



Research Article

## Multilevel Identification Sources as Predictors of Deviant Workplace Behaviors<sup>a</sup>

İş Yeri Sapma Davranışının Yordayıcısı Olarak Çok Düzeyli Özdeşleşme Kaynakları

Esra Aydın<sup>b</sup>, H. Nejat Basım<sup>c</sup>

### ARTICLE INFO

**Keywords:**  
Organizational Identification,  
Relational Identification,  
Occupational Identification,  
Negative Deviant Workplace Behavior,  
Positive Deviant Workplace Behavior.

**Article history:**  
Received 17 February 2021  
Received in revised form  
14 April 2021  
Accepted 14 April 2021

### MAKALE BİLGİSİ

**Anahtar Kelimeler:**  
Örgütsel Özdeşleşme,  
İlişkisel Özdeşleşme,  
Mesleki Özdeşleşme,  
Olumsuz İş Yeri Sapma Davranışı,  
Olumlu İş Yeri Sapma Davranışı.

**Tarihler :**  
Geliş 17 Şubat 2021  
Düzeltilme Geliş  
14 Nisan 2021  
Kabul 14 Nisan 2021

### ABSTRACT

The purpose of the study is to explore the effects of multilevel identification sources on negative and positive deviant workplace behavior within the theoretical framework of social exchange and social identity theories. Data were collected from a survey of 425 participants working in different sectors in Turkey. Structural equation modeling was used to test the research model. Results showed that organizational identification is negatively associated with negative deviant workplace behavior and positively associated with positive deviant workplace behavior. In addition, it was found that organizational identification is more related to the organizational dimension of negative and positive deviant workplace behavior; on the other hand, relational identification is more related to the interpersonal dimension of negative and positive deviant workplace behavior within the target similarity model. However, no significant relationship between occupational identification and negative deviant workplace behavior was found.

### ÖZ

Bu çalışmanın amacı, çok düzeyli özdeşleşme kaynaklarının olumsuz ve olumlu iş yeri sapma davranışı üzerindeki etkisini sosyal mübadele ve sosyal kimlik kuramları çerçevesinde incelemektir. Veriler, Türkiye’de farklı sektörlerde çalışan 425 katılımcıdan anket yoluyla toplanmıştır. Araştırma modelini test etmek için yapısal eşitlik modeli kullanılmıştır. Araştırmanın bulguları, örgütsel özdeşleşmenin olumsuz iş yeri sapma davranışı ile olumsuz yönde ve olumlu iş yeri sapma davranışı ile olumlu yönde ilişkili olduğunu ortaya koymuştur. Ek olarak, hedef benzerliği modeli kapsamında örgütsel özdeşleşmenin olumsuz ve olumlu iş yeri sapma davranışının örgütsel boyutuyla; ilişkisel özdeşleşmenin ise olumsuz ve olumlu iş yeri sapma davranışının kişiler arası boyutuyla daha ilişkili olduğu tespit edilmiştir. Ancak, mesleki özdeşleşme ile olumsuz iş yeri sapma davranışı arasında anlamlı bir ilişki bulunamamıştır.

<sup>a</sup> This study was produced from the first author’s PhD thesis titled “The role of identity salience in the relationship between identification sources and deviant workplace behaviors” conducted under the supervision of Prof. Dr. H. Nejat Basım in 2018.

<sup>b</sup> Corresponding Author, Assist. Professor, İzmir Democracy University, Vocational School, Department of Banking and Insurance, E-mail: esra.aydin@idu.edu.tr, İzmir, ORCID: 0000-0003-3302-7691

<sup>c</sup> Prof. Dr., Baskent University, Faculty of Economics and Administrative Sciences, Department of Business Administration, E-mail: nbasim@baskent.edu.tr, Ankara, ORCID: 0000-0002-2605-9962

## 1. INTRODUCTION

In today's organizations, deviant workplace behavior is considered as a crucial factor in measuring and evaluating employee effectiveness as well as work performance (Vardi and Wiener, 1996). Deviant workplace behavior, which draws attention of researchers because it is a frequently encountered behavior pattern in organizations (Berry, Ones, & Sackett, 2007), includes the behaviors that are displayed to the whole organization or to the members of organization and that can be positively or negatively caused by the violation of organizational norms (Mertens, Recker, Kohlborn, & Kummer, 2016).

Negative deviant workplace behavior is defined as destructive and damaging behavior towards the organization or its employees (Robinson and Bennett, 1995). These behaviors such as absenteeism, deliberate mistakes, slowing down work, unauthorized use of workplace materials, aggression, disobedience, insult, harassment, sabotage, gossip, blame, theft and lying violate organizational norms and harm the organization and its members (Spector and Fox, 2002). Negative deviant workplace behavior can lead to financial losses, such as poor organizational reputation, loss of customers, and extremely high turnover (Appelbaum et al., 2005; Holtz and Harold, 2013). In addition to financial losses, some psychological effects such as extreme stress levels, anxiety disorder, depression, negative moods, anger, and emotional fatigue can be experienced by individuals who are the target of deviant behavior (Aquino, Douglas, & Martinko, 2004; Wu and Hu, 2009).

All these negative results indicate that negative deviant workplace behavior is a highly undesirable type of behavior for organizations. For this reason, organizations should be aware of the factors that cause negative deviant workplace behavior and investigate which attitudes and behaviors reduce the tendency to display these kind of deviant behaviors (Vadera, Pratt, & Mishra, 2013). For this purpose, this study firstly aims to investigate the effects of multilevel sources of identification on negative deviant behavior since identification increases job satisfaction, motivation, and loyalty levels of employees (Adler and Adler, 1988; Alpaner, 1990) and it could be evaluated as having a great potential to combat with negative deviant workplace behavior. Identification, which reduces uncertainty by meeting individuals' need for self-esteem and belonging (Ashforth and Mael, 1989; Pratt, 1998), encourages employees to exhibit behaviors in line

with the goals and interests of the organization (Pratt, 2000). At this point, identification is expected to reduce the tendency of negative deviant behavior.

Previous studies have mainly focused on organizational identification (Ashforth, Harrison, & Corley, 2008; Riketta, 2005) and ignored other sources of identification such as relational and occupational identification in organizational context (Ashforth, Joshi, Anand, & O'Leary-Kelly, 2013). In this study, deviant workplace behavior is examined by considering not only organizational identification but also relational and occupational identification sources. With this purpose, this study contributes to organizational behavior literature since the sources of identification are mostly examined independently of each other and it creates a gap in the literature (Sluss and Ashforth, 2008).

