

DEAL OR NO DEAL: REDUCING PRODUCTION DEVIANCE

A Thesis

Presented to

The Faculty of the Department

Of Psychology

University of Houston

In Partial Fulfillment

Of the Requirements of the Degree of

Master of Arts

By

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August 2015

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ABSTRACT

Production deviance, a form of counterproductive work behavior (CWB), refers to such behaviors as leaving early, procrastinating, and wasting resources. It costs organizations billions of dollars annually (Bennett & Robinson, 2000). I apply conservation of resources and social exchange theories to test a conditional, indirect process model – a psychological process in which low leader person-focused interpersonal citizenship behavior (ICB) yields production deviance through emotional exhaustion. Furthermore, I suggest that this process is moderated by individual differences in levels of idiosyncratic deals negotiated with the supervisor. Specifically, I argue that high levels of idiosyncratic deals can mitigate the effects of low leader ICB on emotional exhaustion and production deviance. In contrast, workers reporting low leader ICB and low levels of idiosyncratic deals are likely to manifest high levels of production deviance.

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Chapter 1

Counterproductive work behaviors (CWB) are voluntary behaviors that violate organizational norms and are detrimental to the well-being of the organization, members, or both. The five dimensions of CWB are abuse, sabotage, theft, production deviance, and withdrawal (Spector, Fox, Penney, Bruursema, Goh, Kessler, 2006). These behaviors are considered counterproductive because they affect organizational effectiveness. Approximately 33-75% of workers have engaged in some form of deviance (Harper, 1990).

I focus on production deviance, which refers to the purposeful failure to perform job tasks effectively. Examples include intentionally doing one's work incorrectly, working slower when things need to be completed, and failing to follow instructions. Production deviance is widespread, difficult to uncover, and detrimental to organizations, costing billions of dollars annually (Bennet & Robinson, 2000; Camara & Schneider, 1994; Murphy, 1993).

Work on CWB has been connected with a broad range of job stressors that induce a variety of negative emotions (Chen & Spector, 1992). Both aggression-based models and justice-based models suggest a role of negative emotions in response to perceived situations. Antecedents vary depending on the dimension of CWB (Spector et al., 2006). Production deviance tends to be a function of upsetting emotions, such as anger, fatigue, gloomy, and furious, as well as interpersonal conflict. Some workplace aggression researchers have considered production deviance to be a displaced form of aggression that is directed toward safer, inanimate, organizational targets rather than people (Neuman & Baron, 1997).

Equipped with proper resources, one can be well-positioned to effectively handle such stressors. "Resources are anything that people personally value; they can be categorized as objects, conditions, personal characteristics, and energy" (Halbesleben, Harvey, & Bolino, 2009,

p. 1453). In proposing COR theory, Hobfoll (1989) offered a basic principle – that people strive to retain, protect, and build resources, and that the potential of losing or actual loss of such resources is threatening. He defined stress as the threat of a net loss of resources, the actual net loss of resources, or a lack of resource gain following the investment of resources. Resources are objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of them. Examples of resources include optimism, time, money, physical energy, and mental energy. Hobfoll noted that: (a) when facing stress, individuals tend to limit their spending of resources, and (b) in times when there are no stressors present, people are inclined to engage in collecting a surplus of resources in order to prepare for stressful times and prevent future loss.

With the present study, I argue that supervisors provide resources – both emotional resources via person-focused interpersonal citizenship behaviors (ICB) and instrumental resources via negotiated idiosyncratic deals – that affect the psychological process yielding production deviance. In so doing, I seek to inform theory by focusing on the role of idiosyncratic deals as a possible remedy in reducing production deviance. In addition, I aim to extend research in both leadership and stress theories by investigating how leader ICB functions as a resource and its role in affecting emotional exhaustion. I apply conservation of resources (COR) and social exchange theories to test a conditional, indirect process model – a psychological process in which leader person-focused interpersonal citizenship behavior yields production deviance through emotional exhaustion.

Underlying the antecedents of CWB are two main theoretical processes – resource management and social exchange. Job demands and stressors can take a toll on employees and their emotions. When job demands are high, it is crucial to have proper resource management in

order to remain effective on tasks. Resource management theorists refer to threatening events as stressors. These can lead to behavioral strains, which reflect actions that an individual performs as a result of experiencing stressors and often include attempts at coping (Krischer, Penney, & Hunter, 2010). Coping involves efforts to conserve emotional, cognitive, or physical resources either by addressing the stressor or the concomitant negative emotion (Krischer, Penney, & Hunter, 2010). Coping is a reflection of the individual attempting to manage stressors and prevent, avoid, or control individual distress. Engaging in production deviance can buffer the impact of stressors by replenishing emotional resources.

Social exchange theorists focus on justice processes. Krischer, Penney, and Hunter, (2010) suggest that because the source of perceived injustice is more powerful than the individual (i.e., supervisor, organization), employees typically have little control over these types of stressors. Employees may engage in production deviance in retaliation as a form of coping behavior in response to injustice. When employees perceive that they are not receiving an appropriate proportion of outcomes (e.g., pay) to their inputs, they may readjust their efforts to reflect what they are receiving, thus “evening the score”.

I explore the underlying process of production deviance to determine whether it is based on resource management, social exchange, or both. Furthermore, I argue that this psychological process is moderated by idiosyncratic deals negotiated with the supervisor. That is, high levels of idiosyncratic deals mitigate the effects of low leader ICB on emotional exhaustion and production deviance. In contrast, workers reporting low leader ICB and low levels of idiosyncratic deals are likely to manifest high levels of production deviance.

