TRANSFORMATIONAL LEADERSHIP AS A MODERATOR OF THE RELATIONSHIP BETWEEN PERSONALITY AND DEVIANT BEHAVIORS

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ABSTRACT

TRANSFORMATIONAL LEADERSHIP AS A MODERATOR OF THE RELATIOSHIP BETWEEN PERSONALITY AND DEVIANT BEHAVIORS

By Cirenia Huerta

Previous research has shown that personality traits are related to interpersonal and organizational deviant work behaviors. However, little attention has been paid to the potential moderators of the relationships between personality traits and deviant work behaviors. Therefore, the present study proposed that transformational leadership moderates the relationship between three personality traits (conscientiousness, agreeableness, and neuroticism) and deviant work behaviors (interpersonal and organizational). Results of surveys from 132 employees from various industries showed that these personality traits predicted both types of deviant behaviors. Although transformational leadership did not moderate the relationship between the personality traits and either interpersonal or organizational deviant work behaviors, it predicted both types of deviant work behaviors above and beyond the influence of the personality traits. Additional analyses demonstrated that individual dimensions of transformational leadership – providing individualized support and high expectations – did moderate the relationship between personality and interpersonal deviant work behaviors. These results suggest that some individual dimensions of transformational leadership might be more important than other dimensions of transformational leadership as potential moderators of the relationship between in personality and deviant work behaviors.

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Introduction

Deviant work behaviors, which are defined as volitional acts that harm or are intended to harm organizations or organizational members (Spector & Fox, 2005), are a major concern for organizations because of their financial ramifications for organizations and their psychological and physical consequences on employees. For example, in 2015, the Equal Employment Opportunity Commission received 6,822 charges of alleged sexual harassment and organizations paid over $46 million in monetary benefits (U.S. Equal Employment Opportunity Commission, 2016). Furthermore, according to the U.S. Bureau of Labor Statistics (2015), 31% of absences were not related to illness, injury, or paid time off. Similarly, 11% of employees reported they had purposely done their work incorrectly, 29% reported they had deliberately worked slowly when things needed to be done quickly, and 12% reported they had intentionally failed to follow instructions (Spector et al., 2006). Finally, 13% of individuals reported that they had experienced bullying, and 32% of these people had experienced it at least once a week. The percentage of respondents having witnessed someone being a victim of workplace bullying varied from 42% occasionally to 6% daily (Galanaki & Papalexandris, 2013). When these deviant work behaviors are aggregated, they result in billions of dollars lost per year (Bennett & Robinson, 2000).

Not only do deviant work behaviors cost organizations billions of dollars, the victims of deviant work behaviors also experience lower job satisfaction and higher burnout, turnover intentions, and negative health outcomes (Giumetti, McKibben, Hatfield, Schroeder & Kowalsi, 2012; Glaso, Vie, Holmdal & Einarsen, 2011). Furthermore, when

employees do not get along with each other due to interpersonal deviant behavior incidents such as exchanging insults or threats, their performance is likely to be negatively affected and the overall performance of the business unit also suffers (Dunlop & Lee, 2004). A demoralized workforce might also affect how clients and other stakeholders are treated.

Given the negative consequences of deviant work behaviors for both the organization and its employees, researchers have been trying to understand the antecedents of these behaviors. Although researchers have identified stress (e.g., Shoss, Jundt, Kobler, & Reynolds, 2016), job insecurity (e.g., Van den Broeck et al., 2014), organizational justice (e.g., Priesemuth, Arnaud, & Schminke, 2013), perceived organizational support (e.g., O'Brien & Allen 2008), leadership (e.g., Belschak, Muhammad, & Hartog, 2016), locus of control (Sprung & Jex, 2012), affect (e.g., Sears & Humiston, 2015), and age (e.g., Roberts, Harms Caspi & Moffitt, 2007) as potential antecedents of deviant work behaviors, various personality traits have also been extensively researched (DeShong, Grant, & Mullins-Sweatt, 2015; Jensen & Patel, 2011; Salgado, 2002). Among the personality traits that have been studied, conscientiousness, agreeableness, and neuroticism have consistently been shown to be related to deviant work behaviors (e.g., Berry, Ones, & Sackett, 2007).

However, relatively little attention has been paid to moderators of the relationships between personality traits and deviant work behaviors. This lack of research attention on potential moderators is unfortunate because moderators might be proactively used to decrease the tendency of employees to commit deviant behaviors in the workplace.

Because personality traits are stable over time and organizations are less able to influence these traits, an alternative strategy is to identify moderators that can be used to leverage the relationships between personality traits and deviant work behaviors. If organizations can effectively identify moderators and use them to implement strategies to curtail deviant work behaviors, they can decrease financial losses while simultaneously improving employees' well-being.

The present study examines the relationship between three personality traits (conscientiousness, agreeableness, and neuroticism) and deviant work behaviors and proposes that transformational leadership moderates these relationships. Transformational leaders are defined as leaders who can broaden and elevate the interest of their employees, generate awareness and acceptance of the purpose and mission of the group, and stir employees to look beyond their self-interest for the good of the group or larger entities to which they belong (Bass, 1990).

It is believed that transformational leadership behaviors can be modeled by employees when leaders serve as an ideal role model. When transformational leaders behave in a trustworthy manner, exhibit humility, demonstrate respect to others, and behave ethically, they can influence others to follow their examples. Additionally, they exert their influence through recognition and by creating an inspirational environment where employees feel appreciated, valued, empowered, and motivated to perform to their fullest potential. These leaders' behaviors are observable and consistent; hence, they are likely to be emulated by their followers. Therefore, transformational leaders and their behaviors can be beneficial, especially to those who are predisposed to engage in deviant

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work behaviors (i.e., those low in conscientiousness and agreeableness and high in neuroticism).

The following sections present the definition and conceptualization of deviant work behaviors. Next, research findings on the antecedents of deviant work behaviors are reviewed. Then, previous research on the relationship between personality traits and deviant work behaviors is examined. Finally, a rationale for transformational leadership as a moderator, and the hypotheses that are tested in this study, are presented.

Definition and Conceptualization of Deviant Work Behaviors

There is no single construct name for undesirable organizational behaviors. For example, whereas some researchers refer to them as anti-social behaviors (e.g., Giacalone & Greenberg, 1996), others refer to them as counterproductive work behaviors (e.g., Spector & Fox, 2005) or deviant work behaviors (e.g., Robinson & Bennett, 1995). Although researchers do not agree on the construct name of undesirable behaviors, there are some consistencies and overlap among the various definitions. Such behaviors are voluntary and are deliberately intended to violate organizational norms, the organization, its members, or both (e.g., Bennett & Robinson, 2000; Robinson & Bennett, 1995; Spector & Fox, 2002). The present study refers to undesirable behaviors as deviant work behaviors. Examples of deviant work behaviors include leaving early, taking excessive breaks, intentionally working slowly, stealing from the company, gossiping about co-workers, and harassment.

Several researchers have made an attempt to group various deviant work behaviors into categories. For example, Hollinger and Clark (1983) categorized deviant work

behaviors into two broad categories: property deviance and production deviance. Property deviance involves the misuse of the organization's resources and assets such as theft and property damage. Production deviance involves violating organizational norms regarding productivity and performance, and includes behaviors such as slow or sloppy workmanship, sick-leave abuse, long coffee breaks, alcohol and drug use at work, and coming to work late and leaving early.

Robinson and Bennett (1995) argued that Hollinger and Clark failed to include deviant work behaviors of an interpersonal nature and consequently expanded their model to include two independent dimensions of deviant work behaviors. One dimension has to do with a target (organizational vs. individual), and the other dimension is the severity of harmful behaviors (severe vs. minor). The combination of these two dimensions leads to four categories of deviant work behaviors.

Serious deviant work behaviors targeted towards the organization are labeled as property deviance. Examples of such behaviors include destruction of property, breaking tools, sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from the company. Minor behaviors targeted towards the organization are labeled as production deviance and include behaviors such as leaving early, taking excessive breaks, intentionally working slowly, and wasting resources. Serious behaviors targeted towards individuals are labeled as personal aggression and include such behaviors as sexual harassment, verbal abuse, stealing from co-workers, and endangering co-workers. Lastly, minor behaviors targeted towards individuals are labeled as political deviance and

include behaviors such as showing favoritism, gossiping about co-workers, blaming co-workers, and competing against others non-beneficially (Robinson & Bennett, 1995).

Building upon Robinson and Bennett's (1995) framework of deviant work behaviors, Spector et al. (2006) identified five dimensions of deviant work behaviors: abuse against others, production deviance, sabotage, theft, and withdrawal. Abuse against others consists of behaviors that physically or psychologically harm others, such as making threats or nasty comments, ignoring a person, or undermining the person's ability to work effectively. Production deviance is defined as the passive and purposeful failure to perform job tasks the way they are supposed to be performed, and includes behaviors such as doing work incorrectly, working slowly when tasks need to be completed, and failing to follow instructions. Sabotage is the intentional defacing or destroying of physical property belonging to the employer, and includes behaviors such as purposely dirtying or littering one's place of work. Theft is the taking of the organization's property without its permission to do so. Withdrawal consists of behaviors that include being absent from work, arriving late or leaving early, and taking longer breaks than authorized.

In the present study, Robinson and Bennett's (1995) deviant work behavior framework is used because it is the most commonly used model of deviant work behavior and has strong construct validity (Bennett & Robinson, 2000; Robinson & Bennett, 1995). Additionally, this framework's ability to make a distinction between interpersonal deviance and organizational deviance is of extreme importance because predictors have

been found to be differentially related to interpersonal deviance and organizational deviance (Berry et al., 2007).

Research Findings on the Antecedents of Deviant Work Behaviors

Researchers have examined both situational and individual/personal factors as antecedents of deviant work behaviors (e.g., Lau, Au, & Ho, 2003). Situational variables can be subdivided into three categories: organizational variables, work variables, and contextual factors. Examples of organizational variables are supervisory monitoring, group influence, anti-theft policies, and organizational characteristics. For example, Parilla, Hollinger, and Clark (1988) found that having an anti-theft policy seemed to have an inhibitory influence on theft rates in the retail and hospital industries.

