisms of Moral Disengagement

Displacement of Responsibility:

- Shifting the blame to an authority figure or situational factors. For instance, “I was just following orders.”

Distortion of Consequences:

- Minimizing or ignoring the harm caused by one’s actions. For example, saying, “It’s not a big deal; no one will notice.”

Attribution of Blame:

- Shifting blame onto the victim, suggesting they brought the harm on themselves. For example, “They deserved it for being careless.”

Negative Reciprocity Beliefs – Meaning

Negative reciprocity beliefs refer to an individual's expectation or belief that negative actions should be returned with similar negative responses.

People with strong negative reciprocity beliefs hold that when someone treats them poorly or unfairly, they should retaliate in kind.

This can lead to a “tit-for-tat” mindset, where they feel justified in responding to perceived wrongs with hostility or aggression, creating cycles of conflict in relationships, both personal and professional.

Examples

Workplace Scenario:

- Sarah feels that her colleague, Tom, undermined her in a meeting by taking credit for her idea. She believes that because he acted unfairly, she is justified in subtly sabotaging his work or speaking negatively about him to others.

Customer Service Scenario:

- A customer becomes verbally aggressive with an employee over a delay. The employee, believing in negative reciprocity, responds with similar rudeness or gives substandard service, thinking it's a fair reaction to the customer's behavior.

Abusive Supervision and Cyberloafing: A Moderated Moderation Model of Moral Disengagement and Negative Reciprocity Beliefs

Introduction

Over the past few decades, the one technology that has significantly transformed people's lives is the Internet.

Organisations, in particular, have been quick to leverage the Internet to conduct business and facilitate work.

Internet is a double-edged sword that should be deployed with caution.

In addition to facilitating work, the Internet also enables employees to engage in non-work-related online activities at work during the time they are supposed to be working.

Introduction

Scholarly research suggests that cyberloafing is prevalent in organisations.

Cyberloafing can impair work productivity as time spent on non-work-related online activities during work hours detracts employees from fulfilling their work responsibilities.

Cyberloafing is associated with not only lost productivity but also other undesirable negative consequences.

The issue of whether to allow or disallow employees from cyberloafing has become controversial amongst scholars and practitioners.

Introduction

Given the importance of cyberloafing, a considerable number of studies have been carried out to understand factors influencing employees' cyberloafing behaviour through various theoretical lenses.

Nonetheless, our understanding of employees' motivations to engage in cyberloafing behaviour is still incomplete.

Thus far, there is very little research that focuses on abusive supervision and cyberloafing.

Research examining the relationship between abusive supervision and cyberloafing utilised the theoretical lens provided by conservation of resource theory.

Introduction

This study utilised SET and social cognitive theory (SCT) to examine the impact of abusive supervision on cyberloafing.

Particularly, the authors argue that employees activate moral disengagement to react to abusive supervision by engaging in cyberloafing behaviour.

This study extends the literature on abusive supervision and cyberloafing by unravelling the psychological and cognitive mechanisms that affect the relationship between abusive supervision and cyberloafing.

Theoretical Background

Discuss The Lecture 5-1.

Theoretical Background

Social Exchange Theory (SET)

