

ON TRANSFORMATIONAL LEADERSHIP STYLE EFFECTING ORGANIZATIONAL DEVIANCE: MODERATION MODEL FROM TRUST IN CASE OF PAKISTAN

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Abstract

The current study aims to examine the moderating role of employees trust on the relationship of transformational leadership and workforce deviance. Four telecom operators were selected for data collection from twin cities of Pakistan, and 233 sample was chosen on random bases and data collected from lower, middle and top level employees working in four telecom operators. By using SPSS 20.0, moderated hierarchical regression applied to examine the role of employees trust on the relationship of transformational leadership and organizational deviance. The statistical results of the currents reveal that there is negative and significant correlation exist between transformational leadership and organizational deviance. Moreover, the statistical analyses of hierarchical multiple regression also reveal that employees trust significantly moderates the relationship between transformational leadership and organizational deviance. The transformational leadership relates with organizational outcomes i.e. higher followers' commitment, citizenship behaviors, job satisfaction and lower workplace deviance. This study also concludes that organizational efforts foster transformational leadership fruitfully. In addition, trust-based climate can foster the likelihood of lower workplace deviance and transformational leadership. Furthermore, by incorporating transformational leadership apart from authentic leadership also contributes to positive follower outcomes is a new call. This call has opposed that trust and high quality leader-follower fellowship can be a fundamental link to transformational leader behavior. This relationship is not investigated empirically in Pakistan context till date.

Keywords: Trust, transformational leadership, workforce deviance.

1 Introduction

In the earlier leadership studies, main focus has been only on the leader acting as individual. The concept of transformational, ethical and authentic leadership has lately emerged complementing existing work (Gardner, Walumbwa, & Luthans, 2005; Avolio, Gardner, Walumbwa, Luthans, & May, 2004; George, 2003; Harter, 2002). Transformational leadership amend and develop employee behaviors and values rather than abiding by the rules and expected results (Bass, 1985; Yukl, 1999a, 1999b).

Many sub-dimensions of transformational leadership have been established among which, charisma is one. Charisma has also been referred in four sub-criteria as individualized consideration, idealized influence, intellectual stimulation and inspirational motivation (Bass, 1985). In the recent conceptualization of leadership, transformational leadership theory has occupied prominent representation. In the past decade, there has been a paradigm shift with the development of different leadership models such as charismatic and transformational leadership (Bryman, 1992). Work force performance and follower development are the targeted outcomes of leadership (Bass & Avolio, 1990). Transformational leadership is an inspiration to followers which is derived from respect and trust in the leader and encourages the vision of the organization (Masi & Cooke, 2000). Transformational leaders help and encourage employees to achieve and strive for higher objectives. They articulate higher expectations thus, achieve challenging results (Bass & Riggio, 2006).

Without trust, leader cannot make followers. Trust is defined as “one’s expectations, assumptions, or beliefs about the likelihood that another’s future actions will be beneficial, favorable, or at least not detrimental to one’s interests”, (Robinson, 1996, p.576). Leaders are required to be entrusted (Nanus, 1989). Trust develops positive outcomes related to employee behaviour like performance, organizational citizenship behaviors and satisfaction (Jung & Avolio, 2000; Pillai, Schreishem, & Williams, 1999). It is suggested that trust is a valid predecessor of satisfaction with the leader as both the components curtail from affective (appreciation for the leader) and cognitive states (capabilities of the leader) rather than observed behaviors of the leader (Conger et al., 2000). Trust can be defined as an inclination towards dependency on another party (Mayer et al., 1995) with expectation that the other party shall fulfill in return. Perceived ability (Cook & Wall, 1980) or capability is essential for building trust in leader-follower relationship as the follower cannot develop trust towards their leader unless

they believe that leader is capable to perform perceived leadership role (Whitene, Brodt, Korsgaard & Werner, 1998). Trust is built up by having confidence in the other's intentions towards him or herself and others (Butler & Cantrell, 1984). Reliability and honesty are also keystones of trust (Kouzes & Posner, 1993).

