

CAPITAL UNIVERSITY OF SCIENCE AND
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**Antecedents and Outcomes of
Hatred from Affective Event
Theory Perspective. A Study in
Public Sector of Pakistan**

by

Syeda Nawazish Arooj

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**Antecedents and Outcomes of Hatred from Affective Event
Theory Perspective. A Study in Public Sector of Pakistan**

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Dedicated to

My Beloved Mother Syeda Jamshed Kazmi (Late)

My Beloved Husband Syed Nayyer Abbas Jaffri (Late)

I Carry Your Hearts with Me

I Carry It in My Heart

I Am Never Without It

Anywhere I Go You Go, My Dears;

And Whatever Is Done By Me

Is Your Doing, My Darlings!!!



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List of Publications

It is certified that following publication(s) have been made out of the research work that has been carried out for this dissertation:-

1. Arooj, S.N., & Naqvi, S.M.M.R (2023). Hatred as an affective outcome of relationship conflict: A moderated mediated study from the public sector of Pakistan. *Journal of Southwest Jiatong University*, 58 (2), 223-252.

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Abstract

This study investigates the antecedents and outcomes of emotion Hatred from the lens of Affective Event Theory. Relationship conflict was independent variable. Whistleblowing, Organizational deviance and Disidentification were the dependent variables. Mediating mechanism of hatred and, moderating role of dispositional factor narcissism was also examined. The core purpose of the study is to explore the antecedents and outcomes of hatred at workplace. Data was collected by using survey based questionnaires in 3 time lags from a sample of 520 respondents working in the government organizations in a number of cities, including Rawalpindi, Islamabad, Muzaffarabad, Peshawar, and Abbottabad, were given questionnaires to fill out as most of the Govt. HQ are located in these cities that is why they were selected. The sample of study were working employees of various govt. departments i.e. Police, Power, Health, Land, Education, Taxation, Judiciary, Local Government under the supervision of managers from scale BPS (14) to BPS (17). The reason why the government sector was chosen was because there is a lot of malpracticing in the government sector. Findings of hypotheses indicate that relationship conflict has positive association with whistleblowing, organization deviance and disidentification as per expectation. Results showed that hatred mediated the relationship between relationship conflict and outcomes including whistleblowing, organizational deviance and disidentification. Contrary to expectation, narcissism does not strengthen the relationship between relationship conflict and hatred. Results of full model analysis were also aligned with the hypothesis. The results have theoretical implications regarding contribution of hatred and its functional and nonfunctional outcome at workplace due to relationship conflict. The current study contributes significantly to both the existing body of knowledge and emerging practices. A unique contribution of the study is the use of the affective events theory framework as the overarching theory with variables including relationship conflict, narcissism, hatred, whistleblowing, disidentification, and organizational deviance. This study also offers management of organizations guidance on how to handle unfavorable emotions and foster healthy competitiveness. Practical implications were also discussed for management at workplace.

The study has few limitations as well that were also discussed in detail. Future direction regarding investigation of other negative emotions were suggested Future research should take other personality traits and other attitudinal and behavioral outcomes of relationship conflict into account by building on the Affective Event Theory. This study incorporated the framework of Affective events theory to explore relationships between variables, other theoretical frameworks can be used to further explore these relationships.

Keywords: Relationship Conflict, Hatred, Whistleblowing, Disidentification, Organizational Deviance, Narcissism.

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Abbreviations

AET	Affective Event Theory
AMOS	Analysis of Moment Structure
ANOVA	Analysis of Variance
CFA	Confirmatory Factor Analysis
DIS	Disidentification
HAT	Hatred
NAR	Narcissism
ODV	Organizational Deviance
RCN	Relationship Conflict
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
WSB	Whistleblowing

Chapter 1

Introduction

1.1 Background

Conflict in the workplace is a very disruptive, yet unavoidable, part of the relationships that exist in the workplace (Telecan, Rus, & Curşeu, 2023; Kundi, Mansoor, Badar, Sarfraz, & Ashraf, 2023; Tillman, Hood, & Richard, 2017). Conflict is one of the most fundamental challenges that workers face on a daily basis as they work toward achieving performance goals (Yue & Thelen, 2023). Conflict often arises as a consequence of contrasting points of view and conflicting interests (Telecan et al., 2023; Kundi, Mansoor, & Badar, 2021; Sahoo & Sahoo, 2019). We have all experienced emotional conflict at some point in our lives; not only do our feelings influence the conflicts that arise in our personal lives, but they also influence the conflicts that arise in our professional lives (Telecan et al., 2023; Kundi et al., 2021; Meier, Gross, Spector, & Semmer, 2013).

Studies of conflict typically concentrate on determining the degree of animosity that exists between various groups (Jehn, 1995). On the other hand, solutions to manage with relationship conflict generally incorporate the individual's own perspective of the degree of conflict that occurs inside oneself as well as with certain persons in their lives (De Wit, Greer, & Jehn, 2012). According to the findings of a recent study that was carried out by (Kundi et al., 2021) when workers are subjected to relationship conflict at work, they are more likely to participate in behavior that is damaging to the productivity of the organization.

In this thesis we focus on only one type of conflict since many scholars argue that relationship conflict can have a large negative influence on performance results by interfering with task-related efforts. We did this because we believe that this is the most important type of conflict to focus on. In contrast to task and process disputes, this type of disagreement results in a deterioration of working relationships, a decrease in inventive behavior, a decline in ethics, and a struggle in achieving compromise (Vaux & Dority, 2020; Rezvani, Barrett, & Khosravi, 2019; Liu, Zhou, & Xuan Che, 2022).

Individuals who have the perception that they would be subjected to unfavorable treatment at work, such as relationship conflict, are more likely to engage in unfavorable forms of social interaction, as found by the findings of (Cropanzano & Mitchell, 2005). Relationship conflict is an example of an unfavorable form of social interaction. The ability of emotionally intelligent workers to exercise self-control over their feelings may improve their cognitive processing, allowing them to identify and implement various conflict resolution strategies (Law, Wong, Huang, & Li, 2008). As a result, emotionally intelligent workers are better able to prevent deviant workplace behaviors, which can lead to organization deviance and disidentification (Mulki, Jaramillo, Goad, & Pesquera, 2015).

Researchers started thinking about how feelings affect judgments about how to react to unethical behavior in the workplace (Fehr, Fulmer, & Keng-Highberger, 2020). The social information processing model of whistleblowing that was developed by Gundlach, Douglas, and Martinko (2003) suggests that potential whistleblowers' decision-making might be influenced by negative emotions such as fear, hate, and resentment. It was hypothesized by Gundlach et al. (2003), that people's emotional reactions and decisions to speak up are influenced by indications about the causes of perceived harm (such as the offenders' intentions to conduct the activities) and the degree to which they believe the perpetrators are liable for the behavior (Mulki et al., 2015; Gundlach et al., 2003).

Corresponding findings from the study indicated that employees are more likely to experience negative emotions such as aggravation, hatred, animosity, and disappointment when they believe that unfulfilled expectations adversely impact

them and link unmet expectations with activities carried out by the organization (Morrison & Robinson, 1997). Also, employees are more likely to associate unmet expectations with activities carried out by the organization when they believe that unmet expectations are associated with activities carried out by the organization (Fehr et al., 2020). Because of this, there is an increased likelihood that employees will leave the organization. Individuals are going to come to the awareness that they are going to have large unfavorable attitudes if they come to the conclusion that identity mismatching is pervasive, has bad repercussions, and the organization is to blame for all of these things (Fehr et al., 2020). Mulki et al. (2015); Gundlach et al. (2003); Morrison and Robinson (1997).

According to Aquino and Douglas (2003), there is a possibility that a person's identity may be compromised if they were to receive a bad rating from organization in which they engage. The ensuing response to this identity threat will be characterized by a profound sense of pessimism. An identity threat is anything that "calls into question, invalidates, or undermines a person's sense of competence, integrity, or self-worth," as one definition of the term puts it. Earlier study carried out by Kemeny, Gruenewald, and Dickerson (2004) as well as studies carried out by Lickel, Schmader, Curtis, Scarnier, and Ames (2005) indicated that identity threats can evoke deep responses such as anger, humiliation, and guilt. These sentiments could be someone's reaction to the idea that there is a chance that their genuine identity would be revealed (Lickel et al., 2005). On the other hand, objective assessments of the group's performance elicit positive emotions such as pride (Edwards, 2005). The findings of this study lend credence to H. E. Tajfel (1978) theory that a person's feelings about their participation in a group are reflected in their identification in a way that includes an emotional component.

Individuals have a disidentification crisis when they emotionally cut themselves off from their organizations and start to see themselves as competitors inside such organizations (Elsbach & Bhattacharya, 2001). According to Stanley (2014) the process of disidentification is substantially influenced by the feelings and emotions of the person doing the disidentification. It is possible to identify a person by their extremely negative emotions, such as anger, fury, or resentment. This is a solid sign of identification.

In the context of one's professional life, attitude and personality play a significant role (Fox, Faith, Smith, & Webster, 2023; Harper, 2020; Paulhus & Williams, 2002). There are many negative personality traits, each and every one of the traits that are associated with the dark tetrad has some sort of connection to disagreeability, emotional coldness, and hostility (Harper, 2020; LeBreton, Binning, & Adorno, 2006). According to LeBreton et al. (2006) psychopathy is characterized by thrill-seeking, impulsivity, lack of empathy, antisocial behavior, and interpersonal aggression. On the other hand, individuals with high Machiavellianism exhibit manipulative social behavior, including the use of deceptive methods such as lying. Psychopathy and high Machiavellianism are both forms of sociopathic personality. Psychopathy is characterized by a need for thrilling experiences, impulsivity, a lack of empathy, antisocial behavior, and aggressive interactions with other people (Geis & Moon, 1981). A person with a sadistic mentality finds delight in seeing the pain and anguish it causes in other people and deliberately seeks out circumstances in which they may do it (Harper, 2020; Buckels, Jones, & Paulhus, 2013; Baumeister & Campbell, 1999). Lastly, narcissism is defined as an attempt to control and maintain an inappropriately high feeling of one's own significance (Fox et al., 2023; Raskin & Terry, 1988; Robins & John, 1997) and it is characterized by several traits including grandiosity, domination, entitlement, and superiority. Narcissism is defined as an attempt to control and maintain an inappropriately high feeling of one's own significance. The definition of narcissism is an endeavor to regulate and sustain an abnormally high perception of one's own significance (Campbell, Keith, Goodie, & Foster, 2004).

According to findings from earlier studies, those who have greater levels of narcissism are more prone to lose their cool, regardless of whether or not they are provoked (Bushman & Baumeister, 1998; Reidy, Foster, & Zeichner, 2010). Interpersonal relationships, such as conflict and enmity between organizations and individuals, are negatively impacted when one party engages in hostile conduct against the other (Harper, 2020).

Because of this, the relationship conflict framework is extended to employee outcomes in this study by making use of the theoretical framework provided by the AET and taking motivation from the significant discoveries discussed above. The

Affective Events Theory (AET), which asserts that people have emotions and that emotions have the power to shape attitudes and behaviors, is the subject of a number of studies that are now being carried out. In 1966, Weiss and Cropanzano were the ones who came up with the idea for the first time. (Cropanzano & Folger, 1989). A research that Ashkanasy and Dorris (2017) conducted on the emotions experienced in the workplace included AET. According to them, AET is at the core of all levels of human interaction, including interpersonal connections at work, which are essential to gaining a knowledge of the factors that contribute to and are influenced by emotions experienced in the workplace.

According to Weiss and Cropanzano (1996), some aspects of secure working environments lead to a variety of emotional events, which further trigger feelings and moods, which is an example of an affective state. Events that take place in the workplace and the sensations that they evoke on a consistent basis are able to have an influence, over the course of time, on attitudes and behaviors associated to work, such as job satisfaction and tardiness (Rothbard & Wilk, 2011; Ashton-James & Ashkanasy, 2005).

According to cognitive appraisal theorists like (Frijda, H, et al., 1986) and (Weiss & Cropanzano, 1996) individuals analyze and evaluate situations by employing a process of two-stage assessment model that involves two types of appraisals, namely primary appraisal and secondary appraisal. This model is a two-stage assessment process that involves primary appraisal and secondary appraisal. The main and secondary forms of evaluation are also incorporated within this paradigm. The investigation or analysis of an event in relation to one's own well-being is referred to as a "primary appraisal," and it is a process that is referred to by that word (benefits vs loss). The act of establishing attributions about an event and an individual's capacity to handle it or cope with it is referred to as secondary appraisal. On the other hand, primary appraisal is the process of forming these attributions. The main assessment procedure is simpler compared to this process, which is more complex. Secondary assessments are geared toward the production of unique emotions, which, in the end, result in either action that is driven by affect or behavior that is led by judgment (Cropanzano, Stein, & Nadisic, 2011; Weiss & Cropanzano, 1996; Frijda et al., 1986).

1.1.1 Definitions

1.1.1.1 Relationship Conflict

Relationship conflict, also known as emotional or interpersonal conflict, is defined as the disagreements between individuals in a personal relationship that are accompanied by sentiments of animosity and hostility toward one another (Jehn, 1995).

1.1.1.2 Hatred

Hatred is defined as an act that results from offensive behavior toward someone, when the victim perceives the offensive action to be intentional and directed at the perpetrator (Halperin, Morton, Siegle, & Weinstein, 2009).

1.1.1.3 Whistleblowing

Whistleblowing is defined as the disclosure by organization members (former or current) of illegal, immoral, or illegitimate practices under the control of their employers to persons or organizations that may be able to effect action (Near & Miceli, 1985).

1.1.1.4 Organizational Deviance

According to Robinson and Bennett (1995), organizational deviance defined as the actions taken against the organization, such as workplace sabotage, stealing, and putting in minimal effort.

1.1.1.5 Organizational Disidentification

Organizational disidentification can be defined as a self-perception based on a split between one's identity and one's concept of the professional identity, as per the research conducted by (Elsbach, 2001). Deliberately distancing oneself from the customs and practices of one's social group is known as disidentification (Bierle, Becker, & Ikegami, 2019; Ashforth, Joshi, Anand, & O'Leary-Kelly, 2013).

1.1.1.6 Narcissism

Narcissism to refer to a widespread pattern of outward grandiosity, self-importance, and behavior that can be displayed by a person or group of individuals ([Association et al., 2000](#)).

1.2 Gap Analysis

1.2.1 Relationship between Relationship Conflict and Whistleblowing

According to studies that were carried out in several different types of working environments, disagreements in the workplace are detrimental to both individuals and enterprises ([Venz & Nesher Shoshan, 2022](#); [Matta & Fares, 2021](#); [Mishra & Kodwani, 2019](#); [Venz & Nesher Shoshan, 2022](#)). The effects include feelings of depression, an increased likelihood of seeking new employment, absenteeism, inefficient work practices, information concealment, and a decline in both performance and well-being (see [Kundi et al., 2023](#); [Bonaccio et al., 2019](#); [De Clercq & Brieger, 2021](#); [Kuriakose, Jose, Anusree, & Jose, 2019](#); [Kundi et al., 2021](#); [Kuriakose, 2022](#); [Notelaers, Van der Heijden, Guenter, Nielsen, & Einarsen, 2018](#); [Shaukat, Yousaf, & Sanders, 2017](#); [Zhao, Xiao, Mao, & Liu, 2018](#); [Ye, Liu, & Gu, 2019](#)). In spite of the fact that research on workplace conflict has investigated the impact that conflict has on individual and organizational outcomes, there are still a great deal of issues that have not been satisfactorily resolved ([Kundi et al., 2023](#); [Kuriakose, 2022](#); [Shaukat et al., 2017](#); [Yousaf, Shaukat, & Umrani, 2021](#)). In addition, research on workplace conflict have, for the most part, neglected to pay attention to the numerous mechanisms of transmission in favor of concentrating on the direct connection between conflict and the many different levels of consequence ([Kuriakose, 2022](#); [Yousaf et al., 2021](#)). In addition, a lot of research have come to the conclusion that the impact of conflict on employees varies, which suggests that the presence or absence of a certain number of moderators may influence the results of conflicts ([Kundi et al., 2021](#)). Relevant research has provided an

explanation for the detrimental effects on individuals that are caused by interpersonal issues between supervisors and their subordinates (Arooj & Naqvi, 2023). It is common practice to conduct research on conflicts between supervisors and subordinates from the point of view of only one member of the dyad (Kacmar, Bachrach, Harris, & Noble, 2012; Landry & Vandenberghe, 2009; Pelled, 1996), which raises concerns about the possibility of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Previous studies have reached the conclusion that there are three fundamental assumptions or ideas concerning the motivations of whistleblowers: morality, cost-benefit analysis, and emotion (Park & Lewis, 2019; Hoffman, Nancy, & Schwartz, 2015; Henik, 2008). Previous research from a variety of sources has demonstrated that there are significant ethical benefits to blowing the whistle (Hoffman et al., 2015; Avakian & Roberts, 2012; Bouville, 2008; Grant & Janet, 2002). Anger was a significant component in "translating cognitive assessments of wrongdoing into judgments to blow the whistle," according to (Gundlach, Martinko, & Douglas, 2008). According to Miceli, Near, and Dworkin (2009), The vast majority of academics are of the opinion that morality should serve as the primary impetus for reporting instances of misbehavior (Gundlach et al., 2003; Peeples, Stokes, & Wingfield, 2009; M. Davis, 1996).

According to Rost (2006), blowing the whistle is a courageous act that contributes to the betterment of society, but it may come with considerable costs that exceed the potential benefits. Hoffman et al. (2015) conducted a reexamination of the conditions under which employee whistleblowing may be seen as morally permissible or necessary. Peeples et al. (2009); Gundlach et al. (2008) are two examples of recent research in this area. According to Henik (2008), "current models of whistleblowing rely on 'cold' economic calculations and cost-benefit analyses." Studies have shown that feelings play a significant role in the decision of whether or not to blow the whistle. Little empirical studies have been conducted on the topic of relational conflict between superiors and subordinates. There has been research done on relational conflict in the context of intergroup interactions.

The motivation and intentions for blowing the whistle are not always positive (Khan et al., 2022; Sachdeva & Chaudhary, 2022). There have been allegations

that some whistleblowers have blown the whistle on their employers or superiors in order to exact revenge on them. It doesn't matter if you work in the public or private sector; blowing the whistle is an essential method for detecting and preventing unethical behavior in business (Sachdeva & Chaudhary, 2022; Nicholls et al., 2021).

In order to exact revenge on a person, group, or organization that has insulted or humiliated him or her, a person may expose fraud, management difficulties, criminal actions, or personal claims, as stated by Heumann, Friedes, Cassak, Wright, and Joshi (2013), This may be done in order to exact revenge on the individual, group, or organization. Even if the firm may indirectly profit from his or her information, the motivation is tied to individual wrath and unhappiness rather than a real concern in risk to the company (Sachdeva & Chaudhary, 2022).

This is the case despite the fact that the company may benefit indirectly from his or her information. It has been stated that when employees have strong interpersonal ties with their bosses, they are less inclined to blow the whistle on wrongdoing in order to preserve the valued relationships they have with their supervisors and to protect themselves from potential harm (Parks & Stone, 2010; Monin, Sawyer, & Marquez, 2008; Monin*, 2007; Spreitzer & Sonenshein, 2004; Cortina & Magley, 2003).

When there is conflict between a supervisor and a subordinate employee, the subordinate employee may report misconduct or wrongdoing in the organization, but not for the purpose of blowing the whistle for moral cause, which is in and of itself a positive thing to do; rather, the subordinate employee may report it in order to exact revenge on the supervisor or employer (Humantito, 2017). The intentions for blowing the whistle are not always positive. There have been allegations that some whistleblowers have blown the whistle on their employers or superiors in order to exact revenge on them. Because to the limited amount of research that has been conducted in this field, there has lately been a call for more inquiry into the motivations and goals of potential whistleblowers (Arooj & Naqvi, 2023). Those who speak up against wrongdoing have been called "rebels," according to one school of thought (Devine & Aplin, 1986), This indicates that they are acting not out of a selfless care for the welfare of others but rather out

of a self-serving fear of being punished or of missing out on personal opportunities. According to this school of thinking, those who report unethical activity are more likely to do so when they have something to gain, either financially or personally (when they are looking for retribution). (Andon, Free, Jidin, Monroe, & Turner, 2018; Butler, Serra, & Spagnolo, 2020; Dyck, Morse, & Zingales, 2010) At the very least, this implies that ethical reasons are not the primary motivating factor behind those individuals who blow the whistle on misconduct (Callahan & Dworkin, 1994; Near, Dworkin, & Miceli, 1993). When there is an incompatibility between two persons, it can lead to issues in a relationship. Dissimilarities in cultures. The aftermath of relationship conflicts in an organization can look a lot like animosity (Ekawarna, 2022; Salame & Thompson, 2020; Liu et al., 2022). Existing research primarily focuses on whistleblowing in the private sector or in the context of developed countries (Chaudhry, Dranitsaris, Mubashir, Bartoszko, & Riaz, 2020). Pakistan has unique cultural dynamics and organizational practices that may influence the way relationship conflict relates to whistleblowing in the public sector (Saleem, Murtaza, Hyder, & Malik, 2020). Whistleblowing in the public sector is crucial for combating corruption, enhancing governance, and ensuring accountability (Bin Abdullah, bin Zul, et al., 2023). Research shows that fear of retaliation, reprisal, and hatred affect whistleblowing intentions and behavior (Kuriakose, 2022).

It has been studied by various researchers that there is effect of fear of retaliation, reprisal, hatred (against whistleblower) on whistleblowing intentions and behavior but in this thesis the foremost gap is that relationship conflict is the reason of whistleblowing, as a revenge employee because of relationship conflict blow the whistle as there is little research on retaliatory whistleblowing.

1.2.2 Relationship between Relationship Conflict and Disidentification

The smooth operation of any organization hinges on its capacity to nurture favorable interpersonal dynamics in the workplace (Qiao, Mahmood, Ahmad, Bashir,

& Bari, 2023). Among these interactions, those and their immediate supervisors is recognized as one of the pivotal relationships. The overall effectiveness of the organization and the satisfaction and engagement of its workforce have often been attributed to the quality of this particular relationship. Nevertheless, like all human interactions, it is susceptible to conflicts (Tillman et al., 2017). Conflict with supervisors is a widespread manifestation in today's workplaces, and its consequences reach far beyond the initial disputes (Irshad, Malik, & Sarfraz, 2023). This introduction sets the stage for a critical examination of the significant correlation between Relationship conflicts with supervisors and a phenomenon that is gaining increasing importance (Irshad et al., 2023). While much of the previous research on organizational conflict has concentrated on conflicts occurring within groups (De Dreu & Weingart, 2003; De Wit et al., 2012), recent attention has shifted towards the exploration of relationship conflicts, especially those that arise between supervisors and their subordinates (Frone, 2000; Kacmar et al., 2012; Tillman et al., 2017; Irshad et al., 2023). When employees and their supervisors grapple with disputes, stress, or difficulties in their interactions, this can lead to vertical dyadic conflicts – conflicts between superiors and subordinates. Frone (2000) discovered that interpersonal conflicts with supervisors were linked to various outcomes within the organizational context, including underlings job satisfaction, commitment, organizational disidentification, and intentions to leave the organization.

Organizational disidentification refers to the erosion of an employee's emotional connection and sense of belonging to their workplace. It manifests as a lack of dedication to the organization's values, goals, and identity (De Clercq & Pereira, 2023). Employees experiencing disidentification may perceive that the organization doesn't align with their personal values or identity. This can lead to feelings of disillusionment and estrangement, which can have significant consequences for both the individuals involved and the organizations they are a part of (Tillman et al., 2017; Kalkman, 2023; De Clercq & Pereira, 2023).

The objective of this study is to investigate the intricate relationship between conflicts with supervisors and the emergence of organizational disidentification. While previous research has separately explored various aspects of interpersonal

conflict and disidentification (Tillman et al., 2017; De Clercq & Pereira, 2023; Kalkman, 2023), this study seeks to demonstrate the positive connection between the two and how personal disputes with superiors can elevate employees' levels of organizational disidentification.

Organizational disidentification is a phenomenon characterized by the weakening of an employee's emotional and psychological connection to their workplace. This erosion of attachment manifests as a diminished commitment to the core values, objectives, and identity of the organization (De Clercq & Pereira, 2023). Individuals experiencing disidentification may perceive a misalignment between their personal values and the organizational ethos. This can lead to a sense of disenchantment and a growing feeling of estrangement, which, in turn, can have far-reaching implications for both the individuals themselves and the organizations to which they belong (Tillman et al., 2017; Kalkman, 2023; De Clercq & Pereira, 2023).

Relationship conflict can have detrimental effects on employee well-being and job satisfaction (Kundi et al., 2023; Jehn, 1995). By studying the factors that contribute to relationship conflict in the public sector, organizations can develop strategies to reduce conflict and promote a healthier work environment, leading to improved employee well-being and satisfaction. Many studies on relationship conflict and organizational disidentification have focused on the private sector. However, the public sector has its own unique challenges, such as complex governance structures and political influences. There is a need for research specifically focused on understanding these challenges in the public sector context (De Clercq & Brieger, 2021).

The primary goal of this investigation is to delve into the intricate relationship between conflicts involving supervisors and the emergence of organizational disidentification. While prior research has previously examined various facets of interpersonal conflict and disidentification as separate entities (Tillman et al., 2017; De Clercq & Pereira, 2023; Kalkman, 2023), our study aims to shed light on the positive correlation between these factors. Specifically, we seek to elucidate how interpersonal conflicts with superiors at a personal level may heighten employees'

levels of organizational disidentification. This exploration is pivotal for comprehending the intricate dynamics of workplace relationships and their consequences for both individuals and organizations.

This study moves a step ahead by contributing in extant literature by specifically taking relationship conflict as an antecedent of organizational disidentification.

1.2.3 Relationship between Relationship Conflict and Organizational Deviance

According to research that was carried out in a variety of different workplaces, disagreements in the workplace are tremendously destructive not just to the individuals involved but also to the organizations in which they are located. (Matta & Fares, 2021; Mishra & Kodwani, 2019; Venz & Nesher Shoshan, 2022). Many unfavorable outcomes are possible as a consequence, including but not limited to the following: depression; job-hopefulness; absenteeism; inefficient work practices; information concealment; and decreased performance and well-being (Bonaccio et al., 2019; De Clercq & Brieger, 2021; Kuriakose et al., 2019; Kundi et al., 2021; Kuriakose, 2022; Notelaers et al., 2018; Shaukat et al., 2017; Ye et al., 2019; Zhao et al., 2018). In spite of the fact that research on workplace conflict has explored how conflict impacts individual and organizational performance, there are still many problems that have not been fully answered. There is a lot more study that needs to be done (Kuriakose, 2022; Shaukat et al., 2017; Yousaf et al., 2021). In addition, research on workplace conflict has, for the most part, disregarded the various transmission mechanisms, opting to focus instead on the direct connection between conflict and the various levels of consequence. This is because researchers believe that this is the most important aspect of the topic to investigate (Kundi et al., 2023; Kuriakose, 2022; Yousaf et al., 2021). In addition, a lot of research have come to the conclusion that the influence of conflict on workers varies, which shows that the number of moderators may have an effect on the outcomes of disputes (Kundi et al., 2023, 2021; Sonnentag, 2012). According to the findings of the relevant research, interpersonal disputes between superiors and the employees

working under their supervision can have a negative impact on individuals. It is common practice to investigate disagreements between superiors and subordinates from only one member of the dyad's vantage point while doing research on the topic (Kacmar et al., 2012; Landry & Vandenberghe, 2009; Xin & Pelled, 2003), Concerns with the usual approach of bias are raised as a result of this practice (Podsakoff et al., 2003).

Relationship issues may manifest themselves when there is an incompatibility between two people. Disagreements arise when parties of a certain culture do not share the same values, objectives, methods, degrees of knowledge, or abilities. Antagonism, competition, poor communication, dissatisfaction, and low morale are some of the potential effects of relationship conflicts that occur inside an organization (Ekawarna, 2022; Salame & Thompson, 2020; Liu et al., 2022).

Workers who face conflict with their coworkers on the job are more likely to engage in deviant behavior in the workplace (Haq, 2011). The constant occurrence of relationship conflict in the workplace is something that workers should prepare themselves for (Kundi et al., 2023; Lalegani, Isfahani, Shahin, & Safari, 2019; Babalola, Stouten, Euwema, & Ovadje, 2018).

Kundi et al. (2023) and Kundi et al. (2021) recently carried out a study in which they came to the conclusion that when employees are exposed to relationship conflict, they are more likely to engage in behavior that is detrimental to the workplace. In addition, research on workplace conflict has, for the most part, disregarded the various transmission mechanisms, opting to focus instead on the direct connection between conflict and the various levels of consequence (Kuriakose, 2022). This is because researchers believe that this is the most important aspect of the topic to investigate (Kundi et al., 2023; Yousaf et al., 2021).

This study moves a step ahead by contributing in extant literature by specifically taking relationship conflict as an antecedent of organization deviance.

1.2.4 Mediating Mechanism of Hatred

In the array of negative emotions the most aversive is hatred (?). The majority of research on hatred focuses on its negative impacts, such as aggression,

discrimination, and violence. There is a clear lack of studies exploring the potential positive outcomes that may emerge from experiences of hatred (?, ?). There is a lack of recent research that specifically investigates how hatred manifests in public sector organizations and its impact on workplace dynamics (Bonaccio et al., 2019). There is a research gap in examining the relationship between hatred and employee engagement in the context of public sector organizations (Chaudhry et al., 2020). There is a recent call to study the role of hatred and its positive outcomes as addressing and mitigating hatred in public sector organizations can foster inclusive, positive organizational cultures and climates, (?, ?).

Under the context of relationship conflict, this study investigates the emotion hatred that might arise as a result. According to the research of a number of academics Goldman and Cropanzano (2015); Sheppard, Lewicki, and Minton (1992); Folger, G, and Cropanzano (1998) when people are confronted with disagreements at work, they are prone to experience negative emotions such as anger, outrage, and resentment. When someone is subjected to unfair treatment, it can cause them to feel vengeful feelings, and they may feel the need to exact revenge on those they believe are responsible for the issue (Drory & Meisler, 2016). When investigating retaliatory actions, it is suggested that both overt and covert forms be considered relevant. This is due to the fact that concentrating solely on the overt form of retaliation may cause one to overlook other forms of retaliatory behavior that also impede an organization's ability to function. (Drory & Meisler, 2016)

Before resorting to overt retaliation, dissatisfied employees may engage in more subtle reprisal, such as breach of citizenship, psychological contract violation, and confrontation (Jermier, Knights, & Nord, 1994). Deceptive charges of misconduct described as antisocial whistleblowing or whistleblowing meant to exact retribution have been referenced in several research (Greenberg & S, 2004; Miceli & Near, 1997), and affect driven antisocial whistleblowing has beneficial consequences (Greenberg & S, 2004). Cho, White, Yang, and Soto (2019) have proposed a novel research of intents as a result of emotions. According to a study published in AET by Weiss and Cropanzano (1996), it is detailed how emotions arise and how they impact decision making on observed misconduct or wrongdoing at work through a feedback loop. In this aspect, A.E.T. first gives logic for how

emotions resulting from viewing the event would affect decision making. Second, it discusses how employees' predicted emotions influence the consequences of silence or whistleblowing, as well as how employees select whether or not to respond to wrongdoing (Baumeister & Butz, 2005; Orth, Montada, & Maercker, 2006). It is acknowledged that instances of antisocial whistleblowing were used as a way of retaliation (Halperin & Eran, 2011; Orth et al., 2006; Marcus, E, Neuman, & MacKuen, 2000; Miceli & Near, 1997; Arooj & Naqvi, 2023), and that they could be nearly totally affect driven and have constructive results (Hoffman, Michael, & McNulty, 2017; Orth et al., 2006). Cho et al. (2019) have proposed a novel research of intents as a result of emotions.

Many researchers have studies negative outcomes of hatred but this study gives new insights regarding functional outcome of emotion hatred through its mediating mechanism

People are more sensitive to the events and circumstances in which they find themselves during times of conflict, as demonstrated by the results of Halperin, Eran, and Sharvit (2015). Because of this sensitivity, people tend to generate emotional signals and display emotional responses that are quite similar to one another. When confronted with a situation such as this, the majority of people's immediate reactions are often ones of anger, dread, hatred, and rage. When such forms of negative emotions are prevalent, it is possible that individuals will be more likely to be motivated to engage in confrontational methods of dealing with opponents (Jarymowicz & Bar-Tal, 2006; Halpern et al., 2008; Pliskin & Halperin, 2016). A cognitive link between a person and an organization is referred to as organizational identification, and the concept of organizational identification is studied in the academic literature on the subject of organizational performance (Halpern et al., 2008; Dutton, Dukerich, & Harquail, 1994; Mael & Ashforth, 1992). A feeling of alienation and apathy for an individual or organization is defined as being present while discussing the phenomenon of disidentification (Elsbach, 2001). When people are going through unpleasant feelings, they are more inclined to act in an unpleasant manner, which can result in undesirable results for the individual as well as the company. These undesirable effects can be equally damaging. The feeling of

negative emotions is a normal response to unpleasant occurrences, which in turn generate affective attitudes and actions. The experiencing of negative emotions is a natural result of unfavorable events. Negative emotion is connected to both conflict and disidentification, and it serves as a mediator between the two processes. [J. C. Becker and Tausch \(2014\)](#) have issued a call to action for researchers, urging them to examine disidentification in conjunction with other organizational traits, such as divergence or other contextual variables. In a recent publication, [Beitler, Scherer, and Zapf \(2018\)](#) ask for following researchers to expand upon their work by rigorously examining further cases of conflict in order to more generally apply their results. This may be done in order to make their findings more generalizable.

Another Gap this Thesis Attempts to Address is to Study the Relationship between Relationship Conflict and Disidentification with the Underlying Mechanism of Hatred

Relationship conflict that has its origins in the emotions and thoughts of persons who are working together to complete a goal ([Telecan et al., 2023](#); [Yue & Thelen, 2023](#)). When parties have legitimate differences of opinion about tasks or choices, they have a propensity to focus more on the problem as a source of conflict rather than on the opponent as a source of conflict. This is because parties have a predisposition to view the opponent as the source of the dispute ([Telecan et al., 2023](#); [Yue & Thelen, 2023](#)).

Coworkers who are coping with interpersonal stress typically report lower levels of satisfaction with the group. This is the case in the majority of situations ([Kundi et al., 2023](#)). Their difficulties with one another lead to unpleasant emotions and behaviors such as anxiety, fury, and tension, which, in turn, lowers their overall level of satisfaction with the activities that the group engages in ([Jehn, 1995](#)). According to ([McShane & Von Glinow, 2011](#)) relational friction triggers defensive mechanisms and rivalry, which explains why certain members of the team could lose their perspective on the work that was finished. When there is tension in a relationship, negative feelings tend to come to the surface. This has a negative effect not only on communication, but also on motivation, performance, and the

quality of contributions made to the project. Moreover, it enables the conflict to continue to escalate, (De Dreu & Gelfand, 2008).

It was postulated by Lovelace, Shapiro, and Weingart (2001),) that the existence of conflict may result in the formation of feelings that could be characterized as being negative. In order to conduct an investigation into contentious communications, they questioned members of the team about the verbal exchanges that they could recall taking place within the context of intra-team task disagreements. These are the kinds of communications that have the ability to reveal human characteristics, such as asking why someone is so stubborn. And what is it that makes you have such a hard and harsh conduct?