Work variables include concepts such as job complexity and autonomy. Researchers argue that high levels of autonomy may decrease supervisory oversight that would typically deter deviant behaviors and instead creates opportunities to engage in deviant behaviors (Brink, Emerson, & Ling, 2016). Consistent with this argument, Brink et al. (2016) found that employees who experienced high levels of autonomy also reported higher levels of deviant work behaviors.

Contextual factors include variables that may influence an individual to engage in deviant behaviors, such as an employment rate, the opportunity to steal, and even the weather (Lau et al., 2003; Mueser, 1953). Mueser (1953) found employee punctuality when arriving to work to be inversely dependent on the brightness of the morning light. On sunny and brighter mornings, employees were more likely to arrive to work later than normal. On the other hand, on dark and gloomy mornings, employees were more likely

to speed up morning routines and get to work. Mueser (1953) speculated that employees slowed down and enjoyed the beautiful day during bright sunny mornings and took their time getting to work.

Individual or personal factors include demographic characteristics, job satisfaction, perceptions of jobs, motivation, and pressure to be on time (Lau et al., 2003). For example, sex differences have been found in interpersonal deviance behaviors among adults (Björkqvist, Österman, & Lagerspetz 1994). Males used rational appearing aggression, manifested in behaviors that are ostensibly rational and appear to have no aggression but cause serious psychological harm to targets. Females, on the other hand, used social manipulation, such as gossiping and camouflaging their hostile intentions toward others. In terms of job satisfaction, a meta-analysis showed that people who are less satisfied with their job are more likely to engage in deviant behaviors such as stealing, engaging in production deviance and absenteeism (Lau et al., 2003).

When studying individual factors as antecedents of deviant behaviors, personality traits have received a great amount of research attention (Bolton, Becker & Barber, 2010; Jensen & Patel, 2011; Salgado, 2002). The next section defines and describes the three personality traits examined in the present study: conscientiousness, agreeableness, and neuroticism. Theories supporting the relationship between personality traits and deviant work behaviors are followed by research findings regarding the relationship between each personality trait and deviant behaviors.

Big Five Personality Traits and Deviant Work Behaviors

Among the personality traits that have been studied, the Big Five personality traits have received the most attention among researchers (Berry et al., 2007; Spector, 2011). Among these traits, conscientiousness, agreeableness, and neuroticism have consistently been shown to be related to deviant behaviors.

Conscientiousness. Conscientiousness refers to the propensity to follow socially prescribed norms for impulse control, meaning that individuals think before they act and resist the urge to do something that may be harmful (John & Srivastava, 1981). Those high on conscientiousness tend to be careful, thorough, dutiful, scrupulous, ambitious, well-organized and persevering, and adhere to a moral code. Because conscientious individuals tend to be more self-controlled, organized, responsible, and hardworking, they are less likely to provoke disagreements or conflict (Roberts, Jackson, Fayard, Edmonds, & Meints, 2009). Ones and Viswesvaran (1996 as cited in Salgato, 2002) suggest that conscientious individuals spend more time on task, acquire greater job knowledge, set goals autonomously, and go above and beyond their role requirement in the workplace.

Research studies have shown a negative relationship between conscientiousness and deviant work behaviors, such that those low in conscientiousness are more likely to engage in deviant behaviors (e.g., Jensen & Patel, 2011; O'Neill, Lewis, & Carswell, 2011). Following Robinson and Bennett's (1995) distinction between deviant behaviors intended towards individuals (interpersonal deviance) versus the organization (organizational deviance), several studies have investigated how conscientiousness is

related to each dimension (Berry et al., 2007; DeShong, Grant & Mullins-Sweatt, 2015; Salgago, 2002). A meta-analysis by Berry et al. (2007) found that the relationship between conscientiousness and organizational deviance was almost two times stronger than the relationship between conscientiousness and interpersonal deviance. Similarly, DeShong, Grant, and Mullins-Sweatt (2015) found a negative relationship between conscientiousness and interpersonal deviance and organizational deviance; again, the relationship was stronger with organizational deviance than interpersonal deviance. This makes sense given that individuals low on conscientiousness tend to be unambitious, unmotivated, and unreliable, and unconcerned with organizational goals. They are more likely to invest less time in their tasks, take longer breaks, be negligent with company equipment, and lack a sense of urgency when projects need to be completed. These characteristics and behaviors are relatively impersonal and have a greater effect on organizations than on individuals within the organization.

Other researchers have investigated individual deviant work behaviors such as absenteeism, sabotage or theft. For example, Salgado (2002) found conscientiousness was a valid predictor of theft, disciplinary problems, substance abuse, property damage, organizational rule breaking, and other irresponsible behaviors. Bolton, Becker, and Barber (2010) also found low levels of conscientiousness were positively related to sabotage and withdrawal.

According to Penney, Hunter, and Jerry (2011), Hobfoll's (1995) conservation of resources (COR) theory provides insight into how individual personality traits are associated with resource management strategies that may reflect instrumentally-driven

deviant work behaviors. Hobfoll's (1989) COR states that "people strive to retain, protect, and rebuild resources and that [what] is threatening to them is the potential or actual loss of these resources" (p. 516). According to Penney et al. (2011), behavioral strains such as deviant work behaviors may reflect deliberate resource investment strategies used by employees to address perceived stressors or obtain resources to achieve work goals and prevent resource loss. Given the achievement characteristics of high conscientious individuals, Penny et al. (2011) argued that highly conscientious employees were less likely to invest their energy, attention, and other resources in deviant behaviors that consumed resources without offering sufficient return in facilitating goal achievement. These behaviors help to develop positive interpersonal relationships that prevent interpersonal conflict with others from occurring. Because those high on conscientiousness are responsible and follow the rules, they do not take longer rest periods at work, come in late to work, or leave early. However, those low on conscientiousness are likely to exhibit lower levels of these qualities and may be more likely to engage in deviant work behaviors. In support of the above mentioned theories and research findings, the following hypothesis was tested:

Hypothesis 1: Conscientiousness will be more strongly related to organizational deviant work behaviors than interpersonal deviant work behaviors.

Agreeableness. Agreeableness refers to the tendency to trust and believe in the sincerity and good intentions of others, and to be frank, straightforward, modest, compliant, appreciative, forgiving, and sympathetic towards others (Costa & McCrae, 2002). According to Digman (1990), agreeableness involves the positive aspects of

humanity - "characteristics such as altruism, nurturance, caring, and emotional support at the one end of agreeableness, and hostility, indifference to others, self-centeredness, spitefulness, and jealousy at the other end of agreeableness" (p. 422). Those who are low on agreeableness may be mistrustful, skeptical, unsympathetic, uncooperative, stubborn, and rude such that extreme scores on agreeableness may be maladaptive (McCrae & Costa, 1987).

Previous research has found consistent negative relationships between agreeableness and interpersonal deviant work behaviors (Bolton et al., 2010). Sackett, Berry, Wiemann, and Lacso (2006) found agreeableness to be a strong predictor of aggregate deviant work behaviors, but when differentiating the two types of deviant work behaviors, a stronger negative relationship was found with interpersonal deviance than organizational deviance. A subsequent meta-analysis by Berry et al. (2007) confirmed Sackett et al.'s (2006) previous findings in that agreeableness was more negatively related to interpersonal deviant work behaviors than to organizational deviant work behaviors. These findings are expected because individuals low on agreeableness tend to be unsympathetic, uncooperative, and indifferent toward others; their lack of interest in social harmony and untrustworthy tendencies can potentially increase interpersonal conflict and lead to personal aggression.

From a COR perspective, the personal characteristics of those low in agreeableness may be insufficient in resources needed to meet work demands. Hence, these individuals may not invest their time, energy, attention, and other resources in building positive interpersonal relationships. Instead, they may attempt to conserve their psychological

resources and engage in deviant work behaviors such as gossiping about co-workers, being rude, blaming others for mistakes and competing against others in a non-beneficial way. Given these characteristics of agreeableness and its interpersonal nature, it is likely that those low on agreeableness are more likely to engage in deviant work behaviors, in particular, deviant behaviors targeted at individuals. Thus, the following hypothesis will be tested:

Hypothesis 2: Agreeableness will be more strongly related to interpersonal deviant work behaviors than organizational deviant work behaviors.

Neuroticism. Neuroticism (or lack of emotional stability) refers to individual differences in negative emotional responses to a threat, frustration, or loss, and includes traits such as nervousness, moodiness, and temperamentality (Costa & McCrae, 1992; Goldberg, 1993, Lahey, 2009). According to Spector (2011), those high on neuroticism have a heightened sensitivity to criticism and insults, interpreting these things as threats, making them more likely to experience anger, and are described as being anxious, impatient, emotional, and having a nervous demeanor (Penny et al., 2011).

When experiencing distress such as irritability, tension, depression, anger, sadness, anxiety, worry, hostility, and vulnerability, individuals often experience irrational thinking (Costa & McCrae, 1992; Goldberg, 1993). Neurotic individuals tend to experience intense anger and antagonistic hostility, which is characterized by cynicism, callousness, and uncooperativeness, accompanied by low self-esteem, poor control of impulses and cravings, somatic complaints, and ineffective coping (McCrae & John, 1992). Neurotics are also constantly vigilant, psychologically and physiologically

aroused, and tend to project their worries onto the work environment (Mathisen, Einarsen, & Mykletun, 2010).

Previous research has shown neuroticism to be positively related to deviant work behaviors. For example, Berry et al.'s (2007) meta-analysis showed a moderate negative relationship between emotional stability (reversed scored neuroticism) and both interpersonal deviant work behaviors and organizational deviant work behaviors. Their findings corroborated the findings of a previous study showing that emotional stability was found to be negatively related to both interpersonal deviant work behaviors and organizational deviant work behaviors (Sackett, Berry, & Weimann, & Laczo, 2006). Sudha and Kahn (2013) investigated the relationship between personality traits and deviant work behaviors in both the private and public sector. They found neuroticism to be positively related to organizational deviant work behaviors in both sectors. Based on these findings, it appears that a highly neurotic individual is likely to engage in both organizational and interpersonal deviant work behaviors. Another meta-analysis found no significant relationship between neuroticism and deviant work behavior as a whole; however, when deviant work behaviors were broken down into sub-facets, neuroticism was found to be a predictor of turnover (e.g., Salgado, 2002).

