

# The Impact of Job Satisfaction and Organizational Justice on Organizational Misbehavior : The Mediating Role of Organizational Commitment

蕭美蘭、吳孟玲

E-mail: 9403227@mail.dyu.edu.tw

## ABSTRACT

Recent years, several companies have encountered great losses or bankruptcy due to the misbehavior of employee. Gradually, firms become aware of the negative impact of misbehavior on organization. However, with the asymmetry in organization behavior, academy still lacks of understanding on organizational misbehavior which is worthwhile for analysis and probe. Therefore, this research focused on organizational misbehavior and anticipated to reduce the occurrence of organizational misbehavior. Previous researches found that job satisfaction, organizational justice, and organizational commitment have critical impact on organizational behavior. This study proposes job satisfaction and organizational justice as the independent variables and organizational commitment as the mediator variable to influence the extent of organizational misbehavior. By way of survey approach, 1080 questionnaires were sent out and 856 valid response were received, which accounts for 79.26% of valid rate of return. By hierarchical regression analysis, the result shows: 1.Effort commitment and staying-job commitment have partial mediator effect on the external satisfaction and inactive behavior, and full mediator effect on internal satisfaction and inactive behavior. 2.Effort commitment has partial mediator effect on external satisfaction, internal satisfaction and crooked behavior about obtain benefit. 3.Effort commitment and staying-job commitment serve as the partial mediators between external satisfaction and harmful behavior and the full mediators between internal satisfaction and harmful behavior. 4.Effort commitment and staying-job commitment serve as the full mediators between procedure justice and inactive behavior. 5.Value commitment, effort commitment and keeping-job commitment serve as the full mediators between procedure justice and crooked behavior about obtain benefit. 6.Without the mediator effect, organizational commitment and procedure justice can't predict harmful behavior.

Keywords : Organizational Misbehavior ; Job Satisfaction ; Organizational Justice ; Organizational Commitment

## Table of Contents

第一章 緒論	1
第二章 文獻探討	3
2.1 組織不當行為	3
2.1.1 組織不當行為定義	3
2.2 工作滿足感	7
2.3 組織公正	8
2.4 組織承諾	12
2.5 工作滿足感、組織承諾、與組織不當行為之關係	14
2.5.1 工作滿足感與組織不當行為	14
2.5.2 工作滿足感與組織承諾	14
2.5.3 組織承諾與組織不當行為	15
2.6 組織公正、組織承諾、與組織不當行為之關係	16
2.6.1 組織公正與組織不當行為	16
2.6.2 組織公正與組織承諾	17
第三章 研究設計	18
3.1 研究架構	18
3.2 研究對象	19
3.3 操作性定義	20
3.3.1 組織不當行為	20
3.3.2 工作滿足	20
3.3.3 組織公正	21
3.3.4 組織承諾	21
3.3.5 個人背景變項資料	22
3.4 資料分析方法	22
3.4.1 信效度分析	22
3.4.2 迴歸分析	23
3.4.3 階層分析法	25
3.4.4 中介變項	25
第四章 研究結果	26
4.1 工作滿足感、組織承諾與組織不當行為之關係	26
4.1.1 工作滿足與組織承諾	26
4.1.2 組織承諾與組織不當行為之關係	28
4.1.3 組織承諾對工作滿足與組織不當行為之間的中介效果	30
4.2 組織公正、組織承諾與組織不當行為之關係	38
4.2.1 組織公正與組織承諾	38
4.2.2 組織承諾對組織公正與組織不當行為之間的中介效果	40
第五章 結論與建議	45
5.1 結論	45
5.2 管理意涵	47
5.3 研究建議	48
5.4 研究限制	49
參考文獻	51
一、中文部分	51
二、英文部分	54
附錄一 問卷	66