This study aims to find as to what extent transformational leadership/ management style effects workforce deviance among employees in telecom sector of Pakistan? It also aims to find if trust has the moderating effect on transformational management style and work force deviance or not? The above are answered by studying two dimensions of work force deviance i.e. interpersonal deviance and organizational deviance.

2 Literature Review

2.1 Transformational leadership

In the competitive world of today, it is a great concern for organizations to control immaterial and material costs. Workplace deviant behaviors damage employer or organization's property. Work force deviance has been an area of major interest because it has extremely severe effects on both, organization and employees (Robinson & Greenberg, 1998; Dunlop & Lee, 2004).

Work force deviance has many immaterial consequences which cannot always be measured in financial numbers (Penney & Spector, 2005). This can also be backed by the recent reports suggesting the financial costs in billions of dollars annually incurred by both developing as well as developed economies, with increasing rate in recent years (Bowling & Gruys, 2010). Hence, it is of great concern for both the management and employees as how to eliminate work place deviance in the organization. Transformational leadership can reduce the work force deviance and enhance job performance (Bogler, 2001).

Transformational leadership evolves in the circumstances where the leader perceives to be in command of the situation and challenged to provide solution with logic and reasoning. It has been depicted that organizational situations linked to hierarchal structure of the organization and work related environment develops transformational leadership to solve complex situations. There is a further need of studies to have better understanding of contextual factors related to transformational leadership (Tafvelin, 2013).

While studying the relationship of transformational leadership with employee behavior, decreased rates have been depicted in aggression at work place (Hepworth & Towler, 2004) and job withdrawal (Walumba & Lawler, 2003). Apart from the presented finding and results regarding the positive outcomes of transformational leadership style, there are still many diverse deficiencies in the literature that still require investigation (Tafvelin, 2013). On the whole, there is scarce knowledge regarding process of transformational leadership and this is the main area of concern within transformational leadership theory (Van Knippenberg & Sitkin, 2013). Thus the outcomes of the process are also unknown or analyzed in lesser context.

2.2 Work force deviance – organizational and interpersonal

During the last decade, employee deviant behavior has attracted much attention for research (Langan-Fox et al., 2007; Fox & Spector, 2005). Such behaviors are given many different names referred interchangeably like, organizational deviant behaviors, work place deviance, work place incivility and antisocial behavior (Robbins & Judge, 2007). Workplace deviance has been defined by Robinson and Bennett as a “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of the organization, its members, or both” (1995, p. 556). In other words, deviant behavior is believed to be a voluntary behavior which is a result of lack of motivation to obey or to become motivated to disobey (Robinson & Bennett, 2000). Work force deviance is classified into two dimensions of behaviors: organizational deviance versus interpersonal deviance. Organizational deviance relates to actions that are taken against the organization like stealing organization’s belongings, sabotaging or mishandling of the equipment and wasting of resources. Interpersonal deviance relates to actions that cause harm or damage to individuals or other employees working in the organization like gossiping or spreading rumors, verbal harassment and assault (Robinson & Bennett, 1995).

Organizational deviance becomes more intense when it is directed by leaders in the form of abusive behavior or lack of support to followers (Thau et al., 2009). The reason for this is that interpersonal deviance directs harm to individuals in the organization in general, thus the objected audience targeted in interpersonal deviance is indefinite or unspecified and can include colleagues and others that are not part of leadership abuse. However in contrast, organizational deviance produces harm that has direct injurious effect on the organization (Bennett & Robinson,

2000). Therefore, interests of leadership and organization should be strongly correlated. As the leadership are often designated as agents fulfilling the interests of the organization (Eisenberger et al., 2002). This implies that the employees facing deteriorated leader-follower relationship or abusive leadership may be involved in harmful deviant behavior towards the organization in order to retaliate. As explained in the social exchange theory, leadership support and trust has a strong influence on employee behavior (Gouldner, 1960; Blau, 1964). Accordingly to Gouldner (1960), employees tend to develop an obligatory behavior when they receive leadership trust and support with other tangible and intangible perks and incentives. This is reciprocated with positive attitude and performance suitable for work outcomes. Whereas, deviant organizational behavior is observed or reciprocated when poor relationship with supervisor is experienced and under par resources are received (Skarlicki & Folger, 1997; Greenberg & Scott, 1996).

