

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**The Link between
Person-Environment Misfit and
Employee Greed: An Exploration
of Mediation and Moderation**

by

Qlander Hayat

A thesis submitted in partial fulfillment for the
degree of Doctor of Philosophy

in the

Faculty of Management & Social Sciences

Department of Management Sciences

2019

**The Link between Person-Environment Misfit
and Employee Greed: An Exploration of
Mediation and Moderation**

By

Qlander Hayat

(PM 131004)

Dr. Rabeatul Husna Abdull Rahman
University Technology of Malaysia, Malaysia
(Foreign Evaluator 1)

Dr. Bahaudin G. Mujtaba, Professor
Nova Southeastern University, Florida, USA
(Foreign Evaluator 2)

Dr. Sayyed Muhammad Mehdi Raza Naqvi
(Thesis Supervisor)

Dr. Sajid Bashir
(Head, Department of Management Sciences)

Dr. Arshad Hassan
(Dean, Faculty of Management & Social Sciences)

**DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

2019

Copyright © 2019 by Qlander Hayat

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

“If a man sees even a tiny gleam of success, then greed forces him to humiliate himself. If he gives way to avarice, then inordinate desires ruin him.”

[Ameer-Ul-Momaneen Hazrat ALI Ibn-e-Abi Talib (A.S)]

To my brother Mahar Khizar Hayat Lodhra who made me who I am and for the many sacrifices he made for me.



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY ISLAMABAD

Expressway, Kahuta Road, Zone-V, Islamabad
Phone: +92-51-111-555-666 Fax: +92-51-4486705
Email: info@cust.edu.pk Website: <https://www.cust.edu.pk>

CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the thesis, entitled “**The Link between Person-Environment Misfit and Employee Greed: An Exploration of Mediation and Moderation**” was conducted under the supervision of **Dr. S. M. M. Raza Naqvi**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the thesis was conducted on **October 15, 2019**.

Student Name : Mr. Qlander Hayat
(PM131004)

The Examination Committee unanimously agrees to award PhD degree in the mentioned field.

Examination Committee :

(a) External Examiner 1: Dr. Khurram Shahzad
Professor
Riphah Int. University, Islamabad

(b) External Examiner 2: Dr. Naveed Akhtar
Professor
NUML, Islamabad

(c) Internal Examiner : Dr. Sajid Bashir
Professor
CUST, Islamabad

Supervisor Name : Dr. S. M. M. Raza Naqvi
Associate Professor
CUST, Islamabad

Name of HoD : Dr. Sajid Bashir
Professor
CUST, Islamabad

Name of Dean : Dr. Arshad Hassan
Professor
CUST, Islamabad

AUTHOR'S DECLARATION

I, **Mr. Qlander Hayat (Registration No. PM-131004)**, hereby state that my PhD thesis titled, '**The Link between Person-Environment Misfit and Employee Greed: An Exploration of Mediation and Moderation**' is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/ world.

At any time, if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my PhD Degree.



(**Mr. Qlander Hayat**)

Dated: 15 October, 2019

Registration No : PM-131004

PLAGIARISM UNDERTAKING

I solemnly declare that research work presented in the thesis titled “**The Link between Person-Environment Misfit and Employee Greed: An Exploration of Mediation and Moderation**” is solely my research work with no significant contribution from any other person. Small contribution/ help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/ cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of PhD Degree, the University reserves the right to withdraw/ revoke my PhD degree and that HEC and the University have the right to publish my name on the HEC/ University Website on which names of students are placed who submitted plagiarized thesis.



(Mr. Qlander Hayat)

Dated: 15 October, 2019

Registration No : PM-131004

List of Publications

It is certified that following publication(s) have been made out of the research work that has been carried out for this thesis:-

1. Hayat, Q., & Raza Naqvi, S. M. (2019). Antecedents and Consequences of Employee. *Global Regional Review*, vol. 4(3):pp. 1-11.
2. Hayat, Q., & Naqvi, M. M. R. (2018). Job Strain, Employee Greed, and Employee Envy: Moderating Role of Self-Monitoring in the Banking Sector of Pakistan. *Journal of Managerial Sciences*, vol. 11(3):pp. 221-224.

Qlander Hayat

(PM 131004)

Acknowledgements

It's the grace of ALMIGHTY ALLAH that has led this work to its completion. The Gracious and All Compassionate. I can never dare to deny of HIS gifts that HE has granted me, best of which is that HE has provided me with the torch of eternal guidance in the form of HIS Holy Prophet (PBUH), who is the city of knowledge for humanity.

This thesis would not have been possible without the following people whose support and care saw me through until thesis submission. Firstly, an endless thank you is extended to my supervisor, Sir Dr. Sayyed Muhammad Mehdi Raza Naqvi, for his continued guidance and support over the last four to five years. Your knowledge continually astounds me and if I have even half the career that you have experienced, then I will be fulfilled both as a person and as a professional in the forensic field.

Secondly, I would also like to thank my fellow doctoral students who have become my peers in the psychology arena. The bond that we share in having experienced this challenging yet equally rewarding doctoral degree is a special one and I am confident that lifelong friendships have been forged. Thirdly, I am thankful to my friends who always encourage me to progress in the process.

Finally, I am indebted to my family whose love and support for me have been boundless. I acknowledge the love of my son Shah Muhammad and my daughter Mawadat Fatima.

Abstract

This study is based on empirical analysis by using quantitative tools to examine the phenomenon of greed. The utmost purpose of the study is to analytically examine the antecedents and outcomes of greed by testing the hypothesized relationships between different variables with greed. More specifically the aim of this research is to empirically analyze the relationships among the variables of person-environment misfit, job strain, employee greed, employee envy and workplace deviance, along with moderating role of self-monitoring. The data contains 952 responses from the two sources at two points of time. The first source, at first point in time, comprises the employees from the banking sector of Pakistan. The second source, at second point in time, encompasses the bosses of the previous respondents who by position are operation and branch manager. These managers are contacted after two to three months for data collection. Both the surveys contain certain items to measure the variables. Two traditions of person-environment misfit i.e. subjective value incongruence and psychological need un-fulfillment are examined for understanding the mechanisms of employee greed. Data screening is performed prior to exploratory and confirmatory factor analysis along with the detailed regression analysis. After testing the goodness of data and measures, the hypothesized relationships are tested by employing structural equation modeling procedures.

Simultaneous regression analysis reveals that employees suffering from a person-environment misfit are more prone to undergo through job strain and greedy tendencies, followed by envy and workplace deviance. It further reveals that the subjective value incongruence is playing a substantial role in the development of serious workplace deviance through emotional strain and employee greed. However, psychological need un-fulfillment is evinced a significant strong predictor of employee envy and minor workplace deviance. Self-monitoring, on the same vein, is demonstrated as significant moderator in some relations but insignificant in the rest. Conclusively, the current study fosters the understanding of the role of a person-environment misfit in promoting the job strain and employee greed.

Moreover, the results of this study detail how person-environment misfit induces employee envy and workplace deviance through job strain and employee greed in banking sector employees.

Not only this study contributes in person-environment misfit theory by examining the unexplored outcome of greed, but also it verifies the contextual anomie theory empirically. The findings of this study contain implications for human resource managers and industrial psychologists in recruitment, selection and designing the interventions in a manner through which person-environment fit can best be achieved and the negative outcomes of misfit may be avoided.

Key words: Subjective value incongruence, psychological need Unfulfillment, cognitive strain, emotional strain, employee greed, employee envy, minor workplace deviance, serious workplace deviance

Contents

Author’s Declaration	v
Plagiarism Undertaking	vi
List of Publications	vii
Acknowledgements	viii
Abstract	ix
List of Figures	xvi
List of Tables	xvii
Abbreviations	xix
1 Introduction	1
1.1 An Overview	1
1.2 Background of the Study	5
1.3 Gap Analysis	6
1.4 Theoretical Perspectives	9
1.4.1 Contextual Anomie and Strain Theory (CAST)	10
1.4.2 Person-Environment (PE) Fit Theory	14
1.5 The Context	15
1.6 Problem Statement	17
1.7 Research Questions	17
1.8 Objectives of the Study	18
1.9 Significance of the Study	19
1.9.1 Theoretical Significance	20
1.9.1.1 Integrated Model	21
1.9.1.2 Methodological Significance	21
1.9.2 Practical Significance	22
1.9.2.1 Context Specific Research	23

2	Review of Extant Literature	24
2.1	Greed	24
2.1.1	Greed in Philosophy	25
2.1.2	Greed in Religion/Theology	27
2.1.3	Greed in Sociology	28
2.1.4	Greed in Psychology	29
2.1.5	Greed in Economics	29
2.1.6	Greed in Administrative Sciences	30
2.1.7	Operational Definition of Employee Greed	31
2.1.8	Gender and Greed	31
2.1.9	Age and Greed	32
2.1.10	Qualification and Greed	32
2.2	Antecedents of Greed	33
2.3	Outcomes of Greed	33
2.4	Job Strain	34
2.5	Envy	35
2.6	Workplace Deviance	36
2.6.1	Minor Workplace Deviance	37
2.6.2	Serious Workplace Deviance	37
2.7	Greed and Envy	38
2.8	Greed and Workplace Deviance	39
2.9	Job Strain and Envy	39
2.10	Job Strain and Workplace Deviance	40
2.11	Person-Environment Misfit	41
2.11.1	Subjective Value Incongruence	42
2.11.1.1	Individual Values	43
2.11.1.2	Organizational Values	44
2.11.2	Psychological Need Un-fulfillment	45
2.11.2.1	Personal Needs	46
2.11.2.2	Organizational Supplies	46
2.12	Person-Environment Misfit and Job Strain	46
2.13	Person-Environment Misfit and Greed	47
2.14	Person-Environment Misfit and Envy	48
2.15	Person-Environment Misfit and Workplace Deviance	49
2.16	Mediating Role of Job Strain on the Relationship Between PE Misfit and Envy	50
2.17	Mediating Role of Job Strain and Greed on the Relationship Between PE Misfit and Envy	52
2.18	Mediating Role of Job Strain on the Relationship Between PE Misfit and Workplace Deviance	53
2.19	Mediating Role of Job Strain and Greed on the Relationship Between PE Misfit and Workplace Deviance	55
2.20	Moderating Role of Self-Monitoring on the Relationship Between Job Strain and Greed	58

2.21	Moderating Role of Self-Monitoring on the Relationship Between Greed and Envy	60
2.22	Moderating Role of Self-Monitoring on the Relationship Between Greed and Workplace Deviance	61
2.23	Theoretical Framework	62
2.24	Conceptual Framework	63
2.25	Study Hypotheses	64
3	Research Methodology	67
3.1	Research Strategy	67
3.1.1	Purpose of the Study	68
3.1.2	Data Collection Strategy	68
3.1.3	Data Collection Sources	69
3.1.4	Unit of Analysis	69
3.1.5	Measures	70
3.1.5.1	Psychological Need Un-fulfillment	70
3.1.5.2	Psychological Needs	70
3.1.5.3	Organizational Supplies	70
3.1.5.4	Subjective Value Incongruence	71
3.1.5.5	individual value	71
3.1.5.6	Organizational Values	71
3.1.5.7	Calculating Person-Environment Misfit Variable	71
3.1.5.8	Job Strain	72
3.1.5.9	Employee Greed	72
3.1.5.10	Envy	72
3.1.5.11	Workplace Deviance	73
3.1.5.12	Self-Monitoring	73
3.1.6	Reliabilities of the Scales in Pilot Testing	73
3.1.7	Population and Sample	76
3.1.8	Sampling design	76
3.1.9	Time Horizon	77
3.2	Data Screening	78
3.3	Respondents Characteristics	78
3.4	Demographics of the Respondents Sample 1 (Employees)	79
3.5	Demographics of the Respondents Sample 2 (Boss)	80
3.6	The Goodness of the Measuring Scales	82
3.6.1	Reliability of the Scales	82
3.6.2	Factor Analysis of Employee Rated Questionnaire (Sample 1)	82
3.6.3	Exploratory Factor Analysis	83
3.6.3.1	Factor Structure of Individual Values Scale	84
3.6.3.2	Factor Structure of Organizational Values Scale	86
3.6.3.3	Factor Structure of Personal Needs Scale	88
3.6.3.4	Factor Structure of Organizational Supplies Scale	90

3.6.3.5	Factor Structure of Job Strain, Greed, Envy, Self-Monitoring, and Workplace Deviance	93
3.6.4	Confirmatory Factor Analysis	95
3.6.5	Measurement Model	96
3.6.5.1	Individual Measurement Models	96
3.6.5.2	Overall Measurement Model	102
4	Results	104
4.1	Data Analysis	104
4.1.1	Descriptive Statistics	104
4.1.2	Correlation Analysis	107
4.2	Structural Models	110
4.3	Outliers and Influentials	111
4.4	Multicollinearity	111
4.5	Control Variables	112
4.6	Hypothesis Testing	113
4.7	Test of Hypothesis 1-3, Direct Effects	114
4.8	Test of Hypothesis 4-6, Direct Effects	116
4.9	Test of Hypothesis 7-10, Direct Effects	117
4.10	Test of Hypothesis 11-12, Direct Effects	119
4.11	Mediated Effects	120
4.12	Test of Hypothesis 13-15, Mediated Effects	121
4.13	Test of Hypothesis 16-18, Mediated Effects	127
4.14	Test of Hypothesis 19-21, Mediated Effects	134
4.15	Test of Hypothesis 22-24, Mediated Effects	140
4.16	Test of Hypothesis 25-29, Moderated Effects	146
4.17	Summary of Hypotheses Accepted/Rejected	155
5	Discussion, Conclusion, Implications and Limitations	156
5.1	Research Question 1	156
5.1.1	Summary of Results	156
5.1.2	Discussion	157
5.2	Research Question 2	158
5.2.1	Summary of Results	159
5.2.2	Discussion	159
5.3	Research Question 3	160
5.3.1	Summary of Results	160
5.3.2	Discussion	161
5.4	Research Question 4	162
5.4.1	Summary of Results	162
5.4.2	Discussion	162
5.5	Research Question 5	163
5.5.1	Summary of Results	163
5.5.2	Discussion	164

5.6	Research Question 6	165
5.6.1	Summary of Results	166
5.6.2	Discussion	166
5.7	Research Question 07	167
5.7.1	Summary of Results	167
5.7.2	Discussion	168
5.8	Conclusion	169
5.9	Implications	171
5.9.1	Academic Implications	171
5.9.2	Managerial Implications	172
5.10	Limitations	173
5.11	Recommendations	174
	Bibliography	174
	Appendices	195

List of Figures

1.1	Propositions of contextual anomie and strain theory (CAST)	12
2.1	Theoretical Framework	62
2.2	Conceptual Framework	63
4.1	Interaction Plot of Self-Monitoring with Cognitive Strain on Greed	147
4.2	Interaction Plot of Self-Monitoring with Emotional Strain on Greed	149
4.3	Interaction of Self-Monitoring with Employee Greed on Employee Envy	150
4.4	Interaction of Self-Monitoring with Employee Greed on Serious De- viance	151
4.5	Interaction of Self-Monitoring with Employee Greed on Minor De- viance	152

List of Tables

3.1	Demographics of Respondents in Pilot Testing	74
3.2	Measuring Instruments and Reliabilities in Pilot Study	75
3.3	Regional Distribution of the Respondents	79
3.4	Respondent's Characteristics of Sample 1 (N=867)	80
3.5	Respondent's Characteristics of Sample 2 (N=867)	81
3.6	Reliabilities of all the scales	83
3.7	Factor Structure of Individual Values Scale	85
3.8	Factor Structure of Organizational Values Scale	87
3.9	Factor Structure of Personal Needs Scale	89
3.10	Factor Structure of Organizational Supplies Scale	91
3.11	Factor Structure of Job Strain, Greed, Envy, Self-Monitoring, and Workplace Deviance	94
3.12	Individual Measurement Models	99
3.13	Overall Measurement Models	103
4.1	Descriptive Statistics	106
4.2	Correlation Analysis	108
4.3	Multicollinearity Diagnostic	112
4.4	Structural Models	114
4.5	Test of Hypothesis 1-3	115
4.6	Test of Hypothesis 4-6	116
4.7	Test of Hypothesis 7-10	118
4.8	Test of Hypothesis 11-12	119
4.9	Test of Hypothesis 13	122
4.10	Test of Hypothesis 14	124
4.11	Test of Hypothesis 15	126
4.12	Test of Hypothesis 16	128
4.13	Test of Hypothesis 17	131
4.14	Test of Hypothesis 18	133
4.15	Test of Hypothesis 19	135
4.16	Test of Hypothesis 20	137
4.17	Test of Hypothesis 21	139
4.18	Test of Hypothesis 22	141
4.19	Test of Hypothesis 23	143
4.20	Test of Hypothesis 24	145
4.21	Test of Hypothesis 25	147

4.22 Test of Hypothesis 26	148
4.23 Test of Hypothesis 27	149
4.24 Test of Hypothesis 28	150
4.25 Test of Hypothesis 29	152
4.26 Summary of Hypotheses: Direct Effect	153
4.27 Summary of Hypotheses: Mediated Effect	154
4.28 Summary of Hypotheses: Moderated Effect	155

Abbreviations

ALT	Altruism
ATRY	Authority
ATMY	Autonomy
BCE	Before Common Error
CAST	Contextual Anomie and Strain Theory
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CSTRAIN	Cognitive Strain
EFA	Exploratory Factor Analysis
ESTRAIN	Emotional Strain
GOF	Goodness of Fit
GST	General Strain Theory
IFI	Incremental Fit Index
IV	Individual Values
JSTRAIN	Job Strain
KMO	Kaiser-Meyer-Olkin
MWD	Minor Workplace Deviance
OS	Organizational Supplies
OV	Organizational Values
PBUH	Peace Be Upon Him
PE	Person-Environment
PN	Psychological Needs
PNU	Psychological Need Un-fulfillment
PO	Person-Organization

PRSTG	Prestige
RWO	Relationship With Others
RMSEA	Root Mean Square Error of Approximation
SCRTY	Security
SECP	Securities and Exchange Commission of Pakistan
SM	Self-Monitoring
SRMR	Standardized Root Mean Square Residual
SVI	Subjective Value Incongruence
SWD	Serious Workplace Deviance
TLI	Tucker–Lewis Index
VRTY	Variety
VIF	Variance Inflation Factor
WD	Workplace Deviance

Chapter 1

Introduction

1.1 An Overview

Greed has been of primary concern for decades ([Mussel et al., 2018](#); [Seuntjens et al., 2019](#)). Identifying when is it likely to disclose? What are its antecedents? Can it serve as a drive to envy and workplace deviance? How different management systems are conducive to or on the contrary, prevent greed? What are the consequences of greed? How can greedy tendencies be moderated by personality factors? These are some questions, which are of primary concern regarding the understanding of greed for managers. In order to find the answers of such questions, this study uses the literature to build and integrate a model of employee greed. The model captures the dynamics of greed in the light of person-environment (PE) misfit and contextual anomie and strain theory (CAST) and demonstrates, how do employees indulge in greed? How does this greed have different outcomes? May this greed be moderated by self-monitoring? Furthermore, the study provides insights into important future research in this area.

Consideration of greed provides many areas of organizational life and highlights several behaviors, problems, and dysfunctions that usually occur in the organizations ([Krekels and Pandelaere, 2015](#); [Seuntjens et al., 2014, 2015](#); [Wang et al., 2011](#); [Wang and Murnighan, 2011](#); [Mussel et al., 2015, 2018](#); [Chen, 2018](#); [Lambie and Haugen, 2019](#); [Seuntjens et al., 2019](#)). In the organizational theory, the causal

and outcome variables of greed are found but requiring empirical evidences. PE misfit and job strain are found as causal variables of greed, while envy and workplace deviance have been identified as outcomes of greed by different researchers in literature but in isolation. Not only these variables are not comprehensively modeled together but also not tested empirically in industrial psychology, and thus need attention. Considering the outcomes of greed, positive as well as negative outcomes are found in organizational theory.

In the positive outcomes array, greed can cause innovation and performance. These positive outcomes are not only on the individual's level (individual work performance, innovative workplace behaviors) but are at the organizational level (organizational performance, organizational innovativeness) as well. On individual level, greed can promote innovative workplace behaviors. The entire development improvement in the life style of human is due to the greed. Greed causes the humans to survive and innovate because greedy individual get more incentives in producing current goods and inventing new goods (Frijters, 2013). Moreover, according to Hammond et al. (2011), personality dispositions are strong predictors of innovative workplace behaviors. Greed is also a personality disposition (Hilbig et al., 2012), so it can be said that a greedy individual gets more incentive in producing current goods and inventing new goods (Frijters, 2013). Contextual anomie and strain theory (CAST) stated that criminals or the deviants are the individuals who have abandoned legal means in favor of innovative means such as sins, crimes, and deviance (Robinson and Murphy, 2009; Robinson and Rogers, 2018). Because greed is also an instance of sin, hence, from such notions it may be inferred that the greed can promote innovative workplace behaviors in the organizations.

Moreover, in the positive outcomes, greed has also an influence on the organizational level, thus it can enhance organizational performance and organizational innovativeness. Organizational psychologists relate organizational innovativeness to organizational climate (Ruivo et al., 2014). Organizational climate is the set of the feelings, thoughts, and behaviors of the organizational members, it is different from the organizational culture which is the evolved context, (the situation lies in the context) (Denison, 1996). So, it can be deduced that the climate is a

part of the culture, but it is time-bound, and subjective and can be influenced by the people who have power (Denison, 1996). Further, it is established in the literature that the organizational innovativeness is related to the values temporal, subjective aptitudes or tendencies of the organizational members towards innovation. According to the field theory, presented by Kurt Lewin, “The need for re-education arises when an individual . . . has become a criminal, the process of re-education attempts to lead him back to the values and conduct which are in tune with the society in which he lives” (Lewin, 1951). In other words, people revise their values, thoughts, and behaviors with the passage of time when they deviate or suffer from sinful tendencies. So, this perspective further leads to the notion that organizational innovativeness is the outcome of greed. When an individual becomes sinful, the need of re-education emerges then s/he revises his values, and the same case can be applied to the group values (organizational innovativeness). Consequently, an inference may be made that the greed causes organizational innovativeness.

Greed can also play a significant role on the individual and organizational level performance. Frederick W. Taylor’s idea of maximum prosperity of both employer and employee based on performance related pay system and piece work, he believed that the greedy employee will be more productive while receiving performance-based pay (Taylor Frederick, 1911). Accordingly, from this perspective, it can be said that if the employees of the organizations are greedy, the performance of the employee and the firm would be high and vice versa.

In the negative outcomes array, greed can be a strong predictor of envy and workplace deviance. Greed is an ethical idea which draws together the offensiveness of envy and is clarified as a communication of the senses of humor which connect body, society, and universe. Greed and envy, both are malicious feelings and from these two, which is the cause of the other? The answer to this question is greed. Greed is a desire which stimulates envy, it remains what it has been for a considerable length of time: a hunch, working up different sensations, like envy (Robertson, 2001).

Smith and Kim (2007) found that, envy is invoked after the upward social comparison, the need to go upward in social setting, is an instance of greed. Krekels and Pandelaere (2015) and Seuntjens et al. (2015) found highly significant correlation between greed and envy. Moreover, in the literature of seven deadly sins, greed is known as the significant cause for all the other sins and in particular envy (Tickle, 2004; Newhauser, 2007). Consequently, this is evident that greed causes envy in the employees.

The other negative outcome of greed is workplace deviance (Oh et al., 2011). Contextual anomie and strain theory (CAST) is prominent theory of deviance and crimes. The theory describes that in the organizational settings the outcome of greed is workplace deviance (Robinson and Murphy, 2009; Robinson and Rogers, 2018).

To achieve the objective of parsimony, from these negative and positive outcomes of greed, only negative outcomes are examined in this thesis. Because, this study is designed to examine greed as the outcomes of person-environment (PE) misfit, and job strain therefore, the only emphasis is on the negative outcomes of greed.

The moderating variable of self-monitoring is also added in the thesis, because greed can only be organized by our willpower (Robertson, 2001). Major emphasis of self-monitoring theories asserts that high self-monitors are thought to regulate their inner states such as cognition, traits, dispositions, and attitudes (Snyder and Gangestad, 1986; Snyder, 1987). Moreover, studies have found that self-monitoring is positively associated with bright-side of personality and negatively associated with dark side of personality (Ashton and Lee, 2005). Greed is a facet of dark-side personality (Veselka et al., 2014). Moreover, it is found in the literature that the only control over strain, greed, envy, and deviance, is self-control (Baumeister and Juola Exline, 1999). So, in the same manner it can be stated that self-monitoring moderate the dispositional variables of greed and envy. In the contextual anomie and strain theory (CAST), while describing the environment, strain, greed, and deviance relationship it is also asserted that these all are contingent upon the personality variables (Robinson and Murphy, 2009; Robinson and Rogers, 2018).

Therefore, self-monitoring as a moderating variable is added in the study to examine the greed phenomenon.

Moreover, the empirical investigations regarding associations between these variables are formed in different socio-cultural contexts. There is a need to know the associations of above-mentioned variables in an integrated model that could explain the antecedents and outcomes of greed in the Pakistani context. In this way, this model adds evidence to the body of knowledge from non-western countries suchlike Pakistan, for the reason that management philosophies and techniques should be developed according to socio-cultural context ([Hofstede, 1980, 1993, 2007](#)).

1.2 Background of the Study

Greed is as aged as the hills ([Brassey and Barber, 2009](#)). The roots of the concept in the literature can be traced in the first literary work of humankind, as in Homer's comics and the epic of Gilgamesh. Greed thesis can also be found in different classics and latest literature of the disciplines, such as philosophy, sociology, psychology, religion or theology, economics, finance, law, leadership and medical. However, in industrial psychology, the concept is still under its development. Understanding greed has turned into a remarkable area of research for industrial psychology researchers. The scholars treat greed as a dispositional component ([Krekels and Pandelaere, 2015; Seuntjens et al., 2014, 2015; Veselka et al., 2014; Mussel et al., 2015, 2018](#)), and defined it as the experience of desiring to acquire more and the dissatisfaction of never having enough ([Seuntjens et al., 2014](#)).

In general, the dispositions are indeed, well and alive, these are psychological, not physical characteristics of individuals (e.g. gender, race). In other words dispositions are the characteristics which cannot be measured objectively, these are basically the tendencies in response to a particular situation, under some situations these become the explanation of behavior and vary in their usefulness, temporal stability and their state of activation ([House et al., 1996](#)).

Dispositions captured the interest of scholars and practitioners for decades, personality researchers have been interested in studying the dispositions of the employees in the workplace. The main reason for the interest of the employee's dispositions is due to their deep impact on, attitude (Luthans, 2011), and the variance in individual's behavior (House et al., 1996).

In the personal dispositions array, greed is a new addition and the disposition are tendencies in response to the situation. The scholars emphasize that situation or context should be incorporated into the conception and assessment of dispositions (Allport, 1937; Lewin, 1951; Lewin et al., 1936; Mischel and Shoda, 1995; Mischel, 1969). Therefore, this study is congruent with the same theme and investigates the dispositional greed with respect to the context (PE misfit).

1.3 Gap Analysis

Greed is a concept, which is with humans since their existence. Greed is as old as the rivers and oceans. Greed has been discussed in the classics of almost all primary disciplines such as philosophy, psychology, theology, economics, and sociology, but in sophism fashion, unfortunately, the empirical investigation of the concept is lacking in the literature (Krekels and Pandelaere, 2015; Seuntjens et al., 2014, 2015; Mussel et al., 2015; Wang et al., 2011; Wang and Murnighan, 2011; Mussel et al., 2018). More specifically in industrial psychology, the greed as a dispositional component is an entirely new concept and psychologists have highlighted that dispositional greed has both positive and negative outcomes and there is a need to empirically investigate and theorize the concept (Krekels and Pandelaere, 2015; Seuntjens et al., 2014, 2015; Mussel et al., 2015, 2018).

The first gap in the literature that the thesis is going to address is a comprehensive theoretical and empirical analysis, in examining the concept of greed. In search of the antecedents of greed, there was no study found except some experimental studies. Such as, Wang et al. (2011) conducted a study on economics students by using money allocation task (the dictator game) and found that economic education plays a role in promoting greed. Same is true in explaining the outcomes of

greed, there are many factors indicated in the literature, but no scientific evidence is found.

The second gap, which the dissertation tried to fill, is the integration of two theoretical perspectives in the study of greed. The study embodies person-environment (PE) misfit theory with contextual anomie and strain theory (CAST) to comprehensively describe greed phenomenon.

Contextual anomie and strain theory (CAST) presented by [Robinson and Murphy \(2009\)](#); [Robinson and Rogers \(2018\)](#) makes a good attempt to describe the greed in the organizational settings and combines the greed with context, strain, anomie, and opportunity component. The theory describes causes of greed and asserts that the organizational and societal cultures teach, promote, and even mandate employee greed through strain. Moreover, in describing the results of greed theory asserts that greed has both positive and negative outcomes. When people become greedy, they either improve their job performance or deviate from the organizational norms by innovating. The core theme of the CAST is that employee deviances are stimulated by employee greed, and this greed is generated from two contextual forces, the society, and the organization itself ([Robinson and Murphy, 2009](#); [Robinson and Rogers, 2018](#)). Theory successfully describes the greed phenomenon in explaining the individual level outcomes. Although theory provides good insights into the understanding of the greed, but it fails to recognize that, the greedy behaviors are the joint effect of situation and personality.

The first factor, which enforces the integration of the said theories, is the joint effect of person and situation. Psychologists have highlighted the importance of situation and personality jointly in predicting the behaviors ([Mischel et al., 2007](#)). In this joint effect of situation and personality, a well-known psychologist Kurt Lewin's work is the landmark and he had demonstrated that behavior is the function of personality and situation ([Lewin et al., 1936](#); [Lewin, 1951](#)). Therefore, in order to add this perspective of situation and personality in the study of greed, this dissertation intends to get help from person-environment (PE) fit theory.

Person-environment (PE) theory is a prominent theory of industrial psychology and has been extensively examined with different perspectives in the literature

(Edwards, 1995, 1996; Edwards and Van Harrison, 1993; Edwards, 2007; Edwards and Cooper, 2013; Edwards et al., 1998; Edwards and Bagozzi, 2000; Edwards et al., 2006; Edwards and Cable, 2009; Kristof-Brown, 1996; Kristof-Brown et al., 2005; Caplan, 1972, 1987; Caplan and Harrison, 1993; Lamiani et al., 2018; Zhang et al., 2017; Rounds et al., 1987; Judge, 1994). Researchers found that the unfit or mismatch of the person and the environment cause strain and this strain has an impact on different individual-level outcomes. Therefore, Person-Environment (PE) theory's focus was on the joint effect of personality and situation in the prediction of individual-level outcomes.

Theory found that, if the characteristics of a person and the characteristics of the environment match with each other it would produce positive results, not only on individual level outcomes but also on organizational level outcomes. In the case of a mismatch between person's characteristics and organization's characteristics, there will be a strain and the studies found that this strain would lead to unmet demands (Edwards et al., 1998). These unmet demands are basically greedy tendencies (Robertson, 2001). Such as, Krekels and Pandelaere (2015) defined greed as an un-sated desire for more resources, monetary or others. Robinson and Murphy (2009); Robinson and Rogers (2018) describe greed as unmet values and goals. Therefore, these person-environment (PE) considerations are added in contextual anomie and strain theory (CAST) to better understand the greed phenomenon.

The second factor in the amalgamation of contextual anomie and strain theory (CAST) and person-environment (PE) fit theory in the study of greed is the strain. The CAST describes the greed and different individual and organizational level outcomes in the light of strain in organizational settings (Robinson and Murphy, 2009; Robinson and Rogers, 2018) and PE fit theory also elaborates the individual level and organizational level outcomes of fit with the help of strain. Hence, the strain element can be used as an anchor in combining these two theoretical perspectives to comprehensively describing the phenomenon of greed.

The other factor in the integration of two theoretical perspectives is the implicit explanation of greed in PE fit theory, which can be explained in more detail with the help of the CAST. Person-environment fit theory implicitly describes the greed

factor and emphasis that if the perceived resources and rewards are insufficient than the demands or preferences of employees, then this misfit causes the strain, and this strain leads to unmet demands (greed) (Cable and Edwards, 2004; Edwards et al., 1998). Greed is also related to unmet wants and desires (Robertson, 2001). Therefore, the person-environment fit theory is lacking the explicit explanation of the greed and this study integrates greed in person-environment theory by using contextual anomie and strain theory (CAST). The detailed description of these theories is given in the next section.

1.4 Theoretical Perspectives

Many management theories support the study of greed, but this study was designed to investigate the greed phenomenon in the light of two theoretical perspectives, contextual anomie and strain theory (CAST), and the person-environment fit theory. CAST states that societal and organizational factors cause greed through strain, and this greed influences individual-level outcomes. Whereas, the person-environment fit theory describes that both individual level and organizational level outcomes are the results of personal and contextual factors through strain. By observing the both stated theories, CAST explains the individual level outcomes through context, strain, and greed, ignoring the personal level factors. Whereas, the person-environment fit theory ignores the greed factor in establishing the link between personal and organizational outcomes through strain along with personal and environmental factors. From this, it can be observed that, in describing the greed phenomenon through strain, CAST alone is not enough because it ignores the personal factors and emphasizes the contextual factors. Therefore, by incorporating PE fit theory with CAST the greed phenomenon can be examined comprehensively. Using this integration of two theoretical perspectives, the study built and examined a comprehensive model for predicting the causes and outcomes of greed. A few lines about the said theories are expressed as under.

1.4.1 Contextual Anomie and Strain Theory (CAST)

Robinson and Murphy (2009) and Robinson and Rogers (2018) presented the contextual anomie and strain theory (CAST). This theory is about the greed, performance, crime, innovation, and deviance of organizational employees, also known as the theory of corporate criminality and deviance. Greed happens to be the core theme of the theory and is generated through two contextual forces. Firstly, people become greedy simply due to the societal factors (culture, society, family). Parents, teachers, bosses, colleagues, and friends have taught to succeed and compete typically in monetary terms and these success-oriented goals can never be achieved. These multitudinous goals become higher as the individual get into success. Secondly, people become greedy due to the situation in which they are doing job e.g. organizations working to maximize its profit. So in pursuit of greed, the people engage in both legitimate and illegitimate means to satisfy their endless goals. Moreover, the theory has been built on the three most popular theories, general strain theory, institutional anomie theory, and opportunity theory.

General strain theory states that individuals suffering from strain are likely to engage in delinquency and deviance, and this strain is caused by failure to positively valued objectives or stimuli and coming out of negatively valued stimuli (Agnew, 1992; Broidy and Agnew, 1997).

Institutional anomie theory, which is one of the most popular and embodiment theory of the deviance and crime from last few decades at the macro level studies of deviance and crime in sociological criminology. In this theory, the concept anomie is taken from Durkheim's work and described as state of normlessness or a change that endangers the behavioral norms, and also referred as a cause of deviance and crimes (Durkheim and Simpson, 2002). Merton expands this concept in his popular anomie theory (Merton, 1938; Merton and Merton, 1957; Merton, 1968) which provides the foundation for Messner and Rosenfeld's institutional anomie theory (Messner et al., 2008; Messner and Rosenfeld, 1997). Theory exerts that the main stimulants of the deviance and crime in the society are due to irritation, frustration, or strain caused by culture and institutions. These institutions such as schools, firms, and government organizations promote unlimited goals, for instance, gaining

high academic grades and maximum profits. In order to achieve these unbounded goals fostered by institutions, individuals suffer from unlimited desires and try to fill these desires at any cost. In sum, the institutional anomie theory states that individual actions are guided by institutional and culturally defined goals.

Opportunity theory states that the opportunity is a key factor in predicting delinquency and deviance. People find numerous opportunities in their lifespan and the kind of this opportunity determines whether the individuals conform or deviate from social norms (Cloward and Ohlin, 2013).

Contextual anomie and strain theory (CAST), on the basis of said three theories, combines the strain, anomie, and opportunity component in a single paradigm to describe the causes and results of greed in an organizational context. In describing the causes of greed, the theory asserts that the organizational and societal cultures teach, promote, and even mandate employee greed through strain. Moreover, in describing the results of greed theory asserts that greed is a significant predictor of deviance. When people become greedy, they deviate from the organizational norms. The core theme of the CAST is that employee deviances are stimulated by employee greed, and this greed is generated from two contextual forces, the society, and the organization itself (Robinson and Murphy, 2009). The main propositions of the theory are shown in figure 1.1 and discussed below.

In figure 1.1, the propositions of the CAST describe the greed and its antecedents and consequences. According to the first proposition, greed promotes deviances or crimes in the organizations (workplace deviance) and the perception of crime or deviance in the mind of people is myopic in three ways. Firstly, criminals are thought to be different from non-criminals, but we all are criminals. Secondly, the view of crime in the mind of people is violent crime, but property crimes are more frequent, and thirdly, street crimes are thought to be more damaging but white collar's crimes are most harmful.

The second proposition states that greed is strengthened by unachievable socio-cultural values and goals, here the term American Dreams mean the societal cultural values. People follow the socio-cultural values more than the organizational values and people avoid the organizational norms and laws (workplace deviance).

Table 3.1. Propositions of Contextual Anomie/Strain Theory

-
1. Greed promotes crime.
 2. Greed is emphasized in American culture.
 - a. The American Dream promotes greed by emphasizing the cultural goals of society over the institutionalized means to achieve those goals; this weakens norms of law-abiding behavior.
 - b. The American Dream promotes greed by emphasizing cultural goals of society that are not reachable because of their infinite nature; this leads to perceptions of strain for people regardless of their level of monetary success.
 - c. In America, the health and welfare of the economy are emphasized over the health and welfare of other institutions such as the family, education, and the polity.
 3. The cultural goals of the American Dream are learned in schools and promoted by parents and the polity, acting as surrogates for corporate and capitalistic interests.
 4. The primary means of satisfying greed by elites is *maximization*—using illegitimate means (i.e., criminality, deviance) in conjunction with legitimate means (i.e., work). Elites simultaneously engage in innovation and conformity to achieve even greater wealth.
 5. Maximization is accepted, expected, and even celebrated in given contexts in American society (e.g., corporations).
 6. Maximization is learned and promoted in social contexts (e.g., the corporate subculture).
 - a. The corporate subculture encourages and at times mandates elite deviance through maximization.
 - b. The corporate subculture provides justifications for elite deviance through maximization.
 - c. The corporate subculture teaches workers how to commit elite deviance through maximization.
 7. Maximization is contingent upon
 - a. Individual personality characteristics.
 - b. Social and personal controls.
 - c. Degree of reward.
 - d. Threat of punishment.
 - e. Loyalty.
 - f. Ideology of executives.
 - g. Opportunity.
-

FIGURE 1.1: Propositions of contextual anomie and strain theory (CAST)

Also due to the infinite nature of socio-cultural goals and preference of economic goals over family, state system, health and educational goals, people experience strain (psychological strain) and this strain causes the greed.

The third proposition states that socio-culturally established infinite values and goals become the basis for organizational values and goals. Infinite nature of values and goals are due to the greed, which is denoted by the concept of American dream.

These values and goals are learned from the institutions, family, and context.

The fourth proposition states that in satisfying the greed human subsist by the norms or laws (conformity) and indulge in their work (job performance) as well as rupture the norms and laws by innovating in pursuit of opportunity (workplace deviance), here the concept maximization is the part of greed. Moreover, this adaptation is due to strain and this strain is context specific (e.g. society, culture, and subcultures). Employees entering in the workplace are pressurized to maximize (greed) so s/he breaks the law or engages in deviance (workplace deviance) and this pressure is from the society, national culture, organization, boss, colleagues, and work-family roles.

The fifth proposition states that greed is accepted, expected, and even celebrated in the given context and from this given context mean organizational culture and environment. In other words, organizational values promote greedy tendencies in employees.

The sixth proposition states that greed is learned and promoted in a typical social context and here social context means the organizational culture. In other words, organizational culture teaches, promotes, and provides justification for workplace deviances through greed. Most of the organizations are promoting the values of reducing cost and maximizing the profits.

Final proposition of the CAST states that greed is associated with the situational factors such as personality type, the degree of rewards (organizational supplies), the threat of punishment, loyalty, ideology of executives, and opportunity. These general propositions of the theory demonstrate that greed is the core theme of the theory, this greed is generated through two contextual forces. Firstly, people become greedy simply due to the societal factors (culture, society, family). Secondly, people become greedy due to the situation in which they are working in e.g. organizations working to maximize its profit. So in pursuit of greed, the people engage in both legitimate and illegitimate means to satisfy their endless goals. From this, it is observed that organizational values and strain cause the greed, and the outcomes of the greed are envy and deviance. Therefore, this study investigated greed in the light of CAST.

1.4.2 Person-Environment (PE) Fit Theory

Since last three decades the theme of fit has been gaining a tremendous attention in the organizational behavior, industrial psychology, and human resource management research (Sekiguchi, 2007). There are many themes of PE fit research, such as person-job fit (Edwards, 1991; Kristof-Brown, 1996), person-vocation fit (Holland, 1997), person-group fit (Kristof-Brown, 1996), person-supervisor fit, person-organization fit (Chatman, 1989) and researcher tried to find the different ways to assess the person and environment. There are also different conceptualizations of fit in different studies some studies investigate fit by subjective perception of values (value congruence) and known as complementary fit and some studies investigate fit by subjective perception of needs-supply fit (psychological need unfulfillment) and known as supplementary fit (Cable and Edwards, 2004). In all these themes, person and environmental factors are of concern in the prediction of individual level and organizational level outcomes. This is because, the psychologist had emphasized that the person and situation should be considered in prediction of behaviors (Chatman, 1989; Lewin et al., 1936).

Person-Environment theory can be thought as the congruence between an individual and the environment, which occurs when the characteristics of an individual and the environment stay aligned (Kristof-Brown et al., 2005). Edwards (1991) provide a comprehensive model for the theory and stated that individual characteristics (personal values, personality traits) and the characteristics of environment (organizational values, organizational supplies) play a role in the prediction of individual level and organizational level outcomes through strain (Lauver and Kristof-Brown, 2001). Moreover, theory had also been used to predict the different forms of individual level outcomes through strain (Caplan, 1972; Edwards, 1996). Person-environment fit theory implicitly describe the greed factor and emphasis that if the perceived resources and rewards are insufficient than the demands or preferences of employees, then there will be a misfit and this misfit will cause the strain and leads to unmet demands (greed) (Cable and Edwards, 2004; Edwards et al., 1998).

This dissertation is also parallel to these themes of CAST and PE theory, by examining the personal and organizational factors, towards predicting the antecedents of greed along with strain. Moreover, towards the prediction of the outcomes of greed dissertation had also gotten help from the two said theories and investigated the influence of greed on the personal level outcomes and organizational level outcomes.

1.5 The Context

The thesis investigated the greed in the banking sector of the Islamic Republic of Pakistan and particularly in the banking sector of Pakistan. Banking sector is a backbone of the economy, and it is playing a vital role in the development of the economy. Since the independence of Pakistan in the year 1947, the sector has undergone major changes in their systems from nationalization to privatization but the sector is not free from scandals. The malfeasance of different banks like Bank of Credit and Commerce International (BCCI) which unofficially was also known as Bank of Crooks and Criminals International due to its unrecorded deposits, phony payments, illegal share-buying and improper loans. The other main scandal in the history is a merger of KASB Bank into Bank-al-Islami. All such instances always become the challenge for regulatory authorities like State Bank of Pakistan. In a layman language, the main force behind these scandals is always thought to be the only greed. On the other hand, the financial institutions are always blamed as the greedy institutions, such as [Brassey and Barber \(2009\)](#) said that in financial services companies and typically, in banking sectors greed prevails most. Scholars have investigated that the people having the knowledge of economics are prone to more greedy ([Wang et al., 2011](#)). The other scholarly argument regarding greed stated that greed prevails in both private and public sector, but in private sector organizations greed is less constrained and the managers try to expand their influence and want to acquire more, so the greed is high in private organizations. It has also been observed that greedy individuals are not at the top level of the state sector but in the private sector, because of its wealth creation ability and

degree of freedom within it (Frijters, 2013). These scholars' focus was on financial institutions like banks, and they asserted that these banks are more prone to indulge in greed and take a path towards fraud and wrong doings. Therefore, parallel with this theme this study investigated the antecedents and outcomes of employee greed in banking sector of Pakistan located in different regions.

According to the annual report of the State Bank of Pakistan regarding statistics on scheduled banks in Pakistan, there are five public sector commercial banks having 2097 branches, four specialized banks having 584 branches, twenty-two domestic private banks having 8852 branches, and six foreign banks having 18 branches all over the country. The private banks have the wider network of branches in the country by having 8852 total branches (State Bank of Pakistan, 2014) (see attached list in Appendix F). Total commercial banks listed in Karachi Stock Exchange are 23, (list is attached in Appendix E).

This study is designed to integrate two theoretical perspectives (contextual anomie and strain theory (CAST) and person-environment (PE) misfit theory) to study greed in the banking sector of Pakistan. Because CAST states that greed causes deviance and this greed is due to strain and context in which employees are working. While person-environment fit theory states that, the miss-fit can cause the strain and unmet demands (greed) and this strain and greed is due to the environmental characteristics and personal characteristics. Therefore, these two diverse theoretical perspectives can be integrated to study greed in the banking sector of Pakistan.

Managers in the banks are always eager to know, why there employees are greedy, and what are the consequences of this greed? Mostly people think that greed is a negative thing and it should be avoided. This dissertation informed the practitioners that how do employees indulge in greed and what are the outcomes of this greed in the banks of Pakistan.

1.6 Problem Statement

It has been seen that the employees of the banks in Pakistan engaged in deviance because of greed. In the history of Pakistani banks there are many examples of such deviance. Such as recently a bank employee found transferring dam donation (Diamer-Basha and Mohmand Dams Fund set up by the Supreme Court of Pakistan) to unknown account by giving a fake receipt to donor (Zafar, 2018).

Moreover, the National Accountability Bureau, Khyber Pakhtunkhwa, has captured two bank workers for purportedly stealing around Rs55 million in SNGPL service bills at the Al-Barka Bank's Hayatabad branch. These are the very few examples of deviance due to greed in the banks of Pakistan. This study is parallel with these and examine the antecedents and outcomes of greed.

Parsimoniously, the problem to be investigated in this study relates to the antecedents and consequences of employee greed. Particularly, to uncover how do PE misfit (subjective value incongruence, psychological need un-fulfillment) and job strain affect greed, and in which way this greed influences the individual level outcomes suchlike envy and workplace deviance in the banking sector of Pakistan. Moreover, how personality factors moderate the relationship of the said variables?

1.7 Research Questions

The major purpose of this study is to develop the integrated model of employee greed and in doing so parsimoniously this study possesses the following questions.

Research Question 1

Does person-environment misfit associated with job strain, among employees working in banks of Pakistan?

Research Question 2

Does person-environment misfit associated with employee greed, among employees working in banks of Pakistan?

Research Question 3

Does person-environment misfit associated with employee envy, among employees working in banks of Pakistan?

Research Question 4

Does person-environment misfit associated with employee workplace deviance, among employees working in banks of Pakistan?

Research Question 5

Do job strain and employee greed mediate the relationship of person-environment misfit and employee envy among employees working in banks of Pakistan?

Research Question 6

Do job strain and employee greed mediate the relationship of person-environment misfit and workplace deviance among employees working in banks of Pakistan?

Research Question 7

Does self-monitoring moderate the relationship of job strain, employee greed, envy and workplace deviance?

1.8 Objectives of the Study

This study has stretched the existing literature and enhanced the understanding of the concept of greed in the industrial psychology and human resource management field by exploring the antecedents and consequences of employee greed. In doing so the parsimonious objectives of the current study are as under.

1. To examine the relationship of demographical factors of banking sectors employees such as age, qualification, and gender with employee greed.
2. To investigate the relationship of person-environment misfit and job strain, among employees working in banks of Pakistan.
3. To test the relationship of person-environment misfit and employee greed, among employees working in banks of Pakistan.

4. To examine the relationship of person-environment misfit and employee envy, among employees working in banks of Pakistan.
5. To examine the relationship of person-environment misfit and workplace deviance, among employees working in banks of Pakistan.
6. To investigate the mediating role of job strain and employee greed in the relationship of person-environment misfit and employee envy among employees working in banks of Pakistan.
7. To examine the mediating role of job strain and employee greed in the relationship of person-environment misfit and employee envy among employees working in banks of Pakistan.
8. To test the moderating role of self-monitoring in the relationship of job strain, employee greed, envy and workplace deviance.

1.9 Significance of the Study

The study has significance at both scholarly and practice levels. On the scholarly level, this study contributes in the literature in many ways; firstly, this study contributes in the theory of person-environment fit. Secondly, study contributes in the workplace deviance literature. Thirdly, this study contributes in the greed literature. Fourthly, this research develops and tests an integrated model for employee greed, that predicts the causes or antecedents of greed and the outcomes of greed as well. Finally, this thesis has a significant contribution in methodological level.

On the practical level, this study has also a significant participation and develops a theory of greed in a novel cultural context so that human resource managers can use the findings in making a decision of their human resource practices in their typical socio-cultural context. The details of these points are following.

1.9.1 Theoretical Significance

At scholarly level, firstly, the pivotal significance of this study is the contribution in the theory of person-environment fit by exploring the outcomes of fit with the help of the contextual anomie and strain theory (CAST) with the element of greed and job strain. Person-environment misfit theory states that the individual characteristics (values, personality, dispositions, and desires) should be aligned with the characteristics of the environment (culture, organizational supplies) and if this alignment cannot be met, the individuals will suffer from strain. On the other hand, the CAST states that the context (culture, subculture, and organizations) and society play a role in creating the strain in individuals and this strain causes the greed and individuals indulge in law abiding behaviors (workplace deviance). Therefore, in this way this study integrates the two theoretical perspectives on strain and greed by combining the context and person. The study advances the understanding of greed theory in organizational psychology literature.

