

Job Stress and Workplace Deviance with Moderating Role of Perceived Social Support; Study of Front Service Employees in Health Sector

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ABSTRACT

Aim of the Study: The purpose of this study was to investigate the relationship between job stress (JS) and workplace deviance behavior (WDB) that is organizational deviance (OD) and interpersonal deviance (ID). The study also investigated the moderating role of perceived social support between job stress and workplace deviance.

Methodology: In this current study, the cross-sectional design was performed to collect data from (n=380) front service employees working in private and public hospitals in Rawalpindi and Islamabad. Data were collected through a questionnaire or online Google form survey.

Findings: The findings indicated that research data supported the proposed model of the study. Job stress and perceived social support significantly influenced workplace deviance forms i.e. interpersonal deviance but not supported organizational deviance. It specifies that job stress has a negative and significant relationship with interpersonal deviance. Results also indicate that perceived social support moderates the relationship between job stress and interpersonal deviance but don't moderate between job stress and organizational deviance.

Conclusion: The practical implication of this study is that it is helpful for service employees (front service employee). Management should provide training to employees to reduce job stress through stress coping techniques. Perceived social support from supervisors and coworkers would help the employees to stop them from going towards deviant behavior. So, it can be helpful for future researchers.

Keywords: Organizational Deviance, Interpersonal Deviance, Front Service Employee, Job Stress, Perceived Social Support.

Introduction

Every organization has certain goals to be accomplished but for attaining or achieving those goals elite execution and positive work behaviors of their workers are needed. In any case, a few kinds of tasks and

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positive behavior of employees culminate in stress for the employees (Junaedi & Wulani, 2021). Therefore, the stress arises when the responsibilities lie between the customers and the organization in this competitive working environment for instance service employees. However, job stress may be well-definite as the uniqueness of occupied atmosphere that stances danger to a person (Caplan et al., 1975). Although, the healthcare sector is primarily overlooked due to the political situation in Pakistan insufficient monetary portion, defilement, and persuasive shortfall of the party-political pioneer for the upgrade ongoing state of this sector (Khan et al., 2015). It is mainly a challenge for the competent staff that is looking for a respectable job besides a better working environment. But a significant part of nurses' lives and their well-being have been occupied by this setting (Tantirattanakulchai & Hounnaklang, 2021). Nursing is a predominant profession because they are facing nonstop exposure to adverse surroundings. They are anticipated to control their sentiments and soften the anxiety and anguishing of their families and patients (Azeem et al., 2021). In this kind of situation lack of perceived social support causes mental pressure which ultimately causes job stress in employees and the job stress negatively contributes to customer satisfaction. Therefore, patient dissatisfaction affects the performance and productivity of the company which is a resource loss for the company which is a deviant behavior (Kirmeyer & Dougherty, 1988; Kaufmann & Beehr, 1989; George et al., 1993).

In the current study, two forms of workplace deviance had been investigated such as organizational deviance and interpersonal deviance. Interpersonal deviance can be defined as intended behavior that disrupts the guidelines and regulations of the company and portends the well-being of the members of the company and the company itself such as sabotaging equipment, production deviance, interpersonal aggression, and gossiping about coworkers (Selzer et al., 2021). However, the study conducted by Ferris et al. (2009) indicated that organizational deviance targets the organization itself and some form of employees, and theft in virtually all companies can have a significant impact on a company's bottom line. In modest words, we can say that individual deviant behavior toward the organization is called organizational deviance whereas the researchers Junaedi & Wulani (2021) explains individual deviant behaviors toward the coworker are called interpersonal deviance. Consequently, these ways of behaving are making misfortunes for the organization and influence its benefit.

However, many researchers used perceived social support with the stress. Perceived social support has been incorporated into an interest in some way or the other with the stress concept (Zimet et al., 1988). Therefore, it plays an important role to overcome the stress level at workplace plus outside the working environment. It can be defined as the experience or subjective belief that people received from their social network when they needed it. As a result, service employees faced a high level of mental, physical, and social demands (Chien et al., 2021). The conservation of resource theory suggests that emotionally exhausted employees are engaged in deviant behavior as a coping mechanism and leave the job rather than showing active deviance or engaging in aggressive deviance. Social exchange theory is used by previous studies to determine the association between JS and WD with the organizational fit but in this study, we have used conservation of resource theory to examine the theoretical model of this research (Lee & Suh, 2020; Hobfoll, 1989).

Consequently, the problem was in developing countries that paid less intention to the deviance behavior problems where there are more issues so there was a need a focus on this issue (Chien et al., 2021). This may be helpful for the organizations to increase the efficiency and sustainability of the businesses by resolving this issue. In the prior study little intention was paid to the variables that studied the effect of JS on workplace deviance (De Clercq et al., 2019). In previous research job stress and CWB (Counterproductive work behavior) behavior were moderated by the personality factor whereas in one study it was moderated by the organizational fit between JS and deviant behavior (Junaedi & Wulani, 2021). However, for reducing this problem of organizational and interpersonal deviance, we have introduced a gap which is the perceived social support (Junaedi & Wulani, 2021).

Therefore, keeping in view the problem statement, the study aims to identify how perceived social support moderates the relationship between job stress and OD (McAuliffe et al., 2021). Secondly, it

evaluates the moderating role of PSS among JS and interpersonal deviance. However, to fulfill the objectives we followed the research question such as: What is the connection among job stress and organizational deviance and the moderate role of PSS (perceived social support) among them? What is the role of perceived social support as a moderating variable between job stress and interpersonal deviance? The scope of the study is limited in the context of the healthcare sector (de Bruin et al., 2021). The data was collected from the nurses of Pakistan because nursing is a stressful profession and they are facing more stress as compared to other professions as per the previous studies.

