

**THE IMPACT OF CORPORATE SOCIAL  
IRRESPONSIBILITY ON WORKPLACE  
DEVIANT BEHAVIOURS OF NON-  
MANAGERIAL EMPLOYEES:  
A CROSS-GENERATIONAL  
STUDY OF PAKISTAN**

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by

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## LIST OF ABBREVIATIONS

AMT	Amazon Mechanical Turk
AQI	air quality index
CB-SEM	Covariance-Based Approach
CLA	Corporate Law Authority
CMV	Common Method Variance
CSIR	corporate social irresponsibility
CSMAR	China Stock Market and Accounting
CSRCP	Corporate Social Responsibility Centre Pakistan
EFA	exploratory factor analysis
FATF	financial action task force
MGA	multigroup analysis
NCS	National Consumer Survey
NFEH	National Forum for Environment and Health
OCB	Organizational citizenship behaviour
PLS-MGA	multigroup analysis of partial least square
PLS-SEM	Partial Least Square Structural Equation
RBI	Responsible Business Initiatives
SECP	Securities and Exchange Commission of Pakistan
SPSS	Statistical Package for Social Sciences
VAF	Variance accounted for
WDB	Workplace deviant behaviour
WMAC	World's Most Admired Companies

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Appendix A1	Questionnaire
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**KESAN KETIDAKTANGGUNGJAWABAN SOSIAL KORPORAT  
TERHADAP PERBUATAN YANG MENYEMPANG DI TEMPAT KERJA DI  
KALANGAN PEKERJA YANG TIDAK BERKHIDMAT DI BAHAGIAN  
PENGURUSAN: KAJIAN MERENTAS GENERASI DI PAKISTAN**

**ABSTRAK**

Tingkah laku menyimpang di tempat kerja menimbulkan cabaran yang serius terhadap prestasi organisasi kerana lebih 30% daripada kegagalan perniagaan adalah disebabkan oleh tingkah laku menyimpang di tempat kerja. Untuk menyiasat sama ada terdapat perkaitan antara ketidakbertanggungjawaban sosial korporat dan tingkah laku menyimpang di tempat kerja, kajian ini membangunkan kerangka kerja teori di bawah teori atribusi dengan mengintegrasikan ketidakbertanggungjawaban (corporate social irresponsibility) sosial korporat dalaman dan luaran, kemarahan peribadi, kemarahan moral, tingkah laku menyimpang di tempat kerja organisasi dan interpersonal dalam tiga kumpulan generasi yang berbeza iaitu: generasi X, Y, dan Z. Data kajian dikumpul menggunakan soal selidik ke atas 327 pekerja bukan pengurusan yang dipilih melalui persampelan bertujuan daripada 20 firma pengagihan kuasa, petroleum, penapisan dan industri perbankan di Pakistan. Model ini dinilai dengan menggunakan analisis multikumpulan PLS-SEM. Penemuan kajian mencadangkan bahawa ketidakbertanggungjawaban sosial korporat dalaman mempunyai kesan positif terhadap tingkah laku menyimpang di tempat kerja organisasi dan interpersonal. Kesan ini diperhatikan lebih tinggi dalam generasi Z, diikuti oleh generasi Y dan generasi X. Sebaliknya, ketidakbertanggungjawaban sosial korporat luaran hanya memberi kesan positif kepada tingkah laku menyimpang di tempat kerja organisasi. Kemarahan peribadi menjadi pengantara secara positif antara ketidakbertanggungjawaban sosial



korporat dalaman dan tingkah laku menyimpang di tempat kerja organisasi dan interpersonal, manakala kemarahan moral adalah pengantara yang ketara antara ketidakbertanggungjawaban sosial korporat luaran dan tingkah laku menyimpang di tempat kerja organisasi sahaja. Kohort generasi adalah penyederhana yang ketara dalam situasi yang sekiranya berlaku kemudaratan peribadi, generasi Z menunjukkan emosi negatif yang lebih tinggi daripada generasi Y dan generasi X. Walau bagaimanapun, dalam kes bahaya pihak ketiga, generasi X didapati mempunyai kemarahan moral yang lebih tinggi berbanding generasi lain. Penemuan ini menyumbang kepada teori atribusi dan literatur pengurusan perniagaan dengan menyediakan bukti perkaitan positif antara ketidakbertanggungjawaban sosial korporat dan tingkah laku menyimpang di tempat kerja. Secara praktikal, penemuan kajian ini akan menghantar isyarat kepada kepimpinan tertinggi organisasi bahawa seiring dengan pelaksanaan tanggungjawab sosial korporat (CSR), penghapusan tindakan tidak bertanggungjawab secara sosial adalah sama penting untuk memastikan kejayaan organisasi mengekang tingkah laku menyimpang di tempat kerja dalam lingkungan sosial organisasi.