2.3 Transformational leadership and work force deviance: organizational and interpersonal deviance

The behaviors of employees are expected to be governed and flourished by leaders as leaders develop, direct, monitor and manage these behaviors. Transformational leadership style is very much related to reduction in deviant behaviors in followers. Transformational leadership helps employees to enable better organizational outcomes with high levels of commitment, better orientation towards goals, effective work and complaint behavior (Lee & Feng, 2008). Work force deviance is an outcome of frustration, frustration is an outcome of feeling of unfairness, decline in empowerment and threats to self-social identity. This can be reduced by transformational leadership. Transformational leadership style directly influences employees' levels of optimism and frustration (Sims, 2010).

Transformational leaders direct followers by motivating them to work for collective group betterment. This is achieved by creating inspiration to have unselfish behavior i.e. helping and supporting other team members and colleagues and by creating higher sense of social standing. Hence, reducing interpersonal deviance. Organizational deviance is reduced by creating sense of higher dedication towards job and organization like building positive image of the organization and hence dedicating over time as required (Bass & Avolio, 1993; Kouzes & Posner, 2002; Pillai et al., 1999; Sosik, 2005). This is also related to contextual performance

defined as a willing work behavior that motivates the employee to work beyond defined job and contributing to social –psychological job contexts (Harrison et al., 2006; Borman&Motowidlo, 1993).

Empirically it is shown that there is a negative relationship between transformational leadership and work force behaviors with positive relationship between transformational leadership and job performance (Aftab Uddin et.al, 2014). On the basis of above, it is explored and expected that transformational leadership shall decrease both dimensions of workplace deviance i.e. organization and interpersonal.

H1: Transformational leadership has a negative relationship with organizational workforce deviance.

H2: Transformational leadership has a negative relationship with inter-personal workforce deviance.

2.4 Trust as a moderator

There are many definitions for trust (Hosmer, 1995). It is mostly referred that trust is “one’s expectations, assumptions, or beliefs about the likelihood that another’s future actions will be beneficial, favorable, or at least not detrimental to one’s interests” (Robinson, 1996, p. 576). Trust is a behavior which is derived from perceptions and beliefs of the follower designed in response to the behavior of the leader (Williams, 2001; Mayer et al., 1995; Zand, 1972).

There are four dimensions of trust. First is interpersonal trust. Cognitive interpersonal trust shows fairness, honesty and integrity. Affective interpersonal trust shows concern about one’s welfare (Dirks & Ferrin, 2002; McAllister, 1995). Second is institution based trust. It is defined as confidence of the follower in institution or its structures in a particular situation (McKnight et al., 1998). Third is personality based trust .This is developed in childhood by experiencing other’s benevolence (McKnight et al., 1998; Shapiro, 1987; Zucker, 1986) .And the forth is cognitive-based trust .This is generally established quickly and based on first impressions rather than practical experience(McKnightetal.,1998)

A meta-analysis was provided byDirks and Ferrin (2002) to link the literature of trust. This defines trust, its antecedents and conceptualization of trust. These antecedents are three in number i.e. actions of the leader, inclination of follower and relationship attributes. Many

