



Impact of Transformational Leadership on Constructive Deviant Behaviors: The Mediating Role of Felt Obligation

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ABSTRACT

The primary goal of this research is to determine the influence of transformational leadership on constructive deviant behaviors (pro-social behavior, expressing voice, taking charge, whistleblowing) with the mediating effect of felt obligation. Diverse sample (IT, banking, and health) was taken for the data collection. Data was collected through questionnaires. Data was collected in three different time lags. The result of this study showed that transformational leadership has a significant influence on constructive deviant behaviors. The findings also show that the association between transformational leadership and constructive deviant behaviors is mediated by felt obligation. The association between felt obligation and constructive deviant actions is also strongly moderated by challenge stressor.

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1. Introduction

Uncertainty and severe competition put increasing pressure on firms to decentralize, be more flexible, and have a stronger performance focus. Employees are now required to have more positive attitudes, be more creative, productive, and participate more actively in organization activities. This may only happen if employees constructively deviate from organizational rules or standards in order to benefit the organization and its employees. The positive organizational studies (POS) movement draws scholars' attention to the study of good work practices in the organizations (K. Cameron & Dutton, 2003).

Traditionally, deviation has been described as a deliberate violation of rules and norms that has a negative influence on the organization's or its workers' well-being (Bennett & Robinson, 2000). Theft, incivility are the examples of destructive deviance. However, the literature argues that study on workplace deviance is severely constrained, ignoring the positive aspects of deviance (Vadera, Pratt, & Mishra, 2013). Much of the study on the idea of constructive deviance is of a qualitative nature, necessitating a more comprehensive theoretical and practical contribution (Vadera et al., 2013). Researchers are currently focusing on discovering human resource strengths and psychological capabilities to develop positive work habits among employees that can lead to favorable organizational outcomes (K. S. Cameron & Caza, 2004).

1.1. Constructive Deviance

The term "deviant" was first used in psychology, sociology, and criminology literature to describe those who do not comply to societal standards (Cohen, 1966). Past management literature, discussed two types of deviant behavior in the workplace. The first stream is concerned with bad conduct in which employees breach the rules, which is destructive to the company, while the second stream is concerned with good behavior in which employees transgress the rules but contribute to the organization's well-being. The majority of management study focuses on the negative aspects of deviance, while constructive deviance is usually ignored (Mertens, Recker, Kummer, Kohlborn, & Viaene, 2016). Theorists who expanded the concept of deviance and introduce positive aspects include acts in which employees break the company's rules and standards in order to benefit the organization (Spreitzer & Sonenshein, 2004). After that, the researcher coined the term "constructive deviance" to describe this pro-social norm-breaking conduct.

Hanke and Saxberg (1985) coined the phrase constructive deviance in 1985, it was Galperin and her colleagues who made the most significant contribution to the concept (Galperin & Burke, 2006). Constructive deviance, according to (Galperin, 2012), is described as an employee's voluntary transgression of norms or standards to have a good impact on the organization and its members. Warren (2003) added to this notion by defining it as a purposeful employee's action that deviates from the referent group's rules or norms while adhering to hyper norms. Hyper norms are universally recognized views and beliefs (Donaldson & Dunfee, 1999). The most often used definition of constructive deviance is "Employee's deliberate activity having three crucial characteristics (a) adds to the wellness of the organization (b) non-conformance to organizational norms and standards, and (c) adhering to hyper-norms"(Vadera et al., 2013).

The similarity between constructive and destructive deviance behaviors is the intents of the individual who show such behaviors and the voluntariness (Yildiz, Alpan, Ates, & Sezen, 2015). According to Warren (2003) there are many different behaviours that fall under the category of constructive deviance includes whistle-blowing (Near & Miceli, 1985), some types of pro social behaviors (Puffer, 1987), exercising voice (Van Dyne & LePine, 1998), extra-role behaviors (Vandyne, Cummings, & Parks, 1995), and pro-social rule breaking (Elizabeth W Morrison, 2006). Vadera et al. (2013) suggested that all these can meet the requirements for constructive deviation.

Here this study focuses on constructive deviance in terms of (pro-social behavior, expressing voice, taking charge and whistle blowing). Much study is done on these constructive deviant behaviors individually in terms of their antecedents and mediating mechanisms, but there is little research on the shared causes and processes that underpin all of these behaviors. So, in this study all these behaviors were studied in an integrated manner.

Pro-social behavior defined as employee shows helping or sharing behavior cooperate with each other for organization benefits (Brief & Motowidlo, 1986). Employees who offer their thoughts, ideas, opinions, and facts in order to boost the company's performance are said to be expressing their voice (Van Dyne & LePine, 1998). Voice is a kind of constructive deviance that challenges the current state with the purpose of enhancing the wellbeing of the organization(Van Dyne & LePine, 1998). Whistle blowing is described as an employee's revelation of any immoral, unethical, or illegal behavior or practice to those with authority to take action against that employee. It is a kind of pro-social behavior (Dozier & Miceli, 1985). Taking charge is defined individual employees who make extra efforts with respect to the execution of tasks connected to a certain job, department, or organization (Van Dyne & LePine, 1998).

1.2. Constructive Deviance in Pakistani Context

Studying different types of behavior at workplace is an important area of research. In comparison with the working conditions in Western countries, Pakistan faces more stressful and challenging working conditions therefore, leads to more distinct findings as compared to data from countries having stable climate. Different behaviors create different outcome in organization setting (Vadera et al., 2013). The nature of work in developing

countries varies across organizations and requires different kind of solutions in order to manage work. Developing countries especially South Asian countries like Pakistan is going through the phases of socio-economic transformation (K. Lee & Allen, 2002). Rapid privatization increases the importance of positive work behaviors or attitudes among employees and the relationship between employee and employer has been changed (S. Khan, Loo, & Din, 2010). It is observed in most of the Pakistani organizations only those behaviors are considered positive which are consistent with the defined norms or rules & regulation of the organization. Lack of supportive environment for constructive deviance within organization where employees are expected to meet all the standards create hindrance for employees to be creative and develop new solution in order to tackle organizational issues. There is a need to create awareness about constructive deviant behaviors in Pakistan, so that organizations can design their cultures in a way where employees can adapt these constructive deviant behaviors in order to benefit organizations and compete in this intense business competition.

