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HONESTY-HUMILITY AND WORKPLACE DEVIANCE: THE MEDIATING ROLE OF CONTINUANCE COMMITMENT

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Abstract

The study aims to investigate the mediating impact of continuance commitment on the relationship between honesty-humility and workplace deviance. It explores whether honesty-humility (a personality trait) predicts workplace deviance. Targeting 300 teachers of different private universities of Lahore Pakistan through convenience sampling. Questionnaires were distributed among the sample. The data collected was then transformed and analyzed using SPSS. To test the mediation analyses (Model 4 in PROCESS) with bootstrap methods (Hayes, 2017) was performed. From the analyses we found that Honesty-Humility negatively predicts Workplace Deviance in accordance with literature whereas, Continuance Commitment is positively predicted by Honesty-Humility which is opposing the literature. To justify this relationship further digging was done and following justifications were found. According to literature it is unclear which type of sacrifices Continuance Commitment is referring to, idiosyncratic (energy, time invested) or material sacrifices (benefits). Both the types may influence the associations Continuance Commitment has with other variables differently. Other than types of sacrifices, culture plays an eminent role. Literature explains that Continuance Commitment would be high in uncertainty-avoidance culture and according to Hofstede insights, Pakistan scores 70 on uncertainty-avoidance scale and thus has a high preference for avoiding uncertainty. These two points justify the positive relationship among Honesty-Humility and Continuance Commitment. Study concludes that employers need to have a criterion while hiring, where a potential employee must have higher levels of Honesty-Humility and lower levels of Continuance Commitment.

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1. Introduction

Trait personality has always been the center of attention for researchers. Throughout the years, researchers have studied personality traits and their facets in details. By studying these facets, personality traits led the researchers to represent them into five factors (neuroticism, extraversion, conscientiousness, agreeableness and openness to experience). These aspects when combined are called the Five-Factor model. These five personality dimensions are used to understand different outcomes such as burnout, motivation, coping strategies (Ackerman, 2013). Recent research has presented some evidence showing that one of the trait personalities might be missing from the Five-Factor model. (Ashton M., 2008a) states that there are many studies that contains data from a validated trait personality framework called the HEXACO model. This model has factors that are closely related to the factors of FFM including a new and unique sixth factor known as Honesty-Humility and its dimensions are sincerity, modesty, fairness and greed avoidance. As the literature of personality shows, the impact of FFM is seen on many different outcomes. This study analyzes the impact of non-FFM factor on one of the outcomes i.e., Workplace Deviance. The collection of behaviors such as theft, tardiness, mistreating co-workers or other negative behaviors in a workplace are referred to as Workplace Deviance. In many studies workplace deviances is divided into two dimensions known as Interpersonal Deviance and Organizational Deviance. But recently a study found that both these dimensions are strongly correlated with each other and are considered as one variable. With the help of past research, it's known that workplace deviance cost organizations a lot. And organizations need studies that might help find factors that would fluctuate Workplace deviance for good. So, to contribute in workplace deviance literature and to help organizations, this study will see the impact of Honesty-Humility a non-FFM trait on Workplace Deviance.

Organizational commitment is one of the most crucial factors when it comes to the betterment of the organization. According to social exchange theory, organizational commitment is an exchange variable and refers to employees' attachment to the organization and its members, the attachment employees have with their organization is socio-emotional. Organizational commitment plays a key role with workplace deviance. Employees with high organizational commitment tend to avoid deviant behaviors. But organizational commitment has three components; affective, normative and continuance commitment. All three components relate to workplace deviance varyingly depending upon the strength and nature of the commitment dimensions. Continuance commitment being the part of this research; is related to costs that an individual has to bear when leaving an organization. According to the research suggestions, continuance commitment tends to have a positive relationship with all negative factors such as stress. As workplace deviance is also a negative factor, this study focuses on a positive relationship between continuance commitment and workplace deviance. This means an employee with elevated levels of continuance commitment will try to avoid the costs related to leaving an organization and will tend to be involved in deviant behaviors. These employees go beyond what it takes, to stay with an organization and easily become deviant.

1.1 Rationale of the study

There's a wide range of study done in the fields of personality traits, commitment and workplace deviance. Researchers all over the world have spent vast resources for studying these variables with many others. But there is no end when it comes to research, so this study holds an immense importance because it focuses on two of the most important and yet ignored components (Honesty-Humility and Continuance Commitment). HR practitioners know how important it is to hire and retain the perfect combination of employees in their organization. On one side, it's important to have the exact required qualification but on the other hand the personality and person's commitment matters a lot.