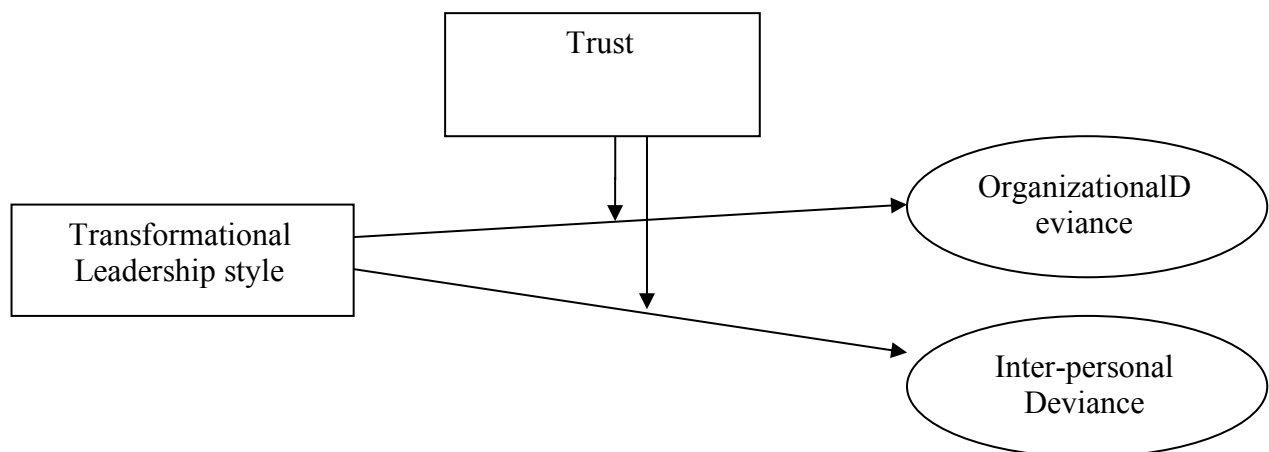
concepts including transactional and transformational leadership with perceived support from organization were included. Outcomes were also divided in to three classes i.e. attitude on job, behavior and output of an employee and associations. Attitude and intensions on job were defined via satisfaction on job, commitment, turnover intension, coherence with goals and trust in provided information. Behavior and output of an employee were related to performance and organizational citizenship behavior (Dirks & Ferrin; 2002). Transformational leadership and trust have been examined in most studies (Shawn Burke, 2007). It has been also shown in past research that employees tend to have a sense of responsive behavior when they are supported and benefitted by leaders resulting in better work engagement and attitude thus lowering or eliminating deviant behavior (Erkutlu & Chafra ; 2013). From above construct we relate that trust moderates the relationship between transformational leadership and deviant behaviors which dimensions to organizational and interpersonal behaviors. Hence Hypothesis are defined as:

H3: Employee's trust towards his/ her leader (manager) will moderate the negative relationship between transformational leadership and organizational work force deviance that is there is weaker relationship when an employee's trust is high than when it is low.

H4: Employee's trust towards his/ her leader (manager) will moderate the negative relationship between transformational leadership and inter-personal work force deviance that is there is weaker relationship when an employee's trust is high than when it is low.

On the basis of literature review are hypothesis are developed. And following conceptual framework /model is derived.

Figure 1. Theoretical/conceptual framework



3 Research Methodology

3.1 Sample selection

Convenience sampling technique has been used. Type of non-probability sampling has been used. This method is considered due to the fact that population parameters are not known and unavailability of sample frame. Time limitation is also a reason for conducting this technique. The sample of this study consists of 233 respondents including managers and employees from four major telecommunication organizations located in twin cities of Islamabad and Rawalpindi.

3.2 Instrument development/selection

The instrument used in the research is adapted. Questionnaire is divided in to two main parts. One part comprises of demographic information like (i) age, (ii) educational qualification, (iii) organization, (iv) designation and (v) work experience.

Employees' perception of transformational leadership; scale of transformational leadership has been used proposed by Gill et al, (2009) for measuring. Sample items are "Encourage you to be "team player", "get the group to work together towards the same goal", "show respect for your personal feelings", "inspire others with his/her plans for the Future", "transmit a sense of mission to you", "enable you to think about old problems in new ways", "let you use your intelligence to overcome obstacles". Items are scored at a likert scale with five point range; the range are with 5 point showing strongly agree to 1 point showing strongly disagree.

Employees' workforce deviance; comprehensive scale given by Fox and Spector (2002) has been used which comprises of forty five questions related to both organizational and interpersonal deviance. Among which twenty three scale items are related to interpersonal deviance and twenty two are linked to organizational deviance. Items indicated the frequency of deviant behaviors in employees. Item relating to interpersonal deviance is "Stole something belonging to someone at work", "Stole something belonging to someone at work". And related to organizational deviance i.e. "Came to work late without permission", ranging from "never" to "daily" basis. Measured on likert scale on "1" to "5" points showing the range.