Emotional Exhaustion

Emotional exhaustion emerged from Maslach’s (1982) influential model of burnout,

which consists of three components. I focus on the first component, emotional exhaustion, which refers to the depletion of the coping resources necessary to meet job demands and performance expectations. It is characterized by physical fatigue and a persistent sense of mental weariness (Cole, Bernerth, Walter, & Holt, 2010). Individuals who are emotionally exhausted are inclined to feel overextended, drained, and unable to recover. The second and third components are depersonalization and diminished personal accomplishment. Depersonalization refers to interpersonal distancing and lacking connection with others, such as colleagues and clients. Diminished personal accomplishment refers to evaluating oneself negatively, once this has manifested a worker typically feels ineffective and incompetent.

Emotional exhaustion is considered the central component of burnout. Empirically, research has suggested that it has stronger relationships than the other two components with outcome variables (Lee & Ashforth, 1993, 1996). Shirom (1989) argued that the “core meaning” of burnout is best described by the physical and psychological depletion that characterizes emotional exhaustion. It is typically the first step in becoming burned out making it a critical point to provide intervention in order to prevent burn out.

Emotional exhaustion has important implications for individual quality of life and for optimal organizational functioning. On an individual level, it is associated with various physical ailments, such as colds, headaches, sleep problems, and gastro-intestinal problems (Belcastro, 1982). It can also take a toll on individuals’ mental health, resulting in increased anxiety and depression. From an organizational perspective, past research has indicated emotional exhaustion is related to turnover intentions (Jackson, Schwab, & Schuler, 1986), work attitudes (Leiter & Maslach, 1988), CWB (Jones, 1981), and job performance (Wright & Bonett, 1997). Those suffering from emotional exhaustion typically withdraw from work psychologically and

physically. COR places a strong emphasis on downward spirals, where resource loss in one domain can further aggravate the depletion of resources in other domains (Hobfoll, 2011). When people are experiencing loss of resources, they may engage in active coping behaviors to replenish lost resources; however, if ineffective, they may aggravate the situation by entering an escalating downward spiral until they are emotionally exhausted.

Leader ICB as a Resource

ICB occurs when coworkers assist one another beyond their job requirements in such a way that results, directly or indirectly, in enhanced individual job performance and ultimately contributes to group and organizational functioning (Settoon & Mossholder, 2002). Person-focused ICB deals with problems of a more personal nature; this behavior has an affiliative-promotive character (Van Dyne & LePine, 1998) that is grounded in friendship and social support. Exhibited behaviors include listening, being accessible, counseling, and demonstrating a concern for others—in essence providing for self-esteem maintenance. In contrast, task-focused ICBs focus on work-related problems that are less personal in nature and deal with organization-based issues. These transactions are more instrumental and involve the exchange of job-related resources. Examples include such behaviors as providing work-related advice, offering new perspectives on work problems, supplying factual information, and assuming responsibility for solving problems. In this study, I examine the leader's person-focused ICB.

Similarly, but in the context of leadership research, there is typically a distinction between relationship-oriented versus task-oriented leader behavior (Hornung, Rousseau, Glaser, Angerer, & Weigl, 2011). This was originally identified in leadership studies at Ohio University in the 1950s, and these concepts were termed “consideration” and “initiating structure.” Consideration is the degree to which a leader shows concern and respect for followers, looks out

for their welfare, and expresses appreciation and support (Bass, 1990). This is considered to be the employee-focused facet of leadership. In contrast, initiating structure is the degree to which a leader defines and organizes his/her role and the roles of followers, is oriented toward goal attainment, and establishes channels of communication (Fleishman, 1973); this is the task-oriented behavior of leaders.

I suggest that the ICB of the leader essentially reflects and extends the consideration facet of leadership identified by Ohio State researchers in the 1950's (Bass, 1990). Because consideration is grounded in providing social support and friendship, it promotes a range of positive individual and group outcomes (Hornung, Rousseau, Glaser, Angerer, & Weigl, 2011). Leader consideration emphasizes humanistic values and social relationships at work (Hornung et al., 2011). Leaders who model this behavior are likely to be accessible, offer emotional support through listening, empowering, emphasize the worth of employees, show respect and concern for personal needs, and demonstrate concern for employees' well-being (Bass, 1990; Settoon & Mossholder, 2002). Bass further specified that along with equitable treatment, consideration is developmental, involving diagnosing individuals' needs for growth and providing mentoring or coaching needed to meet those needs for growth and expand them to higher levels of potential. In practice, leaders demonstrate consideration by showing general support for the efforts of followers, encouraging their autonomy, and empowering them to take on more responsibility. However, I suggest that leader ICB builds on this by also focusing on the individual's needs outside of the work context.

I argue that leader ICB is an emotion-based resource. Resources can be attained through meaningful relationships with others, which include coworkers and the leaders. When leaders exhibit high ICB, they are establishing meaningful relationships with and offering support to

their employees; these behaviors function as forms of valued resources. Settoon and Mossholder (2002) found that relationship quality was highly correlated with person-focused ICB. Therefore, employees involved in a high quality relationship can expect their supervisors to provide emotional resources by being accessible, offering emotional support, and showing concern for their health and mental well-being among other behaviors. The higher the quality, the more resources one could expect to receive, hence increasing one's bank of available resources to deal with current or future stressors. The availability of these resources to meet job demands and anticipating a steady stream of such resources decrease the likelihood of emotional exhaustion developing. Accordingly, I hypothesize:

Hypothesis 1: Leader ICB is negatively related to emotional exhaustion.