According to the findings of the study that was carried out by Sonnentag (2012), it is suggested that the manifestation of such controversial and quarrelsome conversations may be contributing to an increase in the expression of emotion. Specifically, it is suggested that this phenomenon may be contributing to an increase in the number of people who are expressing anger. According to the findings of other researchers Van de Vliert and De Dreu (1994), the level of success that an argument or argumentative strategy has is a significant influence in determining the form of the dispute. All of these behaviors, including being proud, bullying others, and extorting others for money, can result in strong feelings. Compelling actions include those that are associated with disagreeing with someone else's viewpoint in a hostile manner, bullying someone else, and extorting others for personal gains (Van de Vliert & De Dreu, 1994).

In recent years, research has shown substantial support for the idea that feelings and emotions play an important part in modeling awareness of workplace connections and attitudes surrounding relationships at work (Branch, Shallcross, Barker, Ramsay, & Murray, 2021; Uehli et al., 2014; Rafaeli, Sutton, et al., 1989). According to the viewpoint presented by the Affective Events Theory (Weiss & Cropanzano, 1996), it is contended that an individual's behaviors and attitudes are influenced by the emotional reactions of the individual to work events, and emotional reactions owe to immediate events present in the general environment at the workplace. Additionally, it is contended that an individual's emotional reactions to work events are influenced by the individual's perceptions of the work

environment (Weiss & Cropanzano, 1996). Weiss and Cropanzano are credited with the development of this idea in 1996.

Each reaction that is caused by feelings has the potential to have negative impacts not just on the organizational level, but also on the individual level (Cropanzano et al., 2011; Padgett & Morris, 2005). A number of unfavorable consequences, such as deviance, disidentification, intentions to quit the organization, an increase in absenteeism, a drop in citizenship activities, and organizational commitment, have the ability to be brought about as a result of negative affective reactions (Cropanzano et al., 2011; Cropanzano & Mitchell, 2005).

Branch et al. (2021) suggested that when we think of the emotional reactions of people in an organization who have been through a negative occurrence at work or are influenced by its vicinity, we think of "observing" these unintended repercussions. These emotional reactions are what we think of when we think of "observing" these unintended repercussions. As used to this situation, the term "observing" means "keeping in mind." As a direct result of the unfortunate event that took place in the workplace, those employees who find themselves on the losing side of a political move will experience negative feelings, such as anger and disappointment. These feelings will be a direct result of the unfortunate situation that took place in the workplace (Branch et al., 2021; Drory & Meisler, 2016). The unfavorable affective states are the feelings that are evoked as a response to the occurrence of undesirable events in the job (Branch et al., 2021; Barclay & Kiefer, 2014; Douglas & Martinko, 2001).

It seems to be generally relevant; the research conducted by (Haidt et al., 2003) demonstrates that the experience of hatred in the workplace or the display of hatred in the workplace is connected with deviance in the workplace. The dominating tough sentiments that have a bigger impact on the behaviors of individuals are anger and hatred, both of which are motivated by causes that are external to the individual. These feelings also have a higher influence than less powerful feelings (Branch et al., 2021; Geddes & Stickney, 2011). It is hypothesized that relatively very little information is known regarding the experience of deviant behaviors, and that the particulars of how to react to these acts have not yet been detailed. It is also hypothesized that relatively very little information is known

regarding the experience of deviant behaviors (Kundi et al., 2021; Branch et al., 2021; Zhang, Lianying, & Huo, 2015).

Another Gap this Thesis Attempts to Address is the Negative Emotion Hatred as the Underlying Mechanism between Relationship Conflict and Organizational Deviance

1.2.5 Narcissism as Moderator

Research on the function of narcissism as a moderator between hatred and relationship conflict in Pakistan's public sector is important. Weiss and Cropanzano (1996) developed the Affective Event Theory, which focuses on how individual's emotional responses to events at work affect their attitudes and behaviors. According to AET, emotional experiences have an impact on employee outcomes such as work satisfaction, productivity, and intention to leave the company. The personality characteristic of narcissism involves grandiosity, entitlement, and a lack of empathy. People with high levels of narcissism frequently have an exaggerated feeling of their own significance and a desire for recognition. In contrast, hatred is a strong negative emotion directed at a specific person. Hatred and disagreements between individuals can both have detrimental effects on teamwork, stress levels, and job satisfaction in the workplace. According to recent studies, the association between interpersonal conflict and hatred may be moderated by narcissism (Zhao, Yi-Xuan, Zhou, & Liu, 2023). According to a study by Zhao et al. (2018), those who are more narcissistic than those who are not are more prone to react to relationship disputes with higher degrees of hatred.

Research on narcissism has been conducted in the context of both the individual and the organizational setting. Narcissism is a complex and multifaceted personality characteristic (Zhao et al., 2023; Davis & M, 2023). Recent research has found that narcissism is a relatively consistent personality trait that places an emphasis on an inflated sense of self, feelings of superiority, and the utilization of self-enhancement strategies in order to maintain one's own self-views and feelings of love for oneself (Davis & M, 2023). Narcissism also places an emphasis on

the utilization of self-enhancement strategies in order to maintain one's own self-views and feelings of love for oneself (Bogart, Benotsch, & Pavlovic, 2004; Morf & Rhodewalt, 2001; Campbell, Keith, Hoffman, Campbell, & Marchisio, 2011). Characteristics of narcissism include vanity, a sense of entitlement, and a desire for status and respect. Narcissism also displays itself through a desire for these things. Individuals are considered to have high levels of narcissism if they have high scores on the narcissism scale (Campbell et al., 2011). It's possible that some of these people are exploitative and dishonest, while others are amusing. Relationships with narcissists are characterized, in the vast majority of instances, by a lack of emotional connection and empathy (Campbell et al., 2011; Foster et al., 1972). Narcissists are always looking for new ways to get the attention of other people and may engage in both positive and negative behaviors in order to boost their own sense of self-worth and happiness. This is the final point, but it is an important one. Narcissists are always looking for new ways to get the attention of other people. When individuals are successful in receiving positive attention, it enhances their self-esteem (Sedikides, Rudich, Gregg, Kumashiro, & Rusbult, 2004). On the other hand, when individuals are unsuccessful in gaining positive attention, it can have negative repercussions such as sadness, furious emotions, and violent conduct (Zhao et al., 2023; Davis & M, 2023; Bushman & Baumeister, 1998; Miller, D, Campbell, & Pilkonis, 2007).

The narcissist will frequently suffer sentiments of unfairness because of their inflated sense of self-importance and the idea that others owe them favors. These feelings are caused by the narcissist's belief that others owe them favors (Campbell et al., 2011) Even though grandiose narcissists believe they are more important than other people and require special treatment, experts are only just beginning to differentiate between grandiose narcissism and vulnerable narcissism. Narcissists believe they are more important than other people and require special treatment. The grandiose narcissist is charming, motivated, and brazen, and he or she has thick skin in addition to these qualities. They normally do not struggle while engaging with other people and have a sound perception of the value they bring to the table for themselves. The insecure narcissist is reluctant and sensitive to constructive criticism because they lack confidence in themselves (Campbell, Keith, &

[Crist, 2020](#)). These are the ones who go to treatment on a regular basis; nevertheless, due to the fact that they are more difficult to identify in studies and in real life, they are usually referred to as hidden narcissists. In spite of the fact that they are the ones who seek treatment on a regular basis, they are the ones who seek therapy on a regular basis. Research psychologists and clinical therapists have collaborated in recent years to establish the Trifurcated Model of Narcissism ([Miller et al., 2016](#); [Miller, D, Lynam, Hyatt, & Campbell, 2017](#)) This model was developed in recent years. This paradigm combines grandiose and vulnerable narcissism as two linked but different features, and it combines grandiose and vulnerable narcissism as two linked but distinct qualities. Furthermore, this model combines grandiose and vulnerable narcissism as two linked but unique qualities ([Miller et al., 2016](#)).

The essential characteristics of entitlement, significance, and low agreeableness are shared by both, but the characteristics that merge with this core are where the similarities and differences lie ([Campbell et al., 2020](#)). This is in line with past research on narcissism conducted in the management field. While the vast majority of research on narcissism in the workplace has concentrated on characteristics such as decision-making ([Brown, A, et al., 2010](#); [Campbell et al., 2004](#)), leadership (for example, ([Maccoby & E, 2000](#); [O'Reilly & Chatman, 2020](#); [Rosenthal & Pittinsky, 2006](#)), and overconfidence ([Macenczak, Campbell, Henley, & Campbell, 2016](#)). The concept of fairness has been of interest to scholars for a very long time, since Plato and Aristotle pondered the question of whether or not the allocation of resources among individuals was fair.

Numerous academic fields, such as organizations studied by [Adams and Stacy \(1963\)](#) and [Thibaut and Walker \(1978\)](#), prehistoric civilizations researched by ([Tracer, 2003](#)), neuroscience studied by [Crockett et al. \(2013\)](#), and economics, have conducted research on the concept of fairness and how individuals respond to being treated fairly or unfairly ([Falk, Fehr, & Fischbacher, 2008](#)). According to the findings, unfair perceptions in the workplace can result in retaliation, decreased performance, and a fall in morale, whereas fair perceptions can enhance trust, performance, and positive organizational citizenship behaviors ([Cohen-Charash](#)

& Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Viswesvaran & Ones, 2002). Consequently, how people feel about the fairness of their treatment and results can have a positive or negative impact on the significance of certain activities.

According to findings from research on personality-related models (Flaherty & Moss, 2007), an individual's personality is an important aspect and feature to consider while studying their responses to unfavorable occurrences in the workplace. The social cognitive point of view (Shoda, Mischel, & Wright, 1993) not only debated about the consequences of the proposed surroundings, but it also highlighted aspects of personality that can reflect the environment of the individual. This view was published in 1993. It would appear that there is some level of interest in learning how to communicate with other people while in a contentious situation (Neufeld & Johnson, 2016). And how this principle might be put to use when dealing with a person whose personality features include inclinations toward narcissism in the workplace (Neufeld & Johnson, 2016; Lubit, 2004; Cavaiola & Lavender, 1999).

According to the findings of a variety of research, there are certain individuals in the workforce who have narcissistic characteristics (Neufeld & Johnson, 2016; Lubit, 2004; Cavaiola & Lavender, 1999; Lasch, 1980). Lubit (2004) identifies five practical characteristics of a narcissistic employee. These characteristics are as follows: (a) concern for their own selves; (b) devaluation of other people and arrogance; (c) feeling of entitlement to anything you want; (d) intensity to the slight that leads to anger or retaliation; and (e) absence of attachment to values. Each of these characteristics is listed in order from most important to least important.

It is possible that the level of narcissism an individual possesses is connected to their perception of ego threat, which in turn will cause them to behave aggressively and have a low inclination to forgive. This is something that can be argued. (Neufeld & Johnson, 2018; Brown, Douglas, & Abeywickrama, 2004). There is no hard and fast rule that states that narcissism must have a positive link with retribution; nonetheless, multiple studies have indicated that the higher a person's level of narcissism, the greater the likelihood that they will take revenge in response to an offense against them. (Neufeld & Johnson, 2016; Orth et al., 2006).

On the other hand, researchers (Neufeld & Johnson, 2016) also investigated the effects of narcissism and evaluated the degree to which narcissists are vulnerable to experiencing feelings of resentment. They hypothesized that narcissism is a predictor of jealousy since there is a greater incidence of dispositional envy among those with this personality trait. Therefore, in the end, this leads to schadenfreude on the part of hopeful narcissists who want to ruin the successful competitor (Orth et al., 2006; Cavaola & Lavender, 1999). As a consequence of this, the narcissist personality will have little self-control, will have a greater propensity toward pessimism, and may seek to inflict harm on others in order to ease his or her resentment, which can result in costly behavioral aggressiveness (Neufeld & Johnson, 2016).

One of the most challenging types of people to work for is someone who has narcissistic tendencies. This is because the attitudes and behaviors that these types of people exhibit frequently cause disturbance in the workplace (Neufeld & Johnson, 2016; Orth et al., 2006; Cavaola & Lavender, 1999). Helfrich and Dietl (2019) just published a paper in which they make the argument that narcissism, as a reasonable variable, can affect other work results in a variety of ways, and that this relationship has not been sufficiently investigated and should be empirically experienced.

Another Contribution of this Study is Introducing the Role of Narcissism as a Moderating Variable

1.2.6 Application AET Framework

Many researchers of the study (Menges & Kilduff, 2015; Fisher, 2000; Ashton-James & Ashkanasy, 2005; Weiss & Cropanzano, 1996). (Menges & Kilduff, 2015; Fisher, 2000) considered Affective Event Theory (A.E.T.) as the most persuasive theory in connection to the influence of feelings, emotion, on the attitudes and behavior of workers.

At the next level of A.E.T., behaviors that are driven by affect are largely impacted by impulsive emotional responses to an event (Cropanzano et al., 2011). This

occurs at the next level of A.E.T. Behaviors that are driven by judgment are the result of an evaluation of the situation that is based on logic, and they are motivated by continuous attitudes towards the work or the organization. These behaviors come about after an individual has made an evaluation of the situation. They require processing on both the cerebral and emotional levels (Cropanzano et al., 2011; Rothbard & Wilk, 2011; Weiss & Cropanzano, 1996). When an employee is evaluated, and it is determined that they have engaged in a pattern of inappropriate behavior, which is considered to be an incident, the employee will likely experience a negative emotional response (i.e. sadness, anger, hatred, fear, surprise, disgust (Cropanzano et al., 2011; Milliken, Morrison, & Hewlin, 2003).

As a direct result of this, one's decisions regarding how to behave and react to the wrongdoing are influenced by one's unpleasant feelings. There have been a plethora of fascinating research done that point to the importance that emotions play in the decision-making process (Milliken et al., 2003). It is not entirely apparent if feelings or opinions are the driving force behind behaviors such as keeping quiet or blowing the whistle (Rothbard & Wilk, 2011; Cropanzano et al., 2011). Although there has been very little research conducted on the decision-making criteria of employees in the context of unethical behavior, it seems likely that the vast majority of people evaluate the relevant conditions before deciding how they will react or behave in response (Oktem & Shahbazi, 2012). In a study that was based on interviews, Edwards and Gardner (2007) made the observation that almost all employees who witnessed or experienced serious wrongdoing would purposefully ponder about how to react for a very long period or weeks before taking action. In addition, the respondents' discussions had emotional content and evaluated factors such as the degree to which they were satisfied with their jobs, the stability of their employment, and the obligations that came with the jobs (Near, Rehg, Van Scotter, & Miceli, 2004).

It is not unreasonable to regard actions such as blowing the whistle to be examples of behavior driven by judgment. In this regard, it is acknowledged that there is an occurrence of such whistleblowing that is antisocial, or whistleblowing as a means of revenge (Arooj & Naqvi, 2023; Miceli & Near, 1997), which might be entirely affect-driven. This is because there is a connection between how an individual

feels and their decision to blow the whistle (Near et al., 2004). Whistleblowing, disidentification and organizational deviance are the behavioral and attitudinal outcomes of relationship conflicts that's why they are taken altogether.

The Application of Affective Events Theory into New Framework is Another Theoretical Contribution of the Proposed Study

1.3 Problem Statement

Relationship conflict among employees in Pakistan's public sector is a significant challenge, impacting their willingness to report unethical practices. This problem statement highlights the interplay between interpersonal conflicts and whistleblowing mechanisms. Public sector organizations are crucial for governance and service delivery, but they also face corruption, misconduct, and power abuse. A robust whistleblowing system is essential to empower employees and promote transparency and accountability. However, deep-seated conflicts often prevent whistleblowing. Relationship conflicts within an organization are disputes, disagreements, and animosity between individuals or groups, often manifesting as personal rivalries, power struggles, favoritism, and patronage networks. These conflicts are deeply entrenched in the organizational culture and structure, influencing employees' willingness to expose unethical or illegal activities. When employees perceive that their whistleblowing may aggravate existing conflicts, they become hesitant to report wrongdoing. This leads to the mediating mechanism of hatred, as employees develop strong negative emotions towards those involved in the conflict, leading some to engage in whistleblowing for revenge.

To effectively address this issue, there is a need to delve deeper into the dynamics of relationship conflicts, the role of hatred as a mediating mechanism, and the subsequent impact on whistleblowing within public sector organizations. Policymakers and organizational leaders must develop strategies to promote a culture of transparency and accountability while mitigating the adverse effects of relationship conflicts and personal emotions like hatred. This is crucial for fostering a

work environment where whistleblowing is driven by ethical considerations rather than personal grievances or animosities.

Conflict is inevitable and has enormous outcomes if not handled and managed properly, like organizational deviance and disidentification etc. People in conflict show behaviors that are hazardous not only for individuals but also for organizations. Research indicates that individuals do not always blow the whistle for noble cause or altruistic purpose and not all whistleblowers are altruistic and righteous or fair. [Matthiesen, Bjørkelo, and Burke \(2011\)](#) highlights about both the altruistic or noble whistleblower who are motivated purely by self-interest. It is more essential to look at the motive of whistleblowers and to know why someone is blowing the whistle or indulge themselves in other counterproductive work behaviors.

Question arises whether individuals get motivated by some moral obligation or ethics in order to correct something that was unethical and wrong or individuals are behaving in unlawful, unethical or illegitimate way? Acting altruistically for the greater cause are come under this type of whistleblowing. But, what about the events where the whistleblower does not act based upon moral obligations and following ethical norms but rather behaves out of resentment, disgust, greed, revenge, or to increase the probability of promoting themselves up to the career ladder? Situations in which the whistleblower cooks false information in order to bring down a supervisor, CEO or peers and may do so anonymously or even whistle blow about actual and true information for the sake of taking revenge or retaliation and not for altruistic purpose, and for satisfying one's ego or personal gains.

Existing whistleblowing laws would also protects such individuals. Most of us have no problem with true whistleblowers being protected under the law when their cause is just and good, but what about whistleblowers who cooks, lie and misrepresent information or true facts for personal gains?

It is not entirely obvious how unpleasant events, such as a quarrel in a relationship or a whistleblowing blowing the whistle, are connected to negative emotions, such as hatred, in the workplace. In this regard there is limited research has been

done. How and why employees face relationship conflict can develop whistleblowing, disidentification and workplace Deviance is yet to be explored. In Pakistan, research regarding whistleblowing intention as a consequence of negative workplace event like relationship conflict is rare, there is a dearth of study on the intention to report wrongdoing as a result of unpleasant workplace incidents like relationship conflict.

1.4 Research Questions

The present study plans to seek answers based on the above stated problem statement, for the following questions:

Question 1: Does relationship conflict predicts hatred, whistleblowing, organizational deviance and disidentification?

Question 2: Does personal disposition of narcissism strengthen the relation between relationship conflict and hatred?

Question 3: Does hatred predicts whistleblowing, disidentification and organizational deviance?

Question 4: Does hatred mediates the relationship between relationship conflict and whistleblowing?

Question 5: Does hatred mediates the relationship between relationship conflict and disidentification?

Question 6: Does hatred mediates the relationship between relationship conflict and organizational deviance?

1.5 Research Objectives

The incorporation of Affective Event Theory ([Weiss & Cropanzano, 1996](#)) into the new framework of whistleblowing, organization deviance, and disidentification as employee responses to relationship conflict is the overarching goal of the research project. Specific objectives of the study are as follows:

Research Objective 1: To investigate if negative event relationship conflict predicts hatred, whistleblowing, disidentification and organizational deviance.

Research Objective 2: To investigate If narcissism strengthen the relationship between relationship conflict and hatred.

Research Objective 3: To investigate that if hatred predicts whistleblowing, disidentification and organizational deviance.

Research Objective 4: To investigate the mediating mechanism of hatred between relationship conflict and whistleblowing.

Research Objective 5: To investigate the mediating mechanism of hatred between relationship conflict and disidentification.

Research Objective 6: To investigate the mediating mechanism of hatred between relationship conflict and organizational deviance.

1.6 Significance of the Study

Studying the relationship between relationship conflict, narcissism, hatred, whistleblowing, organizational deviance, and disidentification in the public sector of Pakistan holds both theoretical and practical significance:

1.6.1 Theoretical Significance

This study is a combination of an A.E.T framework to have an inclusive theoretical understanding and an evidence looking at the impact of negative events (relationship conflict) at workplace on employees' attitudes and behaviors, such as whistleblowing, disidentification, and organizational deviance. The purpose of this study is to look at the impact of negative events (relationship conflict) at workplace on employees' attitudes and behaviors. It investigates the connection between emotional experiences, bad feelings, and the behaviors that occur in the workplace. An integrative model of the relationship between interpersonal conflict, hatred, whistleblowing, and deviance has been proposed as the contribution of this work. A framework of whistleblowing and deviance is offered as multi-dimensional

determinants, and it is stated that whistleblowing can also be the outcome of unpleasant events that take place in the workplace, such as relationship conflict, and that it can be done as a form of retribution, revenge and hatred.

Luo (2002) observed Pakistan most corrupt Asian state among many other countries, according to Transparency International, (2019) Global Corruption Barometer rates civil service as the most corrupt institution in Pakistan (Transparency International, 2019). According to Transparency International, (2019) Pakistan is considered as highly corrupt country. Corruption seems like a social norm. Specially in public sector organization of Pakistan where reporting to the police, issuance of a license or certificate from public sector organization, getting pension, utility services like gas, electricity or water connection, contract to build a road, school, hospital or any construction may not be entertained without bribing to concerned officials. Amount of bribe depending on nature of work to be done and position or status of the official (Bashir et al, 2011).

Available theoretical evidences do not provide explanations as to why these organizations workers prefers to blow whistle and indulge in negative work behaviors like disidentification and deviance towards organization when they observe corrupt practices. Or how they use platform of whistleblowing for personal gains like taking revenge. Another deficiency in literature as suggested by (Bashir, Khattak, Hanif, & Chohan, 2011), that the private sector has been a major domain for studying whistleblowing while the phenomenon generally remains unexplored in Govt. sector of Pakistan. This study will be helpful in generating awareness to the people about whistleblowing, its aims and objectives.

1.6.2 Practical Significance

The findings can inform strategies for improving the public sector work environment in Pakistan. Practical insights can guide efforts to promote a more positive and productive organizational culture. Understanding the factors that contribute to disidentification and deviant behaviors can help public sector organizations take proactive steps to enhance employee engagement and reduce workplace deviance. The study can offer practical guidance for strengthening whistleblowing

mechanisms in the public sector. This is vital for promoting transparency, ethical behavior, and accountability. Policymakers and public sector administrators can use the research to formulate policies and practices that encourage a positive workplace environment and deter negative behaviors. Effective policies can lead to better governance and service delivery.

The practical implications extend to employee well-being, as a better understanding of the factors that contribute to negative emotions and conflicts can lead to the development of support systems and interventions to improve employee mental health. Public sector organizations can use the insights to implement strategies that reduce organizational deviance, corruption, and unethical behavior, leading to better governance and public service.

An individual is more likely to have unpleasant emotions and is less likely to be productive when they are dealing with relationship conflict at work. Relationship conflict in the workplace is one of the most significant challenges that managers and organizations face. This study sheds light on the ways in which relationship conflict may have a negative influence on employee outcomes such as disidentification and organizational deviance, as well as the ways in which organizations may mitigate this effect by effectively elevating the emotional intelligence of their workforce.

Because relationship conflict inhibits innovation (De Clercq & Belausteguigoitia, 2020) and lowers organizational performance (Zhang et al., 2015), managers should make every effort to control conflicts in the workplace, particularly relationship conflicts (Rispen, 2014). Despite the many efforts that have been made to eliminate it, interpersonal conflict is still rather common in the workplace (Kundi et al., 2021). Taking into account the negative effects that relationship conflict can have, managers should do everything in their power to eradicate destructive relationship conflict within their organization and determine the factors that contribute to conflict between members of the organization whenever this is possible. They should also make an effort to cultivate an environment in which workers are comfortable expressing their concerns on the pervasiveness of toxic work relationships, whether those relationships are with their direct supervisor or among their fellow employees.

According to [Chen, Gilad, Thomas, and Wallace \(2005\)](#), effective control and management of disputes or conflicts in the workplace can result in good behavioral consequences such as increased creativity, teamwork, and relationship satisfaction, as well as increased levels of productivity. As a result, managers will gain new perspectives as a result of this study on the possibility that relationship conflict may have a functional outcome in the form of whistleblowing.

In summary, the theoretical significance of this research lies in its potential to advance our understanding of complex organizational dynamics and contribute to the development of new theories and models. On the practical front, the study has the potential to inform organizational development, improve employee well-being, enhance governance, and promote ethical behavior in the public sector of Pakistan, ultimately leading to a more effective and accountable public service.

1.7 Theory Supporting Research on the Topic

1.7.1 Affective Event Theory

During the Affective Revolution in Organizational Behavior, our knowledge of the role that emotions play in organizational behavior and organization psychology was profoundly altered. As a result, we now understand organizations much better. In later years, this transformation came to be known as a paradigm shift in the field of psychology ([Barsade, Brief, & Spataro, 2003](#)). In contrast to positive psychology, the goal of positive organizational behavior is to develop and manage human resources in a way that is beneficial to the organization. Positive psychology focuses on what is successful, what is improving, and what is correct ([Luthans, Avolio, Avey, & Norman, 2007](#)). As a consequence of this psychological paradigm change, the purpose of this study is to evaluate the positive impacts of unpleasant emotions at work by taking into mind the assumption that this shift exists.

[Weiss and Cropanzano \(1996\)](#) affective event theory (A.E.T.) places primary emphasis on the various events that may play a part in the formation of our responses. Workers have emotional responses to events that take place while they are on the

job, and these responses have an impact on both their performance and their level of job satisfaction (Cropanzano et al., 2011; Weiss & Cropanzano, 1996).

Various occurrences in the workplace can elicit either good or negative responses from workers and can change their attitudes toward and behaviour at work. The theory provides an explanation for the various dispositional and situational reasons that act as events that trigger a response at work. The antecedents (causes) and outcomes (consequences) of an affective and emotional experience while at work are the primary foci of this research (Cropanzano et al., 2011). Experiences of this affective and emotional kind have a direct influence on the attitudes and behaviors of individuals.

Because it can influence the intensity of affective reactions to events that occur at work, Affective Event Theory provides a theoretical justification for negative events such as relationship conflict working as an antecedent of whistleblowing. Not only does it support the mediating role that relationship conflict plays and its effects on emotions, attitude, and behavior, but it also provides this theoretical justification for negative events.

A.E.T is a powerful framework for articulating the role of negative affect study by (Cropanzano et al., 2011; Weiss & Cropanzano, 1996) in driving intentions to blow the whistle because of its strong focus on events, affective changes, discrete emotions, and so on. This is because A.E.T places a strong emphasis on events, affective changes, and discrete emotions, among other things. A.E.T. is a model that describes changes in affective states that occur within a person. These "affective states" have their origins in events that can be classified as "stochastic" or "regular," and the model also has an influence on changes that occur concurrently in affect-related actions (Cropanzano et al., 2011; Weiss & Cropanzano, 1996).

There was a growing interest in the psychology of emotions at the same time that there was a growing interest in emotional experiences at work at the time that the original idea for A.E.T. was introduced. (Cropanzano et al., 2011). It was recommended that A.E.T. serve as a framework for organizing the current literature on work-related emotional experiences and for guiding the direction of future study (Cropanzano et al., 2011; Weiss & Cropanzano, 1996). The relationship between

Chapter 2

Literature Review

In this chapter, the history of each variable was discussed, and a literature study on the linkages between relationship conflict, hatred, and their results was presented. In this particular chapter, we also talk about the moderating influence that narcissism has on relationships. In this chapter, a literature review is conducted on the connection between posited variables and their respective mediations.

2.1 Background of Variables

2.1.1 Relationship Conflict

An individual or group's understanding that their interests are being hindered by another individual or group in which there is some sort of interaction, whether real or perceived, is generally considered to be the definition of conflict. The intensity of the conflict is determined by the degree to which the stakeholder is attached to their individual goal. (Wall Jr & Callister, 1995; Kolb & Putnam, 1992; Thomas, 1992), all made this claim. Studies on both types of conflict have arisen as a direct result of the distinction that conflict research has drawn between conflict that serves a useful or productive purpose and conflict that causes unnecessary or irreparable harm (Amason, 1996; Jehn, 1995). Conflict can come in a variety of forms, the two most common of which are cognitive conflict and interpersonal conflict.

The term "relationship conflict" is used to refer to interpersonal conflict, whereas "process conflict" and "task conflict" are the two categories used to describe cognitive conflict (Wu, Zhao, & Zuo, 2017; Wu, Liu, Zhao, & Zuo, 2017; Lau, S, & Cobb, 2010; Jehn & Mannix, 2001; Jehn, 1997).

Despite the fact that the main focus of the study is on relationship conflict in particular, gaining an awareness of the diversity of the numerous types of conflict provides clarity. The contention that arises between individuals on the manner in which a job ought to be finished and the particular actions that ought to be taken is known as process conflict. This refers to the question of who is responsible for what and who is given particular resources in order to do the task (Wu, Zhao, & Zuo, 2017; Jehn & Mannix, 2001; Jehn, 1997).

It has been demonstrated that process conflict is detrimental to the performance of teams. Process conflict is analogous to relationship conflict in that it results in a decrease in productivity, an increase in costs, and a delay in completion of the project. (Jehn & Mannix, 2001; Senaratne & Udawatta, 2013; Wu, Liu, et al., 2017). There is a connection between task conflict and the completion of activities that require the ideas, views, decisions, judgements, and details that are essential to do the task at hand, but involving low degrees of emotion and being primarily cognitive in nature (Wu, Zhao, & Zuo, 2017; Wu, Liu, et al., 2017; Costa, Passos, & Bakker, 2015; Chen, Ching-Pu, & Lai, 2014; Simons & Peterson, 2000, 2000).

Relationship strains that focus on interpersonal incompatibility and have a negative impact on team performance, information sharing, and the creative thinking that is required to solve complex problems are typically seen as dysfunctional and destructive (Kundi et al., 2023; Zahid & Nauman, 2023). Relationship conflict includes irritation, frustration, and occasionally animosity (Rezvani et al., 2019; Costa et al., 2015; de Wit, Jehn, & Scheepers, 2013).

When there is conflict in a relationship, the cognitive resources that are required for decision-making are diverted and used for interpersonal problems, which lowers one's potential for creativity, adaptability, and the efficient processing of information (Rezvani et al., 2019; Lau et al., 2010; Simons & Peterson, 2000). This

performance loss brought on by relationship conflict has three distinct repercussions: (1) a decrease in the quality of decisions as a result of decreased information sharing and diminished cognitive functioning; (2) an absence of consensus in decision making on teams; and (3) a decrease in a person's commitment to the team or group (Wu, Liu, et al., 2017; de Wit et al., 2013; Lau et al., 2010; De Dreu & Weingart, 2003; Jehn & Mannix, 2001; Simons & Peterson, 2000; Amason, 1996).

According to the findings of researchers, interpersonal conflict is characterized by disagreements, incompatibilities, and disputes between members of a team about matters of personal concern that are unrelated to their work (Chen et al., 2014; O'Neill, Allen, & Hastings, 2013; Jehn, 1995). Refers primarily to disagreements that occur between members of a team in terms of their perspectives and thoughts on the job, work, or task that is being carried out. Take, for instance, the gap between the real recruitment processes of a company and the practices that are advertised or the appropriate facts to include in an annual report (Chen et al., 2014). It has been suggested that process conflict refers to conflicts on strategic, operational, and procedural levels, such as who should be responsible for what and how things should be done and assigned. Other examples of process conflict include how tasks should be conducted in the work unit (Jehn & Chatman, 2000; Chen et al., 2014; Jehn, 1995). The performance of people, teams, and organizations alike can all be destroyed or significantly hampered when there is a conflict in their relationships with their supervisors (Vaux & Dority, 2020; Wu, Zhao, & Zuo, 2017). According to a number of studies, relationship conflict can lead to employees experiencing negative emotions such as resentment, anger, animosity, hatred, and rage between organization members, which can obstruct communication, limit group work and performance, and hinder overall organizational effectiveness (Vaux & Dority, 2020; Wu, Liu, et al., 2017; Zhang et al., 2015; Ayoko, Callan, & Härtel, 2008; Arooj & Naqvi, 2023).

2.1.2 Whistleblowing

The phrase whistleblowing began when English policeman blew their whistles to report crimes. The whistle alerted police and the public to a crime. Various

researchers in this subject have embraced a standard definition of whistleblowing (Near & Miceli, 1985; Miceli & Near, 1992; Dworkin & Near, 1997; Rehg, Miceli, Near, & Van Scotter, 2008). Whistleblowers disclose illegal and immoral acts (Farrar, Hausserman, Rennie, et al., 2019).

Whistleblower is an outsider who reports wrongdoings in an organization (Near & Miceli, 1985; Miceli, Rehg, Near, & Ryan, 1999; Dworkin & Near, 1997). According to Near and Miceli (1985), whistleblowing involves reporting illegal, illegal, or immoral organization behaviors to a powerful person who can take corrective action. Internal or external whistleblowers depend on who makes the complaint. When reading the literature, it's important to first assess the wrongdoings that justify whistleblowing.

Whistleblowers report illegal, immoral, or illegitimate activities. They report immoral or illegitimate wrongdoing. In the US and UK, whistleblowing is necessary if the organization's malfeasance affects a segment of the people and is against public policy (Miceli & Near, 1997). The wrongdoing must be serious enough to justify further investigation. The whistleblower should believe the infraction is serious and will result in great risk (Near & Miceli, 1996; Near et al., 2004). In a social setting, whistleblowing involves the whistleblower, the perpetrator, and the party accused of wrongdoing. All three parties must explain the whistleblowing procedure (Near et al., 1993). Four steps define whistleblowing (Near & Miceli, 1985). The whistleblower must first assess if the observed behavior is illegal, immoral, or illegitimate. If an activity contradicts the whistleblower's principles or the organization's ideals, it's misconduct (Near & Miceli, 1985). The whistleblower must consider several options before deciding whether to report the conduct. First, examine whether the misconduct can be prevented without the whistleblower acting. The whistleblower must also know whom to report misbehavior. Personal circumstances will also influence the whistleblower's decision, such as whether he can suffer the financial and emotional implications of his reveal and what kind of support he can amass in the event of a public disclosure (Farrar et al., 2019; Aldinger et al., 2014; Near & Miceli, 1985). After the whistleblowing decision, the organization must respond. This phase's reaction is the organization's initial

response to the whistleblower report. The organization can stop or continue the crime (Farrar et al., 2019; Aldinger et al., 2014; Near & Miceli, 1985).

Although many research on whistleblowing (e.g., (e.g. Cassematis & Wortley, 2013; Miceli, Near, Rehg, & Van Scotter, 2012; Miceli et al., 2012; Delk, 2013; Keil, Tiwana, Sainsbury, & Sneha, 2010) presume cost-benefit analysis is crucial, it was the least influential in the decision to blow the whistle externally. Our poll participants ranked morality and emotion above costs and benefits. This suggests that financial incentives won't inspire employees to report wrongdoing. This conclusion does not ignore the role of cost-benefit evaluations in internal whistleblowing or the purpose to do so. Because a cost-benefit analysis can be done more precisely in stable situations with predictable effects. Miceli et al. (2009) said financial benefits for tips could increase their frequency and intent. Money rewards for internal whistleblowing increase the intention to disclose malfeasance because they replace morality as a motivator (2013). "Benefit-to-cost difference" encourages red flags, say (Keil et al., 2010). These studies show that the value of cost-benefit analysis as a motive depends on whether a whistleblower is internal or external, whether the whistle is blown or only meant to be blown, and other aspects. Our data confirms earlier studies (Greaves & McGlone, 2012) that identified morality and bad repercussions as major whistleblowing drivers. Those who blew the whistle out of moral obligation would do so again without remorse, whereas those who experienced serious penalties would never do so again. Emotional reasons and cost-benefit evaluations are unrelated to blowing the whistle again. External whistleblowers were very motivated to change the status quo, but this did not increase their intention. The findings suggest that giving employees who report wrongdoing moral advantages and stronger retaliation protections may increase their propensity to do so in the future. The value of reporting can be valued by having an open discourse and rewarding whistleblowers, etc (Brown et al., 2004). In the literature, whistleblowing is typically utilized for the welfare of all organizational stakeholders, but sometimes as revenge (Farrar et al., 2019; Aldinger et al., 2014; Bies, Tripp, & Kramer, 1997). Empathy, care for others, and self-centered or practical concerns usually drive it. Whistle-blowing includes personal reasons or selfish and egoistic action (Andon et al., 2018).