Contributions

Service employees are important to consider because they are the vanguard of the company (Aruldoss et al., 2020). However, their deviant act will affect the profitability of the organization (Liu, 2020). Theoretically, the research contributes in two ways. Firstly, it gives a comprehension of the moderating role of PSS among organizational deviance and job stress. Secondly, it investigates the gap in PSS connecting job stress and interpersonal deviance. Nonetheless, practically it may affect psychological health in terms of self-esteem, sense of belonging, and security (Wang & Seifert, 2021). Therefore, PSS gives an insight that one is recognized and esteemed by others which may help to reduce stress. Moreover, the study shows that a high level of job stress in employees shows deviant behavior. Additionally, managers and supervisors need to provide a positive working environment by giving training on stress coping techniques or by implementing such policies and procedures to reduce job stress that can stop employees to go towards deviance behavior (Nolas et al., 2020).

Theory

The previous study Junaedi & Wulani (2021) analyzed that future researchers should observe the moderating role of PSS (perceived social support) may provide further insights. The current study is about the job stress and workplace deviance which is moderated by perceived social support. Therefore, there are many theories discussed by researchers on workplace deviance for the integration of theoretical perspective (Mackey et al., 2021). However, this study incorporated conservation of resource theory as an explanatory base (Hobfoll, 1989). Under the assumption of this theory, we shed light on the types of workplace deviance such as OD and ID and job stress due to the lack of a supportive system in the organization (Hobfoll, 2001). The fundamental rule of this theory is that individuals attempt to keep up with, safeguard and construct those resources they worth like resource.

According to Halbesleben et al. (2014), COR individuals are motivated to obtain new resources and maintain existing responses. Resources include those things that meet the objective needs of the individual such as the social support that employees get from their supervisors, coworkers, management, etc., moreover when employees are losing those resources, they face psychological and mental stress that affects their productivity (Ford, 2009). As a result, it may lead to negative behaviors such as absenteeism which is one of the deviance behaviors (Sultana et al., 2021). For instance, employees who are facing heavy workloads try to decrease their efforts for remaining healthy resources which are considered one of the deviance behaviors. Moreover, individuals are focused on stressors when they are taking care of business to safeguard resources (Hobfoll et al., 2003). Accordingly, they might be taken part in degenerate ways of behaving like wandering off in fantasy land and long pauses, etc (Malik & Lenka, 2020). Therefore, according to Hobfoll et al. (1990) Conservation of Resource theory defined the perceived social support as social relationship or interaction with an individual and a sensation of connection with an individual or a gathering of people. However, people try to maintain the resources such as social support to maintain the motivational drive to preserve the particular resources.

Literature Review and Hypothesis Development

Job Stress

Based on the previous literature, stress is an unwanted and unpleasant emotional and psychological condition or the reaction of environmental demands in the interactive person environment that force one

to compromise by deleting actual resources (Akgunduz & Eser, 2020). This concept is basically operationalized by Lambert et al. (2021). The research examined that the harmful and undesirable psychological state in a people is creating negative results in an organization (Rhineberger-Dunn & Mack, 2019). The concept of stress is firstly introduced by Selye, (1956). As the time passes this definition includes many new aspects in which one is the job stress. The pervious review describes job stress as a depressed mood or anxiety that a person felt during the employment (Yasin & Jan, 2021). It is increases when there is a difference between the employee expectations and reality world or the ambiguity and experiences that are beyond the control of employee (Selzer et al., 2021). However this may affect the performance and success of the individual (Chien et al., 2021). It is incurred in the employees when they feel environmental stimuli as a stress for them and believed it is at the forefront of ability to promise with it. However, it is examined by Akgunduz & Eser (2020) that job stress and employee's deviance behavior neither is nor moderated by the distributive and procedural injustice. This study also gives a significant theme in the context of developing countries (Syed et al., 2021). According to the previous study there was indirect impact of job stress and PSS on deviance behavior (Chen et al., 2020). However, organizational citizenship behavior is indirectly influenced by supervisor support whereas directly influenced by job stress (Johan et al., 2017). It is positively associated with the organizational and interpersonal deviance (Eissa et al., 2020). Previous literature indicates it is decidedly connected with the adverse results, for example, burnout, truancy and turnover intention (Colligan & Higgins, 2006; Hendrix et al., 1985).

Organizational Deviance

Previous literature indicates that OD is the normal issue that is looked by the developing counties and public sector hospitals (Iqbal et al., 2021). It is defined as the significant violation of rules and norms that impede the prosperity of an organization and its members (Azeem et al., 2021). However, it is one of the types of workplace deviance that is reported many times. Although there are two types of workplace deviance and the present study has focused on both types such as OD and ID (Wulani et al., 2021; Robinson & Bennett, 1995). However, it could be sabotage, fraud, spreading rumors, theft, absenteeism and continuous vandalism (Tiwari & Jha, 2021). Moreover bullying and blame game creates a lot of regression among the workers which is the example of political deviance as showing the link of OD with the abusive supervision (Tiwari & Jha, 2021). The study conducted by Nguyen (2021) also provides in-depth understanding of how and when employee's organizational deviance is done by other group members. Previous research also shows the relationship between organizational deviance and transgressive behaviors such as put little effort in a work and taken property without the organizational permission (Zhang et al., 2018). Nurses also reported in a previous study that interpersonal deviance is slightly lower than the organizational deviance (Hashish, 2020). It also includes taking excessive breaks, poor attendance early leaving, lying about the hours worked and misuse of time (De Clercq et al., 2020). However actions that are contrary to social norms are considered as an example of organizational deviance (Peoples & Sutton, 2020). The finding of the study indicates that employees who are engaged in deviant and product related communication either it is self-directed or pro social reasons shows the organizational deviance (Moon et al., 2020). It examines those employees whose tenure is long show lower motivation towards the customer orientation behavior as compare to the employees with short tenure (Zhao et al., 2021). Furthermore, we can say that high economic cost of the organization is associated with the organizational deviance and besides this it is also associated with social and psychological cost (Mortimer & Wang, 2021). The recent study shows that personality traits of the individuals are also affected by the deviant behaviors (Tiwari & Jha, 2021). However, the research findings indicates the level of deviance behavior is more in males as compare to the females due to the depression symptoms (Tiwari & Jha, 2021). Moreover, according to the previous findings, friends, management and family support has an improvement path of deviance behavior (Chen & Lien, 2018).

