

Workaholism Towards Constructive Workplace Deviance Behavior: The Mediating Role of Psychological Ownership

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Abstract

This research aims to unpack the nexus between workaholism and constructive workplace deviance behavior in the presence of the mediating mechanism of psychological ownership. Data was collected through self administrative survey from 136 frontline employees of the service-providing firms of metropolitan cities of Pakistan. The collected data was analyzed through empirical tests like ordinary least squares (OLS) regression, discriminant validity, convergent validity, bootstrap-based tests for overall model fit, measurement model, and structural model in smart PLS to test the hypothesis. The current study results show that psychological ownership mediates the effects of work enjoyment and work involvement on constructive organizational deviance. Furthermore, results also highlight that the frontline employees with a higher drive to work are less in psychological ownership, and therefore, are unlikely to engage in organizational deviance. This study further highlights the importance of psychological ownership in workaholic employees to foster their constructive deviant behavior in workplace settings. The current study adds value to the existing literature by investigating the mediating mechanism of psychological ownership.

Keywords: Workaholism, Work addiction, Psychological ownership, Constructive deviance, Well-being at work

1. Introduction

Workplace deviance and misbehavior in organizations have become an exciting phenomenon and have received increasing researchers' attention. Deviance can be defined as an individual or a group's behaviors that violate the norms (Mackey, McAllister, Ellen III, & Carson, 2021); violating norms may have positive and negative consequences. In previous literature, most studies have explored the negative consequences of workplace deviance, specifically the violent and bizarre acts such as theft (Marasi, Bennett, & Budden, 2018), unethical decision-making (Götz, Bollmann, & O'Boyle, 2019), and ostracism in organizations (Yang & Wei, 2018). However, shreds of evidence were also found in the literature that deviance can also have positive consequences. The current study is in line with the later argument and explores the positive side of workplace deviance. In literature, this term is coined as constructive workplace deviance. This research explores the nexus between workaholism and constructive workplace deviance. Voluntarily violation of the organizational norms may work as a source of innovation and creativity at the workplace. Productive deviant behaviors are unauthorized behaviors, but at the same time, it facilitates organizational goals such as innovative role behaviors.

Researches have highlighted the importance, and they urge the researchers to indulge and further explore the phenomenon of constructive deviance behaviors. Specifically, researchers have called for more scientific research on workaholism to explore the mechanisms through

which constructive workplace behavior and workaholism can be related. (Akca, Yavuz, & Akca, 2021; Khaliq Ur Rehman, Hafeez, Aslam, Maitlo, & Syed, 2020). The earlier researches paid lesser attention to distinguishing between positive and negative aspects of workaholism. A significant amount of literature has highlighted the adverse outcomes of workaholism. Even though the results of negative workaholism have been well studied, workaholism appears to encounter one of the more fundamental psychological threats to construct validity, i.e., the deficient clarification of constructs (Cook, Campbell, & Shadish, 2002). It might be imperative to examine that workaholism may not have adverse consequences all the time, so current research concentrated on its positive perspectives of workaholism that lead towards constructive behavior.

1.1 Contribution

Previous literature is highly skewed, and significant studies discussed the adverse outcomes of workaholism. They likewise explored the relationship between workaholism and working environment abnormality conduct. The current research contributes to the body of knowledge in two ways; it studies the favorable aspect of workaholism and constructive deviance behaviors. Secondly, the said relationship is studied under the mechanism of psychological ownership. To the best of the researcher's knowledge, this strain is still unexplored until time. The current research was conducted with managers, supervisors, executives, and other professionals in service-providing organizations. It also suggested that organizations facilitate constructive deviance at the workplace.

2. Literature Review and Hypotheses Formulation

The organizational citizenship behavior (OCB) literature proposes that employees usually adopt the organization's best practices, keeping in view the end goal, to add value and contribute to prosperity. As referred by social exchange theory, individuals take part in social exchange among connections that incorporate diffuse commitments. Social exchange is not the prescribed rule; it is unspecified, not described, and depends on trust. Scholars have contended that the social exchange may not survive in authoritative relation; social exchange requires encouragement and practice the optional practices that help the organizations (Ocampo et al., 2018). When employees have significant acuties and states of trust in a relationship, they won't be worried about being made up for specific conduct and subsequently will participate in citizenship practices. Positive perceptions, specifically subjective assessment of the employment relationship, play an essential role in an employee's decision to take part in innovative practices.

2.1 Workaholism and Psychological Ownership

Research has demonstrated a compact relationship between livelihood and OCB. Employees probably take part in productive practices, and they contribute most to the prosperity of an organizations when they feel comfortable. Moreover, researchers in brain sciences demonstrate that individuals can feel an optimistic temperament and gratitude even before someone's helping practices ((Nohe & Hertel, 2017)). Even though exploration has, for the most part, found that occupation discernments assume a crucial role in anticipating OCB. Different studies show that a positive state of mind either mainly adds to OCB or predicts different types of optional willful practices beyond employment perceptions (Pham, Tučková, & Chiappetta Jabbour, 2019).

Brief and George (2020) propose that a positive mindset can improve an individual's will to perform additional tasks, showing a positive attitude at the workplace, compliance with

organizational rules, and showing OCB. Employees who make the most of their work will encounter a more positive mind. It is expected that these people are more likely to participate in constructive deviance practices, for example, testing the association arrangement to make valuable recommendations.

H1: Work enjoyment is positively related to psychological ownership.

H2: Feeling driven to work is positively related to psychological ownership.

H3: Work involvement is positively related to psychological ownership.

2.2 Psychological Ownership and Organizational Deviance Behavior

The ideas of deviant behavior at the workplace and psychological ownership are relatively new research areas that some scholars in OCB. Researchers tried to explain and define constructive deviance at the workplace as distinctive sorts of action of an individual or a group of employees which may not comply with the norm. Constructive deviance behaviors are characterized as purposeful practices that disrupt the prevailing standards and their principles to add value to the prosperity of individuals, groups, and organizations (Burnett et al., 2019). Also, (Warren, 2003) characterized it as conduct that digresses from the standards but to set the higher standards. According to their study, constructive deviant behavior has three fundamental psychological qualities, to challenge or deviate from the existing norms, add more value to the organization, and in the end, set higher norms or standards which will strengthen the organization. (Vadera, Pratt, & Mishra, 2013). Even though these practices do not comply with the formal organizational regulations, it helps the employees accomplish organizational objectives and recompense the organization (Robbins, Galperin, & Research, 2010).