Emotional Exhaustion and Production Deviance

For at least two reasons, employees experiencing emotional exhaustion are likely to engage in production deviance. First, by engaging in production deviance, employees attempt to conserve resources. As suggested by COR theory, workers with limited resources are likely to withhold the expenditure of resources; hence, emotionally exhausted workers may engage in production deviance as a means to retain existing resources and to prevent further resource loss. Second, production deviance may function as a means to release accompanying negative affect (Krischer, Penney, & Hunter, 2010). Emotional states affect how an individual appraises and perceives a situation (Spector & Fox, 2005). In a negative emotional state, such as when one is emotionally exhausted, individuals are inclined to perceive events as stressors. As the employee feels more exhausted, he/she has fewer resources to appropriately deal with the stressor and, perhaps needing an outlet, engages in ineffective coping mechanisms. Conversely, individuals who are low in emotional exhaustion are unlikely to engage in production deviance because they

have less of a need to “act out” in response to negative affect or to withhold resources in order to conserve them. Accordingly, I hypothesize:

Hypothesis 2: Emotional exhaustion is positively related to production deviance.

Direct and Indirect Effects of Leader ICB on Production Deviance

As argued previously, employees who perceive the leader as being (in)considerate of their well-being are positioned to experience (high) low levels of strain. High leader ICB adds to the employee’s bank of resources. Low leader ICB at best adds none and, at worst, withdraws resources and causes strain (i.e., because of the anticipated threat of limited resources in difficult times). Hence, leader ICB affects emotional exhaustion by influencing levels of resources and coping needs. In turn, employees manifest production deviance to cope with the emotional exhaustion. That is, the effect of leader ICB on production deviance is indirect through emotional exhaustion.

Simultaneously, leader ICB might also have a direct effect on production deviance. In line with social exchange theory (Homans, 1958), one might argue that workers may “pay back” unsupportive supervisors with CWB. Social exchange refers to actions that are contingent on rewarding the reactions of others (Blau, 1964). Emerson (1976) further added that it is a two-sided, mutually contingent, and mutually rewarding process that involves exchanges between individuals. This process creates an implied psychological contract between the two parties with mutual obligations. Employees who have supportive supervisors are likely to feel obligated to repay the support by performing well. Engaging in CWB would be breaking the psychological contract created when supervisors provide support. Hence, I argue that leader ICB has a direct negative effect and indirect effect (through emotional exhaustion) on production deviance. I illustrate the overall conceptual and statistical models in Figures 1 and 2, respectively.

Hypothesis 3a: Leader ICB has an indirect negative effect on production deviance through emotional exhaustion.

Hypothesis 3b: Leader ICB has a direct negative effect on production deviance.

I-Deals as a Resource

Whereas I view leader ICB as an emotion-based resource, I now focus on an instrumental resource – idiosyncratic deals (I-deals) (Hornung et al., 2011). I-deals manifest informally between employees and leaders to increase the flexibility of work (Rousseau, 2005). Rousseau, Ho, and Greenberg (2006) outlined characteristics of I-deals, including: (a) individually negotiated by the worker, (b) beneficial to worker and employer, (c) different from standard employment conditions experienced by others in the unit, and (d) varied in scope. An example of an I-deal is creating flexible working hours, such as coming to work at a later time than the normal starting time.

Ideally, supervisors provide emotional resources via ICB and instrumental resources via I-deals to position employees to perform effectively. Employees receiving both emotional and instrumental resources likely experience lower levels of emotional exhaustion (i.e., relative to workers receiving lower levels of resources from the boss) and consequently engage in lower levels of production deviance. However, some supervisors are unlikely to manifest high levels of ICB, particular those who are introverted, low in agreeableness, low in emotional stability, and/or low in social skill. I argue that the provision of I-deals – instrumental resources that position employees to accomplish work and personal objectives – can to some extent compensate for low levels of emotional support from the boss. That is, anticipated or actual losses of resources from low levels of leader ICB might be partially replenished by I-deal negotiations. Hence, I expect that workers receiving limited emotional support but high instrumental support

have relatively low levels of emotional exhaustion. In contrast, workers receiving neither emotional nor instrumental support likely experience relatively higher levels of emotional exhaustion. Accordingly, I propose:

Hypothesis 4a: The relationship between leader ICB and emotional exhaustion is moderated by I-deals, such that the relationship is stronger among employees reporting low rather than high I-deals.

For some employees (e.g., those low in emotional stability), the provision of instrumental resources may have a limited impact on preventing or reducing the experience of emotional exhaustion. However, for these and perhaps most employees, I-deals might function as a motivator to prevent production deviance. Considering social exchange theory, employees who are able to successfully negotiate I-deals are likely to feel obligated to those who granted such I-deals (Anand, Vidyarthi, Liden, & Rousseau, 2010). Hence, I argue that having I-deals can impact the extent to which employees engage in production deviance in response to emotional exhaustion. All things being equal, an emotionally exhausted employee may be likely to engage in production deviance as a coping mechanism. However, employees with I-deals likely feel compelled to adhere to the social contracts that were created when the I-deals were given to them and therefore refrain from engaging in production deviance in exchange for having received the I-deal. They recognize that production deviance would be violating the contract. Hence, regardless of emotional exhaustion, they likely do not manifest high levels of production deviance. In contrast, and other things being equal, emotionally exhausted employees not receiving I-deals do not have the incentive to refrain from production deviance. Accordingly, I propose:

Hypothesis 4b: The relationship between emotional exhaustion and production

deviance is moderated by I-deals, such that the relationship is stronger among persons reporting low rather than high I-deals.

In line with social exchange theory, I suggest that employees with supervisors high in ICB feel obligated to fulfill their part of the implied contract. When these supervisors offer additional support through I-deals, they are strengthening the psychological contract. Adding support creates a higher debt for the employee to fulfill, which decreases the likelihood of the employee engaging in CWB. Accordingly, I hypothesize:

Hypothesis 4c: The direct effect of leader ICB on production deviance is moderated by I-deals, such that the relationship is stronger among persons reporting low rather than high I-deals.

