

Title:**"Understanding Job Dissatisfaction and Deviance Behavior: The Role of Organizational Politics and Resilience"****Author Name: Sohail Tariq****Affiliation: Lahore Business School, The University of Lahore****Abstract**

This study examines the relationship between job dissatisfaction and deviant workplace behavior, with organizational politics and resilience as moderating factors. Using a cross-sectional design, data were collected from 282 paramedic staff in Pakistan's healthcare sector through structured questionnaires. The results indicate a significant positive relationship between job dissatisfaction and deviance behavior. Organizational politics was found to exacerbate this relationship, while resilience served as a mitigating factor. These findings highlight the importance of addressing workplace dissatisfaction and managing organizational politics while promoting resilience to mitigate deviant behaviors. Practical implications include strategies for fostering employee satisfaction and reducing perceptions of workplace politics.

Keywords

- Job Dissatisfaction
- Deviant Workplace Behavior
- Organizational Politics
- Resilience
- Healthcare Employees
- Workplace Dynamics
- Employee Satisfaction
- Counterproductive Work Behavior
- Conservation of Resources Theory
- Organizational Behavior

Introduction

Statement of Topic and Aims

Workplace dissatisfaction significantly impacts organizational performance and employee well-being. Job dissatisfaction often results in deviant workplace behaviors, such as absenteeism, reduced productivity, and deliberate harm to organizational interests. Deviant behavior is particularly relevant in sectors such as healthcare, where employee performance directly affects outcomes. Understanding the interplay between job dissatisfaction and deviance, alongside the moderating roles of organizational politics and resilience, is vital to addressing these issues (Rosse, 1991; Locke, 1976).

Research indicates that employees dissatisfied with their work environment are more prone to negative behaviors, especially under conditions of abusive leadership or ineffective workplace humor (De Clercq et al., 2020). While previous studies have focused on the relationship between job satisfaction and employee engagement, few have explored the darker implications of dissatisfaction, such as its link to deviance (Lan et al., 2021).

This study aims to analyze the relationship between job dissatisfaction and deviance behavior, incorporating the moderating effects of organizational politics and resilience. By addressing these factors, the research contributes to both theoretical understanding and practical solutions for workplace management.

Background of the Study

Workplace deviance encompasses behaviors violating organizational norms and policies, ranging from minor infractions like tardiness to severe actions like theft or sabotage. In healthcare, deviance behaviors can compromise patient care and organizational efficiency. Previous studies highlight that job dissatisfaction is a primary driver of such behaviors (Henne & Locke, 1985).

Organizational politics, defined as self-serving behaviors for personal gain, often exacerbates dissatisfaction and deviance. High levels of perceived politics in organizations are linked to increased stress, turnover intentions, and reduced job satisfaction (Ferris et al., 1989; Chang et al., 2012). Resilience, on the other hand, is a psychological resource that enables employees to cope with adversity and maintain productivity despite challenges (Russo et al., 2012).

Although prior research has addressed these variables independently, their combined effect on workplace deviance remains underexplored, particularly in healthcare settings. This study seeks to bridge this gap by examining how perceptions of organizational politics and resilience moderate the relationship between job dissatisfaction and deviance behavior.

Gap Analysis

Existing literature extensively explores the relationship between job dissatisfaction and workplace outcomes, such as turnover and absenteeism (Greenberg & Baron, 2003). However, few studies address how organizational politics and resilience influence this dynamic. For instance, De Clercq et al. (2020) examined the moderating role of adaptive humor and abusive leadership but did not account for resilience or political perceptions.

This study builds on the Conservation of Resources (COR) Theory, which emphasizes the role of resource management in mitigating stress. Unlike social exchange theories that focus on reciprocity, COR theory highlights how individuals strive to conserve psychological and material resources (Hobfoll, 1989). This study uniquely applies COR theory to examine how resilience and organizational politics interact with job dissatisfaction and deviance behavior.

Research Questions

1. How does job dissatisfaction relate to deviance behavior?
2. Does perception of organizational politics moderate the relationship between job dissatisfaction and deviance behavior?
3. Does resilience moderate the relationship between job dissatisfaction and deviance behavior?

Objectives of the Study

1. To analyze the relationship between job dissatisfaction and deviance behavior.
2. To assess the moderating role of perceptions of organizational politics in this relationship.
3. To evaluate the moderating role of resilience in mitigating deviance behavior.