Secondly, theoretical significance of the study is its contribution in the workplace deviance literature. In this study when the items of non-self-reported measures of workplace deviance developed by (Stewart et al., 2009) are analyzed in exploratory factor analysis, two new dimensions are observed. These new dimensions are further examined in confirmatory factor analysis. The said dimensions are already discussed in the literature but the questionnaire to measure them was not present in the literature. These new dimensions names are minor workplace deviance and serious workplace deviance, proposed by Robinson and Bennett (1995). So in this way this study contributes in the literature by introducing the items for measuring minor and serious workplace deviance.

Thirdly, theoretical significance of the study is its contribution in the greed literature. Dispositional greed is an old concept in the literature but in empirical research domain, the concept is getting attention of researchers of psychology and industrial psychology (Krekels and Pandelaere, 2015; Seuntjens et al., 2015; Mussel et al., 2018, 2015). Even the questionnaire to measure the greedy tendencies in organizational context were missing in the literature. Some scales are recently

developed by the researchers in the context of social psychology ([Krekels and Pandelaere, 2015](#); [Seuntjens et al., 2015](#); [Veselka et al., 2014](#)). Therefore, this study adapts the dispositional greed scale in organizational context. When exploratory factor analysis is performed there are some new findings emerged. A new scale with four items is retained and confirmatory factor analysis is performed to test the validity and reliability of the scale. In this way this study provides a tool to measure the greed in organizational context.

1.9.1.1 Integrated Model

The second scholarly level significance of the study is in two ways; firstly, this study explores the possible antecedents and outcomes of greed. Secondly, this study empirically investigates and tests the association of the different variables with greed which have been found by different researchers ([Edwards et al., 1998](#); [Krekels and Pandelaere, 2015](#); [Quinn et al., 2012](#); [Robinson and Murphy, 2009](#); [Seuntjens et al., 2014, 2015](#); [Wang and Murnighan, 2011](#); [Wang et al., 2011](#)). However, these variables were not comprehensively modeled together in industrial psychology and human resource management. Therefore, this study combines various antecedents and outcomes of greed in a single model rather than in a piecemeal. Thesis contributes into the existing body of knowledge by enhancing the understanding regarding greed and open the new horizons for further research.

1.9.1.2 Methodological Significance

In the methodological literature of industrial psychology, this thesis has also a significance. The thesis is based on some newly emerged research methodologies, such as time-lagged and multi-source data collection, two groups of the sample and avoidance of biases (such as, self-responding, common method, common rater effect and social-desirable responding). To avoid these biases, different raters and anchors for different variables and reverse questions in the questionnaire are included (as suggested by [Podsakoff et al. \(2003\)](#)).

Moreover, the study collects data from two sources (employee, boss), and on two points of time (T_1 , T_2). Firstly, data on some variables (Person-Environment Misfit, greed, strain, self-monitoring, and envy) from banks' employees are collected at the first point of time (T_1) from June to December 2016. Secondly, data on some variables (workplace deviance) is collected from employees' bosses (operation managers or branch managers) at the second point of time (T_2), from November 2016 to February 2017. This is due to avoiding self-responding and common method biases. Finally, the data from both sources and both times are grouped in a single sheet of IBM SPSS to analyze. Hence, in this way the study gets improved and examines the above-mentioned emerging methodologies of industrial psychology.

1.9.2 Practical Significance

On the practical milieu, this study has also a significant participation and develops a theory of greed in a novel cultural context so that human resource managers can use the findings in making decision of their human resource practices in their typical socio-cultural context. Organizations are eager to hire the employees which best fit the demands and requirements of the job and employees are eager to find the best organization to meet their characteristics ([Caplan, 1987](#)).

This study enhances the understanding of the outcomes of the misfit and the role of greed in organizational settings. The findings of the study will help the managers in different functions of the organizations. The understanding of the greed theory will help human resource manager in recruitment, selection, and development of employees.

In recruitment and selection process, managers can select the best employees whose characteristics best suit the characteristics of the not only job, but also organization and its environment ([Van Vianen, 2017](#)). In the development process, managers and consultants can get benefit from the greed theory in making the interventions, which can make employees ready to cope with the changing nature of the jobs and organizations to cope the needs of the employees. Practitioners

and the trainers can also get help from the greed theory to get the optimal performance in making the best training program which can enhance abilities and skills of the managers and workers so that they can align themselves with the jobs.

1.9.2.1 Context Specific Research

Greed is of temporal nature and the understanding and explanation of the concept is cultural dependent, people's understanding and treatment of the greed vary according to their social context (Oka and Kuijt, 2014). Although, greed has been described in different contexts but this study examines the concept in Pakistani organizational context. Previous few studies are conducted in developed western countries such as (Krekels and Pandelaere, 2015; Seuntjens et al., 2014, 2015; Wang et al., 2011; Wang and Murnighan, 2011) and there is no empirical investigation found in developing non-western countries like Pakistan. There is a need to know the nature of greed in developing Asian countries like Pakistan, so that managers can understand and cope with greed according to their unique cultural context. Organizational scientists had already realized the need to develop the cultural specific management theories, philosophies and techniques because the theories, philosophies and techniques that are suitable in one nation's culture may not be suitable in the culture of the rest Hofstede (1980, 1994, 2007). Therefore, this study would be of unique significance in establishing cultural specific theory of greed.

Chapter 2

Review of Extant Literature

This chapter describes all the variables of this study in the light of literature. Firstly, the chapter explains the greed in different streams of literature (such as in philosophy, religion/theology, sociology, psychology, economics and administrative science). Secondly, the operational definition of employee greed is described. Thirdly, demo-graphical variables and their relationship with greed are discussed. Fourthly, the antecedents and outcomes of greed are presented. Fifthly, job strain, envy, and workplace deviance are described with the help of literary work. Sixthly, the relationship between greed, strain, envy, and workplace deviance is enlightened with the help of literature. Seventhly, two approaches of person-environment misfit (psychological need un-fulfillment and subjective value incongruence) are described by means of theory. Eighthly, the chapter discusses the mediating roles of job strain and greed on the relationship of envy and workplace deviance. Ninthly, the moderating roles of self-monitoring are described with the help of theory. Finally, based on this extent literature, a theoretical and conceptual framework, and hypotheses of the study are formulated.

2.1 Greed

Defining the greed is a difficult task, because intrinsic feelings lose their meaning when we give words to them ([Robertson, 2001](#)). The concept is discussed

widely in literature and perceived differently by different people and in different contexts (Brassey and Barber, 2009). Scholars associated different words with it, such as gluttony, covetousness, avarice and rapacity (Taylor, 2011), cupidity (Tickle, 2004), material possessions or acquisitiveness (Brassey and Barber, 2009), pleonexia and philargyria in Greek (Newhauser, 2000), and concupiscence in French (Dommen, 2011). Greed is also known as an unpleasant, dangerous, passionate, and excessive desire (Robertson, 2001), intrinsically evil desire (Borchert, 2006), disordered affections of the heart (Mitchell and Project Muse., 2011), craving for material possession, physical and psychological comfort, physical and psychological pleasure, celebrity, approval, anything desirable (Borchert, 2006) and private gain (Hoeffler, 2011).

Greed is an old word and its roots can be found in old English word *graedig* of prehistory German origin, meaning, an overwhelming desire to have more of something such as money than is actually needed, (Microsoft Encarta World English Dictionary, 1987), an overwhelming desire to have more of something such as money than is actually needed (Oxford Advanced Learner's Dictionary, n.d.). The meaning of the word greed in old dictionaries cluster around Consumption and in the current dictionaries as, material consumption (Robertson, 2001). To understand the concept, this study explored the concept in different disciplines and divided the historical greed literature in the six streams, philosophy, religion/theology, sociology, psychology, economics, and administrative sciences.

2.1.1 Greed in Philosophy

In philosophy, the concept is discussed as a vice or evil thing. Numerous philosophers debated on greed in different eras and in the different geographical region of the world. Some popular philosopher's thoughts on the description of greed are discussed here.

Confucius quoted a quote from The Book of Songs to Zilu and emphasis that the man can be a good human without envy and greed (McArthur, 2011). Plato in his writing, comparing a pilot, who forecast the storm but minimize the prediction

of its obliteration, with his friend and quoted, that the men who cut him down were malevolent, he knew, however not the degree of their obliviousness, their corruption and voracity (greed) (Benson, 2008).

Aristotle is a Greek philosopher and scientist and lived in between 384 to 322 BCE (Before the Common Era). He contributed in different areas of knowledge and his thoughts are considered as the benchmark in different knowledge areas. His understanding of particular justice is based on the central theme of pleonexia, meaning, greed, having more, overreaching, and getting more than one's fair share, aggrandizement and grassiness (Anagnostopoulos, 2009). In a nutshell, his understanding of greed is related to selfishness and associated with vice.

David Hume in his, *A Treatise of Human Nature* treated the greed (avarice) as the furious tempest which rests in the human breast and human are not acquainted with it and the consequence of greed is a loss for others (Hume, 2009).

Albert Einstein treated greed as an evil thing and in his second letter to friends of peace describe three main forces which can lead humans to destructions and these are greed, fear, and stupidity (Einstein et al., 1954).

Augustine of Hippo (Saint Augustine or Saint Austin) theologian and philosopher in his book treated greed as the source of mischief and mysterious temptation of the soul (Augustine et al., 1912).

Epicurus is an Ancient Greek philosopher born in 341 BC his theory of human motivation is based on happiness (ataraxia in Greek), the perfect mental state is the mental peace, and the opposite of happiness is the dissatisfaction due to over-indulgence or greed. The Epicurean theory proposed that the stimulus for materialism, ambitions, and success are greedy instincts. So in order to get aspiration or happiness and to avoid dissatisfaction, human should control their desires (Brassey and Barber, 2009). Therefore, we can say that according to Epicurus the main factor of happiness is in calming our greed.

Thomas Hobbes of Malmesbury, England, a political philosopher lived in 1588 to 1679 posited a theory of Human Nature in his famous collection *Leviathan* and insisted that the humans are basically greedy (Brassey and Barber, 2009).

From all these notions, it can be noted that in the philosophical literature, greed is always treated as the evil thing and focused on calming the it.

2.1.2 Greed in Religion/Theology

Human desires and emotions are of primary concern in almost all the religions of the world and from the earliest text human desires and emotions, both at individual and social level can be learned from the religious text ([Brassey and Barber, 2009](#)). Same is true regarding greed and almost in all the religions of the world, greed is condemned and treated as an evil thing, which is prohibited, and charity is considered the core factor, which can bane greed.

Buddhism has the five hindrances and these are sensuous desire or greed, ill-will, physical and mental torpor and languor, restlessness & worry and doubt & touching, and Buddhism wants a society free of these hindrances ([Rahula, 2007](#)). Hence, from their perspective greed is an obstacle in human progress.

Judaism is the oldest recorded religion of the world ([Brassey and Barber, 2009](#)) and in the Jew's theology greed is treated as a bad thing. In their holy book of Genesis, the first few chapters are about the seven laws or mishpathim told by incidents and are associated with Noah, before the Moses's law. Noah's seven laws are about the sins and asked to avoid, the theft is the root cause of all the others and this theft is due to the greed ([Tickle, 2004](#)). So we can say that Jews ethics present greed as the only cause of all social injustice, it harms the human relations and leads to self-destruction and sins ([Nikelly, 2006](#)).

In Christianity, the objectionable vices are considered as sins and classified as Seven Deadly Sins. From the early Christianity the followers were educated by this classification, and now the new list contains the following seven sins: Lust, Envy, Pride/Vanity, Anger/Wrath, Sloth, Gluttony, and Greed/Avarice. These sins are deadly because they cause other sins. According to [Tickle \(2004\)](#), greed is one of the sins of seven deadly clan that is the root cause of all the other six, these sins are incorporated with each other and the cause of all others. While

the opposite of each sin is the Seven Heavenly Virtues such as Lust/Chastity, Envy/Kindness, Pride/Humility, Anger/Patience, Sloth/Diligence, Gluttony/Temperance and Greed/Charity.

In Islam, greed is also taken, as evil *appétit* and must be avoided. There are different verses on greed in Quran, in which it has been condemned and described as the root of other sins, like, do not be greedy (74:6), you consume others inheritance, all with greed (89:19), you love money, a love that is excessive (89:20) (Yüksel et al., 2007). To beat the greed, Allah in Quran prescribes Muslims to pay Charity (Zakat and Sadqa) as in different verses of Quran (e.g. 6:141; 7:156) believers are asked to purify their belongings including the wealth by sharing them with the poor. Purification of Allah's blessings, including the financial ones, through sharing them with others, is a continuous and important act of charity (Yüksel et al., 2007). There are different sayings (Hadiths) also, of Prophet Mohammad (PBUH) about overcoming the greed, such as, pay the Zakat on property. It is a type of purification which will leave human purified, when people pay the Zakat on their property, any evil it contains leaves the human, when a believer pays the Zakat, he can stop the crave for greed and envy (Kishk, 1995).

In this way, we can conclude that greed is a concept which is of primary concern in almost all of the religions in the world (Seuntjens et al., 2015). It has been treated as evil appetite and is condemned in every religious text.

2.1.3 Greed in Sociology

In sociology, greed is associated with civil war, rebellion, conflict (Regan, 2005) racial divide, slavery, reparation, (Dawson and Popoff, 2004), suicide (Durkheim and Simpson, 2002) social dilemma, resource dilemma, known as private gain (Hoeffler, 2011) and defection (Eek and Biel, 2003). Greed is associated with rebel acts to achieve material gains of primary commodities such as oil, diamond, timber etc. (Regan, 2005). The popular The Greed–Efficiency–Fairness hypothesis (Wilke, 1991) describe that three motives in social dilemmas (defection, cooperation) are, greed, efficiency, and fairness. In making the decisions regarding the

valuable resources which are accessible to others people due to greed, want much more for themselves and less for others (Wilke, 1991).

A popular greed and grievance theory is extensively mentioned in the sociological literature and the causes of rebels and civil wars are associated with greed and grievance (Collier and Hoeffler, 2004). David Émile Durkheim, French sociologist, a social psychologist, and philosopher in his book *Suicide* describe greed as the nameless sensation, unfamiliar pleasure and fevered imagination whose goals are far reached (Durkheim and Simpson, 2002). Thus, it can be seen here that the greed is treated in sociological literature as the root cause of disturbances in society.

2.1.4 Greed in Psychology

Greed has been the subject of interest for the psychologist for many years. According to Robertson (2001), humans use their minds and try to regulate their own lives, they paid a very heavy price for abstracting their minds while putting it in charge of a separated material world, generating a feeling of a right to make money consciously (p.47). Thus, translating mercenary passions like greed into morally acceptable terms like self-interest and preference, humans do not know which part of their brain would be lit up by greed, because it is not an emotion. Greed is critical judgment more than a raw motive. Its moral complexity suggests other emotions like guilt or shame, its meaning derives as much as what happens among people in their brains (p. 48). Greed is considered to be a critical interpretation of people's behavior which is based on common sense (p. 89).

2.1.5 Greed in Economics

In twenty century, economists highlighted the virtues of greed. Most economic models are built on the assumption of self-interest at the individual level and acquisitiveness of materials at the organizational level. Self-interest in Adam Smith school of thought, is actually the concept related to greed which accelerates the economic efficiency (Wight, 2005). Smith in his book *Wealth of Nations* made a clear difference between selfishness and greed on one spectrum, and the virtuous

self-interest on the other spectrum and quoted. It isn't from the generosity of the butcher, the brewer, or the pastry specialist that we anticipate our supper, yet from their respect to their own advantage. We address ourselves, not to their mankind, but rather to their self esteem, and never converse with them of our own necessities, however of their points of interest (Smith and Nicholson, 1887).

The main contradiction of modern economists and Smith approach is about homo economicus. Homo economicus is known as psychological man and, an detached, rational, scheming, materialist with no social or moral connections with other human beings, and no scope for heroism by a modern economist. While the Smith considered man as a social animal and having the weak power of rationalism and high power of heroic behavior (Wight, 2005).

2.1.6 Greed in Administrative Sciences

In administrative sciences, the concept of greed is taken in two ways, one in positive terms; efficiency and prosperity (Taylor Frederick, 1911) and the other in negative terms; with corporate scandals, frauds, misconducts (Wang and Murnighan, 2011), employee deviances and crimes (Robinson and Murphy, 2009). Frederick Winslow Taylor the 'father of scientific management' is a mechanical engineer in America and his popular theory of scientific management or taylorism is based on the assumption that the humans are stupid and inspired by greed (Brassey and Barber, 2009). His idea of the maximum prosperity of both employer and employee based on performance related pay system and piecework, he believed that the greedy employee will be more productive while receiving performance-based pay (Taylor Frederick, 1911).

So, from his point of view industrial efficiency can be attained by understanding the greed of the employees and this greed will benefit both employee and employer. Therefore, we can say that the foundation of management is built on the greed principle. Consequently, this detailed literature review informed the study about the greed. To move ahead in the investigation of greed, typically in organizational

setting researcher explores the employee greed in the literature and operationally define the concept for this study in the following sections.

2.1.7 Operational Definition of Employee Greed

After reviewing the extensive literature, it is difficult to define greed typically in organizational settings, but in this study, researcher defines employee greed as the in-appeasable desire in the employees to acquire more rewards, benefits, and resources, financial or others. This definition is general in nature and parallels with the existing literature, such as [Takacs Haynes et al. \(2017\)](#) defined greed in an organizational context as the desire for and the pursuit of extraordinary material wealth. [Krekels and Pandelaere \(2015\)](#) defined greed as an un-sated desire for more resources, monetary or others.

The operational definition of employee greed has three main features. Firstly, in-appeasable desire feature state that employee greed is an intrinsic component, and which can never be satisfied. Secondly, acquiring component is related to possession and acquisitiveness, it means the greedy employees are always eager to covetousness. Finally, rewards, benefits, and resources mean the compensation and benefits either financial or others, an employee want to gain from the organization or others.

The definition of employee greed as an in-appeasable desire in the employees to acquire more rewards, benefits, and resources, financial or others is informed by incorporating the prominent features of greed presented in the greed literature. Where it is stated that the greedy employees always desire to gain more rewards e.g. compensation and benefits ([Takacs Haynes et al., 2017](#)).

2.1.8 Gender and Greed

From the decades with the rise of equal employment opportunity issues, gender-related issues are the important concern for industrial researchers. Such as work-life issues vary from gender to gender, the level of greed also vary from gender

(Folbre, 2009; Robertson, 2001). More specifically, recent studies had found that male is greedier than female (Krekels and Pandelaere, 2015; Seuntjens et al., 2015).

2.1.9 Age and Greed

As noted in limited time perspective and this popular adage, at the end of life, nobody wishes they had made more money, people needs and wants change as they move in their lifespan. That is why, we can say that people's values change over time when people feel that they have limited time (end of life), their priorities will change and they turn from materialistic gains to satisfying intrinsic pursuits (Cozzolino et al., 2009). In other words, as people move forward on their life timeline their level of greed changes, in early stages of their lifetime people are focused on self-centric needs and in later stages of their life, they become others-centric needs (Cozzolino et al., 2009).

Biological development exhibits an interminable change in our morale. It powers on us, a moving size of requirements (nourishment, sex, capital, care) and a parallel arrangement of limits (quality, abilities, fruitfulness) against which everyone around us mark off what we merit. Greed is a basic screen of how we develop, however the importance of greed itself moves as it tracks the connections among our developing bodies through time (Robertson, 2001). Scientific studies recently had also found that younger employees are greedier than older ones (Krekels and Pandelaere, 2015; Seuntjens et al., 2015).

2.1.10 Qualification and Greed

In our lifespan when we move forward towards our academic career we get more knowledge, more experiences, and more insights. Wang et al. (2011), conducted three consecutive laboratory experiments on university students and concluded that the students having economics education have more tendencies towards greed and students who were not attended economics subjects rated greed high in social acceptability. So we can conclude from this, people with high education have more tendencies towards greed. Krekels and Pandelaere (2015) and Seuntjens

[et al. \(2015\)](#) noted that the people having a high level of education are more prone to greed. Moving towards higher-level education mean, demanding more or excessive knowledge, so the greed factor can be easily seen here.

2.2 Antecedents of Greed

Greed is as old as the mountains. From far history, humans are in search of the things, which caused the greed. Therefore, this study explored and tested the antecedents of greed with person-environment misfit and strain perspective empirically. In search of the determinants of greed, this study explored the literature and found so many determinants e.g. culture, policies, and strategies of the firm, incentive structure, fear of the sack and anxiety about retirement, security or status ([Brassey and Barber, 2009](#)). But, it is found that the person-environment misfit cause strain and this strain can promote greed. The details of this proposition is presented in some subsequent sections of the thesis.

2.3 Outcomes of Greed

Greed has many outcomes, some scholars had argued that greed always produces negative outcomes while some others favored the positive outcomes of greed. According to [Brassey and Barber \(2009\)](#), greed is driving out grace and respect for others in the society, some argued that greed promotes envy, anger, shame ([Robertson, 2001](#)), mutual distrust and leads humans to seek power forever ([Frijters, 2013](#)). The literature about negative outcomes (such as envy, and deviance) of greed is most prominent instead of positive outcomes of greed. This is observed in previous some sections that in all disciplines of knowledge the greed is treated as causing negative outcomes. Consequently, the negative outcomes of greed are examined in this study and presented in the following some sections. Parsimoniously, in the organizational settings the outcomes of greed, which this study will examine, are on the individual level. At the individual level, greed leads to

envy and workplace deviance. The descriptions of these outcomes in the light of literature are presented in subsequent sections.

2.4 Job Strain

Different perspectives had been found on the definition of the strain but there is a little agreed upon definition among scholars (Barsky et al., 2004). Strain and stress are sometimes confused with each other, so to solve this problem, the study follows the definitions of both concepts from ISO 10075 standards which are related to the mental workload. According to ISO (International Standards Organization), mental strain is the immediate effect of mental stress within the individual (not the long-term effect) depending on his/her individual habitual and actual preconditions, including individual coping styles, and mental stress the total of all assess able influences impinging upon a human being from external sources and affecting it mentally (ISO 10075:1991, 2017).

So we can say that, psychological strain is a negative judgment about one's self (anxiety, irritation, depression, dissatisfaction, and turnover intention) results of stressful force or factors known as stressors (role conflict, role ambiguity) (Barsky et al., 2004; Beehr et al., 2000; Mohr et al., 2006). In other words, it can be said that psychological irritation is an instance of the psychological strain.

Mohr et al. (2006) described the psychological strain in the light of irritation and said that, irritation deals with the uncertainty and reaction of an individual when s/he gets into a situation which is different from his/her desired situation. This undesired situation is called uncertainty and in the response of this uncertain situation individual act in a specific way, it's called reaction. Desire outcomes are known as the goals (Robbins and Coulter, 2012), so it can be said now that the discrepancy among the goals (uncertainty) leads to mental impairment (reaction) and this psychological state can be thought as an irritation also known as psychological strain.

Mohr et al. (2006) conceptualized strain in two dimensions, one is cognitive strain also known as rumination and the other is emotional strain also known as irritability. The Cognitive strain is a class of cognizant contemplation that spins around a typical instrumental composition and repeat without prompt natural requests, requiring the musings. While emotional strain is a psychological condition of losing the impetus to accomplish a specific goal. Parallel with this, therein the thesis, irritation perspective of strain is taken into account to examine the variables of job strain in proposed theoretical framework.

2.5 Envy

Organizations are social entities and employees make a social comparison with others and when employees feel others are superior, they fall in envy (Van de Ven and Zeelenberg, 2015). This implies, when people perceived lack of something they become envious. Envy can be better understood by examples. Once people see a colleague's promotion or a new car, they become envious, due to the social comparison. The word *invidere*, to envy, theoretically means to look at someone with aggressive intention, and it sheds etymological light on the close relationship between the abstract vice envy and the much-feared phenomenon of the Evil Eye (Newhauser, 2007).

Richard H. Smith is a popular author of envy and he defined envy as, sensibly characterized as an offensive, regularly excruciating feeling portrayed by sentiments of mediocrity, antagonistic vibe, and disdain, brought about by a consciousness of a wanted characteristic, delighted in by someone else or gathering of persons (Smith and Kim, 2007). In simple words, it can be said that envy is the unpleasant, painful emotion which is evoked when we make comparisons with others unfavorably and everyone from us makes it regardless of the culture (Smith and Kim, 2007). Envy has three components, feelings of inferiority, hostility, and resentment due to the characteristics gained by someone else.

2.6 Workplace Deviance

[Freedman and Doob \(1968\)](#) in their book on Deviancy, said that deviance or deviancy is a common attribute, every human can or become deviant at any time and we can define it as becoming different from the norms of the cultural surroundings. They further elaborated that, people who have an unusual characteristic, feel that they are different from others (e.g. genius, poets, idiots, stupid), and even those who are not having any unusual characteristic also becomes different at any given time or situation. They defined unusual characteristic as any characteristic, which is not shared by the referent group or cultural members. The unusual characteristic can be of, height, color, intelligence, sexual orientation, earning, and ability, (p 03).

In organizational literature the concept had been differently labeled, some of the names or labels associated with the concept are antisocial behaviors, employee vice, organizational misbehavior, non-compliant behavior, workplace deviance, workplace aggression, organizational retaliation behavior and organizational motivated aggression ([Robinson and Greenberg, 1998](#)). The definition of workplace deviance can be described as, voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both ([Robinson and Bennett, 1995](#)).

Employee indulges in deviance due to the lack of motivation to conform to organizational norms or become motivated to violate the norms so this behavior is a volunteer in nature ([Kaplan, 1975](#)). Deviance is different from ethics; ethics are behaviors conforming to authorities or society's norms and while deviance is not conforming to only organizational norms, so the deviance is harmful for only organization or its members or the both ([Robinson and Bennett, 1995](#)).

Workplace deviance can be classified into different behaviors and [Robinson and Bennett \(1995\)](#) provide a comprehensive typology of workplace deviance. They demonstrated that deviance could be directed toward organization (organizational deviance) or to its members (interpersonal deviance) on the other hand they classified deviance with respect to severity also, and categories deviance as minor and

serious. By integrating these two quanta, they developed four quadrant's typologies of deviance. The first quadrant is production deviance (minor-organizational deviance), as leaving early, intentionally working slow, taking excessive breaks and the like.

The second quadrant is property deviance (serious-organizational), these could be lying about hours worked, sabotaging organizational equipment, stealing organizational resources, and accepting kickbacks. The third quadrant is personal aggression (serious-interpersonal) and is related to verbal abuse, stealing from colleagues, sexual harassment, and verbal abuse. The fourth and final quadrant is political deviance (minor-personal) and is associated with favoritism, gossiping about employees, blaming others, and competing inefficiently. These types of deviances become the foundation for the understanding of the workplace deviance theory and further progression of the field (Bennett et al., 2018; Robinson and Bennett, 1995). Two more types of workplace deviance is also found, minor and serious, and described in the upcoming sections.

2.6.1 Minor Workplace Deviance

In the typology of Robinson and Bennett (1995), workplace deviance can be categorized into minor deviance. This includes two types of deviance, production and political. The production deviance includes wasting assets, leaving the organization before time, working slowly, and taking many breaks. While the political deviance comprised of, tattling about colleagues, blaming colleagues, competing for non-beneficially and doing favoritism.

2.6.2 Serious Workplace Deviance

Robinson and Bennett (1995), also categorize deviance into serious deviance. According to them, this contains, two deviance, property deviance, and personal aggression. From these, property deviance consists of, destructing equipment, bribery, cheating about hours worked and stealing. Personal deviance comprised of putting colleagues in danger, sexual harassment, and verbal abuse.

2.7 Greed and Envy

The relationship of greed and envy, is as old as we are, the whole Christian's literature on seven deadly sins is based on the notion that greed causes all other sins, and from these sins, envy is one (Tickle, 2004; Newhauser, 2007). Many scholars had declared that greed and envy are associated with each other (Hamman, 2015) and some scholars more specifically said that greed causes envy (Robertson, 2001).

There is a view that greedy people indulge in social comparison and always consider and want what others receive (Krekels and Pandelaere, 2015). Therefore, from this theoretical underpinning, it can be said that people who are greedy become more envious than who are not.

Greed is an ethical idea which draws together the offensiveness of envy, lust, pride, and gluttony, and is clarified as a communication of the senses of humor which connect body, society, and universe. Greed gets extremely awful when it unites with envy, a condition of dazzling strain, torment, and hostility incited by a mind-boggling feeling of mediocrity, feebleness, and uselessness.

The new composite, which can be called "Grenvy" is forceful and intentionally malicious, because it eats up and humiliates. From these two feelings (greed and envy), which is the cause of the other? The answer to this question is greed. Greed is a desire which stimulates strain and envy. It remains what it has been for a considerable length of time: a hunch, working up different sensations like strain, envy, anger or disgrace (Robertson, 2001).

Smith and Kim (2007) found that envy is invoked after the upward social comparison, the need to go upward in social setting, is an instance of greed. Krekels and Pandelaere (2015); Seuntjens et al. (2015) found highly significant correlation between greed and envy. Consequently, it is evident that greed is a strong force in invoking envy.

2.8 Greed and Workplace Deviance

Antecedents of deviance have been also studied in different contexts and aspects. Many researchers identified many variables, which contribute to deviance, at individual level personality characteristics and demographics had been considered as determinants of workplace deviance. At the social level, norms of deviance and unfair interpersonal treatment can cause deviance (Robinson and Greenberg, 1998).

This study is also an attempt to examine the deviance with respect to the dispositional components, as greed. contextual anomie and strain theory (CAST) stated that greed promotes crimes and workplace deviance (Robinson and Murphy, 2009; Robinson and Rogers, 2018). David Hume in his "A Treatise of Human Nature", treats the greed (avarice) as the furious tempest which rests in the human breast and humans are not acquainted with it and the consequence of greed is a loss for others (Hume, 2009). Moreover, according to Aristotle, greed is associated with vice and evil-doings (Anagnostopoulos, 2009).

Recently a study by Seuntjens et al. (2019) conducted in USA and the data was collected from three different countries, reveals that the high greedy individuals indulge in unethical behaviors. So, we can infer from these theories that greed promotes workplace deviance.

2.9 Job Strain and Envy

The relationship of strain and envy is reciprocal, some scholars suggest that envy can invoke strain (such as, (Vecchio, 1997a,b, 2000, 2005)), while some argue that, strain promotes envy (such as (Robertson, 2001; Vidaillet, 2008)). Although most sentiments of jealousy and envy that are experienced by workers, are genuinely temporary, but these sentiments have the potential, regardless, for amazing aggregate, useless consequences for unit operations whenever disregarded by managers.

The antecedents of these feelings incorporate the dispositional attributes for pessimism, situational factors in the working environment and encounters outside the

working environment that can impact worker's feelings. Moreover, envy and jealousy are aroused due to felt insecurity or stress felt by the workers (Dogan and Vecchio, 2001). Therefore in this study, strain is taken as the cause of envy.

2.10 Job Strain and Workplace Deviance

A general strain theory (GST) is thought of as a land mark in the explanation of deviance, and extensively examined in the literature Agnew (1992); Agnew et al. (2009). The main emphasis of the theory is, strain plays a vital role in crime, delinquency and deviance. Moreover, theory proposes that specific strains or stressors enhance the chance of deviance (Agnew et al., 2009).

The center theme of GST is very basic: people who experience strains or stressors regularly turned out to be disturbed and now and again adapt to deviance, crimes and wrongdoings. Such people may take part in deviance to end or escape from their strains. For instance, a person with an urgent requirement for cash may take part in theft (Agnew et al., 2009). People may participate in deviance and crimes to look for vengeance against the wellspring of their strains or related targets. For instance, an employee may strike colleagues who are badgering him/her.

Strains can be thought as, occasions and conditions that are hated. Strains are well on the way to result in deviance when they are high, seen as out of line, related with low social control, and make some impetus or weight for deviant adapting. Theory describe some strains with these qualities, including parental dismissal, unforgiving and harsh control, school issues (low evaluations, negative relations with instructors), damaging companion relations, criminal exploitation, living arrangement in denied regions, with large amounts of deviance and incivility, financial issues, segregation, and the failure to accomplish certain objectives, for example, status/regard and independence (see, e.g.,(Agnew, 1992, 2007; Thaxton and Agnew, 2018; Agnew, 2001; Agnew et al., 2000). In nutshell, studies recommended that strains improve the probability of wrongdoings and deviance.

2.11 Person-Environment Misfit

Organizations are the entities, where persons are in arranged form to achieve some common goals (Robbins and Coulter, 2012). As a result of this members of the organizations should possess some common characteristics so the person's characteristics and the characteristics of the environment are in the harmony. This hramony will produce positive results, and if they are not in harmony it will produce negative results. This is the main theme of the person-environment misfit theory. Person-environment misfit theory has many names such as incongruence, misfit, mismatch, nonalignment, and dissonance.

The theme of person-environment misfit theory can be traced back from the work of Kurt Zadek Lewin, German-American psychologist, pioneers of social, organizational, and applied psychology, who emphasized the need of applying the psychological theories in the social context (Lewin et al., 1936). Kurt Lewin in his 1936 book, *Principles of Topological Psychology*, translated by Fritz Heider and Grace M. Heider, said that, to the extent, the substance is concerned, the progress from Aristotelian to Galilean ideas presents that we never again look for the reason for occasions in the idea of a solitary disconnected item, yet in the connection between an object and its environment... each psychological process relies on the condition of the individual and in the meantime on the surroundings, in spite of the fact that their relative significance is distinctive in various cases (Kurt, 1936).

John R. P. French is the pioneer in the development and advancement of the Lewin's formula for behavior. The behavior is a function of the person and environment, $B = f(P, E)$ (Caplan and Harrison, 1993), and his initial empirical tests of the theory (French, 1963; French and Caplan, 1972; French et al., 1974, 1982) became the foundation for the new testaments of the theory (Edwards, 1991; Edwards and Van Harrison, 1993; Edwards, 1996; Edwards et al., 1998; Edwards and Rothbard, 1999, 2000; Cable and Edwards, 2004; Kristof-Brown et al., 2005; Edwards et al., 2006; Edwards and Cable, 2009; Edwards and Cooper, 2013). French presented a programmatic model of the person and environment, that becomes the

anchor between the field of individual psychology, social psychology, epidemiology, and medical sciences (Caplan and Harrison, 1993).

There are many themes of PE misfit research, such as person-job misfit (Edwards, 1991; Kristof-Brown, 1996), person-vocation misfit (Holland, 1997), person-group misfit (Kristof-Brown, 1996), person-supervisor misfit, person-organization misfit (O'Reilly et al., 1991) and researcher tried to find the different ways to assess the person and environment. There are also different conceptualizations of misfit in literature, some studies investigate misfit by subjective perception of values (value incongruence) and known as complementary misfit and some studies investigate misfit by subjective perception of needs-supply misfit (psychological need un-fulfillment) and known as supplementary misfit (Cable and Edwards, 2004). This study is using both frameworks for assessing the misfit in the organizations.

2.11.1 Subjective Value Incongruence

Values are the criterion which humans use to choose, judge and evaluate their actions, events and people, even self (Rokeach, 1973; Schwartz and Sagiv, 1995). However, people differ in their importance level towards these criterion in their lives. Values have been the important concern for the researchers of different fields like psychology, anthropology, sociology and related fields, and scholars (Durkheim and Simpson, 2002) consider them the main source of social and personal change and organization (Schwartz, 2012).

The importance of values in the organizational setting cannot be denied and a huge stream of research has been found on the role of values. Studies found that the match or fit between the values of employee and value system of the organization produce positive results such as job performance, job identification, build good relations among employees (Kristof-Brown, 1996; Kristof-Brown et al., 2005). When an employee perceives that the things which are important to him are not important to the other members of the organization, he becomes uncomfortable with the organization (Cable and Edwards, 2004).

This un-comfort, mismatch or misfit among values is known as value incongruence and has been studied under the umbrella term of person-environment misfit studies and also known as the supplementary person-environment misfit tradition (Cable and Edwards, 2004). This supplementary person-environment misfit tradition has gained a tremendous importance in the organizational literature for decades (Chatman, 1989; Edwards and Cable, 2009; Kristof-Brown, 1996). Value incongruence is also known as the individual-organizational value incongruence (Peng et al., 2015). So parallel with this theme, this study advances the literature in studying value congruence by incorporating individual and organizational values.

2.11.1.1 Individual Values

Values at individual level require attention to be defined and in this regard, many definitions have been found in the literature, but in general values have following features in common. Values (1) are concepts or beliefs, (2) pertain to desirable end states or behaviors, (3) excel specific situations, (4) guide selection or evaluation of behavior and events, and (5) are ordered by relative importance (Allport, 1961; Bilsky and Schwartz, 1994; Schwartz, 1992, 1994; Schermerhorn, 2010; Schwartz, 2012; Cieciuch et al., 2014). Therefore, we can say that the values are the trans-situational goals, with different level of importance for making decisions regarding selection, evaluation, and judgment of our behaviors, attitude, decisions, and actions regarding people, events, and things.

Value theory can be understood by different frameworks such as by Rokeach (1973) or by Schwartz (1992), but Schwartz (1992) presented a comprehensive framework for studying, theorizing and ordering basic human values and this framework is most popular and frequently cited in the literature of psychology, personality and cross-cultural disciplines (Cieciuch et al., 2014). Schwartz (1992) defined values as trans-situational objectives that change in importance and work as guiding principles in the life of a human or a group. He initially divided basic human values into ten discrete values: universalism, benevolence, conformity, tradition,

security, power, achievement, hedonism, stimulation, and self-direction (Schwartz, 1992).

Theory grouped these values in four higher order values (self-transcendence values, self-enhancement values, conservation values, and openness to change values), representing two bipolar quanta's (self-transcendence values versus self-enhancement values, and conservation values versus openness to change values). After that he extended his own theory of values and further Cieciuch et al. (2014) divide the basic human values to nineteen more refined basic human values; Benevolence-Dependability, Benevolence-Caring, Universalism-Tolerance, Universalism-Concern, Universalism-Nature, Humility, Conformity-Interpersonal, Conformity-Rules, Tradition, Security-Societal, Security-Personal, Face, Power-Resources, Power-Dominance, Achievement, Hedonism, Stimulation, Self-Direction-Action, and Self-Direction-Thought (Cieciuch et al., 2014). These nineteen values are the facets of the original ten values.

Value congruence research uses value at an individual and organizational level in predicting fit. In this study, value congruence is associated with greed, parallel with the literature which had found that human values and greed are associated (Rokeach, 1973; Schwartz, 1992) but the scientific testing of this is scarce. Importance of values in the workplace is due to their direct influence on the attitudes and behavior of the employees but unfortunately, the investigation of the direct impact of values on attitude and behavior is lacking in the literature (Vandenberghe and Peiro, 1999). So, the researcher and practitioners are concerned about the understanding of values in organizational settings.

2.11.1.2 Organizational Values

Values can also be observed, measured and investigated at group, or organizational level and when these values are judged at organizational level, these values become the foundation for describing, operationalizing, and measuring organizational value system, culture (Chatman, 1989; O'Reilly et al., 1991) and context (Somers, 2001). So, the collective beliefs or assumptions of the organization or the members of the organizations can be thought of as the organizational value system. In other

words, organizational value system can be considered as the 'norms' (O'Reilly et al., 1991) in guiding employee behavior and in resource allocation (Edwards and Cable, 2009).

The influence of organizational values on employee attitude and behavior is rarely examined in the organizational context and researcher has highlighted the need of studying these concepts (Somers, 2001), because, organizational values have an impact on employee reactions (Vandenberghe and Peiro, 1999). According to the corporate criminality theory, cultural variables (Values) play a vital role in promoting greed (Robinson and Murphy, 2009). The other scholars also describe the values as determinants of greed such as (Brassey and Barber, 2009) describe the causes of greed e.g. culture, policies and strategies of the firm, incentive structure, fear of the sack and anxiety about retirement, security or status.

2.11.2 Psychological Need Un-fulfillment

Psychological need un-fulfillment is a cognitive process of comparing the desire resources or rewards with the supplied resources or rewards provided by the organization (French et al., 1982). In this perspective employees demanding from the organization by seeking answer of his question, what does this job give to me? On the other hand, organizations seeking answer of the question, how we can keep this employee by providing what? This approach had been used by different person-environment fit researchers to examine the fit or match among the employee needs and organizational supplies (Jeffrey R. Edwards, 1991) and also known as needs-supplies fit (Caplan, 1987).

These researchers focused on the psychological needs, which can be learned through socialization rather physical needs (Hunger, Shelter) accord with the stream of research on needs. Theories of psychological need un-fulfillment found that if the perceived supplies of the organization are less than the desired and preferred, it causes the dissatisfaction in the employees and vice versa (Cable and Edwards,

2004; Edwards and Van Harrison, 1993). Therefore, there are two main components of the psychological need un-fulfillment; personal needs and organizational supplies, the description of these are following.

2.11.2.1 Personal Needs

Needs could be described as the drives within the individual to stimulate him towards any actions. Therefore, the early researchers of motivation focused on the needs through which people stimulate or motivate. In person-environment fit research needs are described by using these keywords such as the desires, expectations (O'Reilly et al., 1991), preferences (Edwards et al., 1998) of employees. If these preferences or expectations of employees match the organizational supplies, this will produce positive results for not only the organization but also for the employees.

2.11.2.2 Organizational Supplies

Organizational supplies also known as the environmental supplies are the resources or rewards provided to employees in that organization (Cable and Edwards, 2004). Person-environment fit theory emphasis that if the perceived resources and rewards are insufficient than the demands or preferences of employees, then this misfit causes the strain and leads to unmet demands (greed) (Edwards et al., 1998).

2.12 Person-Environment Misfit and Job Strain

The relationship of PE misfit and job strain is as old as the PE theory. Numerous studies found that the misfit or mismatch of the person and the environment cause strain (Caplan, 1972; Edwards and Cooper, 1990; Edwards and Van Harrison, 1993; Caplan, 1987) and this strain has an impact on different individual and organizational level outcomes (Edwards et al., 1998; Edwards and Cooper, 2013). PE theory's focus is on the joint effect of personality and situation in prediction of individual level and organizational level outcomes. Theory found that, if the

characteristics of a person and of the environment match with each other, it would produce positive results, not only on individual level but also on organizational level outcomes. In the case of a mismatch between person's characteristics and organization's characteristics, there will be a job strain and the studies had found that stress or strain would cause a negative effect on the individual level as well as organizational level outcomes.

Hence, from all the discussion from previous few sections it is evident that both traditions of PE (subjective value incongruence and psychological need un-fulfillment) are the strong predictor of job strain. This an enough support to ground the following hypotheses.

H₇: The subjective value incongruence positively and significantly influence cognitive strain.

H₈: The subjective value incongruence positively and significantly cause emotional strain.

H₉: The psychological needs un-fulfillment positively and significantly influences cognitive strain.

H₁₀: The psychological needs un-fulfillment positively and significantly affects the emotional strain.

2.13 Person-Environment Misfit and Greed

The relationship of PE misfit and greed is also found in the literature, which provides the foundation to design this study. Where PE misfit theory describes the individual level and organizational level outcomes with the help of strain, theory also describes the greed factor implicitly. It is found in literature, if the perceived resources and rewards are insufficient contrast to the demands or preferences of employees, then this misfit will cause the strain and leads to unmet wants and demands (greed) (Cable and Edwards, 2004; Edwards et al., 1998). Greed is also unmet-able wants and desires (Robertson, 2001). Consequently, it can be said

that if an employee misfits with the organizational environment s/he will feel more greedy. This is enough support for grounding the following hypotheses.

H₆: The subjective value incongruence positively and significantly impacts employee greed.

H₁₂: The psychological needs un-fulfillment positively and significantly affects employee greed.

2.14 Person-Environment Misfit and Envy

Organizations are social entities and employees make a social comparison with other employees and when employees feel others are superior, they fall in envy ([Van de Ven and Zeelenberg, 2015](#)) its mean when people perceived lack of something they become envious. Envy can be better understood by example when people see a colleague's promotion or a new car they become envious this is the result of the social comparison. The word *invidere*, to envy, theoretically means to look at someone with hostile intention, and it sheds etymological light on the close relationship between the abstract vice envy and the much-feared phenomenon of the Evil Eye ([Newhauser, 2007](#)).

Richard H. Smith is a popular author of envy and he defined envy as, sensibly characterized as an offensive, regularly excruciating feeling portrayed by sentiments of mediocrity, antagonistic vibe, and disdain brought about by a consciousness of a wanted characteristic delighted in by someone else or gathering of persons ([Smith and Kim, 2007](#)). In simple words, it can be said that envy is the unpleasant, painful emotion which is evoked when we make comparisons with others unfavorably and everyone from us makes it regardless of the culture ([Smith and Kim, 2007](#)). Envy has three components, feelings of inferiority, hostility, and resentment due to the characteristics gained by someone else.

Envy has two parts, one is hostile part and the other is a depressive part. The hostile part is linked with ill feelings and anger that is caused from the beliefs of injustice perceived. While the depressive part of the envy is linked with the feeling

of inferiority that is the outcome of the unfavorable environment (Milfont and Gouveia, 2009). In search of the antecedent of envy various studies are found but from these, Robert P. Vecchio is the popular author of envy and he described that envy is caused by the many contextual factors in the workplace, and these can be organizational rewards and benefit system, job nature and environment (Vecchio, 1997a). The main theme of Vecchio (1997a) is, employee becomes envious due to the environmental variables.

So, from these theoretical notions, it can easily be said that the person-environment misfit will lead to envy. Whereas, there are two approaches of person environment misfit (subjective value incongruence and psychological need un-fulfillment). Hence, the study grounded the following hypotheses.

H₁: Subjective value incongruence positively and significantly impacts employee envy.

H₄: Psychological need un-fulfillment positively and significantly impacts employee envy.

2.15 Person-Environment Misfit and Workplace Deviance

The relationship of person-environment misfit and deviance is widely studied in the literature. Different streams of misfit are found in prediction of workplace deviance. Researchers found that, when people don't see themselves to be congruent with their organizations and have in-congruent qualities, they may participate in deviance such as damage (Graham, 1986). Dissimilarity studies also found that dissimilarity of employees in their organization can promote deviance (Liao et al., 2004). Person-organization misfit is also found the strong predictor of deviance. Studies found that the incongruence between employees and organization can promote negative feelings and behaviors in the employees (Chung, 2017) and specifically the deviant behaviors (Mackey et al., 2017).

Moreover, the relationship of PE misfit and workplace deviance can also be described in the light of contextual anomie and strain theory (CAST). The theory combines the personality, strain, anomie, and opportunity component in a single paradigm to describe the causes of deviance in an organizational context. The core theme of the said theory is, employee deviances are stimulated by personal, contextual, the societal, and the organizational factors (Robinson and Murphy, 2009). From this conception, it can be said that the deviance is caused by the person, organization, society and the context in which the employees are working. Hence, it can be said now that the workplace deviances are caused by the person and organizational environment, and more specifically the person-environment misfit. There are two traditions of PE misfit (subjective value incongruence and psychological need unfulfillment) (Cable and Edwards, 2004) and also two types of deviances (minor and serious) (Robinson and Bennett, 1995). Consequently, following hypothesis can be developed.

H₂: Subjective value incongruence positively and significantly influences serious workplace deviance.

H₃: Subjective value incongruence positively and significantly influences minor workplace deviance.

H₅: Psychological need un-fulfillment positively and significantly influences serious workplace deviance.

H₆: If psychological need un-fulfillment, then employees will be involved in a minor workplace deviance.

2.16 Mediating Role of Job Strain on the Relationship Between PE Misfit and Envy

The relationship of PE misfit, job strain, and envy is taken in mediation form by combining two streams of literature, PE misfit, and envy. Firstly, in PE theory, extent studies has been found on the relationship of PE misfit and job strain (such as (Edwards, 1995, 1996; Edwards et al., 1998; Edwards and Cooper, 2013;

Edwards, 1991, 1996; Edwards and Cable, 2009; Caplan, 1987; Caplan and Harrison, 1993; Lewin et al., 1936; Pervin, 1987)). Scholars found many outcomes of PE fit, such as satisfaction (Pervin, 1967; Cable and Edwards, 2004; O'Reilly et al., 1991), performance (Pervin, 1968), well-being, productivity (Caplan, 1987; Su et al., 2015; Edwards, 1996; Edwards and Cooper, 1990, 2013), job involvement (Blau, 1987), commitment (Blau, 1987; O'Reilly et al., 1991), intent to stay (Cable and Edwards, 2004) and organizational identification. While the outcomes of PE misfit are many forms of strain, such as, intent to leave (O'Reilly et al., 1991), turnover (O'Reilly et al., 1991), psychological strain (Conway et al., 1992), physiological strain (Caplan, 1972) and stress (Cable and Edwards, 2004). The main theme of these studies were, if the person's characteristics match the environment characteristics there would be no strain and if they don't match, there will be a psychological, physiological or behavioral strain in employees (Caplan, 1972; Edwards and Van Harrison, 1993).

In the envy literature the relationship of strain and envy is found reciprocal, some scholars suggest that envy can invoke strain (such as, (Vecchio, 1997a,b, 2000, 2005)), while some argue that, strain promotes envy (such as (Robertson, 2001; Vidaillet, 2008)). Although most sentiments of jealousy and envy that are experienced by workers, are genuinely temporary, but these sentiments have the potential, regardless, for amazing aggregate, useless consequences for organizational operations whenever disregarded by managers. The antecedents of these sentiments incorporate the dispositional attributes for pessimism, situational factors in the working environment and encounters outside the working environment that can impact worker's feelings. Moreover, envy and jealousy are aroused due to felt insecurity or stress felt by the workers (Dogan and Vecchio, 2001). Therefore it can be said that job strain promotes envy.