Employees' sense of ownership produces positive forces, enhancing the chances to practice innovative ideas at the workplace. The positive deviance enhances an individual's capability to perform the task and makes a person more likely to review more valuable data and encounters that can bring about prosocial practices, such as helping different collaborators (Purwanto, Purba, Bernarto, & Sijabat, 2021). Following this point of view, studies have observed the employee's sense of ownership to be identified with fulfillment (Handayani, 2020) and (Krovetz & Rogaway, 2021). Literature of OCB also highlighted that occupational fulfillment further enhances an individual's will to foresee and practice citizenship conduct because fulfilled laborers react by advancing the association through citizenship practices.

The psychological ownership has an emotional state sentiment of ownership ought to create favorable evaluative judgments that urge a person to respond in profitable practices toward the association. Psychological ownership writing has proposed various positive hierarchical impacts that can show up from sentiments of ownership. Psychological ownership should be emphatically related to authoritative citizenship conduct and hierarchical viability and effectiveness. Moreover, explore has specified psychological ownership ought to be associated with sentiments of obligation and the eagerness to go out on a limb and make giving up one's priorities (Nauman & Qamar, 2018).

H4: Psychological ownership is positively related to innovative organizational deviance.

H5: Psychological ownership is negatively related to challenging organizational deviance.

H6: Psychological ownership is negatively related to interpersonal, organizational deviance.

2.3 The Mediating Role of Psychological Ownership

Comprehension of constructive deviance practices is essential to explore its positive outcomes. In literature, we have found minimal studies that have explored the constructive or positive side of deviance. Usually, it is considered a hostile act of an individual to deviate from the organizational norms. Both research and practice have taken this construct as negative for a longer time. It is time to explore another side of the coin. Research is needed to explore how deviance can positively affect the organization's wellbeing. OCB literature somewhat highlights that if an individual has a sense of ownership s/he will prefer to try innovative ideas at the workplace to benefit from it. Following this terrain, current research has explored the nexus and the mediating mechanism of psychological ownership. Previous researchers explained that psychological ownership is a state of mind with beneficial outcomes for organizations. These constructive outcomes incorporate occupation fulfillment, work execution, additional part conduct, authoritative responsibility, and diminished harmful practices. Psychological ownership has been considered a mediator as it appears on the table underneath (Hansson, Simon, & Kristensen, 2021; Imran, 2021).

Table 1. Psychological ownership as a mediator

Study	Independent Variable	Mediator	Dependent Variable
Wagner et al., 2003	Participation in employee ownership initiative The climate of self-determination		Employee attitudes toward the organization Financial Performance
O'Driscoll et al., 2006	Autonomy Work environment structure		Organizational citizenship behavior Organizational commitment
Mayhew et al., 2007	Autonomy		Organizational commitment Affective commitment
Sieger et al., 2011	Procedural Justice		Job Satisfaction
Avey et al., 2012	Ethical leadership	Psychological Ownership	Affective Commitment Organizational citizenship behavior Job satisfaction
Yildiz et al., 2015	Idealism Idealism Participative Decision Making Justice Perception Person Organization Fit		Job Satisfaction Constructive Deviant Workplace Behavior

In this study, the indicator variable doesn't anticipate other positive practices; however, they are utilized as an indicator for productive working environment aberrance, and the proximity of workaholism as a free variable made it different from all.

H₇(a): Psychological ownership mediates work enjoyment and innovative organizational constructive workplace deviance.

H₇(b): Psychological ownership mediates the relationship between feeling driven to work and innovative organizational constructive workplace deviance.

H₇(c): Psychological ownership mediates the relationship between work involvement and innovative organizational constructive workplace deviance.

The focus of ownership in the working environment can be immaterial or unmistakable, and cases of targets are an account thought, an essential activity, or a specific venture and execution. Psychological ownership is a multi-dimensional build, which is demonstrated independent from anyone else efficacy, belongingness, responsibility, and personality. Therefore, psychological ownership is portrayed by people feeling more fruitful about working with the objective. They feel more responsible for the goal, encountering a more noteworthy feeling of belongingness to the purpose and feeling a sensation of individual identification with the aim of ownership (Yamilkoski, 2018). In their novel conceptualization, Psychological ownership was intrinsically connected with humans, implying that the characteristic psychological-emotional procedure will bring about some sentiments of ownership towards a goal when taken off alone. Therefore, workers frequently feel ownership for their thoughts regarding the objective and at times take ownership of specific ventures that they think of as “mine.” Moral administration is associated with representative psychological ownership through similar procedures of learning social standards. Ethical administrators are liable to influence the criteria for the gatherings they lead through accentuating three center values and related standards for conduct identified with psychological ownership: responsibility, importance, and belongingness.

H₈(a): Psychological ownership mediates the relationship between work enjoyment and challenging organizational constructive workplace deviance.

H₈(b): Psychological ownership mediates the relationship between feeling driven to work and challenging organizational constructive workplace deviance.

H₈(c): Psychological ownership mediates the relationship between work involvement and challenging organizational constructive workplace deviance.

H₉(a): Psychological ownership mediates the relationship between work enjoyment and interpersonal, organizational constructive workplace deviance.

H₉(b): Psychological ownership mediates the relationship between feeling driven to work and interpersonal, organizational constructive workplace deviance.

H₉(c): Psychological ownership mediates the relationship between work involvement and interpersonal, organizational constructive workplace deviance.