**THE IMPACT OF CORPORATE SOCIAL IRRESPONSIBILITY ON  
WORKPLACE DEVIANT BEHAVIOURS OF NON- MANAGERIAL  
EMPLOYEES: A CROSS-GENERATIONAL STUDY OF PAKISTAN**

**ABSTRACT**

Workplace deviant behaviours pose a serious challenge to organizational performance as more the 30% of businesses failures are attributed to workplace deviant behaviours. To investigate whether there is association between corporate social irresponsibility and workplace deviant behaviours, this study developed a theoretical framework under the attribution theory by integrating internal and external corporate social irresponsibility, personal anger, moral outrage, organizational and interpersonal workplace deviant behaviours in three different groups of generations, namely X, Y, and Z. The data was collected from a sample of 327 non-managerial employees selected through purposive sampling from 20 firms of power distribution, petroleum, refinery, and banking industry of Pakistan. The model was assessed by employing multigroup analysis of PLS-SEM. The findings suggested that internal corporate social irresponsibility has positive effect on organizational and interpersonal workplace deviant behaviours. This effect was observed higher in generation Z, followed by generation Y and generation X. On the other hand, external corporate social irresponsibility has a positive impact only on organizational workplace deviant behaviours. Personal anger mediated positively between internal corporate social irresponsive and organizational & interpersonal workplace deviant behaviours, whereas moral outrage is a significant mediator between external corporate social irresponsibility and organizational workplace deviant behaviour only. The generational cohort was a significant moderator in such a way that in case of personal

harm, generation Z demonstrated higher negative emotion than generation Y and generation X. However, in the case of third-party harm, generation X seemed more morally outrageous than other generations. The findings contribute to the attribution theory and the business management literature by providing evidence of positive association between corporate social irresponsibility and workplace deviant behaviours. Practically, the finding would send a signal to the organization's top leadership that along with doing CSR, eliminating socially irresponsible actions are equally important for organizational success in order to wipe out the workplace deviant behaviours from organizational sphere.

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

The first chapter carries out a discussion on the background of the study by contextualizing the workplace deviant behaviours of non-managerial employees from generations X, Y, and Z in the corporate sector of Pakistan. In the background section, the different forms of workplace deviant behaviours are discussed. Further, the problem statement, research objectives, research questions and significance of this research are also included in this chapter. This chapter concludes by describing the definition and conceptualisation of key terms.

### **1.2 Background**

Workplace deviant behaviour is a serious challenge faced by the organizations (Syed et al., 2020). Workplace deviant behaviour (WDB) is not a new concept; it is considered a universal issue in organizations. WDB is a voluntary behaviour of employees that disrupts organizational norms, leading to threatening co-workers' wellbeing and organizational performance. The WDB damages the performance of the organization and the well-being of fellow workers. The first dimension is called organizational deviant workplace behaviours, and the second one is named interpersonal workplace deviant behaviour (Robinson & Bennett, 1995). The organizational workplace deviant behaviour is exhibited through absenteeism, theft, taking excessively long breaks, coming in to work late, using drugs or alcohol at work, sharing company secrets with outsiders, and littering the work environment. Whereas, the interpersonal workplace deviant behaviours are unveiled through workplace

bullying, workplace violence, verbal abuse and discriminatory remarks (Daunt & Harris, 2014; Fisk & Friesen, 2012; Robinson & Bennett, 1995; Yi & Gong, 2008).

Organizational literature suggests that employees are engaged in one or the other form of deviant behaviour for specific reasons (Bennett & Robinson, 2000; Harris & Ogbonna, 2002). Past studies have reported that more than 90% of employees are involved in behaviours that are harmful to the performance of organizations, like bullying, abusing, harassment, theft, misuse of organizations' assets, damaging organizations' property, and leaking confidential business information to competitors and media (Marasi, 2014; Marasi, Bennett & Budden, 2018). In 2019, the SHRM-US survey from HR professionals about employees' deviant behaviours asserted that around 95% were involved in fist fighting, 23% in shooting, 10% in stabbing, and 8.8% confirmed the happening of rape and sexual assault incidents (SHRM, 2019).

Workplace deviant behaviours affect not only the organization's performance but also damage the economy. The scale of economic damages stands at 5% of global GDP (UN, 2018). The impact of fraudulent practices accounts for \$2.9 trillion annually (Chen et al., 2016). Marasi et al. (2018) reported that 30% of businesses failure are instigated by employee deviant behaviours. Similarly, Baharom et al. (2017) reported a loss of \$15.9 billion in the retail industry of the US due to employee theft. The cost of employee theft, absenteeism, and reduced productivity accrues losses to \$300 billion to the organizations (Goh & Kong, 2018; Shahid & Ahmed, 2016). Organizations in the US spend around \$150 billion annually to address the issue of absenteeism (Singh, 2019). This massive amount of spending constrains the organisation's profitability. The literature about the developed economies like Canada, the United Kingdom, and Australia also revealed that workplace deviant behaviours are threatening the performance of organisations and the wellbeing of their members.

For example, in Australia, deviant behaviours in bullying and theft cost organizations \$13 billion (Giorgi et al., 2016). Canada loses \$16.6 billion annually due to absenteeism and lower productivity (Nguyen et al., 2016). The unproductive misuse of the internet at the workplace caused the loss of \$600 million in the UK and \$5.3 million in the US.