Employees' Trust; Podsakoff, et al. (1990) scale has been used comprising of six items to measure the extent to which trust is being observed among subordinates and managers. Sample items are "I feel quite confident that my leader/manager will always try to treat me fairly", "My manager would never try to gain an advantage by deceiving workers", "I have complete faith in the integrity of my manager/supervisor", "I feel a strong loyalty to my leader/manager", "I would support my leader/manager in almost any emergency", "I have a strong sense of loyalty toward my leader/manager". Items are recorded at a likert scale with five point range.

3.3 Data Analysis Techniques

For study of association between the variables, correlation is used to note the association as being negative, positive, or no correlation ($r=0.00$). The correlation coefficient ranges between -1.00 to a $+1.00$, with 0.00 indicating no association. Regression analysis is used to determine the moderation between dependent and independent variables. Version 20 of SPSS software is used to test the results of hypothesis.

4 Data Analysis and Findings

In the above three chapters we have presented introduction, theoretical framework and methodology used in our research. In this chapter, results are presented. In the first section of the chapter, we shall be presenting reliability test.

4.1 Reliability test

The questionnaire used for the current research study was adapted. For transformational leadership, scale developed by Gill et al, (2010) has been used. Scale for trust has been adapted from Podsakoff, et al. (1990). For work force deviance including both organizational and interpersonal deviance, comprehensive scale given by Fox and Spector (2002) has been used. Before considering the complete set of survey response, pilot study has been conducted on initial responses received from 65 respondents. Reliability has been tested with following Cronbach's alpha values presented in table 3.

Table 1 Reliability Statistics (N = 233)

Total number of items is 58.

| | N of Items | Cronbach's alpha |
|-----|-------------------|-------------------------|
| TL | 7 | 0.867 |
| OWD | 22 | 0.970 |
| IWD | 23 | 0.977 |
| T | 6 | 0.862 |

Note: Transformational leadership- TL, Organizational workforce deviance- OWD, Interpersonal workforce deviance- IWD, Trust- T.

The above table 1 shows Cronbach's alpha value for transformational leadership is equal to 0.867 with 7 items. The alpha of organizational workforce deviance is 0.970 with 22 items, the alpha of interpersonal workforce deviance is 0.977 with 23 items, and alpha value for trust is 0.862 with 6 items. In general, the Cronbach's alpha is observed to be between 0.7 and .95, which indicates that data is reliable. Therefore, data has qualified the reliability test.

To check relationship between transformational leadership and work force deviance, Pearson correlation and regression analysis have been conducted. For moderation, Barron & Kenny (1986) method has been used.

4.2 Pearson Correlation

For correlation, Pearson correlation with level of significance at two tail level is applied.

Table 2: Correlation Matrix (N = 233)

| | TL | OWD | IWD | T |
|-----|---------|---------|---------|---|
| TL | 1 | | | |
| OWD | -.391** | 1 | | |
| IWD | -.334** | .921** | 1 | |
| T | .761** | -.312** | -.283** | 1 |

Note: Transformational leadership- TL, Organizational workforce deviance- OWD, Interpersonal workforce deviance- IWD, Trust- T.

** . Correlation is significant at the 0.01 level (2-tailed).

To check the relationship, Pearson correlation is calculated among the variables and presented in table 4. In each cell of correlation matrix we have Pearson correlation, p-value (test of significance). Correlation coefficient between transformational leadership and organizational workforce deviance is -0.391 with p value =0.01. This shows the relationship is not very strong and that it is statistically significant. Correlation coefficient between transformational leadership and interpersonal workforce deviance is -0.334 with p value =0.01. This again shows the relationship is not very strong but it is statistically significant. Correlation coefficient between trust and interpersonal workforce deviance is -0.312 with p value =0.01. This shows the relationship is not very strong but it is statistically significant. Correlation coefficient between trust and interpersonal workforce deviance is -.283with p value =0.01. This shows the relationship is not very strong and that it is statistically significant. The correlation between the variables has been significant therefore confirming the fact that they have significant relationship and thus can be tested further.

