

Research Article

Longitudinal Study to Link the Authentic and Ethical Leadership with Followers' Organizational Deviance: Moderating Role of Psychological Contract Violation

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ABSTRACT

In last few years, researchers are paying great attention to behavioral studies and trying to link the behavioral perspectives with leadership. This study examined the relationship among authentic leadership, ethical leadership and followers' organizational deviance by concentrating the moderating role of psychological contract violation on the association of authentic leadership and followers' organizational deviance. Study is descriptive, quantitative and longitudinal in nature. Self-administrated instrument was used to collect data from employees at banking sector by adopting simple random sampling technique for time1 & time2. Confirmatory factor analysis has been used to examine the scales validity and factor loadings. SEM regression analysis proved that authentic leadership and ethical leadership negatively and significantly associated with followers' organizational deviance in time1 & time 2. Further, the moderated hierarchical regression analysis revealed that psychological contract violation significantly moderate on the relationship of authentic leadership and followers' organizational deviance. At the end, limitations and future directions were also described.

Keywords: Authentic Leadership, Ethical Leadership, Psychological Contract Violation, Follower's Organizational Deviance

1. INTRODUCTION

In last few decades, number of studies had investigated work related eccentricity (Langan et al, 2007; Fox, 2005). It comprise sactions such as robbery; injure the assets of the company, incoming late, taking unwarranted pauses, giving inadequate attention toward superiors' order or openly mortifying one's director (Ferris, 2009). In this globalized economy, workers feel pressure due to mounting competition for market shares and survival. Anticipating deviant behaviors in officialdoms is

gradually becoming significant for the both managers and researchers. In addition, different topical studies recommended to both directors and academics to proceed a quicker expression at these activities (Di-Martino et al, 2003). In addition, in this shifting upbringing the customary contract of extensive career safety in yield for labor & reliability may not be applicable in long time and workers & owners equally reviewing now-a-days their conjoint commitments, notably; these variations cause

the possibility of psychological contract fissure (Sims, 1994).

Work related eccentricity results in a large number of harmful effects and unmeasurable cost. For instant, decline in performance, aggravated work environments, destruct the status of organization, more turnover tolls and subordinates' enthusiasm deterioration are the consequences of deviance behavior (Spector & Penney, 2005). Furthermore, displeased subordinates have less energy to accomplish their actions and sometimes they direct the hostile actions towards organization (Hershcovis, 2007). Moreover, organizations' involvement into negative reciprocity dynamics generates violations of psychological contract by employees (Turnley & Feldman, 1999; Robinson, 1996). Thereby, it is important to understand the effects of such behaviors within the organization. Since these behaviors are considered to be unethical, the researchers believed that presence of ethical and authentic leaders decrease the occurrence of these behaviors. To create ethical climate in the organization, it is necessary for the leader to behave ethically. Thereby, the researchers believe that authentic leaders inspired individuals at numerous stages and put discerning effect on the subordinates and organizations (Dixon & Caldwell, 2010). Further, previous studies had elaborated other types of leadership i.e. transformational, transactional and autocratic as antecedents of followers' deviant behaviors. Further, very scant literature available on the relationship of among the associations of authentic and ethical leadership with followers' deviant behaviors. Thereby, this study investigated the association among authentic leadership, ethical leadership and followers' organizational deviance by considering the moderating effect of psychological contract violation in banking sector of Pakistan.

2. LITERATURE REVIEW

2.1. Authentic Leadership

Optimistic psychosomatic competency & vastly established directorial background depicted the authentic leadership, consequences of this

process is grander self-cognizance and self-management optimistic actions on the chunk of leaders and associate, inspire optimistic self-advancement (Luthans & Avolio, 2003). There are four dimensions of authentic leadership (Walumbwa, 2008). **Self-awareness** refers to the powers and flaws of individual and also states the facetious standards, uniqueness, sentiments, intentions and boxes and the leader also understand the results of their actions on subordinates. The factor comprises evolving self-vision, overrun veiling to others and being cognizant about individual's effect on someone else. Further, **internalized moral perspective** signifies the ethical belief of one's which are divergent to those beliefs which are levied by organization, cluster or civilization. This factor conveyed virtuous assessment & fitting behavior. Moreover, **balance processing** refers to analyze all the important evidence afore conclusion and take the opinions of others before taking any important decisions. Furthermore, **relational transparency** refers to openly share all the information, being sincere about one's values and communicating both positive and negative aspects to others.