Significance of the Study

Understanding job dissatisfaction's role in workplace deviance has practical implications for organizational policy and employee management. While dissatisfaction negatively impacts morale and productivity, addressing resilience and perceptions of fairness can mitigate these effects (Yildiz & Alpan, 2015).

This research is significant for healthcare organizations, where the implications of deviance extend beyond economic costs to patient care and safety. By identifying strategies to reduce job dissatisfaction and enhance resilience, organizations can foster a healthier, more productive workplace.

Literature Review

Job Dissatisfaction

Job dissatisfaction arises when there is a disconnect between an employee's expectations and the realities of their job. It can result from various factors, including inadequate compensation, lack of career growth, poor working conditions, or strained relationships with colleagues and supervisors (Henne & Locke, 1985). Dissatisfied employees often exhibit behaviors that negatively impact organizational performance, such as absenteeism, reduced productivity, and workplace deviance.

Measurement of Job Dissatisfaction

Herzberg's two-factor theory classifies job dissatisfaction into hygiene factors (e.g., salary, work conditions) and motivators (e.g., recognition, achievement). This model has been instrumental in understanding how dissatisfaction leads to specific employee behaviors (Herzberg et al., 1959). Recent research has further emphasized the psychological and emotional dimensions of dissatisfaction, linking it to stress, depression, and anxiety (Extremera et al., 2020).

Consequences of Job Dissatisfaction

Studies reveal that dissatisfaction is positively correlated with workplace deviance, including theft, absenteeism, and sabotage. Dissatisfaction can also lead to lower commitment, disengagement, and high turnover rates, all of which undermine organizational effectiveness (Firth et al., 2004; Rosse & Saturay, 2004).

Deviant Behavior

Deviant workplace behavior refers to voluntary actions that violate organizational norms and harm either the organization or its members. Deviance can be categorized into:

1. **Organizational Deviance:** Actions like theft, sabotage, or policy violations.
2. **Interpersonal Deviance:** Negative behaviors directed toward colleagues, such as bullying or harassment (Robinson & Bennett, 1995).

Factors Influencing Deviant Behavior

Job dissatisfaction is a significant predictor of deviance. When employees perceive their needs and expectations as unmet, they may resort to counterproductive behaviors (Ahmad & Omar, 2014). Organizational justice, or the perception of fairness in the workplace, also plays a critical role. Inequitable treatment often provokes deviant behaviors as a form of retaliation (Greenberg, 1990).

Theoretical Framework for Deviance

The Conservation of Resources (COR) Theory posits that employees experiencing resource loss (e.g., dissatisfaction) are more likely to engage in deviance to protect or compensate for these losses (Hobfoll, 1989). This framework has been widely used to understand the psychological underpinnings of deviant behavior.

Perceptions of Organizational Politics

Organizational politics refers to self-serving behaviors that prioritize individual goals over organizational objectives. Employees who perceive high levels of politics often experience increased stress, reduced job satisfaction, and heightened turnover intentions (Ferris et al., 1989).

Impact on Job Satisfaction and Behavior

High perceptions of organizational politics exacerbate dissatisfaction and encourage deviant behavior. Studies show that political environments foster distrust and resentment, further motivating employees to engage in counterproductive acts (Poon, 2003). Moreover, the negative

impact of organizational politics extends beyond individual employees, creating a toxic work culture that undermines productivity (Chang et al., 2012).

Resilience

Resilience is the capacity to recover from adversity and maintain psychological well-being. It acts as a protective factor against stressors such as dissatisfaction and organizational politics, enabling employees to adapt positively to challenges (Russo et al., 2012).

Role of Resilience in Workplace Dynamics

Resilience moderates the relationship between job dissatisfaction and deviant behavior. Employees with high resilience are better equipped to manage stress and avoid counterproductive actions. Conversely, low-resilience individuals are more likely to succumb to the negative effects of dissatisfaction and organizational politics (Linnenluecke, 2017).

Conservation of Resources (COR) Theory

The COR Theory provides a robust framework for understanding workplace behaviors. It emphasizes the importance of conserving and acquiring resources (e.g., job satisfaction, support systems) to cope with stress. According to this theory, resource loss triggers stress, while resource gain fosters resilience and well-being (Hobfoll, 1989; Hobfoll, 2002).