In consequence, this can be said that, person environment misfit leads to job strain and job strain can cause envy in the employees. Because there are two approaches of misfit (subjective value incongruence and psychological need un-fulfillment) and two forms of job strain (emotional and cognitive). Accordingly, we can say that subjective value incongruence and psychological need un-fulfillment can promote

emotional and cognitive strain, then this job strain (both, cognitive and emotional strain) can cause envy.

2.17 Mediating Role of Job Strain and Greed on the Relationship Between PE Misfit and Envy

The relationship of job strain and greed as mediator in the relationship of PE Misfit and envy is taken from two streams of literature: firstly from PE misfit and secondly from seven deadly sins literature. Firstly, from PE misfit literature many studies found that PE misfit promotes strain and then greed in the employees. The main theme of these studies were, if the person's characteristics match the environment characteristics there would be no strain and if they don't match, there will be a psychological, physiological or behavioral strain in employees (Caplan, 1972; Edwards and Van Harrison, 1993) and this strain will leads to unmet demands (greed) (Cable and Edwards, 2004; Edwards et al., 1998). The greed is also an instance of unmet demands (Robertson, 2001). Hence, this can be said that, person environment misfit leads to cognitive and emotional strain and then this strain will leads to greed.

Moreover, from seven deadly sins (greed, envy, lust, pride, sloth, gluttony and pride) in the Christianity literature, greed is the cause of all the other sins (Tickle, 2004). Some authors of sins argued that envy and greed are similar in nature. Smith and Kim (2007) found that envy is invoked after the upward social comparison, the need to go upward in social setting, and this is an instance of greed. Krekels and Pandelaere (2015); Seuntjens et al. (2015) found highly significant correlation between greed and envy. Consequently, this is evident that greed promotes envy.

Consequently, from these theoretical notions, it can be said that PE misfit leads to cognitive and emotional strain and this strain can cause greed. Moreover this greed can promote envy in the organizations. Furthermore, person-environment misfit

is studied with two perspectives (subjective value incongruence and psychological need un-fulfillment), so following hypotheses can be formulated.

H₁₃: Cognitive strain and employee greed mediates the relationship of subjective value incongruence and employee envy.

H₁₆: Cognitive strain and employee greed mediates the relationship between psychological need un-fulfillment and employee envy.

H₁₉: Emotional strain and employee greed mediates the relationship of subjective value incongruence and envy.

H₂₂: Emotional strain and employee greed mediates the relationship between psychological need un-fulfillment and employee envy.

2.18 Mediating Role of Job Strain on the Relationship Between PE Misfit and Workplace Deviance

The mediating role of job strain on the relationship between PE misfit and workplace deviance is taken from two theoretical perspectives; firstly from PE misfit and secondly from contextual anomie and strain theory (CAST). In the PE misfit literature, numerous studies found that the misfit or mismatch of the person and the environment cause strain (Caplan, 1972; Edwards and Cooper, 1990; Edwards and Van Harrison, 1993; Caplan, 1987) and this strain has an impact on different individual and organizational level outcomes (Edwards et al., 1998; Edwards and Cooper, 2013).

Moreover, contextual anomie and strain theory (CAST) states that the strain caused by the personal, organizationl, societal and contextual factors promotes deviance (Robinson and Murphy, 2009; Robinson and Rogers, 2018). The theory makes a good attempt to describe the deviance in the organizational settings and combines the greed with context, strain, anomie, and opportunity component. The theory describes causes of deviances and asserts that the organizational and

societal cultures teach, promote, and even mandate employee strain. due to this strain , the employees deviate from the organizational norms by innovating. The core theme of the contextual anomie and strain theory (CAST) is that employee deviances are stimulated by employee strain and greed, and this strain is generated from personal, organizational, societal and contextual forces ([Robinson and Murphy, 2009](#)) . Theory successfully describes the deviance from strain and greed perspective.

contextual anomie and strain theory (CAST) is constructed on the grounds of general strain, opportunity and institutional anomie theory. General strain theory (GST) states that individuals suffering from strain are likely to engage in delinquency and deviance, and this strain is caused by failure to positively valued objectives or stimuli and coming out of negatively valued stimuli ([Agnew, 1992](#); [Broidy and Agnew, 1997](#)). Opportunity theory states that the opportunity is a key factor in predicting delinquency and deviance. People find numerous opportunities in their lifespan and the kind of this opportunity determines whether the individuals conform or deviate from social norms ([Cloward and Ohlin, 2013](#)).

Institutional anomie theory, which is one of the most popular and embodiment theory of the deviance and crime from last few decades at the macro level studies of deviance and crime in sociological criminology. In this theory, the concept anomie is taken from Durkheim's work and described as state of normlessness or a change that endangers the behavioral norms, and also referred as a cause of suicide, deviance, and crimes ([Durkheim and Simpson, 2002](#)). Merton expands this concept in his popular anomie theory ([Merton, 1938](#); [Merton and Merton, 1957](#); [Merton, 1968](#)) which provides the foundation for Messner and Rosenfeld's institutional anomie theory ([Messner et al., 2008](#); [Messner and Rosenfeld, 1997](#)). Theory exerts that the main stimulants of the deviance and crime in the society are due to irritation, frustration, or strain caused by culture and institutions. These institutions such as schools, firms, and government organizations promote unlimited goals, for instance, gaining high academic grades and maximum profits. In order to achieve these unbounded goals fostered by institutions, individuals suffer from

unlimited desires and try to fill these desires at any cost. In sum, the institutional anomie theory states that individual actions are guided by institutional and culturally defined goals.

Hence, from all these theoretical notions it is evident that due to the personal, organizational, societal and contextual factors employees suffer from strain and then this strain can cause deviance workplace behaviors. More specifically, person-environment misfit can cause strain and this strain can promote deviance in the employees. Because there are two approaches of misfit (subjective value incongruence and psychological need un-fulfillment), two instances of strain (emotional and cognitive) and two types of workplace deviance (minor and serious) in this thesis. Accordingly, we can say that subjective value incongruence and psychological need un-fulfillment can promote emotional and cognitive strain and due to this employees indulge in minor and serious workplace deviance.

2.19 Mediating Role of Job Strain and Greed on the Relationship Between PE Misfit and Workplace Deviance

The mediating role of job strain and greed on the relationship between PE misfit and workplace deviance just caught by incorporating two theoretical approaches; PE misfit and contextual anomie and strain theory (CAST).

CAST presented by [Robinson and Murphy \(2009\)](#); [Robinson and Rogers \(2018\)](#) asserts that the organizational and societal cultures teach, promote, and even mandate employee greed through strain. Moreover, in describing the results of greed theory asserts that greed has both positive and negative outcomes. When people become greedy, they either improve their job performance or deviate from the organizational norms by innovating. The core theme of the CAST is that employee deviances are stimulated by employee greed, and this greed is generated from job strain and two contextual forces, the society, and the organization itself ([Robinson and Murphy, 2009](#); [Robinson and Rogers, 2018](#)). Theory successfully describes the

greed phenomenon in explaining the individual level outcomes. Although theory provides good insights into the understanding of the greed, but it fails to recognize that, the greedy behaviors are the joint effect of situation and personality.

The first factor, which enforces the integration of the said theories, is the joint effect of person and situation. Psychologists have highlighted the importance of situation and personality jointly in predicting the behaviors (Mischel et al., 2007). In this joint effect of situation and personality, a well-known psychologist Kurt Lewin's work is the landmark and he had demonstrated that behavior is the function of personality and situation (Lewin et al., 1936; Lewin, 1951). Therefore, in order to add this perspective of situation and personality in the study of greed, this dissertation intends to get help from person-environment fit theory.

PE misfit or mismatch of the person and the environment cause strain (Caplan, 1972; Edwards and Cooper, 1990; Edwards and Van Harrison, 1993; Caplan, 1987) and this strain has an impact on different individual-level outcomes (Edwards and Cooper, 2013). Therefore, Person-Environment theory's focus was on the joint effect of personality and situation in the prediction of job strain and employee behaviors. Theory found that, if the characteristics of a person and the characteristics of the environment match with each other it would produce positive results, not only on individual level outcomes but also on organizational level outcomes. In the case of a mismatch or misfit between person's characteristics and organization's characteristics, there will be a strain and the studies found that this strain would lead to unmet demands (Edwards et al., 1998). These unmet demands are basically greedy tendencies (Robertson, 2001). Therefore, these person-environment considerations are added in contextual anomie and strain theory (CAST) to better understand the greed phenomenon.

The second factor in the amalgamation of CAST and PE fit theory in the study of greed is the strain. The CAST describes the greed and different individual and organizational level outcomes in the light of strain in organizational settings (Robinson and Murphy, 2009) and person-environment fit theory also elaborates the individual level and organizational level outcomes of fit with the help of strain.

Hence, the strain element can be used as an anchor in combining these two theoretical perspectives to comprehensively describing the phenomenon of greed.

The other factor in the integration of two theoretical perspectives is the implicit explanation of greed in person-environment fit theory, which can be explained in more detail with the help of the CAST. PE fit theory implicitly describes the greed factor and emphasizes that if the perceived resources and rewards are insufficient than the demands or preferences of employees, then this misfit causes the strain, and this strain leads to unmet demands (greed) (Cable and Edwards, 2004; Edwards et al., 1998). Greed is also related to unmet wants and desires (Robertson, 2001). Therefore, the person-environment fit theory is lacking the explicit explanation of the greed and this study integrates greed in person-environment theory by using CAST.

Hence, from all these theoretical notions it is evident that due to the personal, organizational, societal and contextual factors employees suffer from job strain and then this job strain can cause greedy tendencies and then these greedy tendencies promote deviance workplace behaviors. More specifically, person-environment misfit can cause job strain (Caplan, 1972; Edwards and Cooper, 1990; Edwards and Van Harrison, 1993; Caplan, 1987) and this job strain can promote unmet demands (greed) (Cable and Edwards, 2004; Edwards et al., 1998) and then this greed can promote workplace deviance (Robinson and Murphy, 2009) in the employees. Because there are two approaches of misfit (subjective value incongruence and psychological need un-fulfillment), two instances of job strain (emotional and cognitive) and two types of workplace deviance (minor and serious) in this thesis. Accordingly, we can say that subjective value incongruence and psychological need un-fulfillment can promote emotional and cognitive strain, then this job strain (both, cognitive and emotional strain) can cause greed and due to this employees indulge in minor and serious workplace deviance.

H₁₄: Cognitive strain and employee greed mediates the relationship of subjective value incongruence and minor workplace deviance.

H₁₅: Cognitive strain and employee greed mediates the relationship of subjective value incongruence and serious workplace deviance.

H₁₇: Cognitive strain and employee greed mediates the relationship between psychological need un-fulfillment and minor workplace deviance.

H₁₈: Cognitive strain and employee greed mediates the relationship between psychological need un-fulfillment and serious workplace deviance.

H₂₀: Emotional strain and employee greed mediates the relationship of subjective value incongruence and minor workplace deviance.

H₂₁: Emotional strain and Employee greed mediates the relationship of subjective value incongruence and serious workplace deviance.

H₂₃: Emotional strain and employee greed mediates the relationship between psychological need un-fulfillment and minor workplace deviance.

H₂:H₂₄: Emotional strain and employee greed mediates the relationship between psychological need un-fulfillment and serious workplace deviance.

2.20 Moderating Role of Self-Monitoring on the Relationship Between Job Strain and Greed

Of specific importance to the present thesis, moderating role of self-monitoring. This has appeared in the literature that, there is a significant variation in disposition, behavior and performance relationships that remains unaccounted for. This is critical on the grounds that it shows that there are other individual personality factors or outer conditions that moderate the connection between individual's qualities and behaviors. Along these lines, studies have started to move from simply inspecting disposition as a primary variable (Is disposition identified with behaviors or performance?), to shift in moderating variable in the prediction of behaviors or performance ([Barrick et al., 2005](#)).

Hence, parallel with this theme the moderating role of self-monitoring on the relationship of job strain and greed is incorporated in the study. The description of this moderating role of self-monitoring is possibly described by three theoretical streams of literature; firstly from self-monitoring, secondly from dark side personality and finally from contextual anomie and strain theory (CAST) literature.

In self-monitoring literature, self-monitoring is described as the degree to which people deliberately develop their public appearances (Snyder and Simpson, 1984; Snyder and Gangestad, 1986). People high in self-monitoring are thought to regulate their expressive self-presentation for wanted public appearances, and in this way be exceedingly receptive to social and interpersonal prompts of situational fitting exhibitions. People low in self-monitoring are thought to need either the capacity or the inspiration to so manage their expressive self-presentations. Their expressive practices, rather, are thought to practically mirror their own particular continuing and transitory internal states, including their trait, dispositions, attitude, and emotions (Snyder and Gangestad, 1986). Greed is a personality disposition and strain is internal state. Therefore, the greed and job strain is moderated by self-monitoring. Moreover studies found that low self-monitors capable of acting unethically (greedily) while high self-monitors act ethically (Day and Schleicher, 2006).

In dark side of personality studies it is found that self-monitoring is negatively correlated with dark side personality traits (Oh et al., 2014). Greed is also recently treated as the dark side of personality (Veselka et al., 2014). In honesty-humility research greed is also a part of the dark side of personality (Ashton and Lee, 2005).

In the contextual anomie and strain theory (CAST), in the description of strain and greed relationship it is also stated that these are contingent upon the personality variables (e.g self-monitoring) (Robinson and Murphy, 2009).

So from all these theoretical perspectives it is evident that the relationship of job strain and greed is moderated by self-monitoring. Because in the thesis two sorts of job strain (cognitive and emotional) are examined. Hence, it can be said that in the relationship of cognitive and emotional strain with greed the moderating variable is self-monitoring. Furthermore, this is an enough support to ground the following hypotheses.

H₂₅: Self-Monitoring weakens the positive relationship of cognitive strain and employee greed.

H₂₆: Self-Monitoring weakens the positive relationship of emotional strain and employee greed.

2.21 Moderating Role of Self-Monitoring on the Relationship Between Greed and Envy

In the relationship of greed and envy, the only factor which can control these tendencies is self-monitoring. This proposition is supported from self-monitoring and dark personality theory.

Snyder (1974); Snyder and Gangestad (1986) characterize self-monitoring as the degree to which people screen, modify, and control their conduct dependent on how it is seen by others. At its center, self-monitoring identifies with status-directed impression management drives (Gangestad and Snyder, 2000). High self-monitors are socially aggressive and want to extend positive pictures of themselves with the goal of inspiring others. Since they join high mental importance to the picture that they depict, there is a continuous input process between high self-monitors and the circumstances. High self-monitors ceaselessly examine the social situations around them and adjust their conduct with the goal that it is according to the circumstances. Thus, high self-monitors are spurred to take part in those practices that will enable them to be acknowledged as well as increase status (Turnley and Bolino, 2001; Gangestad and Snyder, 2000).

Moreover, high self-monitors are thought to regulate their inner states such as cognition, traits, dispositions, and attitudes. Moreover, the only control over evil desires such as greed, envy, and lust is self-control (Baumeister and Juola Exline, 1999). Parallel with this theme, scholars have also argued that greed and envy can only be organized by our willpower (Robertson, 2001). Greed and envy both are negative tendencies and people always try to hide these so that their impression in the eyes of people does not suffer. High self-monitors are expected to monitor these tendencies because they are supposed to engage such practices that will enhance their status. So, in the same manner, it can be stated that self-monitoring moderate the dispositional variables such as greed and envy.

In the dark personality trait literature, seven deadly sins (greed, envy, lust, pride, gluttony, sloth and wrath) as personality traits are new addition, introduced by Veselka et al. (2014). Studies have found that, there is a significant variation

in personality, behavior and performance relationships that remains unexplained. This is important because there are other individual personality factors or outer conditions that moderate the connection between individual's traits and behaviors. Along these lines, studies have started to move from simply investigating disposition as a primary variable (Is disposition identified with behaviors or performance?), to shift in moderating variable in the prediction of behaviors or performance (Barrick et al., 2005). Therefore, in the relationship of two tendencies (greed and envy) personality variable (self-monitoring) is introduced as moderator to completely understand the phenomenon.

Consequently, from these theoretical perspectives, it can be said that self-monitoring can play a moderating role on the relationship between greed and envy. Now there is enough support from theory to ground the following hypothesis.

H₂₇: Self-Monitoring weakens the positive relationship between employee greed and envy.

2.22 Moderating Role of Self-Monitoring on the Relationship Between Greed and Workplace Deviance

The moderating role of self-monitoring on the relationship between greed and workplace deviance is taken from the contextual anomie and strain theory (CAST) presented by Robinson and Murphy (2009) and Robinson and Rogers (2018). The theory asserts that employees indulge in deviant behaviors due to greedy tendencies and this relationship is contingent upon personality factors. In simple words the corporate deviance are promoted by greed and the personality dispositions can play role in enhancing or controlling this relationship. Hence, from this theoretical notion it can be said that greed promotes both instances of workplace deviance (minor and serious) but this relationship is moderated by self-monitoring trait. This is enough support to ground the following hypothesis.

H₂₈: Self-Monitoring weakens the positive relationship between employee greed and serious workplace deviance.

H₂₉: Self-Monitoring weakens the positive relationship between employee greed and minor workplace deviance.

2.23 Theoretical Framework

The theoretical framework is a spirit of the research and describes the researcher's point of view on the formulation and investigation of the research problem by associating different variables with reference to the theory or literature (Imenda, 2014). In the formulation of the greed problem with reference to the contextual anomie and strain theory (CAST) and person-environment (PE) theory, it has been observed that employee become greedy due to their personal factors (demographics) and due to the context in which they are working (environment).

When an employee feels strain due to the incompatibility of their personal characteristics and organizational characteristics, they become greedy. Greedy employees perform differently in the organization so their own traits and behaviors are influenced. In the description of above mention process, the relationships of the said variables are arranged in a schematic diagram known as a theoretical framework, shown in figure 2.1.

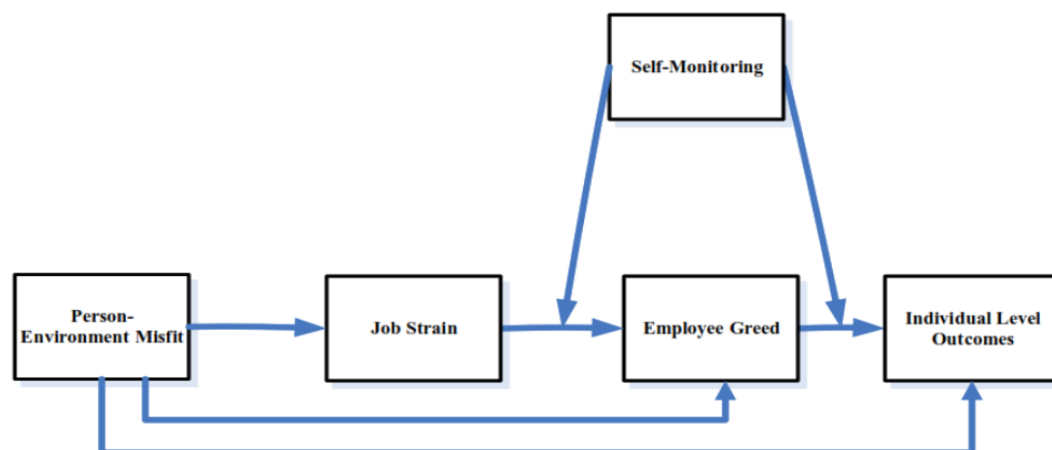


FIGURE 2.1: Theoretical Framework

2.24 Conceptual Framework

The conceptual framework describes the details conflation of the concepts to be investigated and guide the research with reference to the concepts involved in it by describing the interpretation and explanation of the variables in a given context, with reference to literature (Imenda, 2014). Conceptual framework also describes the dimensions and elements of the different variable under investigation in a given context. Therefore, the dimensions and conflation of the variables in the study are shown in a model known as a conceptual framework, shown in figure 2.2.

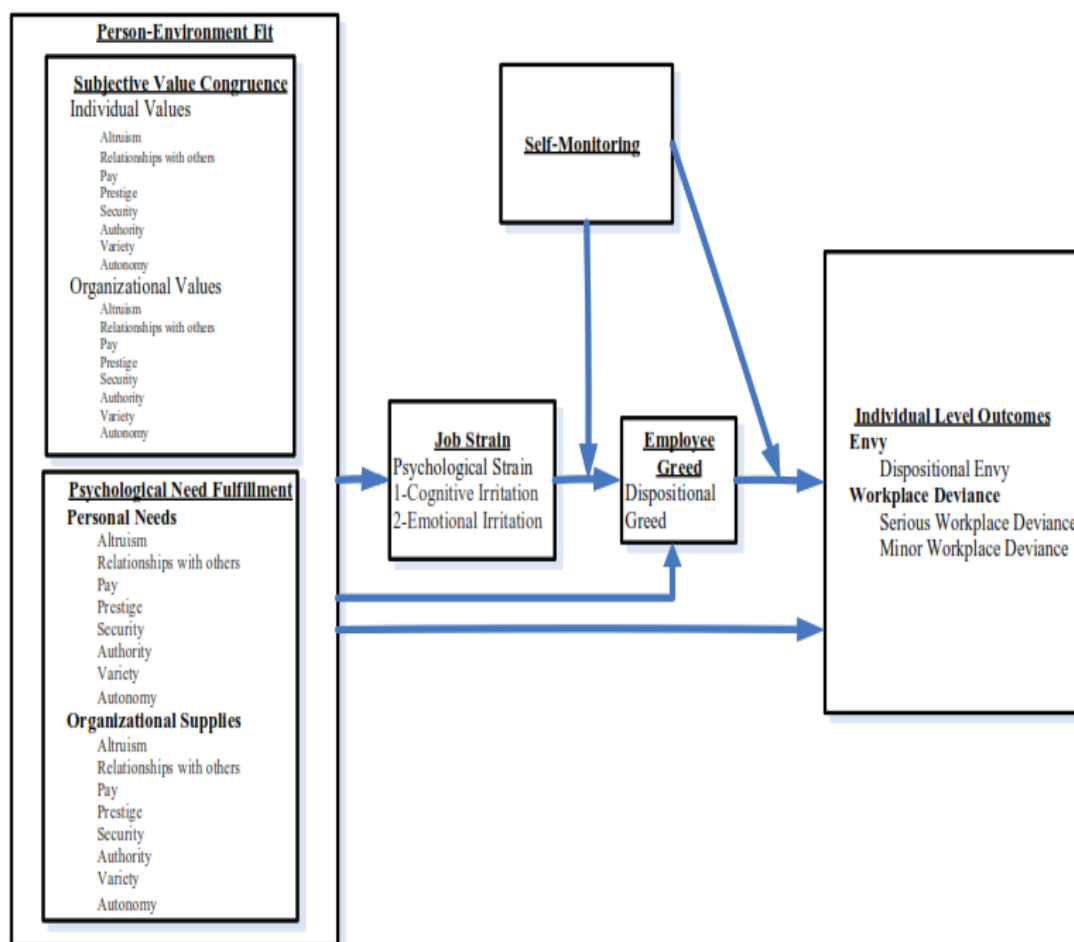


FIGURE 2.2: Conceptual Framework

The dimensions of these variables are also described in this conceptual framework. Such as, the variable of PE misfit is measured by its two traditions; one is psychological need unfulfillment and the other is value incongruence. The said traditions of PE misfit are further operationalized in eight dimensions which are, altruism,

relationship with others, pay, prestige, security, authority variety and autonomy. Therein the study, two dimensions of job strain are taken in to examination, which are; cognitive strain and emotional strain also known as (cognitive irritation and emotional irritation). Moreover, the variables of greed and envy are taken as dispositional greed and dispositional envy. Furthermore, two dimensions of workplace deviance are examined in the study, the first is minor workplace deviance and the other is serious workplace deviance.

2.25 Study Hypotheses

The dissertation tested the following hypotheses.

Direct Effects

H₁: Subjective value incongruence positively impacts employee envy.

H₂: Subjective value incongruence positively influences serious workplace deviance.

H₃: Subjective value incongruence positively influences minor workplace deviance.

H₄: Psychological need un-fulfillment positively impacts employee envy.

H₅: Psychological need un-fulfillment positively influences serious workplace deviance.

H₆: Psychological need un-fulfillment positively affects minor workplace deviance.

H₇: The subjective value incongruence positively influences cognitive strain.

H₈: The subjective value incongruence positively causes emotional strain.

H₉: The psychological needs un-fulfillment positively influences cognitive strain.

H₁₀: The psychological needs un-fulfillment positively affects the emotional strain.

H₁₁: The subjective value incongruence positively impacts employee greed.

H₁₂: The psychological needs un-fulfillment positively affects employee greed.

Mediated Effect

H₁₃: Cognitive strain and employee greed mediate the relationship of subjective value incongruence and employee envy.

H₁₄: Cognitive strain and employee greed mediate the relationship of subjective value incongruence and minor workplace deviance.

H₁₅: Cognitive strain and employee greed mediate the relationship of subjective value incongruence and serious workplace deviance.

H₁₆: Cognitive strain and employee greed mediate the relationship between psychological need un-fulfillment and employee envy.

H₁₇: Cognitive strain and employee greed mediate the relationship between psychological need un-fulfillment and minor workplace deviance.

H₁₈: Cognitive strain and employee greed mediate the relationship between psychological need un-fulfillment and serious workplace deviance.

H₁₉: Emotional strain and employee greed mediate the relationship of subjective value incongruence and employee envy.

H₂₀: Emotional strain and employee greed mediate the relationship of subjective value incongruence and minor workplace deviance.

H₂₁: Emotional strain and employee greed mediate the relationship of subjective value incongruence and serious workplace deviance.

H₂₂: Emotional strain and employee greed mediate the relationship between psychological need un-fulfillment and employee envy.

H₂₃: Emotional strain and employee greed mediate the relationship between psychological need un-fulfillment and minor workplace deviance.

H₂₄: Emotional strain and employee greed mediate the relationship between psychological need un-fulfillment and serious workplace deviance.

Moderated Effects

H₂₅: Self-Monitoring weakens the positive relationship of cognitive strain and employee greed.

H₂₆: Self-Monitoring weaken the positive relationship of emotional strain and employee greed.

H₂₇: Self-Monitoring weaken the positive relationship between employee greed and envy.

H₂₈: Self-Monitoring weaken the positive relationship between employee greed and serious workplace deviance.

H₂₉: Self-Monitoring weaken the positive relationship between employee greed and minor workplace deviance.

Chapter 3

Research Methodology

Research methodology is the science or the ways of solving the research problems. Moreover, it describe the assumptions, criterias, and logics associated with those ways or sciences ([Kothari, 2010](#)). Keeping in view the problem statement and identified different variables associated with greed in an integrated framework, this chapter describe the methods and techniques used for the selection of research design, data collection strategy, population, sample design, unit of analyses, data collection sources, instruments and analysis of data for the empirical testing of the hypothesized relationships. Furthermore, this chapter provides the instruments reliabilities and factor analysis of the constructs. At the end of the chapter, the data analysis methods are described.

3.1 Research Strategy

The research strategy is a framework or the procedural outlines ([Cooper and Schindler, 2014](#)) or conceptual structure ([Kothari, 2010](#)) to proceed with the research. In other words, the research strategy is a blueprint, plan or design of the research activities ([Gay et al., 2012](#)). The research strategy describes the scheme of the study, data collection strategy, data collection sources, instruments, time dimension, unit of analysis, population and sample design, and data analysis procedures. Parsimoniously stating, this study used the causal-explanatory field

survey strategy because this is the most appropriate design, which can meet the research objectives and can answer the research questions of the study.

The causal-explanatory studies have the advantages to collect quantitative data and to test the data by using different statistical tools in order to establish and to accept or reject the hypothesized relationships of different variables (Saunders et al., 2009) and to answer the why and how questions (Cooper and Schindler, 2014). Because this study is designed to know the answer to the following questions, why and when employees indulge in greed and how will this effect employee level and organization level outcomes? Therefore, the causal-explanatory field survey is the most appropriate design for this.

3.1.1 Purpose of the Study

The topmost aim of this thesis is to investigate the impact of PE misfit on employee envy and workplace deviance, through employee greed and job strain. Moreover, the moderating role of self-monitoring on the said relationships are also examined. In this way, this study is based on quantitative inquiry paradigm by using quantitative tools to examine the phenomenon of greed. Hence, the topmost aim of the study is to analytically examine the antecedents and outcomes of greed by testing the hypothesized relationships between different variables with greed, so we can say that the study is causal-explanatory research.

3.1.2 Data Collection Strategy

To collect the data about the variables the study used the survey strategy. Survey strategy is selected because it has the following advantages (Saunders et al., 2012) (p 176). Firstly, survey strategy is useful to model the relationships between different variables. Secondly, this strategy is useful for knowing the reasons for the modeled relationships of different variables. Thirdly, this strategy is used for deduction and help in answering the questions like, who, when, why and how. Fourthly, this strategy provides quantitative data so that inferences can be drawn easily. Fifthly, this strategy is useful when the concern of researcher is about the

generalization of results over the whole population, which is collected from the sample. Finally, this strategy is economical. This study used the survey strategy, because this study is designed to model the different variables and wanted to answer the why and how questions (why employees indulge in greed? and how does this greed influence individual level and organizational level outcomes?). This study is also concerned with the reason for the established relationships and wanted to infer the results based on quantitative data, which can be economically collected from the sample and can be generalized over the population. Therefore, the best strategy for this study is surveying strategy.

3.1.3 Data Collection Sources

To overcome the common method bias and social desirable responding, due to the collection of data about all the variables from same source this study used the multi-source data collection by using the two survey instruments. One instrument is designed to fill by the employees of the banks and the other instrument is designed to fill by the bosses (operation managers, branch managers). To ensure the integrity of the data collection both the instruments are numbered.

The numbering scheme is same for both questionnaires (employee reported, and boss reported). For example, if an employee reported questionnaire had the no 120, the supervisor reported questionnaire for that employee is also had the no of 120. All the respondents are ensured to keep their information confidential and not to be shared with the management or with other employees but only be used for research and academic purpose only.

3.1.4 Unit of Analysis

Unit of analysis describe the level at which data is collected and will be analyzed, this can be at the individual level, group level, organizational level, or even country level ([Sekaran, 2003](#)). In this investigation, based on the problem statements the data is collected and analyzed at just individual level (employees, bosses).

3.1.5 Measures

To measure the key variables under study, the following instruments, which are already published in well-reputed journals and having good reliability and good model of fit, are used. In order to avoid the common scale anchors bias which is the repetitive use of the same anchors for all the variables in the questionnaire (Podsakoff et al., 2003) the different variables are measured by using different anchors.

3.1.5.1 Psychological Need Un-fulfillment

Psychological need un-fulfillment is a cognitive process of comparing the psychological needs with the organizational supplies (French et al., 1982). Therefore self-reported Work Value survey (Cable and Edwards, 2004) is used to measure psychological needs and organizational supplies.

3.1.5.2 Psychological Needs

To measure the psychological needs of the employee this study used the self-reported Work Value survey (Cable and Edwards, 2004) and respondents are asked, "How much is the right amount for you?", for the 24 survey items. Sample survey item is "Doing a variety of things" and the anchors to take the responses will be, 1(none) to 5 (a very great amount). The range of reliabilities is 0.73 to 0.87 and the average is 0.82.

3.1.5.3 Organizational Supplies

To measure the organizational supplies this study used the self-reported Work Value survey (Cable and Edwards, 2004) and respondents were asked, "How much is present in your work?", for the 24 survey items. Sample survey item is "Doing a variety of things" and the anchors to take the responses were again, 1(none) to 5 (a very great amount). The range of reliabilities is 0.73 to 0.87 and the average is 0.82.

3.1.5.4 Subjective Value Incongruence

Subjective value incongruence is a cognitive process of comparing the individual values with the organizational values. Therefore self-reported Work Value survey (Cable and Edwards, 2004) is used to measure individual and organizational values.

3.1.5.5 individual value

To measure the individual values, this study used the self-reported work value survey (Cable and Edwards, 2004) and respondents were asked, “How important is this to you?”, for the 24 survey items. Sample survey item is “Doing a variety of things” and the anchors to take the response will be, 1(none) to 5 (a very great amount). The range of reliabilities is 0.73 to 0.87 and the average is 0.82.

3.1.5.6 Organizational Values

To measure the organizational supplies this study used the self-reported Work Value survey (Cable and Edwards, 2004) and respondents were asked, “How important is this at your organization?”, for the 24 survey items. Sample survey item is “Doing a variety of things” and the anchors to take the response will be again, 1(none) to 5 (a very great amount). The range of reliabilities is 0.73 to 0.87 and the average is 0.82.

3.1.5.7 Calculating Person-Environment Misfit Variable

In this study the person-environment misfit is calculated by the difference of the person level characteristics (personal values and personal needs) and organizational level characteristics (organizational values and organizational supplies) as done by previous fit studies (Caplan, 1987; Liu et al., 2007; Rounds et al., 1987; Zhang et al., 2017). The resulting value describes either fit or misfit is perceived by the individual. The positive value of difference shows that the organizational characteristics (organizational values and organizational supplies) are greater than the person level characteristics (personal values and personal needs) and the negative

values show the vice versa. In this Thesis, it is observed that only four individuals were having the positive value of difference score. It's mean they were perceiving the excess of organizational characteristics. Because this study's primary concern is to investigate the misfit, so these respondents were excluded from the analysis. The resulting data is of only those individuals who were perceiving misfit. It is not astonishing that 856 individuals out of 861 respondents were perceiving misfit.

3.1.5.8 Job Strain

To measure the job strain, this study used the 8 items, self-reported, cognitive irritation and emotional irritation sub-scale of irritation scale aligned with previous studies (Mohr et al., 2006) to measure psychological strain in work contexts, sample question is "Even at home I often think of my problems at work", and the anchors to take the responses will be 1 (strongly disagree) to 5 (strongly agree). The total reliability of the English version is 0.84.

3.1.5.9 Employee Greed

To measure the employee's tendency towards greed, this study uses the six-item employee greed scale. The items are adapted from self-reported dispositional greed scale (Krekels and Pandelaere, 2015). The reliability of the scale is 0.81. The wordings of questionnaire is slightly modified to use the it in an organizational setting. For instance, the actual question of dispositional greed scale "No matter how much I have of something, I always want more" is modified to "No matter how much I am offered the benefits, rewards and resources, financial and others by the organization, I always want more". The responses were taken on five-point Likert format scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.1.5.10 Envy

To assess the envy, this study uses the 8 items, self-reported dispositional envy scale (Smith et al., 1999), sample question is "The bitter truth is that I generally feel inferior to others" and the responses are taken on five-point Likert format

scale ranging from 1 (strongly disagree) to 5 (strongly agree). The reliability of the scale is 0.86.

3.1.5.11 Workplace Deviance

To measure the workplace deviance, a non-self-report measure of workplace deviance developed by (Stewart et al., 2009) is used, these questions are originally developed by (Bennett and Robinson, 2000) for self-reporting. The current study slightly modified the questions from “their” to “his/her”, because the Stewart et al. (2009) non-self-reported measure is developed for multiple employees and this study focus is on a single employee. A sample question is “How often does this employee, taken an additional or a longer break than is acceptable at his/her workplace” responses are taken on a five-point Likert scale and the anchors will be, 1 (never), 2 (several times a year), 3 (monthly), 4 (weekly), and 5(daily).

3.1.5.12 Self-Monitoring

In order to measure self-monitoring, this study adapts eight positively stated questions from the eighteen-items measure of self-monitoring by Snyder and Gangestad (1986). A sample question is “I can look anyone in the eye and tell a lie with a straight face (if for a right end)”. The responses were taken on five-point Likert format scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.1.6 Reliabilities of the Scales in Pilot Testing

Before collecting the data, the reliabilities of the scales were tested in a pilot testing and 50 questionnaires for each sample were added in the pilot testing. The demographics of respondent in pilot testing are shown in table 3.1. Pilot testing is conducted to test the reliability, cost, time, usefulness and validity of the instruments. Reliability is basically the ability of a measure to be consistent and stable over time and items (Saunders et al., 2012; Sekaran and Bougie, 2016). To measure the reliability of the scales, Inter-item consistency reliability is tested

by using Cronbach's alpha coefficient. Cronbach's Alpha values for each variable must be above 0.65, but not much higher than 0.90 (Nunnally and Bernstein, 1978). To conduct this reliability test, SPSS version 25 software is used and the Cronbach's Alpha values for each construct is computed and mentioned in table 3.2. The Cronbach's Alpha Value for each construct is according to the acceptable limits and is above 0.65 and below 0.90 that means, the questions measuring the constructs were consistent and reliable for the current study.

TABLE 3.1: Demographics of Respondents in Pilot Testing

Description	Range	Frequency
Gender	Male	34
	Female	16
	Total	50
Age	26-30	8
	31-35	14
	36-40	17
	41-45	9
	Above 45	2
	Total	50
Monthly Pay	Less Than 30000	0
	30001-40000	2
	40001-50000	13
	50001-60000	14
	60001-70000	15
	70001-80000	1
	80001-90000	4
	90001-100,000	1
	100,001-110,000	0
	110,001 or Above	0
	Total	50
Qualification	12 Year	6
	14 Year	16
	16 Year	19
	18 Year	8
	PhD	1
	Total	50

TABLE 3.2: Measuring Instruments and Reliabilities in Pilot Study

Variable	Instrument	Author	No of Items	Reporting	Established Reliability	Established Validity	Reliability in Pilot Study
Psychological Needs	Work Value Survey	(Cable & Edwards, 2004)	24	Self-Reporting	0.82a	(J. R. Edwards, 2007)	0.798
Organizational Supplies	Work Value Survey	(Cable & Edwards, 2004)	24	Self-Reporting	0.82 a	(J. R. Edwards, 2007)	0.787
Individual Values	Work Value Survey	(Cable & Edwards, 2004)	24	Self-Reporting	0.82 a	(J. R. Edwards, 2007)	0.76
Organizational Values	Work Value Survey	(Cable & Edwards, 2004)	24	Self-Reporting	0.82 a	(J. R. Edwards, 2007)	0.74
Job Strain	Psychological Strain in Work Contexts	(Mohr et al., 2006)	3	Self-Reporting	0.84	(Widmer et al., 2012)	0.812
Employee Greed	Dispositional Greed Scale	(Krekels & Pandelaere, 2015)	6	Self-Reporting	0.81		0.843
Envy	Dispositional Envy Scale	(R. H. Smith et al., 1999)	8	Self-Reporting	0.86		0.851
Workplace Deviance	A Non-Self-Report Measure of Workplace Deviance	(Stewart et al., 2009)	15	Boss Reporting	0.89 to 0.95 b		0.873
Self-Monitoring	Self-Monitoring Scale	(Snyder & Gangestad, 1986)	8	Self-Reporting	0.7		0.762

a Average reliability
 b Ranges for the reliabilities of the different dimensions.

3.1.7 Population and Sample

Greed prevails in both private and public sector, but in private sector organizations greed is less constrained and the managers try to expand their influence (Greed for Power) so the greed is high in private organizations (Frijters, 2013). It has also been observed that greedy individuals are not at the top level of the state sector but in the private sector because of its wealth creation ability and degree of freedom within it (Frijters, 2013). So parallel with this theme this study investigated the antecedents and outcomes of employee greed in both public and private banking organizations of Pakistan especially from both commercial banks of different regions. So, all the commercial banks listed in KSE (which are 23 and list is attached in Appendix E) are in the population of study. Pakistan had divided the whole country into five regions, so the questionnaires were sent to banks of all regions through the mail, courier, and by personal visit where possible.

3.1.8 Sampling design

All the members under study are known as population and one member of the population is called the case or elements. It is not really possible to collect data from all elements wherefore some selected elements known as sample must be accessed to collect data (Saunders et al., 2012). The inference drawn from the sample's data can be generalized to the population in quantitative studies. Thereupon, this study is also built on the same theme and some selected elements were contacted to collect the data. There are mainly two designs of sampling; probability and non-probability (Cooper and Schindler, 2014; Saunders et al., 2012; Sekaran and Bougie, 2016) .

Non-probability sampling is used in this study because the elements to be chosen for the study didn't have the known occurrences and further researcher did not find any sampling frame of the commercial banks. The other reason to adopt the non-probability sampling is to cope with the research strategies (multi-source and time-lagged). The combination of three non-probability sampling techniques is used and these are a convenience, judgmental, and snowball sampling design.

That is because this study used the multi-source data collection procedure and the information is collected at two points of time, firstly, (T_1) the data about some variables are collected from employees from June to December 2016, and secondly, (T_2) after few months the same respondent's bosses were contacted, and data were collected during November 2016 to February 2017. During the study, preference is given to those from whom data can be collected conveniently at both point in time T_1 and T_2 . So, keeping in view all these factors, convenience, purposive, and snowball sampling design are used for data collections, which are most suitable for collecting the information of this study.

3.1.9 Time Horizon

This study collected data on two points of time (T_1 and T_2). Initially, around 1500 questionnaires are collected from the employees at time T_1 . The data from these respondents were entered in the SPSS version 25 and the list of employees with their names, bank names, branches, cities and resource persons (resource persons were the friends, students or friends of friends who collected data from that city) were generated to collect the data at time T_2 . The city-wise lists along with boss-rated questionnaires were sent to the resource persons to collect the data at time T_2 . Resource person collected the data according to the lists and filled out the questionnaires by mentioning the questionnaire number and the name of the employees for whom data is being collected. All this is done to ensure the integrity of the data collection. In this way, at time T_2 around 1340 questionnaires were distributed to the bosses of those employees. Because some employees can't be traced at time T_2 . From these 1043 boss-rated questionnaires were returned. From these 1043, only 68 questionnaires were not useable. From these 975 questionnaires were entered in the SPSS along with their employees' questionnaires. From these 975 questionnaires, 23 questionnaires were not useable due to some integrity issues. Finally, the 952 cases data is ready for use in the analysis. So, in this way, we can say that the total sample size is 1500 and the final usable questionnaires were 952.

3.2 Data Screening

Before running the analysis, data are screened in MS Excel 365. Firstly, case screening is performed on the boss rated questionnaire to search missing data in rows, unengaged responses, and outliers. In search of missing data in rows, fifty-four (54) cases are found having missing values greater than twenty percent and are removed from the data. Thirty-one (31) cases are deleted because of unengaged responses (Stdev.p <0.5). In search of the outlier question, no 4 of WD (WD4) is having a value of 22 and this is due to typographic error and is replaced with 2.

In search of outliers, job strain item no 4 (Emp_Strain 4) is having a value of 33 which is due to typographic error and is replaced by 3 and item no 5 of envy (Emp_Envy 5) is having a value of 22 which is also due to typing error and is replaced by 2. Secondly, thirteen entries are found missing in Age, Employee Qualification, Employee Monthly Pay, and these are filled by using the mean value of that variable. Five entries are found blank in the Employee Greed, eight in Employee Strain, and three in Employee Self-Monitoring, and are filled by mode of those responses.

3.3 Respondents Characteristics

To get the true information about the sample, the characteristics of the respondents and the areas of them are presented in table 3.3. Pakistan is consisting of five regions and the data is collected from all the administrative units of the country. These units are named as, Islamabad, Punjab, Sindh, Khyber-Pakhtunkhwa, Azad Jammu and Kashmir and Baluchistan. The questionnaires which are used in the analysis are as follows. Islamabad and Punjab were easily accessible, so the no of respondents is high in these areas, which were 295 from Islamabad and 264 from Punjab. Sindh is a little bit near to researcher's hometown and 110 questionnaires were collected from this area. The other three areas are far away and the number of respondents from these three areas is, somewhat little, 80 from

Khyber-Pakhtunkhwa, 78 from Azad Jammu and Kashmir, and only 40 questionnaires from Baluchistan could be administered due to multi-source and time-lagged design of the study.

TABLE 3.3: Regional Distribution of the Respondents

Area	Frequency	Percent
Islamabad	295	34
Punjab	264	30
Sindh	110	13
Khyber-Pakhtunkhwa	80	9
Azad Jammu and Kashmir	78	9
Baluchistan	40	5
Total	867	100

3.4 Demographics of the Respondents Sample 1 (Employees)

A total no of 867 questionnaires are usable for analysis after data screening and from these (686, 79%) are male and remaining are females (132, 21%), as shown in table 3.4. This is due to the culture of Pakistan, where females are not encouraged to go to work. On the employee rated questionnaire, five age groups are formed to classify the respondents based on age. Majority of the respondents (436, 50%) are between the age group of 26-30, 273 respondents (32%) are between the age group of 31-35, 99 respondents are between the age group of 36-40, 43 respondents are between the age group of 41-45 and only 16 respondents are having age above 45. Monthly pay is measured in Pakistani Rupees and grouped into ten groups. Most of the respondents (317, 37%) are gaining salary less than 30000 and only 6 respondents are having a salary above 110,000 Pakistani Rupees. Education is measured in years and it is observed that only 2, (1%) of respondents are having Ph.D. degree, 70 respondents (8%) are having 18 years of education, majority are having 16 years of education (412, 47%) or 14 years of education (330, 38%) and remaining (53, 6%) are having 12 years of education.

TABLE 3.4: Respondent's Characteristics of Sample 1 (N=867)

Description	Range	Frequency	Percentage
Gender	Male	686	79
	Female	181	21
	Total	867	100
Age	26-30	436	50
	31-35	273	32
	36-40	99	11
	41-45	43	5
	Above 45	16	2
	Total	867	100
Monthly Pay	Less Than 30000	317	37
	30001-40000	272	31
	40001-50000	154	18
	50001-60000	53	6
	60001-70000	24	3
	70001-80000	18	2
	80001-90000	7	1
	90001-100,000	10	1
	100,001-110,000	6	1
	110,001 or Above	6	1
	Total	867	100
Qualification	12 Year	53	6
	14 Year	330	38
	16 Year	412	47
	18 Year	70	8
	PhD	2	1
	Total	867	100

3.5 Demographics of the Respondents Sample 2 (Boss)

A total no of 867 questionnaires are usable and from these (838, 97%) are male and remaining are females (29, 3%) as shown in table 3.5. This is due to the masculine culture of Pakistan, where females are not encouraged to go to work. On the boss rated questionnaire, five age groups are formed to classify the respondents based on age. Majority of the respondents (310, 36%) are between the age group of 31-35, 175 respondents (20%) are between the age group of 26-30, 246 respondents (28%) are between the age group of 36-40, 86 respondents (10%) are between

the age group of 41-45, and only 50 respondents (6%) are having age above 45 years. Monthly pay is measured in Pakistani Rupees and grouped into ten groups. Most of the respondents (429, 49%) are gaining salary 30001 to 40000 and only 27 respondents (3%) are having a salary above 110,000 Pakistani Rupees. Education is measured in years and it is observed that only 5, (1%) of respondents are having Ph.D. degree, 126 respondents (15%) are having 18 years of education, majority are having 16 years of education (543, 63%) or 14 years of education (178, 21%) and remaining (15, 2%) are having 12 years of education.

TABLE 3.5: Respondent's Characteristics of Sample 2 (N=867)

Description	Range	Frequency	Percentage
Gender	Male	838	97
	Female	29	3
	Total	867	100
Age	26-30	175	20
	31-35	310	36
	36-40	246	28
	41-45	86	10
	Above 45	50	6
	Total	867	100
Monthly Pay	Less Than 30000	27	3
	30001-40000	429	49
	40001-50000	113	13
	50001-60000	65	7
	60001-70000	42	5
	70001-80000	53	6
	80001-90000	43	5
	90001-100,000	50	6
	100,001-110,000	45	5
	110,001 or Above	27	3
Total	867	100	
Qualification	12 Year	15	2
	14 Year	178	21
	16 Year	543	63
	18 Year	126	15
	PhD	5	1
	Total	867	100

3.6 The Goodness of the Measuring Scales

When an instrument is developed for measuring a variable, there is a need to ensure that the instrument is measuring the concept accurately and is measuring the actual concept which it is ought to measure. These concepts are known as the reliability and validity of the instrument (Cooper and Schindler, 2014; Sekaran and Bougie, 2016). Reliability is the consistency of the scale, and the validity is whether the concept is being measured is accurate. Validity is a test of how well an instrument that is developed, measures the concept it is intended to measure. To ensure the reliability of the measurements scale's Cronbach's Alpha values are estimated and further to ensure the validity of measure, exploratory and confirmatory factor analysis is conducted.

3.6.1 Reliability of the Scales

The researcher measured the reliability of the data collection instrument through Cronbach's Alpha. Cronbach's alpha is a coefficient of reliability and Cronbach's Alpha values for each variable must be above 0.65, but not much higher than 0.90 (Nunnally and Bernstein, 1978). To conduct this reliability test, SPSS software is used and the Cronbach's Alpha values for each construct is computed and mentioned in table 3.5. The Cronbach's Alpha Value for each construct is according to the acceptable limits and is above 0.65 and below 0.90 (see Table 3.6) that means, the questions measuring the constructs are consistent and reliable, for the current study. It is commonly used, as a measure of the internal consistency or reliability of an instrument.

3.6.2 Factor Analysis of Employee Rated Questionnaire (Sample 1)

Factor analysis is used to examine the existing structure of the observed variables and to test the discriminant and convergent validity of the construct (Reio and Shuck, 2015; Sekaran and Bougie, 2016; Watkins, 2018). Observed variables

TABLE 3.6: Reliabilities of all the scales

Variable	No of Items	Cronbach's Alpha Values in Current Study	Cronbach's Alpha Values in Previous Studies
Psychological Needs	24	.899	.820
Organizational Supplies	24	.886	.820
Individual Values	24	.882	.820
Organizational Values	24	.895	.820
Job Strain	8	.825	.840
Employee Greed	6	.772	.810
Employee Envy	8	.753	.860
Workplace Deviance	14	.813	.89 to .95

representing the factors should indicate the context and domain which they are supposed to represent. Therefore, to test the construct validity in terms of discriminant validity and convergent validity, exploratory factor analysis and confirmatory factor analysis is performed on both questionnaires.