Control Variables

Conscientiousness predicts CWB (Bolton, Becker, & Barber, 2010), and emotional stability predicts negative emotions (Johnson & Ostendorf, 1993). Hence, I controlled for both conscientiousness and emotional stability. Conscientious individuals are predisposed to being organized, diligent, and achievement-oriented (Maslach & Jackson, 1986). Compared to low-conscientious individuals, they are also capable of being efficient in utilizing their resources in order to accomplish their goals. Facing the same amount of stressors, I would expect high-conscientious individuals to more efficiently use available resources in order to be less exhausted as well as to control themselves from engaging in CWB. I controlled for emotional stability, as it could predispose an individual to not be able to use their resources most efficiently. Persons low in emotional stability may have a stronger perception of a negative situation and even when granted resources they are inefficient at deploying them.

Chapter II

Method

Sample and Procedure

I collected data from 114 of 178 (64%) professional employees from a public sector organization. The participants worked in staff internal customer service roles. I distributed requests to complete online surveys through Human Resources officials, who sent e-mails to the employees. The data was collected as a part of a larger 360-degree feedback study in order to improve leadership skills in an organization. Due to the nature of the 360-degree feedback, the data was anonymous and in order to adhere to anonymity we were not able to collect demographics.

Measures

I present reliability estimates in Table 1. Unless noted otherwise, participants responded to items using a Likert-type scale ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*.

Leader ICB. I assessed leader ICB with four items (e.g., “The supervisor listens to workers when they have to get something off of their chest”) adapted from Settoon and Mossholder’s (2002) person-focused ICB scale to reflect behaviors of the supervisor. High scores reflect the supervisor having high interpersonal citizenship behavior with employees.

Emotional Exhaustion. I utilized the 5-item (e.g., “I feel emotionally drained from my work”) emotional exhaustion subscale of the Maslach, Jackson, and Leiter (1996) Burnout Inventory. High scores reflect high levels of emotional exhaustion.

Production Deviance. I used the production deviance subscale (e.g., “I have intentionally worked slower than I could have worked”) of the Counterproductive Behavior

Checklist (Spector et al., 2006), in addition to an item (i.e., “I have put little effort into my work”) that I added based on results of focus group meetings with employees.

Idiosyncratic Deals. I used the 6-item scale (e.g., “In discussion with my supervisor, I successfully negotiated a schedule different from my coworkers”) that I adapted from the Anand et al. (2010) I-deals scale, based on results of focus group meetings with employees. High scores reflect the employee successfully negotiating an I-deal with their supervisor.

Personality. I used the eight-item conscientiousness and emotional stability scales from Saucier’s (1994) Mini-Markers to assess personality. This scale consists of single-adjective personality descriptors. Sample items for conscientiousness and emotional stability are “Efficient” and “Moody,” respectively. Participants responded to each item on a 9-point Likert-type scale that ranged from 1 = *Extremely Inaccurate* to 9 = *Extremely Accurate*. Higher scores reflect greater levels of conscientiousness and emotional stability, respectively.

Chapter III

Results

Because all measures were answered by the same source, I conducted a confirmatory factor analysis to test the potential impact of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). It permitted me to assess the variance explained by the latent method factor and compare it to the 25% median score in published studies (Williams, Cote, & Buckley, 1989). Using Mplus, I created a model where the individual items are loaded onto their respective theoretical latent factors as well as a common latent factor. Through this model I am comparing the amount of variance explained by the theoretical latent factors to the common latent factor. Any variance that is systematic error will be loaded onto the common latent factor. This allows the items to load onto their respective theoretical latent factors as well as the latent common factor and examines the significance of variance accounted for by the theoretical factors along with the variance accounted for by the latent common factor. The variance explained by the method factor was 13 percent and well below the 25 percent average in published studies, reducing concern over the impact of common method bias on our results. In addition, I ran a one-factor, two-factor, and four-factor confirmatory factor analysis models to test the uniqueness of the variables and found the four-factor model to be the best fitting model. Results indicate that the model is tenable, $\chi^2(146, N = 114) = 233.9, p < .01$; CFI = .898, NFI = .777, RMSEA = .073 (90% CI = .055, .090). Furthermore, the ratio-of-model chi-square-to-df is 1.602.

Tests of Mediation

In Table 1, I present the means, standard deviations, intercorrelation matrix, and reliability estimates. As shown there, leader ICB was positively related to emotional exhaustion

($r = -.403, p < .01$). Emotional exhaustion was positively related to production deviance ($r = .297, p < .01$).

To test mediational effects, I conducted formal significance tests of the indirect effect. This is the product of the regression coefficient of mediator M regressed on the predictor variable X (path *a* in Figure 1) and the regression coefficient of criterion variable Y regressed on mediator M while controlling for X (path *b* in Figure 1). For the test of moderated mediation (Hypotheses 4a, 4b, and 4c), I conducted a moderated path analysis to integrate moderation and mediation tests (Edwards & Lambert, 2007) using an SPSS macro (PROCESS; Model 59) developed by Hayes (2013). I present the results in Tables 2, 3, and 4.

Additionally, I ran the analyses without the control variables; the only difference was that when regressed on production deviance, the significance level of EE changes slightly – going from $p < .05$ to $p < .01$. Therefore, even though the meaning of the results did not significantly change, I still include the controls to make sure that the results were due to our predicted relationships and not outside variables that have been known to make an impact in previous studies.

As shown in Table 2 and consistent with Hypothesis 1, leader ICB predicted emotional exhaustion, $B = -.2883, SE = .0957, p = .0032$. Consistent with Hypothesis 2 and as shown in Table 3, emotional exhaustion predicted production deviance, $B = .1275, SE = .0533, p = .0185$. As shown in Table 3, leader ICB became non-significant ($B = .001, SE = .0533, p = .9852$) in the dependent variable model. Consistent with Hypothesis 3a but not 3b, these results – the significance of leader ICB in path *a*, the significance of emotional exhaustion in path *b*, and the non-significance of leader ICB in path *c* – indicate full, rather than partial mediation.

