Relationship of Personality and Workplace Deviance: Role of Power Distance within Organization and Role of Cronyism as a Mediator

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Abstract

This study examines the occurrence of cronyism and shed light on its negative effect on the workplace. Cronyism plays mediating role and power distance plays a moderating role in this study. The targeted population of related study is public and private sector organizations of Pakistan. Primary data were collected from 173 employees of different organizations, such as educational sector, banking sector, development sector and aviation industry of Pakistan. Power distance moderates the relationship between big five personality traits and cronyism, as well as cronyism also mediates the relationship between personality traits and workplace deviance. Data was analyzed through SPSS and different analysis, such as correlation, regression, moderation and mediation analysis were tested. Implications of the study were also discussed.

Keywords: Personality • workplace deviance • power distance • cronyism

Introduction

Personality is a very broad concept by which we can measure an employee behavior and his/her attention towards organizational goals. In the research area of personality, it is identified in industrial psychology; five traits of personality are the most extensively used and practically supported personality measure [1]. Distinctively, agreeableness relates to cooperation and emotional support; conscientiousness reflects the approach by which we organize, control and will to achieve goals; extraversion deals with assertiveness and social able or not; neuroticism refers to individuals' emotional control and effectively handles situations; openness to experience describes the imagination and willingness to utilize their flexibility [2]. Studies suggested that flow of knowledge through an organization's association understood by term of network content and formation [3]. It's defined as voluntary behavior that contravenes important organizational values, norms and pressurizes the employees working there [4]. According to Ones, DS [5] when organizations take into service, a lot of resources spent to predict workplace deviance. This behavior is shown to be focused on personality traits than ability related to dynamic because persons construct cognizant preferences either keeping deviant behaviors or not [6]. The personality traits linked with a multiplicity of workplace deviance; on the other hand the empirical results stay contradictory [7]. There is significant and disclosed similar deficiencies when analyzed personality [8]. According to Berry CM, et al. [9], the strongest predictors of workplace deviance were agreeableness and conscientiousness while agreeableness expected, interpersonal deviance and organizational deviance predicted by conscientiousness. Furthermore, in Bolton, LR, et al. [10], they found valid predictors of workplace deviance were agreeableness, conscientiousness and extraversion while valid predictor of interpersonal deviance was agreeableness and organizational deviance predicted by conscientiousness [10]. In previous studies, job satisfaction had been mediated the relationship between personality and workplace deviance [6]. According to literature job satisfaction has a direct relationship with workplace deviance so that it was taken as a mediator. Those who, dissatisfied with their job have more deviant behavior [6].

The main purpose of this study is to investigate cronyism mediate the relationship between the personality traits and workplace deviance. After studying previous studies, we observed that if employee's behavior towards work and environment is influenced by personality traits so we say that personality traits are the main reasons for the employee's behavior towards their job so that cronyism occurs due to his or her behavior and perceptions. Before discussing cronyism, there is a lot of factors like favoritism nepotism, patronage are similar terms and concept that were used for negative attitude and behaviors of personality. The concept of cronyism can be defined as a common trend to show acts of kindness or favor of a person or a cluster over others [11]. Organizational cronyism is shown as to be a significant concept that influences organizational exploitation on the result of the organization when using it as organizational supporting tools [12]. We argued that the relationship between big five and workplace deviance can be better explained through a mediation mechanism of cronyism. Cronyism as a mediator has not been studied yet as per the literature.

In addition, other studies have not taken power distance into account of moderator defined well. Power distance has been taken as a potential moderator in this study. Distribution of power within an organization among all members is a vital part of any organizational structure. Scholars explored the organizational power from numerous lenses. In 2010 Hofstede, through power distance examined the relationship with a variety of organizations and different societies. In this study, we proposed that the power distance as a moderator

weaken and stronger the relationship between the personality traits and cronyism, such as large power distance (LPD) may getting strong relationship between big five and cronyism. Because managers are becoming more powerful and use their authority towards building relationship with their favorite ones. But on the other side of the mirror small power distance (SPD) may weaken the relationship between big five and cronyism, because less authoritative managers put less attention towards their favorite ones. However, its large power distance makes a negative relationship, but less power distance makes positive relationships between big five and cronyism. The reason of selecting these variables' combination is that most of the organizations in Pakistan preferred to hire their contacts because people are more social and used their social contacts in professional life. Secondly, people have lack of respect for the law to provide equal employment opportunity and want to hire free of cost. Therefore, preference is given to their relatives and dear ones. Thirdly, people want to hire their closed ones because they want to work with known people in a friendly environment. In Pakistan, people consider their friendships and relatives more important than their colleagues. However, this study is quite relevant in Pakistani context.

