

How Self-Identity Affects the Interpersonal Unfairness and Deviant Workplace Behavior Relationship: A Case of Public and Private Hospitals in Twin Cities of Pakistan

¹Uqba Saeed Ahmad, ²Khuram Shafi, ³Samina Nawab, ⁴Kamran Azam

Article History:

Received:

05 Aug, 2019

Revised:

11 Sep, 2019

Accepted:

19 Sep, 2019

ABSTRACT

Purpose: There is a growing concern over commercialization of the healthcare profession in Pakistan, although private sector has added to the outreach of the sector and in some way the impression of quality services in private clinics and hospitals. The basic purpose of this study is to investigate the impact of interpersonal unfairness on deviant workplace behavior; whereas doctor's self-identity is used as a moderator in the study.

Design/Methodology: This study used a cross sectional data and is collected from 221 doctors working in various semi governments, public and private sector hospitals of twin cities of Pakistan.

Findings: Results revealed that interpersonal unfairness and individual self-identity have positive impact on deviant workplace behavior, while relational and collective doctor's self-identity are having negative impact. Results from the moderated regression analysis revealed that, when taken as a moderator relational self-identity negative impact on the relationship of interpersonal unfairness and deviant workplace behavior. On the contrary, the moderating impact of doctor's individual self-identity and collective self-identity on the relation of interpersonal unfairness and deviant workplace behavior is found to be insignificant.

Keywords: Doctor's Self Identity, Interpersonal Unfairness, Deviant Workplace Behavior

1 Introduction

Each health care centre like an organization is a place where different types of activities are taken place in every moment (Javed, Amjad, Faqeer-Ul-Ummi, & Bukhari, 2014). In Pakistan both sectors government and non-government are also infected by deviant workplace behavior (Nasir & Bashir, 2012; Sajid, 2011). After Adam's equity theory (Adams, 1965) researchers gave great focus on organizational justice. The importance of organizational justice is shown by its meta-analyses, since now a date many met-analyses has been conducted about organizational justice, in a meta-analysis by Cohen-Charash and Spector (2001) there were four hundred empirical studies and

^{1,2,3} Faculty of Management Sciences, COMSATS University Islamabad, Wah Campus. Email: uqbaahmed@gmail.com, drkhuramshafi@ciitwah.edu.pk, nawabsamina@yahoo.com

⁴ National Defense University (NDU), Islamabad. Email: Kamran_1@yahoo.com

one hundred theoretical studies had been conducted since 2001. According to Kingma (2001) health care employees faced physical attacks and threats three to four times more as compared to others professions and among health care providing employees nurses are at three times more risk. From 1993 to 1999 nurses in health care centers experienced deviant behavior at a rate of 22 from 100 among all types of employees in USA (Chappell & Di Martino, 2006). Deviant workplace behavior (DWB) in doctors might have more harmful outcomes than the DWB of nurses and hospital management as doctors are directly responsible for the lives and health of other human lives.

It is known for a fact that DWB is an ever present issue in both government and non-government organizations of Pakistan (Bashir, 2011). Studies show that hospital DWB is also present in hospital nurses and management staff (Arnetz, 2001). In some organizations DWB is considered a job's part and more frequently occur in health sector instead of others sectors. According to Hewit and Levin (1997) some nurses are expected to be victim of deviant behavior and considered it as a part of the job and therefore show no reaction. According to Kingma (2001) health care employees were faced physical attacks and threats three to four times more as compared to others professions and among health care providing employees nurses are at three times higher risk. According to (Hesketh, Duncan, & Estabrooks, 2003) chances of occurrence of DWB in the form of verbal and sexual harassment in physicians is high due to critical care setting. In another study chances of non-deadly attack in health sector is four times higher than in all others combined in private sectors in USA (Clements, DeRanieri, & Clark, 2005).