Results presented in Tables 2 and 4 are consistent with Hypothesis 4a. As shown in Table 2, the leader ICB x I-deals cross-product term was significant in the mediator variable model ($B = .2094, SE = .0928, p = .0261$). The upper and lower limits of the bootstrap estimates in Table 4 included zero only at high levels of I-deals. In Figure 3, I present the form of the interaction. As shown there, the relationship between leader ICB and emotional exhaustion was stronger among employees reporting low versus high I-deals.

In contrast and inconsistent with Hypothesis 4b, the emotional exhaustion x I-deals cross-product term only approached significance ($B = -.1222, SE = .0645, p = .0608$) in the dependent variable model (Table 3). In Figure 4, I present a plot of the emotional exhaustion x I-deals interaction predicting production deviance (path *b*); the relationship was stronger among employees reporting low versus high I-deals. Inconsistent with Hypothesis 4c, leader ICB x I-deals cross-product term did not predict production deviance ($B = -.046, SE = .0605, ns$).

In Figure 5, I present a graphical representation of the moderating effect of I-deals on the indirect effect of leader ICB on production deviance through emotional exhaustion. As reflected there, the relationship between leader ICB and production deviance through emotional exhaustion was stronger (weaker) among employees reporting low (high) I-deals.

Chapter IV

Discussion

I examined the role of I-deals as an instrumental resource that might buffer the effects of low leader ICB on production deviance via emotional exhaustion. As hypothesized, leader ICB was negatively related to emotional exhaustion. A high-ICB leader who makes time for employees, offers emotional support, and cares for employee well-being is providing emotional resources as well as a safety net on which employees can rely. This resource positions employees to effectively handle stressors and also decreases the threat of facing future stressors. In contrast, employees with a low-ICB leader who do not have this support have fewer resources to effectively cope with stressors and are more likely to experience higher emotional exhaustion.

Also as hypothesized, emotional exhaustion was positively related to production deviance. Employees who are emotionally exhausted may not have sufficient resources to effectively cope with stressors and instead may cope by engaging in production deviance. Engaging in production deviance could be a strategy that is utilized as a form of coping to reduce the experience of negative emotions and also simply conserve energy-related resources.

However, my primary finding is that the effect of leader ICB on production deviance is indirect through emotional exhaustion rather than direct. A high-ICB leader may lower the level of emotional exhaustion experienced by his or her employees through emotional support. Employees experiencing less emotional exhaustion and receiving high support from the leader are able to effectively cope with stressors and are less likely to engage in production deviance. In contrast, those that do not have a high-ICB leader and are therefore not attaining those resources are more emotionally exhausted and less able to effectively cope, turning to production deviance

to conserve resources. However, this psychological process does not apply to all of the employees.

Both the relationships between leader ICB and emotional exhaustion (path *a*) and between emotional exhaustion and production deviance (path *b*) were stronger among employees reporting low rather than high levels of I-deals with the supervisor. Those who are most negatively impacted are employees who have a low-ICB leader and low I-deals. These employees experience higher emotional exhaustion and also engage in a higher amount of production deviance. They are the most negatively impacted because they receive neither emotional nor instrumental support. Employees who have a high-ICB leader are less emotionally exhausted and engage in less production behavior than employees who have a low-ICB leader. Having I-deals is better than having no support, as the employees without a high-ICB leader but with high I-deals fare better than employees with none.

This informs theory by demonstrating that leader ICB likely affects employee production deviance through a stress-based process and not via social exchange processes. By supporting a stress-based process, I suggest that leader ICB is a type of emotional resource. Employees look to their supervisors to gain valuable resources. In our bank of resources, we do not distinguish on whether they can be used solely for work stressors versus life stressors. With employees facing various demands both inside and out of the workplace, they need the additional emotional reassurance from their leaders in order to effectively meet demands.

Furthermore, I expand on the growing I-deals literature. The results in this study demonstrate that I-deals are a form of instrumental resource that can add to our bank of resources. When provided with both emotional and instrumental resources from the supervisors, employees are well-positioned to avoid emotional exhaustion. Low-ICB leaders can provide

employees with I-deals as an alternative in order to have the necessary resources to meet demands and reduce emotional exhaustion. Even for leaders who manifest high ICB, I-deals can be used as a supplement, best helping their employees adding to their bank of resources. This adds on to CWB literature by providing an alternative method to mitigate production deviance.

Practical Implications

These results have practical implications. With organizations consistently in flux, adapting, and changing with society, demands are increasing, and employees are typically experiencing higher emotional exhaustion and engaging in production deviance. I propose an alternative method to combat these issues. I strongly encourage supervisors to reach out to fellow employees on an emotional level, expressing concern and sincerity for their well-being and offering support when needed. I highlight the impact that I-deals can make as an additional form of resources, particularly when other forms of resources are not given. Used in conjunction with emotional resources it creates the ideal amount of resource income.

Limitations and Future Research Directions

I emphasize four limitations. First, replication is needed with large samples and multiple supervisors. With the addition of more supervisors, I could expand on the study by comparing the different clusters as a whole rather than as individuals. We could gain from doing multi-level modeling, as doing so would position us to determine whether the effect of the supervisor is based on differences between the clusters, or if it is having a true effect on the individuals. Second, is the same-source data. Whereas I found a small likelihood of same-source bias, I encourage future researchers to attain information from other sources, such as supervisor assessments of employee levels of emotional exhaustion and resilience-related behavior as well

as of production deviance. Third, the population consisted of workers that occupied internal service roles. However, replication in other populations would strengthen external validity.