Whistle-blowing may be motivated by personal rewards, like retribution, but often helps the public (Farrar et al., 2019; Chiu, 2003). Altruistic and personal incentives, such as revenge, may drive whistleblowing (Farrar et al., 2019; Heyes & Kapur, 2009; Paul & Townsend, 1996).

Whistleblowing is common in the private sector, but its influence on the public sector is unknown (Culiberg & Mihelič, 2017; Gao & Brink, 2017). The correlations between these variables have not been adequately researched, resulting in a lack of insight (Nayır, Rehg, & Asa, 2018; Scheetz & Wilson, 2019).

2.1.3 Disidentification

According to Elsbach and Bhattacharya (2001), organization disidentification is "self-perception based on a cognitive separation between one's identity and the identity of the organization and a negative relational categorization of oneself and the organization" (p. 393). Employees who feel they define themselves differently than the organization in terms of values or guiding principles are said to have experienced organization disidentification. In order to preserve their positive distinctiveness, they distance themselves from the organization's detrimental stereotypes and incompatible values (Elsbach & Bhattacharya, 2001).

Organizational disidentification has made a significant theoretical contribution, which explains it as a self-perception based on (1) a sense of active separation between one's identity and the recognition of the organization and (2) "a negative relational categorization of oneself and the organization" (Elsbach, 1999).

The psychological and emotional separateness or distance and coldness from the organization that characterize organizational disidentification that arise mostly because employees self-evaluate as being different from organization and have personal or moral conflict with the values or ideologies of supervisor or organization (Elsbach & Bhattacharya, 2001; Kreiner, E, & Ashforth, 2004; Kalkman, 2023). It is proposed in various studies that helpful social identity is an essential motivation for individuals to stick to groups, this is to define and assess who they are, how they are to behave and how others will treat them, given that group

membership decreases subjective confusion in interpersonal relationships and increases self-esteem (Tajfel, Turner, Austin, & Worchel, 1979; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987; Kalkman, 2023).

Theory gives insight by (Kalkman, 2023; Matschke & Fehr, 2017; Elsbach & Bhattacharya, 2001; Tajfel et al., 1979; Turner et al., 1987) that disidentification with the organization happens mainly because organizational membership represents a negative aspect of the self. Individuals, as mentioned above, are motivated to relate and interact with others to the extent that they have a feeling of belonging to a larger and meaningful entity (Matschke & Fehr, 2017).

Sometimes, however, organizations fail to motivate a sense of belonging to their members because the organizational environment is not perceived as inclusive, and as a consequence, stereotyped group members feelings of threat are more dominant (Kalkman, 2023; De Clercq & Pereira, 2023; J. C. Becker & Tausch, 2014). When organizational membership is not seen in a positive way, employees may indulge in defensive coping mechanism that space them from organization psychologically (Matschke & Fehr, 2017).

It is proposed by researchers (Matschke & Fehr, 2017) that employees at workplace are claimed to be identified in terms of social affiliation and the degree of identification / disidentification with the organization can influence employees' values, attitudes and behaviors. Therefore, as long as organizational boundaries are resistant (e.g., because of financial constraints, the worker cannot leave the organization) and identity threats are very important (Kalkman, 2023; De Clercq & Pereira, 2023; Elsbach & Bhattacharya, 2001). Disidentification, as described by (Pratt, 2000), is a complex psychological process that occurs within the context of an individual's relationship with an organization. It represents the moment when an employee within an organization starts to feel that they are fundamentally incompatible with the values and identity of that organization. This incompatibility leads to a negative self-perception of the organization, causing the individual to clearly distinguish their own identity from that of the organization (Elsbach & Bhattacharya, 2001). Kreiner et al. (2004) and Pratt (2000) in their studies emphasizes on disidentification and its manifestation in various ways, often stemming from a team member's dissatisfaction with the organization's culture,

objectives, or their relationship with their superiors. The roots of disidentification can sometimes be traced back to an employee's initial lack of identification with the organization due to inadequate onboarding and training (Pratt, 2000; Smith, H, & Kim, 2007; Kalkman, 2023; De Clercq & Pereira, 2023) . However, it's important to note that disidentification can create a sense of disconnection and discord between the individual and the organization.

Several factors have been identified as potential causes of disidentification in earlier research. These include leadership hostility, discontent with the strategic direction of the organization (Humphreys & Brown, 2002), as well as when employees do not receive the expected training, compensation, or recognition from their organization (Kreiner et al., 2004; Robinson & Bennett, 1995; Jahanzeb, De Clercq, & Fatima, 2021; Kalkman, 2023; De Clercq & Pereira, 2023).

Some key aspects of disidentification involve distancing oneself from the core principles and values upheld by the organization, which the individual no longer identifies with (Elsbach & Bhattacharya, 2001; Elsbach, 2001). Furthermore, disidentification can also involve dissociation from the organization's leadership or management style, which the individual finds incompatible with their own beliefs and preferences (Pratt, 2000; Humphreys & Brown, 2002).

As a consequence of disidentification, some individuals may choose to keep their association with the organization a secret from others, while others might become vocal opponents of the organization (Kreiner et al., 2004). Dissociation from the organization's principles, mission, and leadership style appears to be the primary ways in which disidentification becomes evident (Kalkman, 2023; De Clercq & Pereira, 2023). However, a comprehensive understanding of the various manifestations and implications of disidentification within the organizational context is an area that still requires further exploration and research (Kalkman, 2023).

2.1.4 Organizational Deviance

Kaplan, E, and Schultz (2007) held the belief that employee deviance was spontaneous behavior caused by a lack of drive to follow social norms or a willingness to

disrupt them. [Robinson and Bennett \(1997\)](#) define employee deviance as spontaneously violating organizational standards. Such behavior compromises an organization's members or activities, lowering performance and raising costs. According to ([Kundi et al., 2023](#); [Zahid & Nauman, 2023](#)) say employee deviation must have behavioral purpose to hurt an organization and its members (2005). [Robinson and Bennett \(1995\)](#) classified employee deviance as interpersonal or organizational ([Bennett & Robinson, 2000](#); [Berry, Ones, & Sackett, 2007](#)). Organizational deviance involves tardiness, daydreaming, and slow work. Interpersonal misconduct includes being rude, speaking harsh things, and embarrassing coworkers. It's for staff ([Bennett & Robinson, 2000](#)).

Workplace aberrant behavior affects many businesses and workers. This issue threatens the organization's social or economic health ([Kundi et al., 2021](#); [Lalegani et al., 2019](#)). More offices have perverts. Academics' favorite topic. The workplace atmosphere and culture are becoming less conducive to offering high-quality services. This topic has been discussed for a long time and has several names ([Kundi et al., 2021](#); [Lalegani et al., 2019](#)). Unproductive behavior, misbehavior, and anti-social behavior are common words ([Kaptein, 2011](#); [Estes & Wang, 2008](#)).

According to [Appelbaum and Roy-Girard \(2007\)](#), this phrase refers to prohibited or anti-organizational behavior. [Robinson and Bennett \(1995\)](#) define workplace deviance as an employee's voluntary action that endangers the firm or its members and breaches organizational standards. Interpersonal deviance and organizational deviance are two related but separate types of workplace deviance. Both may be manifested in response to stressors, including social stressors and poor working conditions ([Robinson & Bennett, 1997](#)).

Organizational deviance includes thievery, laziness, and sabotage. Sexual harassment and verbal or physical aggression are examples of interpersonal deviance. ([Robinson & Bennett, 1995](#)). Acting differently from group and organizational norms may harm both individuals and organizations, say organizational behavior specialists. Researchers categorize workplace misconduct as "organizational evil" and "lack of morality" ([Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2017](#)). Organizational misconduct [Vardi and Weitz \(2003\)](#), antisocial behavior ([Mangione &](#)

Quinn, 1975), aggressive behavior (Anderson, Anderson, & Deuser, 1996), and counterproductive behavior are a few examples (Giacalone & Greenberg, 1997). Academics define work habits differently. Moberg (1997) defines organizational vice as "a breach of individual or organizational trust." Vardi and Weitz (2003) describe organizational misbehavior as "any intentional behaviour by organization members that breaches society's norms." Antisocial behavior is described as "any behavior that harms an organization, its employees, or other stakeholders" (Anderson et al., 1996) defined aggression as abnormal malice. Spector and Jex (1998) said CWB includes minor and major employee misconduct. Organizational behavioral researchers believe they have several things in common, their members, or both. These actions may target the organization or a person. Deviance in the workplace happens when a worker purposefully consciously does actions that hurt or may destroy the wellbeing of the individuals or organization, such as theft, hostility, damaging, and withholding effort (Kundi et al., 2021; Lalegani et al., 2019; Babalola et al., 2018; Alias, Mohd Rasdi, Ismail, & Abu Samah, 2013; Zhao, Hongdan, Peng, & Sheard, 2013; Bennett & Robinson, 2000). Organizational deviance includes stealing and withholding effort, while interpersonal deviance includes antagonistic and disrespectful behavior towards coworkers (Zhao et al., 2013; Robinson & Bennett, 1995). Oxford Dictionary defines deviant behavior as activities that stray from social norms. Abnormal is someone whose attitude or behavior violates societal or moral norms (Zhao et al., 2013). Deviant personnel reportedly caused huge income losses and irreparable damage to the workplace (Zhao et al., 2013). Due of expenses, writers claim that organizations are concerned about deviant conduct. Kundi et al. (2021), found that when employees suffer interpersonal conflict, they engage in counterproductive job conduct. Companies must solve this problem to survive (Kundi et al., 2023; Appelbaum, Deguire, & Lay, 2005).

2.1.5 Hatred

There has been a lot of discussion in the scientific community about the concept of hatred and how it connects to other unpleasant emotions and moods (Essien

& Essien, 2023), but no one has come to a definitive conclusion about it. For example, one can feel hatred as a feeling, an attitude, a sentiment, a persistent secondary emotion, or a wide visceral emotion. Hatred can also be regarded as a persistent secondary emotion. (Allport, Clark, & Pettigrew, 1954; Opatow & McClelland, 2007; Sternberg, 2003; Sternberg & Sternberg, 2008).

A powerful unpleasant feeling or emotion harbored against the target of one's hatred; this is the definition of hatred. People tend to regard the target of their hatred as possessing all negative attributes, such as being evil, immoral, and dangerous (Halperin & Eran, 2011; Staub et al., 2003; Baron, 1991; Allport et al., 1954). Many unfavorable outcomes, such as wrath, resentment, and disgust, are related with conflict; these emotions are prominent reactions in conflict situations (Essien & Essien, 2023; Staub et al., 2003; Allred, 2000). According to Lazarus and S (1991), people feel angry when they perceive a threat to their self-esteem or when they go through any event that has a negative impact on their self-esteem. According to the findings of studies, any kind of dispute can cause one's self-respect and identity to be harmed or even put at risk (Staub et al., 2003).

Psychologists have put up the theory that hatred develops as a result of a situation in which a person perceives that they are in imminent danger. The individual will then utilize their own preconceptions and skewed thinking to color their perception of the criminal. If a person believes that they have been insulted on purpose, they are more likely to launch an assault against another individual in an effort to cause them physical injury (Beck & Pretzer, 2005).

In addition, hatred has been described as a dynamic process that is characterized by a profoundly unfavorable view of its targets, changes in people's worldviews brought on by ideologies, and a willingness to cause damage (Opatow & McClelland, 2007; Staub, 2005). The feeling of hatred is a powerful one that can develop not just within a group but also between other groups. Hatred is a factor in a variety of intergroup events, including war, persistent intergroup disputes (Halperin et al., 2008), political intolerance (Halperin et al., 2009), and intergroup intolerance (Halperin & Eran, 2011). On the level of interpersonal relationships, love has been compared with hatred (Aumer & Bahn, 2016; Jin, Xiang, & Lei, 2017). Ben-Ze'ev (2018) It is a strong and enduring emotion that shares many characteristics with

love, including a similar duration and intensity. It is an emotion that can be evoked at any time (Aumer-Ryan & Hatfield, 2007).

Many people think of hatred as either an extreme version of dislike or as a blend of other unpleasant feelings such as fury, disdain, and disgust. Both of these interpretations are correct, but neither fully captures the complexity of the feeling. Little research has been done on the complexities of hatred, despite the fact that it plays an important role in the interpersonal and intergroup relationships of individuals (Fischer & Giner-Sorolla, 2016). As a result, we contend that hatred is distinct from these other feelings due to the fact that it possesses its own set of distinguishing qualities. To begin, one can make the reasonable assumption that dislike is the most uniformly unpleasant feeling, which makes it a fair beginning point for conducting a comparison between dislike and hatred (e.g. Darwin & Prodger, 1998; Miller & Donalyn, 2009).

In point of fact, dislike can be seen as a single, overarching affective preference that drives a variety of behaviors and decisions. This is because dislike (Yilmaz, Korkmaz, Arslan, Güngör, & Asyali, 2014). It is anticipated that increasingly nuanced distinctions would be made between the feeling of hatred and the three so-called moral emotions, in addition to differences from dislike such as contempt, anger, and disgust (CAD) (Rozin, Lowery, Imada, & Haidt, 1999). It has been proposed that unlike dislike, hatred is commonly associated to moral transgressions (Van Doorn, 2018). Additionally, it has been suggested that unlike dislike, rage, contempt, and disgust are essentially unique forms of negative emotions (Tracy & Randles, 2011).

When compared to other discrete emotions such as rage, the single events of hatred tend to persist longer before dissipating (Verduyn & Lavrijsen, 2015). This is because hatred can lie latent for decades (even through generations) until it is awoken and expressed (Sternberg, 2003). According to laypeople, hatred is an intense, drawn-out, and highly emotional experience (Halpern et al., 2008). Furthermore, laypeople show more long-lasting than fleeting hatred for a variety of different outgroups (Halperin, Eran, Canetti, & Kimhi, 2012). Hatred is said to be experienced by humans with a greater intensity than aversion, according to certain ideas. In past attempts to describe hatred by the degree of its intensity, it was

proposed that there are three distinct levels of hatred: mild, moderate, and severe, with subcategories contained within each level (Sternberg & Sternberg, 2008). For instance, hatred is associated to threats to justice, self-respect, self-interest, and personal goals (Baumeister & Butz, 2005; Beck & Pretzer, 2005). Hatred is also linked to dangers to life, freedom, resources, ideas, and the satisfaction of fundamental necessities (From, 2008; Staub, 2011; Kucuk & Kucuk, 2016; Opatow & McClelland, 2007; Van Bavel, Ray, Granot, & Cunningham, 2018). When there are moral violations, as well as when targets are perceived to be inherently bad, immoral, and dangerous, there is a greater likelihood that hatred may emerge (Van Doorn, 2018; Baumeister, Smart, & Boden, 1996).

The correlation between feeling threatened and harboring hatred has only been the subject of a limited number of empirical investigations. On a more individual scale, it has been postulated that hatred serves a variety of discrete functions, such as self-correcting in the wake of interpersonal conflicts, motivating vengeance, communicating emotional states, and reclaiming autonomy (Aumer & Bahn, 2016; Rempel & Sutherland, 2016). According to the standard argument, the primary goal of hatred is to inflict pain or death on the targets of that hatred (Allport et al., 1954; Baumeister & Butz, 2005; Fischer, Halperin, Canetti, & Jasini, 2018; Staub, 2005; Sternberg & Sternberg, 2008). Because of this, attack-oriented behaviors are another significant aspect of hatred that should be taken into consideration.

Hatred has been linked to a number of aggressive behavior characteristics, including moral rejection, physical aggressiveness, and severe violence (Chetty & Alathur, 2018; Opatow & McClelland, 2007; Sternberg, 2003). Alternately, other lines of research have linked hatred to avoidance-oriented action patterns and concluded that the primary purpose of hatred is to eradicate the targets of one's ire from their lives (Aumer & Bahn, 2016; Roseman & Steele, 2018). The distinct behavioral patterns of fury, scorn, and disgust are less controversial to discuss. It is a well-known fact that people are more likely to engage in behavior that is focused on approach when they are angry, but avoidant behavior is more likely when disgust and contempt are present (Hutcherson & Gross, 2011). The emotion of disgust is an attempt to protect people from catching infectious diseases, coming into unwanted physical contact, and, most crucially for the purposes of the

present, immoral behavior and persons (Tybur, Lieberman, & Griskevicius, 2009). On the other hand, contempt is associated with lowering one's gaze, insulting, and excluding the targets of one's disdain (Schriber, Chung, Sorensen, & Robins, 2017).

As a result, hatred is focused on the target itself and wants to annihilate it physically, socially, or symbolically. This is in contrast to anger, contempt, and disgust, which are primarily focused on excluding and avoiding the targets (Fischer et al., 2018). When compared with dislike, fury, contempt, and disgust, we anticipate that hatred will lead to more acts that are focused toward attacking, and fewer actions that are oriented toward withdrawing. To be sure, there are other ways to inflict harm on another person out of hatred, and one need not resort to actual physical violence to do it (Rempel & Sutherland, 2016).

2.1.6 Narcissism

The word "narcissism" comes from this mythological figure. According to Yildiz and Öncer (2012), he has an affair with his own image as it appears in the water, and this leads to the downfall of his character as a result of his love for himself. Havelock Ellis, a psychologist, used the expression "narcissus-like" in 1898 to describe the behavior of a person who exhibited narcissistic tendencies. After then, in the year 1899, Nacke rewrote Ellis's work and came up with the name "narcissismus." After that, in the year 1910, Freud carried out study on the personality and behavioral traits typical of narcissists (Yildiz & Öncer, 2012). Nowadays, people use the term "narcissism" to refer to a widespread pattern of outward grandiosity, self-importance, and behavior that can be displayed by a person or group of individuals (American Psychiatric Association, 2000). It is argued that a person is narcissistic if they have a powerful sense of entitlement, an exaggerated sense of their own significance, and an overwhelming affection for themselves (Yildiz & Öncer, 2012). If any five of these qualities are present, then it is possible to diagnose a person as having narcissistic personality disorder. Arooj and Naqvi (2023) We do not, however, examine NPD since it leads to functional problems in a person's life, and these defects prevent us from doing so. It is essential to

take into account the personality of a manager because both positive and negative behaviors have the potential to a business (Godkin & Allcorn, 2009a).

There is a range of narcissism that can be seen in the workplace, from positive to destructive. Healthy narcissism includes feelings of self-consciousness such as envy and shame, as well as a sense of power and control. Empathy, which helps with mastery of the interpersonal realm, is another component of healthy narcissism. Key elements of healthy self-esteem and self-regard include the feeling of having inner autonomy as well as a sense of control over one's ideas, emotions, experiences, and impulses (provided that these things occur within the context of accepted society norms). A healthy narcissism is characterized by a balanced sense of belongingness, gratitude, and concern, as well as a realistic self-appraisal of one's capabilities and limitations, according to (Ronningstam, 2005). Another characteristic of a healthy narcissism is an awareness of one's own capabilities and limitations.

This involves the ability to tolerate sentiments of superiority, separateness, and pride while also having the capability to tolerate feelings of shame and loneliness. Examples of healthy narcissism include the capacities of empathy and compassion, commitment and reciprocity, the ability to govern one's own sense of power internally, and the capability for constructive aggression. Intelligent and skilled narcissists who also have grandiose illusions and high levels of self-investment can have continuous periods of success in their academic, professional, or creative endeavors (Yildiz & Öncer, 2012; Godkin & Allcorn, 2009a; Duchon & Burns, 2008; Ronningstam, 2005). Healthy narcissism can improve organizational performance (Yildiz & Öncer, 2012; Godkin & Allcorn, 2009a).

In addition to this, they have the ability to periodically view certain professions and circumstances as opportunities to demonstrate their superiority (Godkin & Allcorn, 2009a; Duchon & Burns, 2008). In the economic world, success frequently comes to narcissists because of the rewards that come to those who are able to manipulate others. According to King III (2007), narcissists frequently have a great deal of financial success in their careers. They also have the potential to have a substantial impact, whether that organization is engaged in crisis preparation or not. An organization needs a leader who is capable of quickly and successfully

returning a corporation to its normal state of operation while it is experiencing a crisis (Duchon & Burns, 2008). In the most basic sense, the person in charge of the crisis should be able to accurately and succinctly analyze the situation, formulate a strategy for how to approach the situation, and then put that strategy into action. To put it succinctly, the goal of the crisis leader is to bring the organization back to a normal state after it has been through an unstable period (King III, 2007).

Because they believe they have the right to change their thoughts and commitments at any time, narcissists will present themselves at a time of crisis as being sincere and reliable even though they are not. Organizations that place a higher value on information and awareness as opposed to denial, fairness, and fair play are more likely to be successful when employing healthy narcissistic persons who have a genuine sense of their own self-worth (Godkin & Allcorn, 2009a, 2009b). It is expected that managers are aware of their skills and proud of them; yet, it is also expected that they are aware of their shortcomings and are making efforts to improve themselves (Duchon & Burns, 2008; King III, 2007).

Narcissistic managers struggle to collaborate effectively with others because they are egotistical, have excessive expectations, and feel as though they are entitled to special treatment. In addition, they have a constant need to be the focus of attention. Supervisors with unhealthy degrees of narcissism may have difficulty interacting with other members of the staff and communicating with employees working at lower levels of the business (Godkin & Allcorn, 2009a, 2009b; Duchon & Burns, 2008). They perform a poor job of developing people, and on top of that, they alienate their subordinates by discounting other people, insisting on getting their own way, lacking empathy for others, and being quick to take advantage of other people (Lubit, 2002; Ronningstam, 2005) identified several characteristics of unhealthy narcissism.

Maccoby and Michael (2004), contends that narcissistic actions are responsible for the destruction of organizational climate, which in turn leads to the breakdown of interpersonal relationships and societal structures (2004). Therefore, one could argue that narcissistic actions, in the long run, are unable to cultivate the atmosphere that is necessary for the establishment of sustained performance (Higgs,

2009). When a corporation hires toxic narcissists as employees, it becomes completely self-absorbed, detached from the outside world, and reality-based. According to [Stein \(2003\)](#), narcissistic employees would have the mentality that their organization is one of a kind and extremely exceptional in the world. The presence of a robust sense of entitlement and identity may give rise to an unconscious superiority complex or even a form of imperialism. The employees have the impression that the company is omniscient, which means that it has access to all data, both internally generated and obtained from other sources. Because of this, these characteristics are so enduring that they have a significant and long-lasting effect on the way in which companies operate ([Stein, 2003](#)).

A person who has a robust sense of entitlement, an inflated sense of their own significance, and an unhealthy obsession with themselves is referred to as a "narcissist" ([Duchon & Drake, 2009](#)). According to the Diagnostic and Statistical Manual of Disorders, 5th edition (DSM-5); American Psychiatric Association, 2013, narcissism is a mental disorder characterized by grandiosity (in action or fantasy), the craving for admiration, and a lack of empathy. Symptoms of narcissism typically begin in early adulthood and manifest themselves in a variety of settings. (p. 669). Because narcissistic managers or employees improve innovation and productivity in organizations and offer positivity, success, and professionalism, narcissism can be beneficial. According to the American Psychiatric Association (2000), it is a persuading pattern of overt grandiosity, self-focus, and self-importance behavior demonstrated by an individual or groups of individuals. These people are also capable of performing admirably as emergency managers ([King III, 2007](#); [Godkin & Allcorn, 2009a](#); [Duchon & Burns, 2008](#)).

Only the negative aspects of the concept were revealed when it was defined as a broad psychological concept that encompasses fantasies of unrestricted success or power, a constant desire for praise, entitlement, a lack of empathy, an overinflated feeling of self-importance, and the exploitation of others (American Psychiatric Association, 2013). Because they are so good at attracting the attention of others, people who suffer from narcissism are often charming and gregarious, despite the fact that they are emotionally callous toward the sentiments of others ([Morf & Rhodewalt, 2001](#)). Narcissists are sometimes compared to "adult versions with

newborn features” due to the fact that they appear to have a number of characteristics that are in direct opposition to one another (Morf & Rhodewalt, 2001). Narcissists are said to be in a ”continual state of self-under-construction” (Morf & Rhodewalt, 2001, p. 178), which is caused by their maladaptive methods of self-improvement, an exaggerated sense of entitlement, a drive for power, and a lack of empathy for other people (Pincus, Cain, & Wright, 2014; Campbell et al., 2011).

2.2 Hypotheses Development

2.2.1 Relationship Conflict and Whistleblowing

According to research done on the topic, conflict is an unavoidable occurrence that can take place either inside or outside of an organizational environment and in every aspect of our everyday life (Schotter & Beamish, 2011; Yue & Thelen, 2023; Afshan & Serrano-Archimi, 2022).

The researchers’ working hypothesis suggest that there are three main types of conflict: task, process, and interpersonal or relationship conflict (De Wit et al., 2012). Task (difference in opinion on how a task should be done.), process (disagreements on the manner in which a task or project is handled), and relationship conflicts (a dispute between individuals at work) were considered as the three main types of conflict (De Wit et al., 2012). Relationship conflict, which reflects differences in beliefs, ideologies, individual preferences, and temperaments, is the most destructive form of conflict (Jehn, 1995; Jehn & Bendersky, 2003). There are a number of undesirable employee outcomes that have been associated to relationship conflict, including deviance, disidentification, decreased work satisfaction, performance, and commitment (De Wit et al., 2012). One of the most major sources of stress in people’s lives is demonstrated by the evidence to be relational conflict, which is regularly experienced in the workplace (Yue & Thelen, 2023) (Kundi et al., 2021; Beitler et al., 2018; Zhang et al., 2015). Workers who are involved in relationship conflict are more likely to face negative psychological and physical difficulties (Dawson, O’Brien, & Beehr, 2016; Lin, Lin, Huang, &

Chen, 2016), which in turn influences how they feel and behave (Kundi et al., 2021; Spector & Jex, 1998).

In recent times, there is an ever-increasing need for research on relationship conflict as a result of the fact that it has an impact not only on individuals' lives but also on the outcomes of organizations (Arooj & Naqvi, 2023; Kundi et al., 2023; Meier et al., 2013). Relationship conflict can be defined as disagreements between individuals in a personal relationship that are accompanied by sentiments of animosity and hostility toward one another. On the subject of task conflict, opinions are more varied, with some contending that it can have a positive effect on outcomes (Jehn, 1995; Tjosvold, 2008), and that it should even be encouraged (Pondy, 1992; Van de Vliert & De Dreu, 1994), while others center their attention on the negative effects of task conflict. In contrast to the seeming unanimity on the dysfunctional nature of relationship conflict, there is a greater range of perspectives regarding the problematic nature of conflict in the workplace (De Dreu & Beersma, 2005).

It has been proven by a large number of studies that conflict has received a significant amount of attention from academic scholars and practitioners as a result of the growing amount of conflict that can be found both within and between organizations (Li, Chun, Ashkanasy, & Ahlstrom, 2012; Schotter & Beamish, 2011; D. E. Gibson & Callister, 2010; Cronin & Weingart, 2007; Shelton & Darling, 2004; Morris-Conley & Kern, 2003; Amason, 1996; Wall Jr & Callister, 1995; Amason, Thompson, Hochwarter, & Harrison, 1995; Pondy, 1992).

Numerous studies have been conducted in which researchers have hypothesized that relationship conflict can have positive outcomes (Amason, 1996; Rahim, 2017; Simons & Peterson, 2000). In addition to this, there are further research that have come to the opposite conclusions (De Dreu & Weingart, 2003; Jehn, 1995; Jehn & Mannix, 2001; Tepper, Moss, & Duffy, 2011). According to the findings of studies conducted in this field, there does not appear to be any causal connection between differences and either motivating or unmotivating outcomes. Research has shown that using appropriate conflict management skills can lead to positive outcomes from conflicts, whereas using inappropriate conflict management skills can lead to negative outcomes from conflicts. Positive outcomes from conflicts can

be achieved by using appropriate conflict management skills (Barki & Hartwick, 2001). According to research (Zhang, Xin-an, Cao, & Tjosvold, 2011; Lester, Parnell, & Carraher, 2010; Desivilya, Somech, & Lidgoster, 2010), high-performers know how to manage conflicts so that conflicts contribute positively, while less productive employees either avoid conflicts or cause them to produce negative effects that result in poor work performance.

According to (Jehn, 1994), there are several distinct varieties of conflicts that can arise in the workplace. Task conflict is defined as "any incompatibility and disagreement about work or task being done" (p.224), whereas emotional conflict or relationship conflict is labeled as "difference and incompatibilities among group members" (p. 224). It is hypothesized that tension, hostility, and irritation arise whenever there is a difference of opinion regarding what should be done and how it should be done (Jehn, 1995, p. 258). There is a dearth of typology in the body of academic work that measures the conflict between superiors and subordinates.

A number of academics have focused solely on relationship or interpersonal conflict, without differentiating between the many types of conflict (Frone, 2000). It's possible that these studies take into account conflicts between superiors and subordinates based on a hierarchical pecking order that's predetermined and dictatorial. In spite of this, in the contemporary organization, managers look for opportunities for horizontality and participation (Rousseau, 1997; Lawler & Jenkins, 1992).

In this setting, there is the potential for disagreements to arise between the superior and the subordinates, disagreements that are not only emotional in nature (relationship conflict), but also involve opposing points of view at the time of making a task that is shared (tasks conflict), such as the manner in which to complete the task or the allocation of resources (Xin & Pelled, 2003). When it comes to interactions between supervisors and subordinates in an organization, supervisors have the authority to determine and pursue the organizational goals, values, and policies that support their own interests in particular (Jansen, van Leeuwen, Janssen, Conijn, & Kester, 2020).

Employees were left feeling less fulfilled as a result of this form of disagreement. In a similar vein, when a supervisor and subordinate disagree over a task, it can

be difficult for the supervisor to accept an order, duty, or critique from someone below his level (Xin & Pelled, 2003). This is because the disagreement might be interpreted as an affront to the supervisor's position. According to Tsui, Xin, and Egan (1995), it is generally considered that a supervisor has more expertise and experience than a subordinate, which may lead to a decline in the degree of happiness that employee experiences while working. However, as Xin and Pelled (2003) pointed out, relationships between supervisors and subordinates can be characterized by hostility, anger, or frustration even if there is no conflict between the two parties regarding the task or work that is to be done. This is true even if there is no conflict between the two parties regarding the work that is to be done. According to the findings of some studies on conflict, emotional stress can develop when there is competition for tasks between superiors and subordinates. Because of this, it seems likely that, whenever there is competition for tasks between superiors and subordinates, there will also be competition for relations between the two parties. Some writers (Medina, Munduate, Dorado, Martínez, & Guerra, 2005; Van de Vliert & De Dreu, 1994) believe that negative effects can be more severe when they are amplified with the same level of strength when they occur simultaneously in the context of a task and a relationship divergence. According to the findings of the research conducted by (Kennedy & Anderson, 2017), it is projected that people will seek out other influential sources if they have a weak identification with the offending in group, or if they have a strong identification with the offending in group but see themselves to have low intra-group power (Packer, 2008).

In this sense, whistleblowing can be considered as highly identifiable in group members as another opportunity to improve the moral standing of the group. This is especially true in situations in which the group is seen as being away from its aims and fundamental goals (Near & Miceli, 1985). When individuals believe that another person treats them with disrespect, whether through neglect or intentionally, (Lindner, 2006) anticipated that individuals would react with annoyance and hatred rather than sympathy. This was because individuals believe that the other person is treating them disrespectfully. The more pain they suffer, the more they allow themselves to become enraged and indulge in hatred. Lindner

(2006) proposed that people become enraged when they consider that the person who damages them has sufficient control over the situation, such as an employer or supervisor.

It is reasonable to anticipate that conflict and hatred motive will prompt reporting intentions and behaviors (Arooj & Naqvi, 2023). Many times, whistleblowers will exhibit indignation, even outrage, or hatred in response to the violations that they have discovered or as a result of the conflict that they are experiencing (Farrar et al., 2019). Because of this, an employee whose relationship with their boss is strained may exhibit behavior that may be designed to do harm to the supervisor by using means of whistleblowing (Arooj & Naqvi, 2023).

H1: There is positive association between relationship conflict and whistleblowing.

2.2.2 Relationship Conflict and Disidentification

Elsbach (1999) considers disidentification to be a persistent detachment from the organization rather than merely a disconnection that occurs due to coincidence or a lack of characteristics. A person is said to be disidentifying themselves when they characterize themselves as not possessing the same qualities or values that they think an organization to possess. This individual feels that the organization possesses those qualities and values (Bierle et al., 2019; Elsbach, 2001). Disidentification is similar to identification in that it can occur when an individual disagrees with an organization on an ethical or molecular level as well as with many parts of the organization that are in conflict with the individual (Bierle et al., 2019).

An improved model of identification incorporating many types of identification is proposed by Kreiner and Ashforth. There are a few distinct categories of identification, including positive, negative, ambivalent, and neutral. The term "identification" describes how much people see themselves as part of a group and how strongly they identify with the group's mission and values (Kreiner et al., 2004). Disidentification is said to occur when members of an organization begin to see themselves in terms of the values and principles that they once held dear. People can feel a connection to various aspects of the organization, and they can also

choose to separate themselves from those aspects (e.g., policies, values, marketing strategies). During an investigation, a worker may or may not wish to remain anonymous depending on the nature of the situation being looked into. Although Kreiner and Ashforth's work has been acknowledged for its usefulness, others have questioned its validity on the grounds that the four categories it defined might not be independent of one another but rather dependent on one another. This claim of interdependence is supported by the following factors: First, the four distinct forms of organization identification represent a development from simpler schematic models for a more in-depth analysis, see (Dukerich Janet, Kramer, Parks, & Whetton, 1998; Elsbach, 1999). When people attempt to hold contradictory identities within the same institution, confusion over who they are is the result. Identification and disidentification may not be two separate processes, as suggested by (Ikegami & Ishida, 2007). They reason that since low identification is frequently accompanied by disidentification, this must be the case. Dukerich Janet et al. (1998) it is suggested that an individual's sense of self is formed by the unique responsibilities of their position within an organization. Elsbach (1999) argues that workers' identities are inextricably bound up in the companies for which they work. Several studies have illuminated the ways in which belonging to an organization can boost a person's feeling of self-worth and strengthen group cohesion (Bierle et al., 2019).

However, identification theory loses some of its integrity due to its incompleteness when it comes to dealing with disidentification. Isolation through self-categorization allows individuals to train their brains to function independently of institutional influences (Bierle et al., 2019). It is possible for individuals to self-identify as part of social groups that are broad enough to be respected, yet narrow enough to be distinctive. These classifications should be broad enough to be convincing but narrow enough to be distinctive.

Elsbach (2001) suggest that, rather than the groups to which one actually does belong, one's sense of identity can be more clearly articulated by focusing on the groups to which one does not belong. The metaphor of self-alienation has been used as the major conceptual framework in a recent explanation of Disidentification by (Costas & Fleming, 2009).

Organizational disidentification can be defined as a self-perception based on a split between one's identity and one's concept of the professional identity, as per the research conducted by (Elsbach, 2001). Emotionally (for example, feeling humiliated to belong to the organization) or cognitively (for example, rejecting workplace values), people are likely to express their affirmation of their identity's distinction from their job and having experienced workplace humiliation (Riketta, 2005). Disidentification in the workplace is distinct from cognitive indifference or neutral identification, and disidentification is more than merely the inverse of identification. Deliberately distancing oneself from the customs and practices of one's social group is known as disidentification (Bierle et al., 2019; Ashforth et al., 2013). Though the two concepts are adversely related, it has been found that their processes of separation and identification are distinct (Ashforth et al., 2013; Kreiner et al., 2004).