- It's been almost two decades since HEXACO model of personality came into being, researchers noticed that the traits of FFM does not completely represent the human personality and to fill this gap the factor of Honesty-Humility was introduced (Michael C. Ashton, 2000). This personality trait holds an immense importance but there is not much work done on it. Not many researchers are even aware of this newly introduced variable. So, to add a value in the literature of Honesty-humility this study will play a crucial role.
- Importance of organizational commitment is not a surprise to anyone, it is very essential for organizations' well-being. Researchers study organizational commitment and managers practically implement organizational commitment to benefit organizations. If it is so important, there seems to be only one reason for why all researchers and executives do not know about the three dimensions of commitment (J. P. Meyer. &. A., 1996) and that is lack of valuable literature. I look forward to making an addition to the literature or organizational commitment.
- Past studies showed us how an organization loses a lot of money when there are deviant activities going on in it (Bennett S. L., 1995). And researchers have done a lot of research to look for its reasons and solutions. (Guay, 2016) Says that FFM is one of the major antecedents of workplace deviance but it doesn't include Honesty-Humility. So, this study sees the impact that Honesty-humility might have on workplace deviance. It would give researchers a criterion on what to look for and what to avoid when hiring and this includes their honesty and their interest in benefits. Because according to this study, people that are interested in earning more benefits are less honest and perform deviant activities.
- If the results come out to be as suggested in the literature, organizations can benefit a lot from it. Executioners will know that the people with elevated level of Honesty-Humility will help in decreasing deviance from workplace. Also, if Continuance Commitment mediates this path it might help decrease the deviance in further, because lower level of continuance commitment means a person doesn't care about gaining profits. This study will help the organizations to understand the factors that will decrease deviant environment.

1.2 Hypotheses

This study attempts to clarify the importance of personality in the light of human resource management and to see if continuance commitment has anything to do with the impact of honesty-humility on workplace deviance. So basically, this research will cover the following questions:

a. Can Honesty-Humility be considered as a new antecedent of continuance commitment?
b. Does Honesty-Humility play a role in the betterment of a deviant workplace?
c. Whether continuance commitment is responsible for changes in the connection between Honesty-Humility and Workplace deviance?

Hypotheses of this study are as follows:

H_1: Honesty-Humility has a negative relationship with Workplace Deviance

H_2: Honesty-Humility has a negative relationship with Continuance Commitment

H_3: Continuance Commitment has a positive relationship with Workplace Deviance

H_4: Continuance Commitment mediates the impact Honesty-Humility has on Workplace Deviance

1.3 Objectives of the study

Addressing the research problem this study focuses on these objectives: A) to investigate the relationship Honesty-Humility has with Workplace deviance. B) to see the mediating effect of Continuance Commitment on the association between Honesty-humility and Workplace Deviance.

In short, this study aims to see whether Honesty-Humility can be considered an antecedent of

Commitment like FFM. Also, if Honesty-Humility helps the organizations to decrease deviance from a workplace.

2. Literature Review

2.1 Honesty-Humility

Honesty-humility is a personality trait that focuses on a person's aspects of sincerity, fairness, modesty and greed avoidance (Ashton M. , 2008a). Honesty-humility has two academic characteristics: honesty and humility (Leone, 2012). Here, honesty refers to a person being fair and sincere who is unwilling to lie, steal or cheat. Whereas, humility refers to a person being modest and willing to avoid greed (Yolandi-Eloise J. van R., 2018). People who score high on humility are not interested in luxurious items or high status (Yolandi-Eloise J. van R., 2018). So, the facets fairness and sincerity represent honesty and greed avoidance and modesty represents humility. During the 1980s and 1990s the Five Factor Model of personality was the finest personality traits structure and was widely used. Michael C Ashton and Kibeom Lee started the development of the HEXACO model in the year 2000. After adding the sixth factor of personality to the list there were notable changes made to the factors of Five-Factor Model and Big 5 (Ashton M. C., 2007). The new and improved personality structure known as HEXACO, it contains six dimensions: Honesty-Humility (H), Emotional Stability (E), eXtraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O) (Lee K. M., 2004)