Second purpose of the study is to investigate the effect of multilevel identification sources on positive deviant behavior in organizations. Deviant workplace behavior cannot always be destructive. These kinds of deviant behaviors, which is defined as positive deviant workplace behaviors, still include deviance from the important norms of the organization but the purpose of them is to contribute to the well-being of the organization and/or its employees (Galperin, 2002; 2003). It may include behaviors such as noncompliance with dysfunctional directives to facilitate organizational goals or breaking the rules to perform the job better (Galperin, 2012). Previous studies have shown that positive deviant workplace behavior has positive consequences such as organizational change and growth (Gioia, Schultz, & Corley, 2000; Jetten and Hornsey, 2014), a better level of group performance (Vadera et al., 2013), and better self-efficacy roles (Galperin, 2012). Since it is associated with positive outcomes in organizational context, more studies are needed to explore the concept itself and its antecedents (Dahling and Gutworth, 2017). For this purpose, this study secondly aims to investigate the antecedent role of identification sources on positive deviant workplace behavior.

Dahling and Gutworth (2017) emphasized that the relationship between identification and positive deviant workplace behavior is quite interesting but not clear enough. Some studies found positive relationship between them (Li and Sun, 2015; Mellahi, Budhwar, & Li, 2010; Olkkonen and Lipponen, 2006), while some studies revealed negative relationship or did not find any relationship between two variables (Burris, Detert, & Chiaburu, 2008; Sims and Keenan, 1998; Zhou and George, 2001). The inconsistency of these findings creates theoretical and empirical

uncertainty and raises the following research question: Do individuals who identify themselves with their organizations violate organizational norms, even for good intentions? To answer this question, it is necessary to identify the relationship between organizational sources of identification and positive deviant workplace behavior.

To sum up, this study has two main purposes which aim to examine the effects of different sources of identification on positive and negative deviant workplace behavior with a holistic view. To explore these relationships, social exchange theory, social identity theory and the target similarity model were used.

## 2. THEORETICAL BACKGROUND

Social exchange theory presents a powerful theoretical explanation to understand the relationship between identification sources and both negative and positive deviant workplace behavior. Social exchange is defined as long-term exchanges that arise based on interactions and relationships between actors for the benefit of both sides (Blau, 1964; Gouldner, 1960). Gouldner (1960) emphasized the norm of reciprocity in social exchange. He stated that maintaining the mutual benefit exchange between two or more parties and bilateral satisfaction are based on the norm of reciprocity. In other words, actors create and maintain their social exchange relationships within the scope of the norm of reciprocity which is based on diadic exchange. The norm of reciprocity also brings about the obligation. This obligation is a response to the benefit provided by others (Gouldner, 1960).

The nature of the exchanges examined in the scope of traditional social exchange theory has been expanded with current studies and new model proposals have been made to the theory with various studies. There are several features that contemporary models of social exchange agree on with respect to the theory. Cropanzano, Anthony, Daniels and Hall (2017, p. 2) revealed these features as follows: “(1) an actor’s initial treatment toward a target individual, (2) a target’s reciprocal responses (both attitudinal and behavior) to the action, and (3) relationship formation”. These features are accepted in most contemporary social exchange approaches. When the features are examined, firstly there should be an actor that initiates social exchange and a target individual or structure towards which the action is directed. The important point here is that the initiating action of the actor is positive or negative (Eisenberger,

Lynch, Aselage, & Rohdieck, 2004). Indeed, the dynamics of the initiating action will determine whether the response given by the target audience will be positive or negative, and the resulting social exchange relationship will follow in the specified direction (Cropanzano et al., 2017). This process determines the quality of the social exchange relationship that occurs (Cropanzano et al., 2017). In other words, the quality of a positive social exchange relationship is high, while the quality of a negative social exchange relationship is low. Trust, leader-member exchange, commitment, and identification are important attitudes that show the quality of the social exchange relationship (Cropanzano et al., 2017; Lavelle, Rupp, & Brockner, 2007). Since there is a perception of a social bond between the parties making the social exchange, it allows the relationships to be long-term (Sahlins, 1972). In addition, when individuals think that the social exchange relationship will take place fairly, they tend to respond positively by trusting the other party (Blau, 1964).

Social identification provides trust in the source of identification (Kramer, Brewer, & Hanna, 1996). Therefore, high identification in the scope of social exchange causes positive and beneficial responses to the other party. According to theoretical explanations, it might be expected that high identification will lead to positive and high-quality social exchanges and low identification will result in negative and low-quality social exchanges. In line with social exchange theory, this study examines the relationship between identification sources and deviant workplace behavior.

## 3. HYPOTHESES DEVELOPMENT

### 3.1. Organizational identification and deviant workplace behaviors

Based on social identity theory, the concept of organizational identification is defined as the identification of self with the perceptions of oneness with and belongingness to the organization (Ashforth et al., 2013). In other words, individuals classify and identify their selves in terms of organizational membership. When individuals have a perception of identification, they develop more positive perceptions of the element they identify with (Ashforth, 2016). In this context, it is expected that employees who define themselves strongly with the organization do their jobs better and achieve more goals. This is because individuals perceive the organization as part of their collective selves and want to serve more for this perceived whole. For individuals with high identification levels, hard work and good performance are the

tools to achieve a sense of accomplishment; because hard work and good performance are perceived as the methods of self-realization (Ellemers, Dyck, Hinkle, & Jacobs, 2000). Accordingly, organizational identification encourages employees to exhibit beneficial behaviors for their organizations. In other words, high level of organizational identification enables behaviors that benefit the organization. This situation can be supported by the basic discourses of the social exchange theory explained above. As a matter of fact, it is known that a positive social exchange that starts positively according to the social exchange theory enables positive and high-quality relationships (Hekman, Bigley, Steensma, & Hereford, 2009). High-quality social exchange relations cause attitudes and behaviors that are beneficial for the organization (Lavelle et al., 2009). In addition, in the social exchange relationship, individuals tend to avoid exhibiting negative behaviors towards actors whom they feel relationally close to (Hornsey, Oppes, & Svensson, 2002). On the other hand, for individuals with a low level of identification who do not see and perceive the organization as part of their identity, the well-being or interest of the organization may not be very important, and this may have an initiating effect on some low-quality and negative relationships. Accordingly, it is expected that organizational identification will have a negative effect on the negative deviant workplace behavior. From this point on, the following hypothesis is proposed:

**H<sub>1</sub>:** Organizational identification is negatively associated with negative deviant workplace behavior.

Based on social exchange theory, it is possible to associate organizational identification with the positive deviant workplace behavior that occurs with the violation of organizational norms for honorable intention and an attempt to help the organization (Galperin, 2012). Individuals with high organizational identification make organizational goals compatible with their own goals by integrating them (Ashforth and Mael, 1989). In other words, with the organizational identification process, individuals perceive organizational goals as their own goals and try to contribute to them. Although it includes deviations from organizational norms, positive deviant workplace behavior is also exhibited to contribute to the well-being of the organization or its employees (Galperin, 2003). It could be expected that individuals who identify themselves with the organization will exhibit positive attitudes and behaviors for the organization. In this context, it is contended that organizational identification and positive deviant

workplace behavior will have a positive relationship. Therefore, the following hypothesis is proposed:

**H<sub>2</sub>:** Organizational identification is positively associated with positive deviant workplace behavior.

### 3.2. Organizational, Relational Identification and the Dimensions of Deviant Workplace Behaviors

Both negative and positive deviant workplace behaviors consist of a two-dimensional structure - organizational and interpersonal dimensions-accepted in the relevant literature (Bennett and Robinson, 2000; Galperin, 2012). The organizational dimension of negative deviant workplace behavior is defined as the behaviors that are displayed towards the organization and threaten the well-being of the organization, while the interpersonal dimension refers to negative behaviors that harm employees of the organization (Bennett and Robinson, 2000). The organizational dimension of positive deviant workplace behavior is considered as a deviation from various organizational norms for the well-being and development of the organization, while the interpersonal dimension includes behaviors such as disobedience to manager's directives to improve organizational processes or reporting misconduct to ensure positive organizational change (Bodankin and Tziner, 2009; Galperin and Burke, 2006; Kura, Shamsudin, & Chauhan, 2016). Accordingly, it is understood that deviant workplace behavior could be exhibited to different targets as organization or its employees.

Organizational and relational identification emerge based on different reference sources (Ashforth, 2016; Sluss and Ashforth; 2008). According to Ashforth, Schinoff and Rogers (2016), individuals can identify themselves with their one-to-one relationships based on the role interactions such as subordinate-manager role relationship or with the organization based on the social identities. In other words, the reference sources of organizational and relational identification are distinct, and it creates differences in attitudes and behaviors in organizations.

To associate organizational and relational identification with negative and positive deviant workplace behaviors, the target similarity model, which is one of the contemporary social exchange approaches, can be used. It is a very essential model in terms of better understanding and explaining the connections between employees' perceptions, relationships, and behaviors (Cropanzano et al., 2017). The target similarity model developed by

Lavelle and colleagues (2007) posits that employees' social exchange relationships differ according to the target they refer to. These reference targets can be organization, immediate supervisor, etc. (Lavelle, Rupp, Manegold, & Thornton, 2015). These targets are important to determine who the attitudes and behaviors will be directed to (Lavelle et al., 2009). Based on the target similarity model, it is suggested that organizational identification will be more likely related to the organizational dimension of negative and positive deviant workplace behavior. Therefore, the following hypotheses are proposed:

**H3:** Organizational identification will be more likely and negatively related to organizational dimension of negative deviant workplace behavior than the interpersonal dimension.

**H4:** Organizational identification will be more likely and positively related to organizational dimension of positive deviant workplace behavior than the interpersonal dimension.

Relational identification is a phenomenon that strengthens empathy and good feelings towards other individuals, contributes to an individual's in-role and extra-role job performance (Ashforth and Sluss, 2006). Relational identification includes the self-definitions based on one's role-related relationship such as between a supervisor and his or her direct reports (Sluss and Ashforth, 2008; Walumbwa and Hartnell, 2011). Especially, the subordinate-manager role relationship is one of the most influential sources of relational identification (Sluss and Ashforth, 2008). Since these role relationships help to define the self of the individual, it can be expected that individuals with high relational identification have a positive and beneficial attitude towards their managers. From this point of view, it is contended that employees with high relational identification have less tendency to exhibit negative deviant behavior not to harm the work relationships. Additionally, based on the target similarity model, relational identification is expected to be more likely related to interpersonal dimension of negative deviant workplace behavior than the organizational dimension. Therefore, the following hypothesis is proposed:

**H5:** Relational identification will be more likely and negatively related to interpersonal dimension of negative deviant workplace behavior than the organizational dimension.

The interpersonal dimension of positive deviant workplace behavior brings about conflict with the manager or colleagues for the benefit of the

organization (Spreitzer and Doneson, 2005). In order to improve organizational processes, activities such as disobedience to the manager's instructions or notifying misconduct constitute the interpersonal dimension of positive deviant workplace behavior (Bodankin and Tziner, 2009; Kura et al., 2016). Interpersonal positive deviant behaviors may sometimes be unwelcomed by other organization members and cause discomfort (Spreitzer and Doneson, 2005). In this context, positive deviant workplace behavior can be destructive or disruptive to work relationships (Galperin, 2012). This situation can be explained by the low level of relational identification of individuals. As a matter of fact, individuals with low relational identification do not realize their self-definitions on the basis of their role relations, and when they exhibit positive deviant behavior, they may ignore the harm they cause to the relationships. As a result, individuals with low relational identification are expected to exhibit positive deviant workplace behavior. Additionally, based on the target similarity model, relational identification is expected to be more likely related to interpersonal dimension of positive deviant workplace behavior than the organizational dimension. At this point, the following hypothesis is proposed:

**H6:** Relational identification will be more likely and negatively related to interpersonal dimension of positive deviant workplace behavior than the organizational dimension.

### 3.3. Occupational Identification and Negative Deviant Workplace Behavior

Another source of identification considered within the context of the organization is occupational identification. Occupational identification emerges as a result of the internalization of the repetitive tasks, values, goals, beliefs, stereotypes, knowledge, skills and abilities of an occupation as a collective structure (Ashforth et al., 2013). Thus, individuals make their self-definitions with their occupational identities (Mael and Ashforth, 1992).

In occupational identification, individuals define selves with their occupation, while in organizational identification, individuals make self-identification with their organizations. Ashforth and Johnson (2001) stated that the occupation is a much more important resource than the organization in terms of self-definition in the workplace. The reason for this is that the relationship with a specific occupation is more durable, continuous, portable, close, distinguished, and robust than a relationship with a specific organization (Ashforth and Johnson, 2001; Ashforth et al., 2013). Therefore, individuals activate their occupational identity more than

organizational identity. Moreover, organizations and occupations are competitive groups which cause conflicts between the goals and values of them (Freidson, 2001; Mael and Ashforth, 1992). While the main objectives of organizations are effectiveness, productivity and profitability, the main purpose of the occupations is to provide high quality service without experiencing cost and income concerns (Freidson, 2001). These differences between the two groups complicate the effects of organizational and occupational identification according to Pratt and Foreman (2000).