Penney et al. (2011) have argued that, based on COR, individuals high on neuroticism are likely to direct their time, energy, attention, and other resources toward managing their negative emotions by engaging in deviant behaviors, such as taking longer breaks or making fun of their co-workers. By engaging in these types of deviant behaviors, highly neurotic individuals limit their exposure to stressful and demanding situations. This

behavior is targeted to both the organization and individuals within the organization. Consistent with this argument and previous research findings, the following hypothesis was tested:

Hypothesis 3: Neuroticism will be positively related to both interpersonal deviant work behaviors and organizational deviant work behaviors.

Research findings have consistently shown that these personality traits are related to deviant behaviors. However, researchers have not yet examined whether these relationships might be moderated by situational factors. Attention to potential moderators is important. Tett and Burnett's Trait Activation Theory (TAT) (2003) states that individuals express their traits when presented with trait-relevant situational cues. For example, if individuals are in an environment where they can get away with theft, they are more likely to engage in it than if they were surrounded by cues from supervisors, co-workers, organizational policies and norms aimed at deterring theft. This implies that even if individuals are predisposed to engage in deviant work behaviors, whether they engage in such behaviors is influenced by the presence and behaviors of others. Given this logic, this study proposes that transformational leadership might act as a moderator because even if individuals are predisposed to engage in deviant work behaviors (low on conscientiousness, low agreeableness and high neuroticism), the presence of transformational leaders may inhibit them from doing so.

The next section defines and describes transformational leadership. Then, research examining the relationship between transformational leadership and deviant work behaviors is summarized. Lastly, the rationale for transformational as a potential

moderator of the relationship between personality traits and deviant work behaviors is presented.

Transformational Leadership

Transformational leadership is defined as leaders who can broaden and elevate the interest of their employees, generate awareness and acceptance of the purpose and mission of the group, and stir employees to look beyond their self-interest for the good of the group or larger entities to which they belong (Bass, 1990). Transformational leaders tend to be trustworthy, self-aware, authentic, charismatic, exhibit humility, and have a high emotional intelligence (Bass, 1990, 1995).

Researchers (e.g., Bass, 1985, Burns, 1978; Podsakoff et al, 1990) agree that transformational leadership is multidimensional. For example, Bass (1985) identified four dimensions of transformational leadership; idealized influence, inspirational motivation, individual consideration, and intellectual stimulation. Idealized influence means that leaders serve as an ideal role model for the followers; the leader "walks the talk," and is admired for it. Inspirational motivation means that leaders are able to inspire and motivate others. Individualized consideration is a leader's sincere concern for the needs, feelings, and well-being of his or her followers. Intellectual stimulation means that leaders challenges followers to be innovative and creative.

Podsakoff et al. (1990) argued that although some of the dimensions by Bass (1995) are unanimously accepted among researchers, such as articulating a vision, others are not, such as intellectual stimulation. After reviewing the literature on transformational leadership, Podsakoff et al. (1990) proposed six dimensions of transformational

leadership: identifying and articulating a vision, providing an appropriate model, fostering acceptance of group goals, high-performance expectations, providing individualized support, and stimulating intellectually.

Identifying and articulating a vision consists of behaviors on the part of leaders aimed at identifying new opportunities for his or her unit/division/company, and developing, articulating, and inspiring others with his or her vision of the future. These behaviors include having a clear understanding of where the organization is going. Leaders paint an interesting picture of the future for the group and try to get others to commit to their dream. They have the ability to communicate the organizations' goals with precision and in an understandable manner.

Providing an appropriate model consists of behaviors on the part of the leaders that sets an example for employees to follow, which is consistent with the values the leaders espouse. They display positive and productive behaviors that followers can internalize and emulate. They consistently lead their followers by example, are honest, and act with integrity.

Fostering acceptance of group goals consists of behaviors on the part of leaders aimed at promoting cooperation among employees and getting them to work together toward a common goal. They encourage employees to be team players and develop a team attitude. Leaders foster collaboration among workgroups and advocate the inclusion of all members of the group.

High-performance expectations consist of behaviors that demonstrate leaders' expectations for excellence, quality, and high performance on the part of their followers.

Leaders show their followers that they expect a lot from them, insist on only the best performance, and will not settle for second best. They set clear expectations and define followers' roles and tasks. For example, if an organization is in the top 10 companies in its industry, a transformational leader will continue to push followers to strive to be the number one.

Providing individualized support consists of behaviors on the part of leaders that indicate that they respect followers and are concerned about their personal feelings and needs. They emphasize interpersonal relationships with followers. They show genuine compassion when followers have difficulties in their lives. They listen to followers' ideas and concerns. In some cases, they may act as a coaches or mentors to followers and help in their career development.

Intellectual stimulation consists of behaviors on the part leaders that challenge followers to re-examine their assumptions about their work and rethink how it can be performed. Transformational leaders ask questions that prompt followers to think of new and improved solutions to existing problems. They encourage followers to share ideas and support risk-taking. They empower followers to ask questions, to disagree with leadership when necessary, and to challenge the status quo for the sake of creativity and innovation.

Transformational leadership has been previously linked to safety and occupational health such that employees whose supervisors display transformational leadership behaviors are less likely to experience injuries and absenteeism (Lee, Coustasse, & Sikula, 2011). Other studies have found transformational leadership to be a positive

predictor of employees' organizational citizenship behaviors such as offering creative suggestions to benefit the organization, cooperating with colleagues, self-training and speaking highly of the organization (De Oliveira Rodrigues & Ferreira, 2015).

In regards to deviant work behaviors, researchers have found relationships between transformational leadership and specific deviant work behaviors such as bullying. For example, a negative relationship between transformational leadership among school principals and workplace bullying was found, such that principals demonstrating transformational leadership characteristics improved the organizational health of their schools, and accordingly, teachers experienced less workplace bullying (Appelbaum, Semerjian, & Mohan, 2012, Cemaloğlu, 2011). However, the present study proposes transformational leadership as a moderator of the relationship between personality traits (conscientiousness, agreeableness and neuroticism) and deviant work behaviors.

Transformational Leadership as a Moderator

Transformational leadership may act as a moderator of the relationship between the three personality traits mentioned above and deviant work behaviors by leaders fulfilling the needs of their employees via articulating a vison, providing an appropriate model, fostering acceptance of group goals, setting high performance expectations, and providing individualized support and intellectual stimulation. According to Bandura's social learning theory (1977), "learning results from direct experiences and can occur on a vicarious basis through observation of other people's behavior and its consequences for them" (p. 2). If employees see leaders behaving ethically and serving as ideal role models, employees identify with their leaders and want to emulate them. It is crucial that

leaders display consistent observable behaviors that can be seen as a gateway to success, positive interpersonal relationships, and overall well-being.

Furthermore, transformational leaders can create a sense of inclusiveness by allowing input and participation from their followers, such as discussing issues of previously unacceptable behaviors or substandard performance. Establishing a dialogue can stimulate acknowledgment of unacceptable behavior as well as a plan for the development of improved performance and diminished undesirable behaviors. Transformational leaders can hold followers accountable for their behavior, delegate responsibility, and provide consistent constructive feedback, thereby improving followers' self-perceptions, increasing their willingness to contribute to the organization, and ultimately not engaging in deviant work behaviors.

Building on the rationale developed above, it is believed that transformational leadership can moderate the relationship between conscientiousness and deviant work behaviors. Those low on conscientiousness require more than an average leader for them to be motivated. A transformational leader gets their attention by inspiring them to focus on long-term goals instead of the short-term impact of their contributions and giving them a sense of belonging. Transformational leaders can increase the effort, desire, and commitment of those low on conscientiousness by recognizing their achievements. However, no research has examined the moderating role of transformational leadership on the relationship between conscientiousness and deviant behaviors (interpersonal and organizational). Thus, the following hypotheses were tested:

Hypothesis 4a: Transformational leadership will moderate the negative relationship between conscientiousness interpersonal deviant work behaviors such that the relationship will be stronger when transformational leadership is low than when it is high.

Hypothesis 4b: Transformational leadership will moderate the negative relationship between conscientiousness organizational deviant work behaviors such that the relationship will be stronger when transformational leadership is low than when it is high.

In addition to conscientiousness, transformational leadership is also believed to moderate the relationship between agreeableness and both types of deviant work behaviors. Those low on agreeableness have a suspicious, pessimistic, and negative view of human nature and require constant reassurance. Transformational leaders may earn their trust by keeping their word or promises, being authentic, and showing them that people are not selfish but instead, they have good intentions and can be trusted. Unlike those high on agreeableness, those low on agreeableness may have difficulty developing positive relationships with co-workers or supervisors. Transformational leaders can serve as a liaison between those low on agreeableness and the other group members, assist in fostering interpersonal relationships, and increase their need to be affiliated with the group, team, or organization. Once interpersonal relationships are established, those low on agreeableness may not want to engage in behaviors that may jeopardize those relationships with others. Thus, the following hypotheses were tested:

Hypothesis 5a: Transformational leadership will moderate the negative relationship between agreeableness and interpersonal deviant work behaviors such that the relationship will be stronger when transformational leadership is low than when it is high.

Hypothesis 5b: Transformational leadership will moderate the negative relationship between agreeableness and organizational deviant work behaviors such that the relationship will be stronger when transformational leadership is low than when it is high.