### **1.2.1 Workplace Deviant Behaviour in Corporate Sector of Pakistan**

The corporate sector of Pakistan faces the challenge of workplace deviant behaviours exhibited through employee theft, absenteeism, misuse of organizational assets, leaking business secrets, workplace violence, and workplace bullying (Fatima et al., 2021). Employee theft is one of the severe problems organisations are negotiating with. The theft can be stealing tangible assets and intangible like time theft (Lorinkova & Perry, 2017). Khan and Islam (2018) reported that business organizations in Pakistan are losing billions of dollars every year due to employee theft. For example, the damage of the power sector of Pakistan due to electricity theft with the help of employees of power sector companies stands at around \$400 million annually (Khan & Islam, 2018; Malisetty & Vasanthi, 2016). In addition to that, Fatima et al. (2021) have reported that time theft is a common phenomenon in the corporate sector of Pakistan. Since the employee's social status is weaker than the employer, therefore, when they cannot voice out their aggression against the organization, they engage in deviant behaviours like time theft activities, longer breaks, surfing the internet, or indulging in non-work-related tasks (Carpenter & Berry, 2017). Similarly, a reputed daily of Pakistan reported that incidents of employee theft are rising in the national carrier of Pakistan, accumulating the losses and reputational penalties for the national flag carrier (Pakistan Today, 2019).

Absenteeism is another form of workplace deviant behaviour (Robinson & Bennett, 1997). The corporate sector of Pakistan is also a target of absenteeism which results in less productivity and high production cost. According to Merkin and Shah (2014), corporate sector employees determine absenteeism by misusing sick leave and related options in Pakistan. It is a kind of displeasure that employees communicate with their organization. The cost of absenteeism brings a compromised organizational performance in the form of hours of productivity loss (Shahzad et al., 2020). Similarly, Ali Shah et al. (2020) found that the organizations in the corporate sector of Pakistan are suffering from million dollar financial and reputational losses when they are unable to meet their international orders because of employee absenteeism (Malik et al., 2017). Breaching confidentiality through sharing business secrets is also an exposition of deviant behaviour (Carpenter et al., 2017). Incidents of leakages of business secrets to irrelevant quarters are also observed in the corporate sector of Pakistan. For example, Sharif et al. (2021) found that since Pakistan is a developing economy with a large population and most of which belongs to the low-income group, incidents of leakages of business secrets to competitors or other interested quarters are taking place. Because the firms with a motivation to outperform their competitors are inclined to get business secrets of their competitors (Sharif et al., 2021).

Workplace violence and workplace bullying are severe dimensions of workplace deviant behaviours (Robinson & Bennett, 2000). The occurrence of workplace violence in the form of harassment, especially sexual harassment, is on the rise (The News, 2019). The severity of this issue compelled the legislature to assent a law of chemical castration for sex offenders (Dawn, 2020). Workplace bullying or cyberbullying has also been observed in businesses in Pakistan. Fatima et al. (2021) found that bullying is the most frequently observed form of workplace deviant

behaviour. Around 10% of the working population is the victim of bullying at their workplaces. It costs the organizations billions of dollars annually (Naseer et al., 2018). Because it results in generic issues of today's corporate world like job stress, employee turnover, employee productivity which finally leads to dismal organizational performance (Bennett & Robinson, 2000; Tuzun & Kalemci, 2018). Ali and Butt (2021) reported that the banking sector of Pakistan employees is a victim of bullying, which damages their mental health and cost organization through high turnover. Similarly, Iftikhar et al. (2021) reported that the ratio of the victim of workplace bullying stands around 39%, especially in the health sector of Pakistan. Most cases are reported in the non-managerial category of employees (Buriro et al., 2022).

Workplace deviant behaviours are often observed in non-managerial employees instead of managerial employees (Aghaz et al., 2014) because the aspirations of most of the non-managerial employees stands lower than the managerial employees at the pyramid of Maslow's hierarchy of needs. This is because the social status of managerial employees is far better than the non-managerial employees. In addition, managerial employees are less likely to show deviant behaviours because they serve as role models for the non-managerial employees (Savery, 1988). Though the non-managerial employees have minimal managerial roles, their contribution to an organization's functioning cannot be ignored. They are executors and considered the lifeline of any organization irrespective of the generational cohort they belong (Savery, 1988).



### **1.2.2 Generational Profile of Labour Force of Pakistan**

According to the Pakistan Economic Survey (2020), the country is among the 5<sup>th</sup> most populous countries and stands at the ninth position in terms of the labour force. Out of 220.9 million total populations, 72.3 million are part of the labour force. The corporate sector is the second largest employer absorbing around 16.1% of the total labour force (Pakistan Bureau of Statistics, 2018). According to Shaikh et al. (2020), like the rest of the world, the Pakistani labour force market consists of four generations: Baby boomers, Generation X, Millennials, and Gen-Z.

The statistics of the Pakistan labour market indicates that Millennials are among the highest segment with 18.36% of the total population, followed by generation X, which stands around 13.33%, and the participation of generation Z stands about 7% in the labour force of Pakistan (Pakistan Economic Survey, 2020). Therefore, it warrants that the workplace deviant behaviour of generations X, Y, and Z should be analysed in response to corporate social irresponsibility.

To address workplace deviant behaviours, enhance productivity and meet the expectation of their stakeholders, organizations are actively involved in corporate social responsibility (Aguilera et al., 2007; Barnett & Salomon, 2012; Brammer & Millington, 2004). However, similar organizations often violate stakeholders' expectations by committing socially irresponsible actions towards employees, the environment, community, and the customers in the form of poor workplace safety, pay gaps, discrimination on religious, ethnic, and age grounds, environmental damages, wastage of resources, tax evasions, corrupt practices, fake claims, misleading advertisement, and deceptive marketing practices (Amujo et al., 2012; Association of Certified Fraud Examiners, 2018; Alliance for Corporate Transparency, 2018;

CorpWatch, 2019; Dawn, 2019; Giuliani et al., 2014; ILO, 2019; The Guardian, 2018; Wagner et al., 2008).