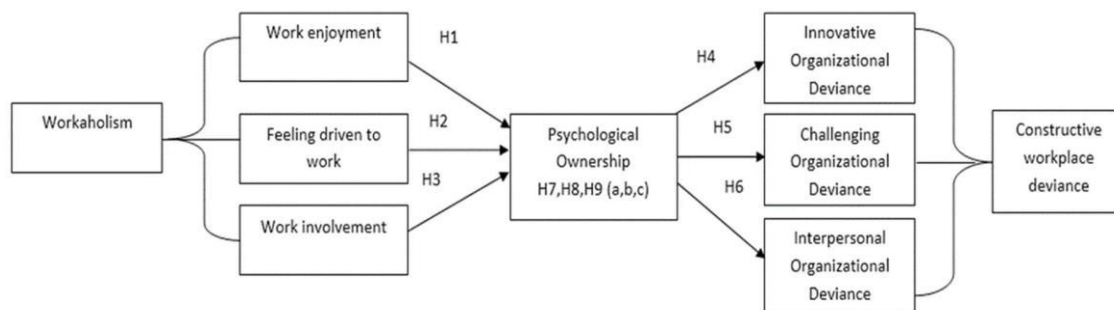


Figure: 1 Conceptual Model

3. Research Methodology

3.1 Participants and Procedure

Current research engages the professional from multiple service-providing sectors (banking, textile, telecom, and hospitals) operating in metropolitan cities of Pakistan. This research was fabricated on quantitative methods, and a survey method was used to collect responses. This study used a judge psychological sampling technique (a non-probability sampling) to collect primary data from different managerial and executive employees. A questionnaire based on 62 statements covering demographics, predictors, mediator, and dependent variables was used to collect preliminary data.

3.2 Measures

Workaholism construct contains three subconstructs; i.e., Work enjoyment, feeling driven to work, work involvement was measured through the instrument of workaholism (Spence & Robbins, 1992) containing the ten, seven, and eight items, respectively. Sample items are as follows

“Most of the time, my work gives me happiness.”

“I often feel that there is something inside me that drives me to work hard.”

“I get bored and restless on vacations when I have not anything productive to do.”

The psychological ownership was measured using a six-item scale (Pierce, Van Dyne, & Cummings, 1992). The sample item is, “I sense that this is my company.”

Organizational deviance is measured (Galperin, 2012) and contains three subconstructs, i.e., Innovative organizational deviance, challenging organizational deviance, and Interpersonal constructive deviance, with five, six, and five items. Sample items are as follows

“I tend to develop creative solutions to problems.”

“I may seek to bend or break the rules to perform my job.”

“I may disagree with others in my workgroup to improve the current work procedures.”

4. Results

4.1 Respondents Characteristics

The respondent's profile is given in Table 2. It showed that a total of 136 respondents took part in this research. The frequency and ratio of male participants were 109 (80.1 %). The frequency of female participants was 27 (19.9%). It also elucidated that 2.2% of the members were above 51 years old; 13.2 % of respondents were 41-50 years old; 45.6% were 31-40 years old, thus being the largest age division, and 39.0% were less than 30 years old.

Among 136 respondents, 42.6% of the respondents had a professional degree of MPhil and Ph.D., 46.3% had done master that is sixteen years of education, and the remaining 11% of the respondents were graduates, 90.4% of the respondents had a full-time job while 9.6% had done part-time job at their working places. 22.1% of the respondents were doctors, 13.2% were at executive positions, 50.0% were at the managerial level, and 14.7% were supervisors in their sectors. Among 136 person table elucidates that 69.1 percent respondents of the entire sample worked on the weekend while other 30.9% respondents did not work on the weekend, 45.6 percent respondents of the sample as the whole were working more than 5 hours on the weekend, other 29.4 percent were working 1 to 5 hours and remaining 25.0 were doing no work at the weekend. The maximum number of respondents who participated in our research had tenure between 6 to 10 years and had more than 11 years. Table 3 shows the descriptive statistics, the mean and standard deviation of all the variables, including the study.

Table 2. Respondent's Profile

	Frequency	%
Age		
Less than 30	53	39.0
31-40	62	45.6
41-50	18	13.2
51-above	3	2.2
Total	136	100.0
Gender		
Male	109	80.1
Female	27	19.9
Total	136	100.0
Marital status		
Married	91	66.9
Unmarried	45	33.1
Total	136	100.0
Type of employment		
Full time	123	19.4
Part time	13	9.6
Total	136	100.0
Work weekends		
Supervisor	20	14.7
Manger	68	50.0
Executive	18	13.2
Doctor	30	22.1
Total	136	100.0
Work weekend		
Yes	94	69.1
No	42	30.9
Total	136	100.0
Works status		
Permanent	115	84.6
Temporary	21	15.4
Total	136	100.0
Hours worked on the weekend		
0 hours	34	25.0
1 to 5 hours	40	29.4
5 to above	62	45.6
Total	136	100.0
Company Tenure		
5 Years or Less	49	36.0
6 to 10 years	53	39.0
11- above	34	25.0
Total	136	100.0
*N= 136		

Table 3. Descriptive Statistics

Variables	Mean	Std. Deviation	Cronbach's Alpha
Enjoyment	2.4088	.69745	0.685
Drive	2.7623	.89710	0.692
Involvement	2.7696	.67344	0.688
Psychological Ownership	2.5319	.70141	0.750
Innovative Cons. Deviance	2.8985	.66221	0.849
Challenging Cons. Deviance	2.1275	.79277	0.734
Interpersonal Cons. Deviance	1.8879	.93036	0.773

Psychological ownership was mean of 2.53, and SD was 0.70. The mean of innovative organizational workplace deviance was 2.89, and its SD was 0.66. Similarly, the mean of challenging workplace deviance was 2.12, and the standard deviation was 0.79. The mean of the last dimension of constructive deviance, interpersonal constructive deviance, was 1.88, and its standard deviation was 0.93. The maximum mean score value was 2.89 occupied by innovative organizational constructive deviance and has a minimum value of interpersonal, organizational deviance, i.e., 1.88. The standard deviation values were between 0.66, i.e., innovative constructive deviance the least, and 0.93, i.e., interpersonal constructive deviance was the highest value.