3.6.3 Exploratory Factor Analysis

Exploratory factor analysis is a powerful tool for development and validation of theories and scales in psychological research (O'Brien et al., 2017; Reio and Shuck, 2015; Watkins, 2018). It is used to explore and test the underlying dimensions of the construct. EFA is also used to validate the instrument in terms of convergent and discriminant validity. Therefore, to explore the dimensions and to test the validity of constructs exploratory factor analysis is performed on both questionnaire (Employee rated, and Boss rated).

Both questionnaires used to collect data from employees and boss is developed by adapting existing scales in the literature. The questionnaires are consisting of many variables and those variables are having many dimensions. For example, individual values scale is having eight dimensions and each dimension consist of three questions, twenty-four questions in total. Hence exploratory factor analysis on all variables at a time is difficult to report in the forms of the table. Therefore, the

exploratory factor analysis is conducted on each variable separately. Subsequent sections are consisting of exploratory factor analysis variable wise.

3.6.3.1 Factor Structure of Individual Values Scale

To examine the factorability of the individual value scale, factor analysis is performed. In the first step, factor analysis is executed by using maximum likelihood without rotation proposed by Field (2013). Several well-recognized criteria recommended by Field (2013); Hair (2014) are used. Firstly, all the items correlated at least 0.4 with one other item, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.887, above the recommended value of 0.6 (Kaiser, 1974), and Bartlett test of sphericity (Bartlett, 1950) is significant ($\chi^2(276) = 5952.524$, $p < .01$). Thirdly, communalities are examined and found above 0.3. Fourthly, the scree plot, eigenvalues and total variance explained are examined and it is decided to retain 8 factors for further analysis (eigenvalues >1 , total cumulative variance explained = 64%, and on scree plot, the point of inflexion is on 7, 8, and 9).

In the second step the factor analysis is executed by using maximum likelihood estimation, with Promax rotation, and coefficients greater than 0.3. The Promax rotation is a type of oblique rotation and is used when there is a correlation among factors because the factors are assumed to be correlated and Promax rotation provide the more correct results (Brown, 2015). The initial eigenvalues showed that the first factor explained 27% variance, second factor explained 7%, third factor explained 5%, fourth factor explained 5%, fifth factor explained 5%, sixth factor explained 5%, seventh factors explained 4% and eighth factor explain 4%, and all these eight factors are having eigenvalue greater than 1. Seven, six and five-factor solutions are also examined, using Promax rotation of the factor loading matrix until clean pattern matrix is achieved. The insufficient number of primary loadings and difficulty of interpreting the sixth and seventh factors it is decided to retain eight factors solution. The said solution, which explained 64% of the variance, is decided due to its past theoretical support, the “leveling off” of eigenvalues on the scree plot and the clean pattern matrix with suitable loadings for each factor.

TABLE 3.7: Factor Structure of Individual Values Scale

Pattern Matrix^a

	Factor							
	IV_ALT	IV_VRTY	IV_ATRY	IV_ATMY	IV_PRSTG	IV_SCRTY	IV_RWO	IV_PAY
IV_ALT_01	.894							
IV_ALT_02	.764							
IV_ALT_03	.556							
IV_VRTY_02		.755						
IV_VRTY_01		.660						
IV_VRTY_03		.566						
IV_ATRY_02			.847					
IV_ATRY_03			.609					
IV_ATRY_01			.576					
IV_ATMY_01				.766				
IV_ATMY_03				.634				
IV_ATMY_02				.593				
IV_PRSTG_01					.839			
IV_PRSTG_02					.601			
IV_PRSTG_03					.475			
IV_SCRTY_02						.833		
IV_SCRTY_01						.476		
IV_SCRTY_03						.470		
IV_RWO_02							.624	
IV_RWO_03							.601	
IV_RWO_01							.369	
IV_PAY_02								.820
IV_PAY_01								.407
IV_PAY_03								.354

^aExtraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalization. Rotation converged in 7 iterations.

Clean pattern matrix with eight factors (see table 3.7) which are, Altruism (IV_ALT), Variety (IV_VRTY), Authority (IV_ATRY), Autonomy (IV_ATMY), Prestige (IV_PRSTG), Security (IV_SCRTY), Relationship with others (IV_RWO) and Pay (IV_PAY). All the items having loading above 0.4, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.920, above 0.6, and Bartlett test of Sphericity is significant ($\chi^2(276) = 5952$, $p < .01$). In the factor correlation matrix, all the factors correlations are below 0.7. It is observed in the pattern matrix (see table 3.7) that all the items are loaded on a single factor, with no cross loading and confirmed the discriminants validity of the scale. Moreover, it can also be observed from the pattern matrix that all the items are having sufficient loadings (>0.3), confirming the convergent validity of the scale.

3.6.3.2 Factor Structure of Organizational Values Scale

With the aim of testing the factorability of the organizational values scale, factor analysis is conducted. In the first step, factor analysis is performed by using maximum likelihood without rotation proposed by (Field, 2013). Several well-recognized criteria recommended in the literature (Field, 2013; Hair, 2014) are used. Firstly, all the items correlated with one another item sufficiently, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.888, above the recommended value of 0.6 (Kaiser, 1974), and Bartlett test of Sphericity (Bartlett, 1950) is significant ($\chi^2(276) = 7252$, $p < .01$). Thirdly, communalities are examined and found above 0.3. Fourthly, the scree plot, eigenvalues and total variance explained are examined and it is decided to retain 8 factors for further analysis (eigenvalues >1 , total cumulative variance explained = 64%, and on scree plot, the point of inflexion is on 7, 8, and 9). In the second step, the factor analysis is examined by using maximum likelihood extraction method, Promax rotation, and coefficients greater than 0.4. The initial eigenvalues showed that the first factor explained 27% variance, second factor explained 7%, third factor explained 5%, fourth factor explained 5%, fifth factor explained 5%, sixth factor explained 5%, seventh factor explained 4% and eighth

TABLE 3.8: Factor Structure of Organizational Values Scale

	OV_ALT	OV_ATMY	OV_ATRY	OV_PAY	OV_VRTY	OV_SCRTY	OV_RWO	OV_PRSTG
OV_ALT_01	.882							
OV_ALT_02	.689							
OV_ALT_03	.517							
OV_ATMY_03		.753						
OV_ATMY_02		.712						
OV_ATMY_01		.694						
OV_ATRY_01			.791					
OV_ATRY_02			.707					
OV_ATRY_03			.580					
OV_PAY_03				.803				
OV_PAY_02				.658				
OV_PAY_01				.541				
OV_VRTY_02					.790			
OV_VRTY_01					.627			
OV_VRTY_03					.594			
OV_SCRTY_02						.948		
OV_SCRTY_03						.535		
OV_SCRTY_01						.448		
OV_RWO_02							.843	
OV_RWO_03							.630	
OV_RWO_01							.444	
OV_PRSTG_02								.723
OV_PRSTG_03								.611
OV_PRSTG_01								.514

Extraction Method: Maximum Likelihood.
 Rotation Method: Promax with Kaiser Normalization.
 Rotation converged in 7 iterations.

factor explain 4%, and all these eight factors are having eigenvalue greater than one. Seven, six and five-factor solutions are also examined, using Promax rotation of the factor loading matrix until clean pattern matrix is achieved. Eight-factor solution, which explained 64% of the variance, is preferred due to its past theoretical support (Cable and Edwards, 2004), the “leveling off” of eigenvalues on the scree plot after eight factors, and the insufficient number of primary loadings and difficulty of interpreting the sixth and seventh factors.

It is observed in table (see table 3.8), there are eight factors, Altruism (OV_ALT), Variety (OV_VRTY), Authority (OV_ATRY), Autonomy (OV_ATMY), Prestige (OV_PRSTG), Security (OV_SCRTY), Relationship with others (OV_RWO) and Pay (OV_PAY). All the items are having loading above 0.4. In the final solution, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.888, above 0.6, and Bartlett test of Sphericity is significant ($\chi^2(276) = 7252$, $p < .01$). In the factor correlation matrix, all the factors correlations are below 0.7. It is observed in the pattern matrix that all the items are loaded on a single factor, with no cross loading and confirmed the discriminants validity of the scale. Moreover, it can also be observed from the pattern matrix (see table 3.8) that all the items are having sufficient loadings (>0.4), confirming the convergent validity of the scale.

3.6.3.3 Factor Structure of Personal Needs Scale

To examining the factorability of the personal needs scale, factor analysis is performed. In the first step, factor analysis is executed by using maximum likelihood without rotation proposed by (Field, 2013). Several well-recognized criteria recommended by Field (2013); Hair (2014) are used. Firstly, all the items correlated with one another item sufficiently, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.896, above the recommended value of 0.6 (Kaiser, 1974), and Bartlett test of Sphericity (Bartlett, 1950) is significant ($\chi^2(276) = 7724$, $p < .01$). Thirdly, initial commonalities are examined, and all are found above 0.3. Fourthly, the scree plot, eigenvalues and total variance explained are examined.

TABLE 3.9: Factor Structure of Personal Needs Scale

	PN_ALT	PN_PAY	PN_VRTY	PN_RWO	PN_ATMY	PN_ATRY	PN_PRSTG	PN_SCRTY
PN_ALT.02	0.796							
PN_ALT.01	0.75							
PN_ALT.03	0.519							
PN_PAY.02		0.862						
PN_PAY.01		0.729						
PN_PAY.03		0.677						
PN_VRTY.02			0.759					
PN_VRTY.03			0.693					
PN_VRTY.01			0.666					
PN_RWO.02				0.83				
PN_RWO.03				0.772				
PN_RWO.01				0.522				
PN_ATMY.02					0.822			
PN_ATMY.03					0.706			
PN_ATMY.01					0.605			
PN_ATRY.02						0.893		
PN_ATRY.03						0.519		
PN_ATRY.01						0.488		
PN_PRSTG.02							0.859	
PN_PRSTG.03							0.605	
PN_PRSTG.01							0.494	
PN_SCRTY.01								0.903
PN_SCRTY.02								0.522
PN_SCRTY.03								0.444

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.

Rotation converged in 7 iterations.

It is decided to retain 8 factors for further analysis (eigenvalues >1 , total cumulative variance explained = 60%, and on scree plot, the point of inflexion is on 7, 8, and 9).

In the second step, the factor analysis is run by using maximum likelihood, Promax rotation, and coefficients greater than 0.4. The initial eigenvalues showed that the first factor explained 30% variance, second factor explained 8%, third factor explained 7%, fourth factor explained 5%, fifth factor explained 4%, sixth factor explained 4%, seventh factors explained 4% and eighth factor explain 4%, and all these eight factors are having eigenvalue greater than 1. Seven, six and five-factor solutions are also examined, using Promax rotation of the factor loading matrix until clean pattern matrix is achieved.

Eight-factor solution, which explained 68% of the variance, is preferred due to its past theoretical support (Cable and Edwards, 2004), the “leveling off” of eigenvalues on the scree plot after eight factors, and the insufficient number of primary loadings and difficulty of interpreting the sixth and seventh factors. It is observed in table 3.9, there are eight factors, Altruism (PN_ALT), Variety (PN_VRTY), Authority (PN_ATRY), Autonomy (PN_ATMY), Prestige (PN_PRSTG), Security (PN_SCRTY), Relationship with others (PN_RWO) and Pay (PN_PAY). All the items are having loading above 0.4. In the final solution, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.888, above 0.6, and Bartlett test of Sphericity is significant ($\chi^2(276) = 7724, p < .01$). In the factor correlation matrix, all the factors correlations are below 0.7. It is observed in the pattern matrix that all the items are loaded on a single factor, with no cross loading and confirmed the discriminants validity of the scale. Moreover, it can also be observed from the pattern matrix (see table 3.9) that all the items are having sufficient loadings (>0.4), confirming the convergent validity of the scale.

3.6.3.4 Factor Structure of Organizational Supplies Scale

With the intention of examining the factorability of the organizational supplies scale, factor analysis is executed. In the first step, factor analysis is completed by using maximum likelihood without rotation proposed by Field (2013).

TABLE 3.10: Factor Structure of Organizational Supplies Scale

Pattern Matrixa

	Factor							
	OS_ALT	OS_SCRTY	OS_RWO	OS_PAY	OS_PRSTG	OS_ATRY	OS_ATMY	OS_VRTY
OS_ALT_02	0.849							
OS_ALT_03	0.734							
OS_ALT_01	0.702							
OS_SCRTY_03		0.85						
OS_SCRTY_02		0.642						
OS_SCRTY_01		0.531						
OS_RWO_02			0.822					
OS_RWO_03			0.712					
OS_RWO_01			0.67					
OS_PAY_02				0.82				
OS_PAY_01				0.741				
OS_PAY_03				0.635				
OS_PRSTG_01					0.796			
OS_PRSTG_02					0.634			
OS_PRSTG_03					0.594			
OS_ATRY_02						0.995		
OS_ATRY_03						0.589		
OS_ATRY_01						0.48		
OS_ATMY_01							0.826	
OS_ATMY_03							0.642	
OS_ATMY_02							0.631	
OS_VRTY_02								0.836
OS_VRTY_03								0.73
OS_VRTY_01								0.52

*Extraction Method: Maximum Likelihood.
 Rotation Method: Promax with Kaiser Normalization.
 Rotation converged in 7 iterations.*

Several well-recognized criteria recommended in the literature (Field, 2013; Hair, 2014) are used. Firstly, all the items correlated with one another item sufficiently, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.862, above the recommended value of 0.6 (Kaiser, 1974), and Bartlett test of Sphericity (Bartlett, 1950) is significant ($\chi^2(276) = 7742$, $p < .01$). Thirdly, initial commonalities are examined, and all are found above 0.3. Fourthly, the scree plot, eigenvalues and total variance explained are examined and it is decided to retain eight factors for further analysis (eigenvalues >0.7 , total cumulative variance explained = 69%, and on scree plot, the point of inflexion is on 7, 8, and 9).

In the second step, the factor analysis is run by using maximum likelihood, Promax rotation, and coefficients greater than 0.4. The initial eigenvalues showed that the first factor explained 27% variance, second factor explained 9%, third factor explained 7%, fourth factor explained 5%, fifth factor explained 5%, sixth factor explained 4%, seventh factors explained 4% and eighth factor explain 3%, and all these eight factors are having eigenvalue greater than 0.7.

Seven, six and five-factor solutions are also examined, using Promax rotation of the factor loading matrix until clean pattern matrix is achieved. Eight-factor solution, which explained 69% of the variance, is preferred due to its past theoretical support (Cable and Edwards, 2004), the “leveling off” of eigenvalues on the scree plot after eight factors, and the insufficient number of primary loadings and difficulty of interpreting the sixth and seventh factors.

It is observed in 3.10, there are eight factors, Altruism (OS_ALT), Variety (OS_VRTY), Authority (OS_ATRY), Autonomy (OS_ATMY), Prestige (OS_PRSTG), Security (OS_SCRTY), Relationship with others (OS_RWO) and Pay (OS_PAY). All the items are having loading above 0.4. In the final solution, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.862, above 0.6, and Bartlett test of Sphericity is significant ($\chi^2(276) = 7742$, $p < .01$). In the factor correlation matrix, all the factors correlations are below 0.7. It is observed in the pattern matrix that all the items are loaded on a single factor, with no cross loading and confirmed the discriminants validity of the scale. Moreover, it can also be observed

from the pattern matrix (see table 3.10) that all the items are having sufficient loadings (>0.4), confirming the convergent validity of the scale.

3.6.3.5 Factor Structure of Job Strain, Greed, Envy, Self-Monitoring, and Workplace Deviance

With the objective of examining the factorability of the Job Strain, Greed, Envy, Self-Monitoring, and Workplace Deviance scales, factor analysis is performed. In the first step, factor analysis is completed by using maximum likelihood without rotation proposed by (Field, 2013). Several well-recognized criteria recommended in the literature (Field, 2013; Hair, 2014) are used. Firstly, all the items correlated with one another item sufficiently, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.832, above the recommended value of 0.6 (Kaiser, 1974), and Bartlett test of Sphericity (Bartlett, 1950) is significant ($\chi^2(276) = 10471$, $p < .01$).

Thirdly, initial commonalities are examined, and all are found above 0.3 except WD1. Fourthly, the scree plot, eigenvalues and total variance explained are examined and it is decided to retain 7 factors for further analysis (eigenvalues ≥ 1 , total cumulative variance explained = 4%, and on scree plot, the point of inflexion is on 7, 8, and 9). In the second step, the factor analysis is run by using maximum likelihood, Promax rotation, and coefficients greater than 0.4.

The initial eigenvalues showed that the first factor explained 12% variance, second factor explained 10%, third factor explained 7%, fourth factor explained 6%, fifth factor explained 5%, sixth factor explained 4%, and seventh factor explained 4%, and all these eight factors are having eigenvalue greater than 0.7. Eight, six and five-factor solutions are also examined, using Promax rotation of the factor loading matrix until clean pattern matrix is achieved. Two questions from workplace deviance scale (WD1, WD7) are deleted due to low loadings. Two questions of employee greed (Emp_Greed_05, Emp_Greed_06) are excluded from the analysis due to inverse loading. The seven-factor solution, which explained 69% of the variance, is preferred due to its past theoretical support, the “leveling off” of eigenvalues on the scree plot after eight factors.

TABLE 3.11: Factor Structure of Job Strain, Greed, Envy, Self-Monitoring, and Workplace Deviance

Pattern Matrix^a

	Factors						
	1 SWD	2 SM	3 ESTRA	4 ENVY	5 GREED	6 MWD	7 CSTRAIN
EMP_STRAIN_01							0.664
EMP_STRAIN_02							0.794
EMP_STRAIN_03			0.567				
EMP_STRAIN_04							0.633
EMP_STRAIN_05			0.584				
EMP_STRAIN_06			0.838				
EMP_STRAIN_07			0.719				
EMP_STRAIN_08			0.624				
EMP_GREED_01					0.831		
EMP_GREED_02					0.662		
EMP_GREED_03					0.703		
EMP_GREED_04					0.504		
EMP_ENVY_01				0.584			
EMP_ENVY_02				0.581			
EMP_ENVY_03				0.573			
EMP_ENVY_04				0.496			
EMP_ENVY_05				0.623			
EMP_ENVY_06				0.415			
EMP_ENVY_07				0.478			
EMP_ENVY_08				0.443			
SM1		0.584					
SM2		0.48					
SM3		0.607					
SM4		0.522					
SM5		0.545					
SM6		0.558					
SM7		0.523					
SM8		0.542					
WD2						0.558	
WD3						0.637	
WD4						0.64	
WD5						0.469	
WD6						0.509	
WD8	0.585						
WD9	0.694						
WD10	0.664						
WD11	0.751						
WD12	0.719						
WD13	0.657						
WD14	0.539						

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.

^a Rotation converged in 6 iterations.

Moreover, insufficient number of primary loadings and difficulty of interpreting the eight and nine factors.

It is observed in table 3.11, there are seven factors (SWD, SM, ESTRAIN, ENVY, GREED, MWD, and CSTRAIN). These factor structures are according to the literature and details and naming of the factors are following. Job strain having two factors and are named, cognitive strain (CSTRAIN) and emotional strain (ESTRAIN) parallel with (Mohr et al., 2006). Workplace deviance is loaded on two factors and which are name as serious workplace deviance (SWD) and minor workplace deviance (MWD) and these dimensions are found by (Bennett and Robinson, 2000; Robinson and Bennett, 1995). the other variables are found in only one dimension. In all factors, items are having loading above 0.4. In the final solution, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.831, above 0.6, and Bartlett test of Sphericity is significant ($\chi^2(780) = 9513$, $p < .01$). In the factor correlation matrix, all the factors correlations are below 0.7. It is observed in the pattern matrix that all the items are loaded on a single factor, with no cross loading and confirmed the discriminants validity of the scale. Moreover, it can also be observed from the pattern matrix (see table 3.11) that all the items are having sufficient loadings (>0.4), confirming the convergent validity of the scale.

3.6.4 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA), restricted factor analysis, structural factor analysis or measurement model analysis are the terms used to describe a statistical method for examining the unobserved sources of variability in the data. These statistical techniques are used to examine the psychometric characteristics of existing or new scales used in the studies, the other use of confirmatory factor analysis is to examine the construct validity of the scale (Harrington, 2009) (p. 3). In the social science researchers repeatedly use the scales already available in the literature to save time and cost, and to validate these types of scales in the study CFA is used. In this study the scales are adapted from previous studies,

therefore to confirm the dimensions and factorability of the scales the data is analyzed by CFA. CFA is performed in three steps, firstly, the individual measurement models are developed and tested, for first-order testing. Secondly, second-order measurement model is tested for each dimension of the latent variable. Thirdly, the overall measurement model is developed and tested for third order testing of all the variables in the study.

The goodness of fit (GOF) is tested by using different criteria proposed in the literature. There are opinions to report chi-square and associated degree of freedom, one or two indices from incremental fit indices, one or two indices from absolute fit indices and one or two from parsimony fit indices to test the goodness of fit, and some other parameters estimates should be evaluated, from these are significance of factor loadings, size and nature of standardized loadings, standard error, and squared correlation are crucial (Brown, 2015; Hair, 2014; Kline, 2016). Therefore, in accordance with said suggestions chi-square and associated degree of freedom is reported by (CMIN/df) with a cutoff value less than three as good and less than five as an acceptable fit (Hu and Bentler, 1999). Two incremental fit indices (IFI), Tucker–Lewis index (TLI) and comparative fit indices (CFI) are reported to assess the goodness of fit with cutoff values near to one are used. Two absolute fit indices standardized root mean square residual (SRMR) and root mean square error of approximation (RMSEA) is used to assess the model fitness with cutoff values near to zero (Brown, 2015)(p. 72) or less than 0.05 as a good and less than 0.10 as an acceptable value (Hu and Bentler, 1999). Some other criteria's are also examined e.g. positive and significant factor loadings, standardized factor loadings greater than or equal to 0.3 or 0.4, and squared multiple correlations (Brown, 2015)(p. 27).

3.6.5 Measurement Model

3.6.5.1 Individual Measurement Models

All the variables are model in measurement modeling approach to testing the fitness of underlying dimensions of the variables. The individual measurement

model is developed in two steps. In the first step, first order measurement model is developed to test the factorability of the items against their proposed dimensions. In the next step, second-order measurement models are developed where there are two or more than two dimensions are representing a variable.

Firstly, in value congruence perspective, individual values scale is modeled (Appendix C First Order Confirmatory Factor Analysis of Individual Values) to confirm the underlying eight dimensions of the scale (Altruism, Relationships with others, Pay, Prestige, Security, Authority, Variety, and Autonomy) as described by (Cable and Edwards, 2004). First order measurement model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 2.434, .041, .0332, .945, .931 and .944 respectively (see table 3.12).

All the factors loadings are significant and are having positive values. Standardized factor loadings are greater than 0.5. Then second order measurement model is developed to examine the factorability of each factor with the variable (Appendix C, Second Order Confirmatory Factor Analysis of Individual Values). Second order measurement model represented a good model fit because the model fit indices are in the suggested ranges. Such as, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 2.548, .042, .0403, .935, .926 and .934 respectively.

All the factors loadings are significant and are having positive values. Standardized factor loadings are greater than 0.4 (see table 3.12). Secondly, in value congruence perspective, organizational values scale is modeled (Appendix C First Order Confirmatory Factor Analysis of Organizational Values) to confirm the underlying eight dimensions of the scale (Altruism, Relationships with others, Pay, Prestige, Security, Authority, Variety, and Autonomy) as described by (Cable & Edwards, 2004). First order measurement model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 3.428, .053, .0384, .923, .905 and .923 respectively (see table 3.12).

Then, second-order measurement model is developed to examine the factorability of each factor with the variable (Appendix C, Second Order Confirmatory Factor Analysis of Organizational Values).

Second order measurement model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 3.835, .057, .0535, .902, .889, and .902 respectively (see table 3.12).

Thirdly, in need fulfillment perspective, personal needs scale is modeled (Appendix C First Order Confirmatory Factor Analysis of personal needs scale) to confirm the underlying eight dimensions of the scale (Altruism, Relationships with others, Pay, Prestige, Security, Authority, Variety, and Autonomy) as described by (Cable & Edwards, 2004). First order measurement model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 2.744, .045, .0346, .948, .936, and .948 respectively (see table 4.10). Then second order measurement model is developed to examine the factorability of each factor with the variable (Appendix C, Second Order Confirmatory Factor Analysis of personal needs scale). Second order measurement model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 3.164, .050, .0489, .930, .921, and .930 respectively.

Fourthly, in need fulfillment perspective, organizational supplies scale is modeled (Appendix C First Order Confirmatory Factor Analysis of organizational supplies scale) to confirm the underlying eight dimensions of the scale (Altruism, Relationships with others, Pay, Prestige, Security, Authority, Variety, and Autonomy) as described by (Cable & Edwards, 2004). First order measurement model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 2.952, .047, .0337, .942, .929 and .942 respectively (see table 3.12).

TABLE 3.12: Individual Measurement Models

Individual Measurement Model	Model	First Order Model Fit Indices					Second Order Model Fit Indices						
		CMIN /DF	RMSEASRMR	IFI	TLI	CFI	CMIN /DF	RMSEASRMR	IFI	TLI	CFI		
IV	Original	2.434	0.041	0.0332	0.945	0.931	0.944	2.548	0.042	0.0403	0.935	0.926	0.934
OV	Original	3.428	0.053	0.0384	0.923	0.905	0.923	3.835	0.057	0.0535	0.902	0.889	0.902
PN	Original	2.744	0.045	0.0346	0.948	0.936	0.948	3.164	0.05	0.0489	0.93	0.921	0.93
OS	Original	2.952	0.047	0.0337	0.942	0.929	0.942	3.629	0.055	0.0558	0.915	0.904	0.915
JSTRAIN	Original	24.056	0.163	0.0934	0.793	0.71	0.71	-	-	-	-	-	-
	Revised	5.559	0.073	0.0474	0.967	0.946	0.967	4.559	0.073	0.0474	0.967	0.946	0.967
GREED	Original	27.277	0.174	0.1048	0.801	0.666	0.801	-	-	-	-	-	-
	Revised	3.264	0.051	0.016	0.995	0.985	0.995	-	-	-	-	-	-
ENVY	Original	4.469	0.063	0.04	0.939	0.914	0.939	-	-	-	-	-	-
	Revised	4.103	0.06	0.0356	0.956	0.933	0.955	-	-	-	-	-	-
SM	Original	7.23	0.085	0.0475	0.905	0.905	0.906	-	-	-	-	-	-
WD	Original	13.684	0.121	0.0944	0.727	0.676	0.726	-	-	-	-	-	-
	Revised	7.004	0.083	0.512	0.912	0.887	0.911	7.004	0.083	0.512	0.912	0.887	0.911

Then second order measurement model is developed to examine the factorability of each factor with the variable (Appendix C, Second Order Confirmatory Factor Analysis of organizational supplies scale). Second order measurement model also represented a good model fit, because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 3.629, .055, .0558, .915, .904, and .915 respectively.

Fifthly, the eight-item scale of job strain is modeled (Appendix C First Order Confirmatory Factor Analysis of Job Strain scale) to confirm the underlying two dimensions of the scale, cognitive strain and emotional strain (Mohr et al., 2006). The original first order measurement model with only one factor and eight items, model represented a model misfit, because the model fit indices are out of the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI and CFI are 24.056, .163, .0934, .793, .710, and .710 respectively (see table 3.12).

Several alternative models are tested and the revised model with two factors and seven items, (Emp_strain 5, is deleted due to low loading) represented a good model fit, because the model fit indices are out of the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 5.559, .073, .0474, .967, .946, and .967 respectively (see table 4.10). Then second order measurement model is developed based on the revised model, to examine the factorability of each factor with the variable (Appendix C, Second Order Confirmatory Factor Job Strain scale). Second order measurement model also represented a good model fit, because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 4.559, .073, .0474, .967, .946, and .967 respectively.

Sixthly, employee greed scale is modeled (Appendix C First Order Confirmatory Factor Analysis of employee greed scale) to confirm the uni-dimensionality of the scale. First order measurement model represented a model misfit because the model fit indices are out of the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 27.277, .174, .1048, .801, .666 and .801 respectively (see table 4.10). So different alternative models are tested and the revised model with four items and single factor solution model is developed to examine the factorability of each factor with the variable (Appendix C, Revised model Confirmatory Factor

Analysis of employee greed scale). Revised model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 3.264, .051, .0160, .995, .985, and .995 respectively (see table 3.12).

Seventhly, employee envy scale is modeled (Appendix C Confirmatory Factor Analysis of Employee Envy Scale) to confirm the uni-dimensionality of the scale as described. First order measurement model represented bad model fit because the model fit indices are out of the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 4.469, .063, .040, .939, .914, and .939 respectively (see table 4.10). Many alternative models are tested to improve the model and finally, a revised model is developed with just seven items (Item Emp_Envy_06 is deleted). The revised model (Appendix C, Revised Confirmatory Factor Analysis of Employee Envy Scale) represented a good model fit, because the model fit indices are improved and are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI and CFI are 4.103, .060, .0356, .956, .933, and .955 respectively (see table 3.12).

Eighthly, employee self-monitoring scale is modeled (Appendix C Confirmatory Factor Analysis of employee self-monitoring scale) to confirm the Unidimensionality of the scale. First order measurement model represented a decent model because the model fit indices are within the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 7.230, .085, .0475, .905, .905, and .906 respectively (see table 3.12).

Finally, Boss-Rated employee workplace deviance scale is modeled with original fourteen items (Appendix C Original Model Confirmatory Factor Analysis of Workplace Deviance Scale) to confirm the Unidimensionality of the scale. The original measurement model represented a model misfit because the model fit indices are out of the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 13.684, .121, .0944, .727, .676 and .726 respectively (see table 3.12). So different alternative models are tested and the revised model with 11 items and two factors model is developed to examine the factorability of each factor with the variable (Appendix C, Revised model Confirmatory Factor Analysis of employee workplace deviance scale).

Revised model represented a good model fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 7.004, .083, .512, .912, .887 and .911 respectively. Then the second order confirmatory factor analysis is performed, and the model is found decent fit because the model fit indices are in the suggested ranges, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 7.004, .083, .512, .912, .887, and .911.

3.6.5.2 Overall Measurement Model

To test the overall adequacy of modeled variables in the study, all the independent, dependent, moderating and intervening variables are modeled (see Appendix C overall measurement model) to test the model. The overall measurement model is found decent with the fit indices within suitable ranges CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 1.705, .029, .0440, .849, .845 and .848 (see table [3.13](#)).

To compare the overall model an alternative model is developed by eliminating the moderating variable and its items from the model and the other overall model without the moderating variable is developed (see Appendix C overall measurement model without a moderator) and tested and it is found that the fit indices are not found better than the original model. The fit indices are, CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 1.770, .030, .0450, .849, .844, and .848 and are within the range.

TABLE 3.13: Overall Measurement Models

			Model Fit Indices					
	Model		CMIN /DF	RMSEA	SRMR	IFI	TLI	CFI
Overall Measurement Model	Original		1.705	0.029	0.044	0.849	0.845	0.848
Overall Measurement Model without Moderator	Original		1.77	0.03	0.045	0.849	0.844	0.848

Chapter 4

Results

4.1 Data Analysis

This chapter presents the data analysis in detail. Firstly, descriptive statistics of the variables under study is presented. Secondly, correlation analysis of the variable is conducted, and the correlation values of the variables are described. Thirdly, data is assessed in terms of outliers, influential and multicollinearity and the facts are presented. Fourthly, regression analysis is presented to accept or reject the hypothesis for direct, indirect and moderated paths.

4.1.1 Descriptive Statistics

All the variables gender, pay, age, qualification, individual values, organizational values, subjective value congruence, personal needs, organizational supplies, psychological need fulfillment, job strain, employee greed, employee envy, workplace deviance are shown in the following table 4.1. The mean and standard deviations of all the variables in the study are also presented in table 4.1.

The mean values of table 4.1 represent the average of the respondent's response. It can be observed in table 4.1 that the average employee's pay is 2.310, it means the average employee is gaining salary between thirty to forty thousand. The mean value of age is 1.770 depict that the average age of the employees is less than

thirty-one years. The average qualification of the employees is 2.580 it means the respondents are having qualification less than sixteen years.

The mean values of the variables are taken from a Likert type scales and the values greater than three depict that the respondents are giving importance to their values and the values less than three represent the respondents are not giving importance to their values. In individual values, the mean value is 3.035 it means the respondents are giving importance to their values.

Organizational values are measured on a Likert type scale, from not important at all to extremely important, so the value of mean less than three represent that the employee perceived that the organizational values are not important and values greater than three represent that the respondents are giving importance to the organizational values. In table 4.1 it is observed that the mean value of organizational value is 2.49, it means the employees are not perceiving organizational values as important.

Personal needs are organizational supplies are also measured on a five-point scale and the anchors are ranging from “not important at all” to “extremely important”. Therefore, the mean values of these variables greater than three show the respondents importance to that variable and the value less than three vice versa. The mean value of personal needs is 3.65, it means the employees perceived that their needs are very important. While the mean value of organizational supplies is 2.373 shows that the employees are not giving importance to the organizational supplies.

Subjective value congruence is the difference between the organizational values and the individual values, mean value of this equal to zero shows the perfect fit, values less than zero shows that the organizational values are less than the individual values of the employees (deficit) and mean greater than zero shows that the organizational values are greater than individual values(excess) (Caplan, 1987). In table 4.1 the mean value of subjective value congruence is -1.541 its mean the organizational values are less than the individual values and shows the misfit or deficit.

TABLE 4.1: Descriptive Statistics

Variables	Mean	Std. Dev
Pay	2.31	1.635
Age	1.77	0.963
Qual	2.58	0.736
IV	3.035	0.697
OV	2.495	0.518
SVI	-1.541	0.498
PN	3.657	0.595
OS	2.373	0.414
PNU	-1.284	0.532
CSTRAIN	3.343	0.665
ESTRAIN	3.298	0.611
Greed	3.389	0.847
Envy	2.064	0.479
SM	2.53	0.531
SWD	1.89	0.745
MWD	1.558	0.582

Psychological need fulfillment is the difference between the organizational supplies and the personal needs, mean value of this equal to zero shows the perfect fit, values less than zero shows that the organizational supplies are less than the personal needs of the employees (deficit) and mean greater than zero shows that the organizational supplies are greater than personal needs (excess) (Caplan, 1987). In table 4.1 the mean value of Psychological need fulfillment is -1.541 its mean the organizational values are less than the individual values and shows the misfit or deficit.

Some variables are measured on a five-point Likert scale, from strongly disagree to strongly agree, and the values of these scales greater than three represent the agreement of the respondents. The mean value of cognitive strain and emotional strain are 3.343 and 3.298 respectively. These values show the agreement of the respondents as being in strain. Mean value of greed is 3.389 which is also greater than three and show the agreement of the employees to be greedy. While the mean value of envy is 2.064 its mean employees are not feeling envious on the average. Self-monitoring mean value is 2.530 it means the employees are not high in self-monitoring.

Workplace deviance is measured on a five-point Likert scale ranging from never to daily. The mean value of serious deviance and minor deviance are 1.890, 1.558 respectively. Which show that the employees indulge in workplace deviance several times a year to monthly.

4.1.2 Correlation Analysis

Table 4.2 represents the bivariate correlation analysis of the variables. The values of the correlation describe the association between the variables and the nature of the relationship with each other. It is observed that the variables are in the same direction as are anticipated.

Subjective value congruence is positively and significantly associated with cognitive strain ($r=.465$, $p<.05$), emotional strain ($r=.612$, $p<.05$), minor workplace deviance ($r=.169$, $p<.05$), and serious workplace deviance ($r=.243$, $p<.05$). Subjective value congruence is negatively and significantly associated with individual values ($r=.067$, $p<.05$), psychological needs ($r=-.242$, $p<.05$), employee greed ($r=-.080$, $p<.05$) and self-monitoring ($r=-.026$, $p<.05$). Moreover, with organizational values ($r=.610$, $p>.05$) and employee envy ($r=.052$, $p>.05$) subjective value congruence is positively and insignificantly associated.

Psychological need fulfillment is positively and insignificantly associated with cognitive strain ($r=.012$, $p>.05$), emotional strain ($r=.019$, $p>.05$), and serious workplace deviance ($r=.018$, $p>.05$). Psychological need fulfillment is negatively and significantly associated with personal needs ($r=-.736$, $p<.05$), individual values ($r=-.381$, $p<.05$), employee greed ($r=-.074$, $p<.05$) employee envy ($r=-.151$, $p<.05$) and minor workplace deviance ($r=-.054$, $p<.05$). Moreover, with organizational supplies ($r=.229$, $p<.05$), self-monitoring ($r=.067$, $p<.05$), and organizational values ($r=.229$, $p<.05$) subjective value congruence is positively and significantly associated. Cognitive strain is positively and significantly associated with employee greed ($r=.213$, $p<.05$), self-monitoring ($r=.105$, $p<.05$), organizational supplies ($r=.082$, $p<.05$) and employee envy ($r=.111$, $p<.05$).

TABLE 4.2: Correlation Analysis

	Age	Qual	Pay	SM	Envy	Greed	OV	IV	PN	OS	MWD	SWD	CSTRAIN	ESTRAIN	SVI	PNU
Age	1															
Qual	.101**	1														
Pay	.545**	.233**	1													
SM	0.012	0.036	.071*	1												
Envy	0.004	-0.01	-0.043	.131**	1											
Greed	0.053	-0.001	0.057	.366**	0.034	1										
OV	-0.033	.117**	0.011	0.023	.086*	0.025	1									
IV	-0.051	.086*	0.049	0.035	0.026	.075*	.700**	1								
PN	-0.049	0.061	0.018	0.01	.200**	.068*	.549**	.581**	1							
OS	-0.025	.075*	0.008	.101**	.094**	0.003	.467**	.345**	.491**	1						
MWD	0.066	-0.024	0.023	-0.013	.150**	.090**	-0.02	-.136**	0.064	0.021	1					
SWD	0.04	-0.012	-0.035	0.035	.202**	0.051	-0.063	-.221**	0.027	0.062	.719**	1				
CSTRAIN	0.036	0.036	0.058	.105**	.111**	.213**	0.038	0.03	0.047	.082*	0.037	0.021	1			
ESTRAIN	0.014	0.045	0.024	.186**	.176**	.183**	0.005	-0.041	0.009	0.038	0.063	.107**	.603**	1		
SVI	0.036	0.002	-0.057	-0.026	0.052	-.080*	0.061	-.670**	-.242**	0.004	.169**	.243**	-.465*	.612*	1	
PNU	0.035	-0.01	-0.013	.067*	-.151**	-.074*	-.250**	-.381**	-.736**	.229**	-0.054	0.018	0.012	0.019	.273**	1

* $p < .05$, ** $p < .01$, Gender = Employee Gender, Pay = Employee's Monthly Pay, Age = Employee's age in years, Qual = Employee's Qualification in years, IV = individual values, OV = Organizational Values, SVI = Subjective value incongruence, PN = Personal Needs, OS = Organizational Supplies, PNU = Personal Need Un-fulfillment, CSTRAIN = Cognitive Strain, ESTRAIN = Emotional Strain, Greed = Employee Greed, Envy = Employee Envy, SWD = Serious Workplace Deviance, MWD = Minor Workplace Deviance

Cognitive strain is positively and insignificantly associated with organization values ($r=.038$, $p>.05$), individual values ($r=.030$, $p>.05$), personal needs ($r=.047$, $p>.05$), serious workplace deviance ($r=.021$, $p>.05$) and minor workplace deviance ($r=.037$, $p>.05$). Emotional strain is positively and significantly associated with self-monitoring ($r=.186$, $p<.05$), envy ($r=.176$, $p<.05$), greed ($r=.183$, $p<.05$), and serious workplace deviance ($r=.107$, $p<.05$). Emotional strain is positively but insignificantly associated with organizational values ($r=.005$, $p>.05$), personal needs ($r=.009$, $p>.05$), organizational supplies ($r=.038$, $p>.05$). Moreover, just with individual values ($r=-.041$, $p>.05$), emotional strain is negatively but insignificantly associated. Self-monitoring is positively and significantly associated with envy ($r=.131$, $p<.05$), greed ($r=.366$, $p<.05$), organizational supplies ($r=.101$, $p<.05$), cognitive strain ($r=.105$, $p<.05$), emotional strain ($r=.186$, $p<.05$), and psychological need fulfillment ($r=.067$, $p<.05$).

Employee Greed is positively and significantly associated with self-monitoring ($r=.366$, $p<.05$), individual values ($r=.075$, $p<.05$), personal needs ($r=.068$, $p<.05$), minor workplace deviance ($r=.090$, $p<.05$), cognitive strain ($r=.213$, $p<.05$) and emotional strain ($r=.183$, $p<.05$). employee greed is negatively and significantly associated with psychological need fulfillment ($r=-.074$, $p<.05$) and subjective value congruence ($r=-.080$, $p<.05$). Employee envy is positively and significantly correlated with self-monitoring ($r = .131$, $p<.05$), greed ($r = 0.277$, $p<.01$), organizational values ($r = .086$, $p<.05$), personal needs ($r = .200$, $p<.01$), organizational supplies ($r = .094$, $p<.01$), emotional strain ($r = .176$, $p<.01$), cognitive strain ($r = .111$, $p<.01$), serious workplace deviance ($r = .202$, $p<.01$), minor workplace deviance ($r = .150$, $p<.01$) but positively and insignificantly associated with individual values ($r = .026$, $p>.05$) and subjective value incongruence ($r = .052$, $p>.05$). Employee envy is negatively and significantly correlated with psychological need un-fulfillment ($r = .026$, $p>.05$).

Serious workplace deviance is positively and significantly correlated with, emotional strain ($r=.107$, $p<.01$), cognitive strain ($r = .243$, $p<.01$), employee envy ($r = .202$, $p<.01$), minor workplace deviance ($r = .719$, $p<.01$), individual values ($r = .221$, $p<.01$) and subjective value incongruence ($r = .243$, $p<.01$). Serious

workplace deviance is positively but insignificantly correlated with self-monitoring ($r = .035, p > .05$), greed ($r = 0.051, p > .05$), personal needs ($r = .027, p > .05$), organizational supplies ($r = .062, p > .05$) and psychological need un-fulfillment ($r = .018, p > .05$). Moreover, Serious workplace deviance is negatively and insignificantly associated with organizational values ($r = -.063, p > .05$). Minor workplace deviance is positively and significantly correlated with, cognitive strain ($r = .243, p < .01$), employee envy ($r = .150, p < .01$), serious workplace deviance ($r = .719, p < .01$), and subjective value incongruence ($r = .169, p < .01$) and greed ($r = 0.090, p < .01$).

Minor workplace deviance is positively but insignificantly correlated with self-monitoring ($r = -.013, p > .05$), personal needs ($r = .064, p > .05$), organizational supplies ($r = .021, p > .05$) and psychological need un-fulfillment ($r = .018, p > .05$) and emotional strain ($r = .037, p > .05$). Moreover, Minor workplace deviance is negatively and insignificantly associated with organizational values ($r = -.063, p > .05$) and negatively but significantly associated with individual values ($r = -.136, p < .01$).

4.2 Structural Models

To test the causal effects of the constructs in the model, the constructs are related to each other according to the hypothesized theory and then these interrelationships are tested statistically (Hair, 2014). These relationships are tested by using regression analysis either by ordinary least square method or maximum likelihood method. In IBM AMOS maximum likelihood method is mostly used to analyze the causal relationships. Therefore, in this study, the researcher modeled the constructs in a structural model and then tested these relationships by using maximum likelihood method.

The independent variables (Subjective Value Incongruence and Psychological Need Un-fulfillment) are calculated using the method proposed by the fit researcher (Caplan, 1987). Caplan (1987), proposed a simple method to calculate the fit between the variables by simply calculating the difference between the variables.

So, parallel with this approach, subjective value incongruence is calculated by subtracting the individual values scores from the organizational values score. If the difference is zero, it means the perfect fit among the values. The negative value of the difference means that the organizational values are less than the individual values and known as the deficit. The positive value of the difference score depicts the excess because the organizational values exceed the individual values. In the same manner, psychological need un-fulfillment is calculated by subtracting the personal needs scores from the organizational supplies score. If the difference is zero, it means the perfect fit for the Psychological Needs. The negative value of the difference means that the organizational supplies are less than the personal needs and known as the deficit. The positive value of the difference score depicts the excess because the organizational supplies exceed the personal needs.

Before doing the main analysis, regression assumptions are checked in terms of multivariate outliers, multicollinearity so that the model can't be biased. Multivariate Normality is not a prerequisite of the bootstrap confidence interval estimation, so it is not tested. The details of all these points are presented in subsequent sections.

4.3 Outliers and Influentials

To check the multivariate outliers and influentials, Cook's Distance test is conducted on all variables. It is observed that no case having cook's distance value greater than one as suggested by (Field, 2013). But it is found that seven cases having abnormal Cook's Distance values so, these seven cases (case no 239, 104, 599, 681, 189, 187 and 810) are deleted from the dataset.

4.4 Multicollinearity

Variance inflation factor (VIF) is a strong tool to detect multicollinearity in the data (Field, 2013). VIF shows the linear relationship of independent variables with each other and there are different cutoff values in the literature.

The value of VIF equal to or greater than 10 is a value at which researchers should worry, and some argue that if the average value of VIF is largely greater than one, then regression model will be biased due to multicollinearity in the data (Bowerman and O'connell, 1990). Therefore, to check the multicollinearity in the data variance inflation factor (VIF) is calculated for all the predictors and dependent variables. It is found that VIF of all the variables is less than 2 which is far below the threshold of 10 and even average VIF is not largely greater than one (see table 4.3).

TABLE 4.3: Multicollinearity Diagnostic

Variable	VIF
Greed	1.215
SM	1.192
CSTRAIN	1.609
ESTRAIN	1.623
SVI	1.094
PNU	1.096
SWD	1.117
MWD	1.073
Envy	1.12

4.5 Control Variables

To test the differences in, dependent and mediating variable's scores, across demographic variables, one-way ANOVA test is carried out. Friedman's One-way ANOVA test is used to test the differences among many groups (Field, 2013). Results showed there are insignificant differences in serious workplace deviance, minor workplace deviance, envy, cognitive strain, emotional strain and greed across age, qualification and employee monthly. But in employee envy, gender is found significant.

Results indicate that there are insignificant differences in minor workplace deviance across gender ($F = 2.850, p > 0.05$), age ($F = 1.406, p > 0.05$), qualification ($F = .501, p > 0.05$) and employees monthly pay ($F = .749, p > 0.05$). Results indicate that there are insignificant differences in serious workplace deviance across gender

($F = .457, p > 0.05$), age ($F = 1.308, p > 0.05$), qualification ($F = .292, p > 0.05$) and employees monthly pay ($F = 1.619, P > 0.05$). Results indicate that there are significant differences in envy across gender ($F = 4.274, p < 0.05$) and insignificant difference across age ($F = 1.559, p > 0.05$), qualification ($F = .075, p > 0.05$) and employees monthly pay ($F = 1.253, P > 0.05$). Results indicate that there are insignificant differences in employee greed across gender ($F = .285, p > 0.05$), age ($F = 1.281, p > 0.05$), qualification ($F = .649, p > 0.05$) and employees monthly pay ($F = 1.062, P > 0.05$). Results indicate that there are insignificant differences in cognitive strain across gender ($F = .000, p > 0.05$), age ($F = .636, p > 0.05$), qualification ($F = .598, p > 0.05$) and employees monthly pay ($F = .855, P > 0.05$). Results indicate that there are insignificant differences in emotional strain across gender ($F = .071, p > 0.05$), age ($F = 1.134, p > 0.05$), qualification ($F = .742, p > 0.05$) and employees monthly pay ($F = .856, P > 0.05$).

4.6 Hypothesis Testing

To test the hypothesized relationships, a structural model is developed. The initially many structural models are created and tested, and from these competing models, a final structural model is developed to proceed in the analysis. In this stage, the goodness of fit measures for the competing models are checked and the model with better model fit is used for further analysis. This strategy is proposed by [Hair \(2014\)](#).

Firstly, a model is developed without adding the moderating variable in the model and the goodness of fit measures CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 170.655, .443, .1557, .223, -2.686 and .210 respectively (see table 4.4). The goodness of fit measures is found terrible (see table 4.4).

Secondly, another model is developed with adding the moderating variable and the interaction terms in the model and the goodness of fit measures CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are 30.270, .184, .0816, .687, .040, and .680 respectively. This model goodness of fit measures is improved but not satisfactory (see table 4.4).

So, finally, the model is revised based on the modification indices. The revised model by adding covariances among independent variable subjective value incongruence and psychological need un-fulfillment and mediating variable emotional strain and the cognitive strain is developed the fit measures are analyzed. The model fit measures CMIN/DF, RMSEA, SRMR, IFI, TLI and CFI became, 1.659, .028, .0244, .990, .975, and .990 respectively (see table 4.4). The fit measures of this model are found excellent. Therefore, the revised overall model with the moderating variable is retained for further analysis. The regression analysis in subsequent sections is based on this model (see Appendix D).

TABLE 4.4: Structural Models

		Model Fit Indices					
	Model	CMIN /DF	RMSEA	SRMR	IFI	TLI	CFI
Initial	Struc-Original	170.655	0.443	0.1557	0.223	-2.686	0.21
tural	Model						
without	Mod-						
erator							
Initial	Struc-Original	30.27	0.184	0.0816	0.687	0.04	0.68
tural	Model						
with	modera-						
tor							
Revised	Struc-Revised	1.659	0.028	0.0244	0.99	0.975	0.99
tural	Model						
with	modera-						
tor							

4.7 Test of Hypothesis 1-3, Direct Effects

H₁: Subjective value incongruence positively impacts employee envy.

H₂: Subjective value incongruence positively influences serious workplace deviance.

H₃: Subjective value incongruence positively influences minor workplace deviance.