Authentic leaders are gravely cognizant about their thinking and actions of situation in which they work. The perception of otherpeople that leaders are responsive about their personal & other's beliefs, gen & strong points (Avolio, 2004). Therefore, topical research described that authentic leadership have positive impact on defiance and actions of employees, for instance commitment, trust, managerial residency conduct and enactment (Gardner & Ilies 2005). Similarly, in the result of authentic leadership the affirmative endings are arise such as nonfinancial inspiration like self-worth and ingenuity (Avolio et al, 2004), right to be heard action (Wong, 2009) and overblown heights of vigor (Macik et al, 2009).

2.2. Ethical Leadership

Ethical leaders give cue to their followers, exert effort effectively are anticipated, exhilarated and highly regarded; the result of their efforts is that they perceived moral directorial atmosphere (Mayer, 2010). Moreover, researchers described

virtuous leaders are protagonist and employees detecting their leaders and seek how to perform (Moore, 2014). In addition, the author described employees' ethical behaviors are building through leadership (Brown et al, 2005). Similarly, employee's wrongdoing, aberrant actions and directorial harassment in the organization is decreased in the presence of ethical leadership (Miao et al, 2012; Stouten et al, 2010). Development of Organization's moral climate is the responsibility of leaders, for development of moral atmosphere, moral development of the leader is necessary (Mendonca, 2001). Furthermore, positive outcomes in organization are results of ethical leadership including followers' organizational practicum conduct (Kacmar et al, 2011; Mayer et al, 2009), creative behavior (Kalshoven, 2012), ethical climate of organization and moral follower enactment (Schaubroeck, 2012). Moreover, Mayer (2013) summed up the existence of ethical leader in the organization may encourage the followers to communicate any unscrupulous doings in work place to executive because ethical leaders build psychological harmless atmosphere and the followers trust on them for knob the information properly and through precaution.

2.3. Psychological Contract Violation

Psychological contract violation is employees' feelings of dissatisfaction (ranging from minor frustration to betrayal) happen when one party perceives the other has botched to fulfill its responsibilities or promises (Robinson&Morrison, 1997). Psychological contract considers as credence that both parties fulfilled the responsibility and deliberation presented in return and this contract mandatory the bashes to fixed mutual responsibility. In addition, now a day due to globalization organizations frequently organize and change the standards of the employment contract constantly which cause the organization not capable to accomplish all of their assurances (Altman, 1996; Tichy, 1983). Therefore, when the organization flops to accomplish their responsibility or not give attention to followers' rights then the employees' incident psychological contract violation and in the result

the employees take wrong actions to refurbish equilibrium interchange bond (Morrison, 1995). Research givk0h9jioubboisummed up workers show the penalizing actions in return of violation such as work related aberration to recover a right and to criticize the organization (Wang, 2011; Chiu, 2008).\omo

2.4. Organizational Deviance

Thau et al. (2009) described the organizational deviance as the material type of unconventionality when staffs face managers' maltreat or absence of guidance nutrition. Moreover, organizational deviance as acts directed against the company or its system (Bennett & Robinson, 2000). The previous studies explained two forms of workplace deviance behaviors; one is directed against the organization (organizational deviance) and the other is directed against the coworkers (interpersonal deviance). Researchers proposed two other dimensions of organizational deviance: 'property deviance' and 'production deviance'. Production deviance is evaluated as minor deviance and it includes leaving early, taking lavish breaks, knowingly working slow and wasting resources whereas property deviance is referred as serious deviance e.g. accepting bribe, deliberately destroy property, mendacious about periodsin which they perform and theft from firm (Bennett & Robinson, 1995). Furthermore, work station abnormality is related with an immense diversity of adverse impact, the charges for these actions cannot be projected. Previous studies argued that, decline in performance, bolted work environment, destruct the image of association, high level of turnover proportion, deterioration in enthusiasm and promise are public categories of impairment produced by work station unorthodoxy (Spector & Penney, 2005). Similarly, different researchers summed up that individuals who evaluate their leader negatively would be auxiliary involve in managerial deviance conduct (Reisel et al., 2010).