4.2 Findings

Structural equation modeling (SEM) was run through Partial least square (PLS). It is a technique used to decrease the predictors to a smaller set of uncorrelated dimensions and then perform least square regression on those dimensions. PLS is used primarily when dimensions of a construct are highly co-related. PLS is a modeling technique of SEM, and it can model the structural path and measure them simultaneously. Its algorithm calculates each factor according to its effect. Path analysis tells us the standardized regression weights for effect, the factor loadings, and the circles' values are the R-square, the presented variance explained by independent variables.

4.3 Measurement Model

The Cronbach's alpha table explains the reliability and internal consistency of variables. The Cronbach's alpha was measured the internal consistency of all the variables. The Cronbach's alpha of work enjoyment was 0.68. The Cronbach's alpha of feeling driven to work was 0.69. The Cronbach's alpha of work involved was 0.68. The Cronbach's alpha of sense driven to work was 0.69. The Cronbach's alpha of work involved was 0.68. The Cronbach's alpha of psychological ownership was 0.66. The Cronbach's alpha of innovative constructive deviance was 0.83. The Cronbach's alpha of challenging constructive deviance was 0.73. The Cronbach's alpha of interpersonal constructive deviance was 0.77. All the variables showed an acceptable consistency ranging from 0.66 to 0.83.

Table 4 illustrates the correlation that exists between all the variables. It is a statistical measurement of the extent and type of relationship between two variables. The relation ranges between -1 and +1, indicating a negative or positive connection between the variables. The value of 0.201 between feeling driven to work and work involvement shows a positive correlation that demonstrates that an increase in one variable increases the other variable. Work involvement similarly has a positive correlation with work enjoyment represented by a value of 0.94 and a strong positive relation with feeling driven to work by a value of 0.316. Psychological ownership has a positive correlation with work enjoyment with a value of 0.320, and psychological ownership has a positive correlation with feeling driven to work,

and its value is 0.215. Similarly, psychological ownership and worker involvement are represented by the value of 0.267, respectively. It also shows a positive correlation between these two variables.

The correlation matrix shows the measurement of the relationship between all the variables. In the same way, the results for innovative organizational deviance indicate that it has a positive correlation with work enjoyment (0.484), feeling driven to work (0.373), work involvement (0.262), and psychological ownership (0.218). Challenging organizational deviance has a positive correlation with work enjoyment (0.239), with feeling driven to work and psychological ownership it has negative correlations, i.e. (-0.206), (-0.093) it means that with one unit increase in challenging organizational deviance, there is one unit decrease in feeling driven to work and psychological ownership. But it positively correlates with work involvement (0.010) and innovative organizational deviance (0.062). Interpersonal, organizational deviance has a positive correlation with work enjoyment (0.145) and challenging organizational deviance (0.417) but interpersonal; organizational deviance has a negative relationship with feeling driven to work (-0.327), work involvement (-0.252), psychological ownership (-0.114), innovative organizational deviance (-0.138). It means that with one unit increase in interpersonal, organizational deviance, one unit decreases in feeling driven to work, work involvement, psychological ownership, and innovative organizational deviance.

Table 4. Correlation Matrix

Variable	1	2	3	4	5	6	7
Work Enjoyment	1						
Feeling Driven to Work	.201*	1					
Work Involvement	.094	.316**	1				
Psychological Ownership	.320**	.215*	.267**	1			
Innovative Organizational Deviance	.484**	.373**	.262**	.218*	1		
Challenging Organizational Deviance	.239**	-.206*	.010	-.093	.062	1	
Interpersonal Organizational Deviance	.145	-.327**	-.252**	-.114	-.138	.417**	1

*correlation is significant at the 0.05 level (2-tailed)
 **correlation is significant at 0.01 level (2-tailed)

Figure 2 indicates that the coefficient of determination, R square is 0.250 for the psychological ownership endogenous variable. It means that three dimensions of workaholism (work enjoyment, feeling driven to work, and work involvement) together explain 25 Outer Model Loadings % of the variance in psychological ownership. The coefficient of determination R-square of innovative organizational deviance is 0.104. It shows that the inner model psychological ownership affects creative organizational deviance, i.e., 0.104 followed by work enjoyment. Similarly, the R-square of challenging organizational deviance is 0.023, and for interpersonal organizational deviance, it is 0.079.