Mistreatment with the hospital patients not only reduces the customers' trust in the hospital but may also be directly damages patient's health. High level of deviance can even be fatal for the patients. Thus we need this study to find deviant behavior among doctors. There is a unique relationship between interpersonal unfairness, DWB and employee self-identity in Pakistan in health sector which has not yet been studied in Pakistani context. Here researcher tried to investigate interpersonal unfairness among health sector which is psychologically and socially more sever and harmful than materialistic aspect (Alick, 1992; Leung, Chiu, & Au, 1993). It is important not to ignore this world wide problem. The results of deviant behavior at workplace in health care sectors have significant effects on effectiveness of health care centers especially in under developed countries (Di Martino, 2002). In 2000 Public Service International and World Health Organization jointly programmed to create good policies to avoid and eradication of deviant behavior in health care centers. In an opening ceremony of an international conference October 2008 in Amsterdam workplace deviant behavior is also discussed. The title of conference was "Together creating a safe work environment".

2 Literature Review

2.1 Interpersonal Unfairness and DWB

Workplace deviant behavior and interpersonal unfairness are interrelated in organizational context. The traces of workplace deviant behavior are connected with interpersonal violence in history (Hearn, 2001). If there is unfairness in any form in organization then ultimately employee's behavior can be changed towards negative side which is not good for employees as well as organization. Byers and Rhodes (2007) suggested that if organization wants not to face ethical problem in organization then organization should proper deal with organizational justice. According to Mitchell and Ambrose (2007) feeling of unfairness consists of person's beliefs that he/she is not treated well by his/her authority and not taken fairly compensation. According to Cortina and Magely (2003) interpersonal unfairness is like deviant behavior from low damage to high damage. They found that interpersonal unfairness varies from low intensity of comments to high intensity of comments or violence/harassment etc. Beside this the relationship between leader and his/her follower is also negatively affected (Gonthier, 2002; Huang, Shi, Xie, & Wang. 2015). Wang, Liao, Zhan, and Shi. (2011) argued when employees faced mistreatment from customers, their employees also exhibited deviant behavior at that day. Also in Pakistani context Faheem and Mahmud (2015) found same results in healthcare sector on nurses.

H1: Interpersonal unfairness will have a positive impact on DWB.

2.2 Self-Identity and DWB

Self-Identity is defined as how individuals define themselves with relation to others, and these self-definitions are included three levels; 1) individual self-identity, 2) relational self-identity and 3) collective self-identity (Brewer & Gardner, 1996; Kashima & Hardie, 2000; Lord & Brown, 2004).

Leary and Tangney, (2011) describe identity in their book with different names which are personal identity, role identity and social identity. In common life the term self is defined as feelings about me or about us. According to Leary and Tangney (2011) this term self consists of two things actor and object. They describe actor as one who is thinking and second is object as what is thinking about me. When individuals are intimidated to reject or demoralize by individual, group or society then the self-identity of individuals is provoked (Lind, 2001). If self-identity of individual is activated then the attention of targeted person turns to his/her own benefits. According to Johnson and Lord, (2010) self-identity of individuals may be decreased the effects of unfairness and can be used as shield from future mistakes because self-identity is strictly ties both the parties i.e. victim and effector. Also their study suggested that self-identity mediated the impact of fairness on trust, support and theft. According to Brebels, De Cremer and Sedikides (2008) when individual self-identity is activated then suddenly people behave according to self-protective and self-improvement to increase self-interest.

H2: Individual Self Identity will have a positive impact on DWB.

2.3 Relational Self Identity and Deviant Workplace Behavior

Relational or Role identity shows the association of two parties for instance student teacher relationship, children parent relationship or leader and follower relationship Leary and Tangney, (2011). In which both parties play their own particular role in specific manner in sense of identity. The second level is relational self-identity in which the self-identity is defined through dyadic relationship. At this level individual compares him/her self with only one another specific person in the sense of self identity. In this level both parties are motivated and worked for same goal and also self-worth of both parties is a function art of coupled relationship (Andersen and Chen 2002). If self-identity of one individual will activate then he/she will not exhibit deviant behavior.

H3: Relational Self Identity will have a negative impact on DWB.