Information presented in table 4.5 shows the un-standardized regression coefficients, Standard Error, t-value and p-value for the structural paths. this information provides the basis for the hypothesis rejection and acceptance. The details of

TABLE 4.5: Test of Hypothesis 1-3

Structural Path	B	S. E	t-value	p-value
Subjective value incongruence → Envy	0.051	0.032	1.563	0.122
Subjective value incongruence → Serious Workplace Deviance	0.277	0.033	8.424	***
Subjective value incongruence → Minor Workplace Deviance	0.206	0.034	6.029	***

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

hypothesis acceptance or rejection based on the above mention table's information are presented below.

H₁: Subjective value incongruence positively impacts employee envy..

As indicated in statistical facts, subjective value incongruence and envy are positively and insignificantly associated with each other ($\beta = .122$, $p > 0.05$). From this, it can be said that hypothesis H1, subjective value incongruence positively and significantly impacts employee envy, is rejected (see table 4.5).

H₂: Subjective value incongruence positively influences serious workplace deviance.

As shown in statistical figures, subjective value incongruence and serious workplace deviance are positively and significantly associated with each other ($\beta = .277$, $p < .001$). From this, it can be said that hypothesis H2, subjective value incongruence positively and significantly influences serious workplace deviance, is accepted (see table 4.5).

H₃: Subjective value incongruence positively influences minor workplace deviance.

As depicted in statistics, subjective value incongruence and minor workplace deviance are positively and significantly associated with each other ($\beta = .206$, p

<.05). From this, it can be said that hypothesis H3, if subjective value incongruence, then employees will be involved in minor workplace deviance, is accepted (see table 4.5).

4.8 Test of Hypothesis 4-6, Direct Effects

H₄: Psychological need un-fulfillment positively impacts employee envy.

H₅: Psychological need un-fulfillment positively influences serious workplace deviance.

H₆: Psychological need un-fulfillment positively affects minor workplace deviance.

TABLE 4.6: Test of Hypothesis 4-6

Structural Path	B	S. E	t-value	p-value
Psychological Need Un-fulfillment → Envy	0.13	0.03	3.844	***
Psychological Need Un-fulfillment → Serious Workplace Deviance	0.02	0.006	3	0.004
Psychological Need Un-fulfillment → Minor Workplace Deviance	0.02	0.008	2.429	0.019

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Information presented in table 4.6 shows the un-standardized regression coefficients, standard error, t-value and p-value for the structural paths. This information provides the basis for the hypothesis rejection and acceptance. The details of hypothesis acceptance or rejection based on the statistical results are presented below.

H₄: Psychological need un-fulfillment positively impacts employee envy.

As reported in statistical data, psychological need un-fulfillment and employee envy are positively and significantly associated with each other ($\beta = .126$, $p < .05$). From this, it can be said that hypothesis H2, psychological need un-fulfillment positively and significantly impacts employee envy, is accepted (see table 4.6).

H₅: Psychological need un-fulfillment positively influences serious workplace deviance.

As shown in statistical figures, psychological need un-fulfillment and serious workplace deviance are positively and significantly associated with each other ($\beta = .018$, $p < .05$). From this, it can be said that hypothesis H₅, psychological need un-fulfillment positively and significantly influences serious workplace deviance is accepted (see table 4.6).

H₆: Psychological need un-fulfillment positively affects minor workplace deviance.

As shown in statistical figures, psychological need Un-fulfillment and minor workplace deviance are positively and significantly associated with each other ($\beta = .017$, $p < .05$). From this, it can be said that hypothesis H₆, Psychological need un-fulfillment positively and significantly affects minor workplace deviance, is accepted (see table 4.6).

4.9 Test of Hypothesis 7-10, Direct Effects

H₇: The subjective value incongruence positively influences cognitive strain.

H₈: The subjective value incongruence positively causes emotional strain.

H₉: The psychological needs un-fulfillment positively influences cognitive strain.

H₁₀: The psychological needs un-fulfillment positively affects the emotional strain.

Information presented in Table 4.7 shows the un-standardized regression coefficients, standard error, t-value and p-value for the structural paths. this information provides the basis for the hypothesis rejection and acceptance. The details of hypothesis acceptance or rejection based on the above mention table's information are presented below.

H₇: The subjective value incongruence positively influences cognitive strain.

TABLE 4.7: Test of Hypothesis 7-10

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Cognitive Strain	0.018	0.008	2.182	0.035
Subjective Value Incongruence → Emotional Strain	0.073	0.035	2.07	0.036
Psychological Needs Un-fulfillment → Cognitive Strain	0.016	0.007	2.1	0.042
Psychological Needs Un-fulfillment → Emotional Strain	0.014	0.006	2.125	0.04

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

As shown in statistical figures, subjective value incongruence and cognitive strain are positively and significantly associated with each other ($\beta = .018$, $p < .05$). From this it can be said that hypothesis H7, the subjective value incongruence positively and significantly influences cognitive strain, is accepted (see table 4.7).

H₈: The subjective value incongruence positively causes emotional strain.

As reported in statistical values, subjective value incongruence and emotional strain are positively and significantly associated with each other ($\beta = .073$, $p < .05$). From this it can be said that hypothesis H8, the subjective value incongruence positively and significantly causes emotional strain, is accepted (see table 4.7).

H₉: The psychological needs un-fulfillment positively influences cognitive strain.

As presented in statistical values, psychological needs un-fulfillment and cognitive strain are positively and significantly associated with each other ($\beta = .016$, $p < .05$). From this, it can be said that hypothesis H9, the psychological needs un-fulfillment positively and significantly influences cognitive strain, is accepted (see table 4.7).

H₁₀: The psychological needs un-fulfillment positively affects the emotional strain.

As reported in statistical data, psychological needs un-fulfillment and emotional strain are positively and significantly associated with each other ($\beta = .014$, $p < .05$). From this, it can be said that hypothesis H10, the psychological needs un-fulfillment positively and significantly affects the emotional strain, is accepted (see table 4.7).

4.10 Test of Hypothesis 11-12, Direct Effects

H₁₁: The subjective value incongruence positively impacts employee greed.

H₁₂: The psychological needs un-fulfillment positively affects employee greed.

TABLE 4.8: Test of Hypothesis 11-12

Structural Path	B	S. E	t-value	p-value
Subjective value incongruence → Employee Greed	0.046	0.020	2.235	0.031
Psychological Needs Un-fulfillment → Employee Greed	0.101	0.032	3.074	0.002

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Statistical data reported in Table 4.8 shows the un-standardized regression coefficients, Standard Errors, t-values and p-values for the structural paths. This information provides the basis for hypothesis rejection or acceptance. The details of hypothesis acceptance or rejection based on the above-mentioned table's information are presented below.

H₁₁: **The subjective value incongruence positively impacts employee greed.**

As reported in statistical data, subjective value incongruence and employee greed are positively and significantly associated with each other ($\beta = .046$, $p < .05$). From this it can be said that hypothesis H₁₁, the subjective value incongruence positively and significantly impacts employee greed, is accepted (see table 4.8).

H₁₂: **The psychological needs un-fulfillment positively affects employee greed.**

As reported in statistical data, psychological needs un-fulfillment and employee are positively and significantly associated with each other ($\beta = .101$, $p < .05$). From this, it can be said that hypothesis H10, the psychological needs un-fulfillment leads to employee greed, is accepted (see table 4.8).

4.11 Mediated Effects

While analyzing the causal relationships of the variables, the researcher is interested in knowing how this relationship exists. To address this interest, a method referred to as mediation analysis is used. According to Hayes (2009, 2013) the variables which are not correlated or possess weak correlations, is not a problem to test the causal relationships. He added that for testing the mediated relationship of the variable, the traditional causal approach of Baron and Kenny (1986) is obsolete now. He introduces a modern approach to test the intervening effect hypothesis.

Hayes (2009, 2013) criticizes the causal approach, in which independent, dependent and mediating variables can only be entered in the analysis if they have the significant coefficients. He introduces and supports a modern approach to develop a product term from the path's coefficients of independent to the mediator, and mediator to dependent variable and this product term is described as an indirect effect. The indirect effect is further analyzed by using the bootstrap confidence interval.

Thus, in parallel with this theme, the mediation analysis of the study is conducted using the aforementioned method. All the mediated paths are analyzed by developing the product terms of their coefficients and is further analyzed in the bootstrap confidence interval. To create the product terms for simple mediation and for serial mediation, two estimands developed by professor James Gaskin are added in IBM-SPSS-AMOS. First estimand name, ABCindirectEffect.AmosEstimandVB, for serial multiple mediation analysis and the second, MyIndirectEffects.AmosEstimandVB is used to test specific indirect effect in mediation analysis. These estimands are designed to calculate the indirect effect by

creating the product term along with 95 percent bias-corrected bootstrap confidence intervals based on bootstrap samples. By using these estimands, not only indirect effects and p-values are calculated, but confidence intervals' lower and upper bounds are also computed and examined through bootstrap bias-corrected confidence intervals.

4.12 Test of Hypothesis 13-15, Mediated Effects

H₁₃: Cognitive strain and employee greed mediate the relationship of subjective value incongruence and employee envy.

To test the serial mediation model for the said hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples, are fitted and analyzed. The analysis comprises several steps presented in subsequent sentences and the output of statistical results are presented in table (see table 4.9).

In the first step, the direct effect of independent variable subjective value incongruence on dependent variable employee envy is analyzed and found positively insignificant ($B = .051, p > .05$). In the second step, the direct effect of independent variable subjective value incongruence on first mediating variable cognitive strain is examined and noted positively significant ($B = .018, p < .05$) (see table 4.9).

While pursuing the third step, the direct effect of independent variable subjective value incongruence on second mediating variable employee greed is tested and found positively significant ($B = .046, p < .05$). Fourth step, the direct effect of first mediating variable cognitive strain on dependent variable employee envy is tested and found positively significant ($B = .020, p < .05$). In the fifth step, the direct effect of second mediating variable employee greed on dependent variable employee envy is analyzed and found positively significant ($B = .023, p < .05$). Concerning the sixth step, the direct effect of first mediating variable cognitive strain on second mediating variable employee greed is examined and found positively significant ($B = .160, p < .01$) (see table 4.9).

TABLE 4.9: Test of Hypothesis 13

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Employee Envy	0.051	0.032	1.563	0.122
Subjective Value Incongruence → Cognitive Strain	0.018	0.008	2.182	0.035
Subjective Value Incongruence → Employee Greed	0.046	0.020	2.235	0.031
Cognitive Strain → Employee Envy	0.02	0.009	2.143	0.038
Employee Greed → Employee Envy	0.023	0.009	2.333	0.025
Cognitive Strain → Employee Greed	0.197	0.003	4.02	***
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Subjective Value Incongruence → Cognitive Strain → Employee Envy	0.0004	-0.0015	0.0056	0.457
Subjective Value Incongruence → Employee Greed → Employee Envy	0.0011	-0.0015	0.008	0.3086
Subjective Value Incongruence → Cognitive Strain → Employee Greed → Employee Envy	0.0001	0.004	0.995	0.012

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Aftermath mediated effects are examined thereafter, in which following the seventh step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable employee envy through first mediating variable cognitive strain is found positively insignificant ($B=.0004$, $p>.05$). Bootstrap bias-corrected confidence intervals along with 95% confidence level, are tested in continuation. The values, wherein, lie in between $-.0015$ and $.0056$ as being lower bound and upper bound class intervals respectively and zero is observed within 95% confidence interval. Referring the eighth step, the study finds that the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable employee envy through second mediating variable employee

greed is positively insignificant ($B=.011$, $p>.05$). The values, wherein, lie in between $-.0015$ and $.0080$ as being lower bound and upper bound class intervals respectively and zero is observed within 95% confidence interval (see table 4.9).

Lastly, in the final step, the serial-multiple-mediator model is tested which reveals that the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable employee envy through cognitive strain and employee greed is positively significant ($B= .0001$, $p<.05$). The values, wherein, lie in between $.004$ and $.995$ as being lower bound and upper bound class intervals respectively and zero is not found within 95% confidence interval. This provides the evidence for the existence of serial mediation. Therefore, premising the above statistics, the hypothesis H13, cognitive strain and Employee greed mediates the relationship of subjective value incongruence and employee envy is accepted (see table 4.9).

H₁₄: Cognitive strain and Employee greed mediate the relationship of subjective value incongruence and minor workplace deviance.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.10. The first step, the direct effect of independent variable subjective value incongruence on dependent variable Minor Workplace Deviance is analyzed and found positively significant ($B =.206$, $p <.001$). The second step, the direct effect of independent variable subjective value incongruence on first mediating variable cognitive strain is examined and found positively significant ($B =.018$, $p<.05$)(see table 4.10).

The third step, the direct effect of independent variable subjective value incongruence on second mediating variable employee greed is tested and found positively significant ($B = .046$, $p<.05$). Fourth step, the direct effect of first mediating variable cognitive strain on dependent variable Minor workplace deviance is tested and found positively significant ($B =.020$, $p<.05$) (see table 4.10).

TABLE 4.10: Test of Hypothesis 14

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Minor Workplace Deviance	0.206	0.034	6.029	***
Subjective Value Incongruence → Cognitive Strain	0.018	0.008	2.182	0.035
Subjective Value Incongruence → Employee Greed	0.046	0.020	2.235	0.031
Cognitive Strain → Minor Workplace Deviance	0.02	0.006	3	0.004
Employee Greed → Minor Workplace Deviance	0.09	0.036	2.5	0.011
Cognitive Strain → Employee Greed	0.16	0.039	4.02	***
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Subjective Value Incongruence → Cognitive Strain → Minor Workplace Deviance	0.0004	-0.0067	0.0018	0.4985
Subjective Value Incongruence → Employee Greed → Minor Workplace Deviance	0.0042	-0.0136	0.0008	0.1056
Subjective Value Incongruence → Cognitive Strain → Employee Greed → Minor Workplace Deviance	0.0001	0.0179	0.9821	0.0424

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Fifth step, the direct effect of second mediating variable employee greed on dependent variable workplace deviance is analyzed and found positively significant ($B = .090$, $p < .05$) (see table 4.10).

Sixth step, the direct effect of first mediating variable cognitive strain on second mediating variable employee greed is examined and found positively significant ($B = .160$, $p < .01$). Seventh step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable workplace deviance through first mediating variable cognitive strain is examined and the indirect effect is positively insignificant ($B = .0004$, $p > .05$) which lies between -0.0067 and 0.0018 , where zero is not present in 95% confidence interval (see table 4.10).

Eighth step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable minor workplace deviance through second mediating variable employee greed is examined and found negatively insignificant ($B = .0042$, $p > .05$) which lies between $-.0136$ and $.0008$, where zero is not present in 95% confidence interval (see table 4.10).

The final step, the serial multiple mediator model is examined and the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable minor workplace deviance through cognitive strain and employee greed is examined and found positively insignificant ($B = .0001$, $p < .05$) which lies between $.0179$ and $.9821$, where zero is not present in 95% confidence interval. It means there is a mediation effect. Moreover, from all this, it is stated that hypothesis H14, Cognitive strain, and Employee greed mediates the relationship of subjective value incongruence and minor workplace deviance is accepted (see table 4.10).

H₁₅: Cognitive strain and Employee greed mediate the relationship of subjective value incongruence and serious workplace deviance.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.11.

The first step, the direct effect of independent variable subjective value incongruence on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .277$, $p < .001$). The second step, the direct effect of independent variable subjective value incongruence on first mediating variable cognitive strain is examined and found positively significant ($B = .018$, $p < .05$). The third step, the direct effect of independent variable subjective value incongruence on second mediating variable employee greed is tested and found positively significant ($B = .046$, $p < .05$) (see table 4.11).

Fourth step, the direct effect of first mediating variable cognitive strain on dependent variable serious workplace deviance is tested and found positively significant

TABLE 4.11: Test of Hypothesis 15

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Serious Workplace Deviance	0.277	0.033	8.424	***
Subjective Value Incongruence → Cognitive Strain	0.018	0.008	2.182	0.035
Subjective Value Incongruence → Employee Greed	0.046	0.020	2.235	0.031
Cognitive Strain → Serious Workplace Deviance	0.073	0.030	2.391	0.021
Employee Greed → Serious Workplace Deviance	0.053	0.018	2.909	0.006
Cognitive Strain → Employee Greed	0.16	0.039	4.02	***
Bootstrap Results for Indirect Effect	Indirect Effect	Upper Bound	Lower Bound	p-Value
Subjective Value Incongruence → Cognitive Strain → Serious Workplace Deviance	0.0013	-0.0104	0.0029	0.418
Subjective Value Incongruence → Employee Greed → Serious Workplace Deviance	0.0025	-0.0112	0.0008	0.1609
Subjective Value Incongruence → Cognitive Strain → Employee Greed → Serious Workplace Deviance	0.0002	0.9979	0.0021	0.0062

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

($B = .073$, $p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .053$, $p < .05$). Sixth step, the direct effect of first mediating variable cognitive strain on second mediating variable employee greed is examined and found positively significant ($B = .160$, $p < .01$) (see table 4.11).

Seventh step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable serious workplace deviance through first mediating variable cognitive strain is examined and the indirect effect is positively insignificant ($B = .0013$, $p > .05$) which lies between -0.0104 and 0.0029 , where zero is present in 95% confidence interval (see table 4.11).

Eighth step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable serious workplace deviance through second mediating variable employee greed is examined and found positively insignificant ($B=.0025$, $p>.05$) which lies between $-.0112$ and $.0008$, where zero is present in 95% confidence interval (see table 4.11).

The final step, the serial-multiple-mediator model is examined and the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable serious workplace deviance through cognitive strain and employee greed is examined and found positively significant ($B = .0002$, $p >.05$) which lies between $.9979$ and $.0021$, where zero is not present in 95% confidence interval. It provides enough support for the mediation. Moreover, from all this, it is stated that hypothesis, H15: Cognitive strain and Employee greed mediates the relationship of subjective value incongruence and serious workplace deviance is accepted (see table 4.11).

4.13 Test of Hypothesis 16-18, Mediated Effects

H₁₆: Cognitive strain and employee greed mediate the relationship between psychological need un-fulfillment and employee envy.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals, based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.12. The first step, the direct effect of independent variable psychological need un-fulfillment on dependent variable employee envy is analyzed and found positively significant ($B =.126$, $p <.001$). The second step, the direct effect of independent variable psychological need un-fulfillment on first mediating variable cognitive strain is examined and found positively significant ($B =.016$, $p<.05$) (see table 4.12).

TABLE 4.12: Test of Hypothesis 16

Structural Path			B	S. E	t-value	p-value
Psychological fulfillment	Need →	Un- Employee Envy	0.126	0.032	3.844	***
Psychological fulfillment	Need →	Un- Cognitive Strain	0.016	0.007	2.1	0.042
Psychological fulfillment	Need →	Un- Employee Greed	0.101	0.032	3.074	0.002
Cognitive employee	Strain →	Em- Employee Envy	0.02	0.009	2.143	0.038
Employee	Greed →	Em- Employee Envy	0.023	0.009	2.333	0.025
Cognitive employee	Strain →	Em- Employee Greed	0.16	0.039	4.02	***
Bootstrap Results for Indirect Effect			Indirect Effect	Lower Bound	Upper Bound	p-value
Psychological fulfillment	Need →	Un- Cognitive Strain → Employee Envy	0.0003	-0.0015	0.0058	0.4935
Psychological fulfillment	Need →	Un- Employee Greed → Employee Envy	0.0023	-0.0114	0.0039	0.4133
Psychological fulfillment	Need →	Un- Cognitive Strain → Employee Greed → Employee Envy	0.0001	0.0132	0.9868	0.0317

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

The third step, the direct effect of independent variable psychological need un-fulfillment on second mediating variable employee greed is tested and found positively significant ($B = .101, p < .05$) (see table 4.12).

Fourth step, the direct effect of first mediating variable cognitive strain on dependent variable employee envy is tested and found positively insignificant ($B = .030, p > .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable employee envy is analyzed and found positively significant ($B = .020, p > .05$) (see table 4.12). Sixth step, the direct effect of first mediating variable cognitive strain on second mediating variable employee greed

is examined and found positively significant ($B = .160, p < .01$). Seventh step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable employee envy through first mediating variable cognitive strain is examined and the indirect effect is positively insignificant ($B = .0003, p > .05$) which lies between $-.0015$ and $.0058$, where zero is present in 95% confidence interval (see table 4.12).

Eighth step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable employee envy through second mediating variable employee greed is examined and found positively insignificant ($B = .0023, p > .05$) which lies between $-.0114$ and $.0039$, where zero is present in 95% confidence interval (see table 4.12).

The final step, the serial multiple mediator model is examined and the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable employee envy through cognitive strain and employee greed is examined and found positively significant ($B = .0001, p < .05$) which lies between $.0132$ and $.9868$, where zero is not present in 95% confidence interval. It provides the evidence for the existence of the mediated effect. Moreover, from all this it can be inferred that hypothesis H16: Cognitive strain and Employee greed mediate the relationship of psychological need un-fulfillment and employee envy is accepted (see table 4.12).

H₁₇: Cognitive strain and Employee greed mediate the relationship between psychological need un-fulfillment and minor workplace deviance.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals, based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.13.

The first step, the direct effect of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance is analyzed and found positively significant ($B = .017, p < .05$). The second step, the direct effect of independent variable psychological need un-fulfillment on first mediating variable

cognitive strain is examined and found positively significant ($B = .016$, $p < .05$) (see table 4.13).

The third step, the direct effect of independent variable psychological need un-fulfillment on second mediating variable employee greed is tested and found positively significant ($B = .010$, $p < .05$). Fourth step, the direct effect of first mediating variable cognitive strain on dependent variable minor workplace deviance is tested and found positively significant ($B = .020$, $p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable minor workplace deviance is analyzed and found positively significant ($B = .023$, $p < .05$) (see table 4.13).

Sixth step, the direct effect of first mediating variable cognitive strain on second mediating variable employee greed is examined and found positively significant ($B = .160$, $p < .01$). Seventh step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance through first mediating variable cognitive strain is examined and the indirect effect is positively insignificant ($B = .0003$, $p > .05$) which lies between $-.0071$ and $.0017$, where zero is present in 95% confidence interval (see table 4.13).

Eighth step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance through second mediating variable employee greed is examined and found positively significant ($B = .0092$, $p < .05$) which lies between $.0020$ and $.0213$, where zero is not present in 95% confidence interval (see table 4.13).

The final step, the serial-multiple-mediator model is examined and the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance through cognitive strain and employee greed is examined and found positively significant ($B = .0002$, $p < .05$) which lies between $.0150$ and $.9850$, where zero is present in 95% confidence interval. It provides a clear evidence of the existence of mediation. Moreover, from all this it can be inferred that hypothesis H_{17} : Cognitive strain and Employee greed mediate the relationship of psychological need un-fulfillment and minor workplace deviance is accepted (see table 4.13).

TABLE 4.13: Test of Hypothesis 17

Structural Path	B	S. E	t-value	p-value
Psychological Need un-fulfillment → Minor Workplace Deviance	0.017	0.007	2.429	0.019
Psychological Need un-fulfillment → Cognitive Strain	0.016	0.007	2.1	0.042
Psychological Need un-fulfillment → Employee Greed	0.101	0.032	3.074	0.002
Cognitive Strain → Minor Workplace Deviance	0.02	0.006	3	0.004
Employee Greed → Minor Workplace Deviance	0.09	0.036	2.5	0.011
Cognitive Strain → Employee Greed	0.16	0.039	4.02	***
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bond	Upper Bound	p-value
Psychological Need un-fulfillment → Cognitive Strain → Minor Workplace Deviance	0.0003	-0.0071	0.0017	0.4921
Psychological Need un-fulfillment → Employee Greed → Minor Workplace Deviance	0.0092	0.002	0.0213	0.0075
Psychological Need un-fulfillment → Cognitive Strain → Employee Greed → Minor Workplace Deviance	0.0002	0.015	0.985	0.0363

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

H₁₈: Cognitive strain and Employee greed mediate the relationship between psychological need un-fulfillment and serious workplace deviance.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals, based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.14.

The first step, the direct effect of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .018, p < .05$). The second step, the direct effect of independent variable psychological need un-fulfillment on first mediating variable cognitive strain is examined and found positively significant ($B = .016, p < .05$). The third step, the direct effect of independent variable psychological need un-fulfillment on second mediating variable employee greed is tested and found positively significant ($B = .101, p < .05$).

Fourth step, the direct effect of first mediating variable cognitive strain on dependent variable serious workplace deviance is tested and found positively significant ($B = .073, p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .053, p < .05$) (see table 4.14).

Sixth step, the direct effect of first mediating variable cognitive strain on second mediating variable employee greed is examined and found positively significant ($B = .160, p < .01$). Seventh step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance through first mediating variable cognitive strain is examined and the indirect effect is positively insignificant ($B = .0012, p > .05$) which lies between $-.0100$ and $.0031$, where zero is present in 95% confidence interval.

Eighth step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance through second mediating variable employee greed is examined and found negatively significant ($B = .0053, p > .05$) which lies between $-.0012$ and $.0161$, where zero is present in 95% confidence interval.

The final step, the serial-multiple-mediator model is examined and the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance through cognitive strain and employee greed is examined and found positively significant ($B = .0001, p < .05$) which lies between 0.0009 and $.0014$, where zero is not present in 95% confidence interval. It provides enough support for serial mediation existence in the model.

TABLE 4.14: Test of Hypothesis 18

Structural Path	B	S. E	t-value	p-value
Psychological Need Un-fulfillment → Serious Workplace Deviance	0.018	0.006	3	0.004
Psychological Need Un-fulfillment → Cognitive Strain	0.016	0.007	2.1	0.042
Psychological Need Un-fulfillment → Employee Greed	0.101	0.033	3.074	0.002
Cognitive Strain → Serious Workplace Deviance	0.073	0.031	2.391	0.021
Employee Greed → Serious Workplace Deviance	0.053	0.018	2.909	0.006
Cognitive Strain → Employee Greed	0.16	0.039	4.02	***
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Psychological Need Un-fulfillment → Cognitive Strain → Serious Workplace Deviance	0.0012	-0.01	0.0031	0.4445
Psychological Need Un-fulfillment → Employee Greed → Serious Workplace Deviance	0.0053	-0.0012	0.0161	0.1145
Psychological Need Un-fulfillment → Cognitive Strain → Employee Greed → Serious Workplace Deviance	0.0001	0.0009	0.0014	0.0035

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Moreover, from all this it can be inferred that hypothesis H18: Cognitive strain and Employee greed mediate the relationship of psychological need un-fulfillment and serious workplace deviance is accepted (see table 4.14).

4.14 Test of Hypothesis 19-21, Mediated Effects

H₁₉: Emotional strain and Employee greed mediate the relationship of subjective value incongruence and employee envy.

To test the serial mediation model for the said hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.15. The first step, the direct effect of independent variable subjective value incongruence on dependent variable employee envy is analyzed and found positively insignificant ($B = .051, p > .05$).

The second step, the direct effect of independent variable subjective value incongruence on first mediating variable emotional strain is examined and found positively significant ($B = .073, p < .05$). The third step, the direct effect of independent variable subjective value incongruence on second mediating variable employee greed is tested and found positively significant ($B = .046, p < .05$). Fourth step, the direct effect of first mediating variable emotional strain on dependent variable employee envy is tested and found positively significant ($B = .123, p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable employee envy is analyzed and found positively significant ($B = .023, p < .05$). Sixth step, the direct effect of first mediating variable emotional strain on second mediating variable employee greed is examined and found positively significant ($B = .036, p < .05$) (see table 4.15).

Aftermath mediated effects are examined. Seventh step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable employee envy through first mediating variable emotional strain is examined and the indirect effect is positively significant ($B = .0088, p < .05$) which lies between .0008 and .0223, where zero is not present in 95% confidence interval. Eighth step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable employee envy through second mediating variable employee greed is examined and found positively insignificant ($B =$

TABLE 4.15: Test of Hypothesis 19

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Employee Envy	0.051	0.032	1.563	0.122
Subjective Value Incongruence → Emotional Strain	0.073	0.035	2.07	0.036
Subjective Value Incongruence → Employee Greed	0.046	0.020	2.235	0.031
Emotional Strain → Employee Envy	0.123	0.039	3.094	0.002
Employee Greed → Employee Envy	0.023	0.009	2.333	0.025
Emotional Strain → Employee Greed	0.036	0.017	2.042	0.048
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Subjective Value Incongruence → Emotional Strain → Employee Envy	0.0088	0.0008	0.0223	0.0255
Subjective Value Incongruence → Employee Greed → Employee Envy	0.0011	-0.0015	0.008	0.3086
Subjective Value Incongruence → Emotional Strain → Employee Greed → Employee Envy	0.0001	0.4849	0.5151	0.0379

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

.0011, $p > .05$) which lies between -.0015 and .0080, where zero is present in 95% confidence interval.

Final step, the serial-multiple-mediator model is examined and the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable employee envy through emotional strain and employee greed is examined and found positively insignificant ($B = .0001$, $p < .05$) which lies between .4849 and .5151 where zero is not present in 95% confidence interval. These statistics support the existence of serial-multiple-mediation. Moreover, from all this, it is stated that hypothesis H19, emotional strain, and Employee greed mediates the relationship of subjective value incongruence and employee envy is partly accepted (see table 4.15).

H₂₀: Emotional strain and Employee greed mediate the relationship of subjective value incongruence and minor workplace deviance.

To test the serial mediation model for the said hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.16.

The first step, the direct effect of independent variable subjective value incongruence on dependent variable minor workplace deviance is analyzed and found positively significant ($B = .206, p < .01$). The second step, the direct effect of independent variable subjective value incongruence on first mediating variable emotional strain is examined and found positively significant ($B = .073, p < .05$). The third step, the direct effect of independent variable subjective value incongruence on second mediating variable employee greed is tested and found positively significant ($B = .046, p < .05$).

Fourth step, the direct effect of first mediating variable emotional strain on dependent variable minor workplace deviance is tested and found positively significant ($B = .051, p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable minor workplace deviance is analyzed and found positively significant ($B = .090, p < .05$). Sixth step, the direct effect of first mediating variable emotional strain on second mediating variable employee greed is examined and found positively significant ($B = .036, p < .05$) (see table 4.16).

Aftermath mediated effects are examined. Seventh step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable minor workplace deviance through first mediating variable emotional strain is examined and the indirect effect is positively insignificant ($B = .0037, p > .05$) which lies between $-.0016$ and $.0148$, where zero is present in 95% confidence interval.

Eighth step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable minor workplace deviance through

TABLE 4.16: Test of Hypothesis 20

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Minor Workplace Deviance	0.206	0.034	6.029	***
Subjective Value Incongruence → Emotional Strain	0.073	0.035	2.07	0.036
Subjective Value Incongruence → Employee Greed	0.046	0.020	2.235	0.031
Emotional Strain → Minor Workplace Deviance	0.051	0.021	2.333	0.025
Employee Greed → Minor Workplace Deviance	0.09	0.036	2.5	0.011
Emotional Strain → Employee Greed	0.036	0.018	2.042	0.048
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Subjective Value Incongruence → Emotional Strain → Minor Workplace Deviance	0.0037	-0.0016	0.0148	0.1727
Subjective Value Incongruence → Employee Greed → Minor Workplace Deviance	0.0042	-0.0136	0.0008	0.1056
Subjective Value Incongruence → Emotional Strain → Employee Greed → Minor Workplace Deviance	0.0002	0.0098	0.9902	0.025

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

second mediating variable employee greed is examined and found positively insignificant ($B = .0042$, $p > .05$) which lies between $-.0136$ and $.0008$, where zero is present in 95% confidence interval.

The final step, the serial multiple mediator model is examined and the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable minor workplace deviance through emotional strain and employee greed is examined and found positively significant ($B = .0002$, $p < .05$) which lies between $.0098$ and $.9902$, where zero is not present in 95% confidence

interval. These statistics support the existence of serial-multiple-mediation. Moreover, from all this, it is stated that hypothesis, H_{20} : Emotional strain and Employee greed mediates the relationship of subjective value incongruence and minor workplace deviance, is accepted (see table 4.16).

H_{21} : Emotional strain and Employee greed mediate the relationship of subjective value incongruence and serious workplace deviance.

To test the serial mediation model for the said hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.17.

The first step, the direct effect of independent variable subjective value incongruence on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .277, p < .01$). The second step, the direct effect of independent variable subjective value incongruence on first mediating variable emotional strain is examined and found positively significant ($B = .073, p < .05$).

The third step, the direct effect of independent variable subjective value incongruence on second mediating variable employee greed is tested and found positively significant ($B = .046, p < .05$). Fourth step, the direct effect of first mediating variable emotional strain on dependent variable serious workplace deviance is tested and found positively significant ($B = .075, p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .053, p > .05$). Sixth step, the direct effect of first mediating variable emotional strain on second mediating variable employee greed is examined and found positively significant ($B = .036, p < .05$) (see table 4.17).

Seventh step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable serious workplace deviance through first mediating variable emotional strain is examined and the indirect effect is positively insignificant ($B = .0055, p > .05$) which lies between .0000 and .0178, where

TABLE 4.17: Test of Hypothesis 21

Structural Path	B	S. E	t-value	p-value
Subjective Value Incongruence → Serious Workplace Deviance	0.277	0.033	8.424	***
Subjective Value Incongruence → Emotional Strain	0.073	0.035	2.07	0.036
Subjective Value Incongruence → Employee Greed	0.046	0.021	2.235	0.031
Emotional Strain → Serious Workplace Deviance	0.075	0.029	2.583	0.013
Employee Greed → Serious Workplace Deviance	0.053	0.018	2.909	0.006
Emotional Strain → Employee Greed	0.036	0.018	2.042	0.048
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Subjective Value Incongruence → Emotional Strain → Serious Workplace Deviance	0.0055	0	0.0178	0.0504
Subjective Value Incongruence → Employee Greed → Serious Workplace Deviance	0.0025	-0.0112	0.0008	0.1609
Subjective Value Incongruence → Emotional Strain → Employee Greed → Serious Workplace Deviance	0.0001	0.004	0.995	0.0125

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

zero is present in 95% confidence interval. Eighth step, the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable serious workplace deviance through second mediating variable employee greed is examined and found positively insignificant ($B = .0025$, $p > .05$) which lies between -0.0112 and 0.0008 , where zero is present in 95% confidence interval.

The final step, the serial multiple mediator model is examined and the indirect effect (mediated effect) of independent variable subjective value incongruence on dependent variable serious workplace deviance through emotional strain and employee greed is examined and found positively significant ($B = .0001$, $p < .05$)

which lies between .004 and .995, where zero is not present in 95% confidence interval. These statistics support the existence of serial-multiple-mediation. Moreover, from all this, it is stated that hypothesis, H21: Emotional strain and Employee greed mediates the relationship of subjective value incongruence and serious workplace deviance, is partly accepted (see table 4.17).

4.15 Test of Hypothesis 22-24, Mediated Effects

H₂₂: Emotional strain and Employee greed mediate the relationship between psychological need un-fulfillment and employee envy.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals, based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.18.

The first step, the direct effect of independent variable psychological need un-fulfillment on dependent variable employee envy is analyzed and found positively significant ($B = .126, p < .001$). The second step, the direct effect of independent variable psychological need un-fulfillment on first mediating variable emotional strain is examined and found positively significant ($B = .014, p < .05$). The third step, the direct effect of independent variable psychological need un-fulfillment on second mediating variable employee greed is tested and found positively significant ($B = .101, p < .05$).

Fourth step, the direct effect of first mediating variable emotional strain on dependent variable employee envy is tested and found positively significant ($B = .123, p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable employee envy is analyzed and found positively significant ($B = .023, p < .05$). Sixth step, the direct effect of first mediating variable emotional strain on second mediating variable employee greed is examined and found positively significant ($B = .036, p < .05$) (see table 4.18).

TABLE 4.18: Test of Hypothesis 22

Structural Path	B	S. E	t-value	p-value
Psychological Need Un-fulfillment → Employee Envy	0.126	0.032	3.844	***
Psychological Need Un-fulfillment → Emotional Strain	0.014	0.006	2.125	0.04
Psychological Need Un-fulfillment → Employee Greed	0.101	0.032	3.074	0.002
Emotional Strain → Employee Envy	0.123	0.039	3.094	0.002
Employee Greed → Employee Envy	0.023	0.009	2.333	0.025
Emotional Strain → Employee Greed	0.036	0.017	2.042	0.048
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Psychological Need Un-fulfillment → Emotional Strain → Employee Envy	0.0017	-0.0065	0.011	0.6136
Psychological Need Un-fulfillment → Employee Greed → Employee Envy	0.0023	-0.0114	0.0039	0.4133
Psychological Need Un-fulfillment → Emotional Strain → Employee Greed → Employee Envy	0.000	0.000	-0.0005	0.3871

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Seventh step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable employee envy through first mediating variable emotional strain is examined and the indirect effect is positively insignificant ($B=.0017$, $p>.05$) which lies between $-.0065$ and $.0110$, where zero is present in 95% confidence interval. Eighth step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable employee envy through second mediating variable employee greed is examined and found positively insignificant ($B=.0023$, $p>.05$) which lies between $-.0114$ and $.0039$, where zero is present in 95% confidence interval.

The final step, the serial-multiple-mediator model is examined and the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable employee envy through emotional strain and employee greed is examined and found positively insignificant ($B = .0000$, $p > .05$) which lies between $.0000$ and $-.0005$, where zero is present in 95% confidence interval. These statistics do not support the existence of serial-multiple-mediation. Moreover, from all this it can be inferred that hypothesis H22: emotional strain and Employee greed mediate the relationship of psychological need Un-fulfillment and employee envy, is rejected (see table 4.18).

H₂₃: Emotional strain and employee greed mediate the relationship between psychological need un-fulfillment and minor workplace deviance.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals, based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.19.

The first step, the direct effect of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance is analyzed and found positively significant ($B = .017$, $p < .05$). The second step, the direct effect of independent variable psychological need un-fulfillment on first mediating variable emotional strain is examined and found positively significant ($B = .014$, $p < .05$). The third step, the direct effect of independent variable psychological need un-fulfillment on second mediating variable employee greed is tested and found positively significant ($B = .101$, $p < .05$).

Fourth step, the direct effect of first mediating variable emotional strain on dependent variable minor workplace deviance is tested and found positively significant ($B = .051$, $p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable minor workplace deviance is analyzed and found positively significant ($B = .090$, $p < .05$). Sixth step, the direct effect of first mediating variable emotional strain on second mediating variable employee greed is examined and found positively significant ($B = .036$, $p > .05$).

TABLE 4.19: Test of Hypothesis 23

Structural Path	B	S. E	t-value	p-value
Psychological Need Un-fulfillment → Minor Workplace Deviance	0.017	0.007	2.429	0.019
Psychological Need Un-fulfillment → Emotional Strain	0.014	0.007	2.125	0.04
Psychological Need Un-fulfillment → Employee Greed	0.101	0.032	3.074	0.002
Emotional Strain → Minor Workplace Deviance	0.051	0.022	2.333	0.025
Employee Greed → Minor Workplace Deviance	0.09	0.036	2.5	0.011
Emotional Strain → Employee Greed	0.036	0.018	2.042	0.048
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Psychological Need Un-fulfillment → Emotional Strain → Minor Workplace Deviance	0.0007	-0.0024	0.0083	0.4841
Psychological Need Un-fulfillment → Employee Greed → Minor Workplace Deviance	0.0092	0.002	0.0213	0.0075
Psychological Need Un-fulfillment → Emotional Strain → Employee Greed → Minor Workplace Deviance	0.000	-0.0001	0.0009	0.3886

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Seventh step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance through first mediating variable emotional strain is examined and the indirect effect is positively insignificant ($B=.0007$, $p>.05$) which lies between $-.0024$ and $.0083$, where zero is present in 95% confidence interval. Eighth step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment

on dependent variable minor workplace deviance through second mediating variable employee greed is examined and found positively significant ($B=.0092$, $p<.05$) which lies between .0020 and .0213, where zero is not present in 95% confidence interval.

The final step, the serial multiple mediator model is examined and the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable minor workplace deviance through emotional strain and employee greed is examined and found positively insignificant ($B=.0000$, $p>.05$) which lies between -.0001 and .0009, where zero is present in 95% confidence interval. These statistics do not support the existence of serial-multiple-mediation. Moreover, from all this, it can be inferred that hypothesis H23: Emotional strain and Employee greed mediate the relationship of psychological need un-fulfillment and minor workplace deviance, is partly rejected (see table 4.19).

H₂₄: Emotional strain and Employee greed mediate the relationship between psychological need un-fulfillment and serious workplace deviance.

To test the serial mediation model for this hypothesis, a series of regressions along with 95% bias-corrected bootstrap confidence intervals, based on 5000 bootstrap samples, are fitted and analyzed. The analysis is consisting of several steps presented in subsequent sentences and the output of statistical results are presented in table 4.20.

The first step, the direct effect of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .018$, $p<.05$). The second step, the direct effect of independent variable psychological need un-fulfillment on first mediating variable emotional strain is examined and found positively significant ($B = .014$, $p<.05$). The third step, the direct effect of independent variable psychological need un-fulfillment on second mediating variable employee greed is tested and found positively significant ($B = .101$, $p<.05$).

Fourth step, the direct effect of first mediating variable emotional strain on dependent variable serious workplace deviance is tested and found positively significant

($B = .075$, $p < .05$). Fifth step, the direct effect of second mediating variable employee greed on dependent variable serious workplace deviance is analyzed and found positively significant ($B = .053$, $p < .05$).

TABLE 4.20: Test of Hypothesis 24

Structural Path	B	S. E	t-value	p-value
Psychological Need Un-fulfillment → Serious Workplace Deviance	0.018	0.006	3	0.004
Psychological Need Un-fulfillment → Emotional Strain	0.014	0.006	2.125	0.04
Psychological Need Un-fulfillment → Employee Greed	0.101	0.032	3.074	0.002
Emotional Strain → Serious Workplace Deviance	0.075	0.029	2.583	0.013
Employee Greed → Serious Workplace Deviance	0.053	0.018	2.909	0.006
Emotional Strain → Employee Greed	0.036	0.018	2.042	0.048
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
Psychological Need Un-fulfillment → Emotional Strain → Serious Workplace Deviance	0.0011	-0.0037	0.0094	0.5226
Psychological Need Un-fulfillment → Employee Greed → Serious Workplace Deviance	0.0053	-0.0012	0.0161	0.1145
Psychological Need Un-fulfillment → Emotional Strain → Employee Greed → Serious Workplace Deviance	0.000	-0.0001	0.0006	0.3496

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

Sixth step, the direct effect of first mediating variable emotional strain on second mediating variable employee greed is examined and found positively significant ($B = .036$, $p < .05$). Seventh step, the indirect effect (mediated effect) of independent

variable psychological need un-fulfillment, on the dependent variable, serious workplace deviance through first mediating variable emotional strain is examined and the indirect effect is positively insignificant ($B = .0011$, $p > .05$) which lies between $-.0037$ and $.0094$, where zero is present in 95% confidence interval. Eighth step, the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance through second mediating variable employee greed is examined and found positively insignificant ($B = .0053$, $p > .05$) which lies between $-.0012$ and $.0161$, where zero is present in 95% confidence interval.

The final step, the serial-multiple mediator model is examined and the indirect effect (mediated effect) of independent variable psychological need un-fulfillment on dependent variable serious workplace deviance through emotional strain and employee greed is examined and found positively insignificant ($B = .0000$, $p > .05$) which lies between $.0006$ and $-.0001$, where zero is present in 95% confidence interval. These statistics do not support the existence of serial-multiple-mediation. Moreover, from all this, it can be inferred that hypothesis H24: Emotional strain and Employee greed mediate the relationship of psychological need un-fulfillment and serious workplace deviance, is partly rejected (see table 4.20).

4.16 Test of Hypothesis 25-29, Moderated Effects

H₂₅: Self-Monitoring weakens the positive relationship of cognitive strain and employee greed.

To test the specific moderating role of self-monitoring, interaction term is created and added in the model along with moderator. To avoid the multicollinearity problem the variables are mean centered and then entered in the analysis.

The beta coefficients and a p-value of the moderator ($B = .323$, $p < .01$) and the interaction term ($B = -.356$, $p < .05$), shown in table 4.21, are found significant.

TABLE 4.21: Test of Hypothesis 25

Structural Path	B	S. E	t-value	p-value
cognitive strain → employee greed	0.16	0.039	4.02	***
Self-Monitoring → Employee Greed	0.323	0.052	6.246	***
SM_x_CSTRAIN → Em- ployee Greed	-0.356	0.014	-2.489	0.012

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

So, it can be inferred now, hypothesis, H₂₅: Self-Monitoring weakens the positive relationship between cognitive strain and employee greed, is accepted.

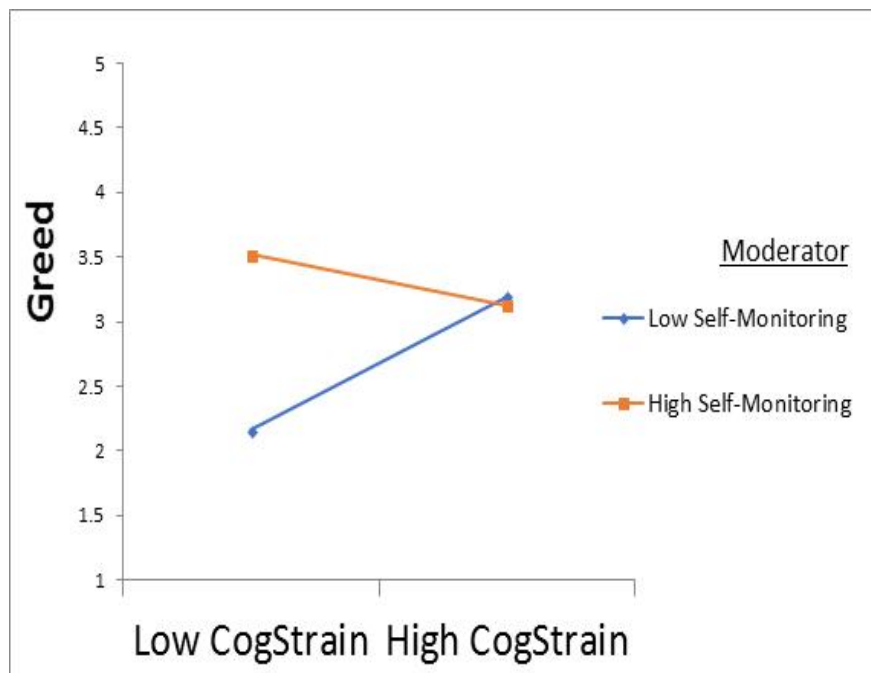


FIGURE 4.1: Interaction Plot of Self-Monitoring with Cognitive Strain on Greed

The moderating role of Self-Monitoring on the relationship of cognitive strain and employee greed is further examined in interaction plot, shown in figure 4.1 and it is found that self-monitoring is playing damping effect on the relationship of cognitive strain and employee greed.

H₂₆: Self-Monitoring weakens the relationship of emotional strain and employee greed.

To test the specific moderating role of self-monitoring, the interaction term is created and added in the model along with moderator. To avoid the multicollinearity problem the variables are mean centered and then entered in the analysis. The beta coefficients and a p-value of moderating variable, self-monitoring ($B = .323$, $p < .05$) found positively significant but interaction term of self-monitoring and emotional strain ($B = .278$, $p > .05$) showed in table 4.22, are found positively insignificant. So, it can be inferred now, hypothesis H26: Self-Monitoring moderates the relationship between emotional strain and employee greed is rejected.

TABLE 4.22: Test of Hypothesis 26

Structural Path	B	S. E	t-value	p-value
emotional strain → employee greed	0.036	0.017	2.042	0.048
Self-Monitoring → Employee Greed	0.323	0.052	6.246	***
SM_x ESTRAIN → Em- ployee Greed	0.278	0.145	1.917	0.053

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

The moderating role of Self-Monitoring on the relationship of emotional strain and employee greed is further examined in interaction plot, shown in figure 4.2 and it is found that self-monitoring is playing an enhancing insignificant moderating role on the relationship of emotional strain and employee greed.

H₂₇: Self-Monitoring weakens the relationship between employee greed and envy.

To test the specific moderating role of self-monitoring, the interaction term is created and added in the model along with moderator. To avoid the multicollinearity problem the variables are mean centered and then entered in the analysis.

The beta coefficients and a p-value of moderating variable, self-monitoring ($B = -.162$, $p < .001$) found positively significant and an interaction term of self-monitoring and employee greed ($B = .349$, $p < .05$) is also positively significant,

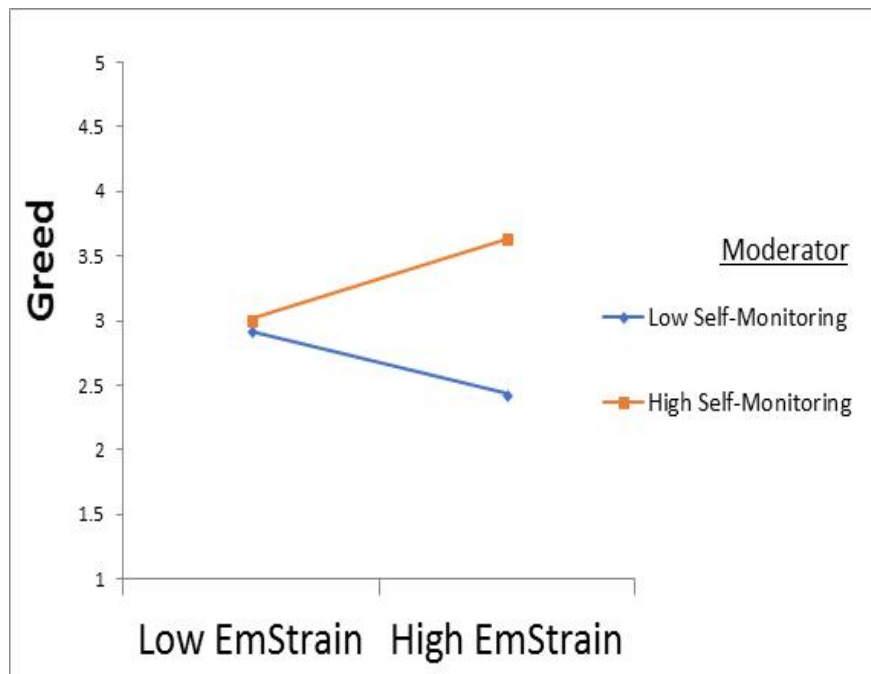


FIGURE 4.2: Interaction Plot of Self-Monitoring with Emotional Strain on Greed

TABLE 4.23: Test of Hypothesis 27

Structural Path	B	S. E	t-value	p-value
Employee Greed → Em- ployee Envy	0.023	0.009	2.333	0.025
Self-Monitoring → Employee Envy	-0.162	0.039	-4.115	***
SM_x_Greed → Employee Envy	0.349	0.037	9.4	***

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

showed in table 4.23. So, it can be inferred now, hypothesis H₂₇: Self-Monitoring moderates the relationship between employee greed and envy is accepted.