Fourth, I cannot make casual inferences because the data is cross-sectional. Therefore, I encourage others to replicate using a longitudinal study, which would be needed to identify time lags for effects and their casual order. For example, emotional exhaustion may cause leader ICB. Perhaps it is until the employee is demonstrating exhaustion that the leader takes action to demonstrate behaviors of concern and consideration, rather than the leader demonstrating ICB to prevent emotional exhaustion. Also, performance may be an unmeasured variable that is driving several of the variables. High performers can become extremely invested in their work that could lead to emotional exhaustion over time and would also be less likely to engage in production deviance, as that would harm their performance. Leaders may also want to reward high performance employees with I-deals. However, even if performance were a driving force behind several of the variables, it would not affect the moderation. Therefore, the moderation effects are due to the model at hand and not to an unmeasured variable.

Other opportunities for future research include checking if the effect of I-deals is held over a long period of time. Other variables to be examined in future studies might include transparency of how I-deals are given, the reactions of fellow employees, and how it contributes to fair and supportive climates. For example, if a supervisor is willing to give I-deals to all employees without favoritism, it might add to the perception of a fair climate. Additionally, a supervisor that is open to granting I-deals would be creating a supportive climate that could further minimize emotional exhaustion. Taking into consideration the supervisor motives in granting I-deals could also impact the effect of the I-deal. If the supervisor motives do not seem sincere in being supportive, the receiving employee may not view it as a resource.

Conclusion

In conclusion, the findings highlight the importance of the emotional and instrumental resources provided by leaders. Providing few resources impacts employee well-being, which leads to ineffective coping mechanisms that impact performance-related work outcomes. For optimal well-being of both employees and the organization, it is best to provide both types of resources. High-ICB leaders are providing emotional resources that decrease employees' emotional exhaustion, which in turn lowers their level of production deviance. Providing instrumental resources, such as I-deals, helps further lower employees' emotional exhaustion, mitigating the negative impact that causes production deviance. Contrary to expectation, leader ICB likely appears to affect employee production deviance only through a stress-based process and not via social exchange processes.

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Table 1

Intercorrelation Matrix

Variable	Mean	<i>SD</i>	1	2	3	4	5	6
Leader ICB	3.693	1.017	.896					
Emotional Exhaustion	2.320	.947	-.403**	.867				
Production Deviance	1.445	.517	-.198*	.297**	.784			
Idiosyncratic Deals	3.092	.728	.502**	-.251**	-.203*	.684		
Conscientiousness	7.538	.878	.130	-.076	-.375**	.122	.690	
Emotional Stability	7.227	1.225	.002	-.209*	-.322**	.038	.533**	.802

Note. $N = 114$. Cronbach alphas are in the diagonal.

* $p < .05$. ** $p < .01$.

Table 2

Mediator Variable Model: Emotional Exhaustion Regressed on the Predictors

Predictor	<i>B</i>	<i>SE</i>	<i>t</i>
Constant	.4319	.6975	.6193
Leader ICB	-.2883	.0957	-3.0132**
Idiosyncratic Deals	-.1269	.1270	-.9995
Leader ICB x Idiosyncratic Deals	.2094	.0928	2.2554*
Conscientiousness	.1161	.1077	1.0775
Emotional stability	-.1915	.0767	-2.4959*

Note. $R^2 = .2544$, $F(5/108) = 7.3716$.

* $p < .05$. ** $p < .01$.

Table 3

Dependent Variable Model: Production Deviance Regressed on the Predictors.

Predictor	<i>B</i>	<i>SE</i>	<i>t</i>
Constant	3.0733	.3839	8.0052
Emotional Exhaustion	.1275	.0533	2.3930*
Leader ICB	.0010	.0550	.0187
Emotional Exhaustion x Idiosyncratic Deals	-.1222	.0645	-1.8952
Idiosyncratic Deals	-.0483	.0712	-.6784
Leader ICB x Idiosyncratic Deals	-.0460	.0605	-.7604
Conscientiousness	-.1503	.0599	-2.5091*
Emotional stability	-.0691	.0442	-1.5628

Note. $R^2 = .2587$, $F(7/106) = 5.2844$.

* $p < .05$.

Table 4

Conditional Indirect Effects of Leader ICB at Low, Average, and High Levels of Idiosyncratic Deals

Idiosyncratic Deals	Effect	Boot <i>SE</i>	Boot <i>LLCI</i>	Boot <i>ULCI</i>
Low	-.0955	.0412	-.1974	-.0321
Average	-.0368	.0210	-.0902	-.0070
High	-.0052	.0150	-.0610	.0082

Note. *LLCI* = Lower Limit Confidence Interval; *ULCI* = Upper Limit Confidence Interval.

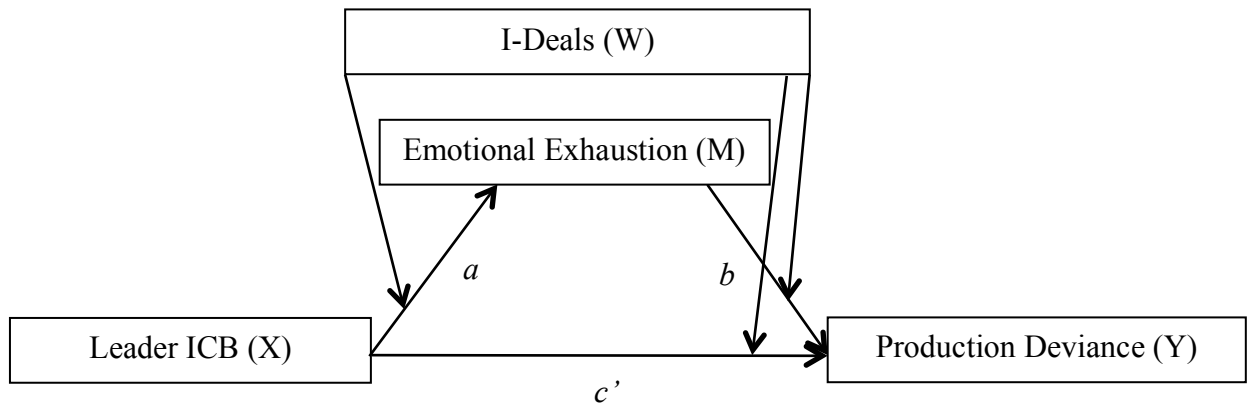


Figure 1. Proposed Conceptual Model.