Similar to corporate social responsibility classification into internal and external CSR, corporate social irresponsibility has two dimensions: internal and external (Gond et al., 2017; Werther & Chandler, 2010). Internal corporate social irresponsibility includes actions that harm employees' interests like poor workplace safety, unfair and disrespectful treatment of employees, gender, ethnic, and religious discrimination, short breaks, wage gaps, and poor health coverages (Wagner et al., 2008). In comparison, the external corporate social irresponsibility actions harm external stakeholders. These actions consist of polluting the environment, wastage of resources, tax evasions, offering bribes and adopting corrupt practices for organizational benefits, breaking/ ignoring the law, fake claims about their products/services, misleading advertisements, deceptive marketing practices, and violating consumer rights (Wagner et al., 2008). The account of violations of businesses operating in Pakistan indicates that the corporate sector of Pakistan is committing socially irresponsible actions to the internal and external stakeholders.

### **1.2.3 Corporate Social Irresponsibility in the Corporate Sector of Pakistan**

Businesses in Pakistan are legally bound under "The Factories Act 1934" and "Government of Pakistan Labour Policy 2010" to ensure workplace safety for their employees (Pakistan Bureau of Statistics, 2017; Zahoor et al., 2012). The violation of workplace safety to employees is one of the significant irresponsibility committed by the corporate sector. The most terrible violation of Pakistan's history is a fire incident in Baldia garment factory, Karachi, in 2012, which turned more than 300 screaming people to ashes because factory architecture was built without the emergency exit

(Rehman et al., 2012). In 2021, in another fire incident in a chemical factory in Karachi, Pakistan, more than 16 people lost their lives, falling prey to inadequate workplace safety (Dawn, 2021). The mines industry employees are the worst victims of workplace hazards like unsafe, unclean, and poor working environments (Jiskani et al., 2020).

Notwithstanding workplace safety, the labour force in Pakistan is facing a challenge of corporations' socially irresponsible actions in the form of insufficient breaks and long working hours without any monetary rewards. For example, the textile sector of Pakistan considered as the largest manufacturing sector, is notoriously known for compelling the employees to work for more than 56 hours a week instead of formal 46 hours week. The worst situation has been observed in security companies, where the security guards work 12 hours a day for 30 days with a pay-check lesser than the guaranteed minimum wage. This irresponsibility runs across the industries (Jiskani et al., 2020). Disrespectful treatment at the workplace is another indicator of internal corporate social irresponsibility. Jafree (2017) reported that 95% of employees are victim of disrespectful treatment, especially in the private education sector of Pakistan (Jabeen et al., 2020).

Article 25 of the constitution of Pakistan ensures equal rights to all citizens irrespective of their colour, creed, religion, and gender. However, the corporate sector has witnessed incidents of discrimination at the workplace. Employees are discriminated based on religion, age, ethnicity, and gender (Ittefaq et al., 2021). Corporate social irresponsibility in religious and gender discrimination is frequently reported (Alam et al., 2021). Religious minorities are often discriminated against for employment opportunities, promotion, task assignments (Alam et al., 2021, Ittefaq et al., 2021).

The corporate sector of Pakistan is witnessing social irresponsibility in the form of gender discrimination against women, like discrimination in hiring, pay gaps, promotion, training, and task assignment (Soomro et al., 2020). Despite the ratio of 49% of women in the population, only 25% of women are present in the labour force, and merely 5% of senior positions in the corporate sector are held by women (Waqar, 2020). Moreover, the government has enacted a minimum wage policy to ensure that individuals below the poverty line have decent living (Müller & Schulten, 2020). However, the corporate sector of Pakistan commits social irresponsibility to their employees by violating the law of minimum wage, especially to non-skilled workers (Jadoon et al., 2021; Rehman and Khatoon (2021).

The account of external corporate social irresponsibility shows that the corporate sector of Pakistan is not behind on this front as well. The extant literature has reported the incidents of environmental pollution, wastage of resources, tax evasions, offering bribes and adopting corrupt practices, breaking/ ignoring the law, fake claims about their products/services, misleading advertisements, deceptive marketing practices, and violating consumer rights are common in the corporate sector of Pakistan (Khan & Akhtar, 2021; Mahmood et al., 2019; Saher et al., 2019; Sattar et al., 2020; Shah & Longsheng, 2020; Transparency International, 2021; Zhang et al., 2021).

Past research on corporate social irresponsibility indicates that it is a significant predictor of stakeholders' punishing behaviours (Antonetti et al., 2021). However, there is scant understanding about the association between corporate social irresponsibility and workplace deviant behaviours. A comprehensive review of the corporate sector of Pakistan indicates that the incidents of workplace deviant behaviours and corporate social irresponsibility are frequently observed. Therefore, it

is expected that there might be causal relationship between corporate social irresponsibility and workplace deviant behaviours among the non-managerial employees from generation X,Y, and Z. Thus, it warrants to test the relationship between corporate social irresponsibility and workplace deviant behaviours.