1.3. Transformational Leadership

Burns, a political sociologist, was the first to present the notion of transformational leadership in 1978 (Forester & Clegg, 1991). He further elaborated this concept in his classical book "The Leadership" Burns describe a personality of leader in his book that leader is a person who has ability to inspire or motivate his followers so that they can enthusiastically achieve their goals and objectives. Transformational leadership, according to Burns (1978), is a process through which a leader develops maturity, solid interpersonal relationships, and a high degree of drive among his or her followers. Transformational leaders always encourage their followers and inculcate moral and ethical values rather than fear, greed, jealousy and hatred. Transformational leadership always tries to enhance follower's consciousness; so that they can realize the importance of work and give their full effort towards task accomplishment. They always encourage their subordinates to work for the collective benefit of the organization as a whole rather than their personal interests (Burns, 2012).

There is no doubt that transformational leadership directly influence employee attitudes and behavior and enhance their emotional encouragement in turn increase organizational performance (Northouse, Katapodi, Song, Zhang, & Mood, 2010). Transformational leader encourages and raise the self-interest of followers so that they can contribute well towards organization goals and objectives (Bass & Riggio, 2006a). Under transformational leadership employee are motivated enough to introduce new work methods, adapting to new processes and systems for the long-term goals achievement for the organization. Transformational leader always helps the followers to avail opportunities by using their intellectual capacities and improve their work performances (Afsar, Badir, & Saeed, 2014). According to the literature, transformational leadership has a major influence on staff learning and knowledge sharing, which will eventually improve employee job performance (K. B. Khan et al., 2019). Transformational leaders act as an active listener, and guide the followers through proper feedback and address their personal and professional problems in result increase individual and organizational performance.

1.4. Felt Obligation

According to Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) felt obligation is a belief that employees within the organization should care about the organization performance and well-being and contribute their efforts so that organization can achieve its goals and objectives. Employees develop a sense of obligation when they receive economic and socio-emotional advantages from the organization, allowing them to satisfy their financial and psychological requirements (Cropanzano & Mitchell, 2005). The concept of felt obligation is founded on social exchange theory presented by (Peter Blau, 1964). According to social exchange theory, when an individual or group receives something good or of benefit from another individual or a group, they felt obligated and respond in a same way by retuning some benefits to them as well. This exercise establishes a sequence of interactions between individuals or groups that will result in high-quality relationships by demonstrating mutual faith and social support (Dutton & Heaphy, 2003). Similarly, when employee receives some benefits from their organization, they feel

obligated and put their great effort to achieve organizations goals and objectives. Literature provides the evidence that norms of reciprocity actually govern the positive interpersonal relationships between leader and subordinates which in turn influence positive attitudes and behaviors of the subordinates (Zapata, Olsen, & Martins, 2013). According to Colquitt, LePine, Piccolo, Zapata, and Rich (2012) if leader show competence in their work and follow the moral principles and always support subordinates, their subordinates get inspired by the leader and show their trust in leader through felt obligation.

1.5. Challenge Stressors

There are two kinds of stressors at workplace one is associated with positive treatment and the second one is related with negative treatment. Challenge stressors create opportunities for learning, growth and development whereas hindrance stressors considered as an obstacle for growth and development (N. P. Podsakoff, LePine, & LePine, 2007). According to social exchange theory where the main motivation of employee is to reciprocate the behavior, the positive effect of challenge stressors on constructive deviance increases (Cropanzano & Mitchell, 2005). Challenge stressors are always a source of motivation for employees and are linked with growth opportunities, learning and goal achievement (Boswell, Olson-Buchanan, & LePine, 2004). According to Webster, Beehr, & Christiansen (2010) challenge stressors encourage employees to learn and enhance their self-efficacy beliefs.

Increased workload, additional responsibilities, time pressure etc are the examples of challenge stressors. According to Cavanaugh, Boswell, Roehling, and Boudreau (2000) challenge stressors at workplace create positive emotions among employees and motivate them to overcome those stressors which in turn lead to increased organizational satisfaction and commitment. According to social exchange theory, this feeling of satisfaction and commitment creates a sense of felt obligation among employees (Ng & Feldman, 2012).

The most well-known conceptual model for studying workplace behavior is social exchange theory. In management literature social exchange theory has been widely used in order to understand employee's behavior and exchange relationship among employees (Bal, Chiaburu, & Jansen, 2010). Social exchange theory is based on reciprocity rules, which is a most concerned topic among management experts, and it bridges the gap between social exchange and emotional involvement (Ng & Feldman, 2015). Most of the researchers used social exchange-based models in order to specify the relationship between leadership styles and resultant job-related employee attitudes (Braun, Peus, Weisweiler, & Frey, 2013).

1.6. Research Objectives

- To analyze the impact of transformational leadership on constructive deviant behaviors (pro-social behavior, taking charge, expressing voice, whistleblowing).
- To analyze whether felt obligation mediates the relationship between transformational leadership and constructive deviant behaviors (pro-social behavior, taking charge, expressing voice, whistleblowing).
- To analyze whether challenge stressors moderate the relationship between felt obligation and constructive deviant behaviors (pro-social behavior, taking charge, expressing voice, whistleblowing).