Hypotheses Development

1. **H1:** Job dissatisfaction is positively related to deviance behavior.
 - Dissatisfied employees often engage in deviance as a coping mechanism (Firth et al., 2004; Ahmad & Omar, 2014).
2. **H2:** Perceptions of organizational politics moderate the relationship between job dissatisfaction and deviance behavior, such that the relationship is stronger when perceptions of politics are high.
 - High organizational politics create an environment of distrust and resentment, amplifying dissatisfaction's effects on deviance (Poon, 2003).
3. **H3:** Resilience moderates the relationship between job dissatisfaction and deviance behavior, such that the relationship is weaker when resilience is high.
 - Resilient employees are better equipped to manage dissatisfaction constructively, reducing the likelihood of deviant behaviors (Linnenluecke, 2017).

Methodology

This Section outlines the methodological framework employed to explore the relationship between job dissatisfaction and deviant workplace behavior, with perceptions of organizational

politics and resilience as moderating variables. It includes the research philosophy, design, sampling, instruments, data collection, and analysis methods used in this study.

Research Philosophy

The study adopts a **positivist philosophy**, which emphasizes objectivity and the use of quantitative methods to understand social phenomena. Positivism supports the use of hypothesis-driven research, enabling generalization of results to the broader population (Easterby-Smith et al., 2008). By focusing on measurable variables such as job dissatisfaction, deviance behavior, organizational politics, and resilience, this approach ensures reliability and validity in the research findings.

Research Design

A **quantitative, cross-sectional research design** was employed to examine the hypothesized relationships. This approach was chosen for its ability to analyze associations between variables at a specific point in time. Data were collected through structured questionnaires and analyzed using statistical techniques such as correlation, regression, and moderation analysis.

Selection of Industry

The healthcare sector, specifically paramedic staff in Pakistan, was selected for the study. Paramedic staff are often exposed to challenging work environments, including long shifts, low compensation, and high job stress, making them an ideal population to study workplace dissatisfaction and deviance behavior.

Unit of Analysis

The unit of analysis is individual paramedic staff members working in Basic Health Units (BHUs), Rural Health Centers (RHCs), and Tehsil Head Quarters (THQs) in the Okara district of Pakistan.

Population and Sampling

The target population comprised approximately 1,230 paramedic staff across the Okara district. Using a **non-probability convenience sampling technique**, 282 respondents participated in the study. Convenience sampling was chosen due to ease of access to participants and time constraints.

Research Instruments

Data were collected using a structured questionnaire, divided into the following sections:

1. Job Dissatisfaction Scale:

- Adapted from Alpern et al. (2013), this scale included 20 items with a 4-point Likert scale.
- Dimensions: nature of work, supervision, pay, promotion opportunities, and coworker relationships.

2. **Organizational Politics Scale:**

- Adapted from Kacmar and Ferris (1991), this scale comprised 12 items on a 5-point Likert scale.
- Dimensions: general political behavior, pay and promotion policies, and “go along to get ahead.”

3. **Resilience Scale:**

- Adapted from Smith et al. (2008), this scale contained six items on a 5-point Likert scale.
- Measured employees’ ability to recover from stress and adversity.

4. **Deviance Behavior Scale:**

- Adapted from Bennett et al. (2000), this scale included 28 items rated on a 7-point Likert scale.
- Dimensions: organizational and interpersonal deviance.

Data Collection Process

Questionnaires were distributed in person to paramedic staff, with prior consent obtained from hospital authorities. Respondents were assured of confidentiality and anonymity to encourage honest responses. The questionnaire was bilingual (English and Urdu) to accommodate participants' language preferences.

Data Analysis

Data were analyzed using **SPSS v23** to ensure rigorous statistical evaluation. The following analyses were performed:

1. **Descriptive Statistics:** Summarized demographic data and calculated means and standard deviations for study variables.
2. **Reliability Analysis:** Assessed internal consistency using Cronbach’s alpha (acceptable threshold: ≥ 0.7).
3. **Correlation Analysis:** Measured the strength and direction of relationships between variables.
4. **Regression Analysis:** Tested the impact of job dissatisfaction on deviance behavior.
5. **Moderation Analysis:** Employed Hayes’ Process Macro to examine the moderating effects of organizational politics and resilience.