## REFERENCES

- 一、中文部分 1.江達隆，2004。工作滿足感、組織承諾與個人-組織契合度對組織不當行為之影響研究，大葉大學國際企業學系碩士班未出版碩士論文。 2.李慕華譯（民89）。反思教學 - 成為一位探究的教育者。台北:心理。James G.Henderson等著，Reflective Teaching: Becoming an Inquiring Educator. 3.吳華春，2003。由正義知覺與關係品質的觀點探討領導者權力對員工工作投入影響之實證研究，國防管理學院資源管理研究所未出版碩士論文。 4.吳振昌，2001。預期組織變革不確定感對部屬工作反應影響之實證研究，國防大學國防管理學院資源管理研究所未出版碩士論文。 5.邱皓政，2002。量化研究與統計分析:SPSS中文視窗版資料分析範例解析，五南書局。 6.邱麗蓉，2003。組織公平與組織公民行為關係之研究--以苗栗縣國民小學為例，淡江大學教育政策與領導研究所未出版碩士論文。 7.林淑姬、樊景立、吳靜吉、司徒達賢，1994。薪酬公平、程序公正與組織承諾、組織公民行為關係之研究，管理評論，第十三卷第二期，pp. 89-103。 8.林鈺琴，1996。組織公正、信任、組織公民行為之研究:社會交換理論之觀點，管理科學學報，13(3):391-415。 9.林鈺琴，2003。以組織承諾及工作滿足為實徵切入分析組織公民行為與員工工作考績之結構模式比較，人力資源管理學報夏季號，第三卷 第二期，pp. 93-113。 10.郭加美，2004。組織成員正義知覺、組織承諾與知識分享關係之研究，國