2. Literature Review

2.1. Transformational Leadership and Constructive Deviant Behaviors

Most of the researchers used social exchange-based models in order to specify the connection between leadership styles and resultant job-related employee attitudes (Braun et al., 2013). Social exchange-based models depict that the nature and quality of relationship between employer and follower affects the follower's performance (Howell & Hall-Merenda, 1999). SE theory focuses on mutual relationship between leader and followers and shows a significant positive influence of transformational leadership on employee performance (Gilmore, Hu, Wei, Tetrick, & Zaccaro, 2013). Peter Blau (1964) supported this view of social exchange and presented social exchange theory which states that if leader shows genuine interest in followers wellbeing than followers put their best effort to show higher commitment and performance towards organization. It is a type of

leadership that inspires people to achieve goals by emphasizing the importance of the organization's vision, purpose, values, and objectives (Wright, Moynihan, & Pandey, 2012). Transformational leaders inspire their subordinates, motivating them to take on difficult jobs and come up with inventive solutions to organizational difficulties. Also there is a positive relationship between transformational leadership and employees expression of voice as leader attitude and behavior shapes employee's behavior (Elizabeth W Morrison, 2006). The influence of transformational leadership on employee communication behavior within and outside the firm was investigated in numerous sectors across the United States, and the findings demonstrated that transformational leadership increases employee's voice behavior (W. S. Lee, Yang, Chon, & Kim, 2020). Data was collected from 3,149 workers and 223 managers in a restaurant chain to investigate the influence of transformational leadership on constructive deviant behavior and findings revealed that transformational leadership was positively connected to expressing voice (Detert & Burris, 2007). Y. Duan et al. (2016) also confirmed the conclusions of past researchers that transformational leadership has a positive association with employee's voice behavior. So under transformational leadership individuals feels sense of psychological safety, which in turn motivates employees to express voice (Walumbwa & Schaubroeck, 2009).

Employees are encouraged to face challenges under transformational leadership, which results in organizational development (Parker, Bindl, & Strauss, 2010). The study involved 39 distinct project teams with a total of 195 employees, and the findings revealed that project managers' transformational leadership style has a favorable influence on employee's extra-role performance (Shokory & Suradi, 2018). Therefore, it is supposed that transformational leaders are able to motivate individual workers by connecting their future to the organization's future and encouraging them to participate in positive organizational growth (Syed, Naseer, Nawaz, & Shah, 2021).

Transformational leadership is considered as one of the important antecedents behind taking charge because transformational leader creates inspirational motivation among employees, give individualized consideration to their needs, have idealized influence and act as a example for followers and always encourage followers to think critically about organization problems and engage in taking charge behavior (Carleton, Barling, & Trivisonno, 2018). J. Li, Furst-Holloway, Gales, Masterson, and Blume (2017) performed an investigation on the influence of transformational leadership on workers' change-oriented behaviour, data was collected from 329 independent leader-follower dyads of the Chinese organization and the results revealed among all the four dimensions of transformational leadership three of them (core transformational behaviors, providing individualized assistance, and intellectual stimulation) are completely associated with employees taking charge behavior whereas the fourth (stringent performance standards) is negatively associated with taking charge.

Literature also indicates that different leadership styles play a very important role behind whistle blowing intentions of employees (Bhal & Dadhich, 2011). Various reasons found in literature that explain the impact of transformational leadership on employee's whistleblowing intensions. Firstly, transformational leaders always encourage followers to express their voices and give their valuable suggestions as well as report any kind of wrongdoing by any person within the organization (Bass & Riggio, 2006b). Second, transformational leaders always inspire employees to behave ethically and do not involve in any kind of unethical activities (Ng & Feldman, 2012). Finally, transformational leaders and their followers trust each other and they do not find any harm in blowing a whistle against any kind of wrong doing (Caillier, 2014). Finally, transformational leaders improve organizational commitment and pro-social impulses of workers, which results in increased whistleblowing intentions among them (Bass & Riggio, 2006a). According to W. Zhu, Avolio, Riggio, and Sosik (2011) transformational leaders boost their subordinates' moral capacity, moral efficacy, and moral bravery, which leads to a rise in workers' whistleblowing intentions.

Research was conducted on 322 full time employees of different educational institutes and technical colleges in Oman to examine the association between transformational leadership and pro-social behavioral intentions of employee's, findings revealed a significant link between these constructs. Under transformational leadership

employees are encouraged to engage in pro-social behavior towards co-workers (SALIM & RAJPUT, 2021). According to social exchange theory transformational leadership make employees feel obligated to their leaders, and reciprocate the same behavior by helping co-workers that will increase organizational performance (Y. Zhu & Akhtar, 2014). By concentrating on shared vision and values and moving their attention from self-interest to common interest, transformational leaders constantly generate a sense of collective identity among followers (Chun, Cho, & Sosik, 2016). Thus it is hypothesised that:

- H1a: There is a positive relationship between transformational leadership and employee's expressing voice.
- H1b: There is a positive relationship between transformational leadership and employees taking charge behavior.
- H1c: There is a positive relationship between transformational leadership and employees pro-social behavior.
- H1d: There is a positive relationship between transformational leadership and employee's whistleblowing intentions.

2.2. Felt Obligation as a Mediator

Previous research reveals that a crucial factor driving constructive deviance is a sense of felt obligation (Elizabeth Wolfe Morrison & Phelps, 1999). According to (Vadera et al., 2013) supervisory traits are linked to constructive deviance via a mediating mechanism of felt obligation. The role of felt obligation as a mediating variable is based on social exchange theory (PM Blau, 1964). According to social exchange theory when any individual or party receive something good from another individual or party, they felt obligated and tend to reciprocate the same behavior based on mutual interest. This is based on norms of reciprocation. On the bases of this theory if employees have good relationship with their leader, they may feel obligated to respond in positive way by showing positive attitude and behavior which is beneficial for the organization even if they need to deviate from the organization norms.