Interpersonal Deviance

In this study, attention is paid on the subset of behaviors that are labeled as an “interpersonal deviance” (Andersson & Pearson, 1999; Robinson & Greenberg, 1998; Neuman & Baron, 1998). Services employees need to show smile and warm welcoming atmosphere whatever the behavior of customer or pressure of the job and what they really feels on it (Singh, 2019). Previous literature examined interpersonal deviance as the voluntary behavior of the individual towards the coworkers that violated the norms, rules and values of the organization for instance gossips, stealing from coworker, showing misbehavior etc. (Zhang et al., 2021). Therefore these behaviors are occur when employees have a sufficient resources to do this (Darrat et al., 2017). Previous findings indicates that employees are required to express desired outcomes of organization as a set of emotional scripts and display rules is known as interpersonal deviance (Jiang et al., 2020). Furthermore, it is an act that badly hearts the members of the organization such as raising voice against colleagues, silent treatment and withholding important information from coworkers (Guay et al., 2016). In many cases it is considered unethical. For instance, rudeness, verbal abuse and racial and includes ethnic harassment. Additionally with the variety of other construct it is overlapped by workplace impoliteness (Markova, 2017). However, it is detrimental to service organizations because employees need to behave positive with the customers and its main focused is on the organization’s employees such as prank on others and unnecessary arguments are the interpersonal deviance behavior (Caillier, 2021). Previous literature shows that workplace bullying comes under the interpersonal deviance because this may create anger in employees which cause job stress (Jahanzeb et al., 2020). Prior researches contributed towards the positive deviance behavior but this study contributed in negative deviance behavior which is against the prior study (Jahanzeb et al., 2020). Moreover, interpersonal deviance creating stress in employees which affect the productivity and performance of the employee and organizations paid cost (Chavan et al., 2021). Findings show that managers are facing difficulties to identify the factors that cause deviance behavior. However, it is important to find out the reasons to save the organization from the economic and social cost (Lo Iacono et al., 2016).

Perceived Social Support

Pervious literature analyzes social support as a social resource in the context of formal and informal groups and relationships, a person perceived as a non-professionally (Ray & Miller, 1994). It is referred to as a perception and experience that a person gets as a love, esteemed and value as social interaction (Junaedi & Wulani, 2021). However, the main kinds of social support are coworker support, supervisor support, management support and family support (Kundi et al., 2021). In this study, we focused on PCS (perceived coworker support) and perceived supervisor support under the head of PSS as suggested by Yang, (2021). Literature indicates that it is a secret weapon for the help workers to deal with the unpleasant circumstance when they are living in a familiar working environment (Morey et al., 2021). Many studies show the relationship of perceived social support with the life satisfaction. It has a diverse relationship with the job stress (Song et al., 2020). Perceived supervisor support is the general beliefs of employees in which they care about their wellbeing and contributions whereas coworker support is the impression of staff’s getting support from their coworkers (Lambert et al., 2021). Individuals wanted perceived social support which are originated from working environment such as coworker and supervisor support to succeed in future (Karkouti et al., 2021). Moreover it is the exchange of resources which is perceived by receiver and contributor to be intended to enhance the wellbeing of individual (Nolas et al., 2020). Previous research shows the relationship of job stress and burnout. Prior literature considered coworker as an incompetent person looking support from another employees of the company (Alshibani & Volery, 2020). Therefore, perceived social support is important to overcome the JS and DB (Wu et al., 2021). The research examined that PSS from the working environment is important as compare to the non-working environment such as family friends (Kundi et al., 2021). Additionally, when the employees getting support from their coworker they are not facing job stress to some extent and do not tend to resign the job (Mehta & Sharma, 2021).

Job Stress and Organizational Deviance

There are two levels of outcome derived from the job stress (Mackey et al., 2021). First is the sentiment of disquiet and discomfort and second is the varying level of satisfaction, performance and commitment. Minor instance are the productive deviance comes under the organizational deviance for instance intentionally working slowly and wasting organizational resources where as serious instances are the property deviance such as sabotaging and stealing from the company (Qureshi & Abhamid, 2017). The study shows linkage among organizational deviance and job stress (Hashish, 2020). The stressed employees might be more averse to apply resources hands on that are conserving their existing resources for example their energy (Walsh et al., 2020). Therefore, when the stress level is high in individuals' organizational deviance is also high. So, we have proposed hypothesis as:

H1: Job Stress has significant and positive relationship with organizational deviance.

Job Stress and Interpersonal Deviance

Interpersonal deviance is the prevalent issue in the workplace (Darrat et al., 2016). However according to the transactional theory of stress and coping job stress is classified as a hindrance stressor that can affect the work behavior of the employees because changes in technology may change the scope and expectations of employees (Hochstein et al., 2017). Many researches show the relationship of job stress with counter productive work behavior, job satisfaction, job commitment and patient incivility (Aruldoss et al., 2020). As a result employees are facing job stress and engaged in deviant behaviors (Junaedi & Wulani, 2021). According to Junaedi & Wulani (2021) analyzed positive relationship among interpersonal deviance and job stress. So, the hypothesis to be proposed as:

H2: Job stress has a positive and significant relationship with interpersonal deviance.