The HEXACO structure offers advantages over the Big Five or FFM as a theoretical interpretation of human personality variation, for details see (Ashton M. , 2008a). HEXACO model includes factors that bear a resemblance to the FFM. The X, C and O factors are like the FFM model while E and A represents slight variance (Johnson K. M., 2011). Whereas, the Honesty-Humility factor is unique and its facets evaluated with the HEXACO personality inventory comprise of fairness, sincerity, greed-avoidance and modesty (Johnson K. M., 2011). As all other factors of the HEXACO model are almost like those of FFM, and Honesty-Humility is different and unique, this study will focus the H factor of the personality dimensions. (Ashton MC, 2005) showed the moderate correlation between Honesty-Humility factor and B5, but a strong correlation was seen between Honesty-Humility and Agreeableness factor of FFM. This relation was because of the modest and straightforwardness subscales of these factors. (Ashton M. C., 2008) found in their study that addition of Honesty-Humility factors to personality facets increases the predictive validity for not all but some measures, which directs that HEXACO model better measures the personality than either the B5 or the FFM. Different studies show positive and negative impact of Honesty-Humility on different outcomes. H-H has a strong negative correlation with personality traits that describes a person as self-centered, manipulative and un-empathetic (Lee K. M., 2004). Another study shows that H-H is negatively related to aggression and vengefulness. High scorers in H-H do not pick a fight with someone who wronged them (Lee K. &., 2012). Honesty-Humility is also negatively correlated with workplace delinquency (Lee K. A., 2005) and creativity (Silvia P. J., 2011). And has a positive relationship with 'sexy seven' measures of relationship exclusivity and restricted Sociosexuality(Schmitt, 2000) and employee integrity index which is a degree of attitudes about admissions of theft (Lee K. A., 2005). Other than these, Honesty-humility shows a strong negative impact on counter-academic behavior (Yolandi-Eloise J. van R., 2018). Individuals who score low on honesty-humility take selfish decisions (Hilbig B. E., 2009) and often take revenge (Lee K. &., 2012) and have tendency to get involved in cheating behavior (Kleinlogel, 2017) and unethical and fraudulent behavior (Harrison, 2016).

2.2 Workplace Deviance

Over the past various years, organizational researchers have observed workplace deviance, an employee behavior that is destructive to an organization and its members. Workplace deviance is defined as intended behavior that disrupts organizational norms and threatens the security of the organization or its members, or both (Robinson, 1995). In this study, organizational norms consist of moral standards, traditional community standards and organizational policies, rules and regulations (Feldman, 1984).

Workplace deviance is a universal and classy problem for organizations (Bennett R. J. & Robinson, 2000). According to research 75% of employees have stolen from their employees at least once (McGurn, 1988) and it's estimated that 33% to 75% of all employees have involved in deviant behaviors such as stealing, deception, vandalism, sabotage and voluntary absenteeism (Harper, 1990). Almost 25% of employee sample showed information of illicit drug use among colleagues (Lehmann, 1990), 42% of a surveyed sample of women reported undergoing sexual harassment at work (Webb S. L., 1991).

Workplace deviance labels two basic types of deviance: organizational and interpersonal (Ambrose, 2007). In past many studies, researchers have done the comparison of both ID and OD, but (Dalal, 2005) measured the dimensionality of Workplace Deviance in a meta-analysis and found that there was little defense on separating Interpersonal Workplace Deviance and Organizational Workplace Deviance. He concluded that corrected correlation between ID and OD was quite high (p = 0.70), thus, Dalal (2006) recommended combining the two dimensions to form a single factor model of DWB (Harjinder Gill, 2009). So, in this study, there is no comparison between ID and OD and they will be considered as one variable.

(Chiu. S. & Peng, 2008) show that workplace deviance may arise because employees create a set of expectations from their workplace and when those expectations are not met employees may perceive a psychological breach by their employees and this breach then present problems in workplace. Personality characteristics play a role in interpersonal deviant behaviors, (Fleet, 2006) explains that Type A individuals are impatient, excited and perceives that others behave aggressively towards them, so these individuals often lose their tempers more rapidly and display aggressive behaviors more often. Other than this (Butterfield, 2005) Locus of control, Machiavellianism (Applebaum S. D., 2005); Personality flaw (Everton, 2007); Gender (Loo, 2003); Tenure (Applebaum S. L., 2007); Education (VanSandt, 2006); Age (O'Fallon, 2005) etc., affect workplace deviance. According to (Joshua S. Bourdage, 2018), perceived injustice increases workplace deviance, as employees who feel they are mistreated may get involved in sabotage. Workplace deviance is also predicted by emotional exhaustion (Muhammad, 2018)