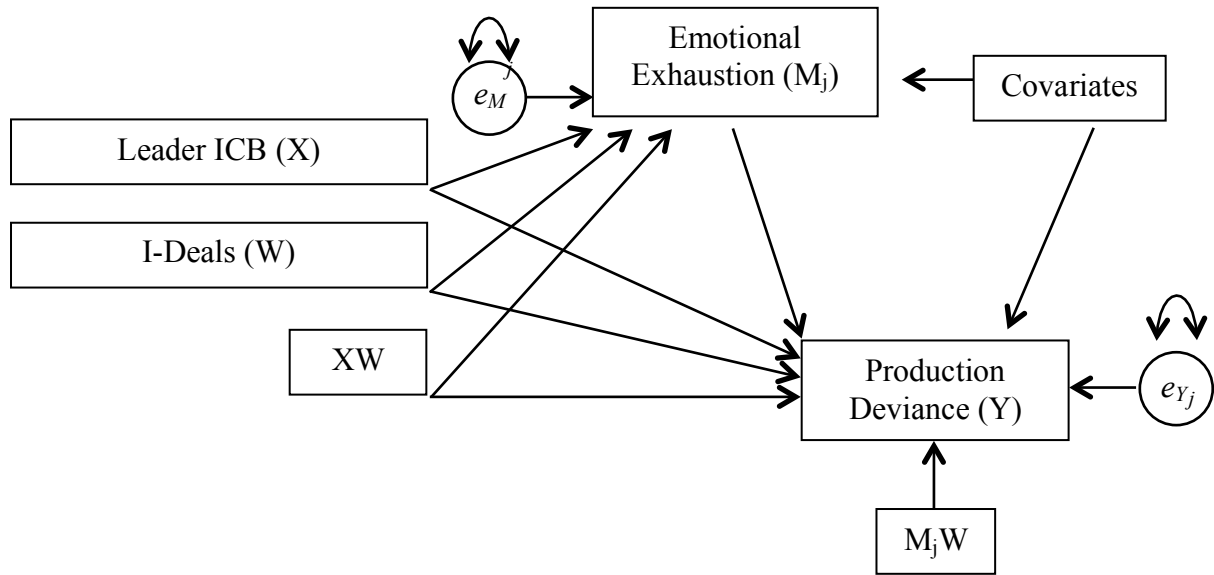


Figure 2. Proposed Structural Model. Covariates: Conscientiousness and emotional stability.

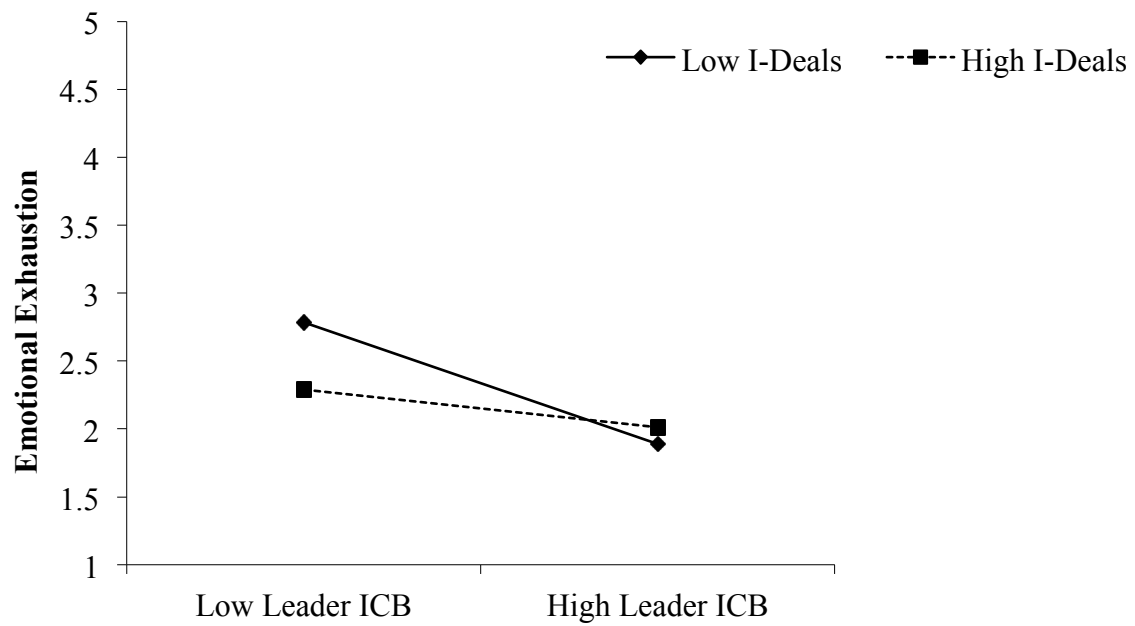


Figure 3. Results of Stage One of the Mediation (Hypothesis 4a): Emotional Exhaustion Regressed on the Predictors.