The moderating role of Self-Monitoring on the relationship between employee greed and employee envy is further examined in interaction plot, shown in figure 4.3 and it is found that Self-Monitoring strengthens the positive relationship between Greed and Envy.



FIGURE 4.3: Interaction of Self-Monitoring with Employee Greed on Employee Envy

H₂₈: Self-Monitoring weakens the relationship between employee greed and serious workplace deviance.

To test the specific moderating role of self-monitoring in serious workplace deviance, the interaction term is created and added in the model along with moderator. To avoid the multicollinearity problem the variables are mean centered and then entered in the analysis.

TABLE 4.24: Test of Hypothesis 28

Structural Path	B	S. E	t-value	p-value
Employee Greed → Serious Workplace Deviance	0.053	0.018	2.909	0.006
Self-Monitoring → Serious Workplace Deviance	-0.111	0.039	-2.778	0.005
SM_X_Greed → Serious Workplace Deviance	0.133	0.037	3.6	***

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

The beta coefficients and a p-value of moderating variable, self-monitoring ($B = -.111$, $p < .05$) found negatively significant and an interaction term of self-monitoring and employee greed ($B = .133$, $p < .01$) is also positively insignificant, shown in table 4.24. So, it can be concluded that hypothesis H₂₈: Self-Monitoring moderates the relationship between employee greed and serious workplace deviance, is accepted.

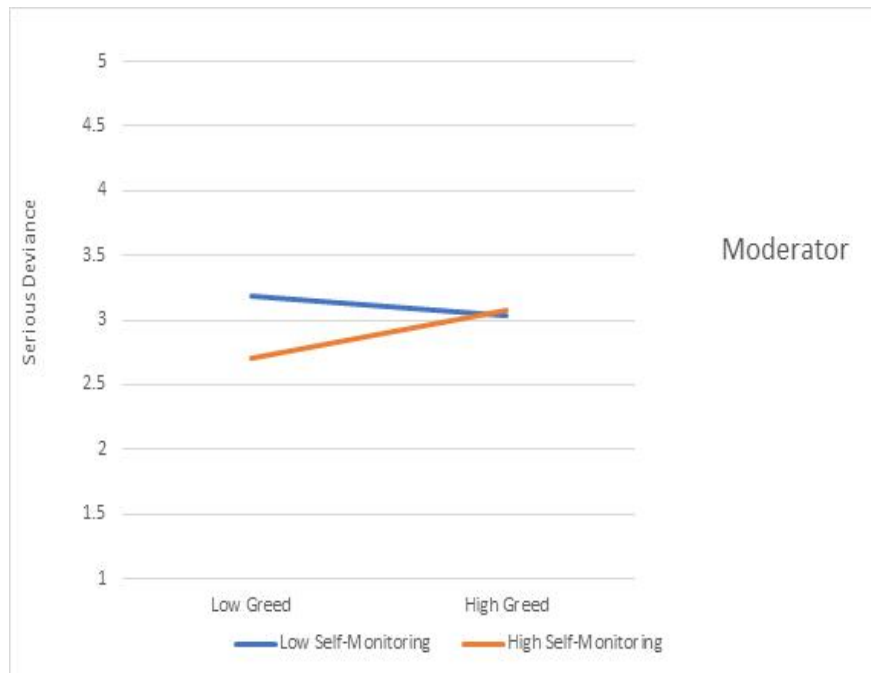


FIGURE 4.4: Interaction of Self-Monitoring with Employee Greed on Serious Deviance

The moderating role of Self-Monitoring on the relationship of employee greed and serious workplace deviance is further examined in interaction plot, shown in figure 4.4 and it is found that self-monitoring is playing an enhancing moderating role on the relationship of employee greed and serious workplace deviance.

H₂₉: Self-Monitoring weakens the relationship between employee greed and minor workplace deviance.

To test the specific moderating role of self-monitoring on minor workplace deviance, the interaction term is created and added in the model along with moderator. To avoid the multicollinearity problem the variables are mean centered and then entered in the analysis.

TABLE 4.25: Test of Hypothesis 29

Structural Path	B	S. E	t-value	p-value
Employee Greed → Minor Workplace Deviance	0.09	0.036	2.5	0.011
Self-Monitoring → Minor Workplace Deviance	-0.05	0.020	-2.429	0.019
SM_X_Greed → Minor Workplace Deviance	0.022	0.044	0.5	0.589

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

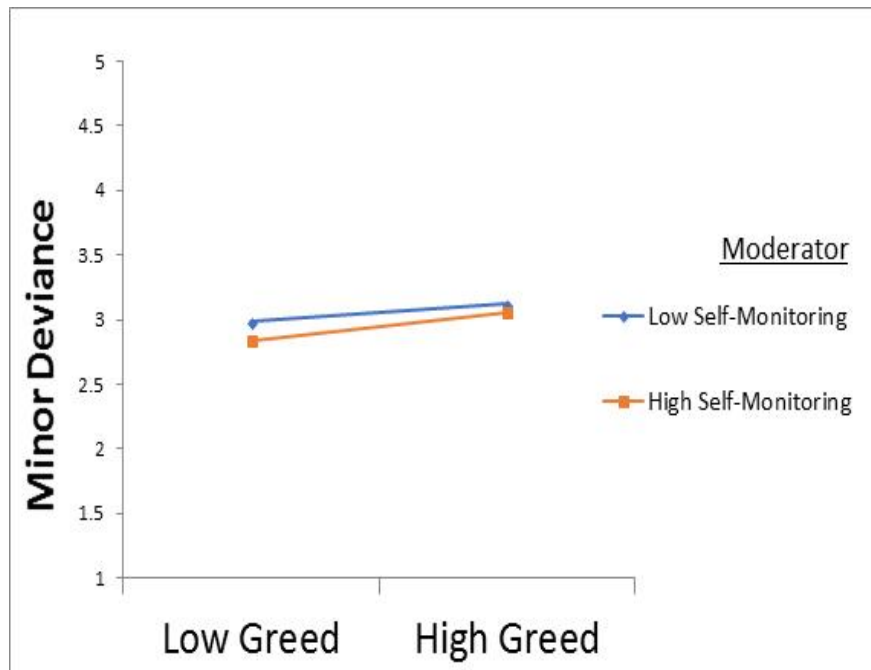


FIGURE 4.5: Interaction of Self-Monitoring with Employee Greed on Minor Deviance

The beta coefficients and a p-value of moderating variable, self-monitoring ($B = -.050$, $p < .05$) found negatively significant and an interaction term of self-monitoring

and employee greed ($B = -.022, p > .05$) is negatively insignificant, shown in table 4.25. So, it can be concluded that hypothesis H29: Self-Monitoring moderates the relationship between employee greed and minor workplace deviance, is rejected.

The moderating role of Self-Monitoring on the relationship of employee greed and minor workplace deviance is further examined in interaction plot, shown in figure 4.5 and it is found that self-monitoring is not playing a moderating role on the relationship of employee greed and minor workplace deviance.

TABLE 4.26: Summary of Hypotheses: Direct Effect

Hypothesis	Proposition	Decision
Direct Effect		
H ₁	Subjective value incongruence positively impacts employee envy.	Rejected
H ₂	Subjective value incongruence positively influences serious workplace deviance.	Accepted
H ₃	Subjective value incongruence positively influences minor workplace deviance.	Accepted
H ₄	Psychological need un-fulfillment positively impacts employee envy.	Accepted
H ₅	Psychological need un-fulfillment positively influences serious workplace deviance.	Accepted
H ₆	Psychological need un-fulfillment positively influences minor workplace deviance.	Accepted
H ₇	The subjective value incongruence positively influences cognitive strain.	Accepted
H ₈	The subjective value incongruence positively causes emotional strain.	Accepted
H ₉	The psychological needs un-fulfillment positively influences cognitive strain.	Accepted
H ₁₀	The psychological needs un-fulfillment positively affects the emotional strain.	Accepted
H ₁₁	The subjective value incongruence positively impacts employee greed.	Accepted
H ₁₂	The psychological needs un-fulfillment positively affects employee greed.	Accepted

TABLE 4.27: Summary of Hypotheses: Mediated Effect

Hypothesis	Proposition	Decision
Mediated Effect		
H₁₃	Cognitive strain and employee greed mediate the relationship of subjective value incongruence and employee envy.	Accepted
H₁₄	Cognitive strain and employee greed mediate the relationship of subjective value incongruence and minor workplace deviance.	Accepted
H₁₅	Cognitive strain and employee greed mediate the relationship of subjective value incongruence and serious workplace deviance.	Accepted
H₁₆	Cognitive strain and employee greed mediate the relationship between psychological need fulfillment and employee envy.	Accepted
H₁₇	Cognitive strain and employee greed mediate the relationship between psychological need fulfillment and minor workplace deviance.	Accepted
H₁₈	Cognitive strain and employee greed mediate the relationship between psychological need fulfillment and serious workplace deviance.	Accepted
H₁₉	Emotional strain and employee greed mediate the relationship of subjective value incongruence and employee envy.	Accepted
H₂₀	Emotional strain and employee greed mediate the relationship of subjective value incongruence and minor workplace deviance.	Accepted
H₂₁	Emotional strain and employee greed mediate the relationship of subjective value incongruence and serious workplace deviance.	Accepted
H₂₂	Emotional strain and Employee greed mediate the relationship between psychological need fulfillment and employee envy.	Rejected
H₂₃	Emotional strain and employee greed mediate the relationship between psychological need fulfillment and minor workplace deviance.	Partially Accepted
H₂₄	Emotional strain and employee greed mediate the relationship between psychological need fulfillment and serious workplace deviance.	Rejected

TABLE 4.28: Summary of Hypotheses: Moderated Effect

Hypothesis	Proposition	Decision
Moderated Effect		
H₂₅	Self-Monitoring weakens the relationship of cognitive strain and employee greed.	Accepted
H₂₆	Self-Monitoring weakens the relationship of emotional strain and employee greed.	Rejected
H₂₇	Self-Monitoring weakens the relationship between employee greed and envy.	Accepted
H₂₈	Self-Monitoring weakens the relationship between employee greed and serious workplace deviance.	Accepted
H₂₉	Self-Monitoring weakens the relationship between employee greed and minor workplace deviance	Rejected

4.17 Summary of Hypotheses Accepted/Rejected

Therein thesis, total 29 hypotheses are developed and tested, from which 23 are accepted, 1 is partially accepted and 5 hypotheses are rejected. The hypotheses and decisions about direct effects are presented in the table 4.26. The hypotheses and decisions regarding mediated effect are shown in the table 4.27 and the hypotheses related to moderated effects are described in the table 4.28.

Hypotheses Accepted = 23,

Hypothesis Partially Accepted = 01,

Hypotheses Rejected = 05

Total Hypotheses= 29,

Chapter 5

Discussion, Conclusion, Implications and Limitations

The main purpose of the study is to develop a comprehensive model of employee greed. This chapter provides the final insights on the greed model based on data analysis. Firstly, this chapter provides the detail discussions of the results found in chapter no 4, with respect to research questions and respective hypotheses. Secondly, conclusion of the study is revealed. Thirdly, theoretical and managerial implications are described. Fourthly, the limitations of the study are portrayed. Finally, some recommendations are described.

5.1 Research Question 1

Does person-environment misfit associated with job strain, among employees working in banks of Pakistan?

5.1.1 Summary of Results

To investigate answer of the first question, do is person-environment misfit associated with job strain, among employees working in banks of Pakistan, four hypotheses H_7 , H_8 , H_9 , and H_{10} are formulated and tested after data collection.

Accordant with statistical results all the hypotheses (\mathbf{H}_7 , \mathbf{H}_8 , \mathbf{H}_9 , and \mathbf{H}_{10}) are accepted.

5.1.2 Discussion

To investigate the relationship of person-environment misfit with job strain, two approaches of person-environment fit, subjective value incongruence and psychological need un-fulfillment, and two dimensions of job strain, cognitive strain, and emotional strain are examined. In this regard, four hypothesis \mathbf{H}_7 , \mathbf{H}_8 , \mathbf{H}_9 , and \mathbf{H}_{10} are formulated and tested as shown in table 4.7. The statistical results show that the subjective value incongruence and psychological need fulfillment are positively and significantly causing the cognitive and emotional strain.

These findings are aligned with the extant literature of person-environment misfit [For instance, (Caplan, 1972, 1987; Caplan and Harrison, 1993; De Cuyper et al., 2010; Edwards, 1996, 2007; Edwards and Van Harrison, 1993; Edwards and Cable, 2009; Edwards et al., 2006; French, 1963; French et al., 1982; Gati et al., 1998; French and Caplan, 1972; Gati et al., 1998; Ehrhart, 2006; Kristof-Brown et al., 2005)]. In these studies, it is described that the misfit leads to strain and this study confirms this theory by extending the dimensions of job strain to emotional as well as cognitive strain.

The job strain in a psychological context, is the experience of uncertainty and the reactions related to it and when an individual perceived incongruity between an environment and personal goals this uncertainty may evolve (Mohr et al., 2006). Parallel with this theme, in this study subjective value incongruence, is examined with cognitive and emotional strain and is found significant.

Its means when employees perceived that the organization is not giving importance to the values which are important to employees, then employee feel uncertainty and this uncertainty is an instance of strain. Subjective value incongruence is measured with eight dimensions of values such as altruism, relationships with others, pay, prestige, security, authority, variety, and autonomy and the discrepancy among these values promote the uncertainty in the individual. As for instance when

employee perceived that his job is not secure, and he will be out of a job at any time, this uncertainty will lead him to irritation or strain (Mohr et al., 2006).

In the examination of the relationship between psychological need un-fulfillment, cognitive and emotional strain, the study found that there is a positive significant relationship between these variables. These results are providing the support for the existing need un-fulfillment literature. As an instance, in the meta-analysis of the person-organization fit, Verquer et al. (2003) found that psychological need un-fulfillment can decrease performance by sponsoring the role stressors, role ambiguity, and conflict. Edwards (1996), conducted a study on two versions of person-organization fit, one is supplies-value fit (S-V fit) and the other is demand ability fit (D-A Fit) and found that, S-V misfit leads to dissatisfaction and D-A misfit leads to irritation. Caplan (1972) also investigated the organizational stress and individual strain in the administrators, engineers, and scientists of NASA, and found that the environment is the cause of the strain and the organizations should focus on their environment rather than structure and technology.

In this thesis individual needs and organizational supplies are compared on eight dimensions to observe the misfit, such as altruism, relationships with others, pay, prestige, security, authority, variety, and autonomy. The discrepancies among these dimensions promote irritation in the individuals and this is confirmed in the data analysis of this study. Its mean when employees feel that the organization is not fulfilling their needs employee become irritated. As an illustration, when employees' needs, in terms of pay and compensation are high than the supplies of the organization's, employees suffer from irritation and this irritation is an instance of strain. From all these, it can be stated that the person-environment misfit in the banking sector of Pakistan is causing the cognitive and emotional strain in the employees.

5.2 Research Question 2

How is person-environment misfit associated with employee greed, among employees working in banks of Pakistan?

5.2.1 Summary of Results

To investigate the answer of the research question no 2, how is person-environment misfit associated with employee greed, among employees working in banks of Pakistan. Two hypotheses H_{11} , and H_{12} are formulated and tested after data collection. Accordant with statistical results, both hypotheses H_{11} , and H_{12} are accepted.

5.2.2 Discussion

To search out the above mention research question, two hypotheses are formulated and tested, the results are shown in table 4.8. The statistical results reveal that the significant positive relationship of the person-environment misfit and employee greed strengthen the propositions of the PE misfit theory (Cable and Edwards, 2004; Edwards et al., 1998). This relationship can be described in simple words if employees feel misfit they will be motivated to anchor greed.

The misfit is tested by two approaches, in the first approach, hypothesis H_{11} for the relationship between subjective value incongruence and employee greed is found positively significant. This suggests that if the individual values are greater than the organizational values then it is a subjective value incongruence and this incongruence or misfit leads to employee greed. Employees perceived that the organization is not giving importance to their values, in terms of, altruism, relationships with others, pay, prestige, security, authority, variety, and autonomy. This misfit is inferred because the difference score of individual values and organizational values are negative. This reveals subjective value incongruence, by reason of individual values are higher than organizational values.

The results show that the subjective value incongruence will promote greed in banking sector employees. As an illustration, in terms of one value dimension pay, if employees perceived that the organization is not giving importance to their salary and compensation, employees will suffer from unmet demands (greed). These findings are providing the support for the existing literature of values. Such as, according to the corporate criminality theory, cultural variables (Values) play a

vital role in promoting greed (Robinson and Murphy, 2009). The other scholars also describe the values as determinants of greed such as Brassey and Barber (2009) describe the causes of greed e.g. culture, policies and strategies of the firm, incentive structure, fear of the sack and anxiety about retirement, security or status.

In the second approach of person-environment misfit, psychological need unfulfillment is examined with greed in hypothesis H_{12} , and results demonstrate that the employees, who are perceiving un-fulfillment or misfit, are involved in greedy tendencies. In other words, the employees of the banking sector of Pakistan are perceiving that their needs are high in terms of altruism, relationships with others, pay, prestige, security, authority, variety, and autonomy than the supplies provided by the organization. In simple words, the organizations has failed to fulfill their employee's needs. As an illustration, in terms of security, the employee's needs are high, and this misfit is driving employees toward greedy tendencies. These findings are providing support to the existing literature. As Wilke (1991) suggested that when people feel environmental uncertainty and resource scarcity they become motivated to be greedy. On these grounds, it can be stated that person-environment misfit promotes greedy tendencies in the employees of banking sector in Pakistan.

5.3 Research Question 3

Does person environment misfit associated with employee envy, among employees working in banks of Pakistan?

5.3.1 Summary of Results

In pursuit of the answer to research question no 3, how is person-environment misfit associated with employee envy, among employees working in banks of Pakistan, two hypotheses H_1 , and H_4 are formulated and tested after data collection. Accordant with statistical results, H_1 , is rejected and H_4 is accepted.

5.3.2 Discussion

To find out the answer to research question no 3, two hypotheses, H_1 , and H_4 are developed and examined. H_1 is to examine the effect of subjective value incongruence with employee envy and is found positively insignificant (see table 4.5). It means employees' envious feelings are not invoked by the values discrepancy. This finding is somewhat against the literature, as Robert P. Vecchio is the popular author of envy and he described that envy is caused by many contextual factors in the workplace, and these can be organizational values, rewards, and benefits system, job nature and environment (Vecchio, 1997a).

But it is somewhat logical that when employees perceived that the organization is not giving importance to some values, which are important to him, he does not suffer from envy. Because envy is a feeling which is invoked when someone makes a comparison with others and feels that he/she is gaining benefits lesser than others (Vecchio, 2005). In making these types of comparison an interpersonal disposition is invoked whose name is envy. But in comparing organizational and individual values there is no interpersonal comparison. Therefore, the relationship of subjective value incongruence with employee envy is positively insignificant. In value incongruence there is no interpersonal comparison, so employees do not suffer from this negative emotion.

H_4 is to examine the effect of psychological need un-fulfillment with employee envy and is found positively significant (see table 4.6). This finding is somewhat supporting the existing literature, (such as (Smith et al., 1994; Vecchio, 2005, 1997b; Vidaillet, 2008)). These studies said that envy is the perceived sense of social standing and when employee perceived that he is deprived in a social context (unfulfilled needs) he/she becomes envious. Love, despise, and envy in the entirety of their changes are fundamental main thrusts in mental life. As arranging standards on the broadest level, they make up the underlying drivers of behavior reflected in both mental experiences and communicated physical activity. The complexities of these inspirations contain understood amalgams basically unconscious. They are the powerfully unconscious subtexts, particularly in their

crude structures, that demonstration to inspire causal activity experienced in the precocious and cognizant measurements of self-image mindfulness recognition, initiation, and conduct. These unconscious drives and feelings consolidate in every individual's essential protest or individual looking for need (Ninivaggi, 2010). Thus, parallel with this theme, the study supports the existing literature that an individual looking for fulfilling his/her need to become unconsciously envious when the needs are unfulfilled.

Hence, from this it can be stated that, person environment misfit can cause employee envy in terms of needs un-fulfillment, not from value incongruence.

5.4 Research Question 4

Does person-environment misfit associated with workplace deviance, among employees working in banks of Pakistan?

5.4.1 Summary of Results

To answer the research question no 4, four hypotheses, H_2 , H_3 , H_5 and H_6 are formulated and tested. According to expectations, results confirm the hypothesized relationships and are accepted. H_2 and H_3 are related to the relationship of subjective value incongruence and minor and serious workplace deviance respectively and found positively significant (see table 4.5). H_5 and H_6 are concerned with the relationship of psychological need un-fulfillment and minor and serious workplace deviance respectively and found positively significant (see table 4.6).

5.4.2 Discussion

As expected, results showed that subjective value incongruence is causing the minor and serious workplace deviance. This suggests that when employee perceived that, the organization is not giving importance to those values which are important to him/her, he will indulge in minor or serious deviances.

These findings, provide the support to existing literature of fit, such as [Mulki et al. \(2006\)](#) found that person-organization misfit has a significant effect on workplace deviance through job satisfaction and organizational commitment. They also found that when employees perceived fit with the organization they become satisfied and committed, and resist them to engage in such behaviors which are harmful or against the organizational norms or guidelines.

This research also found significant support for the effect of psychological need un-fulfillment on minor and serious workplace deviance as is anticipated in **H₅** and **H₆**. These findings support the existing studies on needs and workplace deviance, such as [Lian et al. \(2012\)](#) found that need satisfaction is playing a mediating role in the relationship of leader-member exchange and workplace deviance. Their findings are, if employees' needs are satisfied by leader-member exchange then employees try to conform with the organizational norms or policies and if they feel their needs are not satisfied by leader-member exchange they will involve in deviant workplace behaviors. [Kanat-Maymon et al. \(2015\)](#) examined the effect of need satisfaction on academic dishonesty and found the significant relationship between them. Thus, parallel with these studies this study found psychological need un-fulfillment enforce employees to indulge in deviant behaviors.

5.5 Research Question 5

Do job strain and employee greed mediate the relationship of person-environment misfit and employee envy, among employees working in banks of Pakistan?

5.5.1 Summary of Results

To answer the research question no 4, four hypotheses, **H₁₃**, **H₁₆**, **H₁₉** and **H₂₂** are formulated and tested. According to expectations, results confirm the hypothesized mediation effects of job strain an employee greed in **H₁₃**, **H₁₆**, and **H₁₉**. But

the hypothesis H_{22} is rejected, due to insufficient evidence for the mediating role of job strain and employee greed (see table 4.9, 4.12, 4.15, and 4.18 respectively).

5.5.2 Discussion

The results of the current study portray that, to some extent, the cognitive strain and employee greed mediates the relationship of subjective value incongruence and employee envy. This study is the first, examining the mediating mechanisms of job strain and employee greed in the prediction of employee envy under the umbrella of person-environment fit. Both traditions of person-environment fit, complementary and supplementary also known as psychological need fulfillment and value congruence are examined along with job strain (cognitive strain and emotional strain) and greed in the prediction of employee envy. To a certain extent, this study confirmed the hypothesized positive relationships among the variables. Cognitive strain and employee greed are found a positive and significant mediator in the relationship of both traditions of person-environment misfit (Subjective value incongruence and psychological need un-fulfillment). This is when employees perceived value incongruence and psychological need fulfillment, they suffer from cognitive strain and greedy tendencies, and then to envious feelings. The findings providing the support to the existing literature of value congruence, psychological strain, employee greed and employee envy. [Burroughs and Rindfleisch \(2002\)](#) conducted a study on the college students and found that the if the individual materialistic values conflict with collective-oriented values then this conflict will cause the psychological irritation and this tension will lead to the reduce well-being. [Lamiani et al. \(2018\)](#) conducted the study on the health professionals and found that the value congruence leads to moral distress and this moral distress leads to depression. Because the cognitive strain is an instance of depression and the opposite of well-being, in this way, this study is providing the support to the existing literature in the development of cognitive strain. This finding also provides a support to the literature of person-environment fit and contextual anomie and strain theory (CAST). As in literature, it is observed that psychological strain can cause many attitudes and behaviors in the workplace such as absenteeism, turnover ([Gupta](#)

and Beehr, 1979) and performance (Beehr et al., 2000). Person-environment fit theory possesses that if the person's characteristics mismatch with the environmental characteristics there would be a psychological, physiological or behavioral strain in employees (Caplan, 1972; Edwards and Van Harrison, 1993). On the other hand, contextual anomie and strain theory (CAST) states that strain promotes greed, negative emotions and workplace deviance (Robinson and Murphy, 2009).

Furthermore, when employees perceived psychological need un-fulfillment, they suffer from emotional strain and greedy tendencies, and then to envious feelings. This finding is providing the support to the psychological need un-fulfillment literature, such as Verquer et al. (2003) conducted a meta-analysis and found that the misfit is driving the negative attitudes and behavior in the workplace. Job strain, employee greed, and employee envy are the instances of these.

Finally, the mediating hypothesis of emotional strain and employee greed in the relationship of subjective value incongruence and employee envy is analyzed and found insignificant. This is due to the severe nature of the emotional strain, when employees suffer from emotional strain they become aggressive and this aggression leads to some violent behaviors. Envy is not a violent behavior but is an outcome of a comparison between persons. This finding is contrary to literature. As an instance, Chang et al. (2007) conducted a meta-analysis and found that emotional strain is a type of severe strain and it causes the other type of job-related strain such as emotional exhaustion. Employee envy is also a type of strain, but it is not confirmed in this study.

5.6 Research Question 6

Do job strain and employee greed mediate the relationship of person-environment misfit and workplace deviance among employees working in banks of Pakistan?

5.6.1 Summary of Results

To answer the research question no 6, eight hypotheses, H_{14} , H_{15} , H_{17} , H_{18} , H_{20} , H_{21} , H_{23} and H_{24} are formulated and tested. According to expectations, results confirm the hypothesized mediation effects of job strain and employee greed in H_{14} , H_{15} , H_{17} , H_{18} , H_{20} , and H_{21} . While the hypothesis H_{24} is rejected, due to insufficient evidence for the mediating role of job strain and employee greed. Moreover, the hypothesis, H_{23} is partially accepted (see table 4.10, 4.11, 4.13, 4.14, 4.16, 4.17, 4.19, and 4.20 respectively).

5.6.2 Discussion

The results of the study indicated that the job strain and employee greed are the significant mediators in the relationship between person-environment misfit and workplace deviance. Two traditions of person-environment misfit (subjective value incongruence and psychological need un-fulfillment) in the prediction of workplace deviance (two dimensions: serious workplace deviance and minor workplace deviance) are examined through job strain (two dimensions: cognitive strain and emotional strain) and employee greed. The results provide the support to the existing literature on the above-mentioned relationships.

Findings of the study best explained the workplace deviance, both, minor and serious workplace deviance by person-environment fit (both traditions, psychological need fulfillment, and subjective value incongruence) with the mediating mechanisms of job strain (both dimensions, cognitive strain, and emotional strain) and employee greed. Previous studies examined the mediating mechanisms of emotional exhaustion, job satisfaction and organizational commitment in the relationship of person-job fit and workplace deviance, (Mulki et al., 2006) and found that person-job fit, emotional exhaustion, job and job satisfaction are the significant predictor of the deviance. In the current study the only focus is on misfit, so the positive significant relationships are expected, and statistical results confirmed

them. In the other studies when studying the fit the researcher found the negative significant relationship of fit with deviance. In this way, the current study is providing the support to the literature.

This study is the first study in examining the two newly developed dimensions of workplace deviance, minor and serious workplace deviance and found that the cognitive strain has the stronger relationship with minor workplace deviance and emotional strain has the stronger relationship with serious deviance. While the subjective value incongruence has the stronger relation with serious deviance and psychological need fulfillment has the stronger relationship with minor workplace deviance. This is informed by this study, that the values incongruence is the driver for emotional strain and this emotional strain leads to serious workplace deviance. While the psychological need un-fulfillment has the stronger significant driver for the cognitive strain and minor workplace deviance. This shows that employees indulge in serious deviance mostly due to value incongruence and emotional strain, and in minor workplace deviance due to need un-fulfillment and cognitive strain.

5.7 Research Question 07

Does self-monitoring moderate the relationship between job strain, employee greed, envy and workplace deviance?

5.7.1 Summary of Results

To answer the research question no 7, five hypotheses, **H₂₅**, **H₂₆**, **H₂₇**, **H₂₈** and **H₂₉** are formulated and tested. The statistical results confirm the hypothesized moderated effects of self-monitoring in **H₂₅**, **H₂₇** and **H₂₈**, but the hypothesis **H₂₆** and **H₂₉** are rejected, due to insufficient evidence for the moderating role of self-monitoring (see table [4.21](#), [4.22](#), [4.23](#), [4.24](#), and [4.25](#) respectively).

5.7.2 Discussion

Interaction effect of self-monitoring and cognitive strain are found negatively significant in the prediction of employee greed. This depicts, self-monitoring is moderating the relationship of cognitive strain and employee greed with dumping effect. More specifically, high self-monitoring weakens the relationship between cognitive strain and employee greed. This is because self-monitoring can influence the cognitive processes of a human. These results are providing the support to the contextual anomie and strain theory (CAST), presented by [Robinson and Murphy \(2009\)](#); [Robinson and Rogers \(2018\)](#). The theory said that the employee's greed is promoted by the contextual factors and this greed promotes the deviance, but this relationship is moderated by the individual personality characteristics and social and personal control. In the same way current study confirm this notion of the said theory, because the self-monitoring is a type of personality dimension and personal control ([Ghanizadeh, 2017](#); [Monson and Snyder, 1977](#); [Snyder, 1974](#); [Snyder and Cantor, 1980](#); [Wilmot et al., 2017](#)).

In the relationship of emotional strain and employee greed, the interaction effect of self-monitoring is not significant, this is because the emotions are difficult to control these results are congruent with the other studies of emotions and self-monitoring. [Bono and Vey \(2007\)](#) conducted a study on emotional labor, extroversion, neuroticism, and self-monitoring and found that the self-monitoring is not playing a moderating role in the emotional performance.

In the prediction of employee envy from employee greed, the interaction effect of self-monitoring is positively significant. It means self-monitoring is playing an enhancing effect in the relationship between employee greed and employee envy. These results are also consistent with the existing literature of self-monitoring. [Parks and Mount \(2005\)](#) conducted a study on the self-monitoring with counterproductive work behaviors and found that there is a positive significant relationship between self-monitoring and counterproductive work behaviors. [Smith et al. \(2018a\)](#) recently conducted a review and suggest an agenda for future research, suggesting exploring the "downside of bright traits". Their main suggestions are to examine the bright side personality traits to find out their downside. The

findings of this study are based on this agenda, the bright side of personality (self-monitoring) in the prediction of negative organizational outcomes (employee envy).

Moreover, the moderating role of Self-Monitoring on the relationship of employee greed and serious workplace deviance is further examined and it is found that self-monitoring is playing an enhancing moderating role on the relationship of employee greed and serious workplace deviance. This mean high self-monitors are more prone to indulge in the serious workplace deviance. This is the dark side of the self-monitors, and this finding is also consistent with the existing literature [Smith et al. \(2018a,b\)](#).

Moreover, the moderating role of Self-Monitoring on the relationship of employee greed and minor workplace deviance is further examined and it is found that self-monitoring is not playing a moderating role on the relationship of employee greed and minor workplace deviance. This mean high self-monitoring along with greed cannot control the employee to indulge in the minor workplace deviance. This is finding is aligned with the traditional literature of self-monitoring.

5.8 Conclusion

The current study fosters our understanding on the role of a person-environment misfit in promoting the job strain and employee greed. Moreover, the results of this study inform how person-environment misfit foster employee envy and workplace deviance, through job strain and employee greed in banking sector employees. Furthermore, the moderating role of self-monitoring is examined.

This study examines two traditions of the person-environment misfit (subjective value incongruence and psychological needs un-fulfillment). The results show that the subjective value incongruence tradition of person-environment misfit is not a significant predictor of employee envy, in the presence of emotional strain and greed. But, the subjective value incongruence is a significant predictor of employee envy, in the presence of cognitive strain and greed. Moreover, the relationship of subjective value incongruence with minor workplace deviance is significant

through the cognitive strain and employee greed. Moreover, the strength of the relationship between value incongruence and minor workplace deviance remains significant through emotional strain and employee greed. Furthermore, the relationship of subjective value incongruence with serious workplace deviance is significant through the cognitive strain and employee greed. But, the strength of the relationship between value incongruence and serious workplace deviance becomes stronger through emotional strain and employee greed.

The psychological need un-fulfillment tradition of person-environment misfit is a significant predictor of employee envy, through cognitive strain and greed, but the relationship becomes insignificant through emotional strain and greed. The relationship of psychological need un-fulfillment with minor workplace deviance is significant through the cognitive strain and employee greed. But the relationship between psychological need un-fulfillment and minor workplace deviance becomes insignificant through emotional strain and employee greed. The relationship of psychological need un-fulfillment with serious workplace deviance is significant through the cognitive strain and employee greed. But, the relationship between value incongruence and serious workplace deviance becomes insignificant through emotional strain and employee greed.

The results of the study also show that in the relationship of cognitive strain and employee greed self-monitoring is playing dumping effect. This means that self-monitoring is weakening the relationship between cognitive strain and employee greed. While in the relationship of emotional strain and greed the self-monitoring is not a significant moderator. Surprisingly the results of the study show that, in the relationship between employee greed and envy, self-monitoring is enhancing the relationship. Moreover, in the relationship between employee greed and minor workplace deviance, self-monitoring has no significant effect. The other astonishing findings of this study show that in the relationship between employee greed and serious workplace deviance, self-monitoring has the enhancing effect. These findings clearly show the dark side of the self-monitors.

5.9 Implications

5.9.1 Academic Implications

Results of the study show that the misfit either in values or needs causes the negative tendencies or behaviors in the bank's employees. This study not only contribute in person-environment theory by examining the unexplored outcome of greed, but also this study tested the contextual anomie and strain theory (CAST) empirically. Parsimoniously this study has the following theoretical implications.

- The study appraises the person-environment fit theory along with both aspects of job strain (emotional and cognitive strain) and employee greed. Moreover, in the predicting the outcomes of misfit, this study examines negative tendencies (Employee Greed and Employee Envy) and behaviors (workplace behaviors).
- This study provides evidence for the working mechanisms of cognitive and emotional strain with a novel ocular of misfit and greed.
- contextual anomie and strain theory (CAST) is a newly developed theory of organizational deviance (Robinson and Rogers, 2018). This study empirically tested the theory in Pakistan context.
- In the literature of workplace deviance, this study provides a novel implication. In examining the underlying structure of the workplace deviance, two distinct dimensions were found and named as minor and serious workplace deviance in exploratory and confirmatory factor analysis. The study then moves forward on these newly found dimensions of minor and serious workplace deviance. Thus, from now the researchers of workplace deviance can examine the concept with these two dimensions.
- In the literature of workplace deviance, this study provides new insights, by explaining the workplace deviance mechanisms with a new lens of minor and serious workplace deviance.

- Greed is one of some concepts which are old but not empirically examined in the literature, this study not only examines the greed in organizational context but also develop a questionnaire for employee greed to use for further studies.

5.9.2 Managerial Implications

The findings of the study suggest that the person-environment misfit, cause many negative outcomes, such as cognition and emotional strain, greedy and envious dispositions, and workplace deviance. These findings have applications for human resource manager and industrial psychologist. They should create such interventions, by which person-environment fit can be achieved and the negative outcomes can be avoided. Furthermore, the study has the following implication.

1. This study has found that value incongruence and need un-fulfillment approaches of misfit can harm organizations in terms of deviant behaviors of the employees. The cost of deviant behaviors is unbearable for the organizations. Thus, the human resource managers should promote value congruence and need fulfillment in their organizations by which workplace deviance can be minimized.
2. The mediating role of the greed is found noteworthy in promoting the envy and minor workplace deviance, due to need unfulfillment. While due to value incongruence greed is playing a role in serious workplace deviance. These negative outcomes of greed can be minimized by promoting the fit in the organizations.
3. The PE misfit perspective of this study should be utilized during the recruitment and selection of the organizations so that the employees who have aligned values and needs should be entered in the organizations (as suggested by [\(Van Vianen, 2017\)](#)).
4. Comprehending the causes of employee envy can help human resource practitioners to understand the mechanism of such negative emotions. In the

banking sector of Pakistan, employee envy is causing due to need unfulfillment, not due to value congruence. Thereby, the organizations should focus on need fulfillment to reduce the envy in their work groups.

5. Person-environment misfit can cause job strain and due to this employees indulge in greed, envy, and workplace deviance. Thus, the managers should promote person-environment fit to overcome job strain in the employees.

5.10 Limitations

Despite the facts, this study has significance not only on a scholarly basis but also on practice level. But the study is not free of limitations, which are addressed in the subsequent some sentences. Firstly, this study collected data on a variable on just one point of time the future studies should focus on longitudinal data.

Secondly, this study measures the variables on the scales which were in English, due to this the respondents feel difficulty to understand the nature of the questions. Future studies may translate the scales into Urdu to collect the data from Pakistan.

Thirdly, this study is constrained with time and resource bound and used non-probability sampling design such as the snowball and convenience sampling. But the more sophisticated designs such as probability sampling may be used to further studies of greed so that the findings can be generalized. Fourthly, this study collected data from just one country and generalization of the findings is not possible, thus future studies may collect data from other countries to ensure the generalizability of the findings.

Conclusively, this study used few variables suggested in the contextual anomie and strain theory (CAST) (Robinson and Murphy, 2009; Robinson and Rogers, 2018), further studies might use the other variables proposed by the said theory to comprehensively understand and describe the greed phenomenon.

5.11 Recommendations

This study collected data on some negative tendencies in organizations based on self-reported measures, such as dispositional greed and dispositional envy. This is due to the unavailability of the non-self-reported scales for these dispositions. Further studies should develop the non-self-reported scale for the said dispositions.

In the examination of greed phenomenon, the study found that just person-environment fit is not enough to assess congruence between the person and its surroundings, further studies should focus on the development of Person-Context measures to assess the person-context fit. In this type of fit, the researchers should incorporate the time, family and society level factors should be included in the development of person-context fit theory.

This study developed a self-reported measure of employee greed, more studies are required to test this scale in a different context. Hence the validity and reliability of the scale should be established.

This study explored the two new dimensions (minor and serious deviance) of the supervisor's reported measures of workplace deviance developed by [Stewart et al. \(2009\)](#), these questions are based on the work of [Bennett and Robinson \(2000\)](#). These two dimensions of workplace deviance, minor and serious deviance, are already described by the [Bennett and Robinson \(2000\)](#). Further studies should examine the reliability and validity of the scale explored by this study.

Moreover, the thesis calculated person-environment misfit by using the difference scores. While the Misfit is a perceived phenomenon, there should be perceived person-environment misfit scale. The scale should ask direct questions about the perception of the employees regarding their suitability with the environment.

Bibliography

- Agnew, R. (1992). Foundation for a general strain theory of crime and delinquency*. *Criminology*, 30(1):47–88.
- Agnew, R. (2001). Building on the foundation of general strain theory: Specifying the types of strain most likely to lead to crime and delinquency. *Journal of research in crime and delinquency*, 38(4):319–361.
- Agnew, R. (2007). Pressured into crime: An overview of general strain theory. *PhilPapers*.
- Agnew, R., Piquero, N. L., and Cullen, F. T. (2009). General Strain Theory and White-Collar Crime. In Simpson, S. S. and Weisburd, D., editors, *The Criminology of White-Collar Crime*, pages 35–60. Springer New York, New York, NY.
- Agnew, R., Rebellon, C. J., and Thaxton, S. (2000). A general strain theory approach to families and delinquency. *Families, Crime and Criminal Justice*, Greer L. Fox & Michael L. Benson, eds., JAI Press (2000).
- Allport, G. W. (1937). The personalistic psychology of William Stern. *Journal of Personality*, 5(3):231–246.
- Allport, G. W. (1961). *Pattern and growth in personality*. Pattern and growth in personality. Holt, Reinhart & Winston, Oxford, England.
- Anagnostopoulos, G., editor (2009). *A companion to Aristotle*. Number 42 in Blackwell companions to philosophy. Wiley-Blackwell, Chichester, U.K. ; Malden, MA.

- Ashton, M. C. and Lee, K. (2005). Honesty-humility, the big five, and the five-factor model. *Journal of personality*, 73(5):1321–1354.
- Augustine, S., Watts, W., and Rouse, W. H. D. (1912). *St. Augustine's Confessions: With an English Translation*. William Heinemann.
- Baron, R. M. and Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6):1173–1192.
- Barrick, M. R., Parks, L., and Mount, M. K. (2005). Self-monitoring as a moderator of the relationships between personality traits and performance. *Personnel Psychology*, 58(3):745–767.
- Barsky, A., Thoresen, C. J., Warren, C. R., and Kaplan, S. A. (2004). Modeling negative affectivity and job stress: a contingency-based approach. *Journal of Organizational Behavior*, 25(8):915–936.
- Bartlett, M. S. (1950). Tests of significance in factor analysis. *British Journal of Mathematical and Statistical Psychology*, 3(2):77–85.
- Baumeister, R. F. and Juola Exline, J. (1999). Virtue, personality, and social relations: Self-control as the moral muscle. *Journal of personality*, 67(6):1165–1194.
- Beehr, T. A., Jex, S. M., Stacy, B. A., and Murray, M. A. (2000). Work stressors and coworker support as predictors of individual strain and job performance. *Journal of Organizational Behavior*, 21(4):391–405.
- Bennett, R. J., Marasi, S., and Locklear, L. (2018). Workplace Deviance. In *Oxford Research Encyclopedia of Business and Management*. Oxford University Press.
- Bennett, R. J. and Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of applied psychology*, 85(3):152–174.
- Benson, H. H. (2008). *A companion to Plato*. John Wiley & Sons.

- Bilsky, W. and Schwartz, S. H. (1994). Values and personality. *European journal of personality*, 8(3):163–181.
- Blau, G. J. (1987). Using a person-environment fit model to predict job involvement and organizational commitment. *Journal of Vocational Behavior*, 30(3):240–257.
- Bono, J. E. and Vey, M. A. (2007). Personality and emotional performance: Extraversion, neuroticism, and self-monitoring. *Journal of occupational health psychology*, 12(2):177–189.
- Borchert, D. M. (2006). *Encyclopedia of philosophy*. Thomson Gale/Macmillan Reference USA, Detroit, Mich.
- Bowerman, B. L. and O’connell, R. T. (1990). *Linear statistical models: An applied approach*. Brooks/Cole.
- Brassey, A. and Barber, S., editors (2009). *Greed*. Palgrave Macmillan, Basingstoke [England] ; New York.
- Broidy, L. and Agnew, R. (1997). Gender and crime: A general strain theory perspective. *Journal of research in crime and delinquency*, 34(3):275–306.
- Brown, T. A. (2015). *Confirmatory factor analysis for applied research*. Methodology in the social sciences. The Guilford Press, New York ; London, 2nd edition.
- Burroughs, J. E. and Rindfleisch, A. (2002). Materialism and well-being: A conflicting values perspective. *Journal of Consumer research*, 29(3):348–370.
- Cable, D. M. and Edwards, J. R. (2004). Complementary and supplementary fit: a theoretical and empirical integration. *Journal of Applied Psychology*, 89(5):822–838.
- Caplan, R. D. (1972). *Organizational stress and individual strain: A social-psychological study of risk factors in coronary heart disease among administrators, engineers, and scientists*. PhD thesis, ProQuest Information & Learning.

- Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational behavior*, 31(3):248–267.
- Caplan, R. D. and Harrison, R. v. (1993). Person-Environment Fit Theory: Some History, Recent Developments, and Future Directions. *Journal of Social Issues*, 49(4):253–275.
- Chang, C.-H., Johnson, R. E., and Yang, L.-Q. (2007). Emotional strain and organizational citizenship behaviours: A meta-analysis and review. *Work & Stress*, 21(4):312–332.
- Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of management Review*, 14(3):333–349.
- Chen, B.-B. (2018). An evolutionary life history approach to understanding greed. *Personality and Individual Differences*, 127:74–78.
- Chung, Y. W. (2017). The role of person–organization fit and perceived organizational support in the relationship between workplace ostracism and behavioral outcomes. *Australian Journal of Management*, 42(2):328–349.
- Cieciuch, J., Davidov, E., Vecchione, M., and Schwartz, S. H. (2014). A hierarchical structure of basic human values in a third-order confirmatory factor analysis. *Swiss Journal of Psychology*, 73(3):177–182.
- Cloward, R. A. and Ohlin, L. E. (2013). *Delinquency and Opportunity: A Study of Delinquent Gangs*. Routledge.
- Collier, P. and Hoeffler, A. (2004). Greed and grievance in civil war. *Oxford economic papers*, 56(4):563–595.
- Conway, T. L., Vickers, R. R., and French, J. R. (1992). An application of person-environment fit theory: Perceived versus desired control. *Journal of Social Issues*, 48(2):95–107.

- Cooper, D. R. and Schindler, P. S. (2014). *Business research methods*. The McGraw-Hill/Irwin series in operations and decision sciences business statistics. McGraw-Hill/Irwin, New York, NY, 12th edition.
- Cozzolino, P. J., Sheldon, K. M., Schachtman, T. R., and Meyers, L. S. (2009). Limited time perspective, values, and greed: Imagining a limited future reduces avarice in extrinsic people. *Journal of Research in Personality*, 43(3):399–408.
- Dawson, M. C. and Popoff, R. (2004). Reparations: Justice and greed in Black and White. *Du Bois Review*, 1(01):47–91.
- Day, D. V. and Schleicher, D. J. (2006). Self-monitoring at work: A motive-based perspective. *Journal of Personality*, 74(3):685–714.
- De Cuyper, N., De Witte, H., Vander Elst, T., and Handaja, Y. (2010). Objective Threat of Unemployment and Situational Uncertainty During a Restructuring: Associations with Perceived Job Insecurity and Strain. *Journal of Business and Psychology*, 25(1):75–85.
- Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of management review*, 21(3):619–654.
- Dogan, K. and Vecchio, R. P. (2001). Managing envy and jealousy in the workplace. *Compensation & Benefits Review*, 33(2):57–64.
- Dommen, E. (2011). Calvin's Views on Greed: Calvin's Views on Greed. *The Ecumenical Review*, 63(3):306–311.
- Durkheim, S. and Simpson, G. (2002). *Suicide: a study in sociology*. Routledge, London; New York.
- Edwards, J. R. (1991). *Person-job fit: A conceptual integration, literature review, and methodological critique*. John Wiley & Sons.
- Edwards, J. R. (1995). Alternatives to difference scores as dependent variables in the study of congruence in organizational research. *Organizational Behavior and Human Decision Processes*, 64(3):307–324.

- Edwards, J. R. (1996). An examination of competing versions of the person-environment fit approach to stress. *Academy of management journal*, 39(2):292–339.
- Edwards, J. R. (2007). Latent Variable Modeling in Congruence Research: Current Problems and Future Directions. *Organizational Research Methods*, 12(1):34–62.
- Edwards, J. R. and Bagozzi, R. P. (2000). On the nature and direction of relationships between constructs and measures. *Psychological methods*, 5(2):155.
- Edwards, J. R. and Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3):654–677.
- Edwards, J. R., Cable, D. M., Williamson, I. O., Lambert, L. S., and Shipp, A. J. (2006). The phenomenology of fit: Linking the person and environment to the subjective experience of person-environment fit. *Journal of Applied Psychology*, 91(4):802–827.
- Edwards, J. R., Caplan, R. D., and Van Harrison, R. (1998). Person-environment fit theory. *Theories of organizational stress*, 28(1):67–94.
- Edwards, J. R. and Cooper, C. L. (1990). The person-environment fit approach to stress: recurring problems and some suggested solutions. *Journal of organizational behavior*, 11(4):293–307.
- Edwards, J. R. and Cooper, C. L. (2013). The person-environment fit approach to stress: Recurring problems and some suggested solutions. In *From Stress to Wellbeing Volume 1*, pages 91–108. Springer.
- Edwards, J. R. and Rothbard, N. P. (1999). Work and family stress and well-being: An examination of person-environment fit in the work and family domains. *Organizational behavior and human decision processes*, 77(2):85–129.
- Edwards, J. R. and Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25(1):178–199.