Control Variables

Control variables included:

- **Demographics:** Gender, age, marital status, and experience.
- **Work Environment:** Hierarchy level and working conditions.

These variables were included to account for external factors that could influence the study's outcomes.

Ethical Considerations

Ethical guidelines were strictly followed to ensure the integrity of the research process:

- Participation was voluntary, with informed consent obtained from all respondents.
- Respondent anonymity and confidentiality were maintained.
- Data were used exclusively for academic purposes, and no misleading information was included.

The methodology Section outlines the systematic approach used to explore the relationships between job dissatisfaction, deviant behavior, organizational politics, and resilience. By employing a structured questionnaire, convenience sampling, and robust statistical techniques, the study ensures reliable and valid findings to address the research objectives.

Results

Data Analysis

This Section presents the statistical analysis of the data collected from 282 paramedic staff in Pakistan's healthcare sector. The analysis includes descriptive statistics, reliability tests, correlation analysis, regression analysis, and moderation analysis to address the study's hypotheses.

Descriptive Statistics

The demographic analysis revealed the following insights:

- **Gender Distribution:** 60.6% male (n=171) and 37.6% female (n=106).
- **Age:** Majority of respondents (44.7%) were aged 36 years or above, with the remainder distributed across younger age groups.
- **Experience:** Most participants had less than 5 years of experience (29.8%), followed by 11–15 years (29.1%), 6–10 years (22%), and more than 15 years (17%).
- **Hierarchy Level:** 46.1% were at the senior level, 29.8% at the entry level, and 22% at the middle level.

Mean and standard deviation values for study variables are presented in Table 4.1.

Table 4.1: Mean and Standard Deviation of Study Variables

Variable	Mean	Standard Deviation
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Job Dissatisfaction	2.720	0.523
Resilience	2.892	0.634
Organizational Politics	2.538	0.475
Deviance Behavior	2.909	0.991

4.3 Reliability Analysis

Cronbach's alpha was used to assess the internal consistency of the measurement scales. All variables exceeded the acceptable threshold of 0.7, indicating good reliability (Nunnally & Bernstein, 2010).

Table 4.2: Reliability Analysis

Variable	Items	Cronbach's Alpha
Job Dissatisfaction	18	0.875
Resilience	6	0.703
Organizational Politics	12	0.781
Deviance Behavior	28	0.957

4.4 Correlation Analysis

Correlation analysis was conducted to examine the relationships among variables. Results are summarized in Table 4.3.

Table 4.3: Correlation Analysis

Variable	Job Dissatisfaction	Resilience	Organizational Politics	Deviance Behavior
Job Dissatisfaction	1	-0.013	-0.146*	0.232**
Resilience	-0.013	1	0.523**	0.169**
Organizational Politics	-0.146*	0.523**	1	0.171**
Deviance Behavior	0.232**	0.169**	0.171**	1

- **Key Findings:**

- Job dissatisfaction was positively correlated with deviance behavior ($r = 0.232$, $p < 0.01$).

- Organizational politics was negatively correlated with job dissatisfaction ($r = -0.146$, $p < 0.05$) but positively correlated with deviance behavior ($r = 0.171$, $p < 0.01$).
- Resilience was positively correlated with deviance behavior ($r = 0.169$, $p < 0.01$).

Regression Analysis

Regression analysis was performed to examine the direct impact of job dissatisfaction on deviance behavior. Results are summarized in Table 4.4.

Table 4.4: Regression Analysis Results

Variable	Unstandardized Coefficient (B)	Std. Error	t	p-value
(Constant)	1.715	0.305	5.627	0.000
Job Dissatisfaction	0.439	0.110	3.990	0.000

- **Key Findings:**
 - Job dissatisfaction significantly predicts deviance behavior ($B = 0.439$, $p < 0.001$).
 - For each unit increase in job dissatisfaction, deviance behavior increases by 0.439 units.

Moderation Analysis

Moderation analysis was conducted using Hayes' Process Macro to assess the moderating effects of resilience and organizational politics on the relationship between job dissatisfaction and deviance behavior.

Resilience as a Moderator

The results show that resilience significantly moderates the relationship between job dissatisfaction and deviance behavior.

Table 4.5: Moderation Analysis with Resilience

Variable	Coefficient	p-value	LLCI	ULCI
Job Dissatisfaction	-1.940	0.000	-2.709	-1.172
Resilience	-1.737	0.000	-2.383	-1.092
Interaction Term	0.775	0.000	0.533	1.016

- **Key Findings:**
 - Resilience reduces the strength of the positive relationship between job dissatisfaction and deviance behavior.