The similarity with the source identified is crucial in social identification (Jetten, Spears, & Manstead, 1997). For this reason, the perception of distinction and "other group" classification cause more negative and unreliable interpretations (Turner, 1984). From this point of view, it could be expected that the perception of individuals, who identify their self with their occupations, will be more negative towards their organizations. At the same time, the perception of organizations and occupational groups as competing groups based on different goals and values may carry this situation even further. As a matter of fact, Hekman and colleagues (2009) stated that based on social group differences, individuals with occupational identification will perceive more relational distance towards the organization and its employees. It is evaluated that perceived relational distance and negative attitudes may pave the way for negative deviant behavior. At this point, it is expected occupational identification is positively related to negative deviant workplace behavior. Therefore, the following hypothesis is proposed:

**H7:** Occupational identification is positively associated with negative deviant workplace behavior.

## 4. RESEARCH METHODOLOGY

### 4.1. Sample and Data Collection

The sample of this study consists of 425 employees working in different sectors such as education, finance, air transportation and tourism in Turkey. Participants were reached by convenience sampling method. Survey method was adopted to collect the data and online questionnaire form was used as the instrument. Participants were informed about the objective of the research and the participation was expressed as voluntary and anonymous. Initially 600 questionnaires were sent via mail and a total of 425 responses were obtained. The response rate is 70.83% of the questionnaires. To provide a better insight into the sample, respondent demographic information was presented in Table I.

### 4.2. Measurement

To test the research model, the questionnaire was formed with five scales: organizational identification, relational identification with the supervisor, occupational identification, negative deviant workplace behavior and positive deviant workplace behavior. Since positive deviant workplace behavior and relational identification with the supervisor scales were not translated into Turkish before this study, the translation process (first translation from English to Turkish and then back translated to English by experts) was conducted as suggested by Brislin (1976). The other scales' Turkish versions had been validated before the current study.

**Organizational identification scale:** To measure organizational identification, the scale developed by Mael and Ashforth (1992) and adapted to Turkish by Tüzün (2006) was used. Respondents were asked to choose, on a 5-point Likert scale, their degree of

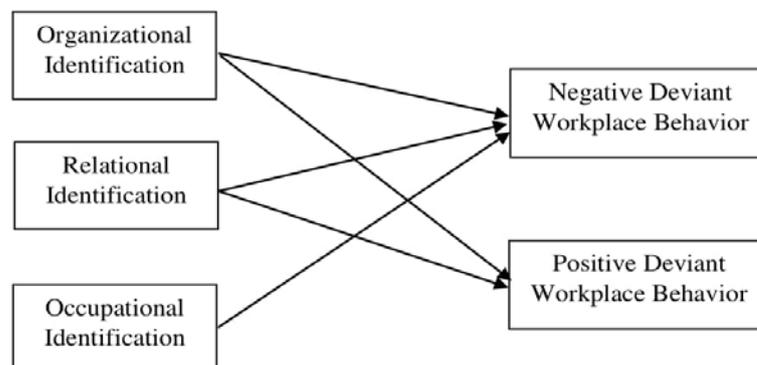


Figure 1: Research Model

**Table 1:** Demographics of Respondents

<i>Demographics</i>	<i>Items</i>	<i>Percent (%)</i>
<i>Gender</i>	Male	46.4
	Female	53.6
<i>Age</i>	20–29	23.7
	30–39	37.4
	40–49	26.6
	50 and above	12.3
<i>Education</i>	High school	9.2
	2 year college	6.8
	Bachelor's degree	54.1
	Master's degree	23.3
	Doctorate degree	6.6
<i>Work experience</i>	0-2 years	7.2
	2-5 years	14.3
	5-10 years	24.4
	>10 years	54.1

agreement or disagreement with the items (1= strongly disagree, 5= strongly agree). The original scale contains 6 items. Sample items include “I am very interested in what others think about my organization” and “This organization’s successes are my successes”. Cronbach’s  $\alpha$  for this scale in the present study was 0.75. To test the construct validity and to evaluate how well the data fit the measurement model, confirmatory factor analysis (CFA) was conducted. Based on CFA results, one item was omitted from scale and the original one factor construct of the scale was found with good and acceptable fit indices ( $\chi^2/df= 4.48$ , CFI= 0.97, RMSEA= 0.07,  $p<0.000$ ).

**Relational identification with the supervisor scale:** Since the subordinate-manager role relationship is one of the most influential sources of relational identification (Sluss and Ashforth, 2008), “Relational Identification with the Supervisor Scale” developed by Walumbwa and Hartnell (2011) was used to measure relational identification. It was adapted to Turkish in this study by following the translation procedures suggested by Brislin (1976). Respondents were asked to choose, on a 7-point Likert scale, their degree of agreement or disagreement with the items (1= strongly disagree, 7= strongly agree). The original scale contains 10 items. Sample items include “When someone criticizes my supervisor, it feels like an insult to me” and “I am interested in what others think about my supervisor”. In this study, Cronbach’s  $\alpha$  for the scale was 0.91. To test the construct validity and to evaluate how well the data fit the measurement model, CFA was conducted. Based on CFA results, one item was omitted from scale and then one factor construct was obtained with good and acceptable fit indices ( $\chi^2/df= 3.79$ , CFI= 0.98, RMSEA= 0.08,  $p<0.000$ ).

**Occupational identification scale:** To measure the occupational identification, the scale developed by Mael and Ashforth (1992) was used. The organizational identification scale was adapted and translated to Turkish by Kırkbeşoğlu and Tüzün (2009) by replacing the word “organization” with the word “occupation”. Respondents were asked to choose, on a 5-point Likert scale, their degree of agreement or disagreement with the items (1= strongly disagree, 5= strongly agree). The original scale contains 6 items. Sample items include “I am very interested in what others think about my occupation” and “When someone praises my occupation, it feels like a personal compliment”. Cronbach’s  $\alpha$  for this scale in the present study was 0.78. To test the construct validity, CFA was conducted. Based on CFA results, one item was omitted from scale and then one factor construct was obtained with good and acceptable fit indices ( $\chi^2/df= 2.05$ , CFI= 0.96, RMSEA= 0.05,  $p<0.000$ ).

**Negative deviant workplace behavior scale:** To measure the negative deviant behavior, the scale developed by Bennett and Robinson (2000) and adapted to Turkish by Tüzün, Çetin and Basım (2017) was used. Respondents were asked to choose, on a 7-point Likert scale, their degree of participation in the negative deviance behavior at least in the last year (1= never, 7= daily). The original scale contains 19 items with two dimensions including interpersonal and organizational deviance. Sample items include “Taken property from work without permission” and “Acted rudely toward someone at work”. In this study, Cronbach’s  $\alpha$  for the scale was 0.89. CFA was conducted to test the construct validity. Based on CFA results, seven items were omitted from scale and then two-factors construct was obtained with good and acceptable fit indices ( $\chi^2/df= 4.79$ , CFI= 0.97, RMSEA= 0.07,  $p<0.000$ ).