2.4 Collective Self Identity and DWB

According to Tajfel (1981) social self-identity refers to the awareness and feelings that individual is a member of a group and also has information about rank or status of group as compared to other groups. In the last level of self-identity the self is defined via social group i.e. workplace team in organization in which he/she is working. In this level people are motivated and worked for their same collective goals by adopting their collective norms because worth of individual in team, group or organization is seen as collectively (Jackson et al. 2006). According to Mariam and Rehman (2015) stress occurs in people due to disturbance in social circle. Stress has both positive and negative impact on human health. When employees feel stress as positive then employees feel happiness and work with full devotion. And if employees feel stress as negative thing then the result of negative stress is very sever. Gastrological issues, sadness, hurt problem, turnover, work life conflict and many other problems are aroused (Cox & Griffiths, 1995).

H4: Collective Self Identity will have a negative impact on DWB.

2.5 Moderating Role of Employee Self-Identity

When employee faced the unfairness at work place then they stopped to help, support and assist others and exhibit deviant behavior (Johnson & Lord, 2010). At individual self-identity level behavior which is exhibited by employee due to individual attitude and benefits (Ybarra & Trafimow, 1998). A study suggested that personal self-identity has negative relation to high quality interaction at workplace because activities of people with individual self-identity harm others (Jackson & Johnson, 2012; Johnson & Saboe, 2011). When individual is treated interpersonally fairness i.e. respectfully and honorably then he/she thinks positively about others and organization (Bies & Moag, 1986; Tyler, DeGoey & Smith, 1996). Conversely if individual is treated with interpersonal unfairness from peers or higher authority and he/she perceive he/she is treated with less value than others so he/she is exhibited the deviant behavior in response of unfairness (Lind & Tyler, 1988). According to Johnson and Lord (2010) it is different situations by which individual

perceives unfairness like favor to someone special instead of him/her and mistreatment and then individual self-identity is activated which leads to deviant behavior.

At this level the interaction takes place between two individuals so both individuals take care of one another and help each other to boost their same goal. And if one individual from both persons perceives unfairness in relationship then relationship between them is weak and that individual indulges in deviant behavior which affects their combined goal. It is found that interpersonal unfairness frightens individual's self-esteem due to deviance behavior (Ferris, Spence, Brown & Heller, 2012). In relational self-identity employees with high self-identity hold each other and activities of both persons are to achieve same goal. Both work for benefits to each other and their motives reflect mutual respect and honor (Sluss & Ashforth, 2007).

It is found that fairness information strongly affects employees self-identity and also self-identity moderates the impact of justice on attitude and behavior (Brockner, De Cremer, Van den Bos, & Chen, 2005; Johnson, Selenta & Lord, 2006). The attitude and behavior of employees about fairness is also mediated by employee self-identity (Lind, 2001; Tyler & Blader, 2003). In a study on older worker self-identity moderates the relationship between breach and violation of psychological contract (Kraak, Lunardo, Herrbach, & Durrieu, 2017). Also Chen, Zhu, & Zhou (2015) examined that employee's self-identity mediated the relationships between servant leadership and service performance behaviors. According to research it is argued that in social group employees at workplace perceive justice if they are taken respect, status, honor, dignity and value from others, which in result effects employee's social self-identity and increased organizational citizenship behavior (De Cremer, Tyler, & den Ouden, 2005; Olkkonen & Lipponen, 2006).

Due to these reasons our expected hypotheses are:

- H5a: Individual Self Identity will moderate the relationship of Interpersonal unfairness with DWB, such that the relationship will be stronger when ISI is high.*
- H5b: Relational Self Identity will moderate the relationship of Interpersonal unfairness with DWB, such that the relationship will be weaker when RSI is high.*
- H5c: Collective Self Identity will moderate the relationship of Interpersonal unfairness with DWB, such that the relationship will be weaker when CSI is high.*

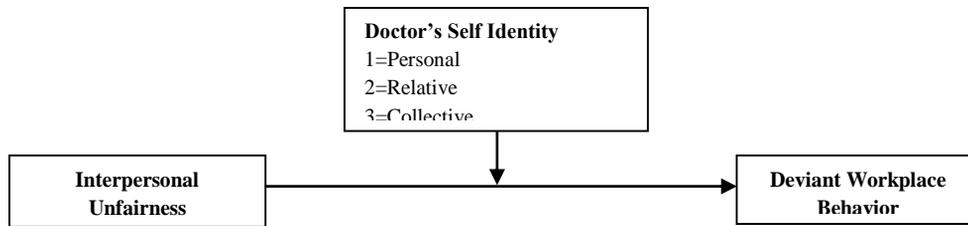


Figure 1: Research Model

3 Research Methodology

This research is quantitative in nature as results and findings are based on data collection from participants by questionnaires. Then collected data is analysed through various statistical tools. This study mainly aims to measure deviant behavior among doctors of private and public hospitals of twin cities of Pakistan. For this purpose most adequate process for analysis is survey and data collections from respondents. In this study data was collected to study the behavior of individuals so unit of analysis for this study is an individual.