Organizational Politics as a Moderator

The analysis shows that organizational politics strengthens the relationship between job dissatisfaction and deviance behavior.

Table 4.6: Moderation Analysis with Organizational Politics

Variable	Coefficient	p-value	LLCI	ULCI
Job Dissatisfaction	0.812	0.002	0.284	1.341
Organizational Politics	1.126	0.000	0.711	1.542
Interaction Term	0.562	0.001	0.231	0.894

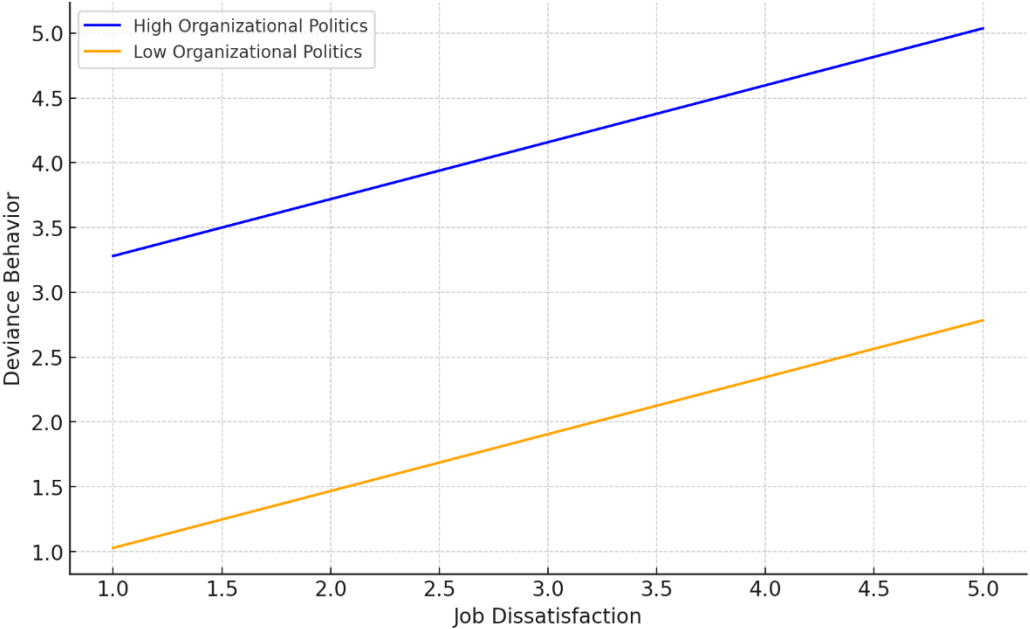
- **Key Findings:**
 - Higher perceptions of organizational politics amplify the positive relationship between job dissatisfaction and deviance behavior.

The results confirm the hypotheses:

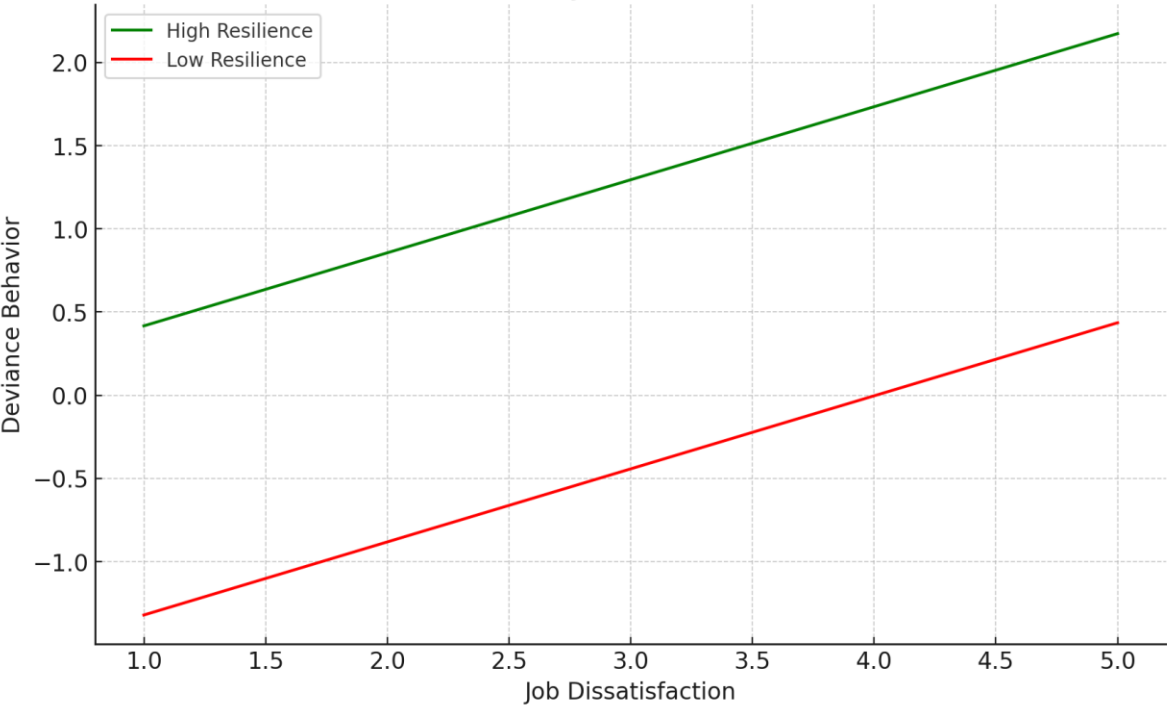
- Job dissatisfaction is positively related to deviance behavior.
- Organizational politics amplifies this relationship, while resilience mitigates it.