4.3 Regression Analysis

Simple linear regression method is used (Gujrati& Porter, 2004). For analysis of moderation, Baron and Kenny (1986) method is used.

Table3 Regression analysis summary
(Barron & Kenny, 1986) (N = 233)

| Organizational Deviance- OWD | | | | | | | | |
|------------------------------|----------|-----------------------|---------------------------|----------|----------|-------------|----------|-------------|
| | <i>R</i> | <i>R</i> ² | <i>Adj R</i> ² | <i>B</i> | <i>T</i> | <i>Sig.</i> | <i>F</i> | <i>Sig.</i> |
| Step 1 | .391 | .153 | .149 | -0.464 | -6.463 | .000 | 41.773 | .000 |
| TL | | | | | | | | |
| Step 2 | .312 | .098 | .094 | -.395 | -4.997 | .000 | 24.974 | .000 |
| T | | | | | | | | |
| Step 3 | .433 | .188 | .181 | -.1080 | -3.136 | .002 | 26.604 | .000 |
| TLxT | | | | | | | | |

Note: Transformational leadership- TL, Organizational workforce deviance- OWD, Trust- T.

Table4 Regression analysis summary
(Barron & Kenny, 1986) (N = 233)

| Interpersonal Workforce Deviance –IWD | | | | | | | | |
|---------------------------------------|----------|-----------------------|---------------------------|----------|----------|-------------|----------|-------------|
| | <i>R</i> | <i>R</i> ² | <i>Adj R</i> ² | <i>B</i> | <i>T</i> | <i>Sig.</i> | <i>F</i> | <i>Sig.</i> |
| Step 1 | .334 | .112 | .108 | -.423 | -5.395 | .000 | 29.095 | .000 |
| TL | | | | | | | | |
| Step 2 | .283 | .08 | .076 | -.381 | -4.483 | .000 | 20.100 | .000 |
| T | | | | | | | | |
| Step 3 | .383 | .147 | .139 | -.115 | -3.061 | .002 | 19.758 | .000 |
| TLxT | | | | | | | | |

Note: Transformational leadership- TL, Organizational workforce deviance- OWD, Trust- T.

Hypothesis 1. Referring to table 3, simple linear regression is conducted in SPSS 20 to study the effect of transformational leadership on organization workforce deviance. The value of

R shows the relationship between independent variable and dependent variable which is 0.391. Value of R square which shows the variation in dependent variable being explained by independent variable is 0.153. This means 15.3 % of variation in organizational workforce deviance is being explained by transformational leadership. Value of $\beta = -0.464$, significant at $p = .000$, shows that with every 1 unit increase in transformational leadership reduces 0.464 unit in organizational workforce deviance. T value of β coefficient is -6.463 which is greater than 2 (absolute value) indicating that -5.395 is statistically significant ($\text{sig} = 0.000$). The model is also fit with value of $F = 41.773$ and significance value of $p = .000$ (i.e. $p < .01$). This shows that hypothesis 1 is accepted i.e. H1: Transformational leadership has a negative relationship with organizational workforce deviance.

Hypothesis 2. Referring to table 4, simple linear regression is conducted in SPSS 20 to study the effect of transformational leadership on organization workforce deviance. The value of R shows the relationship between independent variable and dependent variable which is 0.334. Value of R square which shows the variation in dependent variable being explained by independent variable is 0.112. This means 11.2 % of variation in organizational workforce deviance is being explained by transformational leadership. Value of $\beta = -0.423$, significant at $p = .000$, shows that with every 1 unit increase in transformational leadership reduces 0.423 unit in organizational workforce deviance. T value of β coefficient is -5.395 which is greater than 2 (absolute value) indicating that -5.395 is statistically significant ($\text{sig} = 0.000$). The model is also fit with value of $F = 29.095$ and significance value of $p = .000$ (i.e. $p < .01$). This shows that hypothesis 2 is accepted i.e. H2: Transformational leadership has a negative relationship with inter-personal workforce deviance