The Moderating Role of Perceived Social Support

The prior study proposed that PSS has a moderating role between the emotional work and wellbeing of employee (Mehta & Sharma, 2021). According to Fong et al. (2018) job stress mediating among support of customer and turnover intentions. However, the perceived social support and emotional exhaustion are the main moderating variable (Morey et al., 2021). The study found perceived supervisor support has affected the workplace deviance (Ghafoor & Haar, 2021). Moreover, according to Chen et al. (2020) there was a PSS moderating role between the JS and turnover intentions. Previous study examines no moderating role of PPS between JS and WD (Darrat et al., 2016). On the bases of previous literature, we hypothesized as:

H3: Perceived social support moderates the relationship between job stress and organizational deviance.

H4: Perceived social support moderates the relationship between job stress and interpersonal deviance.

Theoretical Framework

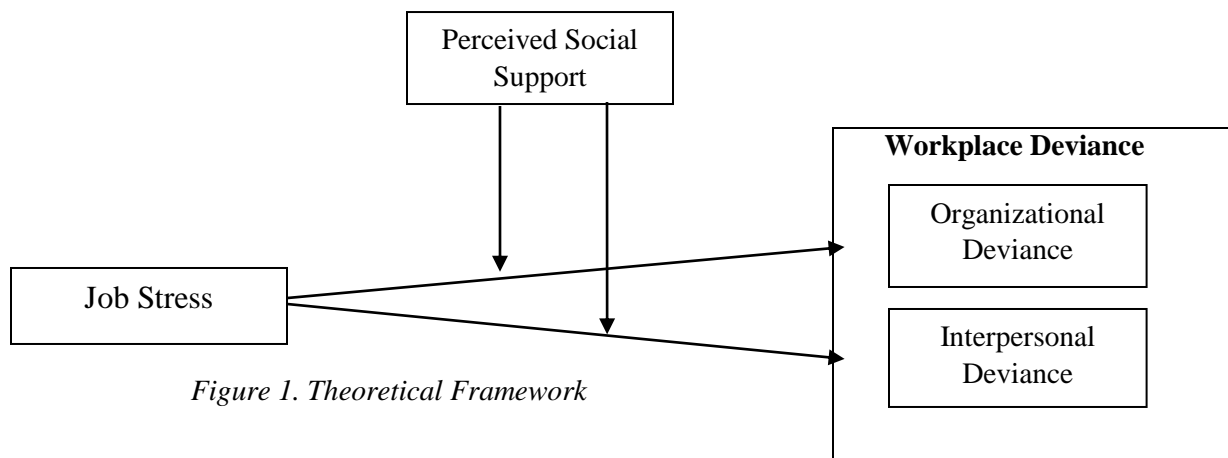


Figure 1. Theoretical Framework

Methodology

Study Participants

The targeted population for this study was nurses. The study used a self-administered questionnaire and Google form to collect the data. Firstly, the study used Google forms to collect the data by sharing it on emails and WhatsApp after taking permission from organizations. However, through online Google forms, we have collected only 102 responses. Secondly, the self-administered questionnaire among 400 nurses were distributed to collect the cross-sectional data in Rawalpindi Islamabad hospitals. However, we received 278 in total. So, both Google form and self-administered questionnaire comprise of 380 sample size. The sampling technique was purposive sampling as we were interested to investigate the stress faced by nurses during their work. The results of study participants demonstrated that Gender is divided into males 189 (49.7%) and females 191(50.3%). In this study, 108 respondents were 21-30 age group, 169 respondents were 31-40 age group, 88 respondents comprised of 41-50 age group, 13 respondents were 51-60 age group, 2 respondents were 61 age and above group. Study participants are nurses with nursing qualification background. Additionally in case of organizational tenure, 35 respondents spend less than 1 year, 112 spends 1-5 years, 112 also spends 6-10 years, 76 belongs to 10-15 years and 45 are those who spent more than 15 years in the same organization. Confidentiality was assured to all participants for keeping the information confidential. Similarly, data was collected after taking permission from the organization and emails of employees. The respondents, who are not willing to participate, are not forced by a researcher. However, satisfying and understanding the respondent is one of the biggest challenges in the online survey. Therefore, we have mentioned a summary paragraph of the study on top of the online survey which would be easier for respondents to understand.

Instruments

Concept. Written concepts related to workplace deviance, job stress and perceived social support has given at top of the questionnaire. After reading the whole concept they would be better able to respond to the question as well as recall their previous experiences.

Questionnaire

There were two sections in this study. Section-I is related to demographic variables for example gender, age, income level, qualification, and education. However, section-II consists of study variables for instance JS, OD, ID, and PSS. In this section 9 items have been used to measure job stress (Parker & DeCotiis, 1983), and 12 items were utilized to gauge the organizational Deviance (Bennett & Robinson, 2000), 7 items were utilized to gauge interpersonal deviance (Bennett & Robinson, 2000), and perceived social support was measured through coworker support 10 items (Ducharme & Martin, 2000) and supervisor support 4 items (Rhoades et al., 2001).

The Statistical Test used for Data Analysis

The computer software SPSS has been utilized for analysis of data. Reliability analysis has been conducted to check the validity and reliability of the data (Connell et al., 2018). Descriptive analysis is conducted to check the normality of the data whether it is normally distributed or not (Albaum, 1997). Correlation and regression analyses were conducted to know the association between JS and workplace deviance forms such as OD and ID and to determine the impact of perceived social support between the job stress and workplace deviance forms.