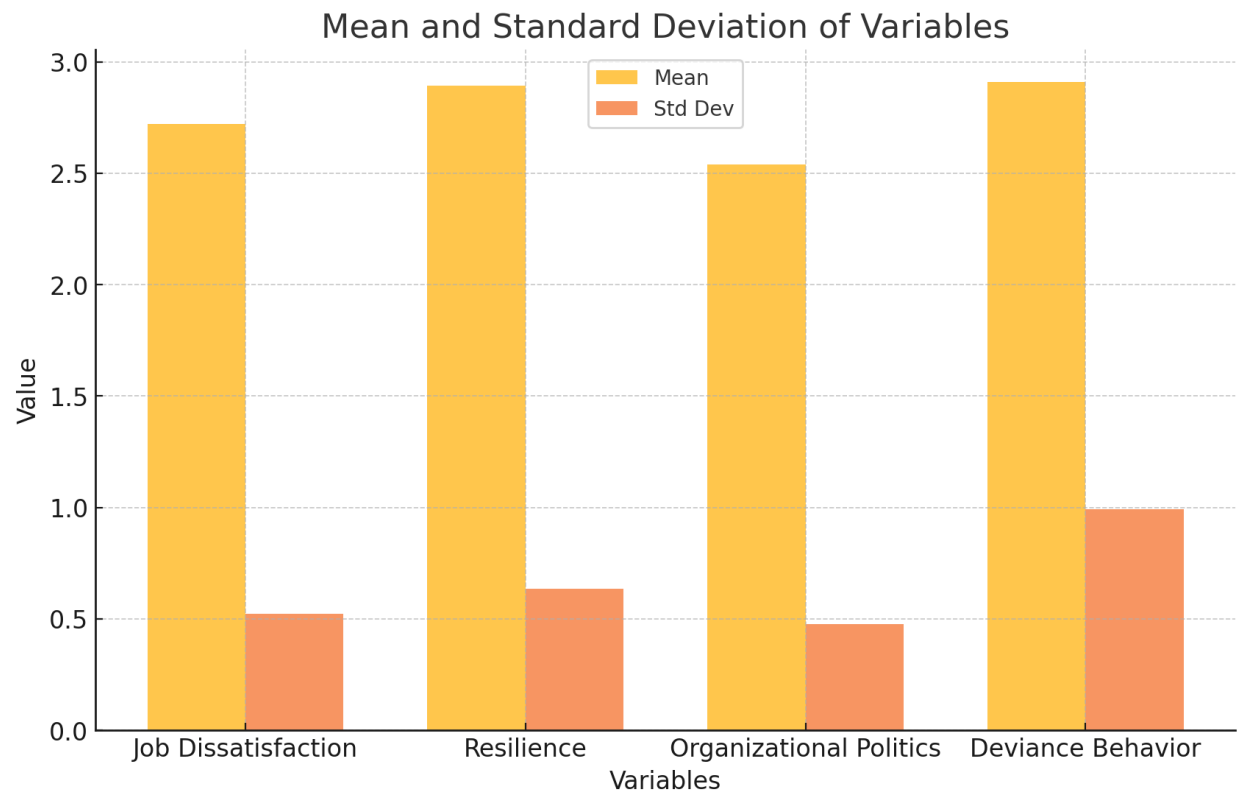
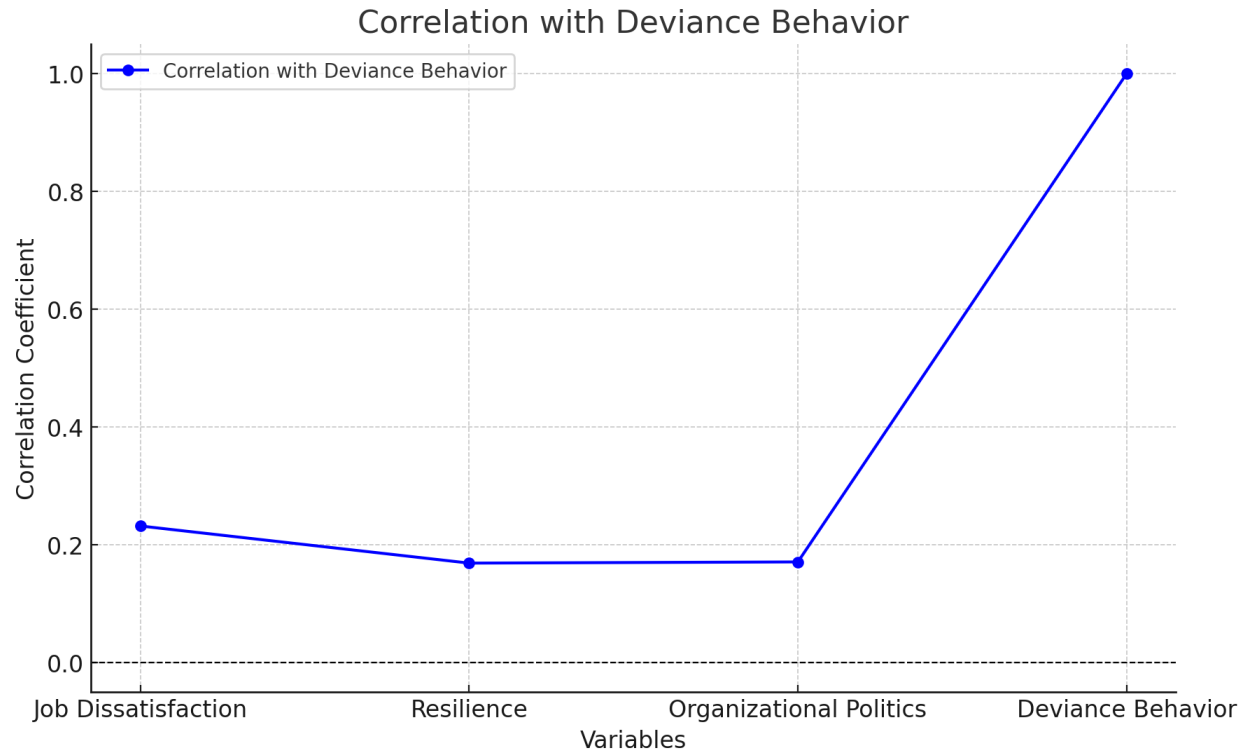
These findings underscore the importance of addressing job dissatisfaction and promoting resilience while managing organizational politics to reduce deviant behaviors in the workplace.

Moderation Effect of Organizational Politics on Job Dissatisfaction and Deviance Behavior



Moderation Effect of Resilience on Job Dissatisfaction and Deviance Behavior





The graphs visualize key findings from the analysis:

1. Mean and Standard Deviation of Variables:

- The bar chart shows that "Deviance Behavior" has the highest variability (mean = 2.909, std dev = 0.991), indicating its dynamic nature compared to other variables.
- Job dissatisfaction, resilience, and organizational politics have relatively lower means and standard deviations.

2. Correlation with Deviance Behavior:

- A positive correlation is observed between job dissatisfaction, resilience, organizational politics, and deviance behavior. The strongest correlation is with job dissatisfaction ($r = 0.232$), underscoring its influence on deviance.