2.5. Authentic Leadership and Organization Deviance

Previous studies identified that authentic leadership was negatively and significantly correlated with organizational deviance.

Esteemed organizational outcomes are related to authentic leadership. Organizational efforts to promote authentic leadership should prove profitable (Erkutlu & Chafra, 2013). This study almost ignored the other leadership styles which are ethical, transformational, transactional, and autocratic and the sample size which is used by them was small. Moreover, authentic leaders are gravely cognizant about their thinking and actions of situation in which they work. The perception of other people that leaders are responsive about their personal and others' beliefs, gen and strong points (Avolio, 2004). Moreover, the researchers enlightened that authentic leaders sway individuals at several echelons and have an intense effect on supporters and on the administration (Dixon, 2010). Moreover, the research facilitated that job gratification and directorial compulsion depict from the authentic leadership (Walumbwa, 2008) and contentment with individual's overseer (Peus, 2012). Therefore, the behavior of authentic leader endorses progressive connections between leaders and employees' and outcomes are higher underling commitment and effort gratification (Giallonardo, 2010). These studies ignored the impact of authentic leadership on organizational deviance. So recent studies conducted by the other authors in 2013 explored the connection between authentic leadership and organizational deviance. Furthermore, previous studies explained that organizational deviance is sensitive response to job disappointment in institute; cogently organizational nonconformity is an adverse reaction for negative attitude and the outcome is dissatisfied employees may conduct more deviance behaviors than those employees who are satisfied (Spector & Fox, 2005). Therefore, the researchers signified employees exert less energy into their conduct or perform in disparaging way in organization; they are those employees who are not gratified with their leaders (Hershcovis, 2007). Furthermore, personalities who have an adverse evaluation of their frontrunner would be more expected to participate in administrative irregular conduct and strong positive leader-

follower relationships lead to low level of organizational deviance (Reisel et al, 2010).

H₁: There is significant and negative relationship between authentic leadership and followers' organizational deviance.

2.6. Ethical Leadership and Organizational Deviance

The researchers summed up that, evidence behaviors of employees lead to unfavorable outcomes for the organization. Creating a moral atmosphere through evolving ethical leadership and construction righteous environment in the officialdoms, the disruptive behaviors of employees could be dwindled. The findings of the research indicated a negative effect of presence of ethical leadership on the organizational deviance (Elçi, Şener, & Alpkan, 2010). The ethical leaders give clue to employees which do the right things, anticipated, encouraged and esteemed; in turn an ethical organizational environment perceived by the employees (Mayer et al, 2010). In addition, several satisfactory individuals' results are related with ethical leadership. Leadership is significant feature which silhouettes followers' ethical behaviors (Brown, 2005). Moreover, ethical leadership is best instrument for shrinkage worker transgression, irregular behaviors and directorial harassment in the organizations (Mayer, 2009, 2010). Author described leaders who behave fraudulently will produce the seemly means for employees' aberrant behaviors (Trevino & Brown, 2005). Furthermore, there was positive relationship between leadership and moral environment (Neubert et al., 2009; Mayer et al., 2010). In addition, it is the responsibility of the leaders to build the ethical atmosphere in the organization that reflects the ethical growth of the leader and the leaders' right conducts are considered to be essential form for the development of a principled organization (Aronson, 2001; Mendonca, 2001). Moreover, when an ethical leader represents positive ethical values then follower's showed the optimistic behavior toward their organization and exhibited minor incitement to harm it (kanungo & Mendonca, 1996). The researchers described the social

learning theory as if leaders are virtuous prototypes then staffs will perceive and replicate their right actions and showed lower level of organizational deviation (Avolio et al, 1999; Bandura, 1986).

H₂: There is significant and negative relationship between ethical leadership and followers' organizational deviance.