**Positive deviant workplace behavior scale:** For positive deviant workplace behavior, the scale developed by Galperin (2012) was used and adapted to Turkish in this study by following the translation procedures suggested by Brislin (1976). Respondents were asked to choose, on a 7-point Likert scale, their degree of participation in the positive deviance behavior at least in the last year (1= never, 7= daily). The original scale contains 9 items with two dimensions including interpersonal and organizational deviance. Sample items include “Sought to bend or break the rules in order to perform your job” and “Did not follow the orders of your supervisor in order to improve work procedures”. Cronbach’s  $\alpha$  for this scale in the present study was 0.92. To test the construct validity, CFA was conducted. CFA showed that the original two-factors construct of the scale had good and acceptable fit indices ( $\chi^2/sd= 3.03$ , CFI= 0.98, RMSEA= 0.06,  $p<0.000$ ).

After conducting reliability analysis and confirmatory factor analysis, the discriminant validity of all scales was also tested in present study. According to Fornell and Larcker (1981), the square root of the average variance extracted (AVE) values must be compared with the correlation coefficients of the other constructs to establish discriminant validity. If the AVE values are above 0.5 and above the correlation coefficients of other constructs, then discriminant validity will be established (Zait and Berteau, 2011). As shown in Table II, the diagonal values (bold values) refer to the square root of the average variance extracted (AVE) values and other values indicate the correlation coefficients of the constructs. Based on comparing AVE values with correlation coefficients of other constructs, discriminant validity was established for all constructs.

### 4.3. Data Analysis

The data obtained in the study were analyzed with IBM SPSS 20 and IBM AMOS 20 programs. In the analysis, relationships among variables were

examined with structural equation modeling (SEM).

## 5. TEST RESULTS

The means, standard deviations, inter-correlations and square root of the average variance extracted (AVE) values of the variables are shown in Table II.

To test the hypotheses, structural equation modeling (SEM) was conducted. Firstly, the fit statistics for SEM were checked and the results did not support the fit indices. Accordingly, one item from positive deviant workplace behavior scale was excluded from the model. The final structural model fit the data well ( $\chi^2/sd= 2.81$ , CFI= 0.90, RMSEA= 0.06,  $p<0.000$ ).

When the test results of the structural equation modeling were examined (Table III), it was found that organizational identification was negatively related to organizational dimension ( $\beta = -0.346$ ,  $p < 0.05$ ) and interpersonal dimension of negative deviant workplace behavior ( $\beta = -0.081$ ,  $p < 0.05$ ). In this context,  $H_1$  and  $H_3$  hypotheses were supported. It was found that organizational identification was positively associated with organizational dimension ( $\beta = 0.367$ ;  $p < 0.01$ ) and interpersonal dimension of positive deviant workplace behavior ( $\beta = 0.361$ ;  $p < 0.01$ ). Based on these results,  $H_2$  and  $H_4$  hypotheses were supported. Despite the fact that relational identification and the organizational dimension of negative deviant workplace behavior were negatively associated, this relationship was not statistically significant ( $\beta = -0.016$ ;  $p > 0.05$ ). On the other hand, the relationship between relational identification and the interpersonal dimension of negative deviant workplace behavior was found negative and significant ( $\beta = -0.247$ ,  $p < 0.01$ ). For this reason,  $H_5$  hypothesis was partially supported. Another result showed that relational identification was negatively related to organizational dimension ( $\beta = -0.184$ ;  $p < 0.01$ ) and interpersonal dimension

**Table 2:** Descriptive Statistics, Correlations and AVE values of Variables

	1	2	3	4	5
1. Organizational identification	<b>0.71</b>				
2. Relational identification	0.51**	<b>0.73</b>			
3. Occupational identification	0.56**	0.37**	<b>0.71</b>		
4. Negative deviant workplace behavior	-0.19**	-0.22**	-0.06	<b>0.88</b>	
5. Positive deviant workplace behavior	0.07	-0.08	0.04	-0.02	<b>0.79</b>
Mean	3.56	4.13	3.69	2.58	2.17
SD	0.84	1.55	0.86	1.07	1.18

N=425, \*\*  $p < 0.01$  (two-tailed)

**Table 3:** SEM Results

Paths		$\beta$	SD	p
Organizational negative deviant behavior	<--- Organizational identification	-0.346	0.128	0.007
Interpersonal negative deviant behavior	<--- Organizational identification	-0.081	0.043	0.043
Organizational positive deviant behavior	<--- Organizational identification	0.367	0.085	***
Interpersonal positive deviant behavior	<--- Organizational identification	0.361	0.078	***
Organizational negative deviant behavior	<--- Relational identification	-0.016	0.072	0.828
Interpersonal negative deviant behavior	<--- Relational identification	-0.247	0.036	***
Organizational positive deviant behavior	<--- Relational identification	-0.184	0.047	***
Interpersonal positive deviant behavior	<--- Relational identification	-0.188	0.042	***
Organizational negative deviant behavior	<--- Occupational identification	0.125	0.120	0.299
Interpersonal negative deviant behavior	<--- Occupational identification	0.063	0.042	0.127

\*\*\* p<0.001 (two-tailed)

of positive deviant workplace behavior ( $\beta = -0.188$ ;  $p < 0.01$ ). In this context, the hypothesis  $H_6$  were supported. Finally, the relationship between occupational identification and negative deviant workplace behavior was not statistically significant. Accordingly,  $H_7$  hypothesis was rejected.

## 6. DISCUSSION

### 6.1. Key Findings

In this study, we used social exchange theory and social identity theory to develop our understanding the relationship between multilevel identification sources and deviant workplace behaviors. Test results revealed that there is a negative association between organizational identification and negative deviant workplace behavior ( $H_1$ ). This finding is consistent with the discourse which posits social exchange relations starts positive or negative continue in the same direction (Cropanzano et al., 2017). In addition, Cropanzano et al. (2017) stated that this process determines the quality of the social exchange relationship that occurs. In other words, the quality of a positive social exchange relationship is high, while the quality of a negative social exchange relationship is low. Lavelle et al. (2007) emphasized that identification is an important attitude showing the quality of the social exchange relationship. Based on this, it is understood that high identification will create positive and high-quality social exchange relationships. The negative relationship between organizational identification and negative deviant workplace behavior is parallel to this approach. In other words, individuals with high organizational identification exhibit less negative deviant behavior in the workplace.

With organizational identification, individuals define their selves with the organization by

integrating the values and norms of the organization with their own values and norms (Mael and Ashforth, 1992). This situation can be explained by the fact that the individuals who identify themselves with the organization do not exhibit negative deviant behavior as a result of not aiming to harm the organization. Because harming an organization or threatening its well-being can mean harming one's self. Previous studies examining the relationship between organizational identification and negative deviant workplace behavior have found similar results. Al-Atwi and Bakir (2014), Chen and Wen (2016), and Demir, Demir and Nield (2015) found negative relationship between organizational identification and negative deviant workplace behavior in their studies. In addition, Vadera et al. (2013) emphasized the need to investigate the attitudes and behaviors that affect and reduce the negative deviant behavior in the workplace since it causes significant losses for organizations. For this reason, it is thought that the result of organizational identification predicting and reducing negative deviant workplace behavior contributes to the organizational behavior literature.