Transformational leaders can also influence those high on neuroticism not to engage in deviant work behaviors. Individuals high on neuroticism tend to be reactive to the environment and are likely to respond emotionally to provocation (Spector, 2011). Therefore, transformational leaders can appeal to their emotions and emphasize trust, values, and ethics (Guay & Choi, 2015). When transformational leaders and employees high on neuroticism are put together in a work environment, the sincere and genuine intentions of the transformational leader may de-escalate the tension, anger, anxiety, worry or stress of these employees. Transformational leaders who are successful in discovering what best motivates each employee can build trusting relationships, while simultaneously serving as a role model who can boost employees' confidence and maintain constant and open communication. Having a leader who remains calm in the face of uncertainty can also provide a sense of security that may be beneficial to those high on neuroticism. By setting an example and assigning jobs or tasks on an individual basis, the leader improves followers' belief in their abilities and incites motivation.

These behaviors from a transformational leader may help decrease the inclination to engage in deviant work behaviors for those high in neuroticism. Therefore, the following hypotheses were tested:

Hypothesis 6a: Transformational leadership will moderate the positive relationship between neuroticism and interpersonal deviant work behaviors such that the relationship will be stronger when transformational leadership is low than when it is high.

Hypothesis 6a: Transformational leadership will moderate the positive relationship between neuroticism and organizational deviant work behaviors such that the relationship will be stronger when transformational leadership is low than when it is high.

Method

Participants

A total of 189 people participated in this study. To be included in this study, participants needed to be employed and be over the age of 18 at the time of data collection. Participants who did not meet the criteria or had a substantial amount of missing data were removed from further analysis. Therefore, the final sample consisted of 132 participants. The demographic information of participants is reported in Table 1.

The sample consisted of 39 males (29.5%) and 93 females (70.5%). The majority of participants were between 18 and 34 years of age; 34.1% were between the ages of 18 and 24, 33.3% were between the ages of 25 and 34, 16.7% were between the ages of 35 and 44, 7.6% were between the ages 45 and 54, and 8.3% were over the age of 55.

In terms of ethnicity, 46.2% of participants identified themselves as Hispanic or Latino/a, 26.5% as White or Caucasian, 12.1% as Asian or Pacific Islander, 1.5% as Black or African American, and .8% as Native American or Alaska Native, 9.8% as multiethnic, and 1.5% as 'Other.' Two participants did not report their ethnicity. The sample as a whole was highly educated; most participants were college graduates (36.4%), had some college experience (28.0%), or held a post graduate degree (12.1%). The majority of participants worked at their current organization for three years or less (65.9%).

Measures

Personality traits. Three personality traits were measured with John and Srivastava's (1999) Big Five Personality Inventory: conscientiousness, agreeableness, and

Table 1

Demographic Characteristics of Participants (N =132)

Variable	*n*	%
Gender		
Male	39	29.5
Female	93	70.5
Age		
18 - 24	45	34.1
25 - 34	44	33.3
35 - 44	22	16.7
45 - 54	10	7.6
55 - 64	9	6.8
65 - 74	2	1.5
Ethnicity		
White or Caucasian	35	26.5
Hispanic or Latino/a	61	46.2
Black or African American	2	1.5
Native American or Alaska Native	1	.8
Asian or Pacific Islander	16	12.1
Multiple ethnicities	13	9.8
Other	2	1.5
Education		
Did not graduate high school	1	.8
High school diploma or equivalent	15	11.4
Some college	37	28.0
Trade/technical/vocational training	3	2.3
Colllege graduate	48	36.4
Some post graduate work	12	9.1
Post graduate degree	16	12.1
Length of employment		
< 6 months	18	13.6
6 months - 1 yr	24	18.2
1 - 3 yrs	45	34.1
3 - 5 yrs	20	15.2
5 - 10 yrs	10	7.6
>10 yrs	15	11.4

neuroticism. Participants were asked to indicate the degree to which each item characterized themselves on a 5-point Likert scale (1 = *Strongly disagree*, 5 = *Strongly agree*). All response items were averaged to obtain a composite score for each participant.

Conscientiousness was measured with nine items. The items measured the degree to which participants were achievement driven, dutiful, hard-working, thorough, organized, and planned ahead. Sample items include "I am someone who does a thorough job" and "I am someone who is a reliable worker." Higher scores were indicative of someone who was more conscientious. Cronbach's alpha was .80, indicating high reliability.

Agreeableness was measured with nine items. The items measured the degree to which participants were sincere, trusting, modest, and sympathetic towards others. Sample items include "I am someone who is helpful and unselfish with others" and "I am someone who has a forgiving nature." Higher scores were indicative of someone who was more agreeable. Cronbach's alpha was .81, indicating high reliability.

Neuroticism was measured with eight items. The items measured participants' temperament, moodiness, impatience, and negative emotions. Sample items include "I am someone who can be tense" and "I am someone who worries a lot." Higher scores were indicative of someone who was more neurotic. Cronbach's alpha was .82, indicating high reliability.

Workplace deviant behaviors. Workplace deviant behaviors were measured with Bennett and Robinson's (2000) 19-item Workplace Deviant Behavior scale. The scale measures two dimensions of workplace deviant behaviors: interpersonal and

organizational. Participants were asked to indicate how often they engaged in each behavior on a 5-point Likert scale (1 = *never*, 5 = *very frequently*). All response items were averaged to obtain a composite score for each participant. Higher scores indicated that participants engaged in deviant behavior more frequently.

Interpersonal deviant work behaviors, defined as behaviors harmful to other individuals within the organization, were measured with seven items. Sample items are "Made fun of someone at work" and "Acted rudely toward someone at work." Cronbach's alpha was .80, indicating high reliability. Organizational deviant work behaviors, defined as behaviors directly harmful to the organization, were measured with 12 items. Sample items are "Taken property from work without permission" and "Put little effort into your work." Cronbach's alpha was .87, indicating high reliability.

Transformational leadership. Transformational leadership, defined as leaders who can broaden and elevate the interest of their employees, generate awareness and acceptance for the purpose and mission of the group, and stir employees to look beyond their self-interest for the group or larger entities to which they belong, was measured with Podsakoff et al's. (1990) 20-item transformational leadership behavior inventory (TLI). The measure consists of six dimensions; 1) identifying and articulating a vision, 2) providing an appropriate model, 3) fostering the acceptance of group goals, 4) high performance expectations, 5) providing individualized support, and 6) intellectual stimulation. Participants indicated the extent to which they agreed that their manager or supervisor exhibited each behavior or possessed transformational leadership qualities on

a 5-point Likert scale (1 = *Strongly disagree,* 5 = *Strongly agree*). All response items were averaged to create a composite score for each participant.

Identifying and articulating a vision was measured with four items. Sample items include "My manager or supervisor inspires others with his/her plan for the future" and "My manager or supervisor is able to get others committed to his/her dream." Providing an appropriate model was measured with three items. Sample items include "My manager or supervisor leads by example" and "My manager or supervisor provides a good model for me to follow." Fostering the acceptance of group goals was measured with three items. Sample items include "My manager or supervisor encourages employees to be 'team players'" and "My manager or supervisor develops a team attitude and spirit among employees." High performance expectations was measured with three items. Sample items include "My manager or supervisor will not settle for second best" and "My manager or supervisor insists on only the best performance." Providing individualized support was measured with four items. Sample items include "My manager or supervisor shows respect for my personal feelings" and "My manager or supervisor behaves in a manner thoughtful of my personal needs." Intellectual stimulation was measured with four items. Sample items include "My manager or supervisor asks questions that prompt me to think" and "My manager or supervisor has ideas that have challenged me to reexamine some of the basic assumptions about my work." Cronbach's alpha was .94, indicating high reliability.

Procedure

The survey was designed, distributed and collected via Qualtrics, an online survey software. The survey was posted on social media and the researcher's professional networks, inviting eligible participants to complete the survey. The survey was distributed via an anonymous link asking for demographic information and questions as it pertained to participants' work experiences. The survey invitation informed participants of the purpose of the study and that it would take approximately 15 minutes to complete.

Potential participants who opened the link to the survey were provided with a consent form to which they could agree or not agree to participate. The consent form stated the purpose of the study, who to contact with any questions, information about the risks and benefits of the study, information about measures to protect their confidentiality and their rights. At the end of the consent form, participants were asked to select either "I agree to participate" or "I do not agree to participate." Those who did not agree to participate were sent to the end of the survey and thanked for their participation. Those who agreed to participate were directed to the start of the survey.

Participants were first asked a set of demographic questions. These were followed by a set of items describing personality characteristics to which participants had to indicate the degree to which they agreed with each statement. Next, participants were asked to rate a series of items on how frequently they had engaged in various deviant work behaviors within the last three months. Finally, participants were presented with a series of statements regarding their manager or supervisor to which they rated the extent to which they agreed with each statement. After the survey was completed, they were

thanked for their participation and participants exited the survey. All responses were

logged in Qualtrics. The collected data were reviewed and any incomplete or unqualified

surveys were eliminated.

Results

Descriptive Statistics

Means, standard deviations, Pearson correlations, and Cronbach's alphas for the measured variables are reported in Table 2. On average, participants rated themselves high in conscientiousness (M = 3.96, SD = .61) and agreeableness (M = 3.93, SD = .63), but remained somewhat neutral in neuroticism (M = 2.72, SD = .74). They also reported engaging in low levels of interpersonal deviant work behaviors (M = 1.48, SD = .49) and organizational deviant work behaviors (M = 1.45, SD = .48). They perceived their supervisors and/or leaders to display moderately high levels of transformational leadership behaviors (M = 3.54, SD = .76).

Pearson Correlations

Results of the Pearson correlations showed that the three personality traits were significantly related to interpersonal and organizational deviant work behaviors. Conscientiousness was significantly and negatively related to interpersonal deviant work behaviors (r = -.27, p < .01) and organizational deviant work behaviors (r = -.39, p < .01), such that the more self-disciplined, thorough, hard working, and reliable individuals were, the less they engaged in interpersonal and organizational deviant work behaviors.