防大學國防管理學院資源管理研究所未出版碩士論文。 11.許金田, 2003。家長式領導與組織公民行為的關係:上下關係品質的 替代效果, 台北:國防大學國防管理學報, pp. 12-35。 12.許靜怡, 2000。L M X 關係品質之質性研究, 國立中正大學企業管理 研究所未出版碩士論文。 13.張紹勳, 2001。研究方法, 滄海書局。 14.黃家齊, 2002。組織控制、交換關係與組織公民行為 組織公正的中介效果, 輔仁管理評論, 第九卷第三期, pp.9。 15.黃家齊, 2002。組織公正與員工行為 構面間關聯性差異及交往原則 的直接與干擾效果, 交大管理學報, 第二十二卷第二期, pp. 41。 16.黃儷莉、李茂興譯(民80)。組織行為:管理心理學理論與實務。揚 智文化事業公司。 17.戚樹誠, 1999。組織內團體認同與正義知覺的關聯性研究 探討圈內 與圈外團體之差異, 台北:行政院國家科學委員會專題研究計劃成果 報告, pp. 11-23。 18.陳人豪, 2001。兩岸員工工作價值觀與工作特性對工作態度之影響, 中央大學人力資源管理研究所未出版碩士論文。 19.陳正強, 1999。組織公正、信任對工作投入與組織公民行為影響關係 之研究, 國防管理學院資源管理研究所未出版碩士論文。 20.陳麗綺, 2002。台灣與大陸企業組織公正, 員工工作滿意與組織公民 行為關係之比較研究, 大葉大學國際企業管理研究所未出版碩士論 文。 21.陳耀茂, 2004。共變異數構造分析的AMOS使用手冊, 鼎茂圖書公司。 22.梁素君, 2002。工作倦怠與職場偏差行為關係之研究, 中國文化大學 國際企業管理研究所未出版博士論文。 23.廖國鋒、吳春華, 2003。從正義知覺與關係品質的觀點探討領導者權 力對員工工作投入影響之實證研究, 人力資源管理學報, 第三卷第二 期, p. 1-25。 24.戴坤輝, 2002。轉換型領導、交易型領導、部屬信任、工作滿足及組 織承諾之關聯性研究 組織自尊的干擾效果, 國防管理學院資源管理 研究所未出版碩士論文。 25.羅新興, 2000。績效評核的程序正義之研究 探討受評者正義知覺之 前因及影響, 台灣大學商學研究 所未出版博士論文。 26.羅新興、戚樹誠, 2003。組織成員對主管親信的評價:取決於其才能 或是社會關係, 國防大學國防管理學 報, pp. 42-53。 二、英文部分 1. Adams, J.S. (1965), Inequity in Social Exchange, *Advances in Experimental Social Psychology*, Vol. 2, pp. 267-299, New York: Academic Press. 2. Alexander, S., & Ruderman, M. (1987), The Role of Procedural and Distributive Justice in Organizational Behavior, *Social Justice Research*, 1, pp. 177-198. 3. Allen, N., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18. 4. Aquino, L., Lewis, M.U., & Bradfield, M. (1999), Justice constructs, negative affectivity, and employee deviance; a proposed model and empirical test, *Journal of Organizational Behavior*, Vol.20, pp.1073-1091. 5. Bateman T.S. & Organ D.W. (1983), Job Satisfaction and The Good Soldier: The Relationship Between Affect and Employee Citizenship, *Academy of Management Journal*, 26, pp. 587-595. 6. Baucus, M. S. (1994). Pressure, opportunity and predisposition: A multivariate model of corporate illegality, *Journal of Management*, 20(4), pp. 699- 722. 7. Bennett, R. J. & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349- 360. 8. Bies, R.J. & Moag, J.S. (1986), Interactional justice: communication criteria of fairness, *Research on Negotiation in Organization*, 1, p. 43-55. 9. Blader, S.L., Chang, C.C., & Tyler, T. R.. (2001), Procedural justice and retaliation in organizations: Comparing cross-nationally the importance of fair group processes, *The International Journal of Conflict Management*, Vol.12, No.4, pp.295-311. 10. Blank, S.J. (1986), Taking a byte out of crime: some guidelines on computer theft prevention, *Management Review*, 75(January), pp. 28-29. 11. Blau, P. (1964), *Exchange and power in social life*. New York: Wiley. 12. Brooke Jr. P. P., Russell, D. W., & Price, J. L., (1988), Discriminant Validation of Measures of Job Satisfaction, Job Involvement, and Organizational Commitment, *Journal of Applied Psychology*, May, pp.139-145. 13. Crosby, R. (1984). Relative deprivation in organizational setting. In B.M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, vol. 6: 53-93. Greenwich, CT: JAI Press. 14. Cohen, A. (1993), Organizational commitment and turnover: A meta-analysis, *Academy of Management Journal*, 36, pp. 1140-1147. 15. Cropanzano, R. & Greenberg, J. (1997), Progress in organizational justice: Tunneling through the maze. In C.L. Cooper and I.T. Robertson (Eds.), *International review of industrial and organizational psychology*, Vol. 12, pp. 317-372. New York: Wiley. 16. Dailey, R. C., & Kirk, D. J. (1992). Distributive and procedural justice as antecedent of job dissatisfaction and intent to turnover. *Human Relations*, 45, 305-316. 17. Davis, R. C. (1951), *The Fundament of Top Management*, New York: Harper & row. 18. Davis, R. C. & Cherns, A.B. (1975), *The Quality of Working Life*, New York: Free Press. 19. DeConinck, J.B. & Lewis W.F. (1997), The influence of deontological and teleological considerations and ethical climate on sales managers' intentions to reward or punish sales force behavior, *Journal of business Ethics*, 16(5), pp. 497-506. 20. Deshpande, L., & Satish, P. (1996), The impact of ethical climate types on facets of job satisfaction: An empirical investigation, *Journal of Business Ethics*, 15(6), 655-660. 21. Dessler, G. (1999), *Human resource management* (8rd ed), Englewood Cliffs, NJ: Prentice Hall. 22. Farh, J.L. (樊景立), Earley, P.C., & Lin, S.C. (林淑姬) (1997). Impetus for action: A culture analysis of justice and organizational citizenship behavior in Chinese Society. *Administrative Science Quarterly*, 42, pp.421-444. 23. Farrell, D., & Rusbult, C.E. (1981). Exchange variable as predictors of job satisfaction, job commitment and turnover: The impact of rewards, cost, alternatives and investment, *Organizational Behavior and Performance*, 28, 120-26. 24. Ferris, K.R. & Aranya, N. (1983), A comparison of two organizational commitment scales, *Personnel Psychology*, 36, pp. 87-98. 25. Folger, R. & Greenberg, J. (1985). "An interpretive analysis of personnel systems." In K. Rowland & G. Ferris (Eds.), *Research in personnel and human resources management*, Vol.3, pp.141-183. 26. Folger, R. & Konovsky, M.A. (1989), Effects of Procedural Justice and Distributive on Reactions to Pay Raise Decisions, *Academy of Management Journal*, Vol. 32, pp. 115- 130. 27. Folger, R. & Cropanzano, R. (1998), *Organizational justice and human resource management*. Thousand Oaks, CA: Sage. 28. Fox, S., & Spector, P.E. (2000), Relations of emotional intelligence, practical intelligence, general intelligence, and trait affectivity with interview outcomes: It's not all just "G". *Journal of Organizational Behavior*, 21, 203-220. 29. Giacalone, R.A. (1988), The effect of administrative accounts and gender on the perception of leadership, *Group and Organization studies*, 13(2), pp. 195-207. 30. Greenberg, J. (1990), Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts, *Journal of Applied Psychology*, 5, pp. 561-568. 31.

Greenberg, J. (1988), Equity and workplace status: A field experiment. *Journal of Applied Psychology*, 73, pp. 606-613.