According to (Weinger et al., 2017) transformational leader creates the sense of felt obligation among employee which in turn motivates them to engage in constructive deviant behaviors for organizational growth. To stay in this competitive and thriving atmosphere, transformational leadership need to create value for their employees on continuous basis, with the objective to make and realize them to feel job related obligations (Desalegn, Akalu, & Haile, 2015). However, such felt obligation behavior of employees develop an active engagement of employees with their job roles and tasks leading organizations to grow and boosts employee satisfaction and job performance (Alilyyani, Wong, & Cummings, 2018). According to Chamberlin, Newton, and Lepine (2017) sense felt obligation is a very important psychological state that affects employee expression of voice and motivate employees to engage in voice behavior. Research was conducted on the sample of 602 Spanish higher education employees, and the results reveal that felt obligation mediates the relationship between employees' perception of transformational leadership and their change orientated behavior (López-Domínguez, Enache, Sallan, & Simo, 2013). According to Ma and Qu (2011) if employees are treated well in organization by their supervisors and co-workers, they tend to reciprocate the same behavior by engaging in positive work behaviors which will bring positive outcomes for the organization.

Ojokuku, Odetayo, and Sajuyigbe (2012) clarified in their study that transformational leadership styles hold a static but positive effect on the performance of employees in an organization. To stay in this competitive and thriving atmosphere, transformational leadership need to create value for their employees on continuous basis, with the objective to make and realize them to feel job related obligations (Desalegn et al., 2015). Thus, transformational leadership is a powerful tool helping to boost employee performance through felt obligation and to maximize employee efficiency in doing job roles. According to Ghosh, Rai, Chauhan, Baranwal, and Srivastava (2016) supervisor and organizational support, rewards and recognitions influence the employee's commitment and their sense of felt obligation. Conclusively, transformational leadership is the one of the core variables that develops significant relationship with felt obligation behavior of employees (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010).

Through felt obligation employees feel more commitment to organization and work for the constructive change by developing new systems, procedures and creating innovative solutions to organization problems (Fuller, Marler, & Hester, 2006). Employees having high level of felt obligation are more likely to engage in expressing voice for constructive organizational change. In comparison employees having low level of felt obligation are less committed towards organization and they don't feel obliged and not likely to engage in voice behavior. According to Eisenberger et al. (2001) felt obligation act as a mediating link between organization's positive treatment and employee work outcomes. Colquitt et al. (2012) argued that there is need to examine the impact of felt obligation that how felt obligation leads to positive organizational outcomes.

There is no doubt that employee felt obligation enhances employee discretionary work effort (Frenkel & Bednall, 2016) and this feeling encourages the employees to perform task by going beyond the assigned responsibilities (Eisenberger et al., 2001). Employees who have a strong sense of responsibility for positive change are more likely to use voice as a positive tool for organizational growth than as cooperative, non-change-oriented conduct (Liang, Farh, & Farh, 2012). According to the Arain, Hameed, and Crawshaw (2019) when supervisor empower their subordinates this will create the felt obligation behavior among employees which in turns motivate them to engage in expressing voice for organizational construction.

According to Babakus, Yavas, Karatepe, and Avci (2003) felt obligation stimulate pro-social behavior among employees which in turn brings favorable outcomes for the organization. (Kim & Qu, 2020) argued that felt obligation act as a very significant and critical mediator that leads to employee pro-social behaviors. When employees get support and assistance from their leaders and coworkers, they feel obligated to reciprocate and participate in more pro-social activity (Chiaburu & Harrison, 2008). This feeling of obligation puts an increased pressure on individual to involve in pro-social behavior by helping their co-workers in order to benefit organization as a whole (Ma & Qu, 2011). Thus this is hypothesized that:

H2a: The link between transformational leadership employees expressing voice is mediated by felt obligation.

H2b: The link between transformational leadership and taking charge is mediated by felt obligation.

H2c: The link between transformational leadership and employee pro-social behavior is mediated by a felt obligation.

H2d: The link between transformational leadership and employee whistleblowing intentions is mediated by-felt obligation.

2.3. Challenge Stressors as a Moderator

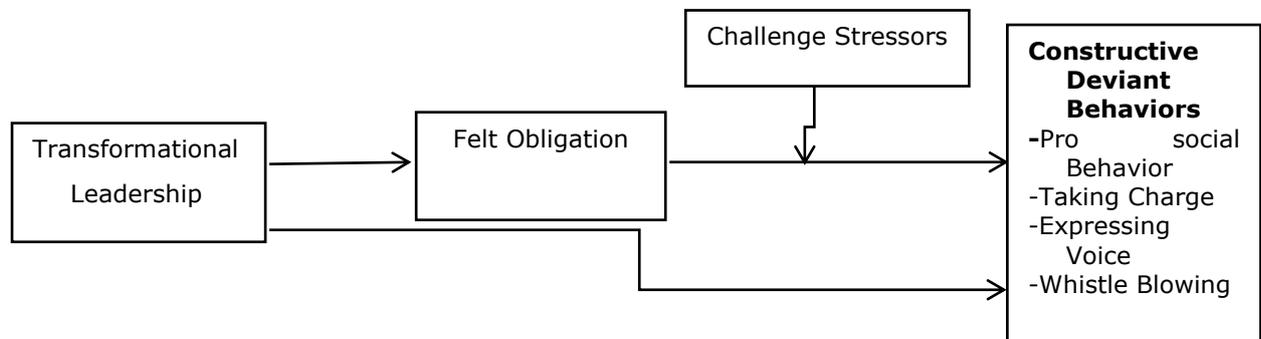
According to (Yang & Li, 2021) research was conducted on 233 employees challenge stressors promote employees' positive affect and self-efficacy, resulting to a more positive attitude at work for organizational improvement. Although it has long been established (Lin, Xian, Li, & Huang, 2020) that situational stressors in the workplace, have significant positive impact on the employee's performance (Bliese, Edwards, & Sonnentag, 2017). Challenge stressors create higher work standards for employees, increase their level of work authorization and motivate them to work for organizational construction. When organization culture is supportive, encourage autonomous decision making, where leader subordinate share strong bond of trust and respect then employees accept challenges more positively and work for organizational betterment. This type of work environment addresses employees' basic psychological requirements, allowing them to be more motivated to learn and adapt to difficulties (Spreitzer & Porath, 2014). Therefore, when organization put pressure on employees through challenge stressors employees become more energetic in attaining the targets and more involved in organizational learning and continuous improvement. Challenge stressors enhance the self-efficacy of employees. Employees experience "a type of expectation and appreciation of their ability" when organizations provide them greater challenge pressures. Employees' self-efficacy is boosted by the organization's faith in them (Prem, Scheel, Weigelt, Hoffmann, & Korunka, 2018).