A significant negative relationship was also found between agreeableness and interpersonal deviant work behaviors (r = -.37, p < .01) and organizational deviant work behaviors (r = -.28, p < .01). These results indicated that the individuals who did not get along with others and were unsympathetic, unhelpful and inconsiderate were more likely to engage in interpersonal and organizational deviant work behaviors. Neuroticism was

moderately and positively related to interpersonal deviant work behaviors ($r = .23$, $p < .01$), but weakly related to organizational deviant work behaviors ($r = .17$, $p < .05$). These results indicated that individuals who were pessimistic, anxious, nervous, insecure and oversensitive were more likely to engage in interpersonal and organizational deviant work behaviors.

In summary, agreeableness had the strongest relationship with interpersonal deviant work behaviors, followed by conscientiousness and neuroticism. Conscientiousness had the strongest relationship with organizational deviant work behaviors, followed by agreeableness and neuroticism. Furthermore, the three personality traits were moderately related to each other, ranging from the correlation of -.45 to .54.

Transformational leadership had a moderate relationship with organizational deviant work behaviors ($r = -.27$, $p < .01$) and interpersonal deviant work behaviors ($r = -.26$, $p < .01$), such that when leaders articulated a vision, provided an appropriate model, fostered the acceptance of group goals, had high performance expectations, provided individualized support and intellectual stimulation, their followers were less likely to engage in both types of deviant work behaviors. Weak significant relationships were also found between conscientiousness and transformational leadership ($r = .18$, $p < .05$), and between agreeableness and transformational leadership ($r = .19$, $p < .05$). These results indicate that individuals who were more conscientious and agreeable were more likely to perceive their supervisors to exhibit more transformational leader behaviors.

Table 2.

Means, Standard Deviations, Pearson Correlations, and Cronbach's Alphas Among Personality Traits, Interpersonal Deviant Behaviors, Organizational Deviant Behaviors, and Transformational Leadership (N = 132)

Variable	M	SD	1	2	3	4	5	6
1. Conscientiousness	3.96	.61	(.80)					
2. Agreeableness	3.93	.63	.54 **	(.81)				
3. Neuroticism	2.72	.74	-.45 **	-.52 **	(.82)			
4. Interpersonal deviant work behaviors	1.48	.49	-.27 **	-.37 **	.23 **	(.80)		
5. Organizational deviant work behaviors	1.45	.48	-.39 **	-.28 **	.17 *	.58 **	(.87)	
6. Transformational Leadership	3.54	.76	.18 *	.19 *	-.08	-.26 **	-.27 **	(.94)

Note. Reliability coefficients (Cronbach's alpha) are in parentheses along the diagonal.
* *p* < .05   ** *p* < .01

Test of Hypotheses

Hypotheses 1 and 2 were tested with Steiger's Z test, a test used to make comparisons between correlation coefficients measured on the same individuals. Hypothesis 1 stated that conscientiousness would be more strongly related to organizational deviant work behaviors than interpersonal deviant work behaviors. Although conscientiousness was significantly and negatively related to both organizational and interpersonal deviant work behaviors, results of the Steiger's Z test showed that conscientiousness was not more strongly related to organizational deviant work behaviors ($r = -.39$) than interpersonal deviant work behaviors ($r = -.27$), $z = 1.59$, $p = .11$. Thus, Hypothesis 1 was not supported.

Hypothesis 2 stated that agreeableness would be more strongly related to interpersonal deviant work behaviors than organizational deviant work behaviors. Although agreeableness was significantly and negatively related to both organizational and interpersonal deviant work behaviors, results of the Steiger's Z test showed that agreeableness was not more strongly related to interpersonal deviant work behaviors ($r = -.37$) than organizational deviant work behaviors ($r = -.28$), $z = -1.14$, $p = .25$. Thus, Hypothesis 2 was not supported.

Hypothesis 3 stated that neuroticism would be positively related to both interpersonal deviant work behaviors and organizational deviant work behaviors. As mentioned earlier, neuroticism was significantly and negatively related to both interpersonal deviant work behaviors ($r = .23$, $p < .01$) and organizational deviant work behaviors ($r = .17$, $p < .05$). Thus, Hypothesis 3 was supported.

Hypotheses 4a, 4b, 5a, 5b, 6a and 6b were tested using hierarchical multiple regression correlation (MRC) analyses to determine if transformational leadership moderated the relationship between each personality trait and each type of deviant work behavior. In each MRC analysis, a particular personality trait was entered in the first step. Transformational leadership as a whole was entered in the second step. The cross product of the personality trait and transformational leadership was entered in the third step to test for a moderating effect.

Hypothesis 4a stated that transformation leadership would moderate the negative relationship between conscientiousness and interpersonal deviant work behaviors such that the relationship would be stronger when transformational leadership is low than when it is high. Results are shown in Table 3. Results of the first step of the analysis showed that conscientiousness accounted for 7.1% of the variance in interpersonal deviant work behaviors ($R^2 = .07$, $R^2_{adj} = .06$, $F(1, 130) = 9.92$, $p < .01$). This means that conscientiousness significantly contributed to the prediction of participants' engagement in interpersonal deviant work behaviors. In the second step, the moderator, transformational leadership, accounted for an additional 4.6% of the variance in interpersonal deviant work behaviors above and beyond the effect of conscientiousness ($\Delta R^2 = .046$, $\Delta F(1, 129) = 6.71$, $p < .05$). Those who had supervisors who displayed transformational leadership behaviors were less likely to engage in interpersonal deviant work behaviors. Results of the third step showed that the incremental effect of the interaction term was not significant ($\Delta R^2 = .003$, $\Delta F(1, 128) = .40$, $p > .05$) and did not account for any additional variance above and beyond the effects of conscientiousness

and transformational leadership behaviors. Therefore, these results indicate that the relationship between conscientiousness and interpersonal deviant work behaviors was not moderated by transformation leadership. These results did not support Hypothesis 4a.

Table 3

Hierarchical Multiple Regression Analysis for Conscientiousness, Transformational Leadership, and Interpersonal Deviant Work Behaviors (N = 132)

| Predictor | Interpersonal Deviant Behaviors | | | |
	r	β	R^2	ΔR^2
Step 1			.071***	.071**
Conscientiousness	-.266***	-.266**		
Step 2			.117***	.046*
Transformational leadership	-.259***	-.218*		
Step 3			.120 **	.003
Conscientiousness x Transformational leadership	-.330***	.491		

*p < .05   ** p < .01   *** p < .001*

Hypothesis 4b stated that transformation leadership would moderate the negative relationship between conscientiousness and organizational deviant work behaviors such that the relationship would be stronger when transformational leadership is low than when it is high. Results of the MRC analysis are shown in Table 4. Results of the first step of the analysis revealed that conscientiousness accounted for 14.9% of the variance in organizational deviant work behaviors ($R^2 = .149$, R^2adj $= .14$, $F (1, 130) = 22.79$, $p < .001$). This means that conscientiousness significantly contributed to the prediction of participants' engagement in organizational deviant work behaviors. Results of the second step showed that the moderator, transformational leadership, leadership accounted for an additional 4.3% of the variance in organizational deviant work behaviors above and beyond the effect of conscientiousness ($\Delta R^2 = .043$, $\Delta F (1, 129) = 6.79$, $p < .01$). Those

who had supervisors who displayed transformational leadership behaviors were less

likely to engage in organizational deviant work behaviors. However, the incremental

effect of the interaction term in the third step was not significant ($\Delta R^2 = .003$, ΔF (1, 128)

= .54, $p > .05$) and did not account for any additional variance above and beyond the

effect of conscientiousness and transformational leadership behaviors. Therefore, these

results indicate that the relationship between conscientiousness and organizational

deviant work behaviors was not moderated by transformation leadership and that

Hypothesis 4b was not supported.

Table 4

Hierarchical Multiple Regression Analysis for Conscientiousness , Transformational Leadership, and Organizational Deviant Work Behaviors (N = 132)

Predictor	Organizational Deviant Behaviors			
	r	β	R^2	ΔR^2
Step 1			.149***	.149***
Conscientiousness	-.386***	-.386***		
Step 2			.192***	.043**
Transformational leadership	-.272***	-.210**		
Step 3			.195***	.003
Conscientiousness x Transformational leadership	-.404***	.546		

*$p < .05$ ** $p < .01$ *** $p < .001$

Hypothesis 5a stated that transformation leadership would moderate the negative

relationship between agreeableness and interpersonal deviant work behaviors, such that

the relationship would be stronger when transformational leadership is low than when it

is high. Results are shown in Table 5. Results of the first step of the analysis revealed

that agreeableness accounted for 13.6% of the variance in interpersonal deviant work

behaviors ($R^2 = .136$, R^2adj = .13, F (1, 130) = 20.38, $p < .001$). This means that

agreeableness significantly contributed to the prediction of participants' engagement in interpersonal deviant work behaviors. In the second step of the analysis, the moderator, transformational leadership, accounted for an additional 3.7% of the variance in interpersonal deviant work behaviors above and beyond the effect of agreeableness (ΔR^2 = .037, ΔF (1, 129) = 13.45, $p < .05$). Those who had supervisors who displayed transformational leadership behaviors were less likely to engage in interpersonal deviant work behaviors. Results of the third step of the analysis showed that the incremental effect of the interaction term was not significant (ΔR^2 = .002, ΔF (1, 128) = .24, $p > .05$) and did not account for any additional variance above and beyond the effect of agreeableness and transformational leadership behaviors. Therefore, these results indicate that the relationship between agreeableness and interpersonal deviant work behaviors was not moderated by transformation leadership; hence, Hypothesis 5a was not supported.

