

Examining the Link between Control Mechanism and Employee Deviance: Evidence from Taiwan and Mainland China

簡谷伊、吳孟玲

E-mail: 9701159@mail.dyu.edu.tw

ABSTRACT

Previous studies on workplace interpersonal deviance have focused on either organization- or individual level analysis. This multilevel study examined the effect of low self control, ethical ideology, social control, abusive supervision, and organizational justice on interpersonal deviance using a sample of 668 employees from Taiwan and Mainland China. The results for the Taiwan sample indicated that low self control and procedural justice is significantly associated with interpersonal deviance. Additionally, the results for the China sample indicated that idealism, informal social control, and interactive justice is significantly associated with interpersonal deviance. The contributions of this study as well as the managerial implications are discussed.

Keywords : interpersonal deviance ; self control ; ethical ideology ; social control ; abusive supervision ; organizational justice

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