H3a: The link between felt obligation and the employee's expressing voice is moderated by challenge stresses.

H3b: The link between felt obligation and the employee's taking charge behavior is moderated by challenge stresses.

H3c: The link between felt obligation and the employee's pro-social behavior is moderated by challenge stresses.

H3d: The link between felt obligation and the employee's whistle-blowing intentions is moderated by challenge stresses.



3. Research Methodology

In comparison with the working conditions in Western countries, Pakistan faces more stressful and challenging working conditions therefore, leads to more distinct findings as compared to data from countries having stable climate. The nature of work in developing countries varies across organizations and requires different kind of solutions in order to manage work. In order to collect data, the present study used survey method as this is the most cost effective and practical way to collect data from the large population. Multiple level analyses were used and unit of analysis were individuals. In order to overcome common method bias time lagged study was used (P. M. Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) i.e. data was collected in three-time waves. At T1 data related to independent variable and moderator were collected, at T2 data related to mediator and at T3 data related to dependent variables were collected. The time difference between these two-time lags T1, T2 and T3 were of the period of six weeks. P. M. Podsakoff et al. (2003) analyze that the selection of time lag should be purposeful if it is at a range of appropriate time period it should neither too long nor too short. If too short time lag exists, there is a chance of memory effect occur which may be artificially inflate the connection between variables (Ployhart & Vandenberg, 2010).

Adapted questionnaires were used for data collection from respondents. The questionnaire was in English language. Though English is not the native language of Pakistan but the mode of communication is English in almost every organization so there is no need to translate the questionnaire into native language. Furthermore, respondents were required to provide their demographic information such as name age, gender, job title, work experience, qualification, job nature, income and email id. In order to ensure the identity of participants, an email ID was considered compulsory. Data was collected from the diverse sample includes IT (information technology), banking and health sector. Diverse sample was used because it can increase the generalizability of the study.

Full time workers working in the different (information technology, banking, health) sectors of Pakistan are considered as the population of the present study. Present study focused on Punjab province which is more populated and has high rate of literacy comparatively. Convenience sampling technique was used in this study because data was collected in three-time waves so it becomes easy to access the same respondents every time. The final data analysis was performed on the sample of 325 respondents. Two-tailed test was used for analyzing data in this study. SPSS Macro Process was used for data analysis.

Table 1
The Instruments Used in The Present Study and Their Detail

Variables	Instrument Author(s)	Number of Items
Transformational Leadership	Global Transformational Leadership scale (GTL). (Carless, Wearing, & Mann, 2000)	7
Felt Obligation	(Eisenberger et al., 2001)	7
Taking Charge	(Elizabeth Wolfe Morrison & Phelps, 1999)	10
Expressing Voice	(Van Dyne & LePine, 1998)	13
Whistle Blowing	(Park & Blenkinsopp, 2009)	5
Challenge Stressor	(Cavanaugh et al., 2000)	6
Pro social behavior	(Caprara, Steca, Zelli, & Capanna, 2005)	16

4. Data Analysis and Interpretation

Hypothesis 1a, 1b, 1c, 1d predicted a positive relation between constructive deviant behaviours and transformational leadership however the results showed that the relationship between transformational leadership and constructive deviant behaviours is significant ($\beta = .11$, $p < 0.05$) hence this hypothesis was supported.

4.1. Mediation Analysis

To test for the mediating effects of hypotheses generally the sequential technique suggested by (Baron & Kenny, 1986) been used by quite a large number of researchers. However, researchers have stated that a strong link between the independent and dependent variables, as established by Baron and Kenny, is no longer a need to test for mediation (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002).

Lately, (Preacher & Hayes, 2004) introduced bootstrapping of the indirect effect as a test for mediation analysis. This test has a number of benefits like it does not impose the assumption that the sample should be normally distributed. From each of the bootstrap sample this test draws 5000 random samples on the basis of which a sampling distribution can be utilised to construct a confidence interval and if such a bootstrapped confidence interval does not include zero for indirect effects, then this provides evidence of mediation (Hayes & Preacher, 2010). Therefore, bootstrapping is regarded to be a better way of mediation analysis than other mediation tests (MacKinnon, Lockwood, & Williams, 2004). This study examined the mediation hypothesis using bootstrap approach recommended by Preacher and Hayes (Preacher and Hayes, 2008) using the PROCESS MACRO (Hayes & Rockwood, 2017).

4.2. Bootstrap for Indirect Effects of Felt Obligation on Expressing Voice Behaviour through Transformational Leadership

According to the findings in Table 2, felt obligation had a favourable influence on transformational leadership ($B = .17$, $p < 0.05$).