31. Gutek, B. A. (1985). *Sex in the workplace*, San Francisco: Jassie-Bass.

32. Hall, D.T. (1976), *Careers in organizations*. Glenview, Illinois: Scott, Foresma.

33. Harper, D.C. (1990), Spotlight Abuse-Save Profits, *Industrial distribution*, 79(10), pp. 47-49.

34. Hollinger, R.C. (1986), Acts against the workplace: social bonding and employee deviance, *Deviant Behavior*, 7(1), pp. 53-75.

35. Hollinger, R. C., & Clark, J. P. (1992). Formal and informal social controls of employee deviance. *The Sociological Quarterly*, 23, 333-343.

36. Hoppock, R. (1935), *Job Satisfaction*, New York: Harper.

37. Hrebiniak, L.G., & Alutto, J.A. (1972), Personal and Role-Related Factors of the Development of Organizational Commitment, *Administrative Sciences Quarterly*, 17, pp. 555-573.

38. Isen, A.M., Kimberly A.D. (1984), The influence of affect on categorization. *Journal of Personality and Social Psychology*, 47, 1206-1217.

39. Iverson, R.D. (1996), "Affective, Normative and Continuance Commitment: an the 'Right Kind' of Commitment be Managed?" *Journal of Management Studies*, Vol. 36(3), pp. 307-333.

40. Jaworski, B.J. & S.M. Young. (1992). Dysfunctional behavior and management control: An empirical study of marketing managers. *Accounting, Organizations and Society* 17(1): 17-35.

41. Kaiser, H.F. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31-36.

42. Kaplan, H.B. (1975). *Self-attitudes and deviant behavior*, Pacific Palisades, CA: Goodyear.

43. Kaplan, E. (1985). *College Recruitment: The view from Both Sides*, *HR Focus*, Vol.62, No.11, pp.44.

44. Kawakubo, M.K.(1987). *Perception of Authority, Control, and Commitment in Japanese Organizations*. *Dissertation Abstracts International*,49, 01-A. 23.

45. Ko, J.W., Price, J.L., & Mueller, C.W. (1997). Assessment of Meyer and Allen's threecomponent model of organizational commitment in South Korea. *Journal of Applied Psychology*, 82, 961-973.

46. Konovsky, M. A., & Cropanzano, R. (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and performan. *Journal of Applied Psychology*, 76, 698-707.

47. Lemons, M.A., & Jones, C.A. (2001). Procedural justice in promotion decisions: using perceptions of fairness to build employee commitment, *Journal of Managerial Psychology*, Vol.16, pp.268.

48. Leventhal, G.S. (1980). "What should be done with Equity Theory?" , In K.J. Gergen, M.S. Greenberg, & R.W. Willis (Eds.). *Social Exchange: Advances in Equity and Research*. (pp. 27-55). New York: Plenum.

49. Liden, R.C. & Maslyn J.M. (1998), Multidimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development, *Journal of Management*, Vol.24. No.1. pp.43-72.

50. Lind, E.A. & T.R. Tyler. (1988). *The Social Psychology of Procedural Justice*. New York: Plenum.

51. Locke, E. (1976). The nature and causes of job satisfaction. In M. Dunnette (Ed.), *Handbook of industrial and organizational Psychology: 1297-1350*. Chicago: Rand McNally.

52. Locke, E. A. (1969), *What Is Job Satisfaction?* *Organizational Behavior and Human Performance* , 4, pp.309-336.

53. Magner, N., & Welker, R.B. (1994), Responsibility center managers, reactions to justice inbudgetary resource allocation. *Advances in Management Accounting* 2, P. 237-253.

54. Mangione, T.W. & Quinn, R.P. (1974), *Job Satisfaction, counterproductive behavior, and drug at work*, *Journal of Applied Psychology*, 1:114-116.

55. Marsh, R.M. & Mannari, H. (1977), *Organizational commitment and turnover: A prediction study*, *Administrative Science Quarterly*, 22, pp. 57-75.

56. Martin, J. (1981). Relative deprivation: A theory of distributive injustice for an era of shrinking resources. In L.L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior*, 3: 53-108.

57. Masterson, S.S., Lewis, K., Goldman, B.M., & Taylor, M. S. (2000). Integrating justice and social exchange: the differing effects of fair procedures and treatment on work relationships, *Academy of Management Journal*, Briarcliff Manor; Vol.43, No.4, pp.738.

58. Mathieu, J. E. & Zajac, D. M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates and Consequences of Organizational Comment, *Psychological Bulletin*, 108(2), pp.171-194.

59. McFarlin, D.B., & Sweeney, P.D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organiza-tional outcomes. *Academy of Management Journal*, 35, 626-637.