Hypothesis 3. In table 5, hierarchal regression is used to testify the effects of trust on transformation leadership and organizational workforce deviance. Barron and Kenny (1986) method has been used to check moderation effect. The value of R shows the relationship between independent variable and dependent variable. Table 5 shows correlation, ($R = -0.312$) of trust with organizational workforce deviance. In interaction term, value of R square shows the variation in dependent variable being explained by independent variable which is 0.188. R square shows that 18.8% of variation is accounted in organizational workforce deviance by transformational leadership and trust. The value of beta is -0.108 which is statistically significant

as shown by value t ($= -3.136$) which is greater than 2 in absolute terms. The significance of β is also confirmed by p value ($=.002$) which is less than 0.05 indicating significance of β at 5% level of significance. The model is also fit with value of $F = 26.604$ and significance value of $p = .000$ (i.e. $p < .01$). This shows that hypothesis 3 is accepted i.e. H3: Employee's trust towards his/ her leader (manager) will moderate the negative relationship between transformational leadership and organizational work force deviance that is there is weaker relationship when an employee's trust is high than when it is low.

Hypothesis 4. In table 6, hierarchal regression is used to testify the effect of trust on transformation leadership and interpersonal workforce deviance. Barron and Kenny (1986) method has been used to check moderation effect. The value of R shows the relationship between independent variable and dependent variable. Table 6 shows correlation, R of trust with interpersonal workforce deviance which is -0.283 . The value of R square which shows the variation in dependent variable being explained by independent variable which is 0.147 . R square value shows that 14.7 % of variation is accounted in interpersonal workforce deviance by transformational leadership and trust

The value of beta is -0.115 which is statistically significant as shown by value t ($=-3.061$) which is greater than 2 in absolute terms. The significance of β is also confirmed by p value ($=.002$) which is less than 0.05 indicating significance of β at 5% level of significance. The model is also fit with value of $F = 19.758$ and significance value of $p = .000$ (i.e. $p < .01$). This shows that hypothesis 4 is accepted i.e. H4: Employee's trust towards his/ her leader (manager) will moderate the negative relationship between transformational leadership and inter-personal work force deviance that is there is weaker relationship when an employee's trust is high than when it is low.

The above analysis shows that all hypotheses have been accepted after they were tested through correlation and regression analysis.

In the current study, we have investigated theoretical link regarding effect of transformational leadership style on work force deviance behaviors (undesired behaviors) that is moderated by trust of employees in managers. This study has found that transformational leadership is negatively related to work force deviance i.e. organizational and interpersonal deviance. These finding are similar to previous studies suggesting that transformational

leadership lowers work force deviance (Hepworth & Towler, 2004, Wang et.al. 2011) and trust having moderating effect (Ilies, Morgeson, & Nahrgang 2005; Thau et al., 2007; Dirks and Ferrin, 2002).

5 Conclusions, Recommendations and area for further research

5.1 Managerial Implications

The current study shows significant implications for leaders or managers and their respective organizations. The outcome of findings shows that it is useful for managers or leaders to develop transformational leadership skills in order to reduce work place deviant behaviors both related to organization and interpersonal deviance. This is very much important and essential for organizations to compete in global perspective. Globalization and international competition has led to immense pressure on organizations to compete for markets in order to cater global needs and to gain competitive advantage in these markets (Walumbwa et al., 2010). The findings reveal that by increasing transformational leadership in the organizations subsequently reduce work force deviant behaviors i.e. organizational and interpersonal as there is an increase in organizational citizenship behavior and effectiveness of organization. This is also shown in studies related to the transformational leadership and employee behavior. Accordingly, decreased rates in aggression at work place have been depicted (Hepworth & Towler, 2004). Job withdrawal is also reduced with transformational leadership (Walumbwa & Lawler, 2003).