2.7. The Moderating Role of Psychological Contract Violation

The previous research identified negative relationship between authentic leadership and organizational deviance and the findings backing the tempering effects of psychological contract violation between the correlation of authentic leadership and followers' organizational deviance (Erkutlu & Chafra, 2013; Ahmad, Nisar, & Naqvi, 2016). The psychological contract violation is employees' feelings of dissatisfaction (ranging from minor frustration to betrayal) happen when one party perceives the other have botched to fulfill its responsibility or promises (Robinson & Morrison, 1997). Therefore, the results of prior research purported that the deep-seated the problem of psychological contract is, the parties assure that the responsibilities are fulfilled and a loyalty accessible in return, also obligatory the bushes to perform their shared responsibility. In addition, to recognize the employees' retorts justice theory used for make the investigation on psychological contract violation (Chen, 2004; Liaqat, Nisar, Nasir, & Ikram, & 2017). Therefore, according to author the employees practice psychological contract violation when subordinates perceived that the association flops to accomplish the responsibilities or the organization doesn't caution their comfort, (Morrison & Robinson, 1995) and then in return the employees behave abnormal. Furthermore, previous studies revealed when contract violation occur then followers show low job gratification, organizational citizenship behaviors, low output and job enactment (Restubog et al, 2006; Robinson, 1995). Moreover, the researchers suggested that employees might respond with vengeful schedules (e.g. workroom nonconformity), to

salvage an unbiased stability or to rebuke the association (Chiu & Peng, 2008). In addition, employees' welfare indorses by the authentic leaders through building the worthy connection and these joining based on the ideologies of collective argument (Ilies et al, 2005). Similarly, assessment has purported that upper lower connection stimulate the free communication, robust value equivalence & low authority space (Whitmore, 2007). Furthermore, the previous study argued that the authentic leaders stake material, define their approaches, beliefs and striving to shape apparent conclusion contrivances; can get further faith, devotion and credentials from their teams (Avolio, 2004).

H₃: Psychological contract violation significantly moderates on the relationship between authentic leadership and followers' organizational deviance.

2.8. Theoretical Model

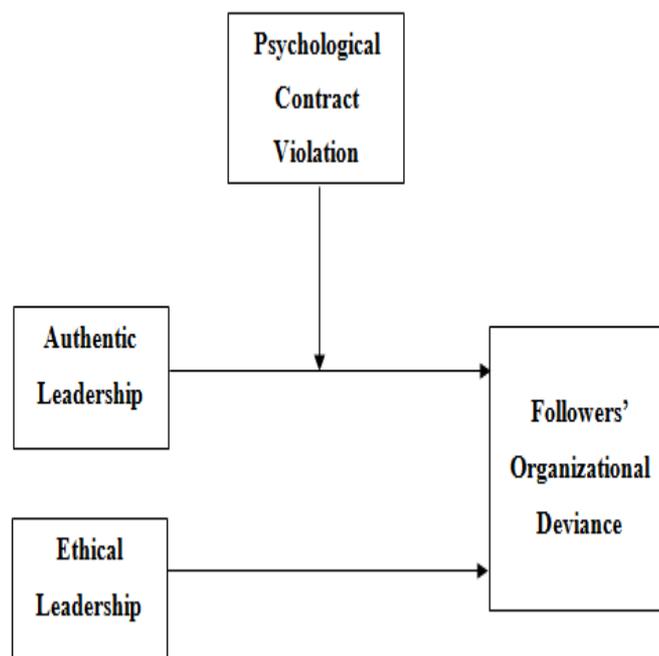


Figure 1: Theoretical Model for the Study

3. METHODOLOGY

3.1. Research Design and Sample

Current study is descriptive, quantitative and longitudinal in nature. A valid and pretested self-administrated questionnaire was designed to collect data from employees of 17 banks in Gujranwala. As study is longitudinal in nature,

therefore a total of 250 questionnaires were distributed among respondents in time1 and time 2. 167 were returned back in time 1 and 172 received back in time 2. Data were analyzed by using descriptive statistics, Pearson correlation and Process technique. SPSS 21.0 and AMOS 21.0 were used in data analysis process.

Measures

16-item scale was adapted to measure the authentic leadership developed by Avolio (2007). Employees' observation about their leaders' ethical behavior was measured by using a 10-item scale established by Brown (2005). Similarly, to measure the deviant behaviors of followers, 12-item scale of Robinson and Bennett (2000) was used. Further, 4-item scale of Morrison and Robinson (2000) was adopted to measure the psychological contract violation.