Workplace deviance includes both minor and serious incidents and it is assumed that deviant behaviors start with small incidents but soon escalate into severe sets of behavior. This was explained in the theory of Broken Windows given by (Kelling, 1982). According to this theory, if someone breaks a window and realizes that it is not replaced, he will assume that he can break the rest of the windows or even set the house on fire and there will be no consequences. So, the small offense will lead to serious ones if not punished (Levitt, 2005).

When (Bennett S. L., 1995) made an addition of interpersonal deviance in the history of deviance, a typology of deviant workplace behavior was created that includes all minor, serious, organizational and interpersonal deviant behaviors.

2.3 Continuance Commitment

Continuance commitment is the type of commitment in which employee recognizes the side-bets or investment, cost and alternative that are associated with leaving the organization like time, effort and pension etc. (J. P. Meyer. &. A., 1996); (J. P. Meyer. &. L., 2001); (Cheng, 2003); (A. Tella, 2007). There is an elevated level of continuance commitment in an employee, who will stay with his/her organization to avoid the costs associated with leaving (J. P. Meyer. &. A., 1996); (Cheng, 2003). Commitment has been a topic of meta-analysis too (Cooper-hakim et al, 2005) because employees tend to leave the organization if they have low levels of organizational commitment (J. P., 2002). Previous research shows that factors such as transformational leadership and role clarity have a somewhat negative or no association whatsoever with continuance commitment (Meyer J. A., 2002).

Continuance Commitment is a tendency to participate in constant lines of activity based on the individual's recognition of the costs associated with discontinuing the activity (Becker, 1960); (Farrell, 1981). (Kanter, 1968) explains Continuance Commitment occurs when there is a profit associated with continued participation and a cost associated with leaving. (Stebbins R. A., 1970) Continuance Commitment is the awareness of the impossibility of choosing

a different social identity because of the enormous drawbacks in making the shift.

2.4 Hypotheses Development

2.4.1 Honesty-Humility and Workplace Deviance

Personality is undoubtedly one of the crucial ingredients in determining engagement in workplace deviance (Guay, 2016). For countless years, the wide dimensions of the five-factor model of personality have been connected successfully to diverse outcomes (McCrae, 1999), but all these studies have largely missed out on a specific personality characteristic honesty-humility (Ashton M. , 2008a). Throughout the years, researchers have examined honesty-humility relationship with different variables e.g., research shows a strong negative relation between Machiavellianism and honesty-humility, honesty-humility is found to be related to job performance, counterproductive academic behaviors and grade point average and impression management (Hilbig, 2010); (Johnson M. K., 2011); (De Vries, 2008). In a study, it was found that the Honesty-Humility factor was more powerfully related than was any of the FFM factors to workplace deviance (Lee K. A.). Even after looking at the H factor's strong relevancy with Workplace Deviance, a recent study done includes only the FFM factors to see the relationship of Honesty-Humility with workplace deviance (Guay, 2016). One noteworthy limitation of most research on deviance however is that it considers only the 'Big Five' framework of personality (O'Neill, 2011).

Workplace deviance is related with the violence of the organizational norms. Seeing its importance in the world of research and business, this factor has been studied widely and throughout this journey, the FFM have been studied as the major antecedents of workplace deviance (Guay, 2016), ignoring the newly founded and unique factor known as, Honesty-Humility. Workplace deviance includes theft, procrastination etc. and Honesty-Humility is related to sincerity etc. these two show a negative relation with each other. According to (Thomas, 2017), trait activation theory, personality traits are activated through situational circumstances and according to (Thomas, 2017) psychological contract theory employees often feel that organizations have made promises with them, and when these promises are not met they feel their contracts violated this can lead to various disturbing behaviors. By using trait activation and psychological contact theories the following hypothesis is proposed:

H_1: Honesty-Humility is negatively related to Workplace Deviance

2.4.2 Honesty-Humility and Continuance Commitment

Research on organizational commitment has identified affective, normative and continuance commitment (Ramamoorthy, 2017). Despite, a lot of research and study done on the organizational commitment, the young researchers know very little about the components of organizational commitment. So, this study focuses on one of the components of the organizational commitment to help extend the literature and understand the importance of continuance commitment in organizations. The Continuance Commitment is related with the cost and benefits associated with leaving an organization, that means an employee with elevated level of Continuance Commitment will avoid the costs and losses of benefits. Numerous factors have played the role of the antecedents of continuance commitment such as maintenance oriented HR subsystem (Gong, 2009), organizational justice (Jiang, 2015) and FFM (Choi, 2015).