In a cultural dimension, Individuals have different reactions across a region or country; however, there are a variety of reactions represented as two opposite poles to stand for power distance as large power distance (LPD) and small power distance (SPD) [13]. In Small power distance managers tend to focus on subordinates and individuals' experience, but in large power distance managers are tending to focus on formal rules [14]. However, behavior is not only the function of culture and personality, but also an association between situation and personality [15]. In low power distance student and teachers converse more easily [16], whereas organizations with high power distance make a negative impact acomparedre to low power distance organizations where power distance makes a positive impact [17].

Theoretical Framework and Hypotheses

Deviant behavior is the perception of employees and it comes from the organizational collective personality. According to previous studies agreeableness, extraversion, openness to experience, conscientiousness and neuroticism are the major factors which forced employees for such deviant behaviors [18]. There are different perceptions related to personality traits that are the organizational attention [19].

There are differences in personality and deviant behavior discussed in the past studies [20]. However, employees' major tendency to resign is related to workplace deviance and stress and low morale [21]. Neuroticism is related to negative affectivity and so that predicted that it directly describes the negative deviance behavior. As per various aggression models, it is the main predictor of aggressive behavior [22] and this behavior is associated with negative deviance. However, it is sensible to associate neuroticism, with negative deviance. In addition, this dimension of personality also correlated with negative performance categorized by interpersonal relations [23]. The purpose of the study is to hypothesize the concept of significant negative relationship between neuroticism and workplace deviance. According to Lee K, et al. [24], extraversion is related to both negative and positive deviance at the workplace. In addition, this is extra socially-oriented rather than task-oriented. Previous studies, relates this dimension of personality also with negative deviance at the workplace and they also found a negative correlation with workplace deviance [25]. According to Salgado JF

[1], agreeableness is a negative effect on the workplace and creates workplace deviance. In 2005 Lee, Ashton, & Shin originated negative relationship between agreeableness and workplace deviance. So that, this behavior is expected harmful towards the organization.

Lee K, et al. [24] described negative relationship between conscientiousness and workplace deviance. In earlier studies, work leaning and none special, a significant relationship between conscientiousness and workplace deviance was found [25]. However, the non-social characteristic of this dimension of personality is not well-matched with the tendency to facilitate other employees at workplace [20]. According to Lee K, et al. [24], found that there is a negative relationship between Openness to Experience and workplace deviance. They are negatively correlated with one another and may harmful for the organization as well. On the other hand, openness to Experience and workplace deviance are positively correlated as per Bodankin & Tziner, study.

H1a: There is a significant negative relationship between neuroticism and workplace deviance.

H1b: There is a significant negative relationship between extraversion and workplace deviance.

H1c: There is a significant negative relationship between agreeableness and workplace deviance.

H1d: There is a significant negative relationship between conscientiousness and workplace deviance.

H1e: There is a significant negative relationship between openness to experience and workplace deviance.

According to Begley TM, et al. [26], employees' justice perception and other employee outcomes are moderated by power distance. According to them variables have a deterministic effect by power distance? In this study, we proposed that Power distance moderates the relationship between Extraversion and cronyism. If there is high power distance, then managers support their favorite ones more than low power distance managers have low power to facilitate their favorites. In high power distance societies, there is greater opportunity to take advantage of frailer corporate patron. Power distance negatively moderated between perceived organizational support and work outcomes; like job performance, organizational commitment, altruism, conscientiousness and voice [27]. In this study, we proposed that due to Extraversion (talkative, assertive and sociable) cronyism occur in the workplace and high power distance oriented towards strengthen the relationship between Extraversion and cronyism. Such as if a person is social and talkative, he or she would be supported by supervisors or managers and due to high power distance it strengthen the relationship between Extraversion and cronyism. But on the other side low power distance weakens the relationship between Extraversion and cronyism. In this way, high power distance strengthens and low power distance weakens the relationship between Extraversion and cronyism.