Table 5

Hierarchical Multiple Regression Analysis for Agreeableness, Transformational Leadership, and Interpersonal Deviant Work Behaviors (N = 132)

	Interpersonal Deviant Behaviors			
Predictor	r	β	R^2	ΔR^2
Step 1			.136***	.136***
Agreeableness	-.368***	-.368***		
Step 2			.173*	.037*
Transformational leadership	-.259***	-.196*		
Step 3			.174*	.002
Agreeableness x Transformational leadership	-.386***	.389		

Hypothesis 5b stated that transformation leadership would moderate the negative relationship between agreeableness and organizational deviant work behaviors such that the relationship would be stronger when transformational leadership is low than when it is high. Results of the MRC analysis were shown Table 6. Results of the first step in the analysis revealed that agreeableness accounted for 8% of the variance in organizational deviant work behaviors ($R^2 = .08$, $R^2\text{adj} = .07$, $F(1, 130) = 11.24$, $p < .001$). This means that agreeableness significantly contributed to the prediction of participants' engagement in organizational deviant work behaviors. Results of the second step showed that the moderator, transformational leadership, accounted for an additional 5% of the variance in organizational deviant work behaviors above and beyond the effect of agreeableness ($\Delta R^2 = .050$, $\Delta F(1, 129) = 7.36$, $p < .01$). Those who had supervisors who displayed transformational leadership behaviors were less likely to engage in organizational deviant work behaviors. However, the incremental effect of the interaction term in the third step was not significant ($\Delta R^2 = .000$, $\Delta F(1, 128) = .01$, $p > .05$) and did not account for any additional variance above and beyond the effect of agreeableness and transformational leadership behaviors. Therefore, these results indicate that the relationship between agreeableness and organizational deviant work behaviors was not moderated by transformation leadership and that Hypothesis 5b was not supported.

Table 6

Hierarchical Multiple Regression Analysis for Agreeableness, Transformational Leadership, and Organizational Deviant Work Behaviors (N = 132)

| | Organizational Deviant Behaviors | | | |
Predictor	*r*	β	R^2	ΔR^2
Step 1			.080***	.080***
Agreeableness	-.282***	-.282***		
Step 2			.129***	.050**
Transformational leadership	-.272***	-.227**		
Step 3			.129***	.000
Agreeableness x	-.354***	-.060		
Transformational leadership				

* p < .05   ** p < .01   *** p < .001

Hypothesis 6a stated that transformational leadership would moderate the positive relationship between neuroticism and interpersonal deviant work behaviors such that the relationship would be stronger when transformational leadership is low than when it is high. Results are shown in Table 7. Results of the first step of the analysis showed that neuroticism accounted for 5.1% of the variance in interpersonal deviant work behaviors (R^2 = .051, R^2adj = .09, F (1, 130) = 6.93, p < .01). This means that neuroticism significantly contributed to the prediction of participants' engagement in interpersonal deviant work behaviors. In the second step of the analysis, the moderator, transformational leadership, accounted for an additional 5.8% of the variance in interpersonal deviant work behavior above and beyond the effect of neuroticism (ΔR^2 = .058, ΔF (1, 129) = 8.38, p < .01. Those who had supervisors who displayed transformational leadership behaviors were less likely to engage in interpersonal deviant work behaviors. Results of the third step of the analysis showed that the incremental effect of the interaction term was not significant (ΔR^2 = .006, ΔF (1, 128) = .80, p > .05)

and did not account for any additional variance above and beyond the effect of

neuroticism and transformational leadership behaviors. Therefore, these results indicate

that the relationship between neuroticism and interpersonal deviant work behaviors was

not moderated by transformation leadership and that Hypothesis 6a was not supported.

Table 7

Hierarchical Multiple Regression Analysis for Neuroticism, Transformational Leadership, and Interpersonal Deviant Work Behaviors (N = 132)

| | Interpersonal Deviant Behaviors | | | |
Predictor	r	β	R^2	ΔR^2
Step 1			.051**	.051**
Neuroticism	.225**	.225**		
Step 2			.109**	.058**
Transformational leadership	- .259***	-.242**		
Step 3			.114**	.006
Neuroticism x	.004	-.443		
Transformational leadership				

*$p < .05$ ** $p < .01$ *** $p < .001$

Hypothesis 6b stated that transformational leadership would moderate the positive

relationship between neuroticism and organizational deviant work behaviors such that the

relationship would be stronger when transformational leadership is low than when it is

high. Results of the MRC analysis are shown in Table 8. Results of the first step of the

analysis revealed that neuroticism accounted for 2.9% of the variance in organizational

deviant work behaviors ($R^2 = .029$, R^2adj $= .02$, $F (1, 130) = 3.93$ $p < .05$). This means

that neuroticism significantly contributed to the prediction of participants' engagement in

organizational deviant work behaviors. Results of the second step showed that the

moderator, transformational leadership, accounted for an additional 6.7% of the variance

above and beyond the effect of neuroticism ($\Delta R^2 = .067$, $\Delta F (1, 129) = 9.57$, $p < .01$).

Those who had supervisors who displayed transformational leadership behaviors were less likely to engage in organizational deviant work behaviors. However, the incremental effect of the interaction term was not significant (ΔR^2 = .002, ΔF (1, 128) = .25, $p > .05$) and did not account for any additional variance above and beyond the effect of neuroticism and transformational leadership behaviors. Therefore, these results indicate that the relationship between neuroticism and organizational deviant work behaviors was not moderated by transformation leadership and that Hypothesis 6b was not supported.

Table 8

Hierarchical Multiple Regression Analysis for Neuroticism, Transformational Leadership, and Organizational Deviant Work Behaviors (N = 132)

	Organizational Deviant Behaviors			
Predictor	*r*	β	R^2	ΔR^2
Step 1			.029*	.029*
Neuroticism	.171*	.171*		
Step 2			.096**	.067**
Transformational leadership	-.272***	-.260**		
Step 3			.098**	.002
Neuroticism x Transformational leadership	-.042	-.250		

*$p < .05$ ** $p < .01$ *** $p < .001$

Additional Analyses

Because there was no interaction between overall transformational leadership and each personality trait on either interpersonal or organizational deviant work behaviors, additional analyses were conducted to examine if the particular dimension of transformational leadership behaviors would moderate the relationship between each personality trait and each type of deviant work behavior. Among all the analyses conducted, two transformational leadership behavior dimensions had significant

moderating effects and only the results of these transformational leadership behaviors are presented. The first finding is that providing individualized support moderated the relationship between conscientiousness and interpersonal deviant work behavior (β = 2.171, t = -2.196, $p < .05$) (see Table 9).

Table 9

Hierarchical Multiple Regression Analysis for Conscientiousness and Six
Transformational Leadership Dimensions (N = 132)

| Predictor | Interpersonal Deviant Behaviors | | | |
	r	β	R^2	ΔR^2
Step 1			.071**	.071**
Conscientiousness	-.266 **	-.266 **		
Step 2			.159**	.088
Identify and articulate a vision	-.163*	.172		
Provide an appropriate model	-.266**	-.290*		
Foster acceptance of group goals	-.237**	-.031		
High performance expectations	-.095	.105		
Provide individualized support	-.255**	-.106		
Intellectual stimulation	-.217**	-.094		
Step 3			.205**	.046
Conscientiousness X Identify and articulate a vision	'.257**	-.148		
Conscientiousness X Provide an appropriate model	.339***	-1.030		
Conscientiousness X Foster the acceptance of group goals	-.296***	1.123		
Conscientiousness X High performance expectations	-.206**	-.017		
Conscientiousness X Provide individualized support	-.314***	2.171*		
Conscientiousness X Intellectual stimulation	-.296***	-1.020		

* $p < .05$ ** $p < .01$ *** $p < .001$

In order to illustrate the nature of the interaction, the individualized support dimension was dichotomized using a median split to create "low" and "high" conditions. A regression analysis was conducted for each condition. Results are shown in Figure 2. A simple slope analysis showed that conscientiousness was negatively related to interpersonal deviant work behaviors at low levels of individualized support (β = -.361, t = -3.304, p < .01), but there was no significant relationship between conscientiousness and interpersonal deviant work behaviors (β = -.129 , t = -.962, p > .05) at high levels of individualized support. These results indicate that individuals who were low on conscientiousness were likely to engage in interpersonal deviant work behaviors when they believed their leaders did not provide individualized support. However, conscientiousness of individuals had no relationship with interpersonal deviant work behaviors when leaders provided high individualized support.
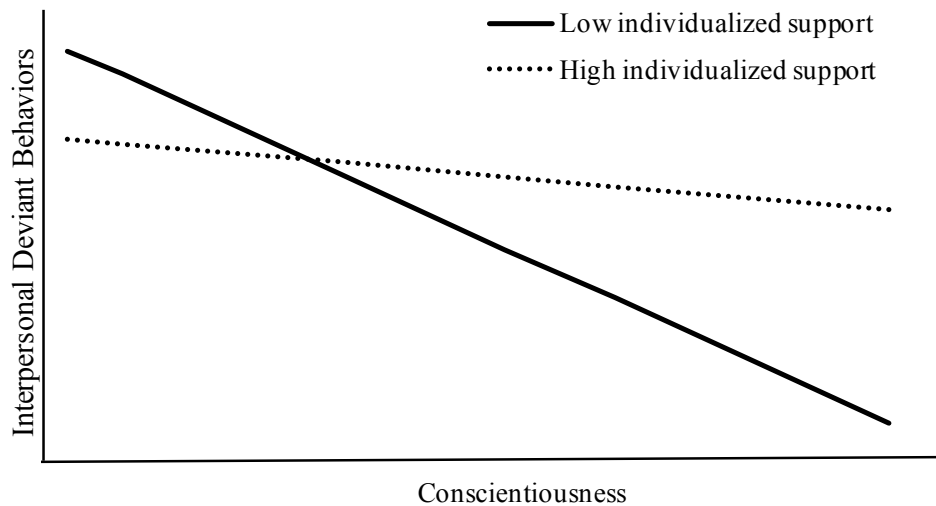

Figure 1. Moderating effect of individualized support on the relationship between conscientiousness and interpersonal deviant work behaviors.

The second finding is that the high performance expectations dimension moderated the relationship between agreeableness and interpersonal deviant work behaviors. Results are shown in Table 10. Again, to illustrate the nature of the interaction between agreeableness and high performance expectations, the high performance expectations dimension was dichotomized using a median split to create "low" and "high" conditions. A regression analysis was conducted for each condition. The nature of the moderated relationship is shown in Figure 2. A simple slope analysis showed that agreeableness was negatively related to interpersonal deviant work behaviors at both conditions of high performance expectations. However, the relationship was stronger for individuals who perceived their leaders to be high on the high performance expectations dimension ($\beta =$ -.455, $t = $-3.823, $p < .001$), compared to individuals who perceived their leaders to be low on the high performance evaluations dimension (β= -.317, $t = $-2.838, $p < .01$). These results indicate that more agreeable individuals are less likely to engage in interpersonal deviant work behaviors, especially when their supervisors had high performance expectations.