According to (Becker, 1960), side-bet theory, individuals stay with the organization because of their position or the benefits, but if they are provided with better alternatives they will be willing to switch. Researchers explain Honesty-Humility as a personality trait that avoids greed, and lavish good and luxury items, so employees with elevated level of Honesty-Humility may not care about the costs and benefits associated with leaving the organization. A previous study (Choi, 2015) proposed the relationship between Honesty-Humility and Continuance Commitment as negative, thus the following path is proposed:

H_2: Honesty-Humility is negatively associated with Continuance Commitment

2.4.3 Continuance Commitment and Workplace Deviance

Most of the work done on workplace deviance has focused on the relations between specific deviant behaviors (e.g., theft, absenteeism) (Bolin, 2001), and work attitudes such as job

satisfaction (Greenberg, 1993). Workplace deviance in an organization is seen pretty much because of the personality of the employees working there (Guay, 2016), there are many other factors that increase or decrease workplace deviance from an organization, one of which is organization commitment. According to (Guay, 2016), organizational commitment is negatively related to workplace deviance but (Harjinder Gill, 2009) explained that the strength and direction of the relation will vary according to the nature of the commitment. Based on this statement and because argued that employees with strong continuance commitment will tend to contribute to the organization beyond what is needed to keep their jobs, this kind of attachment may lead to undesirable work behavior, the following path is proposed:

H_3: Continuance Commitment is positively related to workplace deviance

2.4.4 Mediation of Continuance Commitment in the Relationship Between Honesty-Humility and Workplace Deviance

The relationship among the variables is already explained above, one thing that needs an explanation here is the mediating role of continuance commitment. In the study done by (Guay, 2016), the mediating role of organizational commitment was seen on the relationship between FFM and Workplace Deviance. Further he explained that by examining the mediating role of organizational commitment, they go beyond prior research. Also, in the future research (Guay, 2016) suggests, studying the mediating role of the components of commitment between personality and workplace deviance. According to (William B., 2016), social control theory, employees' commitments and personality have an impact on the willingness they have, to get involved in deviant behavior and this theory is specially closely related to personality. This encouraged us to propose the following hypothesis:

H_4: Continuance Commitment mediates the relationship between Honesty-Humility and Workplace deviance

2.5 Theoretical Framework

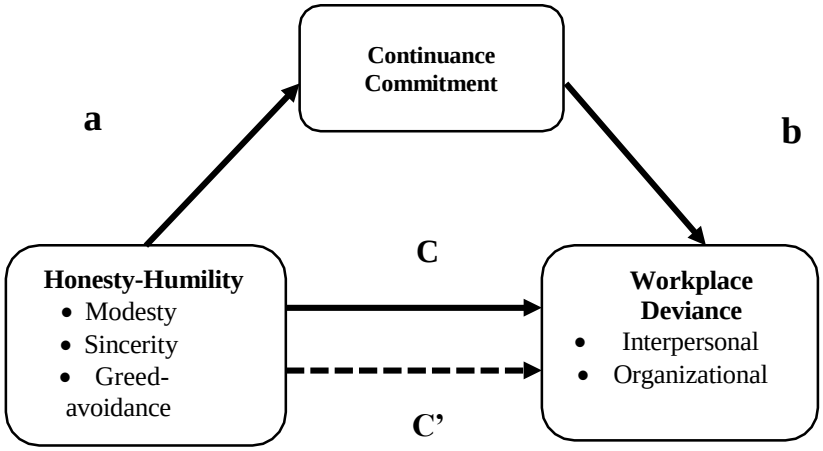

Figure No. 2

a = X and M

b = M and Y

C = X and Y (direct)

C' = X, M and Y (indirect, with mediation)

3. Materials and Methods

3.1 Research Design

Participants in this study were teachers from private universities. Study was on cross-sectional basis and investigated the impact of honesty-humility on workplace deviance. Study was quantitative and data collection was done through questionnaires.