If the end result of both identification and disidentification is the same, then they should be understood to refer to different mental states (Bierle et al., 2019; Kreiner et al., 2004). The COR hypothesis suggests that disassociating oneself from one's work can be understood as a form of anticipatory coping or as a drain on one's resources (i.e., one's mental and emotional energy) in the face of a perceived threat or anticipated injury to one's sense of self. This is due to the fact that, according to the COR theory, detaching oneself from one's work might be seen as either a preventative coping mechanism or a drain on one's resources (Petriglieri, 2011). To be regarded distinct psychological states, identification and disidentification must employ distinct means to the same end (maintaining a healthy sense of self) (Kreiner et al., 2004). The COR hypothesis suggests that disidentification is a form of anticipatory coping that involves expending energy (cognitive and affective) in order to protect one's sense of self from a perceived or actual threat. This is due to the fact that the COR hypothesis argues that disidentification can be perceived as an expenditure of resources (i.e., mental and emotional energy) (Petriglieri, 2011; Bierle et al., 2019). Employees who engage in this behavior may be trying to hide something about their workplace from outsiders (Bierle et al., 2019; Bentein, Guerrero, Jourdain, & Chênevert, 2017) or drawing attention to what makes them unique among their coworkers (Bierle et al., 2019).

Learning the many ways in which de-identification differs from identification is crucial. Disidentification has been studied as both a distinct mental state and an independent factor. They were the ones who made that distinction (Bierle et al., 2019; Bentein et al., 2017; Ashforth, Johnson, Hogg, & Terry, 2001; DiSanza & Bullis, 1999; Dukerich Janet et al., 1998; Elsbach, 1999, 2001). Disentangling oneself from the organization entails reconnecting with (usually unfavorable) aspects of the organization (at either the molar or facet level), in contrast to identifying with (often positive) aspects of the organization. Accurately identifying something entails linking together distinct (and, in most cases, positive) features of the entity being identified (at the molar or facet level) (Bierle et al., 2019; Dukerich Janet et al., 1998; Elsbach, 2001; Pratt, 2000).

Disidentification of members is universally seen as unacceptable by organizations due to the fact that it is the outcome of substantial differences in viewpoint between the individual and the organization.

In the context of anonymous personnel recruitment, organization can be detrimental to both staff turnover and employee retention (Bierle et al., 2019). Studies have demonstrated that employee turnover has a significant financial impact (Homans, 1958). Furthermore, management will be faced with personnel who have strong negative views of the firm but are unable or reluctant to quit if unidentifiable workers remain working. There are a number of factors that could contribute to a weak labor market, including but not limited to: high unemployment, inadequate pensions, and generous severance packages (Bierle et al., 2019). It's exemplified by workers who stick around despite being dissatisfied with the firm, their jobs, or other issues because of their great loyalty and/or moral allegiance to the organization (Meyer & Allen, 2004).

However, while most managers do not want their employees' names concealed, it is crucial to note that not all forms of employee anonymity are inherently bad to the organization. It's worth noting that disaffection doesn't always lead to negative outcomes for society; it can inspire constructive outcomes such as whistleblowing, creativity, and moderate protest (Ashforth & Mael, 1998). Argues that relational or emotional conflict is one of the causes of alienation in the workplace. Therefore,

employees are more prone to engage in counterwork behavior or deviant behaviors like disidentification if they are at odds with their supervisor or direct boss.

H2: There is positive association between relationship conflict and disidentification.

2.2.3 Relationship Conflict and Organizational Deviance

Workplace conflict is inevitable and cannot be avoided by employees (Kundi et al., 2021; Lalegani et al., 2019; Babalola et al., 2018). According to a recent study by (Kundi et al., 2023), employees who are exposed to relationship conflict are more prone to engage in counterproductive behavior at work. Workplace deviance, as defined by Robinson and Bennett (1995), is "the intentional violation of significant organizational standards by an employee who poses a threat to the well-being of the company or/and its members." Based on this definition, deviance in the workplace is a type of inappropriate behavior in the workplace. Further, they have split workplace deviance into two subtypes: interpersonal and organizational. Both sorts of deviance may surface when people are under duress from external sources like tense social situations or an unpleasant job environment. Additionally, they have split workplace deviance into two subtypes: interpersonal and organizational (Robins & John, 1997).

Robinson and Bennett (1995) also defined workplace deviance as an employee's voluntary activity that is seen as a danger to the wellbeing of an organization and its members. The term "workplace deviance" refers to the voluntary behavior of an employee that is seen as posing a risk to the health and safety of the business and the people who work there. Robinson and Bennett (1995), added that interpersonal deviance and organizational deviance, both of which may be displayed as a reaction to stresses including but not limited to life events and poor working settings, have been further classified as two related but separate forms of workplace deviance. These two types of deviance may be displayed as a reaction to stresses including but not limited to life events and poor working settings. Deviance in the workplace can take many forms, such as interpersonal deviance and organizational deviance, for example. The phrase "organizational deviance" refers to actions that

are detrimental to an organization and may be found in many forms. Theft, work-related idleness, and intentional damage done at one's place of employment are all examples of organizational deviance. Interpersonal deviance is a phrase that refers to acts that are done against other persons, such as verbal abuse, physical abuse, and sexual harassment. This type of deviance can be classified as a type of antisocial conduct (Robinson & Bennett, 1995).

Numerous studies have investigated the various factors that may contribute to employees' erratic behavior. This may be due to retribution attribution Aquino, Lewis, and Bradfield (1999); Fisher (2000) Fox, (Spector & Fox, 2002) negative affectivity (Skarlicki, Folger, & Tesluk, 1999) a trait like wrath; or an attitude of retaliation (Douglas & Martinko, 2001). There is a positive correlation between the presence of these factors and workplace deviance. A separate study by Robinson and Bennett (1995) found that there was no correlation between employee deviance and either of the two essential variables. Political deviation, personal aggression, production deviation, and property deviation are the four types of employee deviance. Employee fraud is included as a subcategory of organizational aberrant behavior in this framework.

Unfairly treated workers who refuse to contribute also act against the perpetrator, according to the social exchange theory (Gouldner, 1960). This is because, according to the notion, mistreated workers are more likely to become resentful. Nonetheless, there are a few academics who disagree. Employees who are unable to take revenge or are demoralized notice an increase in their conduct as a result of relational incompatibility, however (Dollard et al., 2013) discovered that victims of relationship incompatibility may participate in behavior that is prohibited in the workplace. Workers utilize the concept of fairness to evaluate their treatment at work and take action if necessary (Skarlicki & Folger, 1997). People might resort to criminal activity, theft, or vengeance under those conditions (Colquitt, Scott, Judge, & Shaw, 2006).

Several studies have found that the settlement of one workplace dispute can significantly influence the resolution and outcome of subsequent conflicts, both interpersonal and organizational (Trudel & Reio Jr, 2011). Ineffective conflict management can upset workers and set off a chain reaction that spreads from individual

to group discord and ultimately to the detriment of the entire firm (Bowling & Beehr, 2006; Mackey, Rios, & Cheng, 2023). In fact, Robinson and Bennett (1995) distinguished between deviance in interpersonal relationships and deviance in organizations. Deviant actions against other people in an organization are called interpersonal deviance, whereas actions against the organization as a whole are called organizational deviance.

The term "interpersonal deviance" is used to describe inappropriate actions directed at other people, used to describe inappropriate actions directed at the organization itself, such as theft, laziness, and sabotage in the workplace (Robinson & Bennett, 1995). Reciprocity rules entail obligations for both parties in a transaction, as stated by social exchange theory (Blau, 1968). Each party's reaction to the other's treatment is governed by these standards.

Cropanzano and Mitchell (2005) found that people who feel they are being unfairly treated at work (relationship conflict) are more likely to respond in ways that lower the quality of their relationships with coworkers. Employees' attitudes can be negatively impacted by interactions that are tainted by conflict (Zhao et al., 2018), and such interactions can also foster deviance in the workplace (Liu et al., 2022). As a result of unpleasant interactions, workers may experience negative feelings (including anger, disgust, anxiety, and hostility) and a desire for retribution, both of which can lead to antisocial conduct (Wulani, Handoko, & Purwanto, 2022).

According to the social exchange hypothesis, conflicts between coworkers have a negative hedonic value, which suggests that they contribute to workplace deviance (Cropanzano, Dasborough, & Weiss, 2017). "the emphasis is placed not on the restoration of benefits but on the return of injuries" is a key phrase in this theory, which essentially indicates that "the focus is not on the return of benefits but on the return of injuries" (Gouldner, 1960, p. 172). Conflict in relationships not only creates an unfair work environment, but it may also have a negative impact on efficiency and output for both the individual and the company. Finally, deviation and other harmful workplace behaviors can be predicted by examining the quality of interpersonal relationships. Studies have shown that employees who are the targets of workplace deviance are more likely to abandon their jobs, experience

stress and health problems, and have worse levels of productivity and morale, as reported by [Farrar et al. \(2019\)](#) and ([O’Leary-Kelly, Griffin, & Glew, 1996](#)).

However, ([Bruk-Lee & Spector, 2006](#); [Haq, 2011](#); [Kessler, Bruursema, Rodopman, & Spector, 2013](#)). When a business aims to hurt itself or its stakeholders, it can and does engage in a wide range of potentially damaging workplace practices ([Gruys & Sackett, 2003](#)). It’s possible that inappropriate actions will be taken against the company or its employees ([Bennett & Robinson, 2000](#)). Theft, vandalism, and other acts of property destruction, as well as withdrawn behaviors, are all examples of organizational or workplace deviance ([Robinson & Bennett, 1995](#)). Negative interpersonal behaviors include gossiping about coworkers, neglecting them, and intentionally harming their mental or spiritual health ([Bennett & Robinson, 2000](#)). Previous research has shown that analyzing organizational aberrant behavior as a whole makes it harder to draw connections to underlying causes, so we will no longer be taking this approach ([Naseer, Raja, Syed, & Baig, 2020](#)). Furthermore, the researchers stated that organizational deviance and interpersonal deviance both constitute a group of identical behaviors that are damaging to the organization, despite the fact that the nature of the acts and the people targeted by the acts are different ([Spector & Fox, 2002](#)).

Recent studies have shifted their focus to examine the relationship between the individual and the organization, which is determined to have the greatest bearing on business results ([Farrar et al., 2019](#)). As a major problem for both workers and their supervisors, deviance has a negative effect on workplace productivity and, by extension, the success of any business. Professionals may find it challenging to avoid confrontations in the workplace, despite the fact that such disagreements often lead to employees adopting aberrant behavior ([Merton, 1957](#)). Conflicts in the workplace can encourage employees to act in unacceptable ways, thus avoiding them is crucial for business success ([Farrar et al., 2019](#)). The following hypothesis has been established based on the prior discussion:

H3: There is positive association between relationship Conflict and organizational deviance.

2.2.4 Relationship Conflict and Hatred

Since a person's incompatibility with others is the root cause of relationship conflict, this type of dispute will almost always involve a personal and emotional element (Jehn, 1995). It has been shown time and again to be detrimental to the performance of teams and to lead to decreased levels of satisfaction, which is not surprising (De Dreu & Weingart, 2003; De Wit et al., 2012; DeChurch, Mesmer-Magnus, & Doty, 2013). On a psychological level, interpersonal conflict gives rise to negative feelings in both individuals and groups (DeChurch et al., 2013; Jehn, Greer, Levine, & Szulanski, 2008; Yang & Mossholder, 2004). In light of these unpleasant results, it is understandable why people would want to use avoidance as a method of dealing with interpersonal conflict once it has already occurred in order to limit the likelihood of any negative affective effects occurring. Previous study also reveals that teams use avoidant conflict management when relational conflict is frequent but is not harming the functioning of the team (Behfar, Peterson, Mannix, & Trochim, 2008; De Dreu & Van Vianen, 2001). Relationship conflicts are more difficult to resolve than other types of disputes, such as those over the task or the work process, because they contain personal incompatibilities, personality conflicts, and threats to the egos of conflict disputants. This is because relationship conflicts contain personal incompatibilities, personality conflicts, and threats to the egos of conflict disputants (Jehn, 1995). The negative chain of emotional events that is sparked by interpersonal conflict, that is, the experiencing of negative feelings, which, when compounded over time can raise the likelihood of emotional weariness, may be mitigated if certain conditions are met. These conditions include: (Bendersky et al., 2014). Relationship conflict is sometimes referred to as emotional conflict; for a critique of this conflation, (Bendersky et al., 2014; Pinkley, 1990; Jehn, 1997) identified relationship conflict as a significant predictor of negative emotionality. Despite the fact that relationship conflict and negative emotionality are frequently conflated in the literature (e.g., relationship conflict is sometimes referred to as emotional conflict; for a critique of this conflation, (Bendersky et al., 2014) annoyance, discomfort, and fury are examples of negative emotions that can exist independently as a separate dimension of conflict. A recent study found that the level of negative emotionality helped to attenuate

the impact of relational conflict on positive emerging states in groups. This was similar to what was found in the previous study (Jehn et al., 2008).

According to the findings of researchers, hatred is an intensely unfavorable sentiment harbored against the target of the hatred. People attribute all sorts of negative characteristics to the emotion of hatred, such as the thing being evil, unethical, and risky (Halperin & Eran, 2011; Staub et al., 2003; Baron, 1991). There are many unfavorable outcomes that are associated with conflict, such as wrath, bitterness, and disgust; these are well-known reactions in circumstances involving conflict (Staub et al., 2003; Allred, 2000).

Conflicts prohibit people from accomplishing their goals, whether those goals are more broad, like being a competent and well-liked person, or more task-specific, like addressing an issue. Conflicts impede people's ability to achieve both types of goals. According to Lazarus and S (1991), the perception of stress arises from the fact that negative feelings are elicited when goals are threatened. Because it shows a lack of respect and involves symptoms of interpersonal tension and rejection, relationship conflict presents a challenge to the primary goal of being a part of meaningful groups and maintaining healthy interpersonal ties (De Dreu & Gelfand, 2008).

In a broader sense, it poses a threat to an individual's feeling of value and their place in society, both of which are immensely stressful and unpleasant factors (Lazarus & S, 1991; Semmer et al., 2015). Task conflict, on the other hand, does not always signal scorn and rejection since it is typically allocated to the context (i.e., the task) rather than the other person. This is because task conflict is often seen as a reflection of the other person's performance (Jehn, 1995). This is true so long as the task conflict is not related to interpersonal conflict. But disagreements arise regularly in both interpersonal relationships and professional endeavors (e.g, De Dreu & Weingart, 2003). For instance, a quarrel over a task could grow more personal and develop into an interpersonal conflict (see Glasl, 1982). As a consequence of this, it is possible that task conflict is associated to poor well-being, in part because interpersonal conflict frequently comes before or simultaneously happens.

If the adverse correlations between task conflicts and well-being are mostly due to the fact that task conflicts are associated with interpersonal issues, then the question of what effects "pure" task conflicts are expected to have arises. On the basis of the concept that task conflict increases performance (Jehn, 1995), a number of academics have argued for beneficial effects on well-being. This is due to the fact that strong performance and success are likely to promote a positive attitude and higher levels of self-esteem (Crocker & Wolfe, 2001). It is not possible to rule out the possibility that conflict within a work may be perceived as challenging and stimulating. Deutsch (1983) asserted that conflict may help prevent stagnation and increase interest and curiosity in a subject matter (De Dreu & Gelfand, 2008). Additionally, there is strong evidence to support the hypothesis that conflict at work can negatively impact one's wellbeing, even when interpersonal conflict is not present. Conflict in the workplace is a sign of negative feedback since it implies that one's perspective is being rejected. Even if such harsh criticism can be voiced without inciting personal antagonism, it may nonetheless generate stress and put at risk one's efforts to cultivate a positive self-view (such as competence). In accordance with this, (De Dreu & Beersma, 2005) demonstrated in a series of experimental investigations how people have a tendency to identify with and internalize their views. These findings were gleaned from their examination of how people have the tendency to identify with and internalize their views. The rejection of these ideas and lines of reasoning is likely to be seen as an ego-threat, which may provoke adverse feelings in the recipient. This is of special significance. Because of this, it is likely that conflict at work has a negative influence on wellbeing regardless of the presence of interpersonal conflict. However, it is highly unlikely that these repercussions will be as serious as interpersonal disagreements, which can have significantly more far-reaching effects on a person's sense of belonging in their social group (De Dreu & Beersma, 2005).

Anger develops in people when there is a threat to their self-esteem or when they face any offense on their self-esteem, as stated by (Lazarus & S, 1991). Arooj and Naqvi (2023) Both relationship and task conflicts, which have been validated by research, are likely to damage or threaten an individual's self-esteem (Staub et al., 2003). Anger and other bad emotions, such as annoyance, resentment, disgust,

and hatred, have been researched as a potential outcome of chronic conflicts. It has been suggested that anger and these other negative emotions will escalate the conflict scenario (Graso & Grover, 2017; Ilies, Johnson, Judge, & Keeney, 2011; Halperin & Eran, 2011; Porath & Erez, 2007; Spector & Jex, 1998).

Research conducted in a variety of settings and using a variety of research methods has shown that the experience of rude or offensive behavior is linked to feelings of anger, resentment, and hatred. These findings have been validated by the fact that offensiveness is a relationship conflict stressor (Porath & Erez, 2007; Pearson, Andersson, & Wegner, 2001). Conflict in relationships inevitably leads to feelings of anger, irritation, and resentment. As a result of these negative emotions, communication and cooperation are hampered and prevented during times of relationship conflict (Graso & Grover, 2017; Jehn, 1995; Baron, 1991; Arooj & Naqvi, 2023).

H4: There is positive association between Relationship conflict and hatred.

2.2.5 Narcissism as a Dispositional Factor

Sigmund Freud is credited as being the first person to define narcissism; nevertheless, his analysis of the narcissistic personality was merely superficial. The American Psychiatric Association was ultimately responsible for defining narcissism many years after the fact. Freud's body of work was initially utilized as the foundation for the construction of the narcissist definition. Narcissism is a term used to describe a characteristic of an individual's personality in which they have an inflated sense of their own importance and a strong need to be admired (Neufeld & Johnson, 2016; Sheldon & Bryant, 2016; Buffardi & Campbell, 2008). Narcissists are those who have the self-delusion that they are exceptional, unrepeatable, and more worthy than other people. If narcissists are confronted with rejection, injustice, insults, or doubts, then there is a risk that they will respond in a manner that is both emotional and aggressive (Neufeld & Johnson, 2018; Sheldon & Bryant, 2016).

According to [Kernberg \(1974\)](#), the defining traits of narcissism include an inflated and grandiose feeling of one's own importance as well as the expression of rage through conflict. It is said that individuals who suffer from narcissism confuse their sense of their own greatness with their self-assertiveness, which gives them the impression that they can aggressively control others through adulation and mirroring ([Sheldon & Bryant, 2016](#)). There is a theory that the most common manifestations of narcissistic personality traits are self-love, arrogance, an inflated feeling of entitlement, a dramatic reaction to threats to their self-esteem, exploitative acts, and even retaliatory actions. They have a tendency to conflate the need to establish oneself with the need to protect a fragile sense of self-esteem. It is essential to be in a state of aggressive control while also feeling outraged.

It has been demonstrated through research that people experience negative feelings like humiliation, anger, and hatred when they feel they have lost control over a situation ([Sheldon & Bryant, 2016](#); [Ronningstam, 2005](#); [Baumeister, 1996](#); [Kohut & Heinz, 2009](#)). It is hypothesized that in order for narcissistic persons to feel a sense of greatness, personal strength, autonomy, and internal consistency, they must have learnt to be hostile and angry in order to act that way in the organization ([Neufeld & Johnson, 2016](#)). As attention among researchers has been directed increasingly on narcissism and the ways in which it influences behavior, there has been a concomitant increase in the number of studies that investigate the moderating effects of possessing a narcissistic personality trait ([Campbell, M, Roland, & Buetow, 2000](#); [Lipowska & Lipowski, 2015](#); [Meier & Semmer, 2012](#)). A link between the variables in these studies was discovered to exist, but only for narcissists. This link did not exist for people who were not narcissists. Those who had high levels of narcissism, for instance, frequently used self-enhancement as a comparative and non-comparison strategy when they failed a task. On the other hand, those who had low levels of narcissism were more adaptable and did not self-enhance when they needed to employ a comparative strategy ([Campbell, M, et al., 2000](#)).

They have a low capacity for empathy and emotional connection, which can lead to relationships that are exploitative and manipulative. They also have the propensity to have superficial relationships. In order to maintain their inflated self-views,

they will seek out opportunities to attract attention, steal credit from others, and manipulate others in relationships. When they are unable to uphold the inflated beliefs that they have of themselves, they may become hostile or aggressive (Campbell et al., 2011). Studies have also shown that persons who have been hurt are more likely to hold others responsible for major consequences, but are less likely to respond forcefully in situations where the consequences are viewed as being trivial (e.g, Burger, 1981; Shaw & Skolnick, 1971; Stewart, 2005). Because narcissistic persons labor actively to protect their exaggerated self-views and deploy defensive reactions to threats and negative self-views (e.g, W. K. Campbell & Campbell, 2009), narcissistic people are characterized by a tendency to exhibit inflated self-views (Campbell, Keith, Reeder, Sedikides, & Elliot, 2000; Hepper, Gramzow, & Sedikides, 2010). It has been demonstrated that narcissists are more prone to anger when they receive negative feedback, and they also have higher rates of aggressive behavior when they believe someone to be threatening to their self-esteem (Bushman & Baumeister, 1998).

It has been said that narcissists are incapable of tolerating disagreement because they have convinced themselves that they are extremely important and that the world revolves around them. Because of this, people are more likely to develop strong feelings, such as hatred, toward the organization or the individuals that make up the group (Neufeld & Johnson, 2018; Halperin et al., 2011; Baumeister, 1996). The following hypothesis is suggested on the basis of the viewpoint indicated earlier in this sentence.

H5: Narcissism strengthens the relationship between relationship conflict and hatred so that if narcissism is increased the relationship will be strengthened and if narcissism is decreased the relationship will be weakened.

2.2.6 Hatred and Whistleblowing

Hatred is described as an emotion that is profound, long-lasting, and intense, and it expresses resentment, rage, and hostility toward a person, group, or object, according to a study that was conducted by (Reber & Greifeneder, 2017, p. 342).

A physically intense and unfavorable feeling harbored against the target of one's hatred is known as hatred. People regard the target of their hatred as possessing all of the negative attributes that they themselves possess, such as being wicked, morally wrong, and dangerous (Halperin et al., 2011).

Anger, sentiments of vengeance, feelings of hatred, and other unpleasant affects are some of the negative effects that might emerge as a result of adverse work events. Negative behaviors and attitudes that are detrimental to others are associated to adverse work events. Fischer et al. (2018) suggested a functional approach to hatred, in which hatred and other bad emotions are examined, all of which are strongly related to one another. This method focuses on the functional relationship between negative emotions. A number of authors have drawn parallels between anger and hatred, and more lately, rage has been connected to thoughts of vengeance as well (Elshout, Nelissen, & Van Beest, 2015). The three primary presumptions or assumptions regarding the motivations of whistleblowers that have been accepted by previous studies are an ethical consideration, a cost-benefit analysis, and an emotional response (often scenarios). Numerous studies in the past have ascribed significant moral incentives to the act of blowing the whistle, and the term "whistleblowing" was coined to describe this behavior (Hoffman et al., 2015; Avakian & Roberts, 2012; Bouville, 2008; Grant & Janet, 2002). In a great number of other pieces of study, the use of cost-benefit analysis was identified as the primary motivating factor behind the decision-making process about whistleblowing (such as (Miceli et al., 2012)). However, Bouville (2008) argued that the concept of whistleblowing as a decision based on a cost-benefit analysis is incompatible with morality. He stated that this is due to the fact that people who report injustice do so despite the fact that they are aware that doing so could result in retaliation. According to the research of some other academics, an immediate impetus to disclose information is the experience of strong negative emotions, particularly hatred (e.g., (Hollings, 2013; Jos, Tompkins, & Hays, 1989)). According to the findings of Gundlach et al. (2003) study, anger had a significant role in "translating cognitive assessments of wrongdoing into decisions to blow the whistle" (2008). Hollings (2013) disagreed with the assertion that costs and benefits are taken into account before blowing the whistle. Instead, he asserted

that emotion played a significant role in decision-making, with emotions such as anger or hatred serving as a prerequisite for encouraging whistleblowers to reach a final decision.

Morality, which can be defined as a person's adherence to moral principles that help in distinguishing between what is true and what is false, is another consideration that employees need to take into account while deciding whether or not to blow the whistle (Hollings, 2013). Studying the morality of whistleblowing has been approached from a number of different perspectives, including the moral conundrum (Watts & Ronald Buckley, 2017). Using a normative point of view to shed light on the issue, the vast majority of academics believe that morality is the most important factor in deciding whether or not to report misconduct (Miceli et al., 2009). According to Avakian and Roberts (2012), morality is a motivating factor that "leads individuals to blow the whistle in organizations" (Arooj & Naqvi, 2023).

When employees decide to report suspicions of wrongdoing, it may be a very stressful situation for them because they may believe that doing so puts them in grave risk. As a result of this, the situation can cause them a great deal of anxiety. Therefore, according to (Miethe & Rothschild, 1994), it is a challenging choice that can only be made by a select group of individuals who are brave and have an acute awareness of the need for social justice. According to Rost (2006) blowing the whistle is a courageous act that works for the greater good of society, but it may come at a significant cost that outweighs the reward. An examination of the costs and benefits. In the context of a cost-benefit analysis, "whistleblowing" refers to a course of action that is supported by a logical evaluation of profits and losses. It is also sometimes defined as a sensible decision or option, or as a cool-headed approach. The cost-benefit viewpoint is built on the assumption that people will evaluate the costs and benefits of their activities and choose to act if the anticipated advantages surpass the expenses. This idea is the foundation for the cost-benefit viewpoint. The cost-benefit analysis has been welcomed as a motivating element for coming forward with wrongdoing in a number of works on the topic of whistleblowing (Miceli et al., 2012). According to the argument presented by (Henik, 2008), "present whistleblowing models rely on 'cold' economic

calculations and cost-benefit evaluations to explain the decisions and actions of potential whistleblowers.” This approach, which considers both costs and benefits, has a long tradition of use in the study of moral decision-making and the prevention of criminal behavior (Smith et al., 2007). According to Werber and Balkin’s research, workers purportedly make the decision to engage in unethical behavior ”by weighing the chances to be gained from wrongdoing (rewards/incentives) contrasted to the risk of being caught (performance assessment)” (2010: 319). This position, on the other hand, does not explain why some individuals came forward with information despite the fact that they were aware that doing so could result in consequences that were significantly more severe than any potential benefits. Emotion. Fredin, Venkatesh, Riley, and Eldridge (2019), are some of the studies that have highlighted the significance of the role that emotion plays in deciding whether or not to blow the whistle. The researchers Gundlach et al. (2008) believed that emotional reactions against the perpetrators of the wrongdoing, such as rage and resentment, were significant.

According to Henik (2008), seeing violations might give rise to unfavorable emotions such as fury, which can subsequently impact a person’s choice on the proper course of action to pursue. (Hollings, 2013, p. 511) came to the conclusion, based on the findings of a study that examined the role of emotion in the process of whistleblowing, that the decision to speak up was prompted by an emotional experience. (Arooj & Naqvi, 2023). According to Gundlach et al. (2008), the link between judgments of guilt over organizational wrongdoing and decisions to disclose it was completely mediated by sentiments of anger over the wrongdoing. Summary. The reasons or principles that guide a decision to reveal inappropriate behavior are referred to as motivations for making the disclosure.

According to research conducted by Ugazio, Lamm, and Singer (2012), the various feelings that people go through might have a variety of repercussions on the way that they behave morally. Weiner (1986) applied the attribution theory to feelings, he distinguished between attribution independent and attribution dependent feelings by introducing the term ”attribution dependent.” Not just in a more broad sense, but also in a more specific sense, anger is recognized as an emotion in situations in which a behavioral response is influenced by an emotional sensation

about whether an event or behavior is good or bad. Anger is almost always an attribution-dependent emotion that is prompted by the process of judging whether or not the cause is acceptable. According to a study that [Choi and Lin \(2009\)](#) conducted on the subject, attribution-dependent emotions, such as hatred, anger, disgust, contempt, surprise, fear, and distress, were strongly associated with responsibility and behavioral responses to a crisis, but attribution-independent emotions were not associated with either of these factors.

Hatred, along with feelings of disgust and vengeance, has not received a great deal of attention in the literature of organizational behavior. However, the review that is currently available on hatred, which was conducted by [Fischer et al. \(2018\)](#), clearly demonstrates that the goal of hatred is to destroy, hurt, and eliminate the target or object that is being hated, and that this goal goes beyond simply fixing or repairing the problem. There aren't many research that point to the fact that people have feelings of vengeance ([Elshout et al., 2015](#)). The cultivation of hatred is intimately connected to the act of taking vengeance. Insult, humiliation, and personal attacks not only stir up thoughts of hatred and vengeance but also keep those feelings alive for a longer period of time than other unpleasant emotions ([Elshout et al., 2015](#); [Fischer et al., 2018](#)).

Along with vengeance and fury, hatred motivates people to cause harm to others by, for example, blowing the whistle on some information or doing anything else that could be harmful to the object of their hatred, such as their boss or company ([Henik, 2008](#)). The act of blowing the whistle is often done with the intention of helping other people, which is why it is considered to be a socially responsible conduct ([Bashir et al., 2011](#); [Miceli, Near, & Dworkin, 2008](#); [Dozier & Miceli, 1985](#)). It has been suggested that there are instances in which individuals blow the whistle with the intention of exacting some form of retribution, or with the deliberate goal of causing harm or destruction to another person, group, or organization for the purposes of retaliation or vengeance ([Miceli et al., 2008](#)).

According to [Taylor \(2018\)](#), there are multiple definitions of whistle-blowing that have been presented by various academicians. One of the definitions of whistle-blowing is that it is an unofficial disclosure of information about apparent wrongdoing that is made by a current or employee of the organization in front of regulatory

authority or organization that are in a position to take action, where this disclosure is in the public interest (Taylor, 2018; Uys, 2000; King, 1999; L, 1996; Miceli & Near, 1992).

There are four aspects of the definition that are brought up in conversation: first, whether whistleblowing is unofficial or authorized; second, the nature of disclosure; whether it is disclosed internally or externally; third, the type of misconduct or wrongdoing; and fourth, ones the beneficiate that is supposed to earn? It is considered to be an act of unauthorized disclosure of information to report information in front of a channel that has not been designated for the disclosure of information (Uys & Senekal, 2008).

Uys and Senekal (2008) was the first researcher to discover that the organization views the disclosure as an unlawful action due to the manner in which it was revealed. It has been observed that whistleblowers will occasionally divulge information in a manner that is in some way controversial or unauthorized. This may be because the whistleblower has previous experience with a response, or it may be because the nature of the wrongdoing itself necessitates such a disclosure (Taylor, 2018).

In addition to this, if there is not a suitable avenue for reporting, then the company may view the option of blowing the whistle as an improper means to disclose the issue (Uys & Senekal, 2008). Unauthorized disclosure may occur as a result of a combination of reasons, including the reporting of a whistleblower through atypical channels, contact with the media or certain regulatory authorities that are in a position to fix the problem, as well as other similar actions.

It has been stated that a number of people believe that reporting incidents that occur internally is an approved action. According to Bashir et al. (2011), when there is lethargy present in an organization as well as fear of reprisal by supervisor, peers, or colleagues, that view creates a culture where it negatively influences whistle-blowing. Intrinsic benefits are the source of motivation for whistleblowers on a certain level. These rewards include the fact that whistleblowing can improve the climate of the workplace or lead to the settlement of a problem that is thought to exist.

According to the findings of a number of researchers, the person who blows the whistle on unethical behavior very frequently takes advantage of the situation and seeks personal gain, such as some kind of monetary or non-monetary reward, which is granted by some statutes in the United States and in other countries (Taylor, 2018; Bashir et al., 2011). In addition to this, the emotions of fear, rage, or hatred play an important role at various times throughout the act of blowing the whistle (Olesen, 2018; Henik, 2008). According to the findings of a number of researchers, whistleblowing may also be deemed to be an act of disrupting course of action when the intention is to cause harm to others in order to exact retribution and when it is motivated by feelings (Bashir et al., 2011; Miceli & Near, 1997; Arooj & Naqvi, 2023). Therefore, it is possible to postulate that:

H6: There is positive association between hatred and whistleblowing.

2.2.7 Hatred as a Mediator between Relationship Conflict and Whistleblowing

Organizations facilitate interpersonal relationships. People spend most of their waking hours at work, interacting with coworkers and managers, and building bonds there (Berman, Couttenier, Monnet, & Ticku, 2022). Because of the commitment and trust amongst coworkers, interpersonal proximity is inversely associated with the tendency to expose a transgression (Greenberg & Jerald, 1987). Friends are less likely to be reported (Hess, 2022; King III, 1997; Waytz, Dungan, & Young, 2013). Organizations have official (teams, workgroups) and informal (demographic) groups (Ashforth et al., 2001). Psychologically close coworkers may show in-group bias (H. E. Tajfel, 1978). Hierarchical workplaces reflect societal power dynamics. Power causes interpersonal distance, however (Lammers, Galinsky, Gordijn, & Otten, 2012). Power dynamics can hinder reporting (Guinote, 2017), including in the workplace. According to a previous study, people are less inclined to report a high-status criminal than a low-status one (Rehg et al., 2008). Despite increasing studies on whistleblowing, the whistleblower-wrongdoer connection is understudied (Bergemann & Aven, 2020; Hess, 2022). Given that whistleblowing includes someone witnessing unethical behavior, the decision to

expose it may rely on how close the two are. A prior meta-analysis found a considerable positive link between offender proximity and whistleblowing intentions (Mesmer-Magnus & Viswesvaran, 2005).

According to (Lindner, 2006), confrontation causes powerful emotions. Emotions affect conflicts, which affect emotions. Lindner (2006) suggested that when people feel mistreated and harmed, they respond with rage and hatred. The more they're hurt, the more they hate. Lindner (2006) argued that people get furious when they believe the person injuring them has enough control over the issue, such a boss or employer. The literature on whistleblowing suggests that powerful emotions trigger behavioral intents and acts (Gundlach et al., 2003), and because rage is one of the most oppressive emotions, this is accurate (Frijda et al., 1986; Tripp & Bies, 2009).

Allred (2000) found that people who believe others won't hurt them desire to publicly or secretly injure others. Hatred goes beyond rehabilitation and goal-setting, according to Fischer et al. Hatred aims to destroy and eliminate its target (Farrar et al., 2019). Emotions affect disclosure decisions. Emotions play a big influence in employees' decisions to blow the whistle or not (Isen & Geva, 1987; Isen & Patrick, 1983; Suedfeld, 1992).

Many whistleblowing works use cost-benefit analysis as a motivator (Cassematis & Wortley, 2013), this costs-rewards paradigm has been applied in moral decision-making and crime prevention research (Smith et al., 2007). Werbel and Balkin (2010) claim that employees commit misconduct by weighing the advantages of wrongdoing against the risk of getting caught. This doesn't explain why some people come forward with information despite knowing it could cause more harm than good.