### **1.3 Problem Statement**

Workplace deviant behaviours are a worldwide concern of organizations (UN, 2018). Similarly, the corporate sector of Pakistan is facing the challenge of workplace deviant behaviour in different forms. For example, prior studies showed that 45% of employees are involved in stealing, 90% take longer breaks from their scheduled time, 66% leave their offices early, 82% are late for work, 49% misuse internet and computers, and 75% are operating personal businesses during the office hours (Shaheen et al., 2021; Yasir & Rasli, 2018). In addition, around 20% of female employees of the service sector of Pakistan are victims of sexual harassment at the workplace (Shahzad & Malik, 2014; The News, 2019).

Workplace deviant behaviours are highly adverse to the organization's performance, and they bring direct and indirect costs by threatening employee productivity and organizational performance (Appelbaum et al., 2007; Begenirbas & Caliskan, 2014). For example, Marasi et al. (2018) reported that the damage from deviant workplace behaviour could be gauged from from the report by Forbes that more than 30% of business failures are caused by employees' deviant behaviours (Walker, 2018).

Organizations always pay attention to eliminating the factors causing deviant behaviours among the employees. The business and management literature has offered solutions to eradicate deviant behaviours by addressing the causes/ antecedents

(Bennett et al., 2018; Robinson et al., 2019; Robinson & Bennett, 1995). The antecedents of workplace deviant behaviours are grouped into three categories: individual factors, work-related factors, and organizational factors (Bennett et al., 2018; Berry et al., 2007; Alias et al., 2013). Often, the organizational managers address the challenge of workplace deviant behaviours by tackling the root causes of workplace deviant behaviours.

For example, among the individual factors, the emotions of anger, anxiety, emotional intelligence, and job satisfaction are among the common antecedents (Berry et al., 2007; Schutte & Malouff, 2011; Walsh, 2014). The work-related antecedents of deviant behaviours include work stress and breach of psychological contract (Ahmad Nizan, 2006; Pohl et al., 2016). Amongst the organizational antecedents, the most crucial ones are ethical climate, organizational justice, employee trust in management (Ozyilmaz, 2010; Omotayo et al., 2015). Therefore, the organizational managers focus to eradicate the organizational environment from unjust actions and policies.

Workplace deviant behaviours are considered a form of retaliatory behaviours that the employees adopt to punish the organization (Shoss et al., 2013). In that perspective, organizational antecedents of workplace deviant behaviour are considered more relevant to the organizational managers (Alias et al., 2013). For example, Tam et al. (2008) explained that an organization's ethical climate would significantly eradicate deviant behaviours. Furthermore, Omotayo et al. (2015) asserted that businesses need to cleanse themselves from unjust practices and socially irresponsible actions to address workplace deviant behaviours because they result in breach of trust in management which has been considered among the strong antecedents of workplace deviant behaviours (Ozyilmaz, 2010).

Although several organizational factors (Alias et al., 2013; Chullen et al., 2010; Omotayo et al., 2015) have been validated as antecedents of workplace deviant behaviours and related constructs like workplace incivility, counterproductive work behaviour, anti-social behaviour, and organizational retaliation behaviour (Fox & Spector, 1999; Robinson & Bennet, 1995; Wilkowski & Robinson, 2008), there is limited understanding about the corporate social irresponsibility as an antecedent of workplace deviant behaviours.

Corporate social irresponsibility is a negative organizational phenomenon affecting workplace deviant behaviours (Liao et al., 2021). Previous studies found that corporate social irresponsibility is significant antecedent that explains stakeholders' direct and indirect reactive behaviours towards the organizations (Antonetti and Valor, 2021; Antonetti et al., 2021; Antonetti and Anesa, 2017; Kanuri et al., 2020; Naredella et al., 2019; Nirino et al., 2021). A comprehensive review of stakeholders' negative behaviours revealed that, upon observing the irresponsibility in organizations' actions, the stakeholders step in to punish the organizations for committing social irresponsibility.

The profile of the corporate sector of Pakistan implies that the organizations are involved in committing social irresponsibility to their internal stakeholders (employees) and external stakeholders (customer, community, environment, etc.) in one form or another. The incidents of internal corporate social irresponsibility are reflected in the form of workplace safety violations (Dawn, 2021; Rehman et al., 2012), insufficient breaks and long working hours without monetary compensation (Jiskani et al., 2020), disrespectful treatment at the workplace (Jabeen et al., 2020), and religious, ethnic, and gender discrimination (Ittefaq et al., 2021).

Correspondingly, the account of external corporate social irresponsibility of the Pakistani corporate sector reveals that organizational actions often harm external stakeholders' interests in the form of environmental pollution, wastage of resources, tax evasions, offering bribes and adopting corrupt practices, breaking/ ignoring the law, fake claims about their products/services, misleading advertisements, deceptive marketing practices, and violating consumer rights. For example, Khan and Akhtar (2021) reported that the tax evasion by the corporate sector in Pakistan is higher than the corporate tax revenue. Similarly, breaking the law for business gains is often observed as 88 per cent of businesses are involved in corrupt practices to seek business deals (World Bank, 2019).

In the context of the above discussion, the premise of this study is that workplace deviant behaviours are widespread in the corporate sector. At the same time, the incidents of corporate social irresponsibility are also evident (Ittefaq et al., 2021). Therefore, it would be rational to contend that corporate social irresponsibility will positively affect workplace deviant behaviours. This will lead to understanding workplace deviant behaviour from non-managerial employees' perspective that organization should examine their conduct and policies before accusing their employees of deviant behaviours because the ultimate onus of a corporation's socially irresponsible actions lies in poor governance (MacLean & Behnam, 2010).