3.1 Population and Sampling

After data collection response rate of participants is given in Table 1. 430 questionnaires were distributed and 257 were returned back from respondents in which 36 questionnaires were not able to use due to incomplete and not all questions were answered. However 221 questionnaires were found completely able to use for this study. Thus final response rate is 52%. It is revealed by statistical analysis that majority of the participants were females (60.6%). Their average age was between 21 to 25 year (56.1%). Majority of them were unmarried (67%) and 66.1 % were graduate doctors. Most of participants (66.5%) had experience of less than one year. Most of respondents (82.4%) had bachelor degree.

4 Data Analysis

Table 1: Descriptive Statistics

	Individual_DSI	Relational_DSI	Collective_DSI	IUF	DWB
Mean	3.4109	4.0950	3.9548	2.0848	1.8316
Median	3.4000	4.2000	4.0000	2.0000	1.5263
Mode	3.40	4.00	4.00	1.00	1.00
Std. Deviation	.72229	.71110	.75735	.90069	1.00748
Variance	.522	.506	.574	.811	1.015

4.1 Correlation Analysis

Correlation analysis results are presented in Table 2. From results it was revealed that interpersonal unfairness was significantly positively correlated with deviant workplace behavior ($r=0.206$, $p < 0.05$). This result gave initial support to hypothesis 1. From correlation analysis results it was found that doctor's individual self-identity was insignificant correlation with deviant workplace behavior ($r=0.068$, $p=ns$), which rejects hypothesis 2. It was deduced from correlation analysis that there was negative significant correlation between doctor's relational self-identity ($r=-0.363$, $p < 0.05$). This result provided initial support to hypothesis 3. Similarly negative significant correlation was found between doctor's self-identity and deviant workplace behavior ($r=-0.340$, $p < 0.05$). This result also provided support to hypothesis 4.

Table 2: Correlations

	1	2	3	4	5	6	7	8	9	10	11
1 Gender	1										
2 Age	-.185**	1									
Marital Status	-.025	.457**	1								
3 Position	-.068	.682**	.350**	1							
4 Tenure	.042	.496**	.392**	.528**	1						
5 Qualification	.009	.608**	.302**	.383**	.267**	1					
6 Interpersonal Unfairness	.215**	-.103	-.171*	.177**	.082	-.136*	1				
7 Self Identity Individual	.025	.178**	.262**	.063	.127	.058	.183**	1			
8 Self Identity Relational	-.017	.167*	.020	.195**	-.042	.065	-.177**	.168*	1		
9 Self Identity Collective	.128	.290**	.146*	.228**	.106	.145*	-.065	.343**	.664**	1	
10 Self Identity Deviant Workplace	-.119	-.126	-.244**	-.211**	-.088	-.047	.206**	.068	-.363**	-.340**	1
11 Behavior											

n = 261

4.2 Regression Analysis

Table 3: Regression Analysis

Predictor	Deviant Workplace Behavior		ΔR^2
	B	R ²	
Step 1			
Control Variables		0.085	
Step 2			
Interpersonal Unfairness	0.147 [†]		
Individual Self Identity	0.286**		
Relational Self Identity	-0.287*		
Collective Self Identity	-0.326**	0.278	0.193***
Step 3			
IUF x ISI	0.060 ns		
IUF x RSI	-0.386**		
IUF x CSI	0.056 ns	0.327	0.049**

$n = 221$, $† = p < 0.06$, $* = p < 0.05$, $** = p < 0.01$, $*** = p < 0.001$

5 Discussion

In hypothesis 1 it was proposed that interpersonal unfairness will have a positive effect on deviant workplace behavior. Results from statistical analysis revealed that when an employee is treated with unfair means then his/her behavior towards organizations and other employees has changed to negative. These results are similar to previous studies (Ferris, Spence, Brown, & Heller, 2012; Skarlicki & Folger, 1997; Wang, Liao, Zhan, & Shi, 2011).