The second key finding of the study is that organizational identification and positive deviant workplace behavior has a positive relationship ( $H_2$ ). This finding can be supported by the discourse that positive attitudes and behaviors lead to positive outcomes (Cropanzano et al., 2017). As a matter of fact, previous studies revealed that organizational identification increases employees' job satisfaction, motivation (Alpander, 1990) and their loyalty to the organization (Adler and Adler, 1988). Further, employees with high identification behave in line with the goals and interests of the organization (Pratt, 2000) and contribute to the organization financially (Mael and Ashforth, 1992). Therefore, it can be stated that organizational identification contributes to the formation of positive attitudes and behaviors towards the organization. The positive

deviant workplace behavior that occurs with the violation of organizational norms on the basis of honorable intention is also displayed with the aim of contributing to the organization (Galperin, 2012). For this reason, it is thought that employees with high organizational identification exhibit positive deviant behavior in the workplace to contribute to the organization. The number of studies examining the relationship between organizational identification and positive deviant workplace behavior is quite limited. Li and Sun (2015) found a similar relationship between organizational identification and positive deviant behavior which is consistent with our results.

H<sub>3</sub>, H<sub>4</sub>, H<sub>5</sub> and H<sub>6</sub> hypotheses were proposed based on the target similarity model included in the social exchange theory. According to the target similarity model, the social exchange relationships of employees differ according to the target they refer to (Lavelle et al., 2015). Based on this theoretical approach, the relationships between two different sources of identification (organizational and relational identification) and the organizational and interpersonal dimensions of negative and positive deviant behaviors were tested and the explanatory power of the target similarity model was confirmed in this study. The results revealed that organizational identification is more related to organizational dimension of negative and positive deviant workplace behavior than the interpersonal dimension (H<sub>3</sub>, H<sub>4</sub>). In addition, the results indicated that relational identification is more related to interpersonal dimension of positive deviant workplace behavior than the organizational dimension (H<sub>6</sub>). On the other hand, although there is no significant relationship between relational identification and the organizational dimension of negative deviant workplace behavior, it was found that relational identification has a strong negative relationship with the interpersonal dimension of negative deviant behavior. Hence, the H<sub>5</sub> hypothesis is partially supported. All these results indicate the determining role of the reference source in the individual's attitudes and behaviors. In this context, it is conveyed that the difference in the sources of identification is effective to understand the different attitudes and behaviors displayed towards the different reference targets.

The H<sub>7</sub> hypothesis, which proposed the relationship between occupational identification and negative deviant workplace behavior, was rejected. Within the scope of H<sub>7</sub> hypothesis, it was assumed that individuals whose identification source is occupation will have a tendency to exhibit negative deviant behavior. This assumption is based on the situation of conflict on the basis of differentiation between goals and values, as organizations and

occupational groups are in competition (Freidson, 2001; Mael and Ashforth, 1992). While individuals define themselves with their organizations within the scope of organizational identification (Ashforth and Mael, 1989), they define their selves on the basis of their career and occupation within the scope of occupational identification (Mael and Ashforth, 1992). Therefore, for individuals who perceive the occupation as a source of identification, it is contended that ethical codes and standards of the occupation will be more important and prioritized than organizational norms. However, the results revealed that there is no significant relationship between occupational identification and negative deviant workplace behavior. The reason why this relationship was not found significant may be due to the fact that Turkish society is a relatively collectivist. Ramamoorthy and Carroll (1998) stated that the organization is more prioritized than the occupation because it represents the collective structure in collectivist cultures. In contrast, in individualist cultures, individuals are more concerned with career goals and occupations than organizational goals (Ramamoorthy and Carroll, 1998). Kırkbeşoğlu and Tüzün (2009) found that collectivist tendency is related to organizational identification and individualistic tendency is related to occupational identification. Based on these explanations, it is evaluated that the organization could be a more determinant resource compared to the occupation in the Turkish society.

## 6.2. Theoretical Implications

This study makes valuable contributions to the existing literature. Negative deviant workplace behavior is a highly undesirable form of behavior that causes many losses for organizations. This situation, as stated by Vadera et al. (2013), makes it necessary to identify the factors that cause these kinds of behaviors and to investigate which attitudes and behaviors reduce the negative workplace deviance. This study revealed that the sources of identification have predictive structure on negative deviant workplace behavior. In addition, while organizational identification is mostly examined within the scope of organization in the relevant literature, this study also includes relational and occupational identification, which are other sources of identification. In particular, relational and occupational identification are different sources of identification that are ignored and less noticeable compared to organizational identification in the relevant literature (Ashforth et al., 2013; Hassan, 2012; Sluss and Ashforth, 2007; Walumbwa and Hartnell, 2011). In addition, Sluss and Ashforth (2008) stated that the sources of identification are mostly considered separately, and they emphasized that examining the concepts

together will make valuable contributions. For this reason, it is thought that considering three different identification sources together in the present study contributes to the literature by filling an important gap. Especially, the results of organizational and relational identification reducing negative deviant workplace behavior are considered to be important for organizational behavior literature.

Positive deviant workplace behavior is a less examined concept than the negative deviant behavior. Spreitzer and Sonenshein (2004) emphasized that positive deviant behavior is an important organizational variable that contributes to improving the excellence in organizations. Dahling and Gutworth (2017) stated that positive deviant workplace behavior has strong effects on other variables in the organizational context and underlined that more studies should be conducted on this concept. In other words, there is not enough research on this concept, and this is considered as a gap in the relevant literature. Accordingly, it is thought that examining the relationship between different identification sources and positive deviant workplace behavior within the scope of theoretical discussions contributed to organizational behavior literature. Especially the finding that organizational identification increases positive deviant workplace behavior is considered as a valuable finding.

### 6.3. Practical Implications

In the study, it was concluded that organizational and relational identification reduces negative deviant workplace behavior. To reduce negative deviant workplace behavior that causes significant financial losses for organizations and psychological problems in other employees, managers should pay more attention to strengthen employees' perceptions of organizational and relational identification. Accordingly, managers should cultivate conditions where employees integrate their perceptions about the organization and managers into their identity. By providing a positive organizational climate including sufficient communication and management practices, managers may help employees to build and develop organizational and relational identification. By doing so, employees may feel more belonging to their organization and supervisor and in turn, display less negative deviant workplace behavior. Moreover, employee training or development programs may help to foster high levels of organizational and relational identification among employees to take precautions against negative deviant workplace behavior. Within the scope of positive deviant workplace behavior, not every rule violation will have destructive consequences; employees sometimes deviate from the norms in order to help and

contribute to the organization as revealed in this study. In this context, it is recommended that managers should be aware of employees' intentions while approaching and reacting to positive deviance behavior. A more flexible attitude is needed as these employees, who identify themselves with their organization or supervisors, deviate from organizational norms to contribute to their organization or its members. Considering this condition, an insightful approach and attitude of managers towards positive deviant behavior may foster organizational improvements and innovations.