3.2. Demographics

Demographic section depicted the information about respondents' gender, age, and education level, nature of employment and length of

service. 250 questionnaires were distributed to collect the responses of respondents out of which 145 valid questionnaires were used in analysis. 55 occupied by female and 95 occupied by male respondents whose proportion is 36.7% and 63.3% correspondingly. Frequently respondents were between the age clusters of up to 25 whose percentage is 42.7%. Following to this 40.7%, 13.3% and 3.3% were age group of 26-45, 46-55 and age group of 56+ respectively. Furthermore, respondents were 49.3%, 44.7% and 6.0% fitted to Bachelors, Masters and PhD kind of educational level respectively. 62.0%, 30.7% and 7.3%, respondents were undertaking their occupations as permanent staffs, contractual staffs and others respectively. 38.7% respondents have 2-5 year length of service and 34.7%, 22.0% and 4.7% respondents up to 1 year, have 5-10 years length of service, and more than 10 years length of service at visited banks respectively.

4. RESULTS AND FINDINGS

Table 1: Fit Indices

Fit Indices	Time1		Fit Indices	Time2	
	CFA	SEM		CFA	SEM
Chi-square/df	3.05	3.04	Chi-square/df	3.02	2.99
GFI	0.93	0.94	GFI	0.92	0.95
AGFI	0.82	0.86	AGFI	0.83	0.83
CFI	0.94	0.96	CFI	0.94	0.95
RMSEA	0.07	0.06	RMSEA	0.07	0.07