Observing transgressions can produce unpleasant feelings like fury, which might influence a person's action. Hollings (2013) found that emotional experiences drive whistleblowing. Gundlach et al. (2008) found that wrath over organizational malfeasance mediated the link between guilt and reporting. Summary. Motivations are the motives for disclosing misbehavior. Although many research on whistleblowing presume cost-benefit analysis is crucial, it was the least influential

in the decision to blow the whistle externally. Our poll participants ranked morality and emotion above costs and benefits. This suggests that financial incentives won't inspire employees to report wrongdoing. This conclusion does not ignore the role of cost-benefit evaluations in internal whistleblowing or the purpose to do so. Therefore, precisely in stable situations with predictable effects, it may be a more significant motivator for internal whistleblowing and the intention to blow the whistle than for external whistleblowing and actual whistleblowing. [Miceli et al. \(2009\)](#) said financial benefits for tips could increase their frequency and intent. Money rewards for internal whistleblowing increase the intention to disclose malfeasance because they replace morality as a motivator (2013). "Benefit-to-cost difference" encourages red flags, say ([Keil et al., 2010](#)). These studies show that the value of cost-benefit analysis as a motive depends on whether a whistleblower is internal or external, whether the whistle is blown or only meant to be blown, and other aspects. Those who blew the whistle out of moral obligation would do so again without remorse, whereas those who experienced serious penalties would never do so again. Emotional reasons and cost-benefit evaluations are unrelated to blowing the whistle again. External whistleblowers were very motivated to change the status quo, but this did not increase their intention to blow the whistle again. The findings suggest that giving employees who report wrongdoing moral advantages and stronger retaliation protections may increase their propensity to do so in the future. Management can have a big impact here. The value of reporting can be valued by having an open discourse and rewarding whistleblowers, etc ([Brown, Jonathan, Lewis, Moberly, & Vandekerckhove, 2014](#)).

[Ugazio et al. \(2012\)](#), say different emotions affect how people act morally. [Weiner \(1986\)](#) distinguished between attribution independent and dependent emotions. [Henik \(2008\)](#) found that anger, hatred, and fear influence whistleblowing decisions. Whistle-blowers often exhibit indignation, even outrage, hatred at the wrongdoing they've uncovered or due to workplace disagreement with their supervisor ([Farrar et al., 2019](#); [Miethe & Rothschild, 1994](#); [Arooj & Naqvi, 2023](#)).

H7: Negative emotion hatred mediates the relationship between relationship conflict and whistleblowing.

2.2.8 Hatred and Disidentification

According to the findings of a study conducted by (Morrison & Robinson, 1997), employees are more likely to display negative emotions such as anger, hatred, disappointment, and resentment, etc., whenever they feel that there are unfulfilled expectations that negatively affect their job performance. This theory was proposed in their study. Similarly, an individual will have intensely unpleasant feelings when they have the perception that there is a significant level of inconsistency in their identity and that the organization is to blame for the inconsistency. This identity danger will generate feelings that are unfavorable and detrimental to one's well-being. It has been stated that anything that calls into doubt a person's sense of competence, challenges their value, or disrespects them might be considered a danger to that person's identity (Aquino & Douglas, 2003).

As a result of relational strife, some people misrelate themselves to their employers or organizations, which can lead to disidentification. They may also perceive themselves as competitors within the organization (Elsbach, 2001). It has been hypothesized that people who have a poor impression of their organization but who remain employed there may react by cognitively distancing themselves from the organization in order to cope with their feelings. In contrast, a low level of organizational identification can be the result of obviously misrelating with the organization, rather than disidentifying (Kreiner et al., 2004). According to research conducted by Larsen and Diener (1992), individuals in the workplace must also describe themselves as the opposite of the organization in order to disidentify with the organization. This is due to the fact that negative emotions are intensely stimulated in the workplace, such as hatred, rage, disgust, and other similar feelings (Smith, A, & Ellsworth, 1985).

The authors argued that such emotions and feelings are most likely to lead workers to redefine themselves as opponents in the organization. They argued that this is because disidentification requires strong resistance, and negative emotions may serve as the driving power that allows individuals to offer information about themselves as rivals in the organization (Kreiner et al., 2004). Researchers such as Kreiner et al. (2004) and Mackie, Devos, and Smith (2000) came to the conclusion

that once group membership is widespread, feelings of hostility and resentment toward the supervisor project the intents of individuals to either threaten or oppose the supervisor or employer. Disidentification is defined as "a successful separation from a group that results in a negative self-defining relationship with a related group." This successful dissociation from a group leads to a negative self-defining relationship. To put it another way, disidentification is a strategy for removing oneself from the influence of negative social groups (McGlothlin & Killen, 2010).

According to the available research, members of a group may choose to quit the group if they feel that their in-group does not adequately satisfy their demand for social identification. On the other hand, it is not difficult to conceive of scenarios in which individuals become aware of criminal behavior but are unable to express their outrage at the one who is accountable for it (Cameira & Ribeiro, 2014).

As a result of the unfavorable categorization that is prompted by disidentification between the individual and the group, this mental state is closely associated with other unpleasant emotions, such as anger, which serve to reinforce the individual's sense of isolation from the other party (Kreiner et al., 2004). Multiple research have come to the conclusion that workers lose their sense of belonging to the community of their workplace and participate in more antisocial behaviors than activities related to citizenship as a result (Fiset & Bhave, 2021). According to Karreman and Spicer, people are said to spend a lot of time in the workplace engaging in identification-related activities. Some examples of these activities include employees creating, maintaining, and occasionally rejecting prescribed identities. These are just a few examples of the identification-related activities that people are said to spend a lot of time doing (2007). People have been proven to exhibit actions that are known as disidentification from organizations, and it is interesting to highlight that this phenomenon exists. According to this line of reasoning, the act of disidentification entails consciously isolating the identity of one individual from that of another and affixing a pejorative name to the "other" group (Elsbach & Bhattacharya, 2001).

According to findings from recent studies on the relationship between disidentification and emotions in organizations, threats to an organization's identity can give rise to powerful feelings such as hatred, fury, shame, and guilt (Kemeny et al.,

2004; Lickel et al., 2005). The appraisal theory of emotions, which was developed by (Smith et al., 1985), postulates that people at work assign meaning to the circumstances and occurrences that occur to them, and that this particular meaning is what causes them to feel certain emotions and have certain feelings, as well as having an effect on their overall wellbeing in the organization. To be more specific, they ask a number of questions to determine the extent to which they are affected by the circumstance, such as, "Does it (the event or the circumstance) affect me?" After individuals have performed risk assessments regarding the potential impact that particular event will have on their values (Cropanzano, James, & Konovsky, 1993; Weiss & Cropanzano, 1996).

Because of this, they were in a position to make a positive or negative assessment of the occurrence by asking questions such as "is this (event or scenario) good or bad?" In the final stage of the process, they raise the question "who is responsible?" in an effort to pinpoint the individual who they believe to be the cause of the aforementioned occurrence. Once players have identified the issue, they will begin to name and blame several game stars, which will elicit a range of negative emotions like rage, hatred, and disgust (Weiss & Cropanzano, 1996).

According to the findings of Fischer et al. (2018), when employees analyze any inconsistency between themselves and the organization that they are working for, they are more likely to experience unpleasant emotions such as guilt, resentment, hatred, and wrath, amongst others. When employees feel that their organization is to blame for not reaching their expectations, it can lead to the development of negative feelings such as wrath, hatred, shame, or guilt. On the basis of the aforementioned research, the following hypothesis can be formulated:

H8: There is positive association between hatred and disidentification.

2.2.9 Hatred as a Mediating Mechanism between Relationship Conflict and Disidentification

Disidentification occurs when individuals incorrectly relate themselves to their managers or organizations and describe themselves as organizational competitors

as a result of relationship strife. This causes the individuals to behave in an unprofessional manner (Elsbach, 2001). It has been hypothesized that people who have a poor impression of their organization but who remain employed there may react by cognitively distancing themselves from the organization in order to cope with their feelings. In contrast, a low level of organizational identification can be the result of obviously misrelating with the organization, rather than disidentifying (Kreiner et al., 2004).

Relationships in the workplace are an important component in determining the success of workplace outcomes because they serve as the fundamental structure of the organizing process (A. M. Grant, Gino, & Hofmann, 2011), frequently "do even more to make our daily lives sweet or sour" (Hughes, 1963, p. 321), and have the potential to "equip us with meaning and feed and shelter us with concreteness" (Hughes, 1963, p. 321). People are more likely to give in to their egos, participate, and become more emotionally invested in and interested in their relationships. "in the context of interactions" is where human acts actually take place as they are carried out (Dutton & Ragins, 2007, p. 4). It is essential to acquire a more in-depth understanding of how to renew connections due to the fact that they are so important to the outcomes of one's work, particularly in the event that inappropriate activities within partnerships are inescapable.

According to research conducted by Larsen and Diener (1992), individuals in the workplace must also describe themselves as the opposite of the organization in order to disidentify with the organization. This is due to the fact that negative emotions are intensely stimulated in the workplace, such as hatred, rage, disgust, and other similar feelings (Smith et al., 1985). The authors argued that such emotions and feelings are most likely to lead workers to redefine themselves as opponents in the organization, as disidentification requires strong resistance, and negative emotions may serve as the driving power that allows individuals to offer information about themselves as competitors in the organization (Kreiner et al., 2004). The parties involved in a conflict generate behavioral reactions as a result of their perceived incompatibility with one another or their conflicting points of view. It is true that there is a lack of consensus in the academic literature about whether or not workplace conflict is beneficial to organizational success at work

(Kozlowski & Ilgen, 2006). According to one research stream, conflict is considered as a component that diminishes group member satisfaction, inhibits information flow, diverts attention, increases cognitive burden, and restricts adaptability. Conflict ignites powerful feelings, the likes of which can include disillusionment, hurt feelings, and an uncomfortable feeling overall. People are more likely to respond with hatred rather than sympathy when they believe the other person has disrespected them, whether this was done accidentally or on design. The more suffering a person endures, the more outraged they become. Employees are more likely to feel irritated when they believe the person who is causing them harm to have sufficient control over the situation to end the harmful effects of the situation. When people believe that the other person intended for them to be harmed, their level of wrath increases significantly. If it is not controlled effectively, it has the potential to result in rifts that cannot be repaired, hatred, and breakdowns (Allred, 2000; Carnevale & Probst, 1998; Lau, C, & Murnighan, 1998).

Researchers such as Kreiner et al. (2004) and (Mackie et al., 2000) came to the conclusion that once group membership is widespread, feelings of hostility and resentment toward the supervisor project the intents of individuals to either threaten or oppose the supervisor or employer. This gives rise to the following hypothesis, which is that:

H9: Negative emotion hatred mediated the relationship between relationship conflict and disidentification.

2.2.10 Hatred and Organization Deviance

Recent research link emotions to aberrant workplace conduct (Lester et al., 2010; Bolino & Klotz, 2015). Hostility against wrongdoers is the emotion of those who have suffered from a boss or employer (Berkowitz, 1993).

Recent research shows that events that cause stress and friction among organization members lead to harmful negative emotional reactions, which evoke negative behaviors like being aggressive with other members or destroying organization property to justify their dissonance (Farrar et al., 2019; Eissa & Lester, 2017;

[Berkowitz, 1993](#)). Whistleblowing isn't always moral. Some whistleblowing may be intended to harm the group it's directed at, such as when it results from disidentification or disassociation. Even when whistleblowers are motivated by moral considerations, some may view their acts as ill-considered and immoral ([Stanley, 2014](#)). In certain circumstances, disidentification produces useful behaviors like inventiveness, disagreeing without doing wrong, and whistleblowing ([Ashforth & Mael, 1998](#)).

Sometimes people blow the whistle out of revenge or to injure or destroy another person, group, or organization. Researchers have noted that whistle-blowing can be disruptive when it is designed to damage others and is affect-driven ([Stanley, 2014](#); [Bashir et al., 2011](#); [Miceli & Near, 1997](#)).

[Spector and Fox \(2005\)](#) studied how aberrant employee conduct is linked to emotions. In this regard, authors justify the link by proposing that deviant workplace behaviors due to negative emotions evoked because stress, friction, or any related event in the environment leads to the perception of being hurt, evoke negative emotions, and negative emotions elicit negative responses that come under deviance. ([Farrar et al., 2019](#); [Eissa & Lester, 2017](#); [Spector & Fox, 2005](#); [Berkowitz, 1993](#)). [Spector and Fox \(2002\)](#) suggested that to relieve bad feelings, people strive to ruin their company, employer, or anyone with whom they are in dispute. This offers them temporary pleasure but doesn't address the problem.

Emotional cognitive evaluation explains how emotions are formed. This idea proposes that people evaluate events they experienced or perceived, resulting in emotional responses. Emotion represents assessment, the link between events and personal feelings. [Lazarus and A \(1984\)](#); [Lazarus and S \(1991\)](#) The appraisal happens spontaneously and without the person's input ([Moors, 2017](#)). People can govern how they judge circumstances when they know the actor is aware of the potential for action. The evaluation calls this "accordance" ([J. Gibson & Haritos Fatouros, 1986](#)). Emotion psychologists say appraising anything causes emotions, sentiments, action inclinations, and acts ([Lazarus & S, 1991](#); [Roseman & Smith, 2001](#)). [Moors \(2017\)](#) reviewed cognitive appraisal theory and discussed emotion emergence. It comprises interactions with the environment, behavioral

tendencies, physiological responses, emotional expression, and subjective experiences. Emotions convey people's impressions of an event or experience.

A company's view of systemic injustice may lead to individual appraisal, which stirs emotions. Injustice causes fury, rage, and disillusionment (Folger, Robert, & Konovsky, 1989). According to studies, injustice causes moral anger, contempt, and institutional enmity (Andrews & Kacmar, 2001; Dietz, Ostrom, & Stern, 2003; Rupp & Spencer, 2006). This may be due to lowered self-esteem caused by perceived systematic injustice. People's perceptions of justice depend on their situation (Folger, Robert, & Cropanzano, 2001). Injustice can lower people's self-esteem. The occurrence or experience determines each person's distinct emotions and experiences, including sadness, rage, and hatred (Lazarus & S, 1991; Roseman & Smith, 2001). Perceived overall unfairness implies the company or authority breached workplace norms (Skitka, 2009). Unjust situations are unfavorable to employees. How we view the external world affects our emotions and cognitive capacities, say (Moors, 2017). Employees may feel alienated and want to maintain their superiority and self-esteem. Perceived injustice causes degrading and low self-esteem (Smith & A, 2004; Smith et al., 2007). It implies the organization violated people's rights and dignity (Loi, Xu, & Liu, 2015), which could anger them. Subjective emotions can impact motivations and behaviors (Ashkanasy & Dorris, 2017). When workers think the corporation can and should do right, they demand justice. If the organization fails, they'll feel bad. Hatred is the most common negative workplace emotion (Miron-Spektor & Rafaeli, 2009). Aggression, animosity, and discontent are linked (Roseman, 2013).

Psychologists (Colasante, Zuffiano, & Malti, 2015; Gresham, Melvin, & Gullone, 2016; Wang, Liu, & Zhu, 2018) say angry people punish and retaliate (Barclay, Skarlicki, & Pugh, 2005), participate in aggressive behavior, and punish others. Anger can cause harmful company activities (Thomas, 1992). An emotional bond combines a person's cognition and behavior, according to (Weiss, Suckow, & Cropanzano, 1999; Barclay et al., 2005). Emotions are the psychological repercussions of how a person sees their environment (Lazarus & S, 1991). Injustice and wrath are commonly linked, according (Thomas, 1992). Earlier research suggests anger may moderate the link between perceived unfairness and revenge (Barclay

et al., 2005). Thus, rage may contribute to organizational deviance and buffer it from perceived structural unfairness.

Researchers that studied these and similar phenomena took diverse theoretical views on emotions. (Neuman & Baron, 1997, 1998, 2005) research explores unfavorable motions in affective aggression. Anger, hostility, hatred, and humiliation played key roles in their model of aggressiveness (Neuman & Baron, 2005). This paradigm believes that situational discomfort, unfairness, insults, and presence create violence. These induce negative sentiments and aggressive ideas, which encourage evaluation and aggression decisions. Their approach is founded on cognitive neo associationism (Anderson et al., 1996; Anderson, Deuser, & DeNeve, 1995; Berkowitz, 1990).

Situational circumstances, such as feeling threatened, mistreated, or frustrated, can activate primary and secondary assessments as well as cognition (hostile thoughts, memories, or aggressiveness scripts), affect, and conduct (Anderson et al., 1996). According to O'Leary-Kelly et al. (1996), poor affect can ignite hatred in organizations, even when the unpleasant conditions or consequences cannot be traced to a specific person. In that situation, emotional arousal may be pervasive, and wrath may target any available object. Bies and Tripp (2005) say emotions play a role in revenge. They say revenge is a reaction to goal obstruction, norm and commitment breaches, or power and status attacks in companies (Dollard et al., 2013). Skarlicki and Folger say people feel bitterness and outrage when wronged (1997). Recent research has examined vicarious reactions to wrongdoing, while earlier studies focused on inequality (Folger et al., 2001). The negative emotion felt in response to unfavorable situations or results depends on the source. According to Martinko, Gundlach, and Douglas, internal attributions for negative events (my fault) result in negative emotions (like self-deprecation or helplessness) and behaviors (like learned helplessness or substance abuse) directed toward oneself, while external attributions combined with perceived intentionality result in negative emotions (like anger) and behaviors (like aggression, retaliation, or sabotage) directed toward another (2002). (Spector & Fox, 2002, 2005) counterwork behavior model emphasizes emotional reactions to work stress. Employees evaluate workplace conditions. Stressors create hatred, worry, and despair.

In the agent-system concept of justice, individuals react to perceived fair/unfair treatment by looking for the source (Bies & Shapiro, 1988). Various scholars felt that there is a tradeoff between employer and employee, supervisor and subordinate, and that supervisors and employees create exchange relationships (Jones & A, 2010; Spector & Fox, 2005; Rupp & Spencer, 2006).

When expectations are breached, blaming begins, blaming leads to negative feelings like wrath, retribution, hatred, and disgust towards employer or supervisor, and individuals engage in deviant work behaviors (Aquino, Tripp, & Bies, 2001, 2006).

H10: There is positive association between hatred and organizational deviance.

2.2.11 Hatred as a mediator between Relationship Conflict and Organizational Deviance

Robinson and Bennett (1995) defined workplace deviance as any voluntary member activity that breaches significant organizational standards and threatens the organization and/or its members (p.556). Any stressor (financial, social, or working) might cause organizational deviation (Robinson & Bennett, 1997). Deviant behavior occurs when an employee deviates from specified values, norms, standards, and regulations (Robinson & Bennett, 1995).

Spector and Fox (2005) say aberrant conduct at work is caused by stress and other negative factors. According to previous studies (Spector & Fox, 2005), occupational stress promotes irregularities such absenteeism, alcoholism, drug usage, low work motivation, and low productivity (Safaria, bin Othman, & Wahab, 2011). Counterproductive work behavior is a bad reaction predicted by relationship conflict, irritation, and workplace stress (Bruursema, Kessler, & Spector, 2011; Jones & A, 2010; B. Marcus & Wagner, 2007). Other research demonstrates that organizational deviation is a stress-related emotional reaction (Fox, Suzy, Spector, & Miles, 2001). Emotional cognitive evaluation explains how emotions are formed (Farrar et al., 2019; Eissa & Lester, 2017; Spector & Fox, 2005; Berkowitz, 1993).

Moors (2017) detailed emotional development. (Lazarus & A, 1984) The appraisal happens spontaneously and without the person's input (Moors, 2017).

According to studies, injustice causes moral anger, contempt, and institutional enmity. Perceived injustice causes degrading and low self-esteem. Unfair circumstances are unfavorable to employees. How we view the external world affects our emotions and cognitive capacities, say (Moors, 2017). The occurrence or experience determines each person's distinct emotions and experiences, including sadness, rage, and hatred (Lazarus & S, 1991; Roseman & Smith, 2001).

Psychologists say that angry people typically react, engage in violent behavior, and punish others. Emotions are the psychological repercussions of how a person sees their environment (Lazarus & S, 1991). Previous study suggests hatred may moderate the link between perceived unfairness and revenge. Researchers use several terms for deviant activities, including workplace deviance (Bennett & Robinson, 2000). Anderson et al. (1996) identified aggressive, counterproductive, and antisocial behavior (Giacalone & Greenberg, 1997). Proposed workplace deviance categories are interpersonal and organizational (Robinson & Bennett, 1995). Interpersonal deviant behavior occurs in organizations when peers, colleagues, etc. engage in sexual harassment, verbal, and physical hostility (Robinson & Bennett, 1995). Organizational deviance includes behaviors like theft, laziness, and harming company property (Robinson & Bennett, 1995).

Emotional conflicts with a supervisor or employer may lead to organizational deviance (Merton, 1957). Conflict cannot be avoided in the workplace, but it must be managed and treated effectively or it can lead to deviant conduct (Farrar et al., 2019).

This research hypothesized that workplace relationship conflict leads to interpersonal and organizational deviant behavior. Deviant workplace actions and emotions are strongly linked, according to study (Berkowitz, 1993).

Farrar et al. (2019) suggested tension, friction, and conflict situations have significant negative emotional effects that urge violent workplace conduct. Spector and Fox (2005) stated that negative emotions followed by bad workplace events lead to deviant workplace actions.

H11: Hatred mediates the relationship between relationship conflict and organizational deviance.

2.3 Theoretical Framework

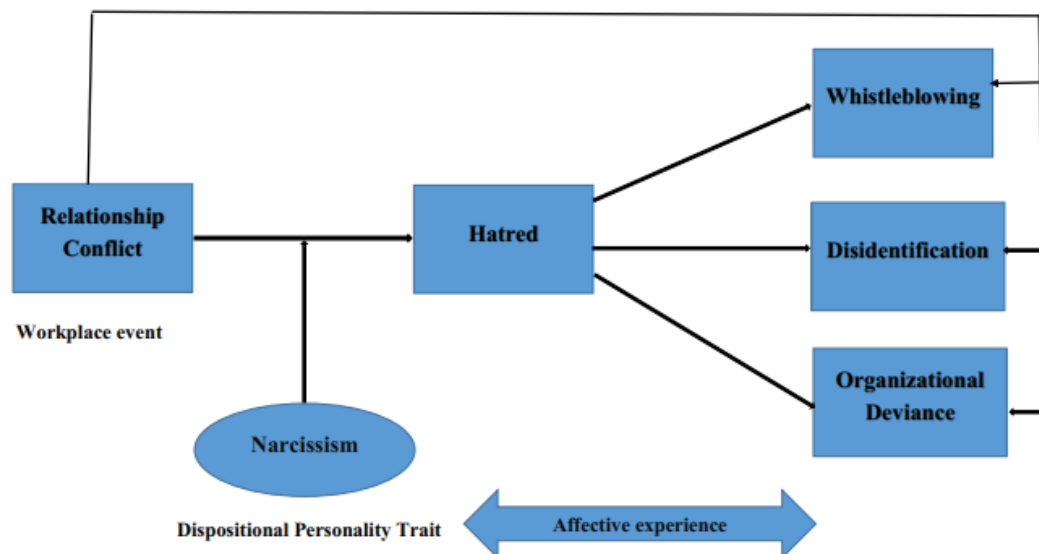


FIGURE 2.1: Research Model

The variables in the thesis and their relationships are explained in detail by the theoretical framework that was previously established. This framework is based on Affective Events Theory (AET), which is the study's underlying theory. The operationalization of this paradigm will then include data collection, data analysis, and sample and population selection. While a lot of research has been conducted using the Affective Events Theory as its basis, other factors that were included in this study were narcissism, organizational deviance, relationship conflict, hatred, whistleblowing, and disidentification. Both these variables and their associations with the idea of affective events will add new insights to the literature of current research.

2.4 Research Hypotheses

H1: There is positive association between relationship conflict and whistleblowing.

H2: There is positive association between relationship conflict and organizational disidentification.

H3: There is positive association between relationship conflict and organizational deviance.

H4: There is positive association between Relationship conflict and hatred.

H5: Narcissism strengthens the relationship between relationship conflict and hatred.

H6: There is positive association between hatred and whistleblowing.

H7: Hatred mediates the relationship between relationship conflict and whistleblowing.

H8: There is positive association between hatred and disidentification.

H9: Hatred mediates the relationship between relationship conflict and disidentification.

H10: There is positive association between hatred and organizational deviance.

H11: Hatred mediates the relationship between relationship conflict and organizational deviance.

Chapter 3

Research Methodology

Details regarding the type of study, data collection, time horizon, unit of analysis, research design, sample size, population, instrumentation, and questionnaire processes are included in the methodology section. The methodology section, in addition to supplying information on all of the aforementioned techniques, directs researchers in matters pertaining to data analysis ([Gombos & Párdi, 2016](#)). In the realm of social sciences, there are two primary schools of thought that can be taken when it comes to research methods: positivism and interpretivism. Both of these schools of thought have their advantages and disadvantages. Positivists are more likely to embrace quantitative procedures, whereas interpretivists are more likely to go toward qualitative ways. In this investigation, the research paradigm that was utilized was the positivist research paradigm. This research paradigm makes use of the philosophy of positivism to direct research procedures and analysis.

According to [Ryan \(2018\)](#), positivism originates from empiricism, and as part of its methodology, it prioritizes objectivity in addition to testing the correctness or incorrectness of hypotheses. One develops hypotheses for the purpose of analysis by making use of theory that has already been established. In addition, the role of the researcher in positivism is to collect data and then conduct an objective analysis of that data by making use of observable results ([Aliyu, Bello, Kasim, & Martin, 2014](#)). For the goal of conducting data analysis, researchers in the field of social sciences have traditionally made use of both quantitative and qualitative research approaches. In recent years, there has been tremendous development

in the field of social sciences about the separation between these two research approaches (Allwood, 2012).

The quantitative research technique was used for this study because the emphasis was placed on discovering the nature and breadth of the links that exist between the numerous theoretical constructs that make up the framework. This was the motivation behind the choice of this research approach (Yilmaz, 2013). The quantitative research method is a type of empirical research that is utilized in the investigation of social phenomenology; this research puts the theory to the test and conducts an in-depth statistical analysis on it (Gay & Airasian, 2007). Quantitative research technique is a "specialist field that provides a variety of hurdles to those who engage in it," as stated by R. M. Kaplan, Chambers, and Glasgow (2014), When it comes to the conveyance of ideas through the media of mathematics and statistics, this is especially true.

3.1 Research Design

In this particular chapter, the methodology that was utilized during the course of the research that was carried out in order to investigate the psychological repercussions of hatred is outlined in detail. The role of hatred as a mediator between relationship conflict and the many effects that come as a direct or indirect result of that conflict, such as whistleblowing, disidentification, and deviation in the workplace, was investigated. One of the effects that was looked at was deviation in the workplace. The role of narcissism as a moderator between the affective consequence of relationship conflict and the conflict itself was investigated. The research design, time horizon, unit of analysis, data collection technique, sample, measurements, and specifics regarding the demographics of the study are all included in this part.

3.1.1 Type of the Study

A cross-sectional approach was intended to be taken with this study's time horizon in mind. The data collection process has been broken up into three stages. The

research is of a causal nature, and its overarching purpose is to ascertain whether or not hatred can be attributed to relationship conflict. The current investigation is predicated on the concept of a cause and effect link; directional hypotheses are constructed, and causal investigation can more effectively fulfill the aim of hypothesis testing. The co-relational investigation was carried out in addition to the causal investigation; nevertheless, the findings from the co-relational investigation were not utilized in the drawing of conclusions.

3.1.2 Study Setting

Questionnaires were distributed throughout the actual working environment in order to collect quantitative data. The Likert scale was utilized in order to quantify the responses, and the questionnaires were adapted from previously conducted research. Using a likert scale with five points, each questionnaire was scored from one to five, with one being the least intense manifestation of any attitude or behavior and five representing the most intense manifestation of any attitude or conduct. Because participants in the current study were employees who were contacted at their workplace, this study was a field study. Participants in the study were govt. sector employees from BPS (14) to BPS (17).

3.1.3 Unit of Analysis

The unit of analysis was individuals that was employed for the study. The individuals who are employed by organizations in the public sector from BPS (14) to BPS (17) are taken into consideration as the unit of analysis. The response from subordinates was taken into account in varying degrees depending on the nature of the scale.

3.1.4 Time Horizon

In order to steer clear of the prevalent technique bias that frequently manifests itself in cross-sectional applications, a time lag research was carried out. The data were obtained at three different time intervals. Every instance of lag lasted for

three weeks. The time that passes between a stimulus and a response or between a cause and its effect is referred to as the time lag. According to the findings of a number of meta-analyses, the longer that passes between two assessments, the less significant the effects are (Atkinson, Derry, Renkl, & Wortham, 2000). A rule of thumb has formed, suggesting that effects become less significant as time lags increase greater, despite the fact that there is no general conclusion that can be readily taken from the present studies (Dormann & Griffin, 2015).

3.1.5 Data Collection Procedure

The data were gathered from full-time employees in their usual environments at three different time intervals. The first study began as soon as oral authorization was granted by the manager, and information regarding relationship conflict and narcissism was gathered during the initial part of the investigation. When the first three weeks had passed, a second term of data collecting was carried out as a supplement to this primary activity in order to address the problem of common method variance (a problem with self-reported response). During the second term, data collection took place on the mediator hatred. The responses to questions pertaining to Whistleblowing, Disidentification, and Workplace Deviance were gathered in the final phase. The scales were coded with IDs so that the questionnaire may be filled back out by the same employees in following phases of data collection. This was done to facilitate all phases of data collection and to account for the possibility that employees would be reluctant to give their names. Questionnaires were used to gather the necessary information. It is a very popular instrument for the data collection process (Sekaran & Bougie, 2003). In the section on instruments, information about scales and their writers is included.

3.1.6 Research Ethics

According to Mallah, Nawaz, et al. (2022) researchers in the social sciences in developing countries like Pakistan have difficulties because there has been less of an emphasis placed on research methodologies and research ethics. When undertaking data collection, a researcher has a moral need to have research ethics front and

center in their mind at all times because research ethics are not just an absolute necessity but also a matter of social convention. In addition to this, research ethics involved a resource person and helped to eliminate doubt as well as mistrust. As a direct consequence of this, the participants in the research project were provided with an anonymous treatment, and their identities were concealed when the findings were collected. They were provided with the assurance that neither their data nor their working relationship with their manager would be compromised in any way. They were given assurances regarding the security of their jobs as well as the privacy of their thoughts and feelings. Yet, the inclusion of a time-lag study into this thesis presented the greatest challenge to the collection of data. The same employees were going to be responsible for providing data in all three waves, which were designated as time lag 1, time lag 2, and time lag 3, respectively. In this regard, the cooperation of the organization as well as its employees is respected.

3.2 Population

Data was gathered from several entities in the public sector. List of the organizations is as follows:

1. Police
2. Power (electricity, gas, etc.)
3. Health (hospitals and their administration, etc.)
4. Land (offices dealing with collection of land revenue, etc.)
5. Education (schools and colleges and their administration)
6. Taxation (Federal Board of Revenue and its offices)
7. Judiciary (different courts)
8. Local government

Data was gathered from several entities in the public sector. Law enforcement department the authorities, as well as utility suppliers such as those who provide water, electricity, and gas, among other things. The Health Department is comprised of hospitals and the management of such facilities. The Land and Revenue

Department is comprised of various offices that are responsible for the collection of land revenue. The education sector consists of schools, colleges, and the management of those institutions. The Federal Board of Revenue and all of its offices are included within the Department of Taxes. Offices of the local administration, the customs department, and so on. The reason why the government sector was chosen was because there is a lot of malpracticing in the government sector. According to [Luo \(2002\)](#) Pakistan is the most corrupt Asian country out of many countries all over the world. This was one of the reasons why the government sector was chosen. The results of the Global Corruption Barometer indicate that the civil service is the most corrupt institution in Pakistan. As a result of this, the importance of whistleblowing is of the utmost importance ([Transparency International, 2021](#)). If government workers are permitted to make ideas and encouraged to blow the whistle without fear of negative repercussions, they may have a sense of increased value, which may result in an obligation on their part to make positive contributions to their place of employment. The sample size goal was set at one thousand or more, and the individuals and their managers served as the unit of analysis. We are able to use the sample determination table by using [Sekaran and Bougie \(2003\)](#) methodology for the population that is already known. The sample size table from [Krejcie and Morgan \(1970\)](#) was consulted, and as a result, the defined sample size for the current study is 520 [Krejcie and Morgan \(1970\)](#) reported that if the population size is 100,000 or around than at 95% confidence interval 384 is adequate for 5% margin of error. However, the population size for the current study is approximately 100,000. So, individuals working in the public sector made up part of the broad sample of 520 respondents.

3.3 Sampling

Non probability, convenience sampling was used. The methodology that is implemented for this method was borrowed from ([Sekaran & Bougie, 2003](#)). The government organizations in a number of cities, including Rawalpindi, Islamabad, Muzaffarabad, Peshawar, and Abbottabad, were given questionnaires to fill out as most of the Govt. HQ are located in these cities that is why they were selected. In

order to make the process of sampling easier. At time 1, there were a total of one thousand questionnaires in circulation. The total number of responses received was 840, which is a response rate of 84%. At time 2, the same 840 respondents were approached again for their response on given scales, and at this time, 730 questionnaires were returned, which corresponds to a response rate of 73%. It was necessary to obtain more information from the same 730 respondents in order to complete the questionnaires that were handed out at Time 3. A total of 550 questionnaires were turned in, which corresponds to a return rate of 55%. As a result, the final tally for the data collection was 520 questionnaires despite the fact that missing data forced the elimination of thirty surveys. A strategy was designed that includes distributing surveys, personally contacting respondents, sending reminders, and then personally visiting organizations to receive the questionnaires after two reminders was put in place to reduce non-response rate bias. Research has shown that respondent weariness is a regular problem, especially when the surveys tend to be long or involved (Dillman, Smyth, & Christian, 2014). A reduced response rate may arise from the target population's time constraints or other limitations that prevent them from participating (Sax, Gilmartin, & Bryant, 2003).

3.4 Measurements

Responses were obtained by using a 5-point Likert-type scale with anchors 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. The scale used for control variables is as follows. For Gender (1 for male and 2 for female), for age (1 = 20-30, 2 = 31-40, 3 = 41-50, 4 = above 51), for education (1 = bachelors, 2 = Masters, 3 = MPhil, 4 = PhD), for experience (1 = 1-5, 2 = 5-10, 3 = 10-15, 4 = above 15 years).

3.4.1 Relationship Conflict

Relationship conflict with the supervisor was measured using an adapted version of (Jehn, 1995), with Cronbach alpha value 0.94, four-item scale (1 = strongly

disagree to 5 = strongly agree). Sample items included “My supervisor and I experience emotional conflict” and “My supervisor and I have tension in our relationship”.

3.4.2 Narcissism

A short measure of Narcissism NPI-16 by (Ames, Rose, & Anderson, 2006) with Cronbach alpha value 0.72 was used to measure the personality disposition Narcissism of employees. Sample item included “I know that I am good because everybody keeps telling me so”, and “I like to be the center of attention”. Five point scale is employed ranging from 1 for Strongly Disagree and 5 for Strongly Agree.

3.4.3 Hatred

Hatred of employees was measured by seven Item scale developed by (Halperin et al., 2012), with cronbach alpha value 0.71. The instrument of Hatred was developed in specific context different than the organizational context. The instrument was adapted. Sample items included “To what degree do you feel that the actions of the Organizations have offended you and/or members of your group over a long period of time”. Five point scale was employed ranging from 1 for “Not at all” to 5 for “To a great Extent”. Two reverse questions were included in the questionnaire represented with “*” at the end of the statement. Sample item included “To what degree would you be glad to develop social relations with members of the Organizations?*

3.4.4 Whistleblowing

Whistleblowing of employee was measured through a 3 item scale adapted from (Nayir et al., 2018), with Cronbach alpha value 0.70, Through 5 point Likert scale ranging from definitely not to definitely do. The item scales were “I report fraudulent accounting activity to the appropriate persons within the workplace”, “I report the wrongdoing to the appropriate authorities outside of the workplace”.