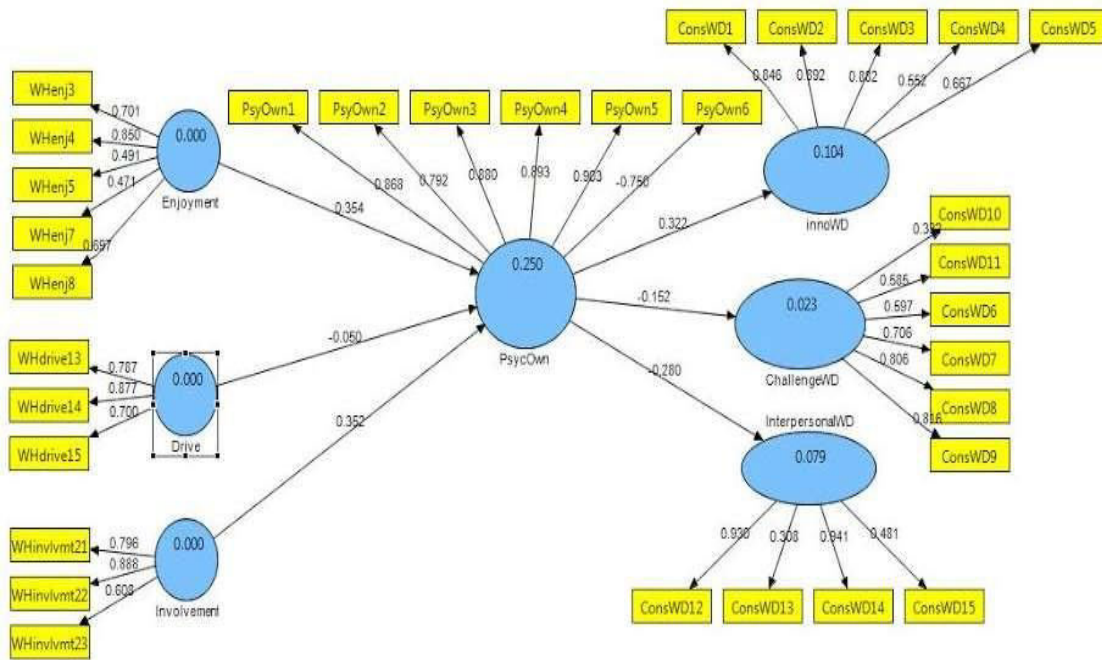


Figure 2. PLS-SEM results

4.4 Outer Model Loadings

The outer loading numbers give us the reliability of indicators. 0.4 or higher is acceptable (Hulland, 1999). Table 5 gave us the values of Factor Loading (FL), average variance extracted (AVE), and composite reliability. Factor loadings are the standardized regression weights, and for significant results, they should be greater than 0.50. All the indicators of work enjoyment, feeling driven to work, work involvement, psychological ownership, innovative organizational deviance, challenging organizational deviance and interpersonal, organizational deviance were shown in table 4.5.2.

The FL values greater than 0.50 show significant impacts, e.g., 0.849, 0.701, 0.697. The highest factor loading was 0.941. Similarly, factor loadings of each item were given in the table. We evaluated average variance extracted (AVE) to check convergent validity (how much items relate with each other), we evaluated average variance extracted (AVE). Its value for work enjoyment was 0.432, feeling driven to work (0.626), work involvement (0.597), psychological ownership (0.722), innovative organizational deviance (0.608), challenging organizational deviance (0.437), and interpersonal, organizational deviance (0.528).

For acceptance, its value should be greater than 0.5. They all have a significant relationship, and challenging organizational deviance was significant at 10%. Composite reliability (CR) is just like Cronbach's alpha, and it is used to measure the internal consistency of variables. A value is greater than 0.6 used for a higher measure of internal consistency. Composite reliability of work involvement (0.784), feeling driven to work (0.833), work involvement (0.813), psychological ownership (0.885), innovative organizational deviance (0.882), challenging organizational deviance (0.814) and Interpersonal, organizational deviance (0.786), these all values were greater than 0.6 therefore, they showed significant internal consistency.

Table 5. Outer model loadings

Latent Variables	Indicators	FL	AVE	CR
Work Enjoyment	I do more work than is expected of me strictly for its fun.	0.701	0.432	0.784
	Most of the time, my work gives me happiness.	0.849		
	I lose track of time when I'm involved in a project.	0.581		
	Sometimes I enjoy my work so much I have a hard time stopping.	0.562		
Felling has driven me to work	My job is so interesting that it often does not seem like work.	0.697	0.626	0.833
	Wasting time is as bad as wasting money.	0.787		
	I like to use my time positively, both on and off the job.	0.876		
	I look forward to the weekend- all fun, no work.	0.701		
Work Involvement	I often feel there is something inside me that drives me to work hard.	0.795	0.597	0.813
	I seem to have an inner compulsion to work hard.	0.888		
	It's important to me to work hard, even when I don't enjoy what I'm doing.	0.607		
	I believe that this is my organization.	0.868		
Psychological Ownership	I feel a very high degree of personal ownership for this organization.	0.792	0.722	0.885
	I sense that this is my company.	0.881		
	It is our company.	0.893		
	I sense that this organization is our company.	0.903		
Innovative Organization al Deviance	It is hard for me to think about this organization is mine.	-0.75	0.608	0.882
	I tend to develop creative solutions to problems.	0.846		
	I tend to search for innovative ways to perform day-to-day procedures.	0.892		
	I tend to decide on different ways to achieve work goals.	0.882		
Challenging Organization al Deviance	I may quit from accepted tradition to solve problems.	0.552	0.437	0.814
	I tend to introduce a change to improve the performance of my workgroup.	0.667		
	I may try to find something to bend or break the rules to perform my job.	0.597		
	Sometimes I may violate company procedures to solve serious problems.	0.706		
Interperson al Organization al Deviance	I tend to depart from organizational procedures to solve customers' problems.	0.806	0.519	0.786
	I may bend a rule to satisfy a customer's need.	0.816		
	I have a tendency not to follow dysfunctional organizational policies or procedures to solve a problem.	0.322		
	I tend to depart from organizational requirements to increase the quality of services or products.	0.585		
Interperson al Organization al Deviance	I may not follow the orders of my supervisor to improve work procedures.	0.930	0.519	0.786
	I may disagree with others in my workgroup to improve the current work procedures.	0.308		
	I may disobey my supervisor's instruction to perform more efficiently.	0.941		
	I may report wrongdoing to another person in my company to bring about a positive organizational change.	0.571		

4.5 Cross Loadings

In Smart PLS, cross-loadings were checked to establish discriminant validity. For this, the correlation between indicator and latent variable should be higher than the correlation of indicator of all other variables.