- Edwards, J. R. and Van Harrison, R. (1993). Job demands and worker health: Three-dimensional reexamination of the relationship between person-environment fit and strain. *Journal of Applied Psychology*, 78(4):628–642.
- Eek, D. and Biel, A. (2003). The interplay between greed, efficiency, and fairness in public-goods dilemmas. *Social Justice Research*, 16(3):195–215.
- Ehrhart, K. H. (2006). Job characteristic beliefs and personality as antecedents of subjective person-job fit. *Journal of Business and Psychology*, 21(2):193–226.
- Einstein, A., Seelig, C., Bargmann, S., Unna, I., and Wolff, B. (1954). *Ideas and opinions*. Wings Books New York.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics: and sex and drugs and rock 'n' roll*. MobileStudy. Sage, Los Angeles London New Delhi, 4th edition.
- Folbre, N. (2009). *Greed, lust & gender: a history of economic ideas*. Oxford University Press, Oxford ; New York.
- Freedman, J. L. and Doob, A. N. (1968). *Deviancy: The psychology of being different*. Academic Press.
- French, J. R. and Caplan, R. D. (1972). Organizational stress and individual strain. *The failure of success*, 14(3):30–66.
- French, J. R., Caplan, R. D., and Van Harrison, R. (1982). *The mechanisms of job stress and strain*, volume 7. Chichester [Sussex]; New York: J. Wiley.
- French, J. R., Rodgers, W., and Cobb, S. (1974). Adjustment as person-environment fit. *Coping and adaptation*, pages 316–333.
- French, J. R. P. (1963). The social environment and mental health. *Journal of Social Issues*, 19(4):39–56.
- Frijters, P. (2013). *An economic theory of greed, love, groups, and networks*. Cambridge University Press, Cambridge ; New York.

- Gangestad, S. W. and Snyder, M. (2000). Self-monitoring: Appraisal and reappraisal. *Psychological bulletin*, 126(4):530–548.
- Gati, I., Fassa, N., and Mayer, Y. (1998). An aspect-based approach to person-environment fit: A comparison between the aspect structure derived from characteristics of occupations and that derived from counselees' preferences. *Journal of Vocational Behavior*, 53(1):28–43.
- Gay, L. R., Mills, G. E., and Airasian, P. W. (2012). *Educational research: competencies for analysis and applications*. Pearson, Boston, 10th edition.
- Ghanizadeh, A. (2017). The interplay between reflective thinking, critical thinking, self-monitoring, and academic achievement in higher education. *Higher Education*, 74(1):101–114.
- Graham, J. W. (1986). Principled organizational dissent: A theoretical essay. *Research in organizational behavior*.
- Gupta, N. and Beehr, T. A. (1979). Job stress and employee behaviors. *Organizational behavior and human performance*, 23(3):373–387.
- Hair, J. F., editor (2014). *Multivariate data analysis*. Pearson custom library. Pearson, Harlow, 7th edition.
- Hamman, J. J. (2015). The memory of feeling: Envy and happiness. *Pastoral Psychology*, 64(4):437–452.
- Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., and Zhao, X. (2011). Predictors of individual-level innovation at work: A meta-analysis. *Psychology of Aesthetics, Creativity, and the Arts*, 5(1):90–105.
- Harrington, D. (2009). *Confirmatory factor analysis*. Pocket guides to social work research methods. Oxford University Press, Oxford ; New York.
- Hayes, A. F. (2009). Beyond baron and kenny: Statistical mediation analysis in the new millennium. *Communication monographs*, 76(4):408–420.

- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: a regression-based approach*. Methodology in the social sciences. The Guilford Press, New York, 2nd edition.
- Hilbig, B. E., Zettler, I., and Heydasch, T. (2012). Personality, punishment and public goods: Strategic shifts towards cooperation as a matter of dispositional honesty–humility. *European Journal of Personality*, 26(3):245–254.
- Hoeffler, A. (2011). Greed versus Grievance: A Useful Conceptual Distinction in the Study of Civil War. *Studies in Ethnicity and Nationalism*, 11(2):274–284.
- Hofstede, G. (1980). Motivation, leadership, and organization: do american theories apply abroad? *Organizational dynamics*, 9(1):42–63.
- Hofstede, G. (1993). Cultural constraints in management theories. *Academy of Management Perspectives*, 7(1):81–94.
- Hofstede, G. (1994). Management scientists are human. *Management science*, 40(1):4–13.
- Hofstede, G. (2007). Asian management in the 21st century. *Asia pacific journal of management*, 24(4):411–420.
- Holland, J. L. (1997). *Making vocational choices: A theory of vocational personalities and work environments*. Psychological Assessment Resources.
- House, R. J., Shane, S. A., and Herold, D. M. (1996). Rumors of the death of dispositional research are vastly exaggerated. *Academy of Management Review*, 21(1):203–224.
- Hu, L.-t. and Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1):1–55.
- Hume, D. (2009). *A treatise of human nature being an attempt to introduce the experimental method of reasoning into moral subjects*. Floating Press, [Waiheke Island].

- Imenda, S. (2014). Is There a Conceptual Difference between Theoretical and Conceptual Frameworks? *Journal of Social Science*, 38(2):185–195.
- Judge, T. A. (1994). Person-organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success. *Journal of Vocational behavior*, 44(1):32–54.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1):31–36.
- Kanat-Maymon, Y., Benjamin, M., Stavsky, A., Shoshani, A., and Roth, G. (2015). The role of basic need fulfillment in academic dishonesty: A self-determination theory perspective. *Contemporary Educational Psychology*, 4(3):1–9.
- Kaplan, H. B. (1975). *Self-attitudes and deviant behavior*. Goodyear.
- Kishk, S.-A. a.-H. (1995). *Dealing with Lust and Greed According to Islam*. London: Dar Al Taqawa, Ltd.
- Kline, R. B. (2016). *Principles and practice of structural equation modeling*. Methodology in the social sciences. The Guilford Press, New York London, fourth edition. OCLC: 932562702.
- Kothari, V. B. (2010). *Executive greed: examining business failures that contributed to the economic crisis*. Palgrave Macmillan, New York, NY, 1st edition.
- Krekels, G. and Pandelaere, M. (2015). Dispositional greed. *Personality and Individual Differences*, 74:225–230.
- Kristof-Brown, A. L. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel psychology*, 49(1):1–49.
- Kristof-Brown, A. L., Zimmerman, R. D., and Johnson, E. C. (2005). Consequences of Individuals' fit at Work: A Meta-Analysis of Person-Job, Person–Organization, Person-Group, and Person-Supervisor Fit. *Personnel psychology*, 58(2):281–342.

- Kurt, L. (1936). Principles of topological psychology. *New York-London*.
- Lambie, G. W. and Haugen, J. S. (2019). Understanding greed as a unified construct. *Personality and Individual Differences*, 141:31–39.
- Lamiani, G., Dordoni, P., and Argentero, P. (2018). Value congruence and depressive symptoms among critical care clinicians: The mediating role of moral distress. *Stress and Health*, 34(1):135–142.
- Lauver, K. J. and Kristof-Brown, A. L. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behavior*, 59(3):454–470.
- Lewin, K. (1951). Field theory in social science: selected theoretical papers (Edited by Dorwin Cartwright.).
- Lewin, K., Heider, F. T., and Heider, G. M. (1936). Principles of topological psychology.
- Lian, H., Ferris, D. L., and Brown, D. J. (2012). Does taking the good with the bad make things worse? How abusive supervision and leader-member exchange interact to impact need satisfaction and organizational deviance. *Organizational Behavior and Human Decision Processes*, 117(1):41–52.
- Liao, H., Joshi, A., and Chuang, A. (2004). Sticking out like a sore thumb: Employee dissimilarity and deviance at work. *Personnel Psychology*, 57(4):969–1000.
- Liu, C., Spector, P. E., and Shi, L. (2007). Cross-national job stress: a quantitative and qualitative study. *Journal of Organizational Behavior*, 28(2):209–239.
- Luthans, F. (2011). *Organizational behavior: an evidence-based approach*. McGraw-Hill Irwin, New York, 12th edition.
- Mackey, J. D., Perrewé, P. L., and McAllister, C. P. (2017). Do i fit in? perceptions of organizational fit as a resource in the workplace stress process. *Group & Organization Management*, 42(4):455–486.

- McArthur, M. (2011). *Confucius*. Quercus, London.
- Merton, R. K. (1938). Social structure and anomie. *American sociological review*, 3(5):672–682.
- Merton, R. K. (1968). *Social theory and social structure*. Simon and Schuster.
- Merton, R. K. and Merton, R. C. (1957). Social theory and social structure.
- Messner, S. F. and Rosenfeld, R. (1997). Political restraint of the market and levels of criminal homicide: A cross-national application of institutional-anomie theory. *Social Forces*, 75(4):1393–1416.
- Messner, S. F., Thome, H., and Rosenfeld, R. (2008). Institutions, anomie, and violent crime: Clarifying and elaborating institutional-anomie theory. *International Journal of Conflict and Violence*, 2(2):163–181.
- Milfont, T. L. and Gouveia, V. V. (2009). A capital sin: Dispositional envy and its relations to wellbeing. *Interamerican Journal of Psychology*, 4(3):123–144.
- Mischel, W. (1969). Continuity and change in personality. *American Psychologist*, 24(11):1012–1038.
- Mischel, W. and Shoda, Y. (1995). A cognitive-affective system theory of personality: reconceptualizing situations, dispositions, dynamics, and invariance in personality structure. *Psychological review*, 10(2):246–274.
- Mischel, W., Shoda, Y., and Ayduk, O. (2007). *Introduction to personality: Toward an integrative science of the person*. John Wiley & Sons.
- Mitchell, D. and Project Muse. (2011). *Greed, lust and power, Franciscan strategies for building a more just world: Washington Theological Union Symposium papers 2010*. Franciscan Institute, St. Bonaventure University, St. Bonaventure, N.Y.
- Mohr, G., Müller, A., Rigotti, T., Aycan, Z., and Tschan, F. (2006). The assessment of psychological strain in work contexts. *European Journal of Psychological Assessment*, 22(3):198–206.

- Monson, T. C. and Snyder, M. (1977). Actors, observers, and the attribution process. *Journal of Experimental Social Psychology*, 13(1):89–111.
- Mulki, J. P., Jaramillo, F., and Locander, W. B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference? *Journal of Business Research*, 59(12):1222–1230.
- Mussel, P., Reiter, A. M. F., Osinsky, R., and Hewig, J. (2015). State- and trait-greed, its impact on risky decision-making and underlying neural mechanisms. *Social Neuroscience*, 10(2):126–134.
- Mussel, P., Rodrigues, J., Krumm, S., and Hewig, J. (2018). The convergent validity of five dispositional greed scales. *Personality and Individual Differences*, 1(3):249–253.
- Newhauser, R. (2000). *The early history of greed: The sin of avarice in early medieval thought and literature*. Cambridge University Press.
- Newhauser, R., editor (2007). *The seven deadly sins: from communities to individuals*. Brill, Leiden ; Boston.
- Nikelly, A. (2006). The pathogenesis of greed: causes and consequences. *International Journal of Applied Psychoanalytic Studies*, 3(1):65–78.
- Ninivaggi, F. J. (2010). *Envy theory: perspectives on the psychology of envy*. Rowman & Littlefield Publishers, Lanham, Md.
- Nunnally, J. and Bernstein, I. (1978). Psychometric theory.
- O'Brien, R., Pan, X., Courville, T., Bray, M. A., Breaux, K., Avitia, M., and Choi, D. (2017). Exploratory Factor Analysis of Reading, Spelling, and Math Errors. *Journal of Psychoeducational Assessment*, 35(1-2):7–23.
- Oh, I.-S., Charlier, S. D., Mount, M. K., and Berry, C. M. (2014). The two faces of high self-monitors: Chameleonic moderating effects of self-monitoring on the relationships between personality traits and counterproductive work behaviors. *Journal of Organizational Behavior*, 35(1):92–111.

- Oh, I.-S., Lee, K., Ashton, M. C., and de Vries, R. E. (2011). Are dishonest extraverts more harmful than dishonest introverts? the interaction effects of honesty-humility and extraversion in predicting workplace deviance. *Applied psychology*, 60(3):496–516.
- Oka, R. and Kuijt, I. (2014). Greed Is Bad, Neutral, and Good: A Historical Perspective on Excessive Accumulation and Consumption. *Economic Anthropology*, 1(1):30–48.
- O'Reilly, C. A., Chatman, J., and Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management journal*, 34(3):487–516.
- Parks, L. and Mount, M. K. (2005). The Dark Side of Self-Monitoring: Engaging in Counterproductive Behaviors at Work. In *Academy of Management Proceedings*, volume 2005, pages 11–16. Academy of Management Briarcliff Manor, NY 10510.
- Peng, S., Pandey, S., and Pandey, S. K. (2015). Is There a Nonprofit Advantage? Examining the Impact of Institutional Context on Individual-Organizational Value Congruence. *Public Administration Review*, 75(4):585–596.
- Pervin, L. A. (1967). Satisfaction and perceived self-environment similarity: a semantic differential study of student-college interaction. *Journal of Personality*, 35(4):623–634.
- Pervin, L. A. (1968). Performance and satisfaction as a function of individual-environment fit. *Psychological bulletin*, 69(1):56.
- Pervin, L. A. (1987). Person-environment congruence in the light of the person-situation controversy. *Journal of Vocational Behavior*, 31(3):222–230.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., and Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5):879–903.

- Quinn, R. W., Spreitzer, G. M., and Lam, C. F. (2012). Building a Sustainable Model of Human Energy in Organizations: Exploring the Critical Role of Resources. *The Academy of Management Annals*, 6(1):337–396.
- Rahula, W. (2007). *What the Buddha taught: Revised and expanded edition with texts from Suttas and Dhammapada*. Grove/Atlantic, Inc.
- Regan, P. M. (2005). Greed, Grievance, and Mobilization in Civil Wars. *Journal of Conflict Resolution*, 49(3):319–336.
- Reio, T. G. and Shuck, B. (2015). Exploratory Factor Analysis: Implications for Theory, Research, and Practice. *Advances in Developing Human Resources*, 17(1):12–25.
- Robbins, S. P. and Coulter, M. K. (2012). *Management*. Prentice Hall, Boston, 11th edition.
- Robertson, A. F. (2001). *Greed: gut feelings, growth, and history*. Polity Press ; Blackwell Publishers, Cambridge, UK ; Oxford, UK ; Malden, MA.
- Robinson, M. and Murphy, D. (2009). *Greed is good maximization and elite deviance in America*. Rowman & Littlefield Publishers, Lanham, Md.
- Robinson, M. and Rogers, J. (2018). Applying contextual anomie and strain theory to recent acts of corporate deviance. *Journal of Theoretical & Philosophical Criminology*, 10(2):71–95.
- Robinson, S. L. and Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, 38(2):555–572.
- Robinson, S. L. and Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. *Journal of Organizational Behavior (1986-1998)*, page 1.
- Rokeach, M. (1973). *The nature of human values*. Free press New York.

- Rounds, J. B., Dawis, R., and Lofquist, L. H. (1987). Measurement of person-environment fit and prediction of satisfaction in the theory of work adjustment. *Journal of Vocational Behavior*, 31(3):297–318.
- Ruvio, A. A., Shoham, A., Vigoda-Gadot, E., and Schwabsky, N. (2014). Organizational Innovativeness: Construct Development and Cross-Cultural Validation: Organizational Innovativeness. *Journal of Product Innovation Management*, 31(5):1004–1022.
- Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research methods for business students*. Prentice Hall, New York, 5th edition.
- Saunders, M. N. K., Lewis, P., and Thornhill, A. (2012). *Research methods for business students*. Pearson, Harlow, England ; New York, 6th edition.
- Schermerhorn, J. R., editor (2010). *Organizational behavior*. Wiley, Hoboken, NJ, 11th edition.
- Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. *Advances in experimental social psychology*, 25(1):1–65.
- Schwartz, S. H. (1994). Are there universal aspects in the structure and contents of human values? *Journal of social issues*, 50(4):19–45.
- Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values. *Online Readings in Psychology and Culture*, 2(1):199–218.
- Schwartz, S. H. and Sagiv, L. (1995). Identifying culture-specifics in the content and structure of values. *Journal of cross-cultural psychology*, 26(1):92–116.
- Sekaran, U. (2003). *Research methods for business: a skill-building approach*. John Wiley & Sons, New York, 4th edition.
- Sekaran, U. and Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons, 6th edition.

- Sekiguchi, T. (2007). A contingency perspective of the importance of PJ fit and PO fit in employee selection. *Journal of Managerial Psychology*, 22(2):118–131.
- Seuntjens, T. G., Zeelenberg, M., Breugelmans, S. M., and Van de Ven, N. (2014). Defining greed. *British Journal of Psychology*, 106(3):505–525.
- Seuntjens, T. G., Zeelenberg, M., Van de Ven, N., and Breugelmans, S. M. (2015). Dispositional greed. *Journal of Personality and Social Psychology*, 108(6):917.
- Seuntjens, T. G., Zeelenberg, M., van de Ven, N., and Breugelmans, S. M. (2019). Greedy bastards: Testing the relationship between wanting more and unethical behavior. *Personality and Individual Differences*, 138:147–156.
- Smith, A. and Nicholson, J. S. (1887). *An inquiry into the nature and causes of the Wealth of Nations...* T. Nelson and Sons.
- Smith, M. B., Hill, A. D., Wallace, J. C., Recendes, T., and Judge, T. A. (2018a). Upsides to Dark and Downsides to Bright Personality: A Multidomain Review and Future Research Agenda. *Journal of Management*, 44(1):191–217.
- Smith, M. B., Hill, A. D., Wallace, J. C., Recendes, T., and Judge, T. A. (2018b). Upsides to Dark and Downsides to Bright Personality: A Multidomain Review and Future Research Agenda. *Journal of Management*, 44(1):191–217.
- Smith, R. H. and Kim, S. H. (2007). Comprehending envy. *Psychological Bulletin*, 133(1):46–64.
- Smith, R. H., Parrott, W. G., Diener, E. F., Hoyle, R. H., and Kim, S. H. (1999). Dispositional envy. *Personality and Social Psychology Bulletin*, 25(8):1007–1020.
- Smith, R. H., Parrott, W. G., Ozer, D., and Moniz, A. (1994). Subjective injustice and inferiority as predictors of hostile and depressive feelings in envy. *Personality and Social Psychology Bulletin*, 20(6):705–711.
- Snyder, M. (1974). Self-monitoring of expressive behavior. *Journal of Personality and Social Psychology*, 30(4):526–537.

- Snyder, M. (1987). *Public appearances, Private realities: The psychology of self-monitoring*. WH Freeman/Times Books/Henry Holt & Co.
- Snyder, M. and Cantor, N. (1980). Thinking about ourselves and others: Self-monitoring and social knowledge. *Journal of Personality and Social Psychology*, 39(2):222–234.
- Snyder, M. and Gangestad, S. (1986). On the nature of self-monitoring: Matters of assessment, matters of validity. *Journal of personality and social psychology*, 51(1):125–153.
- Snyder, M. and Simpson, J. A. (1984). Self-monitoring and dating relationships. *Journal of Personality and Social Psychology*, 47(6):1281–1304.
- Somers, M. J. (2001). Ethical codes of conduct and organizational context: A study of the relationship between codes of conduct, employee behavior and organizational values. *Journal of Business Ethics*, 30(2):185–195.
- Stewart, S. M., Bing, M. N., Davison, H. K., Woehr, D. J., and McIntyre, M. D. (2009). In the eyes of the beholder: A non-self-report measure of workplace deviance. *Journal of Applied Psychology*, 94(1):207–221.
- Su, R., Murdock, C., and Rounds, J. (2015). Person-environment fit. *APA handbook of career intervention*, 1(1):81–98.
- Takacs Haynes, K., Campbell, J. T., and Hitt, M. A. (2017). When More Is Not Enough: Executive Greed and Its Influence on Shareholder Wealth. *Journal of Management*, 43(2):555–584.
- Taylor, M. H. (2011). On Greed: Toward a Concrete and Contemporary Guidance for Christians: On Greed. *The Ecumenical Review*, 63(3):295–305.
- Taylor Frederick, W. (1911). The principles of scientific management. *New York & London: Harper Brothers*.
- Thaxton, S. and Agnew, R. (2018). When criminal coping is likely: An examination of conditioning effects in general strain theory. *Journal of quantitative criminology*, 34(4):887–920.

- Tickle, P. (2004). *Greed: the seven deadly sins*. New York Public Library : Oxford University Press, New York.
- Turnley, W. H. and Bolino, M. C. (2001). Achieving desired images while avoiding undesired images: exploring the role of self-monitoring in impression management. *Journal of applied psychology*, 86(2):351–376.
- Van de Ven, N. and Zeelenberg, M. (2015). On the counterfactual nature of envy: ”it could have been me”. *Cognition and Emotion*, 29(6):954–971.
- Van Vianen, A. E. (2017). A review of person-environment fit research: Prospects for personnel selection. *The blackwell handbook of personnel selection*, pages 419–439.
- Vandenberghe, C. and Peiro, J. M. (1999). Organizational and Individual Values: Their Main and Combined Effects on Work Attitudes and Perceptions. *European Journal of Work and Organizational Psychology*, 8(4):569–581.
- Vecchio, R. (2005). Explorations in employee envy: Feeling envious and feeling envied. *Cognition & Emotion*, 19(1):69–81.
- Vecchio, R. P. (1997a). Categorizing coping responses for envy: A multidimensional analysis of workplace perceptions. *Psychological reports*, 81(1):137–138.
- Vecchio, R. P. (1997b). *It's not easy being green: Jealousy and envy in the workplace*. University of Notre Dame Press.
- Vecchio, R. P. (2000). Negative emotion in the workplace: Employee jealousy and envy. *International Journal of Stress Management*, 7(3):161–179.
- Verquer, M. L., Beehr, T. A., and Wagner, S. H. (2003). A meta-analysis of relations between person-organization fit and work attitudes. *Journal of vocational behavior*, 63(3):473–489.
- Veselka, L., Giammarco, E. A., and Vernon, P. A. (2014). The Dark Triad and the seven deadly sins. *Personality and Individual Differences*, 7(6):75–80.

- Vidaillet, B. (2008). *Workplace envy*. Palgrave Macmillan, Basingstoke, UK; New York.
- Wang, L., Malhotra, D., Murnighan, J. K., and , f. (2011). Economics Education and Greed. *Academy of Management Learning & Education*, 10(4):643–660.
- Wang, L. and Murnighan, J. K. (2011). On Greed. *The Academy of Management Annals*, 5(1):279–316.
- Watkins, M. W. (2018). Exploratory factor analysis: A guide to best practice. *Journal of Black Psychology*, 44(3):219–246.
- Wight, J. B. (2005). Adam smith and greed. *Journal of Private Enterprise*, 21(1):46–83.
- Wilke, H. A. (1991). Greed, efficiency and fairness in resource management situations. *European review of social psychology*, 2(1):165–187.
- Wilmot, M. P., Kostal, J. W., Stillwell, D., and Kosinski, M. (2017). Using Item Response Theory to Develop Measures of Acquisitive and Protective Self-Monitoring From the Original Self-Monitoring Scale. *Assessment*, 24(5):677–691.
- Yüksel, E., Al-Shaiban, L. S., and Schulte-Nafeh, M. (2007). *Quran: A Reformist Translation*. Aqoach Yayıncılık.
- Zafar, A. (2018). Private bank employee caught transferring dam donations to anonymous account. *Pakistan Today*.
- Zhang, M., Yan, F., Wang, W., and Li, G. (2017). Is the effect of person-organization fit on turnover intention mediated by job satisfaction: A survey of community health workers in China. *BMJ open*, 7(2):1–8.

Appendices

Appendix A

Employee Reported Questionnaire

Assalam-O-Alaikum

Dear Respondent,

I am a PhD scholar at Capital University of Science and Technology, Islamabad campus. I am gathering data for my dissertation. The main objective of my study is to analyze Employee Greed in banking sector of Pakistan. This questionnaire will take your 15-20 minutes to answer. The valuable information provided by you will help to understand the phenomena of employee greed in a unique cultural setting of Pakistan. I assure you that data will be strictly kept confidential and will only be used for academic purposes.

Thanking in anticipation.

Sincerely,

Qlander Hayat

PhD Scholar

Department of Management Sciences,
Capital University of Science and Technology,
Islamabad

For Researcher Use Only:

Questionnaire No:

Employee Name:

Bank and Branch:

Phone No of Branch:

City:

Resource Person:

Part 1																		
Variables		Individual Values				Organizational Values				Psychological Needs		Organizational Supplies						
No	Dimensions	Questions	How important is this to you?				How important is this at your organization?				How much is the right amount required for you?		How much is present in your work?					
			Not important at all	Not important	Moderately Important	Important	Extremely important	Not important at all	Not important	Moderately Important	Important	Extremely important	None	Some amount	Quite a bit amount	Great amount	A very great amount	
1.1	Altruism	Making the world a better place																
1.2	(Selflessness)	Being of service to society																
1.3		Contributing to humanity																
1.4	Relations with others	Forming relationships with coworkers																
1.5		Getting to know your fellow workers quite well																
1.6		Developing close ties with coworkers																
1.7	Pay	Salary level																
1.8		Total compensation																
1.9		The amount of pay																
1.10	Prestige	Gaining respect																
1.11		Obtaining status																
1.12		Being looked up to by others																
1.13	Security	Being certain of keeping my job																
1.14		Being sure I will always have a job																
1.15		Being certain my job will last																
1.16	Authority	Distinct reporting relationships																
1.17		A clear chain of command																
1.18		Definite lines of authority																
1.19	Variety	Doing a variety of things																
1.20		Doing something different every day																
1.21		Doing many different things on the job																
1.22	Autonomy	Doing my work in my own way																
1.23		Determining the way my work is done																
1.24		Making my own decisions																

Part 1.2						
2	Job Strain	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.1	I have difficulty relaxing after work.					
2.2	Even at home I often think of my problems at work.					
2.3	Even on my vacations I think about my problems at work.					
2.4	I get grumpy (in bad mood) when others approach me.					
2.5	From time to time I feel like a bundle of nerves.					
2.6	I anger quickly.					
2.7	I get irritated easily, although I don't want this to happen.					
2.8	When I come home tired after work, I feel rather irritable.					
3	Employee Greed					
3.1	No matter how much I am offered the benefits, rewards and resources, financial and others by the organization, I always want more.					
3.2	One can never have enough.					
3.3	Even when I am given due benefits, rewards, and resources, financial and others, I often seek more from the organization.					
3.4	The pursuit of more and better is an important goal in life for me.					
3.5	A simple basic life is sufficient for me					
3.6	I am easily satisfied with what I've gotten from my organization					
4	Envy					
4.1	I feel envy every day.					
4.2	The bitter truth is that I generally feel inferior to others.					
4.3	Feelings of envy constantly torment me.					
4.4	It is so frustrating to see some people succeed so easily.					
4.5	No matter what I do, envy always plagues me.					
4.6	I am troubled by feelings of inadequacy.					
4.7	It somehow doesn't seem fair that some people seem to have all the talent.					
4.8	Frankly, the success of my neighbors makes me resent them.					

Part 1.3						
5	Self-Monitoring	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	I can make impromptu (not planned) speeches even on topics about which I have almost no information.					
5.2	I guess I put on a show to impress or entertain others.					
5.3	I would probably make a good actor.					
5.4	In different situations and with different people, I often act like very different persons.					
5.5	I'm not always the person I appear to be.					
5.6	I have considered being an entertainer.					
5.7	I can look anyone in the eye and tell a lie with a straight face (if for a right end).					
5.8	I may deceive people by being friendly when I really dislike them.					

Some questions about your demographics.

Part 1.4						
6	Demographical Information					
6.1	Gender	Male			Female	
6.2	Age (Years)	25 --- 30	30.1 --- 35	35.1 --- 40	40.1--- 45	Above 45
6.3	Qualification	12 years	14 years	16 years	18 years	PhD
6.4	Monthly Pay	Less than 30000	30,001-40,000	40001-50,000	50,001-60000	60,001-70,000
		70,001-80,000	80,001-90,000	90,001-100,000	100,001-110,000	110,001 or Above

Good Luck

Appendix B

Boss Reported Questionnaire

Assalam-O-Alaikum

Dear Respondent,

I am a PhD scholar at Capital University of Science and Technology, Islamabad. I am gathering data for my dissertation. The main objective of my study is to analyze greed in banking sector of Pakistan. This questionnaire will take your 15-20 minutes to answer. The valuable information provided by you will help to understand the phenomena of greed in a unique cultural setting of Pakistan. I assure you that data will be strictly kept confidential and will only be used for academic purposes. Thanks in anticipation!

Qlander Hayat

Ph.D. Candidate

Department of Management Science,

Capital University of Science and Technology, Islamabad.

Demographic Questions

Part 1						
Demographical Information						
4.1	Your Gender	Male			Female	
4.2	Your Age (Years)	25 --- 30	30.1 --- 35	35.1 --- 40	40.1--- 45	Above 45
4.3	Your Qualification	12 years	14 years	16 years	18 years	PhD
4.4	Your Monthly Pay	Less than 30000	30,001- 40,000	40001- 50,000	50,001- 60000	60,001- 70,000
		70,001- 80,000	80,001- 90,000	90,001- 100,000	100,001- 110,000	110,001 or Above

The following questions (Part 2) are regarding the employee under your supervision or control.

Name of the employee (Target) _____

Part 2		Workplace Deviance				
Just indicated the frequency with which you have personally witnessed the target engage in deviant behaviors within the last year.		Never	Rarely	Sometimes	Very Often	Always
3.1	Put little effort into their work.					
3.2	Intentionally worked slower than they could have worked.					
3.3	Spent too much time fantasizing or daydreaming instead of working.					
3.4	Taken an additional or a longer break than is acceptable at their workplace.					
3.5	Left their work for someone else to finish.					
3.6	Worked on a personal matter instead of work for organization.					
3.7	Came in late to work without permission.					
3.8	Took property from work without permission.					
3.9	Used an illegal drug or consumed alcohol on the job.					
3.10	Falsified a receipt to get reimbursed for more money than they spent on business expenses.					
3.11	Said something hurtful to someone at work.					
3.12	Acted rudely toward someone at work.					
3.13	Lost their temper while at work.					
3.14	Made fun of someone at work.					

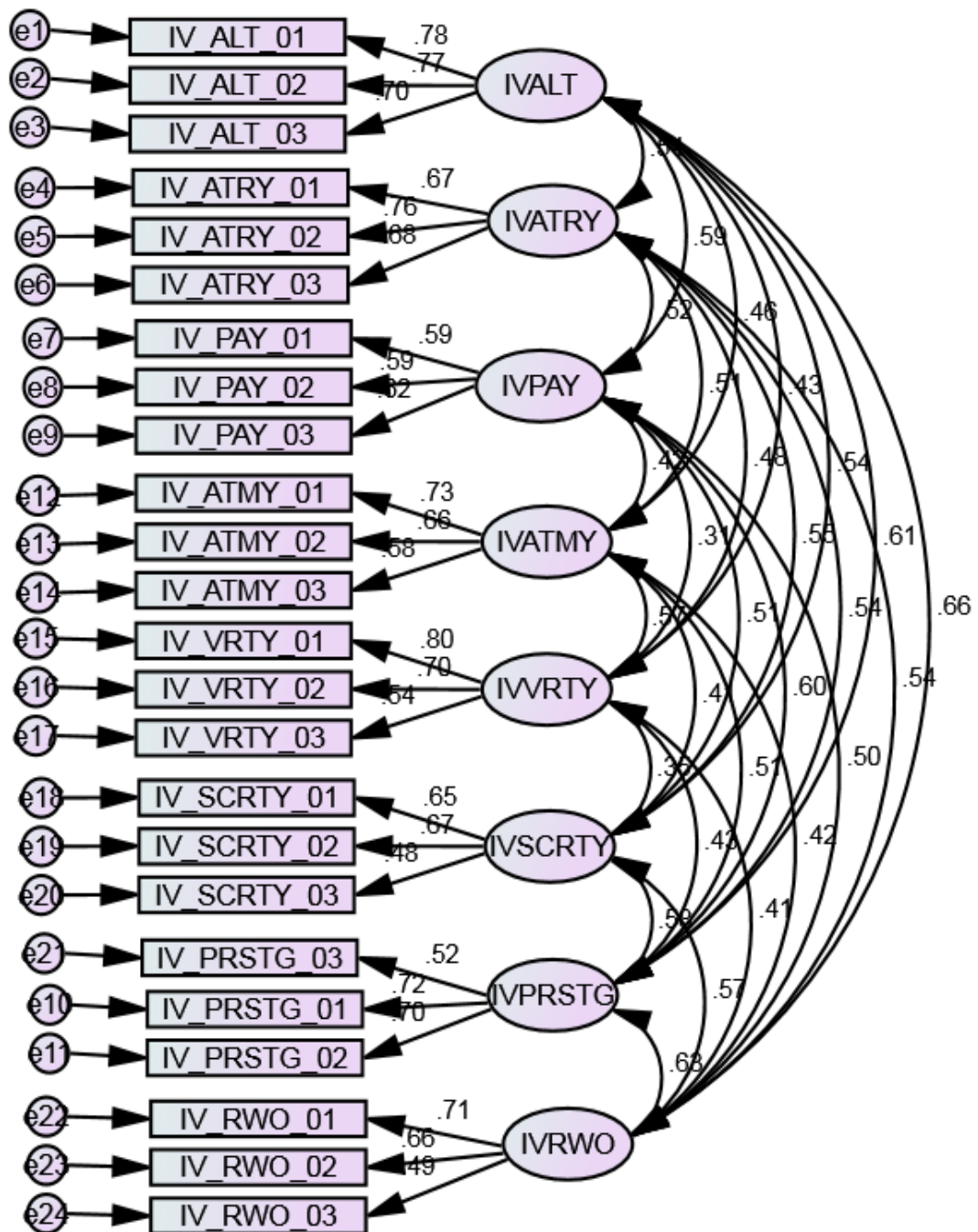
Appendix C

Measurement Models

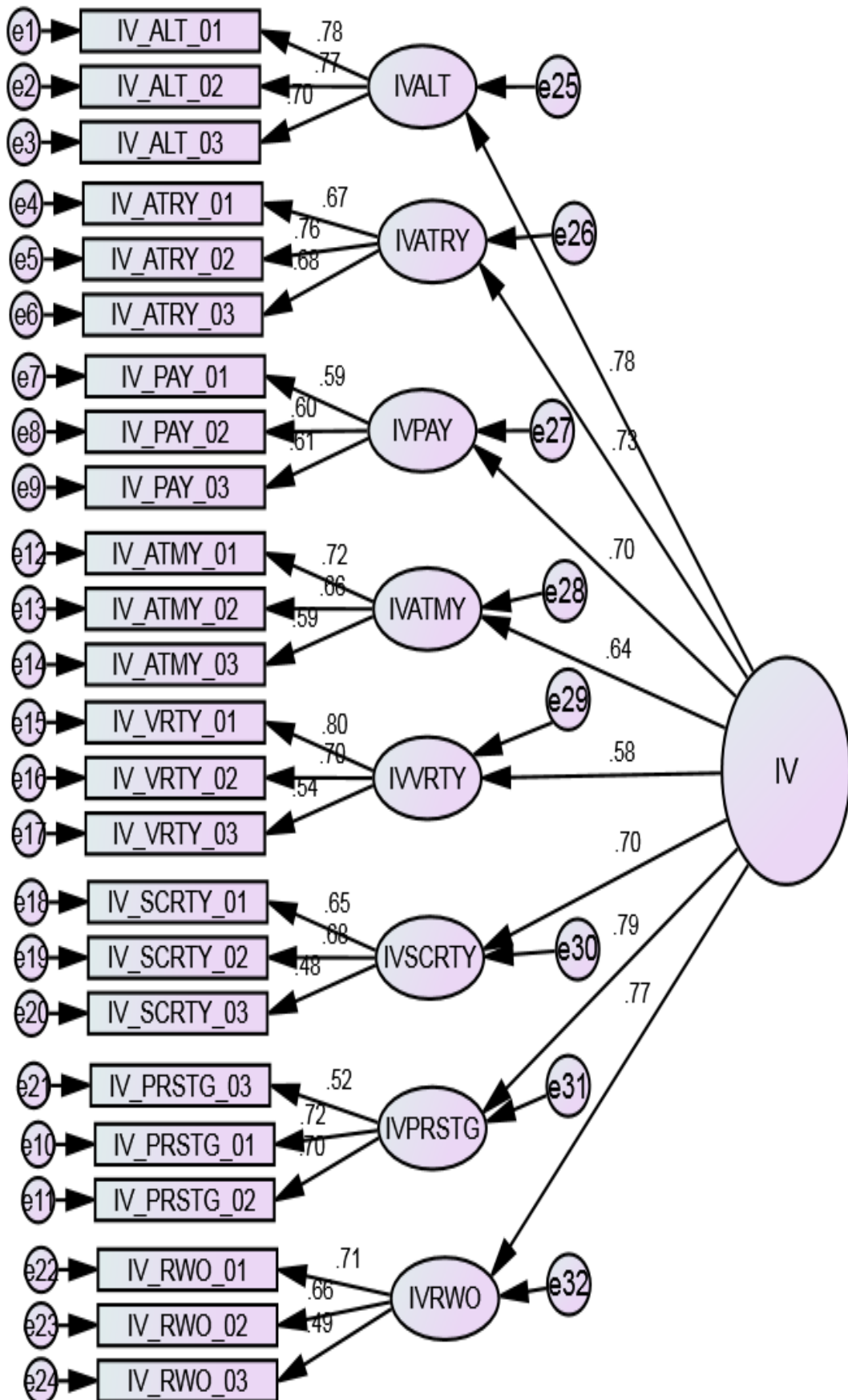
Individual Measurement Models

First Order Measurement Models

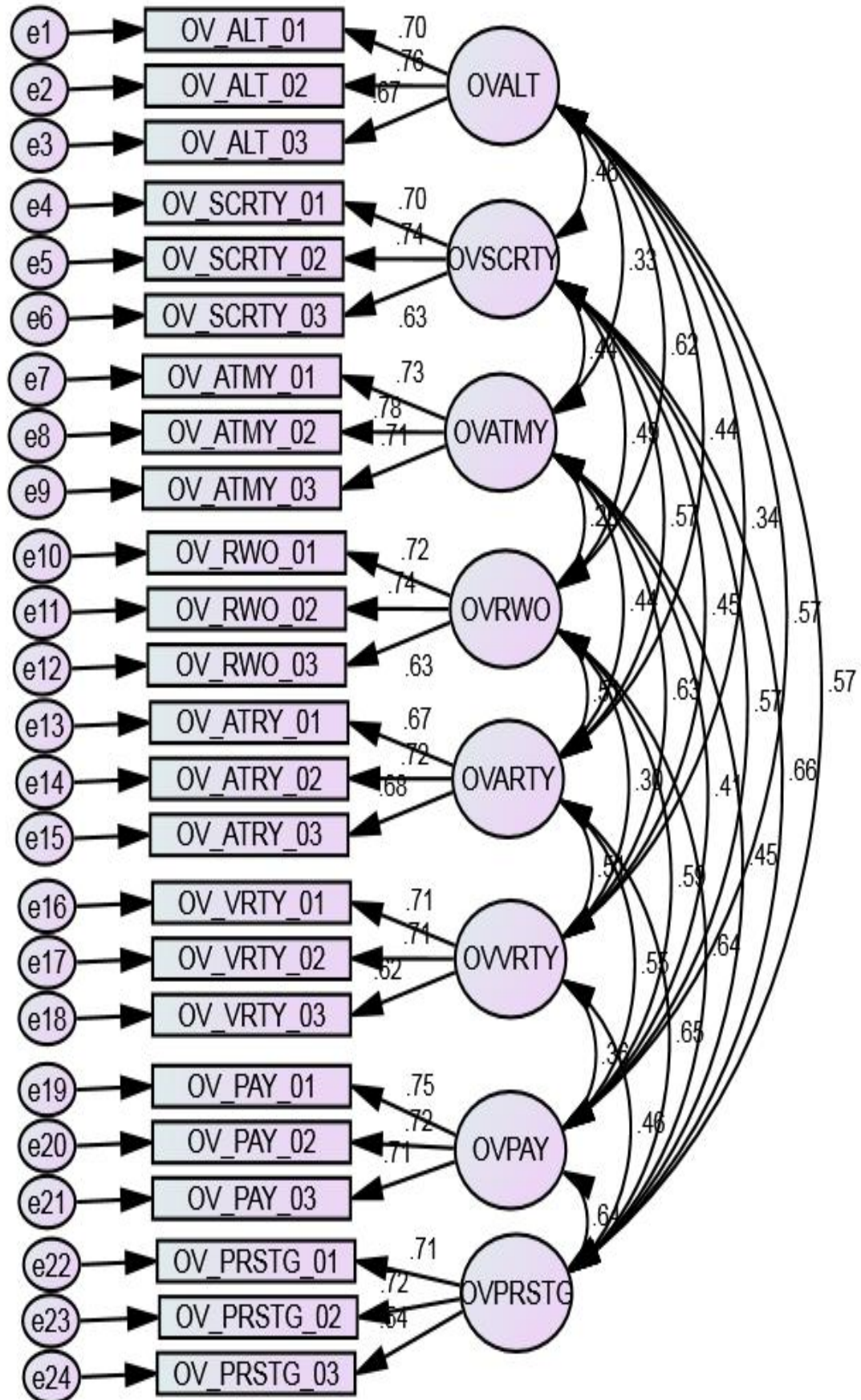
First Order Confirmatory Factor Analysis of Individual Values (IV)



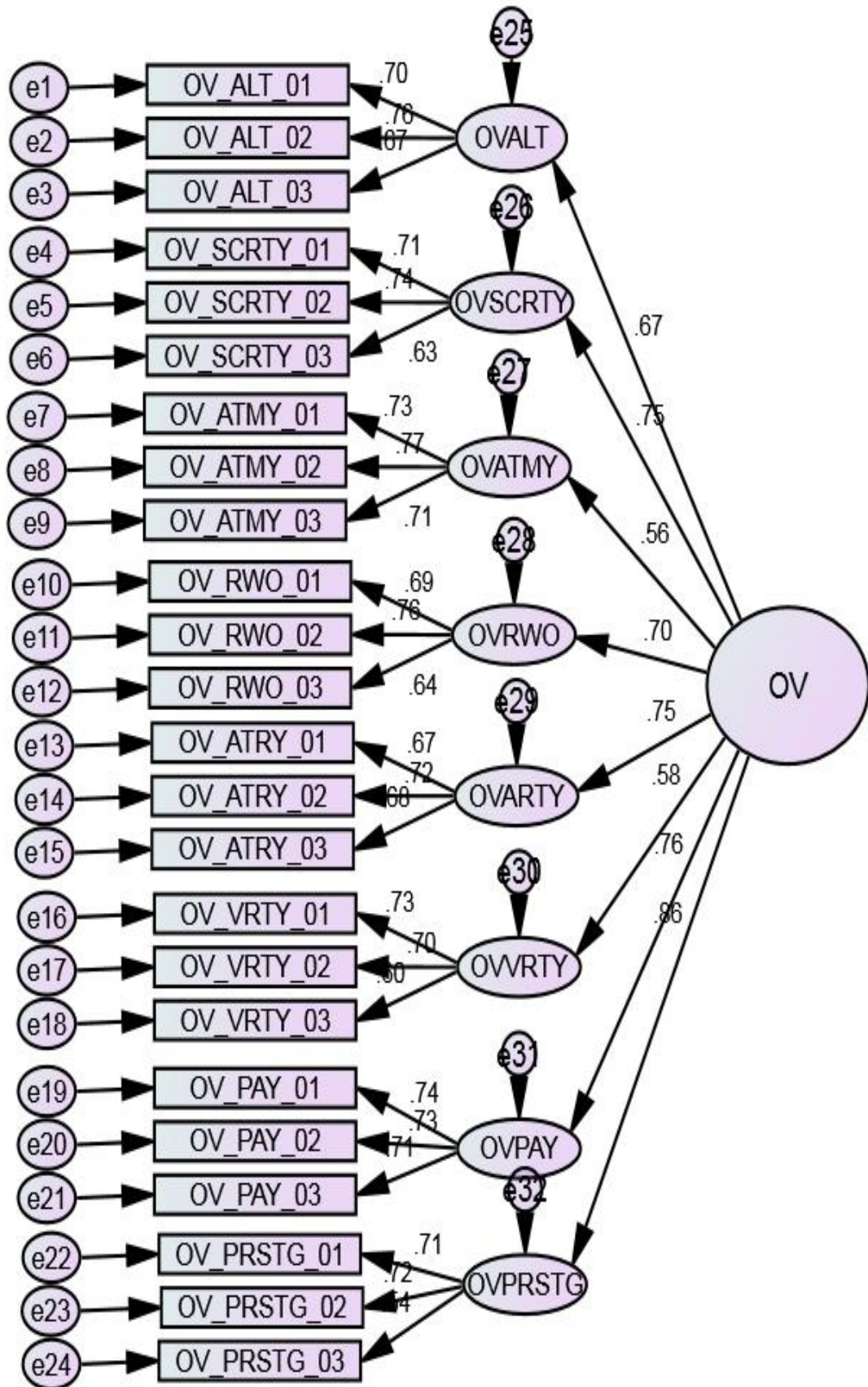
Second Order Confirmatory Factor Analysis of Individual Values (IV) Scale



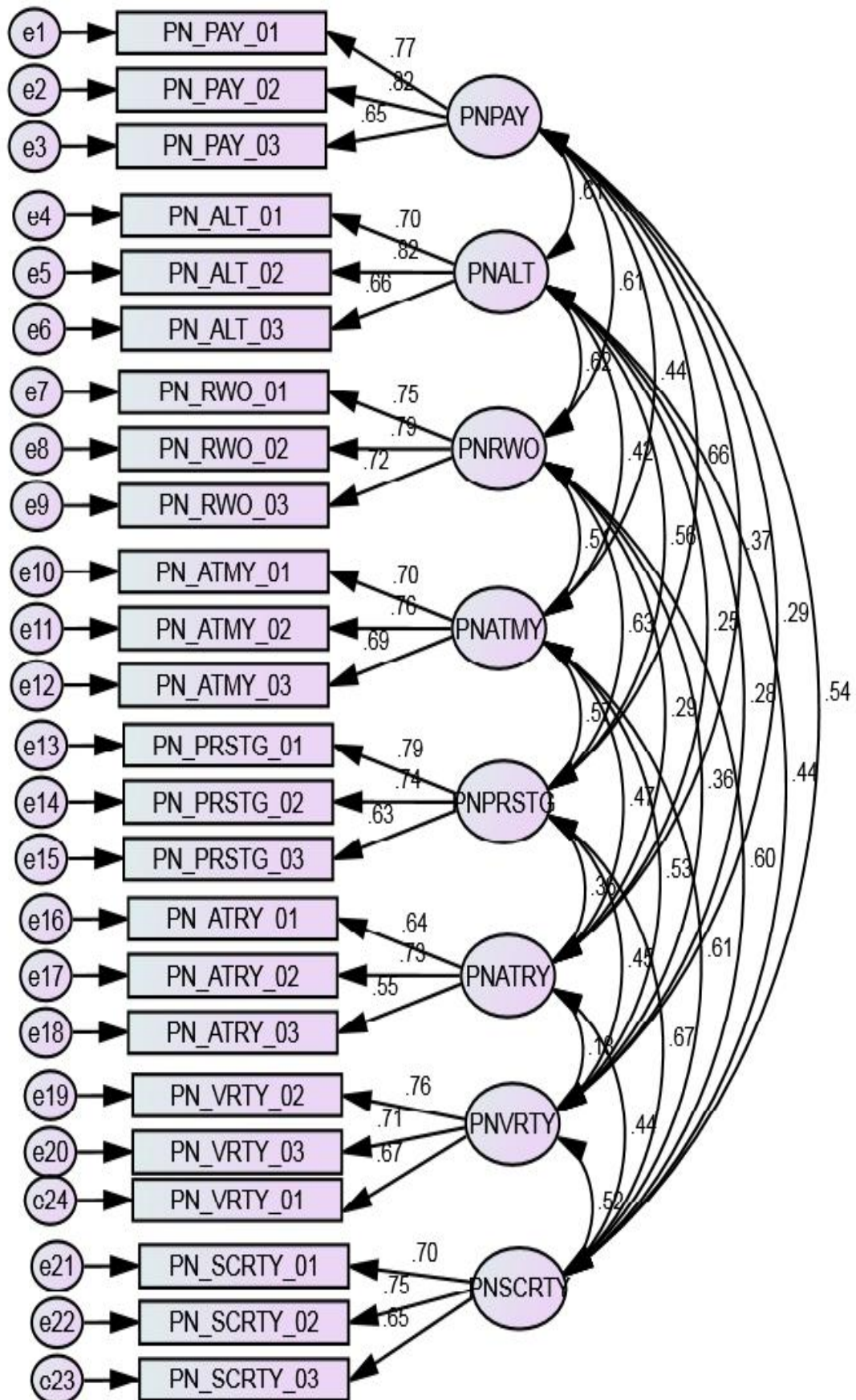
First Order Confirmatory Factor Analysis of Organizational Values (OV) Scale