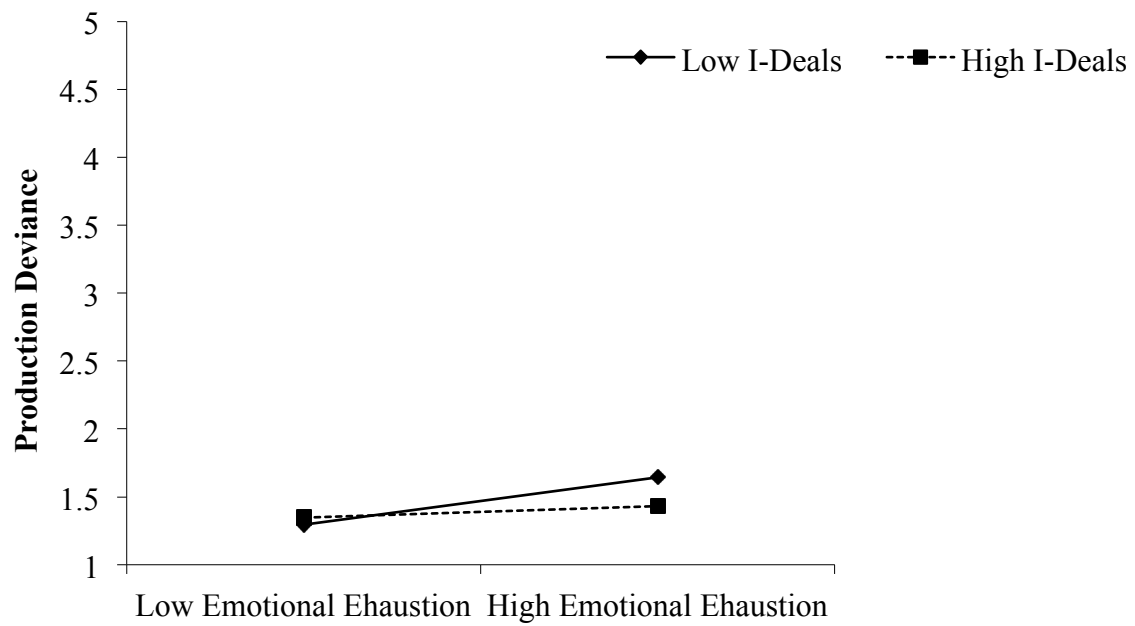


Figure 4. Results of Stage Two of the Mediation (Hypothesis 4b): Production Deviance Regressed on the Predictors.

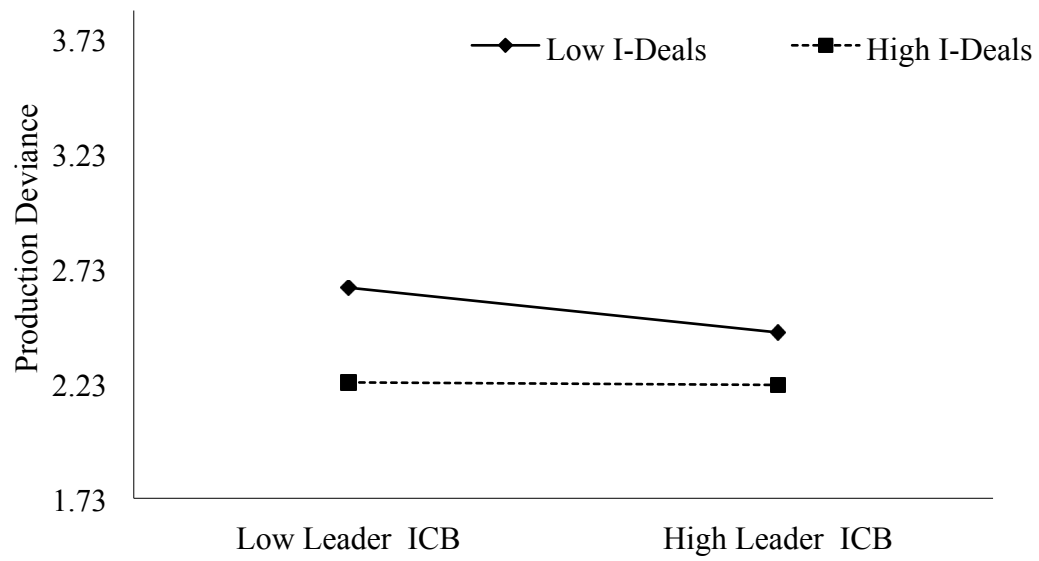


Figure 5. Conditional Indirect Effect of Leader ICB on Production Deviance through Emotional Exhaustion.

Appendix A

Leader Person-Focused Interpersonal Citizenship Behavior

1. This supervisor listens to workers when they have to get something off of their chest
2. This supervisor takes time to listen to workers problems and worries
3. This supervisor makes an effort to understand problems faced by workers
4. This supervisor praises workers when they do well

Appendix B

Emotional Exhaustion

1. I feel emotionally drained from my work
2. I feel used up at the end of the workday
3. I feel tired when I get up in the morning and have to face another day on the job
4. Working all day is really a strain for me
5. I feel burned out from work

Appendix C

Production Deviance

1. I have neglected to follow my supervisor's instructions
2. I have intentionally worked slower than I could have worked
3. I have pretended not to know how to do something in order to avoid additional work
4. I have put little effort into my work

Appendix D

Idiosyncratic Deals

1. In discussions with my supervisor, I successfully negotiated a schedule different from my coworkers
2. In discussions with my supervisor, I successfully negotiated a change in responsibilities
3. In discussions with my supervisor, I successfully negotiated more work hours
4. In discussions with my supervisor, I successfully negotiated career development opportunities
5. In discussions with my supervisor, I successfully negotiated job training that interested me
6. In discussions with my supervisor, I successfully negotiated better office equipment

Appendix E

Emotional Stability

1. Temperamental
2. Fretful
3. Touchy
4. Relaxed
5. Unenvious
6. Jealous
7. Moody
8. Envious

Appendix F

Conscientiousness

1. Inefficient
2. Disorganized
3. Sloppy
4. Efficient
5. Systematic
6. Organized
7. Careless
8. Practical