Table 6. Cross Loadings

	Challenge d	Drive	Enjoyment	Interpersonal	Involvement	PsycOwn	InnoWD
ChallWD10	0.332	0.035	0.371	0.410	-0.034	-0.021	0.259
ChallWD11	0.585	-0.002	0.164	0.531	-0.041	-0.111	-0.027
ChallWD6	0.597	-0.092	0.281	0.322	-0.050	-0.100	0.106
ChallWD7	0.706	-0.224	-0.119	0.279	-0.028	-0.061	-0.094
ChallWD8	0.806	-0.212	-0.020	0.401	0.020	-0.075	0.014
ChallWD9	0.816	-0.289	0.000	0.494	-0.077	-0.148	-0.144
WHdrive13	-0.138	0.787	0.167	-0.302	0.382	0.133	0.246
WHdrive14	-0.208	0.877	0.275	-0.275	0.243	0.144	0.337
WHdrive15	-0.196	0.700	0.148	-0.192	0.238	0.119	0.246
WHenj3	-0.008	0.191	0.701	0.099	-0.014	0.313	0.173
WHenj4	0.031	0.298	0.850	0.121	0.102	0.332	0.458
WHenj5	0.209	0.046	0.491	0.329	0.027	0.069	0.233
WHenj7	0.220	-0.004	0.471	0.049	0.115	0.177	0.231
WHenj8	0.200	0.147	0.697	0.216	0.041	0.158	0.256
InterWD12	0.606	-0.302	0.113	0.930	-0.346	-0.247	-0.215
InterWD13	0.145	-0.338	-0.133	0.308	-0.140	0.032	-0.227
InterWD14	0.548	-0.337	0.211	0.941	-0.333	-0.264	-0.163
InterWD15	0.046	-0.055	0.162	0.481	-0.235	-0.002	0.070
WHinlvmt21	-0.105	0.270	0.005	-0.389	0.796	0.294	0.231
WHinlvmt22	-0.072	0.366	0.119	-0.295	0.888	0.351	0.445
WHinlvmt23	0.205	0.121	0.049	0.006	0.608	0.094	0.226
PsyOwn1	-0.073	0.219	0.331	-0.253	0.366	0.868	0.344
PsyOwn2	-0.105	0.070	0.200	-0.262	0.215	0.792	0.107
PsyOwn3	-0.180	0.138	0.345	-0.214	0.291	0.880	0.284
PsyOwn4	-0.139	0.203	0.370	-0.241	0.350	0.893	0.292
PsyOwn5	-0.110	0.188	0.394	-0.218	0.278	0.903	0.318
PsyOwn6	0.172	0.010	-0.196	0.257	-0.321	-0.750	-0.237
INNoWD1	-0.011	0.259	0.217	-0.180	0.404	0.270	0.846
INNo2	-0.074	0.361	0.377	-0.168	0.383	0.306	0.892
INNo3	-0.023	0.226	0.306	-0.247	0.414	0.309	0.882
INNo4	0.054	0.222	0.465	0.078	-0.023	0.033	0.552
INNo5	-0.011	0.362	0.557	0.020	0.083	0.165	0.667

Table 6 described that the indicators of challenging organizational deviance (10, 11, 6, 7, 8, 9) were higher correlation values (i.e., 0.332, 0.585, 0.597, 0.706, 0.806, 0.816) in the column of challenge WD and these values were also larger than values in the rows. It showed that discriminant validity was well established. Similarly, the dimension of workaholism, feeling driven to work (13, 14, 15), were high correlation values (i.e., 0.787, 0.877, 0.700) in the column of drive and rows of the drive. The correlation values for workaholism enjoyment (3, 4, 5, 7, 8) were high correlation values (0.701, 0.850, 0.491, 0.471, 0.697). Interpersonal workplace deviance (indicators 12, 13, 14, 15) also had high correlation values (i.e. 0.930, 0.308, 0.941, 0.481) than other values in rows and column. It indicated that discriminant validity was established.

Similarly, work involvement (21, 22, 23), psychological ownership (1, 2, 3, 4, 5, 6) and innovative workplace deviance (1, 2, 3, 4, 5) also had greater correlation values (i.e. 0.796, 0.888, 0.608), (0.868, 0.792, 0.880, 0.893, 0.903, -0.750) and (0.846, 0.892, 0.882, 0.552, 0.667) respectively, than other correlation values in respected rows and columns. Therefore, these results suggested that discriminant validity was well established between these variables.

4.6 Standardized Regression Weights

Diagram 4.5.4 showed that work enjoyment, feeling driven to work, and work involvement together explained 25% of the variance in psychological ownership. For acceptance, the standardized regression weights should be greater than 0.1. The coefficient of determination R^2 of psychological ownership was 0.250, innovative organizational deviance was 0.104, challenging organizational deviance was 0.023, and interpersonal organizational deviance was 0.079.

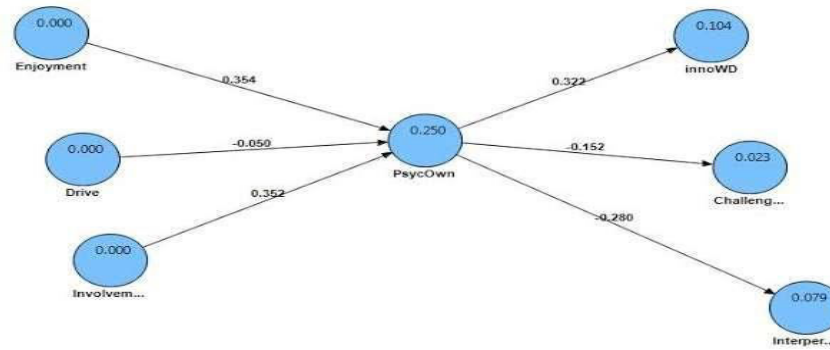


Figure 3. Standardized Regression Weights

The model suggested that work enjoyment (0.354) and involvement (0.352) strongly affected psychological ownership. The hypothesized path relationship between the direct effect of work enjoyment with psychological ownership hypothesis 1 and work involvement with psychological ownership hypothesis 3 was statistically significant, so hypothesis 1 and hypothesis 3 related to the direct relationship between work enjoyment and work involvement with psychological ownership was accepted. The hypothesized direct path relationship hypothesis 2 between feeling driven to work and psychological right was statistically petty because its standardized path coefficient (-0.050) was lower than 0.1; therefore, hypothesis 2 is rejected.

Table 7. Path Coefficient table

Hypothesized Relationship	Path Coefficient	Bootstrap SE	t-values
Enjoyment -> PsycOwn	0.354***	0.046	7.66
Drive -> PsycOwn	-0.050	0.059	0.846
Involvement -> PsycOwn	0.352***	0.048	7.297
PsycOwn -> innoWD	0.322***	0.048	6.638
PsycOwn -> ChallengeWD	-0.152*	0.080	1.890
PsycOwn -> InterpersonalWD	-0.280***	0.097	2.885

*** $p < .01$ ** $p < .05$ * $p < .10$

The model also suggested that psychological ownership strongly impacted innovative organizational deviance (0.322) hypothesis 4. But psychological ownership had a negative impact on challenging organizational deviance (-0.152); hypothesis 5 is significant at 10%. Similarly, psychological ownership had a negative effect on interpersonal, organizational deviance, i.e., 0.280 hypothesis 6, which was negatively significant. Therefore the hypothesized path relationship between PO and innovative managerial deviance hypothesis 4, PO and challenging organizational deviance hypothesis 5, and PO and interpersonal, organizational deviance hypothesis 6 is statistically significant. Smart PLS gives T-statistics for the significance of the exogenous and endogenous model by using bootstrapping.