3.2 Target Population and sample

Education sector in Pakistan is very wide and is taken as the target population where teachers were our focus. As our variables were Honesty-Humility, Continuance Commitment and Workplace Deviance teachers seemed to be right for the collection of data. The institutions selected finally for the data collection were through convenience sampling and included private institutions. The sampling frame consisted of 300 teachers from different institutions. 39.7% of the total sample were female teachers and remaining 60.3% were male.

3.3 Data Analysis Procedure

Data collected was summarized using (SPSS) software. Descriptive analysis was performed to describe the descriptive statistics of the data. Cronbach's alpha was performed to check the reliability of the items. Correlation analysis was performed to see the relationship between variables. Regression analysis was performed using Process Hayes to check how much one variable manipulates another.

3.4 Measurements and Scale

3.4.1 Honesty-Humility

To measure Honesty-Humility of the participants (Ashton M. C., 2009) ten items scale was used. Sample item of this scale is ("I would never accept a bribe, even if it were very large"). Responses for the measure were made on a 5-point Likert scale: 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha for this variable was $\alpha = 0.682$.

3.4.2 Continuance Commitment

Continuance Commitment of the respondents was measured using (Meyer P. J., 1993) six items scale. Sample item of this scale is ("I feel that I have too few options to consider leaving this organization"). Responses for the measures were made on a five-point Likert scale: 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha for this variable was $\alpha = 0.642$.

3.4.3 Workplace Deviance

Deviance was measured using (Bennett R. J., 2000) nineteen items survey which includes items for both interpersonal and workplace deviance. Sample item is ("made fun of someone at work" or "take property from work without permission"). Respondents were asked to rate how often they engaged in each behavior on a 5-point Likert scale from 1 (never) to 5 (daily). Cronbach's alpha for this variable was $\alpha = 0.847$.

3.5 Definition of Variables

Honesty-Humilityis a personality trait that focuses on a person's aspect of sincerity, fairness, modesty and greed-avoidance(Ashton M. , 2008a)**.**

Continuance Commitmentis associated with the cost of leaving an organization (Khan R. , 2016). Employees have an elevated level of continuance commitment who stays with the organization (J. P. Meyer. &. A., 1996).

Workplace Devianceis a voluntary action that disrupts organizational customs and threatens the welfare of the organization or the people working at organization, or both (Robinson, 1995).

4. Results

4.1 Descriptive statistics

Descriptive analysis summarizes the raw data into an interpretable form. Descriptive analysis comprises of mean, standard deviation along with the minimum and maximum values of the data. The following table shows that age falling in the category 1-4 has a mean of 2.02 with standard deviation of 0.865, this means that most of the respondents were from the below average category (i.e., mean below 2.5). Gender has a mean value of 0.60 and standard deviation of 0.490. Tenure falling in the range of 1-5 has a mean of 1.75 that shows us that most of the respondents were from the categories that were below the average 2.5 and standard deviation of 0.490.

The independent variable of the study, Honesty-Humility has a mean value of 4.22 (that is mean above 2.5) and standard deviation of 0.427, the mediator Continuance Commitment has a

mean of 4.28 also which is mean above 2.5 and standard deviation of 0.441, and the dependent variable i.e., workplace deviance has a mean of 1.95 (below 2.5) and standard deviation of 0.515. The mean values of both independent and mediator shows that most of the respondents rated themselves above the average level of Honesty-Humility and Continuance Commitment respectively. And the mean of Workplace deviance which is lower than the average shows that most respondents rated themselves lower the average level of Workplace Deviance (table 7.2)

4.2 Reliability Analysis

To take the analytical part of a research paper further, reliabilities of the concerned variables are calculated by taking Cronbach's Alpha values. Reliability of all variables were calculated and according to the results all variables are have acceptable reliability ($\alpha \geq 0.6$). Honesty-Humility showed the reliability of 0.682 which is acceptable. The mediator, Continuance Commitment has reliability of 0.642, also acceptable whereas Workplace deviance has a value of 0.847 that is considered excellent reliability. Overall, all the items of each variable are reliable enough to see the relationship (table 7.3).