Table 2
Bootstrap for Indirect Effects of Felt Obligation on Constructive Deviant Behaviour through Transformational Leadership

	Direct and Total Effects			
	<i>B</i>	<i>S. E</i>	<i>T</i>	<i>P</i>
Felt obligation Regressed on transformational leadership MED on IV	.17	.05	1.99	.04
Expressing voice Regressed on felt obligation DV on MED	.23	.03	5.01	.02
Expressing voice Regressed on transformational leadership DV on IV	.10	.02	1.81	.03
Bootstrap Results for Indirect Effect of IV on DV through MV (Bias Corrected Confidence Intervals)				
Effect	Boot 0.05	S.E 0.03	LL 90% CI 0.05	UL 90% CI 0.01

As demonstrated in the table, leadership is positively correlated to expressing voice ($B = .23, p < 0.05$). The direct effect of felt obligation on expressing voice was likewise significant ($B = 0.10, p < 0.05$). Because the bootstrapped confidence level did not include a zero, the bootstrap adverse influence of felt obligation on transformational leadership was substantial by expressing voice. The findings backed up the theory that felt obligation mediate the link between transformational leadership and expressing oneself.

4.3. Bootstrap for Indirect Effects of Felt Obligation on Taking Charge Through Transformational Leadership

According to the findings in Table 3, felt obligation had a favourable influence on transformational leadership ($B = .20, p < 0.05$). As demonstrated in the table, leadership is positively correlated to taking charge ($B = .18, p < 0.05$). The direct effect of felt obligation on taking charge was likewise significant ($B = 0.14, p < 0.05$). Because the bootstrapped confidence level did not include a zero, the bootstrap adverse influence of felt obligation on transformational leadership was substantial by taking charge. The findings confirmed the hypothesis that felt obligation mediates the relationship between transformational leadership and taking command.

Table 3
Bootstrap for Indirect Effects of Felt Obligation on Taking Charge through Transformational Leadership

	Direct and Total Effects			
	<i>B</i>	<i>S. E</i>	<i>T</i>	<i>P</i>
Felt obligation Regressed on transformational leadership MED on IV	.20	.04	2.19	.04
Expressing voice Regressed on felt obligation DV on MED	.18	.03	4.89	.02
Expressing voice Regressed on transformational leadership DV on IV	.14	.03	2.01	.05
Bootstrap Results for Indirect Effect of IV on DV through MV (Bias Corrected Confidence Intervals)				
	Boot	S.E	LL 90% CI	UL 90% CI
Effect	0.05	0.03	0.05	0.01

4.4. Bootstrap for Indirect Effects of Felt Obligation on Pro Social Behaviour Through Transformational Leadership

According to the findings in Table 4, felt obligation had a favourable influence on transformational leadership ($B = .14, p < 0.05$).

Table 4
Bootstrap for Indirect Effects of Felt Obligation on Pro Social Behaviour through Transformational Leadership

	Direct and Total Effects			
	<i>B</i>	<i>S. E</i>	<i>T</i>	<i>P</i>
Felt obligation Regressed on transformational leadership MED on IV	.14	.03	1.71	.05
Pro social behaviour Regressed on felt obligation DV on MED	.16	.02	4.77	.02
Pro social behaviour Regressed on transformational leadership DV on IV	.12	.04	1.99	.02
Bootstrap Results for Indirect Effect of IV on DV through MV (Bias Corrected Confidence Intervals)				
	Boot	S.E	LL 90% CI	UL 90% CI
Effect	0.05	0.03	0.05	0.01

As demonstrated in the table, leadership is positively correlated to pro social behaviour ($B = .16, p < 0.05$). The direct effect of felt obligation on pro social behaviour was likewise significant ($B = 0.12, p < 0.05$). Because the bootstrapped confidence level did not include a zero, the bootstrap adverse influence of felt obligation on transformational leadership was substantial by pro social behaviour. The findings validated the hypothesis

that felt obligation mediates the relationship between transformational leadership and pro social behaviour.

4.5. Bootstrap for Indirect Effects of Felt Obligation on Whistleblowing through Transformational Leadership

According to the findings in Table 6, felt obligation had a favourable influence on transformational leadership ($B = .18, p < 0.05$). As demonstrated in the table, leadership is positively correlated to whistleblowing ($B = .12, p < 0.05$). The direct effect of felt obligation on whistleblowing was likewise significant ($B = 0.09, p < 0.05$). Because the bootstrapped confidence level did not include a zero, the bootstrap adverse influence of felt obligation on transformational leadership was substantial by whistleblowing. The findings validated the hypothesis that felt obligation mediates the relationship between transformational leadership and whistleblowing.

Table 6
Bootstrap for Indirect Effects of Felt Obligation on Whistleblowing through Transformational Leadership

	Direct and Total Effects			
	B	S. E	T	P
Felt obligation Regressed on transformational leadership MED on IV	.18	.03	2.11	.03
Whistleblowing Regressed on felt obligation DV on MED	.12	.04	5.01	.05
Whistleblowing Regressed on transformational leadership DV on IV	.09	.02	1.74	.03
Bootstrap Results for Indirect Effect of IV on DV through MV (Bias Corrected Confidence Intervals)				
	Boot	S.E	LL 90% CI	UL 90% CI
Effect	0.05	0.03	0.05	0.01

4.6. Moderation Analysis

The significant relationship exists between felt obligation and constructive deviant behaviour (expressing voice, taking charge, pro social behaviour and whistleblowing) as well as challenging stressor positively moderates, moreover this association is stronger when challenging stressor is high. For moderating effect linear regression in SPSS has adopted. The entire variables converted into Z- score and computed the interaction variable. As per the above-mentioned calculated value, the relationship among variables is significant with positive sign. Thus, overall model is fit. Table shows association among felt obligation with challenging stressor described remarkable much difference than just felt obligation and challenging stressor through themselves with R^2 change = .10, $p < 0.05$, indicating that there is potentially significant moderation between felt obligation and constructive deviant behaviour (expressing voice, taking charge, pro social behaviour and whistleblowing). It means challenging stressor is playing its role as a moderating variable. Thus, the proposed hypothesis is true.