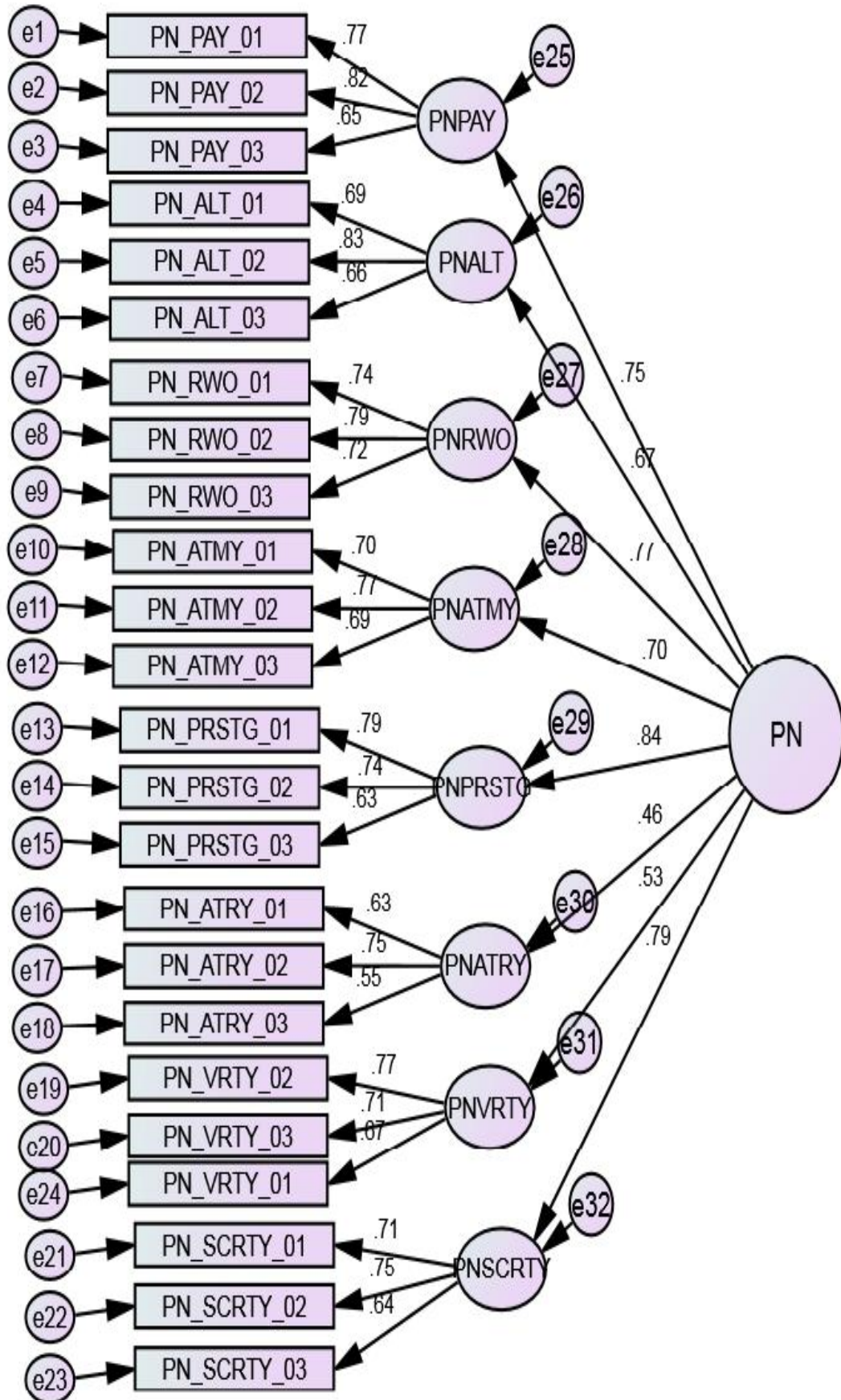
Second Order Confirmatory Factor Analysis of Organizational Values (OV) Scale



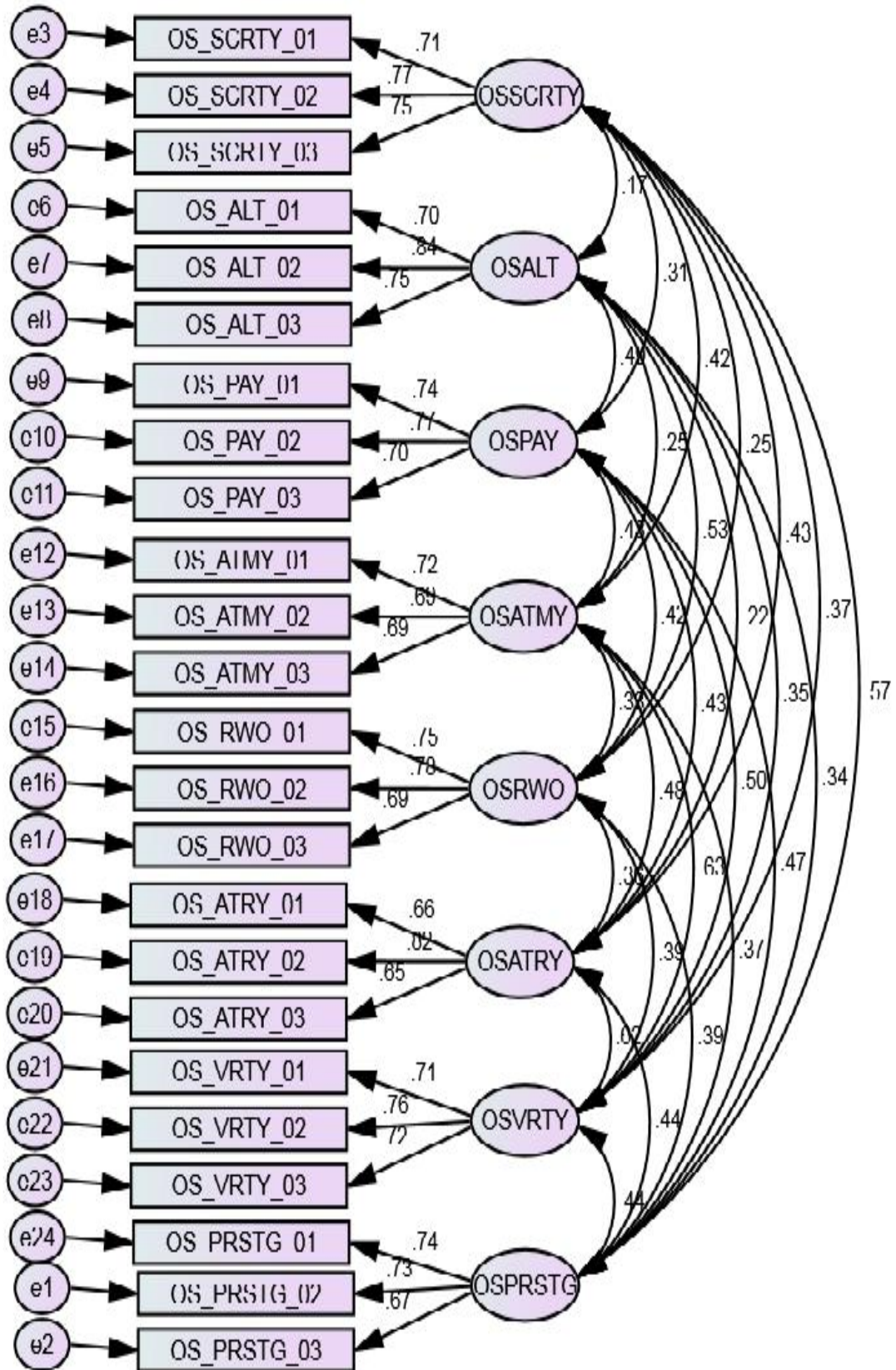
First Order Confirmatory Factor Analysis of Personal Needs (PN) Scale



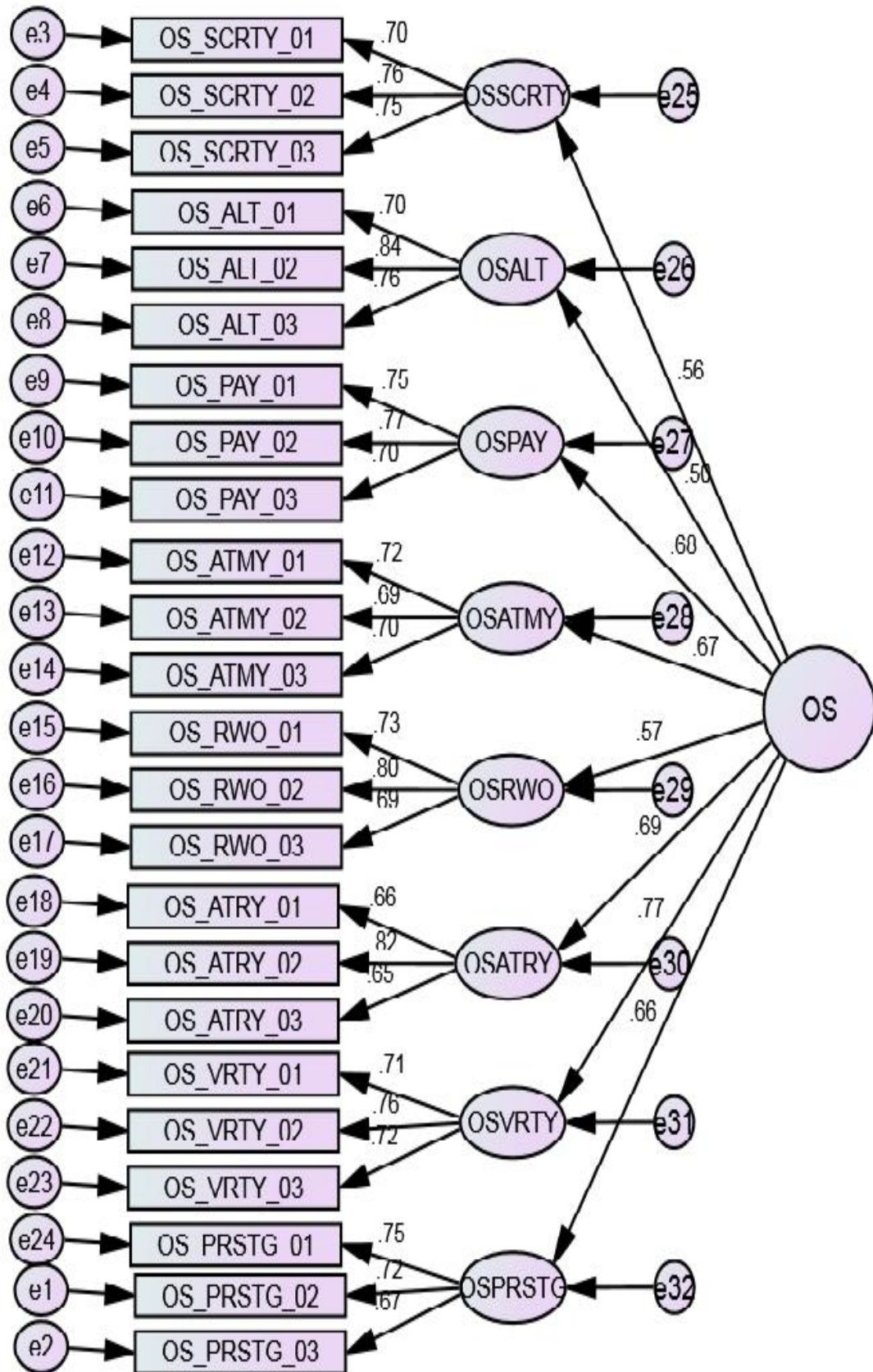
Second Order Confirmatory Factor Analysis of Personal Needs (PN) Scale



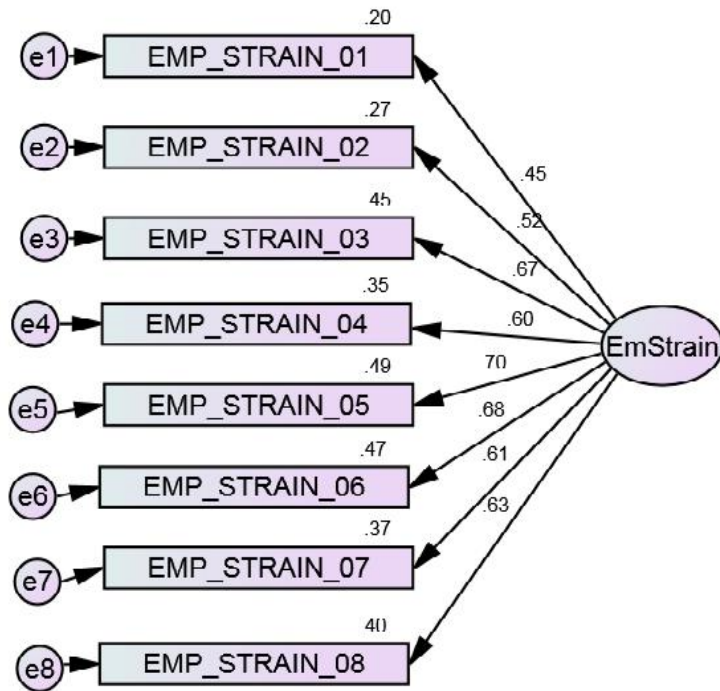
First Order Confirmatory Factor Analysis of Organizational Supplies (OS) Scale



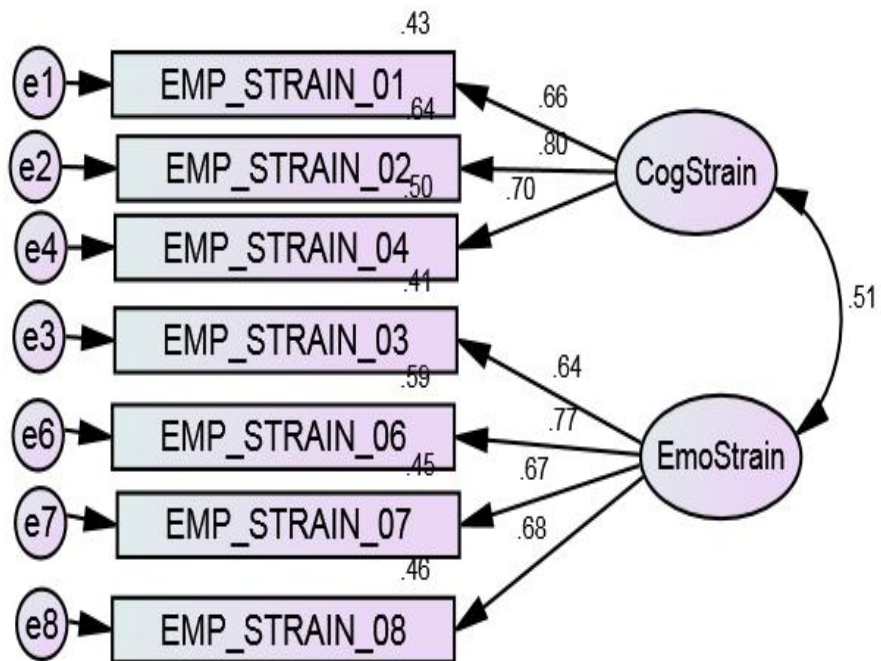
Second Order Confirmatory Factor Analysis of Organizational Supplies (OS) Scale



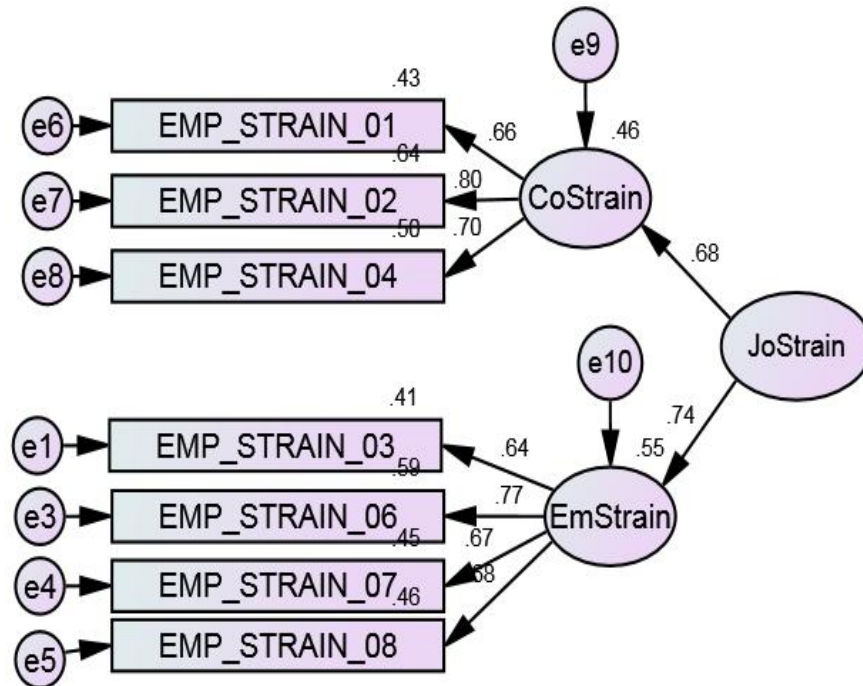
First Order Confirmatory Factor Analysis of Job Strain Scale



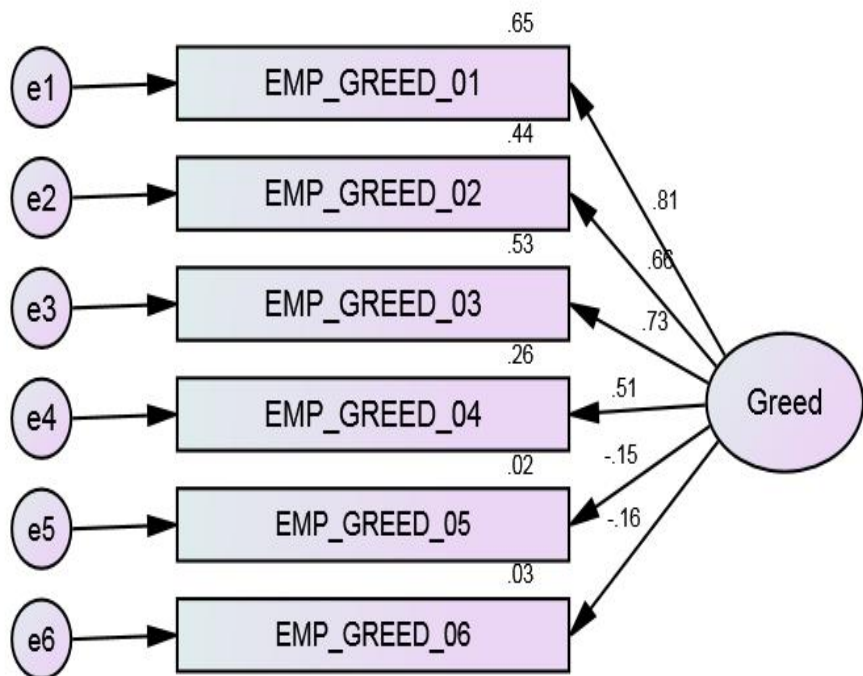
Second Order Confirmatory Factor Analysis of Job Strain Scale (Original Model)



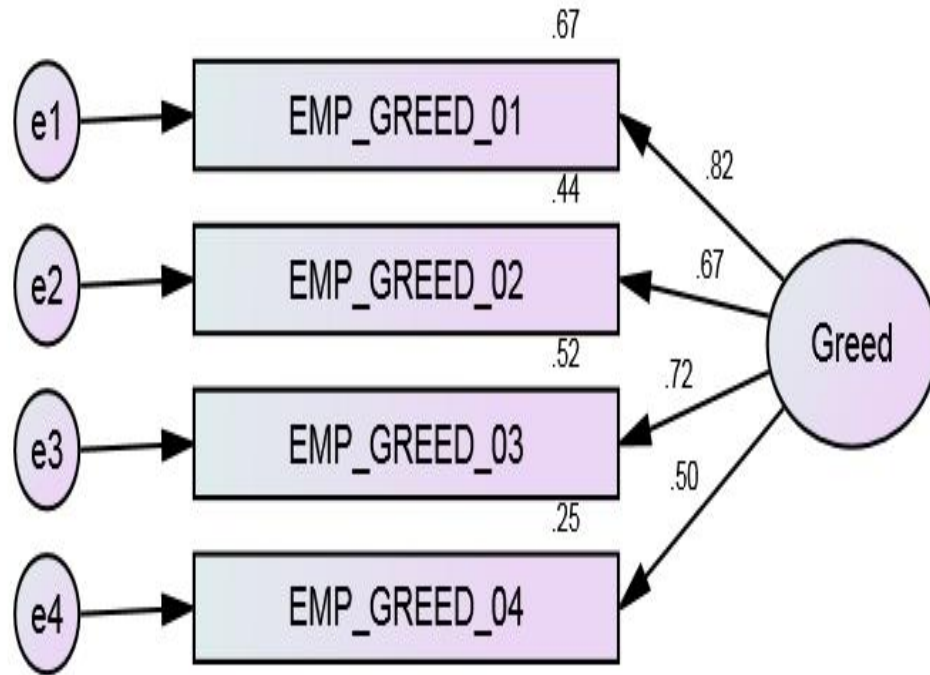
Second Order Confirmatory Factor Analysis of Job Strain Scale (Revised Model)



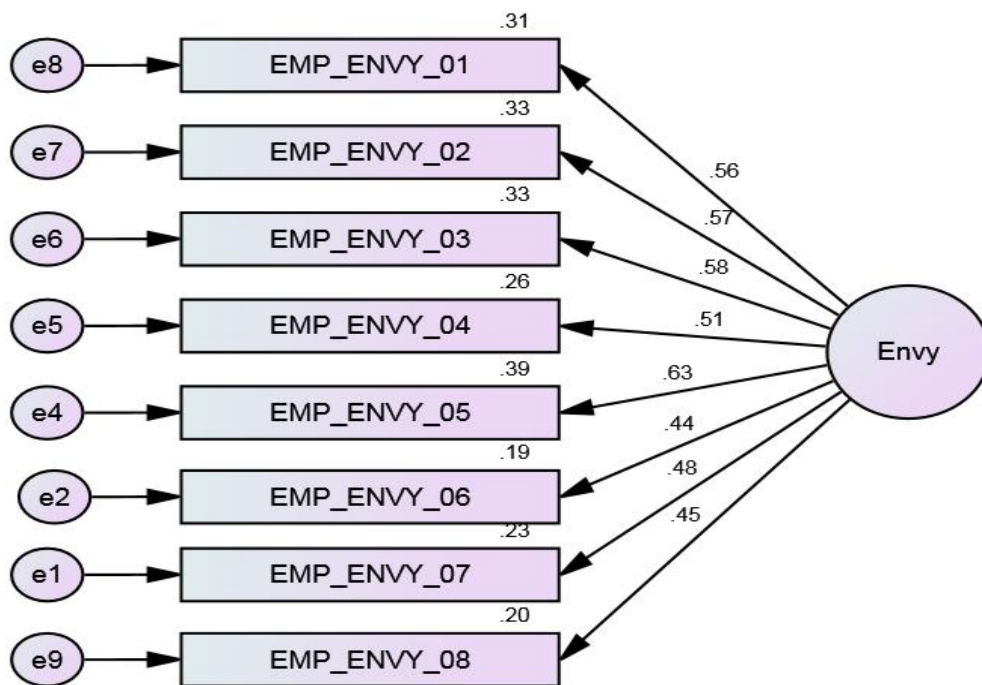
First Order Confirmatory Factor Analysis of Employee Greed Scale



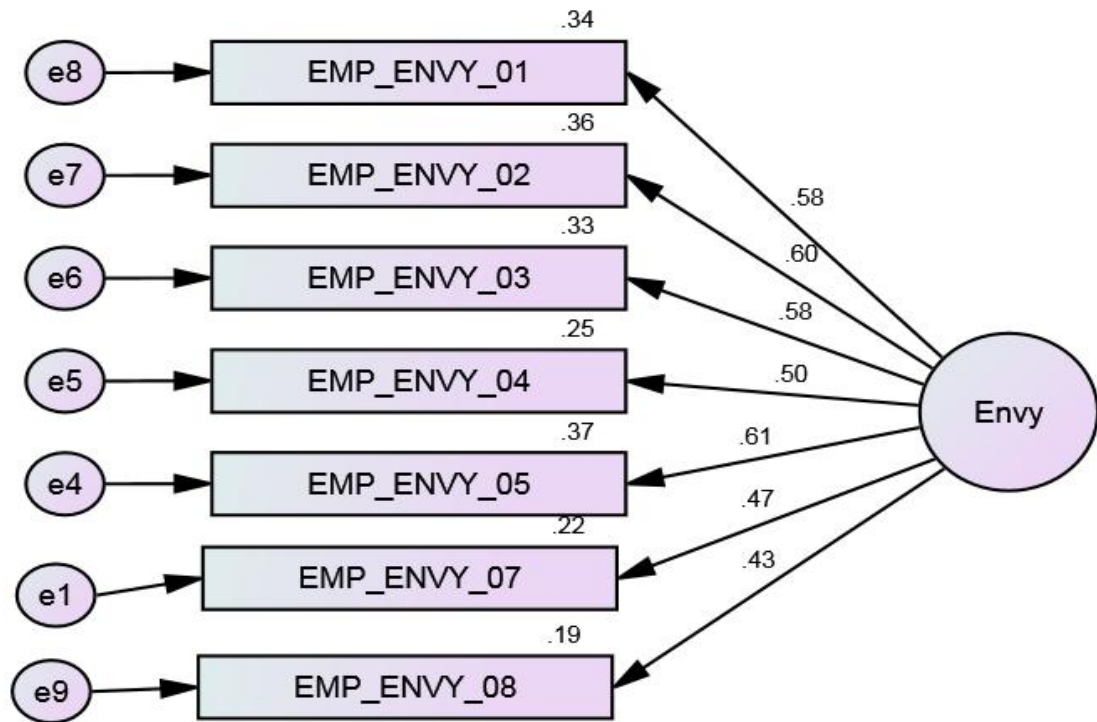
First Order Confirmatory Factor Analysis of Employee Greed Scale (Revised Model)



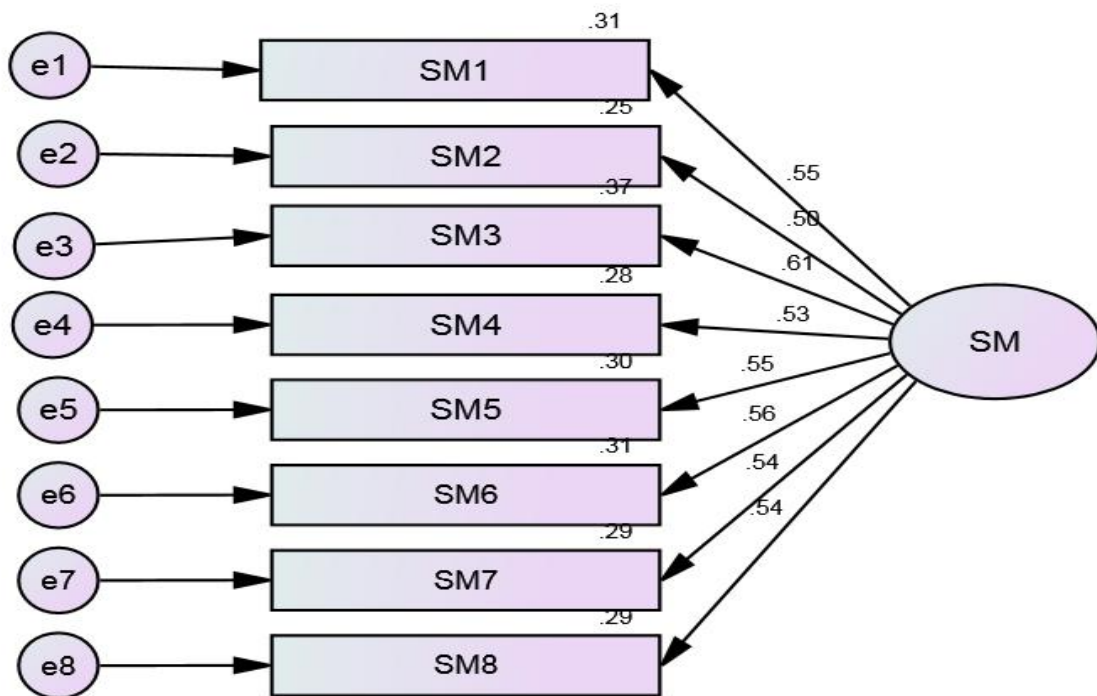
First Order Confirmatory Factor Analysis of Employee Envy Scale



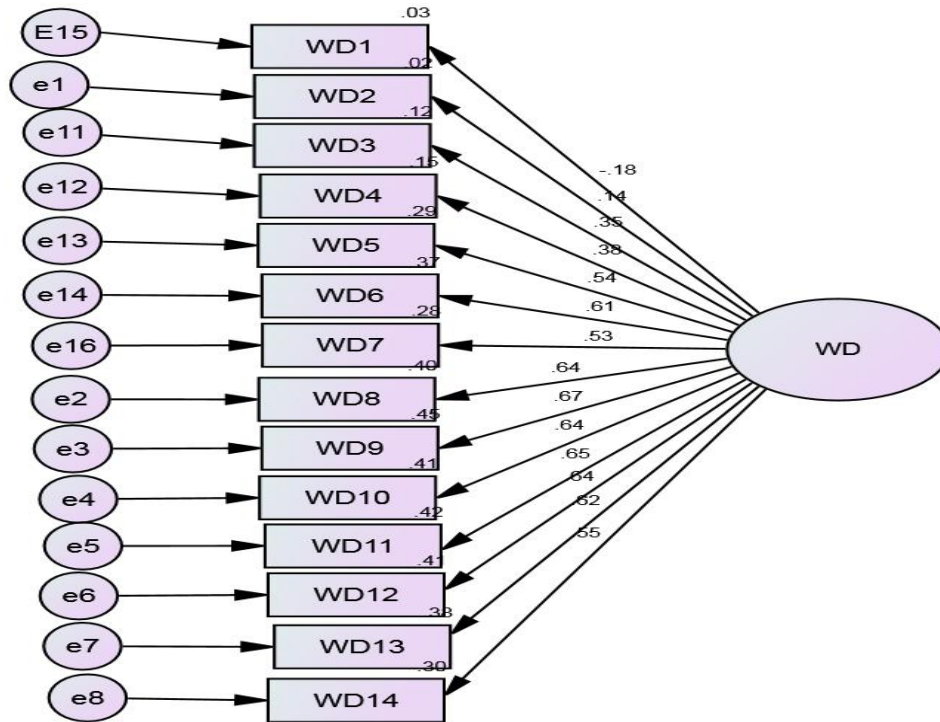
First Order Confirmatory Factor Analysis of Employee Envy Scale (Revised Model)



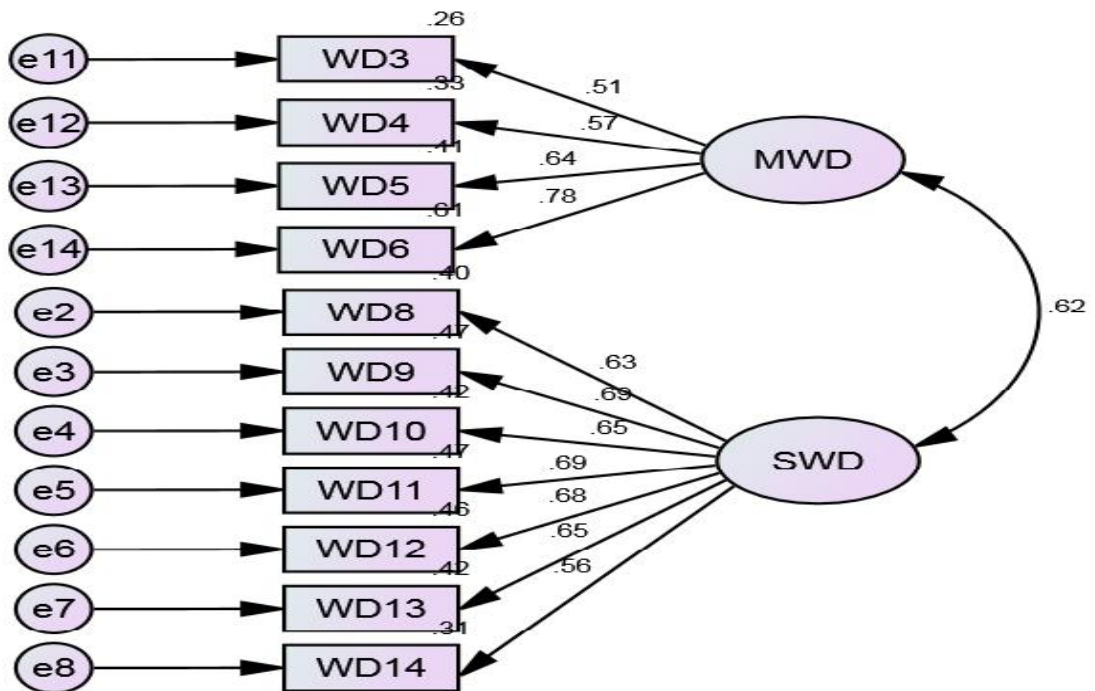
First Order Confirmatory Factor Analysis of Self-Monitoring Scale



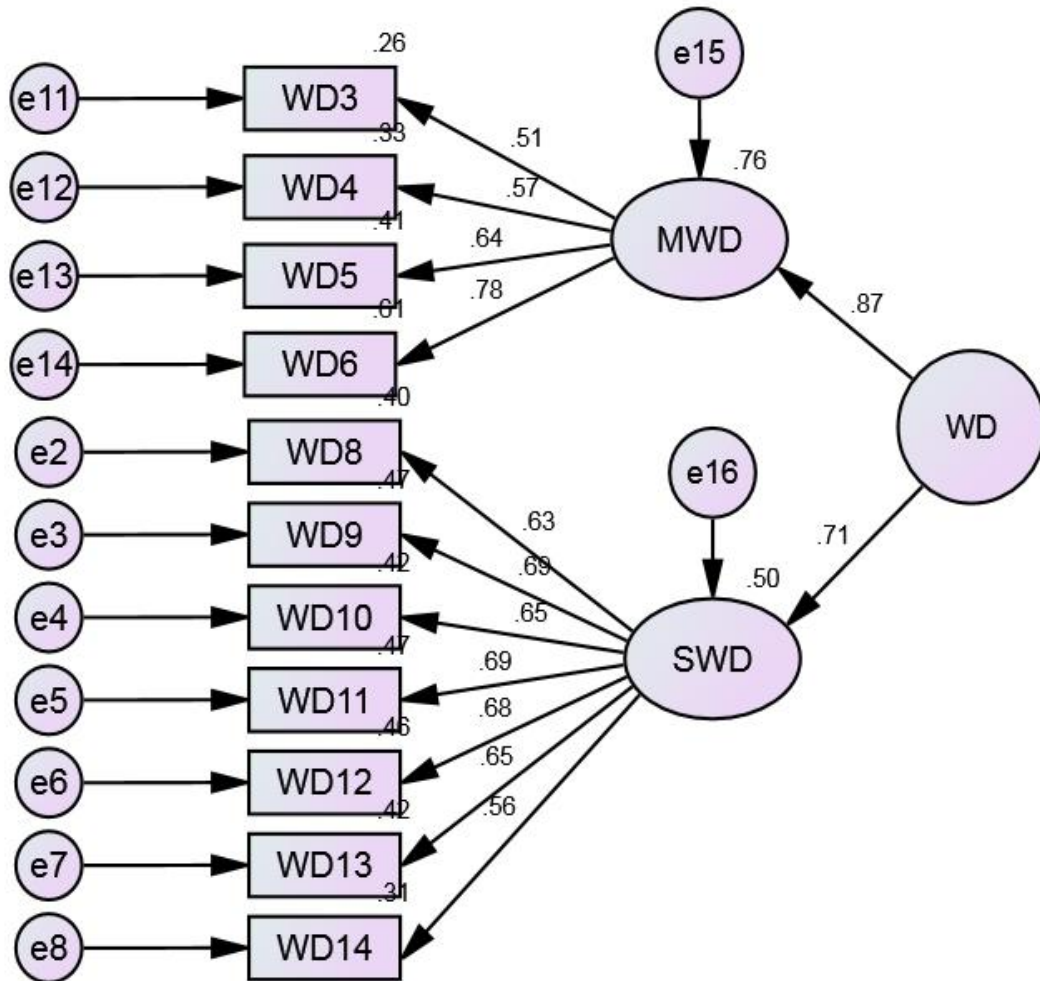
First Order Confirmatory Factor Analysis of Workplace Deviance Scale



Second Order Confirmatory Factor Analysis of Workplace Deviance Scale

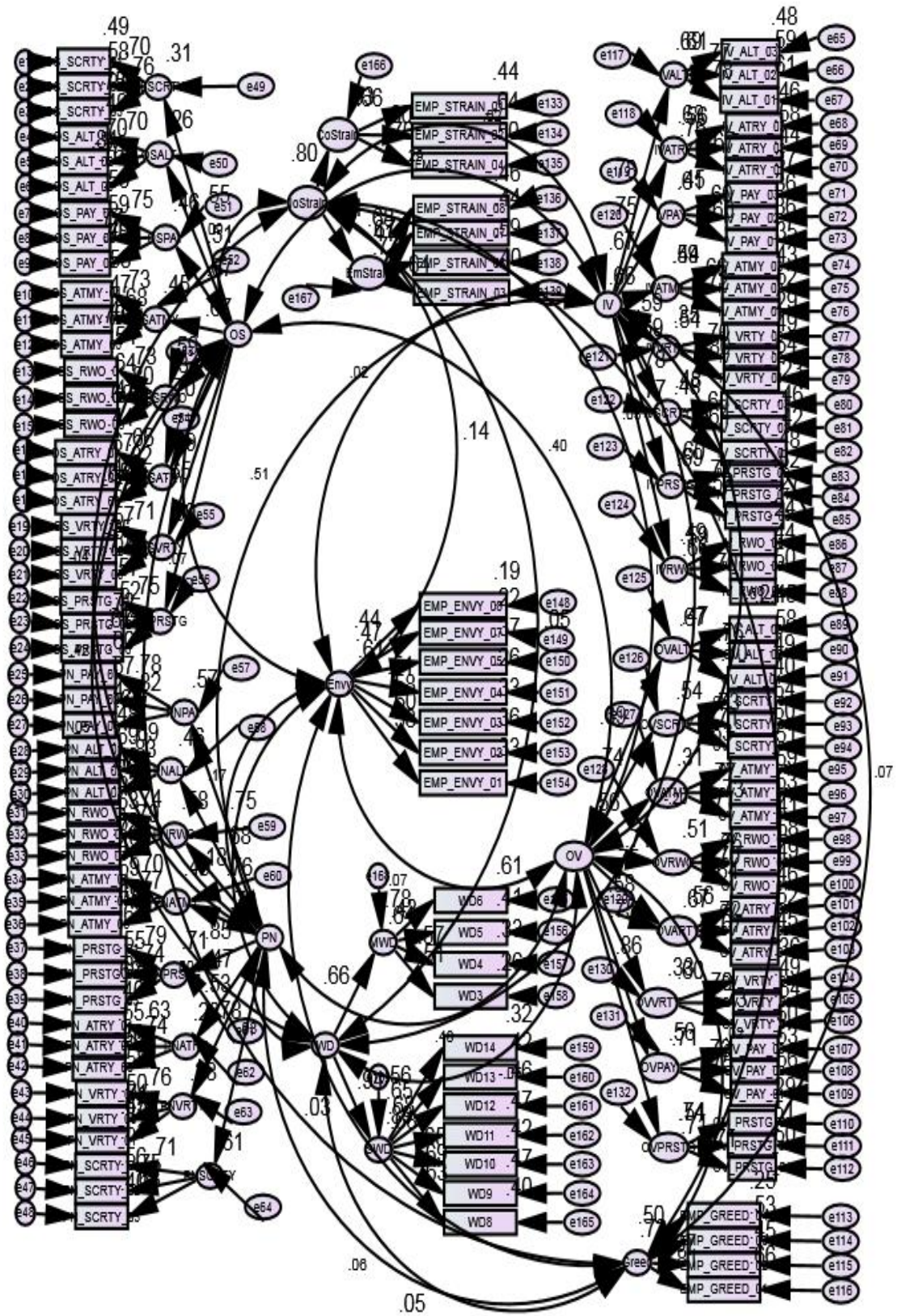


Second Order Confirmatory Factor Analysis of Workplace Deviance Scale (Revised Model)

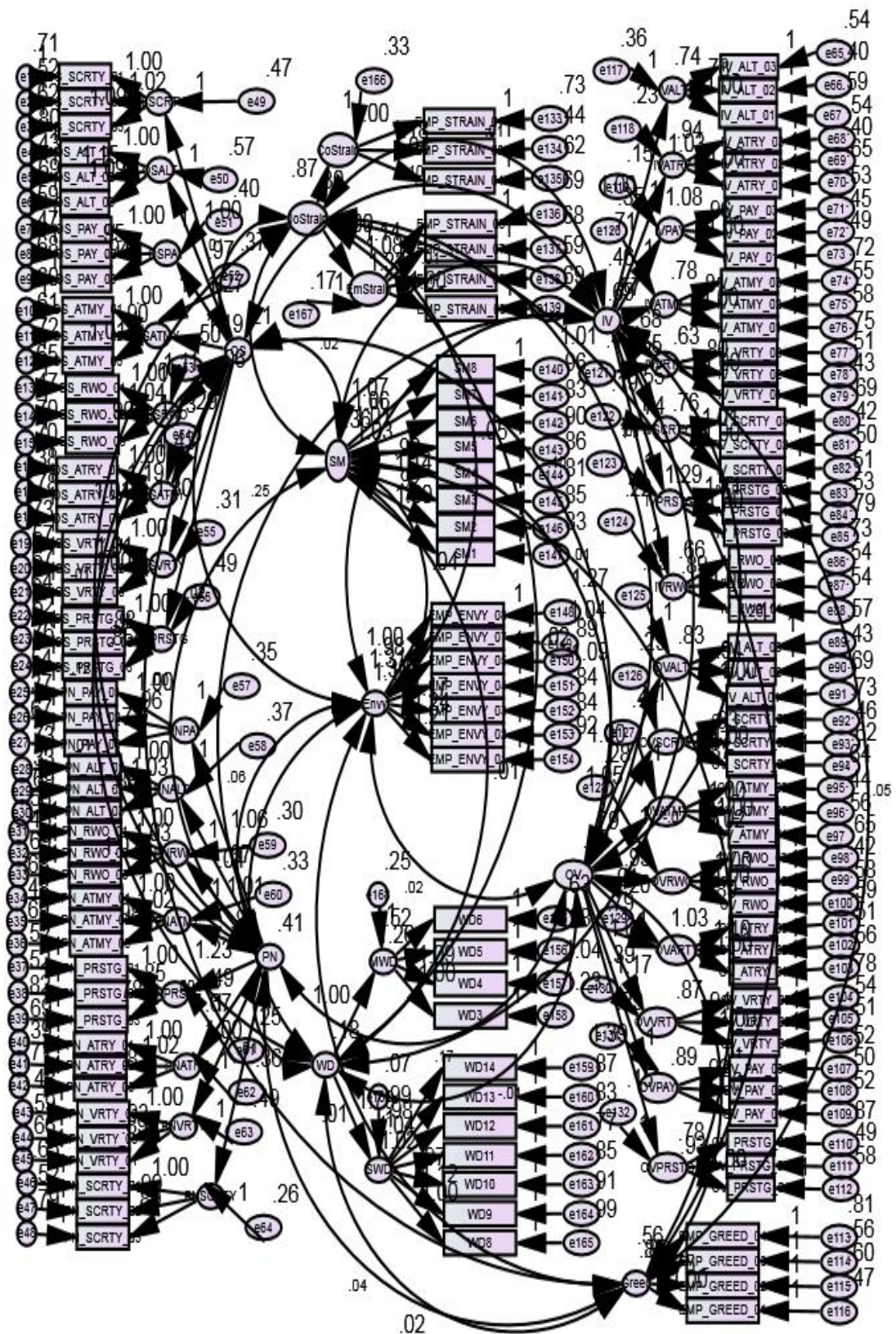


Overall Measurement Models

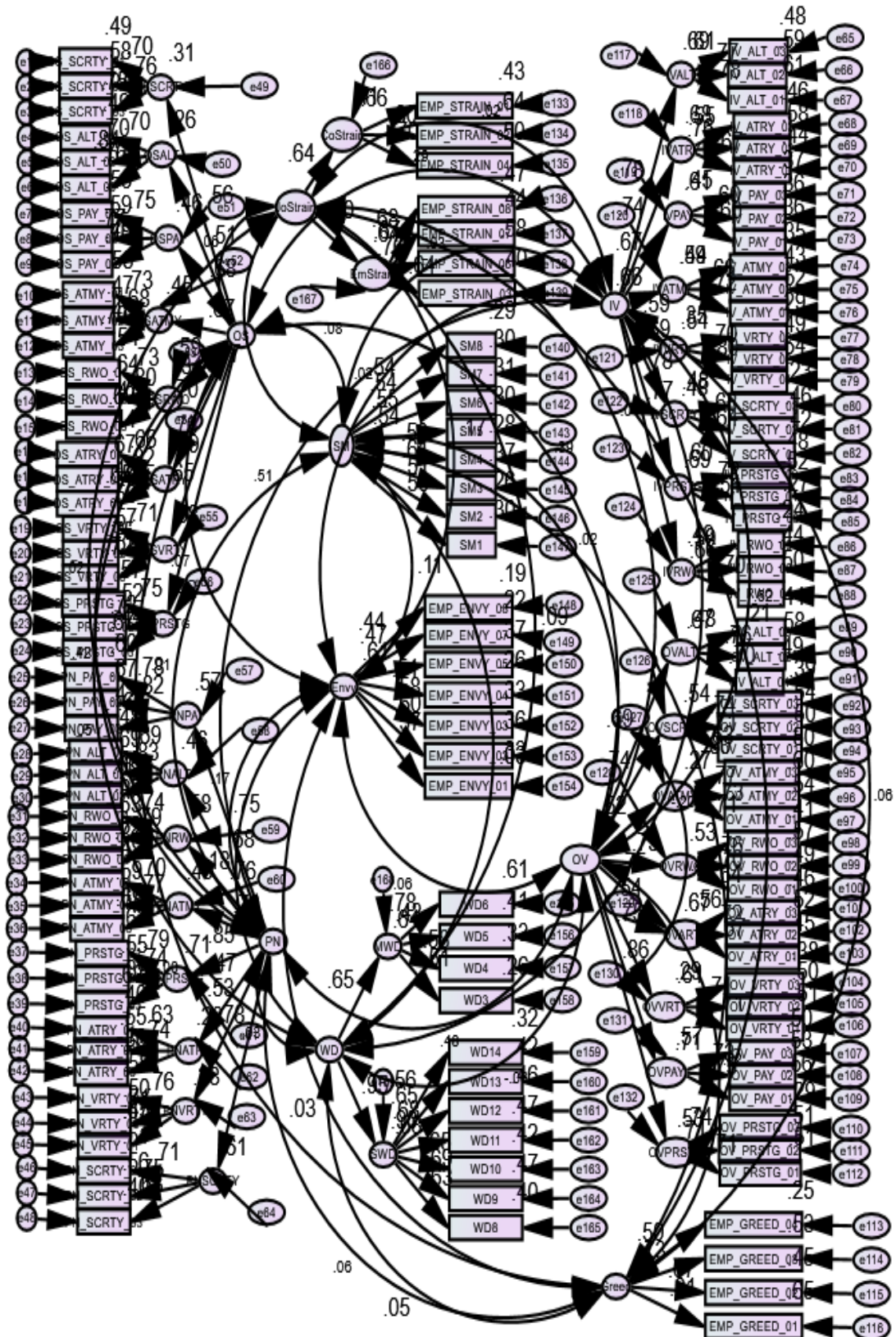
Third Order Overall Measurement Model Without Moderator



Third Order Overall Measurement Model With Moderator (Original Model)



Third Order Overall Measurement Model With Moderator (Original Model)



Appendix E

Commercial Banks Listed in Pakistan Stock Exchange

No	SYMBOL	COMPANY
1	ABL	Allied BankXD
2	AKBL	Askari Bank
3	BAFL	Bank Al-Falah
4	BAHL	Bank AL-Habib
5	BIPL	Bankislami Pak.
6	BOK	Bank Of Khyber
7	BOP	B.O.Punjab
8	FABL	Faysal Bank
9	HBL	Habib Bank XD
10	HMB	Habib Metropol.
11	JSBL	JS Bank Ltd
12	MCB	MCB Bank Ltd XD
13	MEBL	Meezan Bank
14	NBP	National Bank.
15	NIB	NIB Bank Limited
16	SBL	Samba Bank
17	SCBPL	St.Chart.BankXD
18	SILK	Silk Bank Ltd
19	SMBL	Summit Bank
20	SMBLCPSA	Summit Bank(Con)A
21	SMBLCPSB	Summit Bank(Con)B
22	SNBL	Soneri Bank Ltd
23	UBL	United Bank

Appendix F

State Bank of Pakistan Reporting Scheduled Banks and Their Branches (December 2014)

Sr. No	Bank	No of Branches
A)	Public Sector Commercial Banks	2097
1	First Women Bank Ltd.	42
2	National Bank Of Pakistan	1357
3	Sindh Bank Ltd	217
4	The Bank of Khyber	117
5	The Bank Of Punjab	364
B)	Specialized Banks	584
1	Industrial Development Bank Limited	2
2	SME Bank Limited	13
3	The Punjab Provincial Cooperative Bank	151
4	Zarai Taraqiat Bank Limited	418
C)	Domestic Private Banks	8852
1	Al Baraka Bank (Pakistan) Ltd	120
2	Allied Bank Ltd.	998
3	Askari Bank Ltd.	291
4	Bank Al Falah Ltd.	625
5	Bank Al Habib Ltd.	348
6	Bank Islami Pakistan Ltd	123
7	Burj Bank Ltd	75
8	Dubai Islami Bank Pakistan Ltd	175
9	Faysal Bank Ltd.	274
10	Habib Bank Ltd.	1596
11	Habib Metropolitan Bank Ltd.	201
12	JS Bank Limited	176
13	Kasb Bank Ltd.	70
14	MCB Bank Limited	1222
15	Meezan Bank Ltd	428
16	NIB Bank Limited	171
17	Samba Bank Limited	28
18	SilkBank Ltd.	89
19	Soneri Bank Ltd.	246
20	Standard Chartered Bank (Pakistan) Ltd	116
21	Summit Bank Ltd	186
22	United Bank Ltd.	1294
D)	Foreign Banks	18
1	Barclays Bank PLC	7
2	Citibank N.A.	3
3	Deutsche Bank AG	3
4	HSBC Bank Oman S.A.O.G.	1
5	Industrial and Commercial Bank of China Limited	3
6	The Bank of Tokyo-Mitsubishi UFJ Limited	1