### 6.4. Limitations and Future Research Directions

The current study has several limitations. In this context, participant characteristics and social desirability attitude appear as a limitation in evaluating the results. Especially asking the questions about deviant workplace behavior (self-reporting) can be restrictive with the perception of social desirability. On the other hand, the use of only quantitative research methods in the study and collecting the data at once create a limitation. For this reason, it will be possible to reach more generalizable results with the longitudinal data to be obtained from different sample groups both quantitatively and qualitatively in future studies. For future studies, it is suggested to investigate how cultural values shape individuals' perceptions of identification and tendencies of deviant behavior in the workplace. Especially, collectivist and individualist cultural orientations may be expected to shape the relationship between multilevel identification sources and deviant workplace behavior.

### ETHICS DECLARATIONS

**Funding:** No grant funding was obtained or utilized for the completion of this study.

**Conflict of interest:** The authors declare that they have no conflict of interest.

**Ethical Approval:** All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Declaration of Helsinki and its later amendments or comparable ethical standards.

**Informed Consent:** Informed consent was obtained from all individual participants included in the study.

## REFERENCES

- Adler, P. A. & Adler, P. (1988). Intense loyalty in organizations: A case study of college athletics. *Administrative Science Quarterly*, 33(3), 401-417.
- Al-Atwi, A. A. & Bakir, A. (2014). Relationships between status judgments, identification, and counterproductive behavior. *Journal of Managerial Psychology*, 29(5), 472-489.
- Alpander, G.G. (1990). Relationship between commitment to hospital goals and job satisfaction: A case study of a nursing department. *Health Care Management Review*, 15(4), 51-62.
- Appelbaum, S. H., Adam, J., Javeri, N., Lessard, M., Lion, J.P., Simard, M. & Sorbo, S. (2005). A case study analysis of the impact of satisfaction and organizational citizenship on productivity. *Management Research News*, 28(5), 1-26.
- Aquino, K., Douglas, S. & Martinko, M. J. (2004). Overt anger in response to victimization: Attributional style and organizational norms as moderators. *Journal of Occupational Health Psychology*, 9(2), 152-164.
- Ashforth, B. E. (2016). Distinguished scholar invited essay: Exploring identity and identification in organizations: Time for some course corrections. *Journal of Leadership and Organizational Studies*, 23(4), 361-373.
- Ashforth, B. E., Harrison, S. H. & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325-374.
- Ashforth, B. E. & Johnson, S. A. (2001). Which hat to wear? The relative salience of multiple identities in organizational contexts. In M. A. Hogg & D. J. Terry (Eds.), *Social identity processes in organizational contexts*, (pp. 31-48). Philadelphia: Psychology Press.
- Ashforth, B. E., Joshi, M., Anand, V. & O'Leary-Kelly, A. M. (2013). Extending the expanded model of organizational identification to occupations. *Journal of Applied Social Psychology*, 43(12), 2426-2448.
- Ashforth, B. E. & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20-39.
- Ashforth, B. E., Schinoff, B. S. & Rogers, K. M. (2016). "I identify with her," "I identify with him": Unpacking the dynamics of personal identification in organizations. *Academy of Management Review*, 41(1), 28-60.
- Ashforth, B.E., & Sluss, D.M. (2006). Relational identities in organizations: Healthy versus unhealthy. In O. Kyriakidou & M.F. Özbilgin (Eds.), *Relational perspectives in organizational studies: A research companion*, (pp. 8-27). Cheltenham, UK: Edward Elgar.
- Bennett, R. J. & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349-360.
- Berry, C. M., Ones, D. S. & Sackett, P. R. (2007). Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis. *Journal of Applied Psychology*, 92(2), 410-424.
- Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.
- Bodankin, M. & Tziner, A. (2009). Constructive deviance, destructive deviance and personality: How do they interrelate? *Amfiteatru Economic Journal*, 26, 549-564.
- Brislin, R. W. (1976). *Translation: Application and research*. New York: Gardner Press Inc.
- Burris, E.R., Detert, J.R. & Chiaburu, D.S. (2008). Quitting before leaving: The mediating effects of psychological attachment and detachment on voice. *Journal of Applied Psychology*, 93(4), 912-922.
- Chen, C. & Wen, P. (2016). The effect of mentoring on proteges organizational deviance. *Psychological Reports*, 119(1), 200-220.
- Cropanzano, R., Anthony, E. L., Daniels, S. R. & Hall, A.V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516.
- Dahling J.J. & Gutworth, M. B. (2017). Loyal rebels? A test of the normative conflict model of constructive deviance. *Journal of Organizational Behavior*, 38(8), 1167-1182.
- Demir, M., Demir, Ş. Ş. & Nield, K. (2015). The relationship between person-organization fit, organizational identification and work outcomes. *Journal of Business Economics and Management*, 16(2), 369-386.
- Eisenberger, R., Lynch, P., Aselage, J. & Rohdieck, S. (2004). Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin*, 30(6), 787-799.
- Ellemers, N., Dyck, C.V., Hinkle, S. & Jacobs, A. (2000). Intergroup differentiation in social context: Identity needs versus audience constraints. *Social Psychology Quarterly*, 63(1), 60-74.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.