The absence of an untested direct relationship between corporate social irresponsibility and deviant workplace behaviours highlights the importance of the mediation mechanism. Past studies of workplace deviant behaviour literature applied mediation mechanisms of personal anger, moral outrage, employee negligence, moral emotions (Harvey et al., 2017; Haldorai et al., 2020; Jiang et al., 2020; Khan et al., 2013). According to the premise of attribution theory, when employees observe that



organization's undesired actions violate the justice climate and harm the interests of employees, it provokes negative emotions of personal anger and moral outrage. Since the dimensions of internal and external corporate social irresponsibility are entrenched in the violations of ethical and justice climate, therefore, it warrants to include the mediation of personal anger and moral outrage to explain the effect of internal and external corporate social irresponsibility on interpersonal and organizational workplace deviant behaviours of employees from generation X, Y, and Z in the corporate sector of Pakistan.

Further, Jamal (2020) described that 52% of the 220.9 million population of Pakistan is under 24 years. Pakistan Bureau of Statistics (2020) stated that baby boomers are retiring, and generation Z has been joining the labour force since last few years. This indicates that most of the labour force include generation X, generation Y, and generation Z. Past studies highlighted that generational cohorts differ in their obsession for sustainability (Kim et al., 2016; Mahmoud et al., 2020; Supanti & Butcher, 2019) and in demonstrating workplace deviant behaviours (Yu et al., 2020). Therefore, it highlights the need to analyse and compare the workplace deviant behaviours of major three generations by including the generational cohorts as a moderator in the integrated model to assess their deviant behaviours empirically.

Drawing upon attribution theory, this study empirically investigates how corporate social irresponsibility provokes deviant workplace behaviours of non-managerial employees from generations X, Y, and Z. In particular, this study focuses on uncovering the effect of internal and external corporate social irresponsibility on organizational and interpersonal workplace deviant behaviours. Furthermore, this study integrates the mediation mechanism and investigates whether personal anger and

moral outrage mediate between internal and external of corporate social irresponsibility and workplace deviant behaviours.

#### **1.4 Research Objectives**

The overall objective of this study is to analyse if the organization's socially irresponsible actions contribute to provoking deviant behaviours among the employees. For this, five specific objectives are described below:

RO1: To investigate the effect of internal corporate social irresponsibility on organizational & interpersonal workplace deviant behaviours.

RO2: To investigate the effect of external corporate social irresponsibility on organizational & interpersonal workplace deviant behaviours.

RO3: To analyse mediation role of personal anger between internal corporate social irresponsibility and organizational & interpersonal workplace deviant behaviours.

RO4: To analyse mediation role of moral outrage between external corporate social irresponsibility and organizational & interpersonal workplace deviant behaviours.

RO5: To assess the moderating effect of generational cohorts (X, Y, Z) on the relationship between corporate social irresponsibility and deviant workplace behaviours.

## **1.5 Research Questions**

This study will address the identified gaps and meet its objectives by answering the following questions:

RQ1: Does internal corporate social irresponsibility influence organizational & interpersonal workplace deviant behaviours?

RQ2: Does external corporate social irresponsibility influence organizational & interpersonal workplace deviant behaviours?

RQ4: Does personal anger mediate between internal corporate social irresponsibility and organizational & interpersonal workplace deviant behaviours?

RQ3: Does moral outrage mediate between external corporate social irresponsibility and organizational & interpersonal workplace deviant behaviours?

RQ5: Do generational cohorts (X, Y, Z) moderate the relationship between corporate social irresponsibility workplace deviant behaviours?

## **1.6 Significance of the Study**

This study will enhance the literature and the understanding of the body of knowledge of internal and external corporate social irresponsibility, personal anger, moral outrage, organizational, and interpersonal workplace deviant behaviours of non-managerial employees in the corporate sector of Pakistan. In addition, this study will highlight the possible effect of internal and external corporate social irresponsibility on organizational and interpersonal workplace deviant behaviours in the context of generations X, Y, and Z. Moreover, this study seeks to confirm and extend the role of attribution theory beyond the undesired actions that harm the interests of observers. Additionally, it is also expected that the findings of this study will provide some practical implications for organizational leaders, entrepreneurs, and functional

managers. The possible theoretical significance and practical implications are discussed in the following section.

### **1.6.1 Theoretical Significance**

The theoretical significance of this study would be manifold. First, in the extant literature of business and management, there seems to be a scarcity of literature that has studied deviant workplace behaviour in response to an organization's socially irresponsible actions. The dearth of academic studies on this subject limits the adequate understanding of workplace deviant behaviours of Pakistan's generations X, Y, and Z. Therefore, this study will enable the academicians and researchers to enhance their awareness and expand their understanding of the factors which can trigger deviant behaviours among the employees of three generational cohorts, because a thorough assessment of extant literature will unearth the strategic standing of corporate social irresponsibility in the frame of employee productivity for better organizational performance.