3.4.5 Organizational Deviance

Organizational deviance of employees was measured by using 12-items scale developed by (Bennett & Robinson, 2000), with Cronbach alpha value 0.80, through 5 point Likert ranging from 1 = never and 5 = Always. Sample items were “taken property from work without permission”, “Spent too much time fantasizing or daydreaming instead of working.”

3.4.6 Organizational Disidentification

Organizational Disidentification of employees was measured through 6 item scale developed by (Kreiner et al., 2004), with Cronbach alpha value 0.94 through 5 point Likert scale ranging from ranging from 1= strongly disagree to 5= strongly agree. Sample items were “I am embarrassed to be the part of this organization”, “this organization does shameful things”.

3.5 Data Collection and Management

Statistics were gathered from the governmental sector in a number of cities located all over Pakistan. A certain course of action was carried out so that the social desirability bias might be addressed. The topic of the thesis was discussed face-to-face with representatives from various governmental bodies. The purpose of the study as well as the data collection were explained in detail to the administration and the human resource department. Respondents and human resource departments were given the assurance that their identities would remain confidential at all times.

During the initial encounter, a cover letter that made it abundantly obvious that the respondents' involvement in the study was entirely voluntary and that the author had no personal interest in their identities was made available to them. It was announced that there will be questionnaires, along with specific instructions that read as follows: Respondents are asked to take several minutes to react to the statements presented on the enclosed questionnaire. There is no one solution

that can be definitively determined as valid or incorrect, and we value your sincere view very much. In addition, taking part in the survey is absolutely not required in any way.

Respondents were able to better grasp the goal of the study thanks to the briefing that was provided about it, and the researcher was given permission to gather data from the respective organizations. In order to gain access to several government institutes, personal contacts were also utilized. As a consequence of this, the researcher gathered data from a variety of cities in Pakistan within the context of their natural jobs. Respondents were called from various departments and institutes and asked to complete the survey at various intervals. There was a gap of three weeks between Time 1, Time 2, and Time 3, respectively. Started from May 2022 to August 2022, the procedure of collection of data was completed.

There was a gap of three weeks between Time 1, Time 2, and Time 3, respectively. Started from Time-lag studies are suggested to avoid technique bias in cross-sectional studies by examining participants' responses at different time intervals (Salkind, 2010). Although there isn't much research on how long a time lag lasts, generalizations like "not too long or short" are accepted (Hertzog & Nesselrode, 2003). While there isn't a clear-cut case against it, Westin (1981) state that as research duration increases, its impact tends to decrease. Dormann and Griffin (2015) indicate that because short time-lag studies can detect significant changes between cause and effect over brief times, researchers should concentrate on them. These investigations are more effective, extremely adaptable, and successful in establishing cause and effect over an extended period of time than cross-sectional ones. They do, however, have certain drawbacks, including the need for a substantial investment of time and funds, a larger sample size, and the potential for attrition as a result of longer intervals. Since affect and its reactions might not take too long to express and might become muddled if taken too long, this study uses a brief time lag to address affect and its responses. Furthermore, the majority of realistic models show that changes do not occur instantly and instead develop gradually over time, as noted by (Karmeshu, 1980). As a result, three lags of roughly three weeks each were used to collect the data. The respondents were assigned the IDs in order to match the questionnaires from different time lags

and to ensure that the respondents remained anonymous. Through these IDs we identify an individual after a certain amount of time has passed, which was again discussed in the context of the purpose of this exercise. The activity's purpose was to facilitate the completion of a follow-up questionnaire provided by the same responder.

3.5.1 Time Lag 1- T1

In Time lag 1, Demographics and Relationship Conflict and narcissism was measured. Relationship conflict is independent variable that predicts hatred. Narcissism is a moderator.

3.5.2 Time Lag 2-T2

In Time Lag 2, hatred was measured. Hatred is a mediating variable.

3.5.3 Time Lag 3-T3

In Time Lag 3, Whistleblowing, Disidentification and Organizational deviance was measured. Whistleblowing, Disidentification and organizational deviance are proposed outcomes of hatred.

3.6 Pilot Study

A pilot study was conducted on employee of 200. Pilot testing is suggested to ensure that structure of the scales are valid and contains face validity ([Acquadro et al., 2008](#)).

3.6.1 Pilot Testing Reliabilities

Results of reliability analysis revealed that the respondents well comprehended all questionnaires. Reliability of each scale extracted through pilot testing has been given in Table 3.1 along with the number of items for each scale.

TABLE 3.1: Reliabilities of Scales

Variables	Items	Reliabilities
Relationship Conflict	4	0.88
Narcissism	16	0.96
Hatred	7	0.84
Whistleblowing	3	0.79
Disidentification	6	0.72
Organizational viance	De- 12	0.84

3.6.2 Validity of the Instrument

Pilot testing or Testing on a smaller scale was done to ensure that all of the instruments are reliable when applied within the parameters of Pakistani culture as well as the Asian context. In the beginning, there were a total of 200 surveys handed out. The objective of the pilot testing was to identify any errors or omissions that may have been present in any of the questionnaires that were issued, as well as to verify that the overall feasibility analysis of the research instruments was accurate. The pilot testing helped to resolve uncertainties regarding the tools that were utilized, the methodologies that were implied, the topic of the research, and the questions that were being asked. The English language was chosen as the medium for the scales because it is simple, widely understood, and widely utilized by workers in organizations that fall under the jurisdiction of the government. Employees were given questionnaires that they were expected to fill out and return on their own time. Contact was made with the Human Resource Office, the Admin Office, and the heads of departments in order to obtain the perspective of employees. The statements on the questionnaires were adjusted somewhat to make them suitable for use in the Pakistani context, and thus, all of the scales were updated. As a result, it was required to reorganize the assertions of the many scales that were available. In the same vein, an asterisk (*) was positioned to reverse questions in order to facilitate precise data submission.

3.7 Main Study

The author performed to follow up full study results after pilot testing to get reliability estimates and to get validation of hypothesis.

3.8 Sample Characteristics

It is important to determine the characteristics of the respondents, The attributes are broken down into tables and detailed in the following paragraphs. Employees working for various government agencies make up the sample of respondents. The following list provides information regarding their demographic traits. Sixty-one percent of the people who filled out the survey were male, while only 39 percent were female. The majority of the respondents, which made up 29% of the total, ranged in age from 31 to 40. The sample consisted of individuals with a high level of education; 58% of the respondents held master's degrees, and 32% held graduate degrees. 29% of them had between 10 and 15 years of experience, whereas 17% had between 1 and 5 years. The tables that follow provide further information regarding the covariates. In addition, an ANOVA was carried out to determine whether or not the demographics had a significant influence on the variables that were analyzed.

3.8.1 Gender

The table below represents the percentage of males and females participated in our study.

TABLE 3.2: Gender of Sample

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	318	61.2	61.2	61.2
Female	202	38.8	38.8	100

The information regarding gender of employees was gathered and reported to ensure proportion of males and females in the study. The table shown above

provides the complete picture of gender involvement. It predicts that 61% of the employees were male while 38% were female.

3.8.2 Age

The following table shows that 18% employees were between 20 to 30 in age , 29% belongs 31 to 40 years of age, only 28% were between of 41 -5 0 years , 23% were between the age group of 51 to 60 years.

TABLE 3.3: Age of Sample

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 30	98	18.8	18.8	18.8
31 to 40	154	29.6	29.6	48.5
41 to 50	148	28.5	28.5	76.9
51 to 60	120	23.1	23.1	100

3.8.3 Experience

The level of experience possessed by staff members in relation to administration. According to the table that follows, 18% of workers had between 1 and 3 years of experience, 17.6% had between 4 and 6 years of experience, 22% had between 7 and 10 years of experience, 6% had between 11 and 13 years of experience, and 5.8% of workers had more than 13 years of experience

TABLE 3.4: Experience of Sample

Experience (in years)	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 5 years	92	17.7	17.7	17.7
5 to 10 years	125	24	24	41.7
10 to 15 years	153	29.4	29.4	71.2
above 15 years	150	28.8	28.8	100

3.8.4 Education

The following table makes the assumption that all of the respondents had a level of literacy that allowed them to comprehend the questionnaire and submit honest responses. The vast majority of those who responded had either a bachelor's or master's degree, and a few of them even had doctoral or MPhil degrees. So, the employees who hold a bachelor's degree or more are educated to the point where they can understand and react to the questionnaire.

TABLE 3.5: Education

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Graduation	168	32.3	32.3	32.3
Masters	302	58.1	58.1	90.4
MPhil	37	7.1	7.1	97.5
PhD	13	2.5	2.5	100
Total	520	100	100	

3.9 Reliability Analysis

The ability of a scale to deliver the same findings consistently when tested across a number of different occasions is demonstrated by the reliability analysis of a scale. It is possible for the value of the Chronbach Coefficient Alpha to fall anywhere between 0 and 1. When compared to an Alpha value that is less than 0.70, the reliability of an Alpha value that is either equal to or more than 0.70 is regarded as being superior by (Nunnally & Bernstein, 1978). **Table 3.6** displays the values of the Chronbach Coefficient for the scales that were utilized in the research. All of the values are higher than .70, indicating that each scale is dependable. RC equals 0.78, NAR equals 0.88, HAT equals 0.85, WB equals 0.73, DIS equals 0.82, and ODV equals 0.94.

Here in **Table 3.7** both the pilot and main study's reliability results are mentioned along with their sample size.

TABLE 3.6: Reliability Analysis of Pilot study and Main Study

Variables	Items	Pilot Study Reliabilities n= 200	Main Study Reliabilities n= 520
Relationship Con- flict	4	0.88	0.78
Narcissism	16	0.96	0.88
Hatred	7	0.84	0.85
Whistleblowing	3	0.79	0.73
Disidentification	6	0.72	0.83
Organizational Deviance	12	0.84	0.94

3.10 Control Variables

Despite the fact that demographic variables give valuable information regarding the characteristics of the sample, these features have an effect on the hypothesized relationship. Age, gender, experience, marital status, and qualifications are just examples of the many different sorts of demographic characteristics that have the potential to influence a prospective connection. In research pertaining to the social sciences, it is necessary to exercise control over these demographics in order to carry out an in-depth examination of hypotheses (Allworth & Hesketh, 1999).

Particularly when these inequalities are between supervisor and employees, the demographic differences have been shown to have a statistically significant impact on the result of employment (Giuliano, Levine, & Leonard, 2006). According to the available research, factors such as age, gender, and length of service at an organization may all have a role in the decision to blow the whistle (Near & Miceli, 1985; Brennan & Kelly, 2007). On the connection between gender and the desire to blow the whistle, researchers offer a variety of different points of view (Dworkin & Baucus, 1998; Sims & Keenan, 1998). There is widespread agreement that male and female perspectives on morals and adherence to ethical standards diverge to varying degrees (Schminke, Ambrose, & Miles, 2003). But there are researchers who think that men are more willing to blow the whistle than women are, and there are researchers who think that women are more likely to blow the whistle than men are (Vermeir & Van Kenhove, 2008) found that some researchers believe

that women are more ethical in their judgment and behavior than men are (Near & Miceli, 1996; Sims & Keenan, 1998).

The length of time spent at an organization is another factor that influences the decision to blow the whistle. Because they are closer to retirement and have a far lower fear of reprisal, it is reasonable to assume that senior employees will have greater intentions of blowing the whistle on unethical behavior than rookie employees will. Also, they have high degrees of power and organizational dedication, both of which raise the possibility that they may blow the whistle (Near & Miceli, 1996; Mesmer-Magnus & Viswesvaran, 2005). On the other hand, new employees might not be aware of how their company responds to the reporting of wrongdoing and might be less concerned with putting a stop to such wrongdoings because of this lack of awareness (Dworkin & Baucus, 1998).

Previous research has shown that people who blow the whistle tend to have higher levels of education and to have more senior positions within the institution they are speaking out against (Mesmer-Magnus & Viswesvaran, 2005; Sims & Keenan, 1998). Because of the strong correlation between employee outcomes and employee demographics. Giuliano et al. (2006) suggested regulating the demographic factors of employees. Employees were able to respond to questions based on differences in age, gender, experience, and education. This kind of regulating encourages the development of authentic results since it allows for more authentic answers to be generated.

TABLE 3.7: Analysis of Variance (ANOVA)

Variables	Gender		Age		Qualification		Experience	
	F	P	F	P	F	P	F	P
Hatred	11.6	0.001	1.59	0.189	0.026	0.994	0.55	0.648
Whistleblowing	0.08	0.778	0.16	0.923	5.46	0.001	2.17	0.091
Disidentification	13.6	0.000	1.25	0.291	0.635	0.593	1.35	0.255
Organizational Deviance	16.8	0.000	1.168	0.321	0.22	0.883	1.78	0.148

To check the control variables of study one-way ANOVA was performed to compare Organizational Deviance across demographics. The result of one way ANOVA shows significant differences in Organizational Deviance across gender ($F=16.8$, $P<0.01$), and insignificant across age ($F=1.168$, $P>0.05$), experience ($F=1.78$, $P>0.05$) and change through education ($F=0.220$, $P>0.05$). Hence, all demographic variables were non-significant except gender, thus it is not necessary to control these variables.

To compare Disidentification one way ANOVA was performed through demographic variables. The results represented significant differences in Disidentification across gender ($F=13.6$, $P<0.01$), but insignificant across age ($F=1.25$, $P>0.05$), experience ($F=1.35$, $P>0.05$) and education ($F=0.635$, $P>0.05$). Hence, gender is control variables here.

For Hatred the results depicts significant across gender ($F=11.6$, $P<0.01$), but in significant difference across age ($F=1.59$, $P>0.05$), experience ($F=0.550$, $P>0.05$) and education ($F=0.26$, $P>0.05$). Here, only gender is termed as control variable.

Moreover, one way ANOVA was also carried to compare Whistleblowing across demographics. The results showed non-significant differences in across gender ($F=0.778$, $P>0.05$), age ($F=2.39$, $P>0.05$) but significant across experience ($F=2.17$, $P<0.01$) and education ($F=0.503$, $P<0.05$). Hence, experience, and education will be control variable here.

3.11 Data Analysis

When it comes to the development of proposed hypothesized constructs, the research domains of management and the social sciences make the most common use of two different forms of software. Both the Statistical Package for the Social Sciences (SPSS) and Analysis of Moment Structure (AMOS) were applied so that structural equation modeling could be carried out (SEM). The first thing that was done was to enter the data into a coded form on the SPSS software. This was done in order to evaluate the dependability of the data by taking a look at things like the internal consistency and the correlation between the variables. After that, the

data were extracted so that a structural equation model (SEM) could be executed on AMOS Software in order to perform an analysis of the correlation between the variables. These statistical software programs each come with their own individual set of advantages and disadvantages. As a result, the most important step is to choose a tool that is directly related with the type of study that is being conducted, its goals, its model, and its data, regardless of whether the data are qualitative or quantitative. In the course of our investigation, the data were broken down and analyzed using, respectively, SPSS 21 and AMOS 21.

To get started, a reliability test was performed by using SPSS 21 to carry out an analysis of the items' internal consistency. This was done so that the results could be interpreted. After that, using SPSS 21, the Pearson Correlation was performed to examine once more the relationship that existed between all of the variables. In the end, a CFA, also known as a confirmatory factor analysis, was carried out in order to evaluate the reliability and validity of the data utilizing AMOS21's measurement model. In addition, structural equation modeling, also known as SEM, was used in place of multiple regression in order to evaluate the relationships between latent variables and observed variables. This was done because SEM is more effective and helpful in determining whether or not a proposed model is consistent with empirical data.

In structural equation modeling (also known as SEM), there are just a few principles about statistical data that might help comprehend how a proposed model is relevant. For example, in confirmatory factor analysis, researchers have agreed that the root mean square error of approximation (RMSEA) should be less than 0.05, the comparative fit index (CFI) should not be less than 0.8, the tucker lewis coefficient (TLI), and the incremental fit index (IFI) should be closer to 0.9. As a result, the values of RMSEA, CFI, TLI, and IFI were taken into account in this study so that the results of CFA (confirmatory factor analysis) could be interpreted in accordance with the aforementioned rules of thumb.

In the current investigation, the process of data analysis was completed in three stages. In the first step, descriptive statistics of demographics factors such as age, gender, experience, and reliability analysis of all variables including interpersonal

conflict, narcissism, hatred, whistleblowing, and disidentification, as well as organizational deviation, have been evaluated. According to Ume Skeran (2003), the reliability of items with a score between 0.6 and 0.7 is adequate, whereas the dependability of items with a score of 0.8 or higher is extremely good.

In this study, the dependability of all of the variables is almost entirely within the range of good to very good. In addition, a Pearson correlation was carried out in order to analyze the connections between the different variables. In the first stage of the analysis, it has also been computed with the help of SPSS 21. Structural Equation Modeling that is SEM was used in the second stage to evaluate the direct relationships between theoretical variables such as Relationship Conflict, Narcissism, Hatred, Whistleblowing, Disidentification, and Organizational Deviance. The mediation and moderation of the factors have been investigated in the third and final step of the process. Both the moderating function of narcissism and the mechanism of hatred as a mediator were investigated.

3.12 Multicollinearity Diagnostic

This phenomenon comes about when one predictor variable predicts another variable linearly and with a significant degree of precision. Therefore, the value of tolerance and VIF (variance inflation factors) were looked at in order to look at multicollinearity among the study's variables. According to Rogers (1987), there is no multicollinearity when the tolerance value is more than 0.20 and the VIF value is less than 5. **Table 3.8** indicates that there was no multicollinearity issue in this investigation, as indicated by the lack of values greater than 5.

TABLE 3.8: Multicollinearity Diagnostic

Variables	VIF	Tolerance
Relationship Conflict	0.63	1.588
Hatred	0.492	2.033
Narcissism	0.596	1.677

a. Predictors: (Constant), HatAvg, RelConAvg, NarcAvg

b. Dependent Variables: WSBAvg, DisidAvg, OrgDevAvg

3.13 Measurement Model

In our effort to bolster the evidence supporting the discriminant and convergent validity of the study variables, we undertook a comprehensive examination using two crucial metrics: Average Variance Extracted (AVE) and Maximum Shared Variance. Our findings yielded compelling results. Firstly, we observed that the AVE values met or exceeded the established threshold of 0.5 for every single study variable. This outcome serves to firmly establish the convergent validity of these variables, affirming their shared underlying constructs.

Furthermore, we scrutinized the Maximum Shared Variance, which consistently exhibited values lower than the AVE for each variable. This particular outcome is significant because it provides robust evidence of the discriminant validity of all the study variables. In simpler terms, it highlights that these variables are distinct and measure separate aspects, as they exhibit less shared variance than their total individual variances. For a detailed presentation of our findings regarding Average Variance Extracted and Maximum Shared Variance, please refer to the accompanying table 3.8 .

TABLE 3.9: Average Variance Extracted and Maximum Shared Variance

Variables	AVE	MSV
Relationship Conflict	0.63	0.07
Narcissism	0.63	0.02
Hatred	0.55	0.13
Whistleblowing	0.51	0.10
Disidentification	0.51	0.14
Organizational De- viance	0.64	0.05

3.14 Validity of Measurement Model

Before beginning the testing of hypotheses, both exploratory and confirmatory factor analyses were carried out on the measurement model in order to determine

whether or not it was valid. The effectiveness of each item in demonstrating its appropriate construct validity was evaluated using EFA.

During the CFA that was performed with AMOS, the fitness of the model was assessed utilizing a wide variety of criteria. Using the structural equation modeling (SEM) methodology, a quantitative data analysis technique known as confirmatory factor analysis was carried out. This kind of analysis is used to provide estimates and evaluate the theoretical relationships between observable and latent variables (Byrne, 2001). The structural equation modeling (SEM) approach starts with the specification of a model, which links research variables that are meant to interact in a particular way (Kline, 1998).

The specification is a way of graphically articulating theoretical concepts, which ultimately results in the creation of a model. The estimation process is then carried on by SEM, which generates statistics such as regression weight, variance, covariance, correlation, and fit in order to determine whether or not the model is fit and whether or not any adjustments are necessary in order to improve the model's fit.

There are a number of different types of fit indices, and for each type, there is a standard recommendation for the bare minimum amount of score that is necessary for a satisfactory fit (Arbuckle & Wothke, 1999). In their research publications, several academics discuss a variety of fits before recommending the particular type of fit that they believe is best suited to evaluate overall model fit. McQuitty (2004) proposed for fit indices that are less vulnerable to differences in sample size, and these indices have to be reported. These include the Tucker-Lewis coefficient (TLI), which was suggested by Marsh, Balla, and McDonald (1988), the incremental fit index (IFI), the Tucker-Lewis coefficient (TLI), the comparative fit index (CFI), and the root mean square error of approximation (RMSEA). Additionally, the incremental fit index (IFI), the Tucker-Lewis coefficient (TLI), the comparative fit index (CFI), and the Tucker-Lewis coefficient (TLI) were suggested (1999). Because it is highly improbable that all fit measures would be reported, it is necessary to provide a collection of fit indices from significant categories in order to evaluate the overall fitness of the measurement model. In this study, the fitness of

the model was determined by utilizing a combination of different fit indices, such as the model chi-square, the incremental fit index (IFI), the root mean square error of approximation (RMSEA), the comparative fit index (CFI), and the Tucker-Lewis coefficient. These fit indications are frequently reported and used in the research that has been done (Hulland, Chow, & Lam, 1996). The overall model that is being offered contains a total of six variables, one of which is independent, three of which are dependent, one variable that mediates between the three, and one moderation.

TABLE 3.10: Confirmatory Factor Analysis of Measurement Model

	Chi-Square	df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	5305	2606	2.036	0.05	0.883	0.88	0.882
Modified Model	4285	2551	1.68	0.041	0.907	0.9	0.906

According to the information presented in the table above, the original model was reasonable. It had a chi square value of 5305, a degree of freedom of 2606, an RMSEA of.050, an IFI of.883, a TLI of.878 and a CFI of.882. Also, the CFI was 882. In addition to this, it satisfies the primary requirements that must be met before a model can be considered fit. On the other hand, a relatively minor amount of modification was required in order to achieve a satisfactory fit of the data. Because of the execution of that adjustment, the numbers now have the potential to meet the standard that (Hair, 2009).

The RMSEA for the new model has a value of.041, which shows that the fit is sufficient. It is believed to be the most intriguing fit index and the criterion that delivers the most information in covariance structure modeling because it features a one-of-a-kind mix of traits that make it stand out from other similar indices (Byrne, 2001). If the number is 0.08 or higher, then it is considered to be a decent approximation error in the population. If the number is 0.05 or lower, then it indicates that the model has done a good job of fitting the population. In

addition, a bad match is indicated by a score that is greater than 1.00, whereas scores between 0.06 and 1.00 are deemed to be typical (MacCallum, Browne, & Sugawara, 1996).

Moreover, values of IFI, TLI, and CFI that are greater than 0.90 and suggest a sufficient level of model fitness are 0.907, 0.900, and 0.906 respectively. These values may be found in the table below. The following table has these values for your convenience. These numbers should be between 0 and 1, although a value close to 0.90 implies a decent fit, and a value that is greater than 0.95 indicates a model that is extraordinarily well matched to the data (Hulland et al., 1996). Moreover, values of IFI, TLI, and CFI that are greater than 0.90 and suggest a sufficient level of model fitness are 0.907, 0.900, and 0.906 respectively. These values may be found in the table below. The following table has these values for your convenience. These numbers should be between 0 and 1, although a value close to 0.90 implies a decent fit, and a value that is greater than 0.95 indicates a model that is extraordinarily well matched to the data (Smith & A, 2004). The values of the IFI, CFI, and TLI were of special interest in the baseline comparison, and it was noted that they exhibited a high level of model fitness.

Chapter 4

Results and Findings

The hypothesis and research questions were analyzed using quantitative analytic procedures such as descriptive analysis, analysis of variance, correlation, and regression analysis. Hypothesis testing, determining the relative importance of different variables, and explaining causal relationships are all examples of situations in which quantitative analysis would be useful (Jansen et al., 2020).

The inference methods employed are an effort to address the study's primary research questions (Durgevic, 2020). Because most research questions involve investigating causality, testing hypotheses, or weighing the relative importance of different factors, researchers typically employ techniques like analysis of variance, descriptive statistics, correlation, and regression analysis to provide answers to research questions.

4.1 Descriptive Analysis

Relationship conflict, narcissism, hostility, disidentification, whistleblowing, and organizational deviance were all analyzed using descriptive statistics. The table below displays descriptive statistics and a correlation analysis for the study's independent variable. The mean and standard deviation for each variable are displayed in table 4.1. Responses from respondents ranging from "strongly disagree" to "strongly agree" on a specific question are represented by the mean values displayed. Thus, a larger number for the mean indicates that more respondents

tended to strongly agree with the statement, whereas a smaller value indicates that more respondents tended to disagree.

TABLE 4.1: Descriptive Statistics

Variable	Mean	S.D
Relationship conflict	2.05	0.913
Narcissism	2.75	1.008
Hatred	2.29	0.835
Whistleblowing	3.28	1.178
Disidentification	1.72	0.671
Organizational Deviance	1.8	0.686

The mean value of any variable shows the essence of responses. The mean value of Relationship conflict was 2.05, which shows that respondents were agreed that they have RC. Mean value of hatred was 2.29 that showed that respondents agreed that they experienced hatred against their supervisor. The mean value of narcissism was (Mean=2.75, SD=1.708) depicts respondents shows consent towards narcissism. The mean value of negative emotion hatred (Mean=2.29, SD=0.835) reveals that respondents are agreeing to possess negative emotions like hatred. The mean value of whistleblowing (Mean=3.46, SD=0.67) shows consent of respondents towards whistleblowing. The mean value of Disidentification (Mean= 3.59, SD=0.85) reveals that respondents are inclined toward Disidentification. Moreover, the mean values of organizational deviance (Mean=4.13, S.D=0.50) depicts respondents shows consent towards Deviance.

4.2 Correlation Analysis

All theoretical variables of research can be shown to have a link through correlation analysis. Positive or negative correlational direction is shown. The results of the correlation analysis in this study support the hypothesized relationships between all but one of the study's variables. All of the hypotheses have positive correlations. The values of all variables' correlations are listed in the table below.

TABLE 4.2: Correlation Analysis

Sr.No	Variables	1	2	3	4	5	6
1	Relationship Conflict	1					
2	Narcissism	.467**	1				
3	Hatred	.596**	.624**	1			
4	Whistleblowing	.103*	.247**	.154**	1		
5	Disidentification	.297**	.104*	.397**	0.046	1	
6	Organizational Deviance	.353**	.181**	.389**	0.056	.691**	1

$p < .001^{***}$, $p < 0.05^{**}$, $p < .01^*$

Table: 4.2, presents the correlations for theoretical variables. Relationship conflict was significantly correlated with narcissism ($r = .467$, $p < .05$), Hatred ($r = .596$, $p < .05$). Disidentification ($r = .297$, $p < .05$), Organizational deviance ($r = .353$, $p < .05$), Whistleblowing ($r = .103$, $p < .01$). Narcissism was significantly correlated with Hatred ($r = .624$, $p < .05$), Whistleblowing ($r = .247$, $p < .05$), Disidentification ($r = .104$, $p < .01$), and organizational deviance ($r = .181$, $p < .05$). Hatred was significantly correlated with Whistleblowing ($r = .154$, $p < .05$), significantly correlated with disidentification ($r = .389$, $p < .05$), and organizational deviance ($r = .389$, $p < .05$). Whistleblowing was not significantly correlated Disidentification ($r = .046$, $p > .05$), and organizational deviance ($r = .056$, $p < .05$). Disidentification was significantly correlated with workplace deviance ($r = .691$, $p < .05$).

4.3 Test of Hypotheses

4.3.1 Direct Paths

Following hypothesis were tested to find out the impact of independent variables on dependent variables.

4.3.1.1 Test of Direct Hypotheses

H1: There is positive association between relationship conflict and whistleblowing.

H2: There is positive association between relationship conflict and disidentification.

H3: There is positive association between relationship conflict and organizational deviance.

H4: There is positive association between relationship conflict and hatred.

H6: There is positive association between hatred and whistleblowing.

H8: There is positive association between hatred and disidentification.

H10: There is positive association between hatred and organizational deviance.

The results of the structural equation modeling (SEM) performed on direct pathways are presented in **Table 4.3**. The findings presented under the heading of path coefficients demonstrated that relationship conflict and hatred are significant factors that influence the outcomes. The p-value is used to illustrate the level of significance, and the S.E. symbol is utilized to illustrate the standard error.

TABLE 4.3: Structural Path

H	Structural Path	Path Coeff.	S.E	P
H1	Relationship conflict → Whistleblowing	0.0899	0.038	**
H2	Relationship conflict → Disidentification	0.2186	0.0308	***
H3	Relationship conflict → Organizational Deviance	0.2653	0.0309	***
H4	Relationship conflict → Hatred	0.3775	0.0319	***
H6	Hatred → Whistleblowing	0.147	0.041	***
H8	Hatred → Disidentification	0.2739	0.0403	***
H10	Hatred → Organizational Deviance	0.227	0.0409	***

* $p < .05$, ** $p < .01$, *** $p < .00$

Structural Equation Modeling was used through AMOS to test the hypotheses of the study. Results are shown in **Table: 4.3**. All direct relationships were assessed initially. Direct relationships were checked first, so the first hypothesis was that there is significant and positive relationship between Relationship conflict and Whistleblowing. Results confirmed that the relationship between Relationship conflict and Whistleblowing accepted as shown through the regression coefficient ($\beta = .0899$, S.E= .0380, $p < 0.01$). Hypothesis 2 states that There is significant and positive relationship between Relationship conflict and Organizational Disidentification and result confirmed the positive and significant relationship through regression coefficient ($\beta = .2186$, S.E= .0308, $p < .001$). Hypothesis 3 states that there is significant relationship between Relationship Conflict and Organizational Deviance and result confirmed the positive and significant relationship through regression coefficient ($\beta = .2653$, S.E= .0309, $p < .001$).

Hypothesis 4 states that Relationship conflict is significantly related to Hatred and result confirmed the positive and significant relationship through regression coefficient ($\beta = .3775$, S.E= .0319, $p < .00$). Hypothesis 6 states that hatred is significantly related to whistleblowing and the result confirmed the positive and significant relationship through regression coefficient ($\beta = .1470$, S.E= .0410, $p < .00$). Hypothesis 8 states that Hatred is significantly related to Disidentification and result confirmed the positive and significant relationship through regression coefficient ($\beta = .2739$, S.E= .0403, $p < .001$). Hypothesis 10 states that Hatred is significantly related to organizational deviance and result confirmed the positive and significant relationship through regression coefficient ($\beta = .2270$, S.E= .0409, $p < .001$).

4.4 Mediation Hypotheses

Following hypothesis were developed to test the mediation of hatred between relationship conflict and its outcomes.

H7: Hatred mediates the relationship between relationship conflict and whistleblowing.

H9: Hatred mediates the relationship between relationship conflict and disidentification.

H11: Hatred mediates the relationship between relationship conflict and organizational deviance.

Mediation hypotheses were checked through AMOS at 95 & Bias Corrected Confidence interval with the upper and lower limit. Results are shown in **Table: 4.4**. Hypothesis 7 states that Negative emotion hatred mediates the relationship between relationship conflict and whistleblowing. At 95% BC bootstrap Confidence Interval of .0896 and .1934 with regression coefficient ($\beta = .0745$, $p < .05$) shows that hatred does mediate the relationship between relationship between conflict and whistleblowing. Thus hypothesis is accepted.

Hypothesis 9 states that Negative emotion hatred mediates the relationship between relationship conflict and organizational disidentification. At 95% BC Bootstrap Confidence Interval of .0562 and .1327 with regression coefficient ($\beta = .1493$, $p < .05$) shows that hatred mediates the relationship between relationship conflict and organizational deviance. So this hypothesis was accepted.

Hypothesis 11 states that Negative emotion hatred mediates the relationship between relationship conflict and organizational deviance. At 95% BC bootstrap Confidence Interval of .0679 and .1461 with regression coefficient ($\beta = .1238$, $p < .05$) shows that hatred mediates the relationship between relationship conflict and organizational deviance. Hence, this hypothesis is accepted.

4.5 Moderation Hypothesis

Moderation of Narcissism was checked through Process Macro 2.16 by (Hayes, 2013). Interaction terms for subsequent moderation effects were also plotted to see the direction. Results are given in Table.

H5: Narcissism strengthens the relationship between relationship conflict and Hatred.

Table 4.5: Moderation of Narcissism between Relationship Conflict and Hatred.

TABLE 4.4: Results on the Mediating Roles of Hatred

H	Bootstrapping	Direct	Indirect	LLCI	ULCI	Results
		Effect	Effect	95%	95%	
H7	Relationship conflict → Hatred → Whistleblowing	0.0716	0.1342	0.0896	0.1934	Mediation
H9	Relationship conflict → Hatred → Disidentification	0.037	0.089	0.0562	0.1327	Mediation
H11	Relationship conflict → Hatred → Organizational Deviance	0.0538	0.104	0.0679	0.1461	Mediation

Notes: *BC* means bias-corrected, 2,000-bootstrap samples, *CI*=Confidence interval.

TABLE 4.5: Moderation of Narcissism between Relationship Conflict and Hatred

H5	Predictor	Hatred	
		Coefficient	P-value
	Relationship Conflict → Hatred	0.3775	***
	Narcissism → Hatred	0.3108	***
	Int(Relationship Conflict*Narcissism)	-0.1441	0.002

Hypothesis 5 states that Narcissism strengthens the relationship between relationship conflict and hatred such that relationship is stronger when the Narcissism is high. Model 1 by (Hayes, 2013) was applied. The regression coefficient ($\beta = -.1441$, $p < .05$) showed that the moderation is partially accepted, but it is not strengthening the relationship instead result shows it weakens the relationship as shown in Graph 4.1. Hypothesis is rejected, as results showed that narcissism does not positively moderate the relationship. Slope test was performed and shown in **Graph 4.1**. It shows that narcissism dampens the positive relationship between relationship conflict and hatred.