Table 10

Hierarchical Multiple Regression Analysis for Agreeableness and Six
Transformational Leadership Dimensions (N = 132)

	Interpersonal Deviant Behaviors			
Predictor	r	β	R^2	ΔR^2
Step 1			.136***	.136***
Agreeableness	-.368***	.368***		
Step 2			.217***	.082
Identify and articulate a vision	-.163*	.266		
Provide an appropriate model	-.266**	-.331*		
Foster acceptance of group goals	-.237**	-.087		
High performance expectations	-.095	.086		
Provide individualized support	-.255**	-.047		
Intellectual stimulation	-.217**	-.092		
Step 3			.248**	.031
Agreeableness x Identify and articulate a vision	-.298***	-.621		
Agreeableness x Provide an appropriate model	-.377***	1.124		
Agreeableness x Foster acceptance of group goals	-.353***	1.054		
Agreeableness x High performance expectations	.275**	-2.165*		
Agreeableness x Provide individualized support	-.368***	-.866		
Agreeableness x Intellectual stimulation	-.342***	.735		

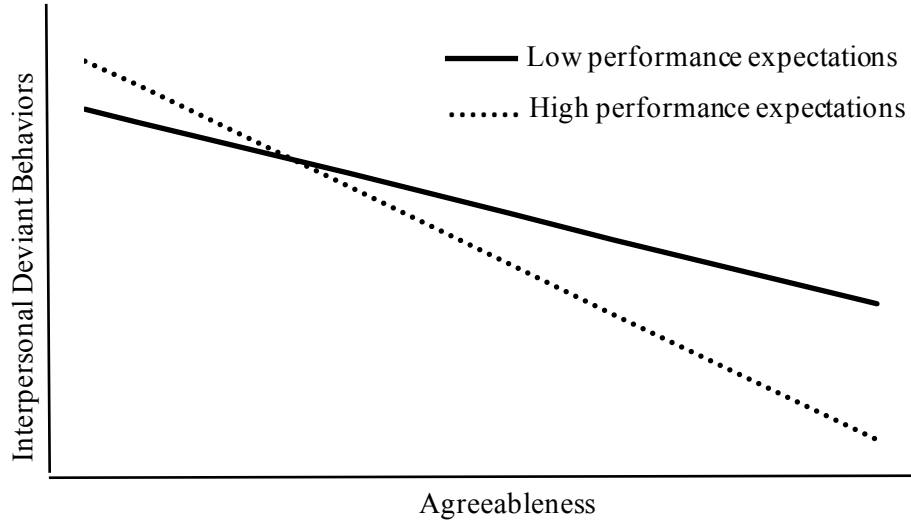* $p < .05$ ** $p < .01$ *** $p < .001$

Figure 2. Moderating effect of high performance expectations on the relationship between agreeableness and interpersonal deviant work behaviors.

Discussion

Due to their financial ramifications for organizations and their psychological and physical consequences for employees, researchers have focused attention to identifying antecedents of deviant work behaviors. However, not much attention has been paid to the identification of potential moderators of the relationship between personality traits and deviant work behaviors. The present study examined transformational leadership as a moderator of the relationship between personality traits (conscientiousness, agreeableness, and neuroticism) and deviant work behaviors. Based on Bandura's social learning theory, it was expected that if individuals observed their supervisors exhibiting transformational leadership behaviors, they would be less likely to engage in interpersonal and organizational deviant work behaviors, especially those who are predisposed to engage in deviant work behaviors.

Hypothesis 1 stated that conscientiousness would be more strongly related to organizational deviant work behaviors than interpersonal deviant work behaviors. Results showed that conscientiousness was more strongly related to organizational deviant work behaviors than interpersonal deviant work behaviors; however, the difference in the correlations was not statistically significant. The results indicated that those who were more self-controlled, organized, responsible, thorough, and hardworking were less likely to engage in both types of deviant behaviors. Thus, Hypothesis 1 was not supported.

These results contradict previous findings showing that conscientiousness had a stronger relationship with organizational deviant work behaviors than interpersonal

deviant work behaviors (Berry et al., 2007; DeShong, Grant, & Mullins-Sweatt, 2015). One reason for these contradicting findings may be due to the measure of conscientiousness as a single construct. Hough and Ones (2002) argued that conscientiousness was a broad construct consisting of multiple facets of personality traits, including achievement, dependability, cautiousness, order, and persistence.

It is possible that various facets of conscientiousness might influence how individuals engage in both types of deviant work behaviors. For example, according to Hough (1992), dependability appears to be the best predictor of law abiding behavior. Dependability is also negatively related to irresponsible behavior which includes poor attendance, counterproductive behavior, not following directions, and using drugs while on the job. The achievement facet is strongly related to teamwork (e.g., cooperativeness, quality of interpersonal relationships, constructive interpersonal behavior) and effort (Hough, 1992). Because the facets of conscientiousness include both interpersonally and impersonally relevant traits, conscientiousness could be related to both interpersonal and organizational deviant work behaviors. Hastings and O'Neill (2009) suggested that there might be a risk of missing facet-level relations, especially if the statistical significance of one or more facets cancel others out when aggregated and analyzed only at the factor level, resulting in overall non-significant results.

Alternatively, the lack of the significant difference in the relationship between conscientiousness and organizational deviant work behaviors and the relationship between conscientiousness and interpersonal deviant work behaviors might reflect low statistical power, owing to the small sample size.

Hypothesis 2 stated that agreeableness would be more strongly related to interpersonal deviant work behaviors than organizational deviant work behaviors. Results showed that agreeableness tended to be more strongly related to interpersonal deviant work behaviors than interpersonal deviant work behaviors; however, the difference in the relationships was not statistically significant. Thus, Hypothesis 2 was not supported.

These results are inconsistent with previous research showing that agreeableness had a stronger relationship with interpersonal deviant work behaviors than with organizational deviant work behaviors (Berry et al. 2007; Sackett et al., 2006). Morris, Burns, and Periard (2015) found that straightforwardness, a facet of agreeableness, was equally related to both interpersonal and organizational deviant work behaviors. Another facet of agreeableness, trust, was also shown to provide a unique equal contribution to the prediction of both types of deviant work behaviors. It is possible that because straightforwardness and trust had the same correlation to both types of deviant work behavior, agreeableness, when measured aggregate, was equally related to both types of deviant work behaviors. Alternatively, the lack of the significant difference in the relationship between agreeableness and organizational deviant work behaviors and the relationship between agreeableness and interpersonal deviant work behaviors might be low statistical power, owing to the small sample size

Hypothesis 3 stated that neuroticism would be positively related to both interpersonal deviant work behaviors and organizational deviant work behaviors. Consistent with the hypothesis, the higher individuals scored on neuroticism, the more likely they were to

engage in both types of deviant work behaviors. Those high on neuroticism might experience higher levels of stress and engage in antagonistic hostility toward the organizations as well as those within the organization, depleting their psychological resources in coping with their negatively perceived situation (Penney et al., 2011). According to Hobfoll's (1989) conservation of resources theory, the potential or actual loss of resources is considered a threat; thus, individuals attempt to protect those resources. Consequently, individuals may offset a loss of resources either through direct replacement or symbolic replacement, which in this case may take the form of deviant work behaviors (Penney et al., 2011).

Hypothesis 4a, 5a, 6a stated that transformational leadership would moderate the negative relationship between conscientiousness (H4a), agreeableness (H5a), and neuroticism (H6a) and interpersonal deviant work behaviors, such that the relationship would be stronger when transformational leadership was low than when it was high. Results showed that transformational leadership did not interact with conscientiousness, agreeableness, or neuroticism to influence interpersonal deviant work behaviors. Hence, these hypotheses were not supported.

Hypothesis 4b, 5b, 6b stated that transformational leadership would moderate the negative relationship between conscientiousness (H4b), agreeableness (H5b), and neuroticism (H6b) and organizational deviant work behaviors, such that the relationship would be stronger when transformational leadership was low than when it was high. Results showed that transformational leadership did not interact with conscientiousness,

agreeableness, or neuroticism to influence organizational deviant work behaviors. Thus, these hypotheses were not supported.

The lack of significant interaction effects may be due to the small sample size. Penney et al. (2011) suggest that "according to Cronbach (1987), interaction effects are notoriously difficult to detect in regression because of multicollinearity between predictors and their product terms" (p. 69). This might be especially true, if one has a small sample size.

Although transformational leadership did not moderate the relationship between the personality traits and either interpersonal or organizational deviant work behaviors, interestingly, results showed that transformational leadership predicted both types of deviant work behaviors above and beyond the influence of the personality traits. At the time of this study, there was no previous research investigating either the direct or moderating effect of transformational leadership on deviant work behaviors. These findings indicate that transformational leadership influences employee behavior such that when leaders exhibit transformational leadership behaviors, employees are less likely to engage in deviant work behaviors, even after personality traits have been taken into account. These results are consistent with the tenets of social learning theory (Bandura, 1971). That is, when leaders show transformational leadership behaviors such as leading by "doing" rather than simply "telling," insisting on only the best performance, showing respect for others' feelings, and employees observe such behaviors and learn from them, they are less likely to engage in deviant behaviors.

Results of supplemental analyses that examined which dimensions of transformational leadership predicted deviant work behaviors revealed that providing an appropriate model contributed to the prediction of interpersonal deviant work behaviors. According to Podsakoff et al. (1990), providing an appropriate model is the "behavior on the part of the leader that sets an example for employees to follow that is consistent with the values the leader espouses" (p. 112). These findings align with Bandura's (1977) social learning theory in that learning can occur through modeling other people's behavior and observing the consequences on them. Transformational leaders fit Bandura's (1977) description of successful behavior models (i.e. intelligent and socially competent) who have a greater influence on observers who lack self-esteem, who feel incompetent and who are highly dependent. By observing transformational leaders who promote cooperation and get others to work together, observers may imitate their behavior to achieve the same level of interpersonal relationships.