- Freidson, E. (2001). *Professionalism, the third logic: On the practice of knowledge*. Cambridge: Polity Press.
- Galperin, B. L. (2002). *Determinants of deviance in the workplace: An empirical examination of Canada and Mexico* (Unpublished Doctoral Dissertation), Concordia University, Montreal, Canada.
- Galperin, B.L. (2003). Can workplace deviance be constructive? In A. Sagie, S. Stashevsky & M. Koslowsky (Eds.), *Misbehavior and dysfunctional attitudes in organizations*, (pp. 154-170). New York: Palgrave Macmillan.
- Galperin, B. L. (2012). Exploring the nomological network of workplace deviance: Developing and validating a measure of constructive deviance. *Journal of Applied Social Psychology, 42*(12), 2988-3025.
- Galperin, B. L. & Burke, R. J. (2006). Uncovering the relationship between workaholism and workplace destructive and constructive deviance: An exploratory study. *The International Journal of Human Resource Management, 17*(2), 331-347.
- Gioia, D. A., Schultz, M. & Corley, K. G. 2000. Organizational identity, image and adaptive instability. *Academy of Management Review, 25*(1), 63-81.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*(2), 161-178.
- Hassan, S. (2012). Employee attachment to workplace: A review of organizational and occupational identification and commitment. *International Journal of Organization Theory and Behavior, 15*(3), 383-422.
- Hekman, D.R., Bigley, G.A., Steensma, H.K. & Hereford, J.F. (2009). Combined effects of organizational and professional identification on the reciprocity dynamic for professional employees. *Academy of Management Journal, 52*(3), 506-526.
- Holtz, B. C. & Harold, C. M. (2013). Interpersonal justice and deviance: The moderating effects of interpersonal justice values and justice orientation. *Journal of Management, 39*(2), 339-365.
- Hornsey, M. J., Oppes, T. & Svensson, A. (2002). "It's OK if we say it, but you can't": Responses to intergroup and intragroup criticism. *European Journal of Social Psychology, 32*(3), 293-307.
- Jetten, J. & Hornsey, M. J. (2014). Deviance and dissent in groups. *Annual Review of Psychology, 65*, 461-485.
- Jetten, J., Spears, R. & Manstead, A. (1997). Distinctiveness threat and prototypicality: Combined effects on intergroup discrimination and collective self-esteem. *European Journal of Social Psychology, 27*(6), 635-657.
- Kırkbeşoğlu E. & Tüzün İ. K. (2009). The effect of individualistic/collectivistic tendency on occupational and organizational identification. *Organizasyon ve Yönetim Bilimleri Dergisi, 1*(1), 1-8.
- Kramer, R. M., Brewer, M. B. & Hanna, B. A. (1996). Collective trust and collective action-the decision to trust as a social decision. In R. Kramer & T. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research*, (pp. 357-389). Thousand Oaks, CA: Sage Publications.
- Kura, K. M., Shamsudin, F. M. & Chauhan, A. (2016). Organisational trust as a mediator between perceived organisational support and constructive deviance. *International Journal of Business and Society, 17*(1), 1-18.
- Lavelle, J. J., Brockner, J., Konovsky, M. A., Price, K. H., Henley, A. B., Taneja A. & Vinekar, V. (2009). Commitment, procedural fairness, and organizational citizenship behavior: A multifoci analysis. *Journal of Organizational Behavior, 30*(3), 337-357.
- Lavelle, J. J., Rupp, D. E. & Brockner, J. (2007). Taking a multifoci approach to the study of justice, social exchange, and citizenship behavior: The target similarity model. *Journal of Management, 33*(6), 841-866.
- Lavelle, J. J., Rupp, D. E., Manegold, J. & Thornton, M.A. (2015). Multifoci justice and target similarity: Emerging research and extensions. In R. Cropanzano & M. A. Ambrose (Eds.), *Oxford handbook of justice in the workplace*, (pp. 165-186). Oxford, UK: Oxford University Press.
- Li, C. & Sun L. Y. (2015). Constructive deviance as a planned behavior. *Academy of Management Proceedings, 2015*(1), 13656.
- Mael, F. & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior, 13*(2), 103-123.
- Mellahi, K., Budhwar, P.S. & Li, B. (2010). A study of the relationship between exit, voice, loyalty and neglect and commitment in India. *Human Relations, 63*(3), 349-369.
- Mertens, W., Recker, J. C., Kohlborn, T. & Kummer, T.F. (2016). A framework for the study of positive deviance in organizations. *Deviant Behavior, 37*(11), 1288-1307.
- Olkkonen M.E. & Lipponen J. (2006). Relationship between organizational justice, identification with organization and work unit, and group-related

- outcomes. *Organizational Behavior and Human Decision Processes*, 100(2), 202-215.
- Pratt, M. G. (1998). To be or not to be? Central questions in organizational identification. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Building theory through conversations*, (pp. 171-207). Thousand Oaks, CA: Sage Publications.
- Pratt, M. G. (2000). The good, the bad, and the ambivalent: Managing identification among Amway distributors. *Administrative Science Quarterly*, 45(3), 456-93.
- Pratt, M. & Foreman, P. (2000). Classifying managerial responses to multiple organizational identities. *The Academy of Management Review*, 25(1), 18-42.
- Ramamoorthy, N. & Carroll, C.F. (1998). Individualism/collectivism orientations and reactions toward alternative human resource management practices. *Human Relations*, 51(5), 571-588.
- Ricketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66(2), 358-384.
- Robinson, S. & Bennett, R. (1995). A typology of deviant workplace behaviors: A multi-dimensional scaling study. *Academy of Management Journal*, 38(2), 555-572.
- Sahlins, M. (1972). *Stone age economics*. Chicago: Aldine-Atherton.
- Sims, R.L. & Keenan, J.P. (1998). Predictors of external whistleblowing: Organizational and intrapersonal variables. *Journal of Business Ethics*, 17(4), 411-421.
- Sluss, D.M. & Ashforth, B.E. (2007). Relational identity and identification: Defining ourselves through work relationships. *Academy of Management Review*, 32(1), 9-32.
- Sluss, D.M. & Ashforth, B.E. (2008). How relational and organizational identification converge: Processes and conditions. *Organization Science*, 19(6), 807-823.
- Spector, P. E. & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). *Human Resources Management Review*, 12(2), 269-292.
- Spreitzer, G. M., & Doneson, D. (2005). Musings on the past and future of employee empowerment. In T. Cummings (Ed.), *The handbook of organizational development*, (pp. 311-324). Thousand Oaks, CA: Sage Publications.
- Spreitzer, G. & Sonenshein, S. (2004). Toward the construct definition of positive deviance. *American Behavioral Scientist*, 47(6), 828-848.
- Turner, J. C. (1984). Social identification and psychological group formation. In H. Tajfel (Ed.), *The social dimension: European developments in social psychology*, (pp. 518-538). Cambridge, UK: Cambridge University Press.
- Tüzün İ. K. (2006). *The relationship among organizational, trust, organizational identity and organizational identification, an empirical study*, (Unpublished Doctoral Dissertation), Gazi University, Ankara.
- Tüzün, İ.K., Çetin, F. & Basım, H.N. (2017). Deviant employee behavior in the eyes of colleagues: The role of organizational support and self-efficacy, *Eurasian Business Review*, 7(3), 389-405.
- Vadera, A. K., Pratt, M. G. & Mishra, P. (2013). Constructive deviance in organizations: Integrating and moving forward. *Journal of Management*, 39(5), 1221-1276.
- Vardi, Y. & Wiener, Y. (1996). Misbehavior in organizations: A motivational framework. *Organization Science*, 7(2), 151-165.
- Walumbwa, F. O. & Hartnell, C. A. (2011). Understanding transformational leadership-employee performance links: The role of relational identification and self-efficacy. *Journal of Occupational and Organizational Psychology*, 84(1), 153-172.
- Wu, T. Y. & Hu, C. (2009). Abusive supervision and employee emotional exhaustion. Dispositional antecedents and boundaries. *Group and Organizational Management*, 34(2), 143-169.
- Zait, A. & Berteau, P. S. P. E. (2011). Methods for testing discriminant validity. *Management & Marketing Journal*, 9(2), 217-224.
- Zhou, J. & George, J.M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696.