According to Leung TKP, et al. [28], they described that personality traits required for foreign businessmen to be eligible themselves as their new friends to Chinese counterparts; verify and fixed variables in the mechanism of guanxi adaptation. Power distance of any society is raised from its own family through the degree at which children are socialized in the direction of obedience or to take initiative [29]. In this study, we proposed that Power distance moderates the relationship between Openness to experience and cronyism. In openness to experience, if a person or employees share his or her new ideas

or divergent thinking to their manager/supervisor, manager tends to be prioritizing his or her employee on the bases of his ability. In the high power distance, employees are unable to share their new ideas related to work and it strengthens the relationship between Openness to experience and cronyism, on the other side of the coin, in low power distance employees share their ideas and it weakens the relationship between Openness to experience and cronyism. In the previous studies Power distance taken as moderator between OCBs and impression management [30] but Power distance has not been taken as moderator between personality traits and cronyism. So we proposed the relationship either it strengthens or weakens the relationship between Openness to experience and cronyism.

According to the literature, when pay look on personality and power distance, it is observed that low level consumer of the socioeconomic hierarchy is trying to be associated with higher level that aspire them. However, high power distance increases the value of brand personality traits that are really useful for vertical social classification, while these traits are less associated with low power distance [31]. In previous studies, power distance, taken as a moderator with Perceived Organizational Support and organizational commitment, this relationship explains the relationship among these variables in a way that how power distance could play a role as a moderator [31]. According to Begley TM, et al. [26], considering the relational model of authority perspectives, recommended that due to high power distance employees are unable to build close relationship with their superiors and it will avoid favoring and obligation. On the other hand employees feel apprehensive in their relationship and place more consideration on how workers value their involvement. In this study power distance moderated in a way, when power distance is high employees humanity or emotional support (agreeableness) will be in limit and it weakens the relationship between agreeableness and cronyism. Because emotional support is created cronyism so high power distance will limit this relationship. On the other side, low power distance booster it and strengthens the relationship between agreeableness and cronyism. Conscientiousness is referred as an individual will to achieve their goals. In this study, we proposed that power distance moderates the relationship between conscientiousness and cronyism. High power distance weakens the relationship in a way employees are avoided to achieve their goals because the superior are highly powered and do not understand his or her willingness towards goal achievement. But low power distance environment will motivate employees to achieve their goals in a smooth way so it strengthens the relationship. According to previous literature, it has been argued that due to high emotional distances employees' loses interest from their bosses. There will be less participation from employees when there is high power distance exist in an organization [32]. So, in a high power distance situation, employees develop their mindset of unwillingness towards the participation in decisions. According to Khatri N [32], employees are pleased with their superiors' decision making and follow them without interest.

In neuroticism, employees can deal with stressful situation easily and are able to handle effectively all types of emotional stresses. All jobs are hardly and strongly specified, little tacts are given to employees [32]. There is a greater gap between the employees and their bosses or senior managers, because it is really hard to coordinate their views to all of them [32]. However, to giving unlimited power to senior managers over subordinates by power distance, so employees have an obedient, dutiful attitude. In addition, in the high power distance organization, there is a lack of input from lower workers, poor communication and

poor quality of decision than in the low power distance organization. In this study, we proposed the moderating role of Power distance between neuroticism and cronyism. In a high power distance organization, if employees deal with the stressful situation easily and do not share with their senior managers, at this situation power distance strengthen the relationship of neuroticism and cronyism, but in the low power distance organization if employees deal with the stressful situation easily and do not share with their senior managers, at this situation power distance weakens the relationship of neuroticism and cronyism. Power sharing produces the performance of the organization from psychological empowerment [33].

H2a: Power distance moderates the relationship between Extraversion and cronyism is used in a way that high moderation strengthens the relationship when power distance is high and weakens the relationship when power distance is low.

H2b: Power distance moderates the relationship between Openness to experience and cronyism is used in a way that high moderation strengthens the relationship when power distance is high and weakens the relationship when power distance is low.

H2c Power distance moderates the relationship between agreeableness and cronyism is used in a way that high moderation strengthens the relationship when power distance is high and weakens the relationship when power distance is low.