Second, many studies in the business and management literature have investigated several personal/ individual, work-related, and organizational factors to explain workplace deviant behaviours (Bennett et al., 2018; Berry et al., 2007). Though the most organizational factor which has been investigated to explain deviant workplace behaviours include organizational justice, organizational climate, organizational support, and leadership styles (Alias et al., 2013). Though corporate social responsibility (contraposition of CSIR) also has been investigated to explain the workplace behaviours of employees (Choi et al., 2018; Hur et al., 2018) and corporate social irresponsibility is also an organizational factor-like CSR (Armstrong, 1977). However, the assessment of business and management literature suggests that the

relationship of corporate social irresponsibility with deviant workplace behaviours is not explored and not fully explained. This study will contribute to the business and management literature streams by explaining the nature and direction of the association between corporate social irresponsibility and deviant workplace behaviours. Moreover, this research will be more beneficial for future researchers who will show their interest in explaining deviant workplace behaviours in organizational factors, especially corporate social irresponsibility.

Third, the present business and management literature review suggests that different underlying mediation mechanisms have investigated deviant workplace behaviours. For example, personal anger and moral outrage have often been applied as mediation mechanisms between organizational determinants of deviant behaviours and workplace deviant behaviours (Jahanzeb et al., 2020; Lin & Loi, 2021; Moreo et al., 2020). Accordingly, applying the mediation of personal anger between internal corporate social irresponsibility workplace deviant behaviours and applying the moral outrage as a mediator between external corporate social irresponsibility and workplace deviant behaviour in the proposed theoretical framework to explain the effect of exogenous variables on endogenous constructs would contribute to the extant literature. This will enhance the understanding of the researchers who will show interest in bringing more mediation mechanisms.

Fourth, this study will contribute to the literature on workplace behaviours of different generational groups by testing the moderation role of generation X, Y, and Z between corporate social responsibility and workplace deviant behaviours. Researchers have shown keen interest in investigating the work values of different generations either individually or through cross-comparison between two or more generations. The business and management literature indicates that in the cluster of

human resources, the frequently investigated work behaviours across generational differences are organization citizenship behaviour (Mahmoud et al., 2020; Supanti & Butcher, 2019) and pro-environmental behaviour (Kim et al., 2016). However, workplace deviant behaviour has also been studied in the context of generations X and Y (Yu et al., 2020). Since generation Z is new to the labour force (Gayle, 2019). Since the contemporary business and management literature indicates that generation Z has been more conscious of CSR performance, they have exhibited preferential behaviours to work and buy from the organization with higher CSR commitments (Ariker & Toksoy, 2017; Supanti & Butcher, 2019). Thereby, the findings of this study will contribute to the literature for future studies intending to explore and compare work behaviours of generation Z with predecessors, especially generation X and Y, as they are dominating the workforce now (Gayle, 2019). Further, this study will add value by investigating deviant work behaviours in response to the corporate social irresponsibility of three generations in a single model.

Fifth, earlier published empirical studies on workplace deviant behaviour have focused on common theories frequently used by researchers like social exchange theory, social identity theory, and social learning theory (Choi et al., 2018; Haldorai et al., 2020; Mitchell & Ambrose, 2007). According to Lange and Washburn (2012), the attribution theory provides a foundation for the conceptualization of corporate social irresponsibility. Similarly, attribution theory has been applied to explain workplace deviant behaviours (Harvey et al., 2017). According to the premise of the locus causality dimension of attribution theory, the observers, as intuitive lawyers, appraise the causality of undesired actions that take a toll on their interests if their assessment attributes the blame to the external factors, it stimulates negative emotions which leads to negative behaviours (Weiner, 1985). In a similar vein, in the wake of internal

corporate social irresponsibility event, the observer of an undesired event (employee in the case of this study) performs the role of an intuitive lawyer (Ross, 1977). The employee's attribution of the responsibility of socially irresponsible incidents towards the organization may trigger anger, resulting in workplace deviant behaviours. This study will extend the role of attribution theory in explaining those actions that damage the interests of the third party (other than observer), i.e., external stakeholders. Thereby, this will be a significant contribution of this study to cover those actions that harm the third party's interest (other than the observer).

Sixth, the review of the current literature on antecedents and outcomes of corporate social irresponsibility indicates that the past studies conducted either in the field study or through experimental design have collected the data from students or stakeholders, hence have created a hypothetical case of committing social irresponsibility of their organizations. Thereby, the external validity of results of a hypothetical case might not be at par with the studies conducted in a natural setting (Sekaran & Bougie, 2016). Since this study has been conducted in the natural work setting, the data will be collected only from those organizations whose culpability of irresponsible actions has been confirmed through the court of law. Through this methodological approach, the robustness of results will enhance manifold. Moreover, past studies have applied t-value techniques to compare the results for different generational cohorts. At the same time, this study intends to use multigroup analysis (MGA) to compare the results for each generational cohort. The study will contribute to future empirical studies through these two measures.