Reliability

The reliability of variables is checked through Cronbach's Alpha as depicted in Table 1. In this study, Cronbach alpha of job stress is .880, organizational deviance is .927, Interpersonal deviance is .889, and Perceived social support is .921. It shows that all the values are above .6 is considered good so the scale is reliable to measure (Hundleby, 1968; Peterson, 1994).

Table 1: *Reliability Analysis*

Scales	No. of Items	Cronbach's Alpha
Job Stress	9	.880
Organizational Deviance	12	.927
Interpersonal Deviance	7	.889
Perceived Social Support	14	.921

Normality

The skewness of job stress, organizational deviance, interpersonal deviance, and perceived social support was -.870, -.912, -.690 and -.866 whereas Kurtosis was -.124, -.201, -.429 and -.201. This means data is normally distributed as all the values are above or ranging between -1 and 1 respectively.

Table 2: *Normality*

Variables	Skewness	Kurtosis
JS_ IV	-.870	-.124
OD_ DV	-.912	-.201
ID_ DV	-.690	-.429
PSS_ Mod	-.866	-.201

One factor biasness test is also run on study variables. The largest variance of first factor was 28.93% which is less than 50% that means common method inclination isn't a potential threat for this research (Tehseen et al., 2017).

Results and Discussions

In this study two tailed test of significance has been used, the results show that all correlation values are significant at 0.01 levels (see Table 3). The results of correlation of interpersonal deviance and organizational deviance is .540** that means it has been significant and positive moderate correlation. However, correlation of job stress and organizational deviance is .654**, it shows moderately positive and statistically significant correlation. The correlations of interpersonal deviance and job stress are .423**, it shows moderate positive and statistically significant correlation. At last, the correlation of perceived social support with organizational deviance, interpersonal deviance and job stress are .250**, .278** and .167**, that shows low positive and significant relationship.

Table 3: *Correlation Analysis*

	OD	ID	JS	PSS
OD	1			
ID	.540**	1		
JS	.654**	.423**	1	
PSS	.250**	.278**	.167**	1

**, Correlation is significant at the 0.01 level (2-tailed). OD: Organizational Deviance, ID: Interpersonal Deviance and JS: Job Stress

As indicated by the regression analysis values such as Job stress and organizational deviance beta value was $\beta=.687$, $t=16.790$, $p=.000$, $F=281.907$ and $R^2=.427$ that shows 42.7% change in organizational deviance occurred due to job stress. However, Job stress and interpersonal deviance beta value was $\beta=.450$, $t=9.086$, $p=.000$, $F=82.548$ and $R^2=.179$ that shows 17.9% change in interpersonal deviance occurred due to job stress. Results shows that p value is less than 0.01 and the value of beta falls between 1 and -1. The regression values depict that it has been positive and significant relationship between JS and OD, JS, and ID. Hence, H1 and H2 are accepted as shown in Table 4

Table 4: *Direct Hypotheses Results*

	Regression Weights	R ²	F	β	t-value	Sig.
H ₁	JS→OD	.427	281.907	.685	16.790	.000
H ₂	JS→ID	.179	82.548	.450	9.086	.000

Note: OD: Organizational Deviance, ID: Interpersonal Deviance and JS: Job Stress

Moderation Analysis

Moderation analysis was carried out for testing hypothesis (H3 & H4). For this purpose, we were used model 1 two times because study used two dependent variables has been used. This model is executed via process Macro v3.5 by. The table shows that there was a 45.48% variation in organizational deviance as predicted by the interaction term $R^2 = .4548$, $F(5.0703) = 104.5716$, $p < 0.05$ that predicts the significance of the study. The beta value of interaction term was .0936, $t=2.2517$, $p=.0249$ and the sign of lower and upper limits were same that shows the significance of interaction term. The R^2 change was .0074 that shows 0.74% increase after the addition of interaction term which is significant at $p < 0.01$. However, the values show that when perceived social support was high, the relationship between job stress and organizational deviance were positive which is against the 3 hypotheses. Hence H3 is rejected.

Table 5: *Moderation Analysis Hypothesis (Organizational Deviance)*

Model	Explained Variable					
	Organizational Deviance					
	β	se	T	p	LLCI	ULCI
Constant	3.5298	.0340	103.8931	.0000	3.4630	3.5966
Job Stress	.6664	.0406	16.4231	.0000	.5866	.7462
Perceived Social Support	.1600	.0426	3.7562	.0002	.0762	.2437
Int_1	.0936	.0416	2.2517	.0249	.0119	.1754

Note: $R^2 = .4548$, R^2 -chng .0074/0.74%, Lower Limit Confidence Interval (LLCI), Upper Limit Confidence Interval (ULCI)

The table shows that there was a 23.29% variation in organizational deviance as predicted by the interaction term $R^2 = .2329$, $F(4.6286) = 38.0606$, $p < 0.05$ that predicts the significance of the study. The beta value of interaction term was -.1076, $t=-2.1514$, $p=.0321$ and the sign of lower and upper limits were same which is negative that shows the significance of interaction term. The R^2 change was .0094 that shows 0.94% increase after the addition of interaction term which is significant at $p < 0.01$. However, the negative values show that when PSS was high, the association among JS and organizational deviance were weak. Hence H4 is accepted.

Table 6: *Moderation Analysis Hypothesis (Interpersonal Deviance)*

Model	Explained Variable					
	Interpersonal Deviance					
	β	se	T	p	LLCI	ULCI
Constant	3.4270	.0409	83.8483	.0000	3.3466	3.5073
Job Stress	.4037	.0488	8.2702	.0000	.3077	.4997
Perceived Social Support	.2379	.0512	4.6441	.0000	.1372	.3387
Int_1	-.1076	.0500	-2.1514	.0321	-.2059	-.0093

Note: $R^2 = .2329$, R^2 -chng .0094/0.94%, Lower Limit Confidence Interval (LLCI), Upper Limit Confidence Interval (ULCI)

Discussion

The objective of this study is to analyze the moderating effect of perceived social support among job stress and interpersonal deviance and organizational deviance in the line of COR theory. The exploration

was led in the healthcare sector of Rawalpindi and Islamabad, Pakistan. The outcomes demonstrate that there is positive and huge connection between job stress and interpersonal deviance plus organizational deviance.