H2d: Power distance moderates the relationship between conscientiousness and cronyism is used in a way that high moderation strengthens the relationship when power distance is high and weakens the relationship when power distance is low.

H2e: Power distance moderates the relationship between neuroticism and cronyism is used in a way that high moderation strengthens the relationship when power distance is high and weakens the relationship when power distance is low.

Extraversion person is socially confident or shy [18]. If he/she is confident he/she must be goal oriented and work independently, if not then become the cause for cronyism occurrence. Extraversion is really important for social relationship and for the performance of tasks; if it is not, then cronyism must occur in the workplace. This personality trait has the association with organizational and interpersonal deviance such as work bullying and work for personal interest [34].

Openness to experience described as creative, imaginative, risk taking and divergent thinking or not a person is creative, unimaginative and conventional [18]. Previous studies showed a negative relationship between Openness to experience and workplace deviance [35]. This trait of personality also becomes the cause to create cronyism at workplace and negatively affect organizations. In this study, we propose the cronyism mediates between agreeableness and deviant behavior. Agreeableness described that the person is calm, polite and concerned [6]. So that cronyism occurs due to this trait of personality and cronyism mediates between the agreeable and deviant behavior. According to Bodankin M and Tziner A [20], in low levels of agreeableness related to a person who has lack of personal affection and independent of others. Sometimes personality put negative effect on the workplace. It showed that Employees influenced by potential in personality traits to engage his/her in workplace deviance [9]. Every trait of personality is linked to workplace is significant, either it increases the performance or create deviant behavior which turn into harmful or fruitful for the organization.

Low conscientiousness is a sign of a variety of behaviors that

individuals involve which are deviant and harmful for the organization as well as for the members. Conscientiousness is must be responsible and irresponsible. There are a lot of behaviors related to conscientiousness such as trustworthiness, consistency and determinant that work hard with bothering or expecting rewards [18]. In this study, we propose that cronyism mediates between the Conscientiousness and workplace deviance. According to the previous literature job satisfaction had been taken as a mediator between personality traits and had direct and indirect relationship to counterproductive work behavior [6]. Neuroticism is dealing with the person to easily handle the harder situation in an efficient way or nervous, moody and depressed. This attitude varies from positive to negative extreme [18]. When looking at the benefits of empowering leadership, it is observed that creative employees are valuable who handle problems [36]. When a person is positively associated with their skills he/she easily handle the harder situation and if a person becomes nervous and depressed then it creates cronyism at workplace and feels safe.

H3a: Cronyism mediates the relationship between Extraversion and workplace deviance.

H3b: Cronyism mediates the relationship between Openness to experience and workplace deviance.

H3c: Cronyism mediates the relationship between agreeableness and workplace deviance.

H3d: Cronyism mediates the relationship between conscientiousness and workplace deviance.

H3e: Cronyism mediates the relationship between neuroticism and workplace deviance.

Research Methodology

In this research study quantitative data were used by conducting a relational survey to obtain feedback from public sector organizations through questionnaires.

Instruments

All the items in the questionnaire were responded to using five-point Likert scales. Where 1 responds to "strongly disagree" and 5 corresponds to "strongly agree." Personality traits were measured through questionnaire John and Srivastava, [37]; 44 items which includes subscales: agreeableness, extraversion, openness to experience, conscientiousness. Power distance was measured through 5 items questionnaires by Dorfman and Howell's [38]. Cronyism was measured from questionnaires of Turhan [39] with 15 items and scored via a five-point Likert scale with choice of "strongly agree", Agree", "Somewhat agree", "Disagree", " Strongly disagree". Workplace deviance was measured from questionnaires of Bennet and Robinson [4] with 24 items and scored via 7-point Likert scales. Where 1 responds to "never" and 7 responds to "daily".