In hypothesis 2 it was proposed that individual self-identity will have a positive impact on deviant workplace behavior. Results from the statistical data analysis supported this hypothesis. These results are in line with previous study like (Johnson & Saboe, 2010). This may be because when there is no activation of individual self-identity then maybe there is balance between each and everything in their life. In hypothesis 3 of this study it was proposed that doctor's relational self-identity will have a negative impact on deviant workplace behavior. Result from statistical data analysis proved that there is negative relationship between relational self-identity and deviant workplace behavior which are consistent to finding of (Yang, Johnson, Zhang, Spector, & Xu, 2013). Because may be he/she thinks about other individual and wants to get him/her goal due to past dyadic relationship. In hypothesis 4 of this study it was proposed that collective self-identity will have negative impact on deviant workplace behavior. Results from the statistical data analysis

supported hypothesis 4. When relational self-identity level is high then level of deviant workplace behavior is low. At this level individual self-identity is seen as collective self-identity, so when self-identity of an individual is activated at collective self-identity level then he will work with some extra effort to help his/her group or team to achieve combined goals and objectives.

In hypothesis 5a it was proposed that individual self-identity (ISI) will moderate the relationship of interpersonal unfairness with DWB, such that the relationship will be stronger when ISI is high. One possible reason is that health sector is a noble profession and as sample population in this study is doctors, so they have to stick to their job demand as requirement of their profession and do not think anything else and hence eventually they ignore all that kind of things. In hypothesis 5b relational self-identity will moderate the association of interpersonal unfairness with deviant work place behavior. Results of this study indicated that only doctor's relational self-identity significantly impacts on interpersonal unfairness to deviant workplace behavior relationship but not doctor's individual self-identity and collective self-identity. One possible cause for this result is that majority of doctors are young and newly hired, so when doctor's relational self-identity is high and they face any mistreatment from their close individual then ignore them.

In hypothesis 5c it was predicted that collective self-identity will moderate the relationship of interpersonal unfairness with deviant workplace behavior. Results from statistical analysis was not supported with the proposed hypothesis. According to (Yang, et al., 2013) moderating impact of collective self-identity of Chinese airlines employees on relationship of interpersonal unfairness with deviant workplace behavior was significant. One piece of reason for this may be to stick with their job is the job demand of doctor's profession, so they have to ignore other things which cause them to feel mistreatment from group and ultimate exhibit deviant behavior.

5.1 Conclusion

There should be good and not strict mean friendly hospital environment in which every employee can speak positive easily about organization and hospitals. There should be a safe place for whistle blower so that victims of interpersonal unfairness and deviant workplace behavior can tell his/her mishap to higher authorities or hospital management and should solve this kind of things so that in future there is less chance of this type of mishaps. There should be work life balance so that employees do not feel stress, strain or frustration which affect both home life and work life so that deviant workplace can be reduced. And training is necessary for doctors to how to overcome deviant workplace behavior, how to reduce interpersonal unfairness among hospital staff as well as doctors and how to deal with co-workers. Managers of hospitals of private and public sector must try hard to identify the main causes of workplace deviant behavior. According to Appelbaum et al. (2006) organization can eradicate bad outcomes of deviant workplace behavior by modifying organizational and ethical values and practices.