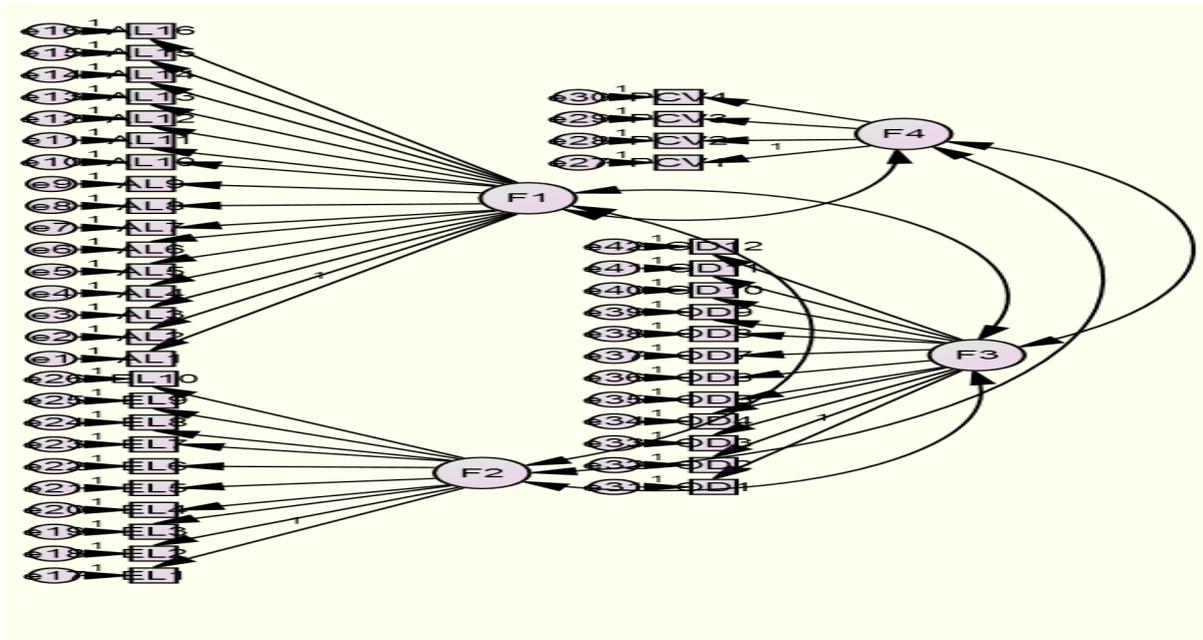


Table 1 described the results of model fitness from both CFA and SEM dimensions in time 1 and in time 2 data. CMIN value is 3.05 in time 1 data is given at the first place whose value is less than 5 which is permissible to prove the model fit, CMIN value in time 2 data is 3.02 which showed better results in time 2. Goodness of fit index is given at the second place which represents the variance covariance matrix and as its value is adjoining to 0.95 so it is declaring a good fit of the model in time 1 and in time 2. AGFI is adjusted GFI whose value is greater than 0.8 which is reasonably good to prove that model is good fit, AGFI value is greater in time 2. CFI is representing the comparative fit index which is showing more realistic values that are proving that model is near to absolute fit due to value of 0.94 which is nearest to 0.95, CFI value remain same in both time. RMSEA is root mean square error of approximation whose rate is smaller than 0.10 so that is also indicating the good fitness of model. There are better results when data was collected second time in study.

Table 2: Confirmatory Factor Analysis

Items	Time 1			Items	Time 2		
	FL	AVE	CR		FL	AVE	CR
Authentic Leader		.60	.84	Authentic Leader		.62	.86
ATL1	.74			ATL1	.76		
ATL2	.71			ATL2	.72		
ATL3	.79			ATL3	.79		
ATL4	.60			ATL4	.62		
ATL5	.80			ATL5	.82		
ATL6	.76			ATL6	.78		
ATL7	.91			ATL7	.90		
ATL8		.62	.90	ATL8		.64	.91
ATL9	.78			ATL9	.79		
ATL10	.81			ATL10	.83		
ATL11	.72			ATL11	.74		
ATL12	.71			ATL12	.71		
ATL13		.59	.78	ATL13		.62	.79
ATL14	.69			ATL14	.70		
ATL15	.72			ATL15	.74		
ATL16	.77			ATL16	.78		
ATL17	.76			ATL17	.77		
Ethical Leadership	.78			Ethical Leadership	.80		

ETL1	.79			ETL1	.79		
ETL2	.82			ETL2	.84		
ETL3	.79			ETL3	.78		
ETL4	.60	.82		ETL4	.62	.84	
ETL5	.88			ETL5	.89		
ETL6	.75			ETL6	.75		
ETL7	.89			ETL7	.90		
ETL8	.90			ETL8	.89		
ETL9	.87			ETL9	.88		
ETL10	.77			ETL10	.76		
Psychological Contract Violation				Psychological Contract Violation			
PCV1				PCV1			
PCV2				PCV2			
PCV3				PCV3			
PCV4				PCV4			
Followers Organizational Deviance	.67			Followers Organizational Deviance	.68		
OD1	.86			OD1	.86		
OD2	.77			OD2	.79		
OD3	.79			OD3	.79		
OD4	.75			OD4	.78		
OD5	.73			OD5	.76		
OD6	.84			OD6	.85		
OD7	.81			OD7	.84		
OD8	.59	.78		OD8	.60	.80	
OD9	.63			OD9	.60		
OD10	.80			OD10	.80		
OD11	.74			OD11	.76		
OD12	.55	.81		OD12	.56	.82	
LEE6	.68			LEE6	.70		

The above mention table depicted the composite reliabilities and average variance extracted which determine the convergent validity. In order to determine the convergent validity of data, this model and its fit indices has been proved. In order to check the validity there are three major steps as being illustrated by Fornell and Larcker (1981), these involve the factor loading of constructs should be more than 0.7, the Average variance extracted values should be more than 0.5 and the Composite Reliability value should be more than 0.5. Thus, results shown in **Table2** illustrates that the majority values of factor loading are greater than 0.7 and significant at 0.001 in time 1 and in time 2 but values of factor loading were better in time 2 as comparison to time 1. While the CR and AVE values are all greater than 0.8 and 0.5 in time 1 and in time 2. The values of CR and AVE in time 2 are greater than values of time 1 data. Thus this table showed the convergent validity of the model.