4.3 Correlation Matrix

Correlation analysis in a study is done to see the strength of a relationship between two variables. The relation between independent variable (Honesty-Humility) and dependent variable (Workplace Deviance) is hypothesized to be negative. Results from the analysis gives us a value of $r = -.223$, $p < 0.01$, which means that Honesty-Humility has a negative association with Workplace Deviance supporting the hypothesis 1. This explains that an increase in Honesty-Humility predicts decreased Workplace Deviance. The association between the independent variable (Honesty-Humility) and the mediator (Continuance Commitment) is hypothesized to be negative. According to the results driven from the correlation matrix, a value of $r = .432$, $p < 0.01$ is given which means that Honesty-Humility has a positive relationship and explains that an increase in honesty-Humility will lead to an increase in Continuance Commitment not supporting the hypothesis 2 (table 7.4).

4.4 Regression Analysis

To see the mediating effect of Continuance Commitment on the relationship of Honesty-Humility and Workplace Deviance a mediation analysis was performed (Model 4 of PROCESS, Hayes). Table 7.5 shows all the results extracted from mediation analysis. The total effect of Honesty-Humility on Workplace Deviance was significant ($\beta = -.2782$, $t = -3.9500$, $p < 0.05$) supporting hypothesis 1. The relationship between the mediator (Continuance Commitment) and the dependent variable (Workplace Deviance) was significant ($\beta = .1595$, $t = 2.1938$, $p < 0.05$) fully supporting hypothesis 3. The indirect effect of Honesty-Humility through Continuance Commitment to Workplace Deviance was found to be significant (effect = 0.735, LLCI = .0112, ULCI = .1746) fully supporting hypothesis 4.

5. Discussion

This study was conducted to examine the relationship between Honesty-Humility and Workplace Deviance. Along with this basic purpose, this study also focused on identifying the mediating role of one of the components of Organizational Commitment (Continuance Commitment). Due to the addition of honesty-Humility, the HEXACO model is proven to be a better predictor than B5/FFM of important workplace behaviors such as workplace deviance (Ashton MC, 2005); (Lee K. A., 2005). Based on supportive literature, it is hypothesized that Honesty-Humility has a negative relationship with Workplace Deviance. Organizational commitment was taken as a mediator in a study (Guay, 2016) between FFM and Workplace Deviance. The same study explained how all three components of OC varies based on their strengths and are required to study separately.

To gather the data and facts about the hypothesized statements respondents were asked to fill out questionnaires. 300 teachers and professors of different private institutions were takes as the sample for this study. All the responses on questionnaires were further used the data collection procedure. SPSS was used to analyze the data and results were provided in the form of correlation matrix and regression analysis (PROCESS, Hayes). A significant relationship was found between Honesty-Humility and Workplace

Deviance ($\beta = -0.278$, $p < 0.05$) and the mediation result was also significant.

Hypothesis 1 proposed that Honesty-Humility has a negative relationship with Workplace Deviance. People with elevated levels of Honesty-Humility are sincere and honest in their dealings with others, they are concerned with gaining a fair outcome for all parties involved, they are unselfish and modest. Their personality doesn't allow them to behave in a deviant manner, they avoid all those activities that include unfair means to gain profits, they don't steal, don't get bribed, don't think of themselves as superiors to others. People with this personality trait tend to stay with an organization loyally and do not contribute in deviant activities. These findings are congruent with the variety of literature (Ashton MC, 2005); (De Vries, 2008).

Path 'a' saw the relationship between Honesty-Humility and the mediator of this study i.e., Continuance Commitment. Based on the literature it was hypothesized that Honesty-Humility has a negative relationship with Continuance Commitment (Choi, 2015). Because people with elevated levels of Honesty-Humility avoid greed and don't fancy luxury items or wealth but people with elevated levels of Continuance Commitment don't like leaving organizations because they fear they'll have to bare losses or they'll have to sacrifice benefits. In contrast to the literature (Choi, 2015), this study found a positive relationship between Honesty-Humility and Continuance Commitment. To justify this result literature was studied more thoroughly and following justifications were found:

Types of sacrifices:

As mentioned in the literature, Continuance Commitment refers to sacrifices that a person must make when leaving the organization and these sacrifices can be time, effort or benefits. (Wai Kwan, 2011) notified that it's unclear whether these sacrifices of leaving the organization are idiosyncratic sacrifices (energy, time invested) or material sacrifices (benefits). (Wai Kwan, 2011) explained that these types of sacrifices may influence the associations Continuance Commitment has with other variables. For example, if continuance commitment refers to employee's idiosyncratic scarifies of leaving the job then it can positively relate to job satisfaction. The more satisfaction an employee experience, the higher their perceived sacrifice of leaving the organization might be. After explaining the above point, the same study saw both positive and negative impact of Employee Engagement on Continuance Commitment. The author explained the positive relationship in a way that an engaged employee become physically involved in their tasks and spend a lot of time and energy into their job that can lead to high perceived sacrifices of leaving an organization, the results didn't support the positive relationship.