Table 7: Hypotheses results

No.	Statements of Hypotheses	Results
H1	Job Stress has significant and positive relationship with organizational deviance.	Supported
H2	Job stress has a positive and significant relationship with interpersonal deviance.	Supported
H3	Perceived social support moderates the relationship between job stress and organizational deviance.	Rejected
H4	Perceived social support moderates the relationship between job stress and interpersonal deviance.	Supported

There is a moderating role of perceived social support among the interpersonal deviance and job stress, but no moderation exists between JS and OD. Hence hypothesis 1, 2, and 4 is accepted and 3 is rejected (Table 7). However, there is a lot of research has been conducted on workplace deviance and job stress but the gap in the present study was perceived social support and also pay attention to workplace deviance widely. This study theoretically specifies recognizing the variables such as organizational deviance and job stress. However job stress is increasing day by day in organizations due to many factors, this study highlights organizational deviance and interpersonal deviance (Chen et al., 2016). Moreover, managers should be concerned about the well-being of employees to reduce their stress levels. However, the outcomes of the research revealed all that the variables are positively correlated with each other. It is indicated that JS is positively and significantly related to interpersonal and organizational deviance. Although previous study's findings are similar to this study because is it also conducted in developing countries (Anis & Emil, 2022). The study findings are like the current research (Chen & Spector, 1992; Fox & Spector, 1999; Azeem et al., 2021; Junaedi & Wulani, 2021; Chavan et al., 2021). Moreover, this research advances the understanding that how JS influences organizational deviance. Therefore, stressed employees are surrounded by their resources due to stress. However, nurses are behaving badly with the patients due to the stress. Furthermore, social exchange theory also explains these results and shows the cause of unpleasant situations to respond to customers and organizations (Silva & Ranasinghe, 2017; Omar et al., 2011). By alluding to our example which is the medical caretakers (cutting edge representatives) may encounter work pressure because of the great work requests and constant cooperation with the clients/patients. This sort of work requires quality administration and actual interest to fulfill the patients. Findings also indicated that study results are consistent with the previous literature findings.

Previous study findings also show similarities to this study (Sultana et al., 2021). It examines that when job stress increases employee satisfaction decreases which ultimately causes organizational deviance (Sultana et al., 2021). In simple words, the studies supported our first hypothesis. The theoretical bounding and discoveries of the review are reliable with this research. One of the studies examines that stressed individuals may cause deviance behavior in the organization that ultimately affects the performance of the organization and shows dissatisfaction. However, some of the studies show a direct effect of job stress and organizational deviance whereas some showed inconsistent findings (Sultana et al., 2021). The finding of the previous study this is consistent with our findings. It shows positive relationship among job stress and organizational deviance so it completely supports H1. Moreover, the research indicated that work pressure aspects (work over-burden, job struggle, and job equivocallness) also have a positive impact on organizational deviance except for role ambiguity. However, it also has an impact but is insignificant. Furthermore, the current study also enriches the literature in the context of the healthcare sector and is supported by several studies. However, the employees who are facing unpleasant and stressful conditions are breaking the rule and regulations of the organization to come out from stress

such as workplace withdrawal behavior (Tiwari & Jha, 2021), sabotaging (Zhang et al., 2018), and job search behavior (Preena & Janadari, 2021) in different cultures and countries context.

The study findings indicated that job stress has a positive and significant relationship between JS and interpersonal deviance (Darrat et al., 2016). The previous studies also reveal the positive connection among JS and ID (Swimberghe et al., 2014; Junaedi & Wulani, 2021). The current study findings are reliable with the past examinations. Hence hypothesis 2 is accepted. The results also indicate that employees are engaged in interpersonal deviance when they are facing unpleasant events in the organization.

The study indicated that perceived social support moderates the relationship among organizational deviance and job stress. It means when PSS has been low the connection among organizational deviance and job stress would increase. However, the results show that when PSS is low the relationship between JS and OD would be weak. Therefore, our third hypothesis is rejected. The results are significant, but the interaction term is positive which completely rejected our third hypothesis. Our findings are consistent with Chiu et al. (2015) which show there was no moderating effect of PSS between JS and OD. However, there are numerous clarifications for this outcome. It may be due to cultural differences and people who engaged in deviant behavior might be count it risky to carry out organizational deviance acts (Khattak et al., 2020). In this case, the involvement of individuals in organizational deviance is compatible between the JS and the individual. However, many employees are carried out with organizational deviance despite its value because they feel an organization is less concerned about the pleasant working environment and employee's psychological and physical health (Diefendorff, 2007).