Bootstrapping is used to check the importance of regression weights. If this T- values are more significant than 1.96, they will show the significance of regression weights. These T-values are used for the impact of the structural path. These results of bootstrap give approximately about data normality.

Table 7 describes the values of hypothesized relationship, path coefficient values, standard bootstrap error, and t- values. The hypothesized positive relationship between work enjoyment and psychological ownership (hypothesis 1) had a coefficient value of 0.354 and a T value of 7.66 at a significance level $p < 0.01$. It showed a significant relationship and suggested that work enjoyment was positively related to psychological ownership. It indicated that when work enjoyment increased, psychological ownership also increased. The hypothesized positive connection between feeling driven to work and psychological ownership (hypothesis 2) had a coefficient value of -0.050 and a T-value of 0.846. These values suggested that it was negatively related to psychological ownership. Thus my hypothesis was rejected. It showed that with an increase in feeling driven to work, there is a decrease in psychological ownership. The hypothesized positive relationship between work involvement and psychological ownership had a coefficient value of 0.352 and a T-value of 7.297 at a significance level $p < 0.01$. It suggested the significant positive relationship between work involvement and psychological ownership (hypothesis 3 accepted). It indicated that psychological ownership also increases with an increase in work involvement.

Similarly, the direct relationship between psychological ownership and innovative constructive workplace deviance had a coefficient value of 0.322, and its t- value was 6.638 at a significance level $p < 0.01$. It suggested the positive relationship between PO and innovative constructive organizational deviance (hypothesis 4 accepted). It indicated with an increase in PO creative, constructive organizational deviance also increases. PO has a negative relationship with challenging organizational deviance (hypothesis 5). It was accepted as its coefficient value was -0.152, and T-value was 1.890 at a significance level $p < 0.10$. It indicated a negative relationship that challenging organizational deviance decreases with one increase in PO. So, hypothesis 5 is accepted. Hypothesis 6 stated that PO negatively affects interpersonal, organizational deviance. It was also taken as its coefficient value was -0.280 and t-value was 2.885 at significance level $p < 0.01$, this accepted hypothesis 6.

4.7 Indirect effect

In this study, psychological ownership was the mediator variable between dimensions of workaholism and constructive workplace deviance behavior. The indirect effects of this relationship are given in table 8.

Table 8. Indirect Effect for Mediation

Hypothesized Relationship	Estimate	Bootstrap SE	t-values
Enjoyment -> PsycOwn -> innoWD	0.114***	0.025	4.530
Drive -> PsycOwn -> innoWD	-0.016	0.020	0.807
Involvement -> PsycOwn -> innoWD	0.113***	0.022	5.123
Enjoyment -> PsycOwn -> ChallengeWD	-0.054*	0.031	1.756
Drive -> PsycOwn -> ChallengeWD	0.008	0.012	0.648
Involvement -> PsycOwn -> ChallengeWD	-0.054*	0.030	1.785
Enjoyment -> PsycOwn -> InterpersonalWD	-0.099***	0.036	2.730
Drive -> PsycOwn -> InterpersonalWD	0.014	0.018	0.790
Involvement -> PsycOwn -> InterpersonalWD	-0.099***	0.038	2.598

***p < .01

**p < .05

*p < .10

The endogenous model suggested that psychological ownership strongly impacted innovative organizational deviance (0.322) and work enjoyment (0.364) H7a. Therefore, hypothesized path relationship H7a that PO mediated the relationship between work enjoyment and innovative organizational deviance was statistically significant. This relationship was meaningful at the $p < 0.01$ level. Therefore, hypothesis 7a was accepted. PO also mediated the connection between feeling driven to work and innovative organizational deviance (hypothesis 7b) but its t -value was less than 1.96; therefore, hypothesis 7b was insignificant.

PO mediated the relationship between work involvement and innovative workplace deviance. This relationship was significant as its t -value was 5.123 at $p < 0.01$; therefore, hypothesis 7c was accepted. PO mediated the relationship between work enjoyment and challenging organizational workplace deviance. This relationship was significant as its t -value was 1.756 at $p < 0.10$; therefore, hypothesis 8a was accepted. PO mediated the connection between feeling driven to work and to challenge organizational deviance. This relationship was insignificant as its t -value was 0.648; therefore, I rejected hypothesis 8b. PO mediated between work involvement and challenging organizational deviance. This relationship was significant at $p < 0.10$ therefore I accepted hypothesis 8c.

Similarly, the relationship between work enjoyment and interpersonal deviance was significant as $p < 0.01$, and the t -value was 2.730. So hypothesis 9a was supported. PO also mediated the relationship between feeling driven to work and interpersonal WD but its t -value is insignificant. Therefore we rejected hypothesis 9b. PO also mediated the relationship between work involvement and interpersonal WD as its t -value was 2.598; this relationship was significant at $p < 0.01$, hypothesis 9c was accepted.

5. Discussions

Constructive deviance describes behaviors such as contravening orders and recording the wrongdoing to their co-workers; these small acts help the organizations to embrace the positive change. Constructive deviance is a form of acts of the individuals about the acts of the other individuals. But in our society, an organization where people work more intentionally, they must fulfill the orders of their supervisors, and their environment is also friendly with their colleagues. Consequently, this interpersonal deviance is not common in our culture due to the strong relationship of employees with their supervisors.

Several other factors that may affect an individual's decision to engage in constructive deviance, which others consider positively or negatively, are skills related to networking ability. Networking ability is defined as "*the extent to which people are skilled in developing as well as using social networks that affect change at work*" (Khaliq U. Rehman et al., 2021). Individuals with networking-building abilities are likely to involve others and build relations before engaging in constructive deviant behavior. Consequently, they may be less expected to be seen as troublemakers and are more likely to be evaluated constructively because of the support they may have generated for their ideas. Therefore, how an individual engages in constructive deviance (by workaholism, networking, building coalitions, psychological ownership, etc.) is likely to influence the outcome of engagement in these behaviors.