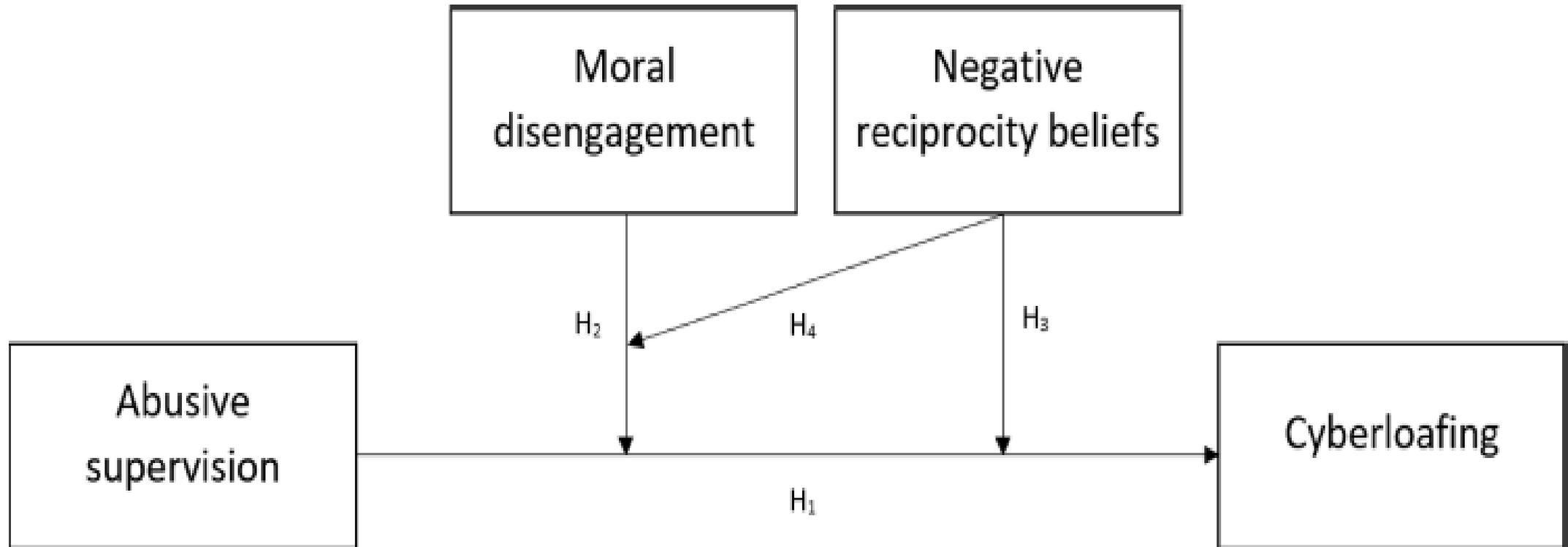
- The underpinnings of SET can be useful in understanding how abusive supervision leads to cyberloafing.
- Based on SET and the principle of reciprocity, employees' contributions to an organisation are directly affected by how much perceived benefits they receive from the organisation.
- In essence, when employees are happy with their benefits received from the organisation, they feel obligated to reciprocate by working hard for the organisation.
- In contrast, employees will retaliate or engage in revenge when they are treated badly or unfairly.

Theoretical Background

Social Cognitive Theory (SCT)

- SCT states that people tend to cognitively separate the moral component from an otherwise unethical action in order to rationalise carrying out the activity.
- In other words, people utilise one or more mechanisms to detach self-sanctions from the unethical action to validate and to self-rationalise.
- Past research noted that by engaging in moral disengagement, individuals find it easier to engage in unethical behaviour.

Research Model



Hypotheses Development

Relationship between Abusive supervision and Cyberloafing

- Consistent with SET and the literature, the authors posit that upon receiving unfair treatment by abusive supervisors, employees are more motivated to engage in non-aggressive negative workplace behaviours such as cyberloafing as a means of retaliation.
- Furthermore, cyberloafing can also help abused employees to relieve stress and regain a sense of control.

Hypotheses Development

Moderating Role of Moral Disengagement

- In line with SCT, the authors posit that employees high in moral disengagement are more likely to engage in cyberloafing behaviour when they experience abusive supervision because –
- abused employees tend to morally justify their cyberloafing behaviour without the constraint of self-sanctions.

Hypotheses Development

The Moderating role of Negative reciprocity beliefs

- SET posits that an individual would consider the costs and benefit of one's self-interest in a social exchange process and reciprocate accordingly.
- A key element of SET is reciprocity, which involves paying back like with like. In general, individuals are expected to return a benefit for a benefit.
- Past studies have found that individuals with high levels of negative reciprocity beliefs are more likely to engage in deviant behaviours in retaliation to mistreatment by others.

Hypotheses Development

The Joint Moderating Effects of Moral Disengagement and Negative Reciprocity Beliefs

- When both the levels of moral disengagement and negative reciprocity beliefs are high, abused employees tend to perceive retaliation as an appropriate response.
- They can evoke cognitive mechanisms to legitimise their cyberloafing behaviour. Consequently, abused employees will construe abusive supervision as hostile and retaliate by engaging in cyberloafing.
- On the other hand, abused employees high in negative reciprocity beliefs but low in moral disengagement may want to take revenge by withholding their effort in the workplace but might have low levels of motivation to engage extensively in cyberloafing behaviour because they are constrained by self-sanctions.