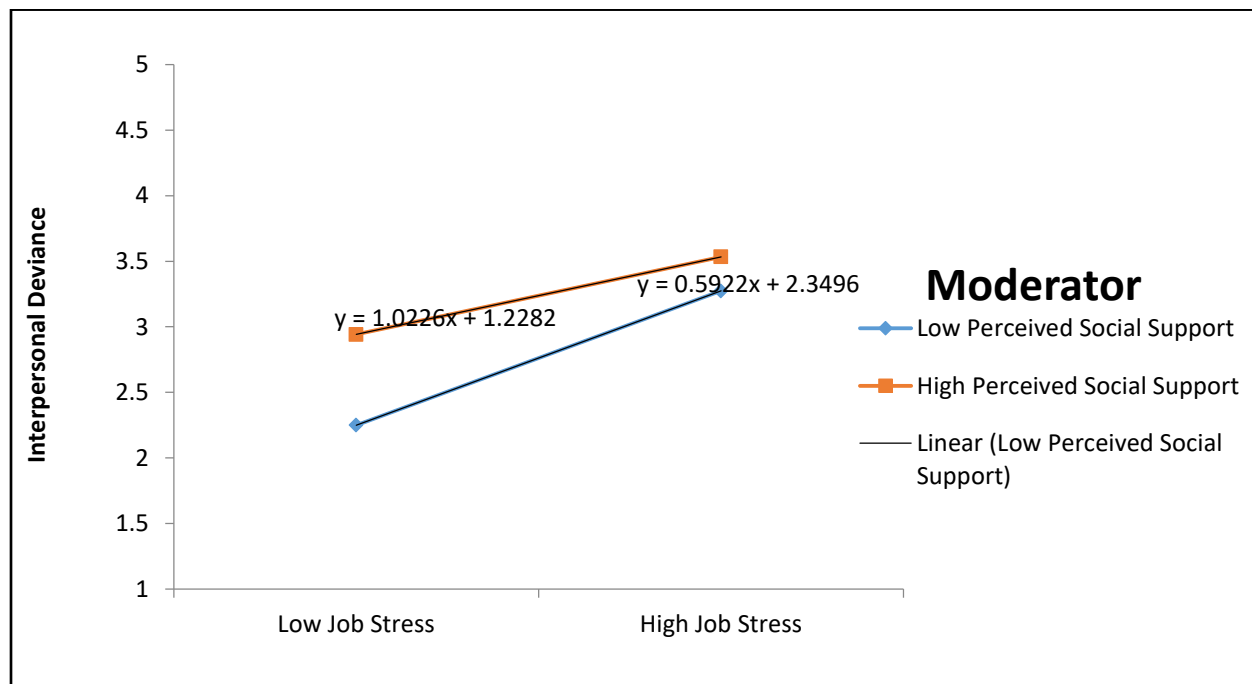


Figure 2: Moderating effect of PSS between JS and OD

A simple slope analysis has been conducted to better understand the moderating effect nature as indicated by the figure. The graphs show that the line of high PSS is much steeper as compared to the low. It shows positive and significant relationship and no moderation exists. Hence our third hypothesis is rejected.

The finding also indicates that PSS has a moderating role between JS and interpersonal deviance. The previous study is supported our findings (Shah et al., 2021). Therefore, H4 is accepted. It is consistent

with the conservation of resource theory. The employees feel comfortable when they get PSS in interpersonal interaction at the workplace. The interaction term is significant but the effect size has been comparable to previous studies (Chiu et al., 2015). However, many studies were conducted in different cultures and different contexts. Therefore, it is found that workplace deviance exists in public sector hospitals in Pakistan and follows a zero percent tolerance policy in case of workplace deviance behavior. However, some departments are working on it but still, the situation is not satisfactory. The previous studies finding wasn't indicated the connection between stressor and employee deviance with the moderating effect of SS. It was shown that there is a relationship between stressors and employee deviance but there is no role of perceived social support. It may be due to some cultural effect or maybe sample size. However, it was conducted in Taiwan. Moreover, our study contradicts the findings of previous research (Chiu et al., 2015). However, it was not consistent with our study.