References

- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- Appelbaum, S. H., Shapiro, B. T., & Molson, J. (2006). Diagnosis and remedies for deviant workplace behaviors. *Journal of American Academy of Business*, 9(2), 14-20.
- Arnetz, J. (2001) Violence towards health care staff and possible effects on the quality of patient care. *Social Science Medical*, (52), 417-427.
- Andersen, S. M., Chen, S., & Miranda, R. (2002). Significant others and the self. *Self and Identity*, 1(2), 159-168.
- Clements, P., DeRanieri, J., Clark, K., Manno, M. & Douglas, W. 2005. Workplace violence and corporate policy for health care settings. *Nursing Economics*, 23(3), 119-124.
- Bies, R. J., & Moag, J. S. (1986). Interactional communication criteria of fairness. *Research in organizational behavior*, 9, 289-319.
- Bashir, S. (2011). *Organizational Cynicism Development and Testing of an Integrated Model A Study of Public Sector Employees in Pakistan* (Doctoral dissertation, Mohammad Ali Jinnah University Islamabad).
- Brebels, L., De Cremer, D., & Sedikides, C. (2008). Retaliation as a response to procedural unfairness: A self-regulatory approach. *Journal of Personality and Social Psychology*, 95, 1511–1525.
- Brewer, M. B., & Gardner, W. (1996). Who is this “we”? Levels of collective identity and self-representations. *Journal of Personality and Social Psychology*, 71, 83–93.
- Brockner, J., De Cremer, D., Van den Bos, K., & Chen, Y.-R. (2005). The influence of interdependent self-construal on procedural fairness effects. *Organizational Behavior and Human Decision Processes*, 96, 155–167.
- Byers, D. and Rhodes, C. (2007), “Ethics, alterity, and organizational justice”, *Business Ethics: A European Review*. 16(3), 239-250.
- Cox, T., & Griffiths, A. (1995). The nature and measurement of work stress: theory and practice. The evaluation of human work: A practical ergonomics methodology. London: Taylor & Francis.
- Chappell, D., & Di Martino, V. (2006). *Violence at work*: International Labour Organization.
- Chen, Z., Zhu, J., & Zhou, M. (2015). How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance. *Journal of Applied Psychology*, 100(2), 511-521.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321.

- Cortina, L. M., & Magley, V. J. (2003). Raising voice, risking retaliation: Events following interpersonal mistreatment in the workplace. *Journal of occupational health psychology, 8*(4), 247.
- Di Martino, V. (2002). Violence at the workplace; the global response. *African newsletter on occupational health and safety, 12*(1), 4-6.
- De Cremer, D., Tyler, T. R., & Den Ouden, N. (2005). Managing cooperation via procedural fairness: The mediating influence of self-other merging. *Journal of Economic Psychology, 26*(3), 393-406.
- Faheem, M. A., & Mahmud, N. (2015). The effects of organizational justice on workplace deviance and job satisfaction of employees: Evidence from a public sector hospital of Pakistan. *Mediterranean Journal of Social Sciences, 6*(5), 342-353.
- Ferris, D. L., Spence, J. R., Brown, D. J., & Heller, D. (2012). Interpersonal injustice and workplace deviance the role of esteem threat. *Journal of Management, 38*(6), 1788-1811.
- Hearn, J. (2001), Organization Violations in Practice: A Case Study in a University Setting. *Culture and Organization, 9*(4), 253-273.
- Hesketh, K., Duncan, S., Estabrooks, C., Reimer, M., Giovannetti, P., Hyndman, K. and Acorn, S. (2003), Workplace violence in Alberta and British Columbia hospitals. *Health Policy, 63*(3), 311-321.
- Hewitt J., and Levin, P, (1997) Violence in the workplace. *Annual Review of Nursing Research, 15*, 81-99.
- Huang, J., Shi, L., Xie, J., & Wang, L. (2015). Leader–member exchange social comparison and employee deviant behavior: Evidence from a Chinese context. *Social Behavior and Personality: an international journal, 43*(8), 1273-1286.
- Johnson, R. E., Selenta, C., & Lord, R. G. (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. *Organizational Behavior and Human Decision Processes, 99*(2), 175-201.
- Jackson, E. M., & Johnson, R. E. (2012). When opposites do (and donot) attract: Interplay of leader and follower self-identities and its consequences for leader–member exchange. *The Leadership Quarterly*. doi:10.1016/j.leaqua.2011.12.003.
- Javed, R., Amjad, M., Faqeer-UI-Ummi, U. Y., & Bukhari, R. (2014). Investigating Factors Affecting Employee Workplace Deviant Behavior. *International Journal of Innovation and Applied Studies, 9*(3), 1073-1087.
- Johnson, R. E., & Saboe, K. N. (2010). Measuring implicit traits in organizational research: Development of an indirect measure of employee implicit self-concept. *Organizational Research Methods*.
- Johnson, R. E., & Lord, R. G. (2010). Implicit effects of justice on self-identity. *Journal of applied psychology, 95*(4), 681-693.