5.1 Theoretical Implication

Much of the literature and empirical evidence has been found about the negative relationship of workaholism with stress, psychological strain, and work-family conflict. There were very few that gave its positive consequences. Current research suggests that research on

constructive deviant behavior, i.e., innovative organizational deviance, has mainly focused on acceptance from colleagues, supervisors, or top management as a positive consequence for innovation in an organization. Employees of the organization may not understand the challenging and interpersonal type of constructive deviance that may report their misconduct, leading to a damaged image in the organization. This fright resists employees to engage in constructive deviant behavior at the workplace or lead to lower performance evaluation and wrong job assignment (Miceli, Near, & Dworkin, 2008).

Similarly, research on constructive deviance behavior, i.e., voice, has, by and large, focused on the productive outcomes for the employees expressing voice. The scholars found an encouraging effect of voice on performance appraisals, above and beyond the impact of task behavior and helping (Vakola & Bourades, 2005; Van Dyne & LePine, 1998). Therefore, the findings of this research recommend valuable theoretical implications as it delivers a positive framework for workaholism. This research work has a unique contribution due to the mediator psychological ownership between workaholism and constructive workplace deviance behavior.

5.2 Practical Implications

The current research highlighted that the work-driven employees might not think and innovatively participate. Because once an employee is engaged in the routine task, it's pretty hard for them to change their routines and think about innovative ways of doing things. The importance of innovation is very high in the 21st century. The focus has shifted from labor-intensive to skills incentive employees. Knowledge workers' responsibilities contain but are not limited to decision-making and problem-solving. Human resource managers need to highlight the significance of showing such behaviors and expand these skills in working employees. Current research also suggested that HR managers arrange mentoring and peer-coaching programs. These programs will help the employees to engage in constructive deviant behaviors. In addition to that, HR managers should also organize hands-on workshops relevant to their jobs to benefit from that. It will enhance the employee's capacity, job satisfaction, attract and motivate employees to show constructive behavior. Organizations should make sure about the health of their workers by arranging wellness programs and informing employees about the positive and negative consequences of workaholism by publishing brochures and introducing constructive deviance by celebrating constructive deviance Awareness Week.

5.3 Limitations and Recommendations for Future Research

Every research has a limited scope, so this study also has limitations. Due to the limited resources, the current research has only collected a small sample size from the service-providing firms. Generally speaking, the sample size does not affect the study results, but if the future research can manage to collect data on a larger scale and if they can also engage the manufacturers, it may come up with some exciting findings. Second, all information was gathered by utilizing self-report surveys to collect constructive behaviors of employees. However, a few scientists have scrutinized the legitimacy of using self-reports to gauge undesirable practices (Lautenschlager and Flaherty, 1990), the precision of self-reports has been bolstered (Spector, 1992). Analysts ought to utilize director or companion reports to lessen the likelihood of normal strategy fluctuation.

Third, feeling driven to work had reliability below the accepted 0.70 value. This measure has been found to be less reliable in the study. Feeling driven to work has different meanings in different cultures. Researchers should measure the conceptualization of feeling driven to

work in a different context. Finally, the respondents have limited levels of workaholism. Some participants belong to lower managerial levels, from these few worked more than five hours. Some also indicated high intentions to leave the organization. It is also unlucky that respondents show more significant degrees of enjoyment at work. Researchers should broaden the response rate to include more participants from higher managerial levels and more workaholic employees.

It is further recommended that future research examine how and when constructive deviance will have a formative effect on the organization (Morrison, 2011). Research in the future should also explore the possibility that specific contextual or situational variables mediate these relations. Moreover, future studies can investigate the present associations with more detailed analyses like two or three-way interaction models. In conclusion, employees with high enjoyment at work and work involvement should be supported to generate more powerful psychological ownership to exhibit innovative, challenging, and interpersonal constructive workplace behaviors. Moreover, the organizations do not prefer supporting destructive activities because they may risk organizations. Yet, in an excellent manner supporting and encouraging workaholics employees' psychological ownership might be helpful to create constructive deviant workplace behavior.

5.4 Conclusion

Organizations of the 21st century are more flexible, innovative, creative, and decentralized than previous organizations. Creative solutions are of fundamental importance for organizations, where competition is inevitable to survive. One of the most advantageous behavioral addictions that any person could develop is workaholism, a psychological state characterized by work involvement, work enjoyment, and feeling driven to work. Mostly, workaholics have the urge to "put bread on the table" consequently, they should not always be labeled as problematic addicts, as most literature is considered destructive. It proposes that workaholism can be constructive, generating welcoming outcomes for individuals, societies, and organizations. In our community, the efficacious person spends all of their time working. Moreover, a widespread company management pattern consists of stressing and putting pressure on employees to maximize profit. This propensity has increased with economic crises in Pakistan and worldwide.

Using measures developed by Spence & Robbins (1992), this study examines the relationship of workaholism type to measures of constructive workplace deviance. I expected that workaholism is associated with wellbeing (i.e., high psychological empowerment, high job and work satisfaction, and workaholics are highly motivated). In this respect, a literature review on workaholism provides a conceptual framework on some rarely studied outcomes, i.e., constructive workplace deviance. The paper develops a model that enables "out of the box" thinking about workaholism. It is valuable for organizations to enhance the presence of sustainably hardworking working employees with happy home lives. This research shows the importance of workaholism, psychological ownership, and constructive deviance. This study also explains different dimensions of workaholism (i.e., work enjoyment, feeling driven to work and work involvement), psychological ownership, and dimensions of constructive deviance (innovative, challenging and interpersonal, organizational deviance). Most people in our society are workaholics. The employees in organizations lack their understanding of constructive deviance. They are too attached to their organization that they do not want to violate organizational norms and policies at any cost. They also fear being fired from the organization if they violate administrative rules.

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