Sample and Procedure

The population of this study is four well established public and private sector organization, such as educational sector, development sector, banking sector and Aviation industry located in Pakistan. Sample size is 200, which is used for collecting data from these big four sectors within Pakistan. In education sector, famous university are targeted like CUST, International Islamic university Islamabad, Comsat university Abbotabad, University of Sargoda, LUMS Islamabad,

Mohammad Ali Jinnah university Karachi. Questionnaires were distributed to employees working in clerical and high level positions. In the development sector, different NGOs targeted such as battery, Society for sustainable development, Friends foundation and you Good. In banking sector different banks were targeted such as Allied bank limited, Habib bank limited, United bank limited, Meezan bank limited, Sonehri Bank limited and Askary bank limited. From 200 questionnaires, 173 returns back, which are filled out completely.

Findings

Table 1 shows the demographics of the study, most of the respondents are in 34 and above age group, a very few respondents are in 18-21 age group. Most of the people have 7-9 years of experience in their organizations and the majority of the respondents are males and females percentage is low as compared to male such as male=64% and females=36%. Table 1 show most of the respondents have the graduation level of education, but less numbers of respondents have MS and PhD degree holders.

Extraversion, Conscientiousness, Neuroticism, Agreeableness, Openness to experience, WD =Workplace deviance, PD=Power distance, *p<.05, **p<.01, n= 173,

Table 2 is presented the correlation between variables, such as Independent variables such as extraversion, agreeableness, conscientiousness, neuroticism, openness and their correlation with workplace deviance. Table 2 supports the strong negative relationship between Extraversion and workplace deviance, Table 2 supports the strong positive relationship between agreeableness and workplace deviance, whereas conscientiousness and workplace deviance also have a positive and strong relationship and so on.

Control Variables: qualification, age, gender, Experience, n=173, *p<.05, **p<.01.

Table 3 shows that personality traits negatively affected workplace deviance. Regression analysis indicated that personality is significantly negatively related to workplace deviance (b = -0.892***, p=0. 001). Therefore Hypothesis H1a, H1b, H1c, H1d and H1e accepted according to regression table's findings. The result revealed that personality negatively affects workplace deviance. In Table 3 the

Table 1. Demographics.

Description		Percentage
Age (In years)	18-21	2.9
	22-25	3.5
	26-29	23.1
	30-33	31.8
	34 and above	38.7
Experience	Less than 1	16.8
	3-Jan	24.9
	6-Apr	7.5
	9-Jul	31.2
	10 and above	19.7
Gender	Male	64
	Female	36
Qualification	intermediate	5.2
	Bachelors	31.2
	Masters	24.3
	MS/M.Phil	18.5
	PHD	20.8

Table: 2 Correlations

	1	2	3	4	5	6	7	8	9	10	11	12
1-Age	1											
2-Experience	0.077	1										
3-Gender	-0.119	-.260**	1									
4-Qualification	0.103	0.044	-0.006	1								
5-Extraversion	.181*	0.149	-0.042	0.068	1							
6-Agreeableness	.238**	.182*	-.239**	0.019	.777**	1						
7-Conscientiousness	.341**	.251**	-.180*	0.121	.849**	.797**	1					
8-Neuroticism	.265**	0.136	-0.041	0.064	.944**	.793**	.865**	1				
9-Openness	0.066	-0.111	0.051	-0.059	.717**	.555**	.405**	.661**	1			
10-WD	.209**	.315**	-.213**	0.029	-0.14	0.106	.153*	0.036	-.521**	1		
11-PD	-.271**	-0.096	0.086	0.028	.163*	.188*	-0.127	0.129	0.094	-0.128	1	
12-Cronyism	-.190*	0.106	0.104	-0.063	.360**	.232**	-0.003	.305**	.277**	0.144	.585**	1

Table 3: Regression Analysis

Predictors	Workplace Deviance		
	β	R^2	ΔR^2
Step1			
Control Variables		0.147	
Step 2			
Extraversion	-0.198*		
Agreeableness	0.193**		
Conscientiousness	0.201**		
Neuroticism	0.051**		
Openness	-0.892**	0.271	0.267

R^2 value.271 shows that 27% of variation in workplace deviance is caused by big five personality traits. In other perspective, workplace deviance is about 27% dependent on their big five personality traits respectively. It is quite a significant value which also indicates rest of 73% is the product of other variables that may or may or be the part of a conceptual model for overall study but which have not been included in current models. On the whole, these results suggest that personality traits have a significant relationship with workplace deviance. The value of ΔR^2 from table 3 represent the change in actual value that is.267 the value shows that about 26% change occurred in the actual R - square.