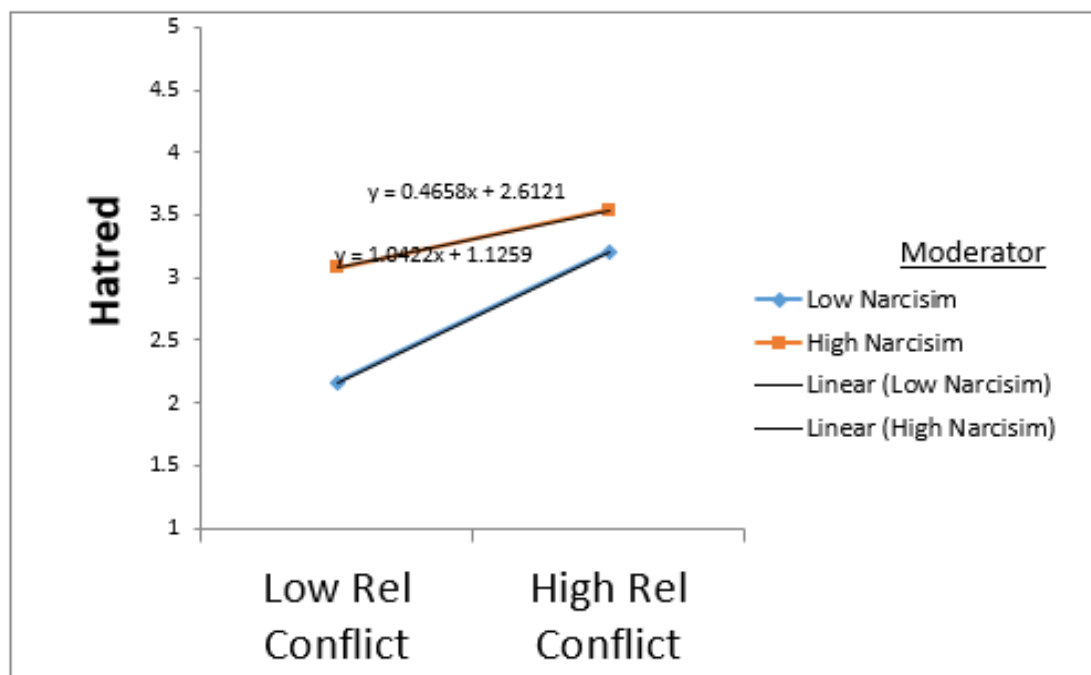


FIGURE 4.1: Moderation of Narcissism between Relationship Conflict and Hatred

4.6 Full Model Analysis

The current study's model is based on the affective event theory (Weiss & Cropanzano, 1996), which demonstrates both mediation and moderation. The entire model has also been examined based on the explanatory processes of framework. The following is a complete model framework with estimation:

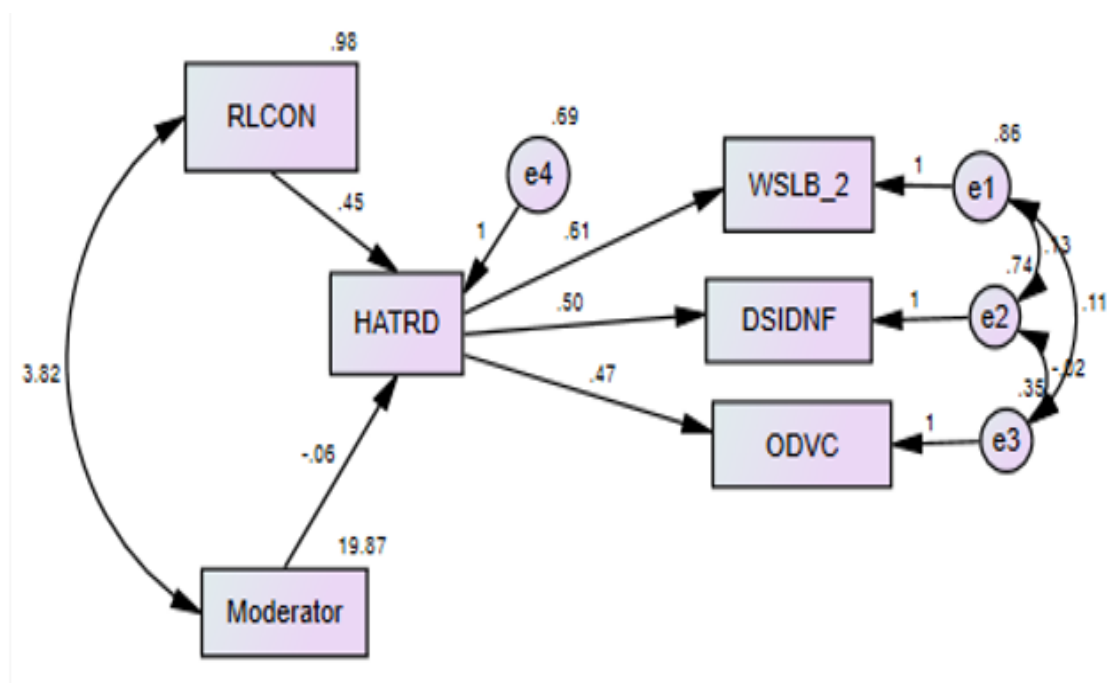


FIGURE 4.2: Full Model Analysis

4.7 Results of Full Model Analysis

TABLE 4.6: Unstandardized Coefficient for Full Model

Structural Path	Estimate	S.E	C.R.	P
NAR ← HAT	-0.056	0.016	-3.416	***
RCN ← HAT	0.447	0.074	6.040	***
HAT ← WSB	0.610	0.047	12.995	***
HAT ← DIS	0.502	0.043	11.547	***
HAT ← ODV	0.472	0.030	15.688	***

***= $p < 0.001$, β = Standardized Regression Coefficient, B=Unstandardized regression Coefficient, S.E=Standard Error

The results of the full model analysis shows the relationship of narcissism and hatred is insignificant and negative ($\beta = -.056$). Positive and significant relationship

between relationship conflict and hatred ($\beta=-.447$, $p<0.001$). The relationship between hatred and whistleblowing is positive and significant as depicted by regression coefficient ($\beta=.610$, $p<0.001$). The relationship hatred and Disidentification is positive and significant as per regression coefficient ($\beta=.502$, $p<0.001$). Moreover, hatred and organizational deviance shows positive and significant relationship by regression coefficient ($\beta=.472$, $p<0.001$).

TABLE 4.7: Total Effects Default Model

	RCN	Moderator	HAT
HAT	0.447	-0.056	0.000
ODV	0.211	-0.026	0.472
DIS	0.225	-0.028	0.502
WSB	0.273	-0.034	0.610

The total effect of RCN on HAT is .447. That is, due to both direct and indirect effects of RCN on HAT, when RCN goes up by 1, HAT goes up by 0.447. The total effect of Moderator on HAT is -.056. That is, due to both direct and indirect effects of Moderator on HAT, when Moderator goes up by 1, HAT goes down by 0.056. The total effect of HAT on HAT is .000. That is, due to both direct and indirect effects of HAT on HAT, when HAT goes up by 1, HAT goes up by 0.

The total effect of RCN on ODV is .211. That is, due to both direct and indirect effects of RCN on ODV, when RCN goes up by 1, ODV goes up by 0.211. The total effect of Moderator on ODV is -.026. That is, due to both direct and indirect effects of Moderator on ODV, when Moderator goes up by 1, ODV goes down by 0.026. The total (direct and indirect) effect of Moderator on ODV is -.026. That is, due to both direct and indirect effects of Moderator on ODV, when Moderator goes up by 1, ODV goes down by 0.026.

The total effect of RCN on DIS is .225. That is, due to both direct and indirect effects of RCN on DIS, when RCN goes up by 1, DIS goes up by 0.225. The total (direct and indirect) effect of Moderator on DIS is -.028. That is, due to both direct and indirect (mediated) effects of Moderator on DIS, when Moderator goes up by 1, DIS goes down by 0.028. The total effect of Moderator on DIS is -.028. That is, due to both direct and indirect effects of Moderator on DIS, when Moderator goes up by 1, DIS goes down by 0.028.

The total effect of Moderator on DIS is $-.028$. That is, due to both direct and indirect effects of Moderator on DIS, when Moderator goes up by 1, DIS goes down by 0.028 . The total effect of Moderator on WSB is $-.034$. That is, due to both direct and indirect effects of Moderator on WSB, when Moderator goes up by 1, WSB goes down by 0.034 . The total effect of HAT on WSB is $.610$. That is, due to both direct and indirect effects of HAT on WSB, when HAT goes up by 1, WSB goes up by 0.61 .

TABLE 4.8: Direct Effects (Group Number 1 - Default Model)

	RCN	Moderator	HAT
HAT	0.447	-0.056	0.000
ODV	0.000	0.000	0.472
DIS	0.000	0.000	0.502
WSB	0.000	0.000	0.610

The direct (unmediated) effect of RCN on HAT is $.447$. That is, due to the direct (unmediated) effect of RCN on HAT, when RCN goes up by 1, HAT goes up by 0.447 . This is in addition to any indirect (mediated) effect that RCN may have on HAT. The direct (unmediated) effect of Moderator on HAT is $-.056$. That is, due to the direct (unmediated) effect of Moderator on HAT, when Moderator goes up by 1, HAT goes down by 0.056 . This is in addition to any indirect (mediated) effect that Moderator may have on HAT.

The direct (unmediated) effect of RCN on ODV is $.000$. That is, due to the direct (unmediated) effect of RCN on ODV, when RCN goes up by 1, ODV goes up by 0 . This is in addition to any indirect (mediated) effect that RCN may have on ODV. The direct (unmediated) effect of HAT on ODV is $.472$. That is, due to the direct (unmediated) effect of HAT on ODV, when HAT goes up by 1, ODV goes up by 0.472 . This is in addition to any indirect (mediated) effect that HAT may have on ODV.

The direct (unmediated) effect of RCN on DIS is $.000$. That is, due to the direct (unmediated) effect of RCN on DIS, when RCN goes up by 1, DIS goes up by 0 . This is in addition to any indirect (mediated) effect that RCN may have on DIS.

The direct (unmediated) effect of RCN on DIS is .000. That is, due to the direct (unmediated) effect of RCN on DIS, when RCN goes up by 1, DIS goes up by 0. This is in addition to any indirect (mediated) effect that RCN may have on DIS.

The direct (unmediated) effect of RCN on WSB is .000. That is, due to the direct (unmediated) effect of RCN on WSB, when RCN goes up by 1, WSB goes up by 0. This is in addition to any indirect (mediated) effect that RCN may have on WSB. The direct (unmediated) effect of HAT on WSB is .610. That is, due to the direct (unmediated) effect of HAT on WSB, when HAT goes up by 1, WSB goes up by 0.61. This is in addition to any indirect (mediated) effect that HAT may have on WSB.

TABLE 4.9: Indirect Effects (Group Number 1 - Default Model)

	RCN	Moderator	HAT
HAT	0.000	0.000	0.000
ODV	0.211	-0.026	0.000
DIS	0.225	-0.028	0.000
WSB	0.273	-0.034	0.000

The indirect (mediated) effect of RCN on HAT is .000. That is, due to the indirect (mediated) effect of RCN on HAT, when RCN goes up by 1, HAT goes up by 0. This is in addition to any direct (unmediated) effect that RCN may have on HAT. The indirect (mediated) effect of Moderator on HAT is .000. That is, due to the indirect (mediated) effect of Moderator on HAT, when Moderator goes up by 1, HAT goes up by 0. This is in addition to any direct (unmediated) effect that Moderator may have on HAT.

The indirect (mediated) effect of RCN on ODV is .211. That is, due to the indirect (mediated) effect of RCN on ODV, when RCN goes up by 1, ODV goes up by 0.211. This is in addition to any direct (unmediated) effect that RCN may have on ODV. The indirect (mediated) effect of HAT on ODV is .000. That is, due to the indirect (mediated) effect of HAT on ODV, when HAT goes up by 1, ODV goes up by 0. This is in addition to any direct (unmediated) effect that HAT may have on ODV.

The indirect (mediated) effect of RCN on DIS is .225. That is, due to the indirect (mediated) effect of RCN on DIS, when RCN goes up by 1, DIS goes up by 0.225.

This is in addition to any direct (unmediated) effect that RCN may have on DIS. The indirect (mediated) effect of HAT on DIS is .000. That is, due to the indirect (mediated) effect of HAT on DIS, when HAT goes up by 1, DIS goes up by 0. This is in addition to any direct (unmediated) effect that HAT may have on DIS.

The indirect (mediated) effect of RCN on WSB is .273. That is, due to the indirect (mediated) effect of RCN on WSB, when RCN goes up by 1, WSB goes up by 0.273. This is in addition to any direct (unmediated) effect that RCN may have on WSB. The indirect (mediated) effect of HAT on WSB is .000. That is, due to the indirect (mediated) effect of HAT on WSB, when HAT goes up by 1, WSB goes up by 0. This is in addition to any direct (unmediated) effect that HAT may have on WSB.

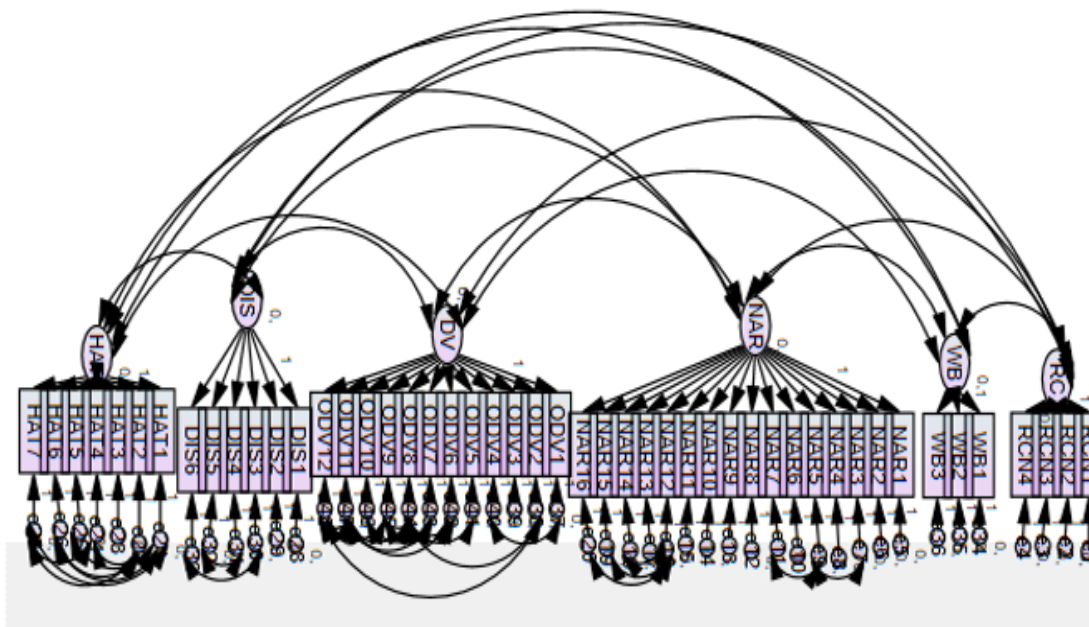


FIGURE 4.3: Confirmatory Factor Analysis

TABLE 4.10: Confirmatory Factor Analysis

	Chi-Square	Df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	5305	2606	2.036	0.05	0.883	0.88	0.882
Modified Model	4285	2551	1.68	0.041	0.907	0.90	0.906

4.8 Summary of Hypotheses Status

TABLE 4.11: Summary of Hypotheses Status

Hypothesis	Statement	Status
H1	There is positive association between relationship conflict and whistleblowing	Accepted
H2	There is positive association between relationship conflict and disidentification.	Accepted
H3	There is positive association between relationship conflict and organizational deviance.	Accepted
H4	There is positive association between Relationship conflict and hatred.	Accepted
H5	Narcissism strengthens the relationship between relationship conflict and hatred.	Rejected
H6	There is positive association between hatred and whistleblowing.	Accepted
H7	Hatred mediates the relationship between relationship conflict and whistleblowing.	Accepted
H8	There is positive association between hatred and disidentification.	Accepted
H9	Hatred mediates the relationship between relationship conflict and disidentification.	Accepted
H10	There is positive association between hatred and organizational deviance.	Accepted
H11	Hatred mediates the relationship between relationship conflict and organizational deviance.	Accepted

Chapter 5

Discussion, Implications, Future Directions and Conclusion

There are justifications of theorized relationships contained within this chapter. Based on the findings, there have been discussions about the implications for organizations and the workers working for those organizations. In addition to this, the theoretical implications are discussed. It has been proposed what future directions should be taken, and both the limitations and the strengths of the study have been incorporated into it.

The primary purpose of this research is to conduct an in-depth investigation into the connection that exists between relationship conflict and whistleblowing, disidentification, and organizational deviance, with the intention of determining the role that hatred in the workplace plays as a mediator, in addition to the fact that narcissism served as personal dispositional factor A model was constructed by combining the Affective Events Theory with the existing body of research on these variables, and then putting it through its paces using various statistical analytic methods.

The response that the study provides to the concerns of how and when negative emotions can be functional and constructive is the most important contribution that the study has made. In order to construct hypotheses and conduct a comprehensive literature review, questions have been carefully crafted. In general, the

results are inconsistent; out of 11 hypotheses, only one is proven false, while the other 10 are validated. The subsequent part contains a discussion of each outcome, complete with appropriate justification.

5.1 Discussion

With respect to workplace dynamics and employee behavior, the overall study model, which is grounded in Affective Event Theory, and includes the variables of relationship conflict, hatred, whistleblowing, disidentification, organizational deviance, and narcissism as a moderator, may offer insightful information.

The Affective Event Theory states that negative emotions brought on by unfavorable events have the power to influence an individual's conduct (Weiss & Cropanzano, 1996). This has the effect of encouraging undesirable actions (organization deviance and disidentification) as well as vengeful feelings (hate), which can be set off by relationship conflict with a supervisor. Deviant conduct hazards to both other individuals and organizations (Kundi et al., 2023). Our findings are aligned with the previous studies and supported all the hypotheses except one that narcissism did not strengthen the relationship between relationship conflict and hatred. A thorough knowledge of the emotional processes, decision-making, and ensuing employee behaviors within businesses is made possible by combining these factors within the framework of Affective Event Theory.

In the same time the study focuses on negative emotions as a result of relationship conflict, many scholars worked on it already (Foster et al., 1972; Parrott, 1991; Salovey & Rodin, 1984; Silver & Sabini, 1978). But the main contribution of the study in the literature is to reveal the functional properties of hatred. The positive effect of negative emotion hatred is rarely studied concept in social science literature and specifically in our context. Therefore, this study uncovers the positive outcomes of hatred in the form of whistleblowing. This exploration of positive outcomes of negative emotion hatred is the new theoretical addition in the extant literature. Last but not the least, the utilization of Affective Events Theory (AET) by (Weiss & Cropanzano, 1996).

The theory incorporates different variables and proposed that employee reacts differ to various negative emotions at workplace that results from some specific and meaningful unfavorable events. Results of full model analysis also indicated that relationship conflict is the predictor of hatred, whistleblowing, disidentification and organizational deviance. Full model analysis of moderation indicated that narcissism is not moderating the relationship between relationship conflict and hatred and it is insignificant.

Detail discussion regarding all research questions and hypotheses are as follows.

5.1.1 Discussion of Research Question 1: Does Negative Event Relationship Conflict Predicts Whistleblowing, Disidentification, Organizational Deviance and Hatred?

Research question number one was about the impact of relationship conflict on whistleblowing, disidentification, organizational deviance and hatred. This research question is answered by hypothesis 1, 2, 3, and 4 which, on the basis of the findings of the statistical analysis, was found to be acceptable.

5.1.1.1 Hypothesis 1: There is Positive Association between Relationship Conflict and Whistleblowing

Hypothesis 1 is accepted on the basis of the findings of the statistical analysis. This line of research is complemented by the findings of this study, which provide evidence that interpersonal conflict may be used to predict whistleblowing.

This research question was answered by hypothesis 1, which, on the basis of the findings of the statistical analysis, was found to be acceptable. This line of research is complemented by the findings of this study, which provide evidence that interpersonal conflict may be used to predict whistleblowing.

Our findings are in line with those of ([Heumann et al., 2013](#); [Arooj & Naqvi, 2023](#)), who found that individuals are more likely to report fraud, management

difficulties, criminal activities, or personal claims in order to exact revenge on an individual, group, or organization that has humiliated or offended them. Our findings show that individuals are more likely to report fraud, management difficulties, criminal activities, or personal claims. In particular, they discovered that people are more inclined to report fraud in order to seek revenge on an individual, group, or organization that has embarrassed or offended them. This was one of the most interesting findings of the study. Even while the firm may indirectly profit from his or her information, the rationale behind it has to do with the individual's anger and unhappiness, and it is not predicated on a genuine interest in the threat that the organization confronts. This is owing to the fact that the cause is connected to the hatred and dissatisfaction that people feel as a result of it (Heumann et al., 2013).

Our findings, which are in line with those of other research done in this field, lend credence to the idea that blowing the whistle on wrongdoing may not always be an act driven entirely by the desire to help others. This line of thinking is supported by the fact that our findings are in line with those of other research done in this field (Miceli & Near, 1992). Those who see criminal activity should, from a rational position, consider the advantages and disadvantages of acting, both for themselves and for others, before taking any action. This should be done both for themselves and for others. This ought to be accomplished before moving forward with anything else (Keenan & McLain, 1992; Keil et al., 2010; Miceli & Near, 1992).

It is said that when employees have positive interpersonal interactions with their supervisors, they are less likely to report misconduct in order to protect the valued relationships they have with their superiors and to avoid any potential harm to those relationships. other studies reveals that employees who have positive interpersonal interactions with their supervisors are more likely to report misconduct when they have positive interpersonal interactions with coworkers (Yue & Thelen, 2023; Afshan & Serrano-Archimi, 2022; Parks & Stone, 2010; Monin et al., 2008; Monin*, 2007; Spreitzer & Sonenshein, 2004; Cortina & Magley, 2003). According to the findings of this study, one of the factors that raises the possibility of an employee blowing the whistle on their employer is having a strained connection

with their supervisor. When a desire for vengeance serves as the impetus for carrying out this behavior, and when that behavior is carried out with the intention of causing harm to a person, group, or organization, then we would consider this behavior to be antisocial. The following items have the potential to be included in the definition of antisocial behavior: (Miceli & Near, 1997).

5.1.1.2 Hypothesis 2: There is Positive Association between Relationship Conflict and Disidentification

Research question 1 was addressed through hypothesis 2. That negative event relationship conflict has positive relationship with disidentification towards organization. According to statistical results this hypothesis is accepted. Result complements this line of research by providing evidence that relationship conflict can predict disidentification towards organization. According to the findings of previous research, relationship conflicts are characterized by a nature that is both more intimate and more emotionally charged than other types of disagreements or controversies. This is in contrast to the nature of other disagreements or controversies, which tend to be less personal and more objective. The character of other arguments or controversies, on the other hand, tends to be less personal and more objective. This stands in contrast to this aspect of the situation. These arguments are less immediately tied to the task that is currently being done since individuals' personalities are different and there is inconsistency in the perspectives and priorities that they hold. People typically associate them with negative feelings such as hatred, anger, rage, aggravation, distrust, and a lack of identification. This is in addition to the fact that they are frequently associated with the aforementioned characteristics (Amason et al., 1995; De Dreu & Weingart, 2003; Jehn, 1994, 1997; Jehn & Bendersky, 2003; Pelled, 1996). As a consequence of this, they are attributed to a greater number of personal and socio-emotional problems than they are to difficulties connected to the job at hand or the method that is being followed, and as a consequence of this, they have the potential to become extremely persistent and harmful. Relationship conflict is closely related to the ideas of relational stress and relational disintegration, as well as the emotion of hatred (Alam et al., 2021).

The findings of this study provide significance to the findings of the research that came before it, which demonstrated that organizations believe it is wrong for members to conceal their identity. The results of this study suggest that considerable disagreements between the individual and the organization are to blame for the phenomenon of disidentification. These wars are the key element that play a role in the formation of disidentification as a social phenomenon. It is conceivable for an organization to have a detrimental impact on both the turnover of workers as well as the retention of personnel, particularly in jobs that are highly unidentified (Bierle et al., 2019). Previous research has shown that there is a significant financial cost associated with staff turnover. In addition, management will be compelled to deal with employees who have strong unfavorable attitudes of the company but are unable or unable to depart if personnel who disidentify with the organization continue to work there. This investigation was conducted by Hom and Griffeth in 1995. A sluggish labor market, which may be caused by variables such as unemployment, pensions, or golden handshakes, may have led to this result. Alternatively, this may be the result of a golden handshake. When this occurs, managers will be confronted with the issue of dealing with personnel who continue to hold strong unfavorable views of the company yet are unable or unable to quit the company (Bierle et al., 2019).

According to Asbrock and Van Hiel (2017), relationship conflict or emotional conflict is one of the antecedents of disidentification in workplaces. The findings of this study are consistent with those of Asbrock and Van Hiel (2017) study, which found that disidentification is a result of relationship conflict or emotional conflict. The results of this investigation are consistent with the results found in (Asbrock & Van Hiel, 2017). The data indicate that there is a correlation between relationship conflict and disidentification on the part of the individuals, and that this association is statistically significant. The results of this investigation were in line with the findings acquired from an earlier investigation (Kreiner et al., 2004; De Dreu & Weingart, 2003; Amason et al., 1995). The findings of this study are consistent with the findings of previous investigations, which have demonstrated that positive and negative motivational states each have their own unique causes and effects, as well as diverse beginnings (Cacioppo, Gardner, & Berntson, 1997;

Gable & Strachman, 2008; Sassenberg, Kessler, & Mummendey, 2003; Watson, Clark, & Carey, 1988).

5.1.1.3 Hypothesis 3: There is Positive Association between Relationship Conflict and Organizational Deviance

This research question was addressed through hypothesis 2. That negative event relationship conflict has positive relationship with organizational deviance. According to statistical results this hypothesis is accepted. Result complements this line of research by providing evidence that relationship conflict can predict workplace deviance behavior. The findings of this study are consistent with the findings of previous studies, which point to the existence of workplace deviance in organizations that are a part of the public sector in Pakistan. Theft, intentionally ignoring an instruction from a supervisor, harassment, gossiping about the supervisor, corruption, blaming coworkers, and arriving late to work on purpose are all examples of deviance in the workplace. Other examples include gossiping about other employees, talking negatively about the supervisor, and talking negatively about other workers (Saeed & Ibrahim, 2005; Bashir et al., 2011; Nasir & Bashir, 2012; Shahzad & Malik, 2014; Jafree, Zakar, Fischer, & Zakar, 2015; Shaheen, Abrar, Saleem, Shabbir, & Zulfiqar, 2021; Kundi et al., 2023; Zahid & Nauman, 2023). The specific categories of deviant behaviors that have been reported in the undergraduate sector are as follows: verbal and physical violence (Shahzad & Malik, 2014; Jafree et al., 2015), bullying and mobbing behavior (Gadit & Muford, 2008; Bano & Malik, 2013; Somani, Karmaliani, Mc Farlane, Asad, & Hirani, 2015), corruption and bribery (Naz, Khan, Daraz, Hussain, & Khan, 2012; Saeed & Ibrahim, 2005). As a consequence of this, the sector of the economy that acts as the focal point of this investigation is home to a wide variety of inappropriate workplace behaviors (both interpersonal and organizational), all of which may be found in the workplace. These patterns of behavior need to be managed and limited in some fashion.

Our findings, which served to confirm the hypotheses and conclusions drawn from past studies, were consistent with the findings of previous research, therefore they

provided support for these findings. In the study conducted by [Bruk-Lee and Spector \(2006\)](#), 133 dyads of full-time working participants from a university in the United States took part. The researchers were interested in determining the impact that conflict with supervisors and coworkers had on the behavior of organizations. It was requested of the participants that they report on any experiences they have had with organization deviance. All of the participants were working full-time jobs at the organization for the course of the study. They found that one of the most important elements in properly projecting workplace deviance was conflict with other coworkers. According to what they found, conflict with coworkers was one of the most essential factors. [Haq \(2011\)](#) conducted a study with 264 workers who were employed by six different companies based in Pakistan. The purpose of the study was to investigate the influence that relationship conflict has on the outcomes of workers' occupations. He observed, in a manner that is consistent with the findings that we obtained, that relationship conflict had a beneficial influence on organizational workplace deviance. This was found in a manner that was consistent with the findings that we acquired. This finding was achieved in a way that was consistent with the data that we had obtained, and it fit in perfectly with those findings. After investigating 116 employee–coworker dyads, [Kessler et al. \(2013\)](#) found that interpersonal conflict led to negative emotions, which in turn led to counterwork behaviors. This was discovered through their investigation of interpersonal conflict as a cause of bad feelings.

5.1.2 Hypothesis 4: There is Positive Association between Relationship Conflict and Hatred?

This research question was addressed through hypothesis 4. That negative event relationship conflict has positive relationship with hatred. According to statistical results this hypothesis is accepted. This line of research is complemented by the findings of this study, which provide evidence that relationship conflict can predict the adverse effects of hatred.

According to [Arooj and Naqvi \(2023\)](#) the findings of previous research, one way to define hatred is as a profoundly unpleasant feeling that is directed toward the

target of one's hatred. People have a tendency to attribute a diverse range of negative characteristics to the emotion of hatred, including the perception that the object of their enmity is morally unacceptable and harmful (Halperin & Eran, 2011; Staub et al., 2003; Baron, 1991). There are numerous unfavorable effects that are related with conflict, such as hatred, bitterness, and scorn; these are well-known reactions in contexts that involve conflict. There are also many unwanted results that are linked with conflict. In addition, there are a great number of outcomes that are not favorable that are connected to conflict (Staub et al., 2003; Allred, 2000).

Our findings are consistent with those of a previous study, which found that relationship conflict is a predictor of negative affect such as hatred, anger, irritation, and resentment. This finding was made by the same researchers who found that conflict in relationships is a predictor of these affects (Graso & Grover, 2017; Jehn, 1995; Baron, 1991). Relationship conflicts are typically "more interpersonal and emotional" (De Dreu & Weingart, 2003, p. 747) and imply a higher threat to an individual's personal identity and sense of self-esteem than other types of conflicts do. This is because relationship conflicts tend to involve more than two people. This is due to the fact that problems in relationships are often brought on by a breakdown in communication between the various persons involved (De Dreu & Gelfand, 2008). Conflicts with other people are associated with more negative emotional responses, which is an indication of a greater risk to an individual's well-being. This is due to the fact that having poor experiences at work that are connected to one's self-esteem could have a negative influence on one's mental health. Having a negative impact on one's mental health (Semmer et al., 2015).

Research that was conducted in the real world lends credence to the premise that interpersonal tensions in the workplace may have a negative impact on employees, and these studies provide evidence in favor of this idea (Wang et al., 2018; Tepper et al., 2011). Despite this, relational conflict is widely considered to be an inherent part of every organization and impossible to avoid (Tillman et al., 2017; Kurtzberg & Mueller, 2005). It is the outward manifestation of interpersonal incompatibility, and it causes people to feel uncomfortable emotions such as anger, hostility, distrust, fear, and frustration when they are involved in confrontations. This is

because it causes people to feel like they have no control over the situation. This is due to the fact that it gives people the impression that they have no control over the circumstances (Wang et al., 2018; Wall Jr & Callister, 1995). Especially, a disagreement in the relationship between a supervisor and a subordinate is viewed as a significant sort of relationship conflict, and it can have a number of negative implications on workers. These repercussions might include a variety of negative outcomes.

According to Arooj and Naqvi (2023) the findings of the study, a strong and positive connection between hostility and interpersonal turmoil in relationships exists. This association was shown to be significant. These results are consistent with what the data shows. These findings were congruent with those of a prior study, which demonstrated that negative outcomes related with conflict, such as rage, bitterness, hatred, and disgust, are widespread reactions in conflict contexts. The previous study was conducted by the same researchers as the current one. The same researchers who worked on the prior study and obtained comparable results were responsible for that study (Wang et al., 2018; Staub et al., 2003; Allred, 2000; Arooj & Naqvi, 2023).

5.1.3 Research Question 2: Does Personal Disposition of Narcissism Strengthen the relation between Relationship Conflict and Hatred?

This research question was addressed through hypothesis 5, Narcissism strengthens the relationship between relationship conflict and hatred so that if narcissism is increased the relationship will be strengthen and if narcissism is decreased the relationship will be weakened. According to statistical results this hypothesis is rejected. In contrast to what one might expect, narcissism does not work in a way that positively moderates the relationship between relationship conflict and hatred. Initially when moderation was tested the result was negative but significant which shows that narcissism negatively moderates the relationship between relationship conflict and hatred as per expectation it wasn't strengthen the relationship results showed that narcissism weakens the relationship between relationship conflict and

hatred. which is contrary to expectation, but when we perform full model analysis the moderation is found to be negative and insignificant on the basis of results the hypothesis is rejected.

According to the findings of earlier studies, narcissism is a maladaptive personality trait that is characterized by an excessive preoccupation with one's own interests as well as a dominant and manipulative approach to one's relationships with other people. Narcissism is also characterized by a lack of empathy for the feelings and needs of other people (Emmons, 1987; Paulhus & John, 1998; Paulhus & Williams, 2002). It is believed that narcissists experience what is known as "narcissistic anger" when they are unable to maintain their inflated sense of self-importance. This emotion is a combination of wrath and hatred. Narcissists become angry when they are unable to maintain their inflated sense of self-importance. This could have very negative repercussions for others who are around them. This rage has the potential to manifest itself in a manner that is both violent and explosive at times. Some study suggests that narcissistic vulnerability, and not grandiosity, is the driving force behind the dispositional and internal aspects of hostility, such as hatred, rage, and antagonism. This is the case despite the fact that grandiosity is commonly thought to be the driving factor. These characteristics, which are fueled by pity, mistrust, complete despair, and angry thinking, are driven by narcissistic vulnerability, which is driven by the fact that the individual is vulnerable. Among these characteristics are hostility, hatred, and animosity against other people (Krizan & Johar, 2015). Studies conducted in the past have demonstrated that individuals who fit the profile of a narcissist believe that they are extraordinary in comparison to other people and think they are more deserving of praise as a result of their one-of-a-kind and exceptional qualities. If they are faced to rejection, unfairness, insults, or doubts, there is a risk that narcissists would react in a manner that is both emotionally charged and physically aggressive. This is because narcissists have a distorted sense of their own importance (Neufeld & Johnson, 2018; Sheldon & Bryant, 2016).

According to the findings of our investigation, narcissism acts in an unfavorable capacity as a moderator of the relationship that exists between relational conflict and hatred. Previous research has indicated that those who have higher levels of

narcissism are more likely to engage in aggressive behavior as a defense mechanism against feeling like they are important to themselves. It was discovered that this was true for both the male and female participants in the study. On the other hand, the findings of the most recent study demonstrated that the situation is exactly the opposite of what was expected (Bushman & Baumeister, 1998; Chester & DeWall, 2016). As a result of the fact that people have a propensity to react hatefully only in scenarios in which their identity is obscured, such as in large gatherings of people, it is quite likely that this is the case. The reason for this predisposition is not fully understood. It's possible that this is the reason why things are the way they are (Zimbardo, 1969). Previous studies have demonstrated that the sheer presence of any authority figure, in conjunction with the possibility of engaging in harmful behavior, is sufficient to prevent the occurrence of violent acts (Rogers, 1987). Findings from past research indicate that being assigned the responsibility of receiving negative feedback frequently predicts higher levels of aggression (hate) in conflict; however, narcissism was found to have no effect on these levels of hostility (Czarna, Zajenkowski, Maciantowicz, & Szymaniak, 2021). On the other hand, narcissism did not provide any positive results at all.

Even though they are a narcissist, it's possible that power distance is another factor in why a narcissistic employee doesn't perform as well as they should under the circumstances, even though they are a narcissist. Understanding the various culture and traditions is more important than it has ever been, according to the findings of a cultural study that was carried out by (Hofstede & Geert, 1984). These findings indicate that, in the present day, the global economy continues to become more intertwined, making it more important than it has ever been to have a cultural awareness. This is particularly pertinent information taking into account the large power distance that separates Pakistan and the rest of the world. Not only will the manner in which an individual views power dynamics have a considerable influence on their conduct as a manager, but it will also have an affect on how they behave in any role they work as an employee. According to a study by (Gable & Strachman, 2008), narcissists frequently use emotional regulation techniques to lessen the intensity of unpleasant feelings like hatred and animosity. This trait might make the connection between hateful sentiments

and relationship conflict less. Narcissistic persons have a tendency to retain a good self-image and safeguard their sense of self-worth, especially in the midst of conflict (Tracy & Randles, 2011). To maintain their sense of self-worth and reduce unpleasant feelings, they could use self-enhancement techniques like placing responsibility elsewhere or use defensive mechanisms like denial or rationalization (Raskin & Terry, 1988).