Keeping in view the above justification, we can see that the employees with elevated levels of Honesty-Humility will spend numerous amount of energy and time into their organization because they are tending to be sincere with their job and would want to stay with their organization. The more they invest in their job, the higher their perceived sacrifice of leaving the organization might be, and they too would want to stay with the organization.

Culture:

All the previous studies done on Continuance Commitment were in individualistic cultures and many studies have approves that culture can play an eminent role in research. Hofstede's theory of national values suggests four cultural dimensions called power distance, individualism, uncertainty avoidance and masculinity (Hofstede G. , 2011). (Gilbert, 2006) said that Continuance Commitment would be high in uncertainty-avoiding culture. Uncertainty avoidance is a society's tolerance for uncertainty. It reflects the extent to which members of a society attempt to cope with anxiety by minimizing uncertainty (Hofstede G. &., 2004). According to Hofstede insights, Pakistan scores 70 on uncertainty avoidance scale and thus has a high preference for avoiding uncertainty. Hofstede's insights is a platform that provides practical means to manage the impact culture has on our lives or in our work or even on a country.

Keeping in view this justification, it is clear why we got an elevated level of Continuance Commitment against an increased level of Honesty-Humility.

Path 'b' was also supported, which proposed that Continuance Commitment has a positive relationship with workplace deviance. Employees with strong continuance commitment feel the tendency to contribute to the organization beyond what is needed to keep their jobs and this

kind of attachment can lead to undesirable work behavior.

Hypothesis 2 investigated the impact of mediator (Continuance Commitment) on the relationship between Honesty-Humility and workplace deviance. And according to PROCESS Hayes, there is a significant mediation seen on the path.

Overall this study helps the practitioners to look for employees who score higher on Honesty Humility scale because this personality trait can save companies a lot of money by decreasing deviant behaviors. But only Honesty-Humility cannot guarantee a better workplace, Continuance Commitment mediates this relationship which means it has the tendency to increase workplace deviance even if there are employees with higher Honesty-Humility. This means that HR practitioners not only need to look for people with high Honesty-Humility but also for those who have lower levels of Continuance Commitment as in Pakistan it is higher, to keep the workplace better.

5.1 Conclusion

The main conclusion of this study is that Honesty-Humility is a strong predictor of Workplace Deviance. Higher level of Honesty-Humility results in decreased deviance from a workplace and vice versa. If during hiring process, personality traits are given importance specially Honesty-Humility, it can benefit organizations amazingly. Secondly, along with a focus on Honesty-Humility, HR practitioners need a look out for commitment too. Each employee has a certain level of commitment in them and now that we know the dimensions of commitment, it is important to see which type of commitment exists in potential employees. Because we have seen the impact Continuance Commitment can have on Workplace Deviance, employers would know what to look for in an applicant and what to avoid.

Continuance Commitment tends to be higher in uncertainty avoidance culture, as in Pakistan too. HR practitioners and employers must avoid employees with higher levels of this kind of commitment. Hiring procedures must have something that helps measuring Continuance Commitment.

As discussed, many times in this study, Honesty-Humility and Continuance Commitment are not studied vastly. Even though this study contributes to the literature, but it's not enough. These two variables can help organizations so further research must be done. Other than this, this study would help organizations in an uncertainty avoidance culture, I look forward to more studies done in varying cultures.

5.2 Limitations

- The important limitation of this study is that only one component of organizational commitment is studied, whereas, all are equally important considering their nature. Different dimensions of commitment might have varying impact on variables.
- Culture can play an immense role in research, as there are diverse types of culture it is important to see this kind of relationship in two varying cultures. For example, individualistic culture might have low levels of Continuance Commitment whereas, we discussed in discussion that uncertainty avoidance culture has elevated levels. Other types may also show different results.
- Honesty-Humility and Continuance Commitment when controlled can help organizations. It would have been helpful if any other outcome was also the focus of the study.

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