Control Variables: qualification, age, gender, Experience, n=173, *p<.05, **p<.01. PD= Power distance is used as a moderator

Although, the results support that power distance moderates the relationship of personality traits and cronyism. Findings show that the interaction term of five traits of personality and power distance is significant (b = 0.112**) and value of r square change is 0.245 which is accepted the proposed hypothesis H2a, H2b, H2c, H2d and H2e of study. It means that employees' reaction to personality will depend on the situational factors and also on power distance, so here in this situation power distance affect the relationship. This study proposed that power distance would moderate the relationship between five personality traits and cronyism. However the empirical testing of this study found considerable support for the hypothesis. In Table 4, the value of R^2 .727 of power distance shows that it is responsible to about 72% variation in power distance and cronyism. Whereas the beta value shows that power distance is responsible for its relationship with concern variable. For Extraversion (Extraversion*Power distance) the beta value (β=. 099, P<. 001) shows that their role is about 9.9 units for cronyism. For agreeableness (agreeableness* Power distance) the

Table 4: Moderation Regression for Cronyism

Predictors	Cronyism		
	β	R^2	ΔR^2
Step1			
Control Variables		0.067	
Step 2			
Extraversion	0.344		
Agreeableness	0.284		
Conscientiousness	-0.003		
Neuroticism	0.293		
Openness	0.32		
PD	0.809	0.727	0.710**
Step 3			
Extraversion*PD	0.099		
Agreeableness *PD	0.106		
Conscientiousness*PD	0.047		
Neuroticism*PD	0.093		
Openness*PD	0.112	0.249	0.245

beta value (β=.106, P<.001) shows their sensitivity is about 10 units. The value of R^2 .727 shows that moderates 72% of the relationship when in contrast with Personality traits and cronyism. ΔR^2 =. 710 show that change in the original r square is about 71% which shows minor change. The value of interaction terms is R^2.249 shows that moderates 24% of the relationship when in contrast with personality traits and cronyism. ΔR^2 =. 245 show that change in the original r square is about 24% which shows no change.

In mediation Table 5 results indicated Beta value= .344, which shows cronyism increases 34 units due to extraversion. To find out full mediation third and fourth steps was performed where linear regression results represented partial mediation for personality traits. In the

Table 5: Mediated Regression Analysis for Cronyism

Predictors	Cronyism			Workplace Deviance		
	β	R²	ΔR²	β	R²	ΔR²
Step1					0.147	
Control Variables		0.067				
(a) Extraversion	0.344**					
(a) Agreeableness	0.284**					
(a) Conscientiousness	-0.003*					
(a) Neuroticism	0.293**					
(a) Openness	0.32**	0.721	0.706			
Step 2						
(b) Cronyism				0.213**	0.857	0.848
Step 3						
(c)Extraversion				-0.198*		
(c)Agreeableness				0.193**		
(c) Conscientiousness				0.201**		
(c)Neuroticism				0.051**		
(c)Openness				-0.892*	0.502	0.491
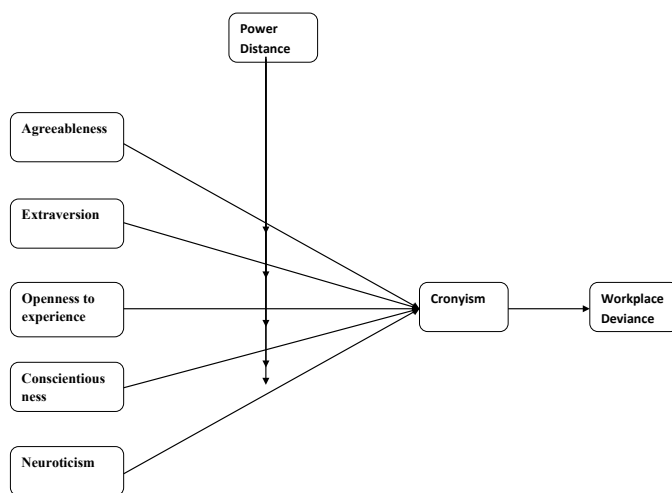
Figure1. Theoretical framework.

second step workplace deviance affected. 213 units' increases due to cronyism. The results indicated *R²* and ΔR² .721 and .706 respectively was significant at P<.001. Thus, it is concluded that there is partial mediation exist between personality traits and workplace deviance. Cronyism is used as a mediator in the present study. Results revealed that cronyism mediates between personality traits and workplace deviance because independent and dependent relationship without mediator is insignificant at b = 0.32, p>0.05 it means that cronyism mediates the relationship. The findings of the study support that cronyism is the mediating path through which personality traits leads to workplace deviance. According to the finding of this study, it supports the hypothesis and accepted hypothesis H3a, H3b, H3c, H3d and H3e which is cronyism is the mediating path through which personality traits leads to workplace deviance.