For organizations, it is important to list down key inspirations that facilitate the effective practice and development of transformational leadership. First step is to be taken by leaders and top managers as they articulate leadership style thus, every action should be charismatic and inspirational for followers or employees. Secondly, development of such skills should be taken on grass root level by having training and discussion sessions to foster transformational leadership skills and expertise. And thirdly this practice may be linked with appraisal or performance gauge of the leaders or managers in order to make sure that they understand to what extent theoretical and practical match is to be achieved and how much characteristics of transformational leadership are articulated or performed. This could be done by awarding and recognizing when transformational leadership behaviors are taken in light of tough circumstances.

The other implication for manager is inculcating of trust in the organization to handle or reduce work place deviant behaviors. Due to low trust and support between the manager and employee, employee might engage in negative or deviant behaviors, this might be to gain personally or to avoid work.

Higher levels of trust shows higher levels of performance and better work behaviors. Trust is related to many of employee behavior outcomes, like performance, organizational citizenship behaviors and satisfaction (Jung & Avolio, 2000; Pillai et al., 1999). Trust depicts behavior and output of an employee related to positive performance and organizational citizenship behavior (Dirks & Ferrin; 2002). Leading by transformational leadership style and by the increase trust or levels of trust in the organization is associated with higher citizenship behavior and decreased levels of deviance in the organization.

5.2 Limitations of Research

Following delimitations of this study are presented. The current study does not cater in to dimensions of trust separately; trust is taken as one composite factor. The study also does not account for other types of leadership styles. The study is carried out by surveying a set of telecom organizations located in the twin cities of Islamabad and Rawalpindi, thus delimiting geographically. Another limitation of the study relates to the sample size which is 233 and somewhat less than the anticipated sample size to be considered for the study. Time constraint also restricts proficiency. The responses can be biased with respect to their current reporting line thus ignoring the generalization of the study. Another aspect is that most of the respondents are male and thus can raise a question as what are the results in case women respondents are considered. Generalization can also be linked to convenience sampling method adopted for this research. Hence, related company records or study outcomes could be used.

5.3 Future Research & Conclusion

There are many avenues for future research. Future research could be done on studying the broad dimensions of transformational leadership and its relationship between managers and employees. This could be further studied with intervening effect of trust on the deviant work force behavior i.e. organizational and interpersonal.

Future research can also be done on dealing with many other leadership styles with the same construct and to study their contribution towards the deviant behaviors. This could be

servant leadership, ethical leadership, and leader-member exchange and shared leadership (Erkutlu&Chafra, 2013). Another avenue for future research is to study the same construct under other cultural contexts and setups to further explore the outcomes. Transformational leadership may show stronger results in societies where norms are based on equality and defined roles i.e. western countries like USA or other European countries. For example, in societies or cultures where there is low power distance, the people tend to have more value towards how they are related with their leaders or authorities in terms of equality of their rights, neutral setup and trust. Thus, results could be different in such setups as compared to Pakistan. The current research provides contribution to the study of transformational leadership in order to lower work place organizational and interpersonal deviant behaviors with moderating role of trust. The outcomes of the current study hold the argument that transformational leadership is culturally bonded therefore, the current study could be taken into further account of situational factors contributing to the construct. The study can also be taken into further research by examining other variables in the construct of transformational leadership and work force deviance.

In the competitive telecom industry of Pakistan with fierce price wars, it is very important for managers to reduce cost internally by managing human resource behaviors. Transformational leadership is an inspiration to followers which is derived from respect and trust in the leader and deals with encouraging the vision of the organization this is related to sense of achievement and lower deviance. This study has been conducted to find out that transformational leadership/ management style effects workforce deviance among employees in telecom sector of Pakistan. It is also questioned whether trust has the moderating effect on transformational management style and work force deviance having two dimensions of work force deviance i.e. interpersonal and organizational. The current study shows that transformational leadership contributes towards decrease in both dimensions of work force deviant behaviors i.e. organizational and interpersonal deviant behaviors. This is moderated by trust. The study has been conducted in Pakistani context related only to telecom organizations located in twin cities of Islamabad and Rawalpindi.

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