60. Meyer, J.P., Allen, N.J., & Smith C.A. (1993), *Commitment to organizations and occupations: Extension and test of a three-component conceptualization*, *Journal of Applied Psychology*, 78, pp. 538-551.

61. Miles, D. E., Borman, W. E. Spector, P. E., & Fox, S. (2002). Build-ing an integrative model of extra role work behaviors: A com-parison of counterproductive work behavior with organizational citizenship behavior. *International Journal of Selection and Assessment*, 10 (1/2), 51-57.

62. Mitra, A., Jenkins G.D. & Gupta, N. (1992), A meta-analytic review of the relationship between absence and turnover process, *Psychological Bulletin*, 86, pp. 493-522.

63. Moorman, R.H. (1991). Relationship between Organizational Justice and Organizational Citizenship Behaviors: do Fairness Perceptions Influence Employee Citizenship? *Journal of Applied Psychology*, Vol.76, No.6, pp.845-855.

64. Moorman, R. H., B. P. Niehoff, and D. W. Organ.(1993), "Treating Employee Fairly and Organizational Citizenship Behavior: Sorting The Effects of Job Satisfaction, Organizational Commitment, and Procedural Justice," *Employee Responsibilities and Rights Journal*, 6, pp.209-225.

65. Mowday, R.T., Porter L.W., & Steers R.M. (1979). The Measurement of Organizational commitment, *Journal of Vocational Behavior*, Vol. 14, pp.224-247.

66. Mowday, R.T., Porter, L.W., & Steers, R.M. (1982), *Employee -organization linkages: The psychology of ommitment, absenteeism and turnover*. New York : Academic Press.

67. Murphy, K.R. (1993), *Honesty in the workplace*, Belmont, CA: Brooks/Cole.

68. Neuman, J.H., & Baron, R.A. (1997), *Aggression in the workplace. Antisocial Behavior in Organizations*, ch3, pp. 37-67.

69. Niehoff, B. P. and R. H. Moorman.(1993), *Fairness in Performance Monitoring: The Role of Justice in Mediating the Relationship Between Monitoring and Organizational Citizenship Behavior*," *Academy of Management Journal*, 36, pp.527-556.

70. Ones, D. S., & Viswesvaran, C. (2000). Personality Correlates of Organizational Misbehavior. In Meni Koslowsky, Shmuel Stashevsky, and Abraham Sagie (Eds.) *Misbehavior and Dysfunctional Attitudes in Organizations*. Palgrave / Macmillan

71. O' Reilly, C.A. III, & Chatman, J. (1986). Organizational ommitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71: 492-99.