Table 7
Direct and Moderated Regression Effects for Challenging Stressor

	B	ΔR^2	Sig.
Step 1:			
Age	.08*		.05
Experience	.11*		.04
		.06*	
Step 2:			
Challenging stressor	.18**		.03
Felt obligation	.09		.35
		.10*	
Step 3:			
Felt obligation * challenging stressor	.19*		.03
		.10**	

4.7. Discussion

To provide supportive environment to employee for constructive deviance is very important for organization survival. Organizations require employee to completely conform to the norms or standards of the organization often fail to adapt and leads to failure (Dehler & Welsh, 1998). Constructive deviant behavior among employees can contribute to organizational effectiveness and increase organizational performance (Mertens et al., 2016). Employees that are engage in constructive deviance constantly willing to adapt to changes in the environment and make it easier for the business to function (Vadera et al., 2013). Firstly, this study examined the association between transformational leadership and constructive deviant behaviors (expressing voice, taking charge, pro-social behavior, whistle blowing).

To begin, this study examined the influence of transformational leadership on employee voice, and the results showed that transformational leadership is linked to employee voice behavior. Past literature also supports the findings of existing study. Research was conducted to examine the impact of transformational leadership on employee communication behavior within and outside the company in various industries of US, and results revealed that transformation leadership increase employee voice behavior (Y. Lee & Chon, 2020). Employees are encouraged to speak up and offer useful recommendations for organizational growth under transformational leadership (Detert & Burris, 2007). J. Duan, Li, Xu, and Wu (2017) also support the findings of previous researchers that transformational leadership influence employee voice behavior. Individuals have a sense of psychological safety under transformational leadership, which pushes employees to speak up (Walumbwa & Schaubroeck, 2009). According to Svendsen, Jønsson, and Unterrainer (2016) under transformational leadership employees are more engaged in expressing their voice for organizational effectiveness. Chen, Wang, & Lee (2018) also argues that this individualized consideration given to the followers by the leaders encourage employees to engage in pro-motive or prohibitive voice behaviors.

Furthermore, the relationship between transformative leadership and taking charge is investigated in this study with the findings indicate a favorable association between the two. This finding is also consistent with findings of previous researchers. As already known that transformational leader has the ability to motivate or inspires their followers to perform beyond expectations and taking charge of responsibilities lies beyond their job duties (N. Li, Chiaburu, Kirkman, & Xie, 2013). Wang, Oh, Courtright, and Colbert (2011) report the findings of their meta-analysis that transformational leadership has a bigger favorable impact on followers' discretionary behaviors, task performance, and taking charge behavior. According to (J. Li et al., 2017) transformational leader provides individualized support and intellectual inspiration to every employee which in turn increases their motivation level and has a positive direct impact on taking charge.

Next this study examined the impact of transformational leadership on employee's pro-social behavior, and the result reveals the positive relationship between these two constructs. These are similar with the results of previous research which also establish the positive relationship between these constructs. Transformational leader creates empathetic attitudes among employees, which in turn, lead to more pro-social behavior at employee's end (Barbuto & Burbach, 2006). (Y. Zhu & Akhtar, 2014) argued on the bases of social exchange theory that transformational leadership promotes employee helping and pro-social behavior. On the bases of high quality relationship among transformational leader and follower, they are likely to show pro-social behavior and put extra effort for enhanced organization performance (Walumbwa & Schaubroeck, 2009). Inspirational motivation given by a transformational leader enhance the spirits of shared identity among followers by focusing on shared morals and move their focus from self-interest to common interest thus engaged in pro-social behavior (Chun et al., 2016). (Lim & Moon, 2021) also confirmed these findings that transformational leadership is positively associated with employee helping or pro-social behavior at work. Now a day's researchers focus on identifying factors that encourage employees to share their views and opinions and express their voice for organizational betterment. In contemporary organizations employees are always encouraged to share and express their creative idea and solutions for increased organizational performance (Elizabeth W Morrison, 2014).

The findings also showed a link between transformative leadership and workers' intentions to blow the whistle within the firm. These findings are congruent with past study findings, since earlier literature has also demonstrated a favorable link between these two variables. Caillier (2015) found in his research that when leaders follow transformational style of leadership then employees feel more comfortable in blowing the whistle against wrongdoers. There are several reasons behind the positive association between these constructs. Transformational leaders always encourage their employees to share openly and also express their disagreement as well (Bass & Riggio, 2006b). Secondly transformational leaders also ensure that there is no harmful impact for a person who report any kind of wrong doing within the organization so employee do not hesitate (Caillier, 2014). Third reason is that transformational leaders share a strong bond with their subordinates and they trust each other so this level of trust and bond encourages them to report wrongdoing to leader in order to protect organizational benefits (Liu, Siu, & Shi, 2010). Lastly transformational leader always raises their voice to protect the rights of employees (Ng & Feldman, 2012), so employee do not have any doubt in their minds that leader will retaliate against them if they report any wrongdoing to them (Bhal & Dadhich, 2011).