Discussion

The purpose of this study was to explore the effect of personality traits on workplace deviance and investigate the underlying mediator mechanism of cronyism between personality and workplace deviance. The result showed the significant relationship between personality traits and workplace deviance, cronyism was found to mediate the

relationship between personality and workplace deviance whereas power distance was found to moderate the relationship between personality and cronyism. The above results also showed in previous literature [18, 40]. Personality traits show different behavior of their employees, which result in workplace deviance [18] because it is very noticeable that managers' behavior affected employees that will be disconnected from work and showed deviant behavior. Researchers proposed that at group level, personality traits become the conflict of both task and relationship conflict [41]. So these results aligned with the literature and it also supported the hypothesis (H1a, H1b, H1c, H1d and H1e) of the present study. Relationships which are related to work are really important [42] because in such circumstances, personality factors may take part significant roles [43]. Previous literature described evidence for the important and the optimistic relationship between destination image and destination personality [44].

This study used power distance as a moderator between personality traits and cronyism. Power distance attracts attention from various researchers [45]. It also supported the hypothesis (H2a, H2b, H2c, H2d and H2e) of the present study. This relationship of moderator also aligned with previous literature, High power distance managers' have unlimited power and authority over their subordinate or colleagues and managers are more respectful than their subordinates because of power distance [32]. There is a greater inactivity in high power distance group rather than low power distance organizations [32]. Cronyism gained little attention from scholars [46]. It also supported the hypothesis (H3a, H3b, H3c, H3d and H3e) of the present study. According to scholars, cronyism move toward different appearance from various motivational bases and the relation of power dependence [46]. Finding of the study also showed that, cronyism must occur in high power distance organizations and in low power distance organizations there are fewer chances to occur cronyism. In this study power distance moderates and strengthens the relationship.

Past studies described that when employees have unfavorable observation of their position at the workplace, so that they must violate norms of the organization [40]. A characteristic of big Five personality classification which is under discussion of criticism to force the personality's chronological strength [47]. When inadequate behavior occurs in the workplace, then employees are discouraged from bad behavior which results in negative outcomes. Therefore, all the results of the present study are aligned with previous studies.

Implications

For practical implications it offers some interesting guidelines for managers in all the organizations in reduction of cronyism from their organization. In addition, for the purpose to increase employees' performance and to decrease deviant behavior, should remove cronyism and give them positive environment at workplace. This research has important implications given below: Top management can structure the workplace so that the workers are encouraged to balance their relationship with organizations. They must remove cronyism from their employees for the sake of performance so that make their workplace cronyism free. The public and private sector should provide their employees with mental health benefits so that can help employees manage their work without any cronyism type phenomenon and control their mental disturbance also.

Conclusion and Limitations

This study supports the theoretical and methodological strengths so that we are confident in the outcomes of our study. We collected

data of this study from four well established public and private sector organization, such as educational sector, development sector, banking sector and Aviation industry located in Pakistan. Data was collected using a time lag of 40 to 50 days. This study tested all the analysis, such as correlation, regression, moderation and mediation, etc. which shown above and all the tests supports the hypothesis. Literature also supports the findings of the present study. According to literature, there is a little work on cronyism, but this is a vital subject which must be discussed. Results revealed that cronyism reduces the performance and put employees towards workplace deviance. Personality of employees also matters in the workplace of any organizations because some employees can easily handle the situation, but other does not control the situation and feel anxiety and so on. In this study power distance moderated between the personality of the employees and cronyism in the workplace, because if the manager has less power he/she is unable to behave authoritative over their subordinates. Therefore, all the results of the study align with the literature.

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