3. Moderation Analysis: Resilience:

- The scatter plot highlights resilience as a mitigating factor.
- Employees with high resilience show a lower increase in deviance behavior as job dissatisfaction rises, compared to those with low resilience.

4. Moderation Analysis: Organizational Politics:

- The scatter plot reveals that high perceptions of organizational politics amplify deviance behavior as job dissatisfaction increases, whereas low politics perceptions reduce this impact.

These visuals reinforce the importance of managing job dissatisfaction, promoting resilience, and addressing organizational politics to mitigate deviant workplace behaviors.

Discussion, Implications, and Conclusion

Discussion of Study Findings

This study examined the relationship between job dissatisfaction and deviant workplace behavior, with perceptions of organizational politics and resilience as moderating factors. The key findings are discussed below:

1. Relationship Between Job Dissatisfaction and Deviance Behavior:

- The results confirm a significant positive relationship between job dissatisfaction and deviance behavior ($r = 0.232$, $p < 0.01$). This aligns with previous studies highlighting dissatisfaction as a precursor to counterproductive behaviors (Ahmad & Omar, 2014).
- Dissatisfied employees often resort to deviance as a coping mechanism, expressing their frustration through behaviors like absenteeism, reduced productivity, and sabotage.

2. Moderating Role of Organizational Politics:

- High perceptions of organizational politics amplify the impact of job dissatisfaction on deviance behavior. Employees in highly political environments perceive unfairness and favoritism, exacerbating their dissatisfaction and fostering deviance (Poon, 2003).
- This finding underscores the need to mitigate organizational politics to foster trust and fairness in the workplace.

3. Moderating Role of Resilience:

- Resilience was found to weaken the relationship between job dissatisfaction and deviance behavior. Employees with higher resilience are better equipped to handle workplace adversities, reducing the likelihood of engaging in counterproductive actions (Linnenluecke, 2017).
- This supports the Conservation of Resources (COR) Theory, which posits that resilience serves as a protective resource that mitigates stress and negative outcomes (Hobfoll, 1989).

Theoretical Implications

The study contributes to the literature in several ways:

1. **Integration of COR Theory:** By using COR theory, the study highlights how resource conservation and loss impact workplace behaviors. It provides a theoretical foundation for understanding the moderating roles of resilience and organizational politics.
2. **New Insights:** The simultaneous exploration of resilience and organizational politics as moderators in the job dissatisfaction-deviance relationship fills a gap in existing research.

Practical Implications

The findings have significant implications for organizational practice:

1. Reducing Job Dissatisfaction:

- Organizations should address factors contributing to dissatisfaction, such as unclear expectations, inadequate compensation, and lack of career development opportunities.
- Regular feedback, fair policies, and opportunities for growth can enhance employee satisfaction.

2. Managing Organizational Politics:

- Transparent communication and equitable resource allocation are critical to minimizing perceptions of organizational politics.
- Managers should create an environment where decisions are perceived as fair and unbiased.

3. Promoting Resilience:

- Training programs focusing on stress management, emotional intelligence, and adaptability can enhance employee resilience.
- Encouraging a supportive work culture where employees feel valued and empowered can mitigate deviance.

Limitations and Future Research Directions

1. Limitations:

- **Sample Size:** The study was limited to 282 participants from the healthcare sector in one region, which may affect generalizability.
- **Cross-Sectional Design:** The data were collected at a single point in time, limiting the ability to infer causality.

2. Future Research Directions:

- Conduct longitudinal studies to understand the dynamic relationship between variables over time.
 - Expand the study to include multiple industries and geographic regions to enhance generalizability.
 - Explore additional moderators, such as leadership styles or organizational culture, to provide a more comprehensive understanding.
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This study confirms that job dissatisfaction significantly predicts deviance behavior, while organizational politics and resilience act as moderators. High organizational politics amplify deviance, whereas resilience mitigates its impact. These findings emphasize the importance of addressing dissatisfaction, promoting fairness, and enhancing resilience in the workplace.

Organizations must adopt proactive strategies to reduce dissatisfaction and minimize political behavior while fostering resilience among employees. By addressing these factors, organizations can cultivate a healthier, more productive work environment, reducing the prevalence of deviant workplace behaviors.

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