Additionally, the transformational leadership dimension of providing individualized support was found to have a moderating effect on the relationship between conscientiousness and interpersonal deviant work behaviors, such that the relationship between conscientiousness and interpersonal deviant work behaviors was stronger when individualized support was low than when it was high. More specifically, less conscientious individuals were less likely to engage in interpersonal deviant work behaviors when individualized support was high than when it was low; however, the opposite was true for conscientious individuals who were less likely to engage in interpersonal deviant work behaviors when individualized support was low than when it

was high. Those low on conscientiousness may gain self-esteem and feel appreciated and valued when they perceive their leaders to care about them and show a sincere interest in them. Hence, these individuals are less likely to engage in deviant behaviors under such conditions. However, the finding that highly conscientious individuals engaged in more interpersonal deviant behaviors when individualized support was high than when it was low was unexpected and surprising; hence, the result is uninterpretable.

A second transformational leadership dimension, high performance expectations, was also found to have a moderating effect on the relationship between agreeableness and interpersonal deviant work behaviors. Results showed that the relationship between agreeableness and interpersonal deviant work behaviors was stronger when high performance expectations were high than when they were low. That is, those high on agreeableness were least likely to engage in interpersonal deviant work behaviors when leaders showed high performance expectations. Highly agreeable individuals who are honest, nurturing, supportive, and cooperative may want to be liked and therefore meet the high performance expectations their leaders establish. Although these two dimensions of transformational leadership behaviors interacted with personality traits, these results should be interpreted with caution because transformational leadership as a whole did not interact with any of the personality traits.

Theoretical Implications

The major purposes of this study were to investigate the relationships between personality traits (conscientiousness, agreeableness, neuroticism) and interpersonal and organizational deviant work behaviors and to examine whether a situational variable –

transformational leadership – would act as a moderator of these relationships. Although the present study did not find a moderating effect of transformational leadership on the relationship between any of the three personality traits and deviant work behaviors, transformational leadership predicted both types of deviant work behaviors above and beyond the personality traits. That is, transformational leadership behavior directly influenced both interpersonal and organizational deviant work behaviors. Based on Bandura's (1977) social learning theory, individuals may want to emulate the behaviors of their leaders. Transformational leadership behaviors can be leveraged to influence individuals and prevent deviant work behaviors. These findings add to the research focusing on the antecedents of deviant work behaviors such that transformational leadership should also be considered as an antecedent of deviant work behaviors.

The analyses of the individual dimensions of transformational leadership revealed that some dimensions had a moderating effect on the relationship between personality and deviant work behaviors. These results indicate that perhaps some individual dimensions of transformational leadership might be more important than others in predicting deviant work behaviors. Furthermore, both the high performance expectations and providing individual support dimensions interacted with personality traits to influence interpersonal deviant work behaviors. At the time of this study, no other studies have investigated individual dimensions of transformational leadership. Therefore, this study provides insight into the importance of differentiating transformational leadership into its dimensions.

Another contribution of this study is the finding that interpersonal deviant behavior, but not organizational deviant behaviors, were moderated by individual dimensions of transformational leadership. This indicates that interpersonal deviant work behaviors should be studied separately from organizational deviant work behaviors. Although Robinson and Bennett's (1995) scale differentiated interpersonal versus organizational deviant behaviors, a more extensive scale designed to measure interpersonal deviant behaviors may capture more relevant and current data by incorporating updated items. This is especially important because interpersonal deviant behaviors are difficult to capture and quantify in comparison to organizational deviant behaviors (i.e. theft or absences). Additionally, victims of interpersonal deviant behaviors (i.e. gossiping, rudeness) may not come forward, especially if the interpersonal deviant behaviors are minor (i.e. a supervisor showing favoritism to certain employees, an employee is being blamed for mistakes or being the target of gossip). Given the present results, examining interpersonal deviant work behaviors, independent of organizational deviant work behaviors, might be beneficial in the prediction of these behaviors.

Practical Implications

There are several practical implications, which are geared towards organizations and its hiring managers as well as their current employees. First, given that the personality traits were related to deviant work behaviors, organizations and hiring managers should consider personality traits when deciding to hire potential candidates. Hiring managers can narrow the pool of potential candidates by incorporating personality testing into the hiring process. These assessments are inexpensive and "legally defensible because they

have little to no adverse impact" (Henle & Gross, 2013, p. 62). Interview questions aimed to determine the likelihood of candidates' engagement in deviant behaviors should also be part of the hiring process. A sample interview question that Henle and Gross (2013) provided was, "Tell me about a time when your workload was beginning to be too much and you were experiencing a lot of pressure. How did you handle the situation?" Use of preventative measures such as these could help deter undesirable behaviors and minimize potential financial loss associated with such behaviors.

Secondly, given that transformational leadership predicted both types of deviant work behaviors, organizations should encourage their leaders to set high performance expectations. Individuals need to be informed of what these expectations are and their roles need to be clarified. Once leaders have set high performance expectations and evaluate the performance of their employees, it becomes more difficult for employees to deviate from or not meet those expectations. High expectations should be established during the hiring process as well as during performance reviews. Ultimately, employees should be held accountable to meet these high expectations.

Thirdly, training current leaders to display appropriate model behaviors such as leading by example, being honest, and acting with integrity can help minimize deviant work behaviors. Bass (1990) suggests that organizational leadership can be learned via management training and development, and establishing organizational and human resources policies. Organizations can create training workshops or seminars to teach leaders the skills necessary to set high expectations and provide individualized support. Leaders should be encouraged to be self-aware of their current leadership style and its

effectiveness in order to learn strategies to identify employees who may benefit the most from them (i.e. low conscientiousness, low agreeableness). Leaders can then provide customized leadership behaviors to the needs of individual employees. These workshops should be incorporated as part of leadership development.

Strengths and Limitations of the Study and Future Research

The current study has several strengths. First, this study is the first to examine transformational leadership as a moderator of the relationship between personality traits and deviant work behaviors. Second, some individual dimensions of transformational leadership were found to have a moderating effect, even though transformational leadership as a whole was not found to be a moderator. Two dimensions, high expectations and providing individualized support, moderated the relationship between a personality trait (conscientiousness and agreeableness) and interpersonal deviant behaviors. Based on these findings, future research should focus on individual dimensions of transformational leadership as a moderator of deviant work behaviors.

As with any other study, the present study is not without limitations. First, although self-report surveys are easy and inexpensive to distribute, the data obtained from them may be inferior to most kinds of other data for several reasons, such as people reporting erroneous information not verifiable by any other means, extraneous variables (i.e. noise level, motivation, previous knowledge of personality scale) and *consistency motif,* the urge to answer in the same manner to all questions influencing their responses (Podsakoff & Organ, 1986). Additionally, when completing a self-report survey, individuals are prone to answer in a manner that is "correct" or socially acceptable to present themselves

in the best possible light; thus, distorting data (Maccoby & Maccoby, 1954, as cited in Fisher, 1993). Social desirability bias might have affected the data of this study if participants did not answer honestly due to the nature of the deviant work behaviors such as stealing or drinking on the job, inevitably providing erroneous data.

Second, some of the items in the deviant work behavior scale seem to be dated and not relevant to many current workplaces. For example, one of the questions is about "[falsifying] a receipt to get reimbursed for more money than you spent on business expenses." This question may not be applicable to employees whose job does not require them to submit business expenses. Additionally, organizations often issue company credit cards to employees and consequently can verify all transactions, leaving little to no room for falsification of receipts. A second question that may not be relevant to many employees is "[dragging] out work in order to get overtime." The 2015 Employer Mandate defined a full-time employee as someone who works 30 hours per week compared to the traditional 40 hours per week, plus an increase in employee benefit costs has prompted organizations to reduce the number of hours worked for hourly employees to reduce or eliminate the cost of paying for employee benefits (U.S. Chamber of Commerce, 2015). This limits overtime availability because employees often do not reach the 40 hours required per week to get overtime. Therefore, a question pertaining to overtime may no longer be applicable to many employees.

Other changes have also taken place that inhibit deviant behaviors, such as political climate, stricter anti-harassment rules, and anti-bullying rules. New laws, guidelines, and company policies may deter interpersonal deviant behaviors such as "[making] an ethnic,

religious, or racial remarks at work" or "[cursing] someone at work" (Bennet & Robinson, 2000). These behaviors have become unacceptable in the workplace and can be grounds for disciplinary action up to termination. Victims of such targeted behaviors are also now empowered to initiate complaints and seek resolutions from their leaders and organizations. Therefore, the lack of support for the hypotheses may be due to some of the items in the measures not being relevant to many of the participants in the study. Future studies should focus on developing a new and reliable deviant work behavior scale.

Lastly, 76.1% of participants had been at their current position for less than one year. Due to their relatively short tenure, these individuals might not have had many interactions with their leaders. This might have affected how they perceived their leaders and only had little, if any, information to rate them in transformational leadership behaviors, potentially creating a central tendency error where participants rated their leader in the middle of the scale as "neither agree nor disagree" for each statement. Lastly, participants were asked to indicate how often they had engaged in a set of 19 behaviors in the past three months. This could have been a short time frame and possibly changing it to a year might have yielded different results.

Conclusion

The financial, psychological and physical ramifications of deviant work behaviors on organizations and their employees continue to be of interest to researchers. The major purpose of this study was to examine the moderating effect of transformational leadership on the relationship between personality and deviant work behaviors. Although no

moderating effects of overall transformational leadership were found, this study provided the need to investigate the potential moderating effect of its individual dimensions. The results of this study emphasize the importance of training leaders to be appropriate models, provide individualized support, and establish high expectations to deter deviant work behaviors. Additional research is needed to explore how individual transformational leadership dimensions may moderate personality and deviant work behaviors. Additionally, organizations can reduce work deviant behaviors through personality testing and interviewing practices during their hiring process.

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