4.1. Correlation Analysis

Table 3: Correlation Analysis

		Time 1					
Variables		Mean	SD	1	2	3	4
1	Authentic Leadership	3.61	.489	1(.80)			
2	Ethical Leadership	3.59	.502	.514**	1(.76)		
3	Psychological Contract Violation	3.63	.718	-.217**	-.280**	1(.71)	
4	Followers Organizational Deviance	1.93	.347	-.351**	-.476**	.26	1(.84)
		Time 2					

Variables	Mean	SD	1	2	3	4
1 Authentic Leadership	3.85	.499	1(.82)			
2 Ethical Leadership	3.99	.502	.554**	1(.78)		
3 Psychological Contract Violation	3.83	.682	-.194**	-.251**	1(.75)	
4 Followers Organizational Deviance	2.01	.247	-.313**	-.425**	.29	1(.83)

Table 3 enlightened that the authentic leadership was negatively and significantly correlated with psychological contract violation ($r_{T1} = -.217$; $r_{T2} = -.194$), followers' organizational deviance ($r_{T1} = -.351$; $r_{T2} = -.313$). In addition, the EL was correlated negatively with psychological contract violation ($r_{T1} = -.280$; $r_{T2} = -.251$), followers' organizational deviance ($r_{T1} = -.476$; $r_{T2} = -.425$) and psychological contract violation positively correlated with followers' organizational deviance ($r_{T1} = .26$; $r_{T2} = .29$). The results showed significant correlation among predictors and endogenous variables. The mean values are showing the trend of responses that most of them are laid towards agreeableness.

Results demonstrated that relationship between variables became stronger when the data collected in time 2, which shows that people have more positive attitude and behaviors regarding understudy variables in time 2 data as compare to time 1. Correlation among all of variables are stronger in time 2 responses, which indicated that employee's behavior changed with the passage of time in banking sector.

4.2. Regression

Table 4: SEM Regression Analysis

Time1

Relationship		Estimates	S.E.	C.R.	P
FOD	<--- AL	-.36	.098	.057	.014
FOD	<--- EL	-.41	.089	1.25	.021

FOD= followers' organizational deviance; AL= authentic leadership; EL= ethical leadership

Time2

Above table enlightened that regression weights significance level for relationship hypothesized in H1

Relationship		Estimates	S.E.	C.R.	P
FOD	<--- AL	-.45	.098	.057	.012
FOD	<--- EL	-.47	.089	1.25	.121

FOD= followers' organizational deviance; AL= authentic leadership; EL= ethical leadership

and H2. The results provided an evidence that ethical leadership have a negative but insignificant impact on followers' organizational deviance ($p > .05$), therefore H2 not supported. SEM analysis showed the positive estimates and S.E in relation with independent variables to dependent variable. Since H2 is insignificant in relation with independent to dependent variable, there can be no other relation to test. Whereas H1 found negatively significant in relation with independent variables as authentic leadership to dependent variable as followers' organizational deviance. Consequently, H1 supported.

4.3. Moderation Analysis

Table 5: Model Summary

Time 1					
	R ² -Change	F	df1	df2	p
AL*PCV	.05	10.4	1.0	119.0	.02
Time 2					
	R ² -Change	F	df1	df2	p
AL*PCV	.07	11.4	1.0	113.0	.01

P<0.05; AL= authentic leadership; PCV= psychological contract violation

Table 6: Moderation Model

Time 1				
	<i>B</i>	<i>SE</i>	<i>T</i>	<i>p</i>
AL*PCV	.385	.23	1.4	.02
Time 2				
	<i>B</i>	<i>SE</i>	<i>T</i>	<i>p</i>
AL*PCV	.423	.18	1.8	.01

P<0.05; AL= authentic leadership; PCV= psychological contract violation

The model outcome as shown being having coefficient value 0.385 > p value of 0.02 and the interaction value of r2 being 0.05 > p=0.02 provides a supportive result for the moderating factor of being involved in the study in time 1. The coefficient value in time 2 data is .423 > p value .01 and the interaction value of r2 being .07 > p=.01 provide better supportive results for the moderating factor of being involved in the study at the second time of data collection. The statistics values as shown in above table of moderation analysis providesupportive results for the moderating role of psychological contract violation between authentic leadership& followers' organizational deviance.