Lastly, the existing literature indicates that workplace deviant behaviours and corporate social irresponsibility incidents are frequently reported in the corporate sector of Pakistan (Dawn, 2021; Jahanzeb et al., 2020). However, the stream of

literature account suggests that empirical studies on workplace deviant behaviour have been conducted in the context of Pakistan (Jahanzeb et al., 2020). Nevertheless, past studies have investigated the work behaviours of generation X and generation Y (Supanti & Butcher, 2019). Even though the extant studies have investigated the characteristics and behavioural preferences of generation Z of Pakistan in the context of consumerism (Jamal, 2020). Nevertheless, the extant business and management literature negotiated with the scarcity of studies which has examined the workplace deviant behaviours of generation X, Y, and Z in response to corporate social irresponsibility collectively in a single model, especially in the Pakistani context. Therefore, this study will contribute by filling the gap in the Pakistani context so that future studies to be conducted in the Asian context, especially in the south Asian context, will be at the edge to investigate behavioural outcomes of corporate social irresponsibility. In conclusion, it is expected that this study will explain the workplace deviant behaviours facets of generation Z and will compare it with the deviant behaviours of generation X and Y triggered in response to corporate social irresponsibility incidents explicitly in the context of Pakistan.

### **1.6.2 Practical Significance**

From the practical point of view, the findings of the proposed model of this research will benefit Organizational leaders, entrepreneurs, and functional managers in designing corporate strategies. Assessment of existing strategies indicates that organizational leaders' focus is on CSR initiatives to enhance corporate image and seek more support from stakeholders for better organizational performance. A stream of extant literature suggests that organizations spend huge funds on corporate social responsibility initiatives to improve their reputation. In Pakistan, corporate



organizations spend more than Rs 16 billion on philanthropic initiatives (Pakistan Centre for Philanthropy, 2020). Thus, this study may provide a guiding lens to the corporate leaders that doing good is vital for better organizational performance but avoiding bad is even more critical for sustainable performance because the positive effects of doing good are short-lived than the adverse effects of doing bad (Sun & Ding, 2020). Whereas, the corporate social irresponsibility falls on doing wrong on a pendulum; therefore, primarily, the corporate managers need to pay more attention to avoiding bad (corporate social irresponsibility) because when employees would observe that the organization is involved in socially irresponsible actions, it may trigger punishing behaviours in the employees in the form of deviant behaviours which ultimately will compromise the organization performance through low productivity, high turnover, and increased production cost (Nguyen et al., 2016) notwithstanding the organization's contribution to philanthropy.

Second, the findings of this study would help functional managers like HR managers, supervisors, and line managers. The functional managers come across several forms of deviant behaviour from their staff despite offering a competitive pay structure, a better work environment, and attractive growth chances. They endeavour to find out the causes of deviant behaviours incidents like absenteeism, theft, harassment, workplace violence of their staff. Thus, while assessing the determinants of deviant behaviours, they do not consider their organisation's corporate social irresponsibility incidents. Therefore, this study will contribute to practical implications for functional managers by prompting them to pay attention to socially irresponsible actions of their organizations while appraising the deviant behaviours of employees.

Finally, this study will play a significant role in understanding the emotional and behavioural reactions of generations X, Y, and Z to corporate social irresponsibility. In the labour market, the world is dominated by generations X, Y, and Z. The organizational leaders and functional managers employ different skillset to deal with the members of other generational groups to seek their commitment and enhance productivity. The current literature presents the empirical evidence that finds a significant difference in the workplace deviant behaviours of generations X and Y. According to Aggarwal et al. (2020), generation Z participation in the labour market is growing faster. The findings of this study will enhance the understanding of organizational leaders and functional managers of the new and old organizations about the non-managerial employees belonging to generations X, Y and Z.

## **1.7 Definition of Key Terms**

### **1.7.1 Organizational Workplace Deviant Behaviour**

Employee's voluntary behaviour that violates significant organizational norms and, in doing so, threatens the wellbeing of an organization (Robinson & Bennett, 1995, p. 556). The manifestations of organizational workplace deviant behaviour are in the form of absenteeism, theft, taking excessively long breaks, coming in to work late, using drugs or alcohol at work, sharing company secrets with outsiders, and littering the work environment (Robinson & Bennett, 1995).

### **1.7.2 Interpersonal Workplace Deviant Behaviour**

Employee's voluntary behaviour that violates significant organizational norms and, in so doing, threatens the wellbeing of its members (Robinson & Bennett, 1995, p. 556). The manifestation of interpersonal workplace deviant behaviours are in the

form of will be operationalized through workplace bullying, workplace violence, verbal abuse, and discriminatory remarks (Robinson & Bennett, 1995).

### **1.7.3 Internal Corporate Social Irresponsibility**

A corporate action that results in (potential) disadvantages or harms to internal stakeholders (Swaen et al., 2021). Internal corporate social irresponsibility has been operationalized through the organizational actions which harm the interest of employees in the form of poor workplace safety protocols, unfair and disrespectful treatment of employees, gender, ethnic, and religious discrimination, insufficient breaks, wage gaps and poor health coverages (Swaen et al., 2021)

### **1.7.4 External Corporate Social Irresponsibility**

A corporate action that results in (potential) disadvantages or harms to external stakeholders or society at large (Swaen et al., 2021). External corporate social irresponsibility has been operationalized through the organizational actions that harm the interest of external groups of stakeholders by polluting the environment, wastage of resources, tax evasions, offering bribes and adopting corrupt practices for organizational benefits, breaking/ ignoring the law, fake claims about their products/services, misleading advertisements, deceptive marketing practices, and violating consumer rights (Swaen et al., 2021).

### **1.7.5 Personal Anger**

An emotional state consists of feelings that vary in intensity, from mild irritation or annoyance to intense fury and rage (Batson et al., 2007). The personal