According to the findings of a number of research that have been conducted on the topic of the positive organizational effects that can be brought about by narcissism and that have been published in reputable academic publications (Ronningstam, 2005; King III, 2007; Duchon & Burns, 2008; Godkin & Allcorn, 2009a, 2009b). Our findings are in some way consistent with those of a study (Czarna et al., 2021) that contends narcissism is not associated with a tendency for displaying hostility and fury.

Narcissistic individuals frequently uphold a positive self-image and defend their sense of value even in the face of disagreement (Tracy & Randles, 2011). Our results are consistent with another study by Raskin and Terry (1988), which found that narcissists may employ defensive strategies like denial or rationalization or self-enhancement tactics like shifting blame elsewhere in order to preserve their sense of self-worth and lessen negative emotions. Despite receiving adverse feedback, narcissistic people usually exhibit good emotional self-regulation abilities and have a positive self-perception (Tracy & Randles, 2011; Back et al., 2013). Their capacity to control their emotions and their positive self-perception may enable them to sustain a more positive emotional state during conflict, which may reduce their levels of hatred (Back et al., 2013). It's possible that narcissistic individuals have more effective coping strategies for dealing with conflict. They may be more likely to employ adaptive coping techniques like approach-oriented problem-solving as opposed to inappropriate coping mechanisms like hostility or hatred (Campbell, M, et al., 2000; Back et al., 2013). These adaptive coping techniques can help prevent the development of negative emotions like hatred during a relationship inconsistency (Back et al., 2013).

People with a tendency toward narcissism may believe they are superior and inviolable, and they utilize this notion in order to protect themselves from negative

emotions (Tracy & Randles, 2011). Their heightened sense of superiority and the concept of self could protect people from experiencing intense hatred during relationships conflict since their ego may not be in danger (Tracy & Randles, 2011). This emotional regulation and positive self-perception may enable them to maintain a more positive emotional state during relationship conflict, leading to reduced levels of hatred (Back et al., 2013).

5.1.4 Research Question 3: Does Negative Emotion Hatred Predicts Whistleblowing Disidentification and Organizational Deviance?

This research question was addressed through hypothesis 6, 8 and 10 Negative Emotion Hatred has positive association with Whistleblowing Disidentification and Organizational deviance.

5.1.4.1 Hypothesis 6: There is Positive Association between Hatred and Whistleblowing

According to statistical results this hypothesis is accepted. This is aligned with the prior research that indicated that emotions have the potential to sway decisions on whistleblowing at a number of different moments throughout the process. Emotions play a role in directing people's attention to specific problems and in kicking off the attribution process (Goldberg, Lerner, & Tetlock, 1999; Weiner, 1985, 1986). According to Henik (2008), there aren't many studies on the topic, but our findings are in line with those of other research that suggests workers could report safety concerns in order to further their own personal agendas (Arooj & Naqvi, 2023). This line of thinking is supported by the fact that there aren't many studies on the topic. A cost-benefit analysis is utilized in both the process of arriving at moral judgments and the investigation of methods for staying out of trouble (Smith et al., 2007). The findings of Werbel and Balkin (2010) are as follows: Employees weighed the potential benefits of engaging in unlawful action (rewards and incentives) against the risk of getting caught, and ultimately came

to the conclusion that the benefits of engaging in illicit activity outweighed the potential risks (performance assessment).

This does not explain why some people came forward with information despite the fact that they were aware that doing so could have potentially harmful effects. Several researchers, including (Brown, E, & Mitchell, 2010; Fredin et al., 2019; Vadera, Aguilera, & Caza, 2009; Gundlach et al., 2008; Henik, 2008), have emphasized the significance of using one's gut feelings while deciding whether or not to blow the whistle. Gundlach et al. (2008) all arrived to the same conclusion, which was that resentment and hatred play a significant part in the situation. The act of blowing the whistle on unethical behavior is supported by a variety of different whistleblower organizations through the use of cost-benefit analyses (Cassebatis & Wortley, 2013; Miceli & Near, 1992). The hostility and hatred eventually faded (Gundlach et al., 2008). There are a variety of factors that can influence a person's decision to report inappropriate behavior. The research that was conducted by Ugazio et al. (2012) suggests that people's moral responses could be influenced by the emotional experiences that they have had in their lives. The act of making an unofficial disclosure of information to regulatory authorities or parties that have the power to take enforcement action against an employee's alleged unlawful behaviour is what Miceli and Near (1992) refer to as "whistle-blowing." Academic research hardly ever focuses on revenge as a topic of study (Elshout et al., 2015; Fischer et al., 2018).

Our findings are in line with those of earlier studies, which showed that blowing the whistle on wrongdoing can have both beneficial and negative consequences on society (Betancourt & Blair, 1992; Dozier & Miceli, 1985; Miceli & Near, 1997; Schmidt & Weiner, 1988; Weiner, Amirkhan, Folkes, & Verette, 1987). Activities that are socially beneficial or harmful might be classified according to their levels of hatred. A number of organizations, including governments and public administrations, are paying attention to the practice of blowing the whistle at the moment. Previous studies have recognized the importance of reporting illegal activity and the positive effects that doing so has on society (Apaza & Chang, 2020; Lewis, Brown, & Moberly, 2014; Miceli et al., 2008; Vaughn, 2012). But recent events have shown that "blowing the whistle" in the public sector is not a

simple undertaking, and that this has not been the case historically (Brink, Lowe, & Victoravich, 2017; Miceli & Near, 2013). To blow the whistle on government institutions, which are frequently among the largest employers and most prominent organizations in a country, is not always an easy task (Lewis et al., 2014; Vandekerckhove & Lewis, 2012). According to our research, emotions such as fury, disgust, and fear all play a part in the decision to blow the whistle on unethical behavior (Henik, 2008). Because it assists other individuals, the act of sounding the alarm is regarded as having positive societal implications (Dozier & Miceli, 1985; Miceli et al., 2008).

The findings showed that whistleblowing is antisocial and motivated by affect when it is done with the objective of damaging a public sector individual, group, or organization and when it is carried out with the goal of exacting retribution (Brink et al., 2017; Henik, 2008; Miceli & Near, 1997; Arooj & Naqvi, 2023).

5.1.4.2 Hypothesis 8: There is Positive Association between Hatred and Disidentification

That negative emotion Hatred has positive relationship with Disidentification. According to statistical results this hypothesis is accepted. Result complements this line of research by providing evidence that negative emotion Hatred can predict Disidentification.

Our findings are in line with those of other research that suggests emotion is merely a "by-product" of work (Yu, Wu, Liu, & Gong, 2021; Jiang & Lavaysse, 2018). According to the findings of this study, emotions are nothing more than a "by-product" of effort. In addition, other research that is similar to ours and has suggested that an individual's action may not just be the result of rational processing but may also be the consequence of emotional influences has suggested that an individual's action may not just be the result of rational processing but may also be the consequence of emotional influences. Our findings are consistent with the findings of several other studies, the conclusions of which can be found in (Lalegani et al., 2019), and you can read about them there. 1995 was the year that saw the publication of Ashforth and Humphrey's study. The concept that an

individual's emotions serve as the connecting relationship between the numerous components of the working environment and the behaviors of employees is the second fundamental tenet of affective theory. Affective theory was developed by psychologists (Weiss & Cropanzano, 1996). When people feel overloaded by the responsibilities of their jobs, they often develop negative emotions, which are characterized by a state of exhaustion. This state of fatigue often leads to employees showing unfavorable emotions to others and having a low appraisal of themselves, both of which are consequences of the condition. Exhaustion, which is a natural response to stress, is the situation that causes negative emotions to arise. When people feel pressure in their jobs, a normal stress response for them is exhaustion, which can last for days (Maslach, Schaufeli, & Leiter, 2001).

Feelings of rejection (Jasinskaja-Lahti, Liebkind, & Solheim, 2009; Verkuyten & Yildiz, 2007; Matschke & Sassenberg, 2010), a lack of ingroup support (D. R. Becker, Drake, & Bond, 2011), a perceived conflict (Elsbach, 2001; Glasford, Pratto, & Dovidio, 2008), or a lack of in group belonging can all lead to (Kreiner et al., 2004). Disidentification is a result of having bad feelings such as hate, disgust, anger, wrath, and rage, and these sensations can lead to the growth of these negative feelings. Disidentification is a result of having negative feelings such as contempt, disgust, anger, wrath, and hate. According to (Roseman, 2013), feelings of annoyance and outrage are equivalent with action ready. Action readiness also includes feelings such as antagonism, scorn, hate, and contempt. Previous research that gives support to our findings reveals that a positive link exists between disidentification and conflict, negative affect, and cynicism. This link is supported by the fact that cynicism is the most prevalent (Kreiner & Kristian, 2002).

5.1.4.3 Hypothesis 10: There is Positive Association between Hatred and Organizational Deviance

Research question 3 was addressed by the hypothesis number 10, which can be found here. The unfavorable feeling of hatred is a good predictor of organizational deviance. The statistical evidence supports the conclusion that this hypothesis is correct. Findings provide evidence that the negative emotion of hatred predicts

organizational deviance, which complements the line of research that they were a part of.

According to the findings of this research, there is evidence to establish a positive association between hatred and organizational Deviance. These findings lend support to the conceptual framework offered by Affective Event Theory (Weiss & Cropanzano, 1996), which demonstrates a connection between occurrences in the workplace, emotions, and behaviors that occur in the workplace. As was to be anticipated, it was found that hatred was a strong predictor of deviant behavior that was directed towards organizations. This was confirmed by the findings. Studies (such as those conducted by (Kundi et al., 2023; Khattak, Khan, Fatima, & Shah, 2019; Khan, Arifur, Muttakin, & Siddiqui, 2013; Yang & Diefendorff, 2009) has discovered that negative emotions have a considerable positive association with deviant behaviors. The findings presented here are in line with the findings presented there.

In contrast, the subject of this study is negative emotions associated to work, such as anger, hostility, hatred, fear, and disgust. These emotions reflect employees' assessments of, and affective responses to, unpleasant work situations, events, objects, and decisions. These feelings are brought on by the environment of the workplace (Crawford & Henry, 2004). Consequently, organizational deviance is created by people bottling up their negative feelings about themselves, others, and the setting in which they are employed. These suppressed negative emotions eventually morph into a variety of kinds of rage, which in turn give rise to feelings such as rage, hatred, and vengeance (R. N. Turner, Hewstone, & Voci, 2007).

Andrieş and Cocriş (2010) highlighted the fact that factors such as relationship conflict, unresolved more fundamental issues, unmet needs, personal and/or organizational barriers to achieving the set objectives leads to feelings of frustration; and when coupled with the level of the individual's capacity to recognize and evaluate needs and emotions, the chances of developing negative cognitions are significantly enlarged. It has been found that an increased chance of experiencing mental intrusions is linked to having negative thoughts about one's job] (Barber, Stolz, Olsen, Collins, & Burchinal, 2005). As a consequence of this, an individual's inclination to engage in behaviors that are undesirable, such as disruptive behavior

in the workplace, is increased as a result of the promotion of this predisposition (Kundi et al., 2023). Research has also revealed that having negative thoughts about one's employment is associated to an increased likelihood of experiencing mental intrusions (Kundi et al., 2023; Qiao et al., 2023).

5.1.5 Research Question 4: Does Hatred Mediates the Relationship between Relationship Conflict and Whistleblowing?

This research question was addressed through hypothesis 7. That Hatred mediates the relationship between Relationship Conflict and Disidentification towards Organization. According to statistical results this hypothesis is accepted.

The results of this research show that the negative emotion of hatred does play a role as a mediator in the connection between relationship conflict and a disidentification with an organization. This finding contributes new information to the body of study that has already been conducted in this field. Negative emotions, such as hatred and wrath, are strongly aroused in this setting due to the fact that disidentification encourages employees to define themselves as being the antithesis of the corporation they work for. Past studies have found that distancing oneself from an organization, rather than erroneously identifying with it, is more likely to result in a weak sense of organizational identity (Stanley, 2014; Kreiner et al., 2004). This is due to the fact that disidentification encourages workers to identify themselves in a manner that is contrary to that of the organization (Larsen & Diener, 1992). Our findings are in line with the findings of other studies, which suggest that the moods and emotions of employees are likely to push them to recast themselves as competitors of the company for which they work. Our findings are compatible with the findings of earlier studies. Since unfavorable emotions have the capacity to act as the impetus for an individual's disassociation from an organization (Larsen & Diener, 1992).

Previous research has demonstrated that individuals in the workplace who want to distance themselves from an organization and must also describe themselves as

being the complete antithesis of the organization in order to be successful in doing so must describe themselves as being in direct opposition to the organization. Because of the high stimulation of negative emotions like anger, hatred, disgust, and so on, this is necessary in order to do what needs to be done in order to do so. (Larsen & Diener, 1992; Smith et al., 1985), the authors stated that such emotions and feelings are most likely to induce workers to identify themselves as opponents in the organization. Larsen and Diener (1992); Smith et al. (1985), they claimed that this is due to the fact that disidentification demands a high level of resistance, and that negative emotions may serve as the driving force that permits individuals to disclose information about themselves as competitors in the organization (Kreiner et al., 2004). Disidentification occurs when individuals incorrectly relate themselves to their supervisors or organizations and explain themselves as organizational rivals as a result of relationship conflict (Elsbach & Bhattacharya, 2001) and negative emotions such as hatred, rage, disgust, and so on. These findings confirmed that disidentification occurs when individuals incorrectly relate themselves to their supervisors or organizations and explain themselves as organizational rivals. Causes disidentification (Larsen & Diener, 1992; Smith et al., 1985).

5.1.6 Research Question 5: Does Hatred Mediates the Relationship between Relationship Conflict and Disidentification Towards Organization?

This research question was addressed through hypothesis 9. That negative emotion Hatred mediates the relationship between Relationship Conflict and Disidentification towards Organization. According to statistical results this hypothesis is accepted.

The results of this research show that the negative emotion of hatred does play a role as a mediator in the connection between relationship conflict and a disidentification with an organization. This finding contributes new information to the body of study that has already been conducted in this field. Negative emotions, such as hatred and wrath, are strongly aroused in this setting due to the fact that

disidentification encourages employees to define themselves as being the antithesis of the corporation they work for. Past studies have found that distancing oneself from an organization, rather than erroneously identifying with it, is more likely to result in a weak sense of organizational identity (Stanley, 2014; Kreiner et al., 2004).

This is due to the fact that disidentification encourages workers to identify themselves in a manner that is contrary to that of the organization (Larsen & Diener, 1992). Our findings are in line with the findings of other studies, which suggest that the moods and emotions of employees are likely to push them to recast themselves as competitors of the company for which they work. Our findings are compatible with the findings of earlier studies. Since unfavorable emotions have the capacity to act as the impetus for an individual's disassociation from an organization (Larsen & Diener, 1992).

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and explain themselves as organizational rivals. Causes disidentification (Larsen & Diener, 1992; Smith et al., 1985).

5.1.7 Research Question 6: Does Hatred Mediates the Relationship between Relationship Conflict and Organizational Deviance?

This research problem was addressed by the 11th hypothesis in the study. The assumption underlying this research is that the negative emotion hatred can help explain the connection between relationship conflict with a supervisor and deviant behavior in an organization. In today's modern workplaces, employees spend a considerable portion of their day interacting with their superiors, a period of time in which they experience a wide spectrum of emotions. Among them, anger and hatred are each associated with a sensation that can vary from a relatively slight annoyance all the way up to full-fledged rage. In between those two extremes is everything in between (Kundi et al., 2023, 2021; Kim, Son, & Kang, 2021). What causes some workers to have a negative attitude or grow furious toward their coworkers? According to the affective event theory, when employees in an organization are exposed to events that are designed to elicit a particular emotion, the theory predicts that employees will feel the emotion that corresponds to that emotion, and the emotion that best represents being exposed to negative events is hatred. Affective event theory was developed by psychologists in the 1960s (Kundi et al., 2021; Staub, 2005). In other words, disrespectful behavior by a supervisor who interacts with focal employees in everyday work life (Kundi et al., 2021; Sakurai & Jex, 2012) is deemed to violate the norms of mutual respect, creating resentment, contempt, and hatred (Kundi et al., 2021; Sakurai & Jex, 2012). Kundi et al. (2021); Sakurai and Jex (2012) To put it another way, behavior that is disrespectful toward focal employees on the part of a supervisor who interacts with those employees on a day-to-day basis (Kundi et al., 2021; Fischer et al., 2018). In addition, it is generally accepted that managers are recognized as being authoritative organizational agents. Thus, disrespectful behavior demonstrated by managers may extend employees' resentment or hatred toward the organization

that allows it to go unchecked. This may be the case if the disrespectful behavior is allowed to persist. This has the potential to be detrimental to both work and morale (Kundi et al., 2021; Aryee, Chen, Sun, & Debrah, 2007). Our findings are consistent with those of other studies, which reveal a variety of evidence of the association between conflict with supervisors and the emotional response of employees, according to previous research that has been done, which finds that our findings are consistent with those of other studies. For instance, it was shown that having arguments with one's superiors could have a positive effect on negative emotions such as hatred if the disagreements are handled appropriately (Kundi et al., 2021; Duffy, Ganster, & Pagon, 2002).

According to the affective event theory, one's behavior is capable of being affected by negative feelings that are triggered as a result of adverse experiences. As a consequence of this, unfavorable feelings such as hatred, which can be triggered by relationship conflict with a boss, can lead to retaliation (whistleblowing), in addition to negative behaviors (organization deviance and disidentification). Deviant conduct is an act of individual will that is characterized by the expressing of unpleasant feelings and the taking of punishing action, and it is characterized by the fact that it poses a risk to both other individuals and organizations (Kundi et al., 2023, 2021). As a result, it is not impossible for there to be a causal link between the negative emotion of hatred that is experienced by workers and the antisocial activity that they engage in. Previous research has both predicted and demonstrated the presence of a correlation between negative emotion and antisocial behavior. This correlation has been shown to exist. Studies have revealed that negative feelings, for example, are a substantial contribution to antisocial behavior. This finding was found in a number of different investigations (Glomb, 2002).

5.2 Conclusion

The study's statistical findings support the Affective Events Theory model, which is supported by most hypotheses. The incorporation of this theory helps in understanding the connections between variables under investigation, providing a deeper

understanding of the research's findings. The findings from this research showed that hatred can simultaneously have both functional and nonfunctional effects in the workplace. In addition to this, it elaborates the conflict is definitely unavoidable aspect of workplace and relationship conflict that sparks hatred but has not been well investigated in the existing body of literature. In addition, we should expand our understanding on how to identify and control our emotions. And the employees who prove most intriguing to watch are the ones who are blowing the whistle even when they are in dispute with their supervisor. The ability to blow the whistle is one of the practical results that might arise from having hatred. Results indicated that relationship conflicts may have negative outcomes as well like disidentification and organizational deviance. The possibility of a breach increased when there is disagreement in the relationship. To summarize, corruption dominates Pakistan's public sector and has underground roots in the country. The whistleblowers are not successful in their attempts to report wrongdoings. This is not because they were not powerful enough to curb the problem; rather, it is because the institutions did not focus enough on policy formulation for "whistleblowing" and developing mechanisms for its implementation balance (Butt, Mirza, & Ashiq, 2022). In this case, even when an employee blows the whistle, she or he still has to face specific challenges and consequences for being a whistleblower in a public sector firm. In addition, the implementation methodology calls for check and balance. As is the case when there is a policy, the implementation mechanism is in the hands of several persons, and each person may propagate it in a manner that favoritism, bribery, and even commendations were utilized. Likewise, those who blow the whistle on illegal activity run the risk of being harmed. The authorities in an organization need to handle the aforementioned issue by formulating policy for whistleblowing, and they need to actively monitor the aforementioned issue to ensure that it is being monitored in the true letter and spirit.

5.3 Theoretical Implications

This investigation focuses on negative emotions that arise as a consequence of having a contentious working relationship with a supervisor; other researchers

have already researched on this topic (Foster et al., 1972; Parrott, 1991; Salovey & Rodin, 1984; Silver & Sabini, 1978; Smith, E, Hinckley, & Volk, 1991; Smith, K, Madsen, & Moody, 1999).

Yet, the most important thing that this study adds to the existing body of knowledge is that it sheds light on the characteristics of hatred as an emotional, functional, and nonfunctional result of relationship conflict. The feeling of hatred and the functional outcomes of that emotion are a seldom researched notion in the literature of the social sciences and particularly in our setting. As a result, this research reveals the effects of relationship conflict in the form of hatred, which, in the end, leads to a positive outcome in the form of whistleblowing, as well as a destructive outcome in the form of disidentification and organizational deviance.

The study makes extensive use of Weiss and Cropanzano's Affective Events Theory (AET), which is a key theoretical implication. This is by no means the least important of these implications (1996). The theory takes into account a variety of different variables and postulates that employees respond in a variety of different ways to a variety of unpleasant emotions that arise at work as a direct result of some particular and relevant adverse circumstances. As a result, this extension may have provided both theoretical and empirical hints for organizational researchers to investigate the effects of relationship conflict by focusing on how hatred may mediate the association of relationship conflict with organizational deviance. In other words, this extension may have helped organizational researchers investigate the effects of relationship conflict.

In the present investigation, the Affective Events Theory (AET) is applied to the situation of emerging nations like Pakistan. Despite the fact that a large number of researchers have been investigating the significance of feelings, events, behaviors, and happiness in the workplace on an ongoing basis. Nevertheless, this study expands the theoretical research that has been done in collectivist cultures (Hofstede & Geert, 1984), such as Pakistan, by including all study variables within the framework of the Affective Events Theory. The predominance of aggressive and negative feeling is extremely acceptable and natural in Pakistan due to the collectivist and high power distance culture (Hofstede & Geert, 1984), which contributes to the country's social structure. Moreover, relationship conflict is more widespread in

poor nations and countries with a significant power distance, which can sometimes lead to prejudice among subordinates. By carrying out this research in Pakistan, a theoretical and empirical evidence is offered to the existing body of literature about the transferability and generalizability of research that is emotion-oriented in the workplace (Khan et al., 2013).

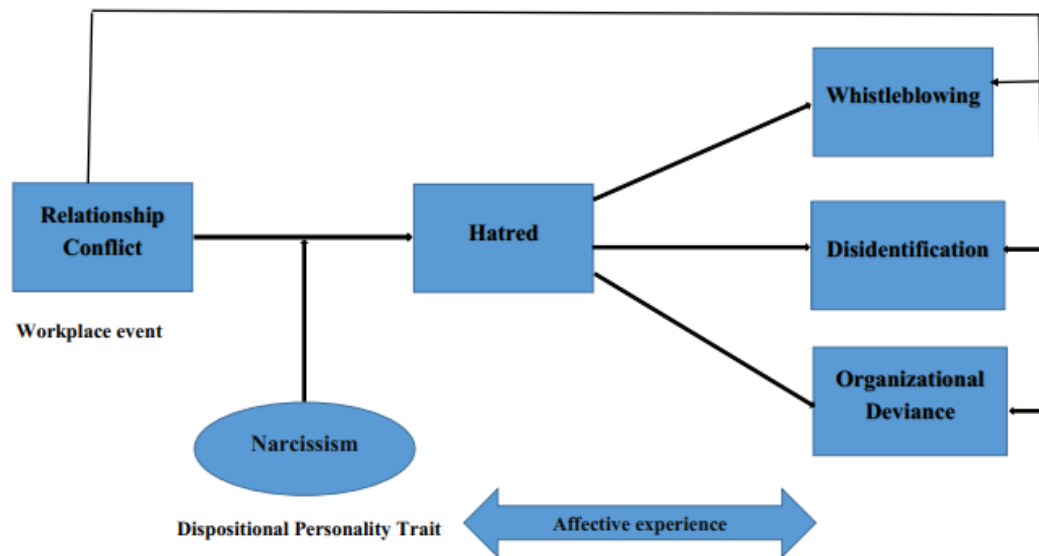


FIGURE 5.1: Research Model

5.4 Practical Implication

The findings of this study also have major implications for management in many settings. According to the findings of study, when an individual is involved in a relationship issue at work, not only is he or she more likely to experience hatred, but also their productivity tends to decrease as a consequence of the enmity they feel toward one another as a result of the disagreement. Relationship conflict in the workplace is widely regarded to be one of the most challenging obstacles that managers and organizations must face. This is because of the nature of the dispute itself, which involves two or more people. Because relationship conflict hinders innovation (De Clercq & Belausteguigoitia, 2020) and lowers organizational performance (Zhang et al., 2015), managers should make every effort to control conflicts in the workplace, particularly relationship conflicts. This is because relationship conflict lowers organizational performance (Zhang et al., 2015;

Rispens, 2014). Relationship conflict is still quite widespread in the workplace, despite the numerous attempts that have been made to eradicate it (Kundi et al., 2021). Taking into consideration the negative effects that relationship conflict can have, managers should do everything in their power to eradicate destructive relationship conflict within their positions and determine the factors that contribute to conflict between members of the organization whenever this is possible. Taking into consideration the negative effects that relationship conflict can have, managers should do everything in their power to eradicate destructive relationship conflict within their ranks. They should also strive to cultivate an atmosphere in which workers feel comfortable expressing their concerns on the widespread presence of toxic working relationships, regardless of whether those relationships are with their direct supervisor or among their fellow employees. This environment should be conducive to open communication (Haq, 2011). As a consequence of this, it makes sense to have an official ambassador who is chosen to listen to the complaints of workers while also ensuring that the anonymity of the workers is maintained (De Clercq & Belausteguigoitia, 2020).

In the context of the public sector in Pakistan, studying the role of narcissism as a moderator between interpersonal conflict and hatred has practical implications. It can help organizations better understand the dynamics at play and develop interventions or training programs to manage conflicts, promote better interpersonal relationships, and reduce the negative effects of hatred in the workplace.

5.5 Strengths of the Study

According to Weiss and Cropanzano's Affective Events Theory (AET), the research looked at the links between the factors (1996). The current study benefits from a number of methodological advantages, which helps to make its findings more relevant to a wider audience. In the first place, replies were gathered from a variety of different sources. Responses about relationship conflict were collected from the immediate supervisor, whereas responses regarding other predictors, such as hatred, whistleblowing, disidentification, and organizational deviance, were collected from the employees themselves. The employees' own responses were collected in

order to have a better understanding of the dispositional feature known as narcissism. In a similar manner, statistics on the outcome were also obtained from the employees themselves because they are in a better position to provide an accurate evaluation of the outcome. The current research is notable for a reason that it makes advantage of time lags between the various groups of responses. According to Podsakoff et al. (2003), the time lag approach reduces the biases associated with using a single source and a shared method. The current study thus contributes significantly to both the existing body of knowledge and emerging practices. A unique contribution of the study is the use of the affective events theory framework as the overarching theory with variables including relationship conflict, narcissism, hatred, whistleblowing, disidentification, and organizational deviance. This study also offers management of organizations guidance on how to handle unfavorable emotions and foster healthy competitiveness. In order to prevent bad results, the literature and contemporary studies strongly advocate avoiding negative emotions like hatred. Yet, the study's primary addition to the literature is its revelation of the practical aspects of hatred. In social science literature, and particularly in our setting, the positive impact of the negative emotion of hatred is a topic that is rarely researched. This study therefore reveals the benefits of hatred in the form of whistleblowing. The new theoretical addition to the existing literature is this investigation of the beneficial effects of the negative emotion of hatred.

5.6 Limitations

This study has a few limitations even if the conclusions and outcomes are now more apparent and have been covered in length above.

1. Additional research is required to fully understand the negative emotions in Pakistan's top industries, as the data is based on a small number of participants that is not representative of the total community.
2. Given the contemporary emphasis on horizontal approaches to organizing work and work events (Ilgen, 1999), it is critically important to consider the effects of relationship conflict across multiple levels of analysis.

3. The research employed a self-reported survey methodology, which may introduce bias and cause employees to underreport unfavorable emotions towards others, especially supervisors. This might potentially impede the development of the theory and compromise the validity of the findings (Donaldson & Grant-Vallone, 2002).
4. There may be numerous more attitudinal and behavioral outcomes that need to be further investigated; this study only looked at one positive and two adverse outcomes of hatred.

5.7 Future Directions

The following are some to consider for theoretical and practical future work.

Future research may look into how employees from other industries (private) react to conflict and animosity in relationships, with the goal of shedding light on how other employees are affected in various contexts. A Comparative analysis of both public and private sector can be done in future.

It is necessary to investigate the reasons behind supervisors' interpersonal or relationship conflict with their subordinates, which results from unpleasant incidents and emotions at work.

Current study's unit of analysis was individual, in future dyads can be studied to have more clarity. At the same time, it's important to draw attention to other possible positive and negative effects of relationship conflict.

Future research should take other personality traits into account by building on the Affective Event Theory. This study incorporated the framework of Affective events theory to explore relationships between variables, other theoretical frameworks can be used to further explore these relationships.

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Appendix-A

Questionnaire

Dear Sir/Madam

I am a student of PhD (HRM) in Management Science at CUST. I am conducting a research on “**Antecedents and Outcomes of Hatred from Affective Event Theory Perspective. A Study in Public Sector of Pakistan**”, your valuable time in completing this questionnaire will help me to identify the required outcomes of this study. Your sincere response is required for effectively and efficiently filling of this questionnaire. The survey will not take more than 15 minutes. The data collected in this study will be kept confidential and anonymous. All findings will be reported in aggregate form and will only be used for academic purposes. You may contact me at urooj_syed3000@yahoo.com for any information.

Regards,

Syeda Nawazish Arooj,

PhD Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Personal Attributes

Your gender (Tick Relevant Box)	1. Male= <input type="checkbox"/> 2- Female= <input type="checkbox"/>
Your ID	
Your age (in years like 25 years, 29 years)	
Work experience: (in years like 1 years, 2 years)	
Your Organization	

Time lag 1

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Relationship Conflict:					
1	My supervisor and I experience emotional conflict.	1	2	3	4	5
2	My supervisor and I have tension in our relationship.	1	2	3	4	5
3	My supervisor and I experience personality differences	1	2	3	4	5
4	My supervisor and I have friction in our relationship	1	2	3	4	5
	Narcissism:	1	2	3	4	5
1	I know that I am good because everybody keeps telling me so					
2	2. I like to be the center of attention	1	2	3	4	5
3	3. I think I am a special person	1	2	3	4	5
4	4. I like having authority over people	1	2	3	4	5
5	I find it easy to manipulate people	1	2	3	4	5
6	I insist upon getting the respect that is due me	1	2	3	4	5
7	I am apt to show off if I get the chance	1	2	3	4	5
8	I always know what I am doing	1	2	3	4	5

9	Everybody likes to hear my stories	1	2	3	4	5
10	I expect a great deal from other people	1	2	3	4	5
11	I really like to be the center of attention	1	2	3	4	5
12	People always seem to recognize my authority.	1	2	3	4	5
13	I am going to be a great person	1	2	3	4	5
14	I can make anybody believe anything I want them to	1	2	3	4	5
15	I am more capable than other people	1	2	3	4	5
16	I am an extraordinary person	1	2	3	4	5

Time lag 2

Please tick the relevant choices: 1= Not at all 2= a little 3= Somewhat 4= Much 5= To a great Extent.

Sr. No	Hatred:					
1	To what degree do you feel that the actions of the Organizations have offended you and/or members of your group over a long period of time?	1	2	3	4	5
2	To what degree do you estimate that some of the actions of members of the Organizations and its leaders are a result of a "bad" internal character?	1	2	3	4	5
3	To what degree do you estimate that some of the actions of the members of the Organizations and its leaders are a result of an intentional desire to harm you and members of your group?	1	2	3	4	5
4	To what degree does the thought of the Organizations give rise to negative feelings in you?	1	2	3	4	5
5	To what degree do you estimate that the actions of the members and leaders of the Organizations are just and legitimate?	1	2	3	4	5

6	To what degree would you be glad to develop social relations with members of the Organizations?*	1	2	3	4	5
7	To what degree would you be glad to know members of the Organizations more closely?*	1	2	3	4	5

Time lag 3

Please tick the relevant choices: 1= Never 2= Rarely 3= Sometimes 4= Very often 5= Always.

Sr. NO	Disidentification					
1	I am embarrassed to be the part of this organization	1	2	3	4	5
2	This organization does shameful things	1	2	3	4	5
3	I have tried to keep the organization I work for a secret from people I met	1	2	3	4	5
4	I find this organization to be disgraceful	1	2	3	4	5
5	I want people to know that I disagree with how this organization behaves	1	2	3	4	5
6	I have been ashamed of what goes on in this organization	1	2	3	4	5

Please tick the relevant choices: 1= Definitely not 2= Probably not 3= Neutral 4= Very probably 5= Definitely.

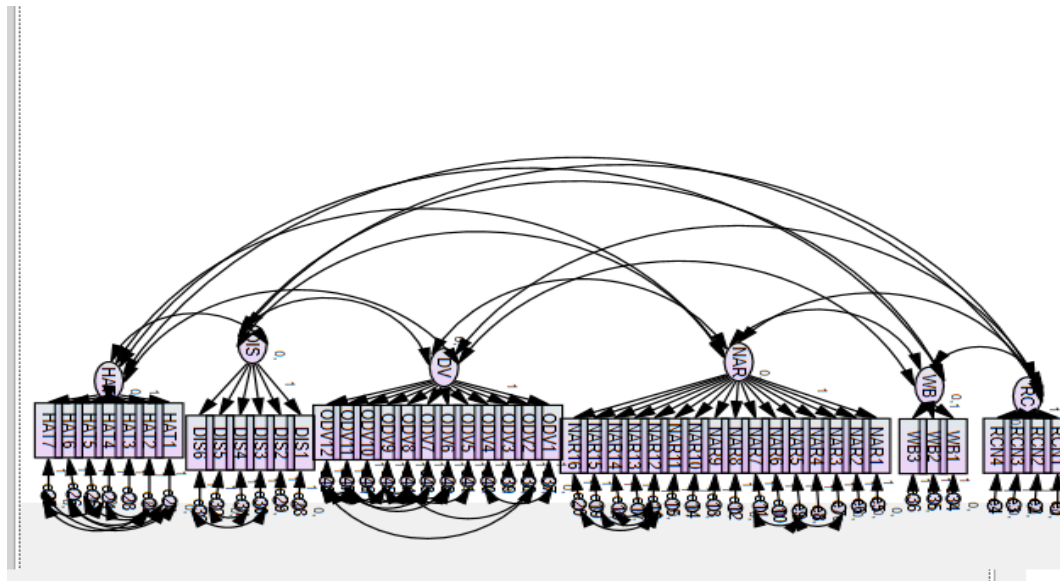
Sr. No	Whistleblowing					
1	1. 1. I report fraudulent accounting activity to the appropriate persons within the workplace.	1	2	3	4	5
2	2. 2. I report the wrongdoing to the appropriate authorities outside of the workplace.	1	2	3	4	5

3	3. 3. I report the wrongdoing but wouldn't give any information about myself.	1	2	3	4	5
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Please tick the relevant choices: 1= Never 2= Rarely 3= Sometimes 4= Very often 5= Always.

Sr. No	Organizational Deviance					
1	I have Taken property from work without permission	1	2	3	4	5
2	I Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
3	I Falsified a receipt to get reimbursed for more money than you spent on business expenses.	1	2	3	4	5
4	I have Taken an additional or longer break than is acceptable at my workplace	1	2	3	4	5
5	I Come in late to work without permission	1	2	3	4	5
6	I Littered my work environment	1	2	3	4	5
7	I Neglected to follow my boss's instructions	1	2	3	4	5
8	I Intentionally worked slower than you could have worked	1	2	3	4	5
9	I Discussed confidential company information with an unauthorized person	1	2	3	4	5
10	I Used an illegal drug or consumed alcohol on the job	1	2	3	4	5
11	I Put little effort into my work	1	2	3	4	5
12	I Dragged out work in order to get overtime	1	2	3	4	5

Appendix-B



Confirmatory Factor Analysis