Next this study investigated the mediating role of felt obligation between transformational leadership and constructive deviant behaviors (expressing voice, taking charge, pro-social behavior, whistle-blowing). The findings show that supervisor traits are linked to constructive deviance via a mediating mechanism of felt obligation (Vadera et al., 2013). The role of felt obligation as a mediating variable is based on social exchange theory (Peter Blau, 1964). On the bases of this theory when supervisor listens to subordinates needs, give individualized consideration to them and respond accordingly to solve their problems, they share a high-quality exchange relationship, and this exchange relationship creates a sense of obligation among subordinates and they tend to reciprocate the same behavior by involving in constructive deviant behaviors for organizational progress (Vadera et al., 2013).

Al-Taneiji and Ibrahim (2017) tested the association of constructs by linking the transformational leadership style with feeling work obligations and concluded a significant link among the constructs. Selesho and Ntisa (2014) found in their study conducted in 13 production sector companies and the data is collected from 184 employees, showing that transformational leadership style has a strong impact on employee job obligations. Osabiya and Ikenga (2015) demonstrated that there is a significant association between transformational leadership style and employee performance through employee felt obligation in their research.

According to Fuller et al. (2006) felt obligation is a psychological state of mind of employees which leads to employee's voice behavior and other positive employee behaviors for organizational betterment. Employees who have a strong sense of responsibility for positive change are more inclined to use voice as a positive and productive tool to help the company (Liang et al., 2012). There is no doubt that employee felt obligation enhances employee discretionary work effort and taking charge behavior (Frenkel & Bednall, 2016) and this feeling encourages the employees to perform task by going beyond the assigned responsibilities (Eisenberger et al., 2001). According to (Babakus et al., 2003) felt obligation stimulate pro-social behavior among employees which in turn brings favorable outcomes for the organization. Kim and Qu (2020) argued that felt obligation act as a very significant and critical mediator that leads to employee pro-social behaviors. According to the social exchange theory (PM Blau, 1964), when employees receive help and assistance from their employers and coworkers, they felt obligated to reciprocate that support and engage in more pro-social behavior (Harrison & Chiaburu, 2008). This feeling of obligation puts an increased pressure on individual to involve in pro-social behavior by helping their co-workers in order to benefit organization as a whole (Ma & Qu, 2011). According to (Eisenberger et al., 2001) felt obligation mediates the relationship between organizational positive treatment (supportive supervision) and employee work outcomes. Survey was conducted on Turkish accountants in order to determine their whistle-blowing intentions and the findings reveal that employees having strong commitment with their organization create the feeling of obligation to report any kind of wrong doing to authorized person (Liyanarachchi & Adler, 2011). Victor, Trivino, & Shapiro (1993) revealed in their

study that felt responsibility is directly related to the whistle blowing intentions of employees.

Further this study revealed the significant moderating effect of challenge stressors between felt obligation and constructive deviant behaviors. This finding is consistent with previous research findings. Research was conducted on 233 employees to examine the impact of challenge stressors and the results revealed that challenge stressors can improve employees' positive affect and self-efficacy, which contributes to organizational growth and development (Yang & Li, 2021).

5. Conclusion

This study concludes that constructive workplace deviance is one of the most important research areas in the field of organizational studies and requires a considerable amount of attention by the researchers, academicians and practitioners as well (Tuckey & Neall, 2014). The reason behind this is that constructive deviant behaviors always bring favorable and positive outcomes for the organizations. Current study examined the impact of transformational leadership on constructive deviant behaviors (expressing voice, taking charge, whistleblowing and pro-social behavior) and also studied the mediating role of felt obligation between these constructs. Results revealed the positive association among the constructs and showed that under transformational leadership employees feel more encouraged to engage in constructive deviant behavior. Moreover, this study also examined the moderating role of challenge stressors and results revealed that increased challenge stressors also increase the desire for organizational construction among employees.

5.1. Limitations and Future Directions

Along with the significant contribution, this study also has certain limitations as well. The first constraint is that constructive deviation encompasses a wide variety of actions but this study takes only four behaviors which are expressing voice, taking charge, whistleblowing and pro-social behavior. Other variables can also be considered while studying constructive deviance. Second limitation is that this study individually examined the impact of transformational leadership on constructive deviance but past literature also suggests other individual and organizational antecedents like personality characteristics or positive job attitudes that can be studied in future as well (Vadera et al., 2013). Moreover, other mediating mechanisms like intrinsic motivation and psychological empowerment can also be tested that may lead to other possible consequences of constructive deviance. As this study only examined the moderating role of challenge stressors, other moderating variables, such as hindrance stressors, can be employed to investigate the dynamic interaction of the various independent variables and constructive deviance in the presence of a moderating variable.

5.2. Practical Implications

The study of constructive deviant behaviors is becoming an important and unavoidable reality for organization success in this era of intense competition. There is a need to aware employees and managers about these behaviors so that they can get advantage by engaging in these behaviors and helps the organization to achieve competitive advantage. Employees engaged in deviant behaviors always challenge the status quo and act as change-agent for organizational betterment. Moreover, employees engaged in constructive deviant behaviors critically analyze every matter of the organization. Instead of penalizing employees for any non-conformity, businesses should correctly channel the skills and abilities of those individuals who are naturally deviant so that they can contribute their full potential to organizational improvement. Employees who are constructively deviant have very high spirits and have an unorthodox thinking style that sets them apart from their coworkers. This unique thinking inspires people to think outside the box and go above and beyond in terms of organizational growth. Managers should strive to find methods to increase employee engagement, even if it involves participating in some form of constructive deviance (that does not have a damaging impact on the firm),

because engaged employees are more receptive to new ideas and produce positive outcomes.

Authors Contribution

Lalarukh Shabbir: Conceived of the presented idea, Conceptualization, Data collection, Data analysis.

Muhammad Hassan: Proofread the article, Critical review of the article, Final approval of the article to be published.

Conflict of Interests/Disclosures

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