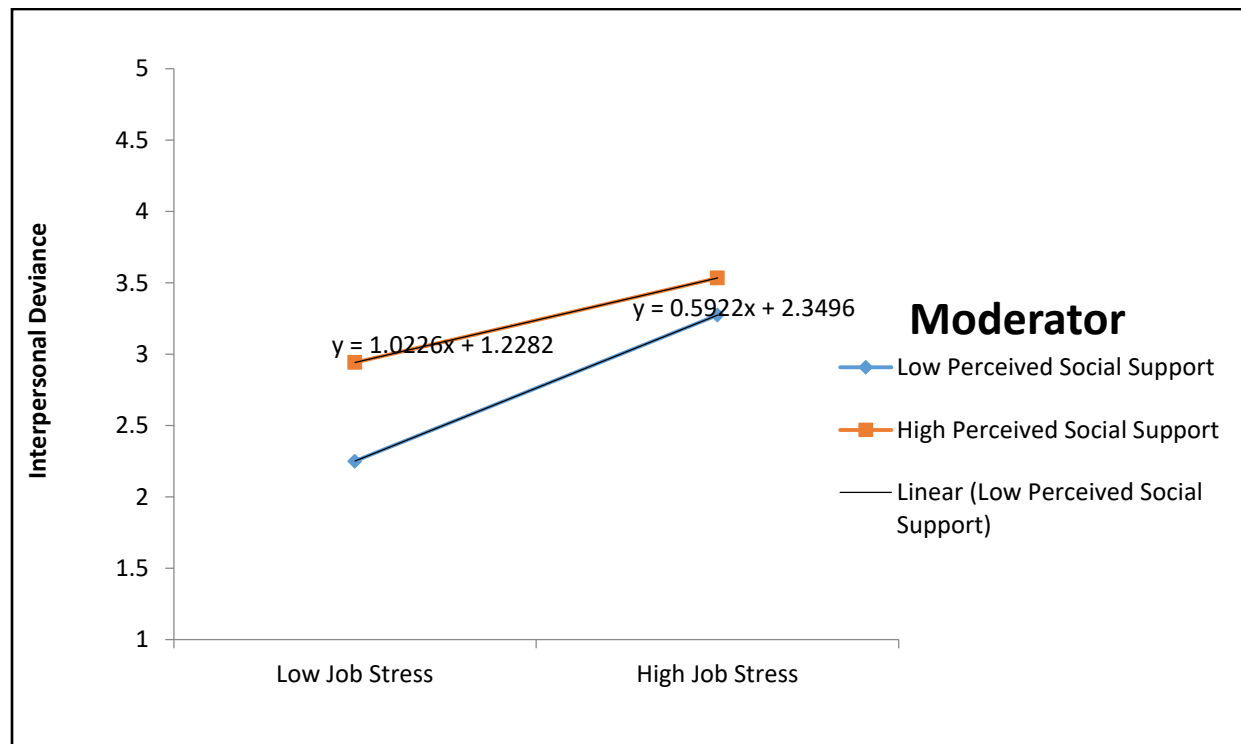


Figure 3: Moderating effect of PSS between JS and ID

The graphical representation shows that perceived social support has a moderating role between JS and ID. The graphical line of low PSS is much steeper as compared to high that shows the relationship among jobs stress and ID is stronger when perceived social support is low. So, it supports our fourth hypothesis.

Theoretical Implications

Firstly, the study found job stress as a forerunner of organizational and interpersonal deviance as indicated by COR theory. On the bases of the above-mentioned findings when PSS has high shown the association amongst job stress and interpersonal deviance would be weak (Junaedi & Wulani, 2021). Secondly, PSS moderates the relationship between JS and ID but doesn't moderate the relationship between JS and OD. Thus, it indicates that interpersonal deviance has dispositional and other underpinnings for instance commitment and social exchange (Lukiastuti & Lissa'dijah, 2021). The study Malik & Lenka (2020) examined that employees may be more supportive who perceived social support are enthusiastic, committed, and tries to complete work on time for a better performance of the organization.

Practical and Managerial Implications

The findings show the moderating role of PSS among JS and interpersonal deviance. However, employees who are facing stress during their jobs may engage in interpersonal deviance but PSS helps to stop this act. Moreover, employee creativity is one of the concepts that cannot be ignored in job performance (Tiwari & Jha, 2021). However, a lot of negativity exists due to interpersonal deviance and ultimately organizational culture turns into deviance behaviors. It doesn't affect the employee's creativity and performance to perform the task but also affects the interpersonal interaction.

However, these kinds of problems can be solved by encouraging, recognizing, and appreciating the employee's performance and the supervisor needs to be supportive behavior. It helps to enhance employee creativity and performance. The study also contains managerial implications for practice. However, employees who are receiving bad or rude behavior from their supervisors try to unleash their frustration by seeking interpersonal deviance ways. Sometimes employees do not show how much they are facing difficulties from their supervisor's and coworkers' sides due to the fear of becoming considered weak or the situation may be more worsted. To lessen the effect organizations needs to develop a training program on stress coping technique. An organization assigns an adequate workload to reduce the level of stress. Furthermore, individual differences are also important to consider reducing pressure at work and explaining what kind of behaviors are demanded by the organization. Organizations should be clearer about the values and norms delivered to the employees as well as role-playing training helps to develop trust between the coworkers which would be helpful in interpersonal deviance. Therefore, organizations should focus on the clear policies for interpersonal deviance behaviors.

Research Limitations and Future Directions

This study has few limitations which can be overcome with future research directions. In this study, PSS fills the gap as the moderating variable between job stress and interpersonal deviance but doesn't fill the gap between JS and OD. So, future researchers could use it again in different cultural contexts. This study examines perceived social support from supervisors and coworkers. However, future research could use other forms of PSS such as family support, management support, organizational support, and friend support. Furthermore, future studies could also examine the moderating or mediating role of LMX and coworker trust between job stress and workplace deviance. Moreover, future researchers could also see the workplace deviance effect on organizational performance. Secondly, the study was based on cross-sectional due to the resource and time constraints, the future researchers could use the longitudinal method. Thirdly, the study conducted on the health care sector and data collected from nurses, future researchers could consider other sectors such as banking, hospitality, and many others. Fourthly, the study was conducted in a Pakistani cultural context, future researchers could conduct this study with the same variables in another cultural context. The study is in developing countries future researchers can conduct it in developed countries as well. Fifthly the study only considered the perceived social support the future researcher could work on perceived and received both. Future studies could also use a large sample size to know the clearer effect.

Conclusion

The present study was conducted to investigate the relationship among job stress and workplace deviance with the moderating role of perceived social support. The findings of study indicated that the nurses who are perceiving support from their coworker and supervisors are not going towards interpersonal deviance but are engaged in organizational deviance. In simple words, it indicates that lower the perceived social support, the connection between JS and OD is not stronger whereas the relationship between JS and ID was stronger. Although deviance behavior has directed as unethical conduct like such as daydreaming etc. towards the organization. However, these kinds of behaviors may affect the performance and profitability of the organizations and ultimately cause customer dissatisfaction. The COR theory gives new insights to this study, the employees who perceived support from coworkers and supervisors may be more satisfied and motivated and also give value to their customers (Azeem et al., 2021). It also shows that the rude

behavior of a coworker with the other coworker also affects the performance of the employee which ultimately affects company performance. The primary findings of the current study in the research of workplace deviance behavior play a crucial role (Yadav & Rai, 2020). The study also explores the significant and crucial role of employees to identify, understanding, and eliminating organizational and interpersonal deviance. Theoretically, this study enriches the literature related to job stress and PSS. However, some studies show the positive effects of workplace deviance whereas this study shows negative workplace deviance. Based on the results we have mentioned many theoretical and managerial implications. Organizations need to give stress coping training to reduce the employee's level of stress and supervisors should be supportive (Bakker et al., 2014). We anticipate this study serve as the platform for sustained inspection of how supervisors and managers can keep away from the danger of unacceptable workplace practices.

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Conflict of Interest


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