5. DISCUSSION AND CONCLUSION

Current study aimed to check the effects of authentic and ethical leadership on followers' organizational deviance. It also investigated the moderating effect of psychological contract violation. The findings divulged authentic leadership had significant and negative relationship with organizational deviance and supported to H1 for time and time2. This relationship becomes more strong and significant in time 2. Work-related deviance behavior creates important problems for the organizations. Therefore, decreasing or eliminating such behaviors is crucial for organization. Study suggested that by creating an authentic leadership within the organizations, it is possible to decrease the effects of these behaviors. If employees have authentic leadership then they perform high performance and not direct the work related deviance behaviors. This study enlightened by previous studies suggested that authentic leadership is more probable reason for reduction in followers' organizational deviance ((Erkutlu & Chafra, 2013; Spector & Fox, 2005; Mount et al, 2006; Hershcovis et al, 2007; Caldwell & Dixon,

2010). This study also backed by current study (Erkutlu & Chafra, 2013). This study depicted that ethical leadership had significant and negative relationship with followers' organizational deviance and supported to H2. The existence of an ethical leadership perception of employees helps to decrease employees' work related deviance behaviors. Leaders with their own principles and applications create an ethical thermosphere in their organizations; henceforth they enable the ease of ethical behaviors and decrease the manifestation of unethical behaviors. The consequences of this study also steady with the preceding investigation suggested that ethical leadership in the organizations is more probable source in reduction the managerial abnormality (Aronson, 2001; Trevino & Brown, 2005; Mayer et al, 2009, 2010; Miao, 2012). The findings of this study showed that psychological contract violation significantly moderate on the relationship between authentic leadership and followers' organizational deviance and supported to H3. As study was longitudinal in nature, therefore change in respondents' behaviors was measured and findings revealed that under study variables significantly correlated with more intensity in time2.

If in the organization psychological contract violation occurs then employees direct the work related deviance behaviors that cause low performance, bullying, low commitment and loyalty and misuse the organizational resources. Study described that if authentic leadership is created in the organization and psychological contract violation happened in the organization then the connection between authentic leadership and followers' organizational deviance get stronger. This study enlightened by previous studies that described that psychological contract violation temperate the

liaison between authentic leadership and followers' organizational deviance (Robinson & Morrison, 1995; Morrison & Robinson, 1997; Chen et al, 2004; Robinson & Morrison, 1995; Ilies et al., 2005; Chiu & Peng, 2008; Wang, 2011).

Practical implication

Current study has significant applied allegations for influential and their official doms. The results described reduction in work related deviance behavior is the result of developing authentic leadership which is advantageous for managers. Due to growing globalization, this is situating compression on enterprises to advantage a viable benefit in worldwide souks (Walumbwa, 2010). Authentic and ethical leadership is related with esteemed administrative results such as inferior workstation aberration, developed followers' assurance, job gratification and organizational citizenship behaviors. It is important to consider the vital organizational factors that will simplify the success of authentic leadership expansion: initially, superior administration essentials to offer strong sustenance for such enlargement determinations and second, they can offer means to the expansion of other directors in the association.

It can be expected workplace deviance behaviors of employees decrease when demographic characteristics such as age and tenure increase. But managers need not to wait until their employees get older to behave less antisocially, instead they may try to behave themselves as more ethical leaders and then of course they may expect from their employees much desirable behaviors.

The most important problem of the organizations is the nonexistence of ethical leaders (Plinio et al, 2010). As the results of this study also indicate, recognizing the doles of ethical leaders decreasing antisocial behaviors of employees, the organizations should select and educate ethical leaders. Similarly, practical implication is the management of psychological contract meritoriously in the place of work for reduction unorthodoxy behaviors of subordinates. Due to high psychological contract violation, employees involved in more

aberration to achieve benefit such as jobs, advancements and projects etc. reduction in psychological contract violation testified decline in employee nonconformity, current study proposes that the handling psychological contract meritoriously may have an overturning upshot on unorthodoxy.

5.1. Limitations and future directions

The current study has numerous precincts that could be overwhelmed in upcoming inquiry areas. This study has been conducted in the banking sector only; future study can be conducted on another sector. Geographical limitation in this study, this study conducted in Gujranwala. This study not showed the demographic analysis. Small sample size is used due to financial and time constraints, future researchers used large sample size. In this study simple random sampling technique used, further research may use mixed approach.

This research is based on employees' own perceptions for deviant behaviors; future research might also include the records of the companies about the employees who have behaved antisocially (i.e. mobbing, harassment, theft, lying), thus a more objective data could be derived. Future research also conducted on other leadership styles such as leader-member exchange, transformational leadership and empowering leadership.

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