72. Organ, D.W.

(1988), *Organizational citizenship behavior*, Lexington, MA: Lexington. 73. Organ, D.W., & Konovsky, M. (1989). "Cognitive Versus Affective Determinants of Organizational Citizenship Behavior", *Journal of Management*, 12, 531-544. 74. Pearson, C.M., Anderson, L.M., & Porath, C.L. (2000), *Assessing and attacking workplace incivility*. *Organizational Dynamics*, 29(2), 123-137. 75. Podsakoff, P.M. & Organ, D.W. (1986), *Self-Reports in Organizational Research: Problems and Prospects*, *Journal of Management*, 12, pp. 531-544. 76. Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (1974), *Organizational commitment, job satisfaction, and turnover among psychiatric technicians*. *Journal of Applied Psychology*, 59, pp. 603-609. 77. Render, B. (1989), *The Importance of Ethical Standards and Computer Crime Laws for Data Security*, *Information Systems Management*, 6(4), p. 42. 78. Reyes, P. (1990), *Do Career Ladders Enhance Teacher Commitment, Job Satisfaction, or Morale?* *National Association of Secondary School Principals, NASSP Bulletin*, 74(526), p. 118. 79. Rhodes, S.R., & Steers, R.M. (1981), *Conventional Vs. Worker-Owned Organizations*, *Human Relations*, 34(12), pp. 1013-1035. 80. Rich, P. (1992), *The Organizational Taxonomy: Definition and Design*, *The Academy of Management Review*, 17(4), pp. 758-781. 81. Robinson, S.L. & Bennett, R.J. (1995). *A typology of deviant workplace behaviors: A multidimensional*, *Academy of Management Journal*, Vol.38, No.2, pp.555-573. 82. Robbins, S. L.(1992), *Designing more functional organizations: The 12 step model*, *Journal of Organizational Change Management*, 5(4), pp. 41-59. 83. Rotundo, M., & Sackett, P.R. (2002). *The relative importance of task, citizenship, and counterproductive performance for supervisor ratings of overall performance: A policy capturing study*. *Journal of Applied Psychology*, 87, 66-80. 84. Rushton, J.P. (1982), *Social learning theory and the development of prosocial behavior*. In N. Eisenberg, (Ed.), *The development of prosocial behavior*. (pp. 77-108). New York: Academic Press. 85. Ryan, M. (1995), *Human resource management and the politics of knowledge: Linking the essential knowledge base of the organization to strategic decision making*, *Leadership and Organization Development Journal*, 16(5), pp. 3. 86. Schappe, S.P. (1998), *The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior*, *The Journal of Psychology*, 132(3), pp. 277-290. 87. Schein, E.H.(1978). *Career dynamics: Matching individual and organization needs*. Reading MA: Addison-Wesley. 88. Schermerhorn, J.R., Hunt, J.G. & Osborn, R.N., (1994), *Managing organizational behavior*, New York: Wiley. 89. Schlenker, B.R. (1980), *Impression Management*, Brooks/Cole, Monterey, CA. 90. Sheldon, M.E. (1971), *Investments and involvements as mechanisms producing commitment to the organization*, *Administrative Science Quarterly*, 16, pp. 142-150. 91. Seashore, S.E. & Tabler, T.D. (1975), *Job Satisfaction and Their Correlations*, *American Behavior and Scientists*, 18 (Jan-Feb), pp. 346. 92. Skarlicki, D. P., & Folger, R. (1997). *Retaliation in the workplace: The role of distributive, procedural, and interactional justice*. *Journal of Applied psychology*, 82, 434-443. 93. Skarlicki, D.P., R. Folger, & P. Tesluk. (1999). *Personality as a moderator in the relationship between fairness and retaliation*. *Academy of Management Journal*, 42, 100-108. 94. Spector, P.E. (1996), *Industrial and Organizational Psychology: Research and Practice*, John Wiley & Sons, Inc. 95. Steers, R.M. (1977), *Antecedents and outcomes of Organizational Commitment*. *Administrative Science Quarterly*, 22, pp. 46-56. 96. Steers, R.M. & Porter, L.W. (1991). *Motivation and work Behavior*, New York: McGraw Hill. 97. Stephen, A., & Thompson, P. (1999). *Organizational Misbehaviour*, *International Journal of Manpower*, Vol.22, No.4, pp.395-399. 98. Storms, P.L. & Spector S. (1987), *Relationships of organizational frustration with reported behavioral reactions: The moderation effect of locus of control*, *Journal of Occupational Psychology*, 60, pp. 227-234. 99. Sweeney, P. D. & McFarlin, D. B. (1993). "Workers' evaluations of the "ends" and the "means": An examination of four models of distributive and procedural justice," *Organizational Behavior and Human Decision Processes* 55: 23-40. 100. Tharenou, P. (1993), *A test of reciprocal causality for absenteeism*, *Journal of Organizational Behavior*, 14, pp. 269-290. 101. Trevino, L.K. & Youngbloos, S.A. (1990), *Bad apples in bad barrels: a causal analysis of ethical decision making behavior*, *Journal of Applied Psychology*, 75, pp. 378-385. 102. Valentine S., & Barnett T. (2002). *Ethics Codes and Sales Professionals Perceptions of Their Organizations of Their Organizations Ethical Values*, *Journal of business Ethics*, Vol.40, pp.191-200. 103. Vardi, Y. & Wiener, Y. (1996), *Misbehavior in organizations: A motivational framework*, *Organization Science*, 7(2), pp. 151-166. 104. Vardi Y. (2001). *The Effects of Organizational and Ethical Climates on Misconduct at work*, *Hiyrbak if bysubess Ethics*, Vol.29, pp.325-337. 105. Vaughan, D. (1999), *The dark side of organizations: mistake, misconduct, and disaster*, *Annual review of Sociology*, 25, pp.271. 106. Wiersema, M.F. (1992), *Strategic consequences of executive succession within diversified firms*, *Journal of Management Studies*, 29, pp. 73-94. 107. Williams, L. J., & Hazer, J. T. (1986). *Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods*. *Journal of Applied Psychology*, 71: 219-231. 108. Williams, L. J., & Anderson, S.E. (1991). *Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behavior*. *Journal of Management*, 17: 601-617. 109. Williams, D.G. (1999). *The roots of grass success*. Book review, *BioScience* 49:667-670.