- Lord, R. G., & Brown, D. J. (2004). Organization and management series. Leadership processes and follower self-identity. Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.
- Jackson, C. L., Colquitt, J. A., Wesson, M. J., & Zapata-Phelan, C. P. (2006). Psychological collectivism: A measurement validation and linkage to group member performance. *Journal of Applied Psychology*, *91*(4), 884-899.
- Kingma, M. (2001). Guest editorial. Workplace violence in the health sector: A problem of epidemic proportion. *International Nursing Review*, *48*(3), 129-130.
- Kraak, J. M., Lunardo, R., Herrbach, O., & Durrieu, F. (2017). Promises to employees matter, self-identity too: Effects of psychological contract breach and older worker identity on violation and turnover intentions. *Journal of Business Research*, *70*, 108-117.
- Kingma, M. (2001), Workplace violence a problem of epidemic proportion. *International nursing review*, *48* (3), 129-130.
- Kashima, E. S., & Hardie, E. A. (2000). The development and validation of the Relational, Individual, and Collective self-aspects (RIC) Scale. *Asian Journal of Social Psychology*, *3*(1), 19-48.
- Leary, M. R., & Tangney, J. P. (Eds.). (2011). *Handbook of self and identity*. Guilford Press.
- Leung, K., Chiu, W. H., & Au, Y. F. (1993). Sympathy and support for industrial actions: A justice analysis. *The Journal of Applied Psychology*, *78*, 781– 787. DOI: 10.1037/0021-9010.78.5.781.
- Lind, E. A. (2001). Fairness heuristic theory: Justice judgments as pivotal cognitions in organizational relations. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 56 – 88). San Francisco, CA: New Lexington Press.
- Martino, V. d. (2002). Workplace violence in the health sector. Country case studies Brazil, Bulgaria, Lebanon, Portugal, South Africa, Thailand and an additional Australian study *Workplace violence in the health sector. Country case studies Brazil, Bulgaria, Lebanon, Portugal, South Africa, Thailand and an additional Australian study*.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, *92*(4), 1159-1171.
- Nasir, M., & Bashir, A. (2012). Examining workplace deviance in public sector organizations of Pakistan. *International Journal of Social Economics*, *39*(4), 240-253.
- Olkkonen, M.-E., & Lipponen, J. (2006). Relationships between organizational justice, identification with organization and work unit, and group-related outcomes. *Organizational Behavior and Human Decision Processes*, *100*, 202–215.
- Sajid, B. (2011). *Organizational Cynicism Development and Testing of an Integrated Model A study of Public Sector Employees in Pakistan*. Mohammad Ali Jinnah University, Karachi.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of applied Psychology*, *82*(3), 434-443.

- Sluss, D., & Ashforth, B. E. (2007). Relational identity and identification: Defining ourselves through others. *Academy of Management Review*, 32, 9–32.
- Sohail, M., & Rehman, C. A. (2015). Stress and Health at the Workplace-A Review of the Literature. *Journal of Business Studies Quarterly*, 6(3), 94-102.
- Tajfel, H. (1981). *Human groups and social categories: Studies in social psychology*. CUP Archive.
- Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review*, 7, 349 – 361.
- Tyler, T., DeGoey, P., & Smith, H. (1996). Understanding why the justice of group procedures matters: A test of the psychological dynamics of the group-value model. *Journal of Personality and Social Psychology*, 70(5), 913-921.
- Wang, M., Liao, H., Zhan, Y., & Shi, J. (2011). Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives. *Academy of Management Journal*, 54(2), 312-334.
- Yang, L.-Q., Johnson, R. E., Zhang, X., Spector, P. E., & Xu, S. (2013). Relations of interpersonal unfairness with counterproductive work behavior: the moderating role of employee self-identity. *Journal of Business and Psychology*, 28(2), 189-202.
- Ybarra, O., & Trafimow, D. (1998). How priming the private self or collective self affects the relative weights of attitudes and subjective norms. *Personality and Social Psychology Bulletin*, 24, 362–370.