

LINKING SUPERVISOR FEEDBACK ENVIRONMENT TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR & WORKPLACE DEVIANT BEHAVIOR IN CONSTRUCTION SECTOR OF PAKISTAN

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ABSTRACT

Construction sector plays a vital role in progress of the country. The purpose of this thesis was to estimate effect of supervisor feedback environment on organizational citizenship behavior and workplace deviant behavior of managers working in Construction sector of Pakistan as well as the mediating influence of leader member exchange among the association of independent and dependent variables. Data was collected from different construction employees. A total 240 completed questionnaires were distributed, response rate of 96 percent. The hypothesis was tested using confirmatory factor analyses and structural equation modelling. The results show that supervisor feedback environment has noteworthy positive impact on organizational citizenship behavior and workplace deviant behavior. supervisor feedback environment has significant positive impact on organizational citizenship behavior and workplace deviant behavior. Furthermore, leader member exchange was incorporated in among relationship of supervisor feedback environment organizational citizenship behavior and workplace deviant behavior. The limitation of the study sample involves on managers of construction sector was gathered at one point in time. This study may be conducted as longitudinal approach. The aftereffects of this dissertation feature significance of managers of construction sector to present typical vision and show individualized thought to enhance the behavior of organization by the workers.

Keywords: Supervisor Feedback Environment, Organizational citizenship behavior, Workplace deviant behavior, Construction sector of Pakistan

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INTRODUCTION & BACKGROUND OF STUDY

The construction industry is an important sector of the economy and has multiple backward and forward linkages with other sectors. The industry contributes significantly to socio-economic development and employment and there is a consensus on certain common issues that plague the construction industry in developing countries. Pakistan is a developing country that is currently enjoying relatively strong growth in construction activities. Today, construction is the second largest sector in Pakistan's economy after agriculture. Roughly 30-35% of employment is directly or indirectly affiliated with the construction sector. As such, the construction sector in Pakistan has played an important role in providing jobs and facilitating revival of the economy. Industry is considered as the fundamental component of any nation particularly Construction industry. The Pakistani Construction Industry has always been of economic and social significance to the country. In contrast to the prospective share of Pakistani construction in the local and global economic market, conversely, the development of the sector has not been at par with the market demands. With the recent rapid economic growth of the country, Pakistan now offers a growing market for the construction industry. The Government of Pakistan has responded to this opportunity by planning extensive infrastructure expansion programs.

When supervisors provide an advantageous feedback environment for their employees, this can result in the improvement of employee task performance and organizational citizenship behaviour (OCB) (Norris-Watts and Levy, 2004; Rosen et al., 2006; Whitaker et al., 2007). Since the redefinition of feedback environment to include the contextual aspects of daily supervisor-subordinate and co-worker feedback processes, feedback environment has been applied by over 100 studies (Steelman et al., 2004). These studies mainly examined the relationships among supervisor-subordinate, the co-worker feedback environment, and other organizational outcome variables.

OCB is characterized as representative conduct that surpasses the plot work determinations that legitimately or in a roundabout way encourage the consummation of authoritative objectives (Organ, 1988). OCB is an additional job conduct advancing optimistic work execution. The constituent of OCB is representative upbeat conduct, which is helpful to hierarchical activities and rallies authoritative execution, yet isn't indicated by the activity degree or association, and

furthermore not influenced by the hierarchical prize and discipline framework. LJ Williams and SE Anderson (1991) separated OCB into two sub-measurements: OCB-individual (OCBI), which alludes to worker conduct that, notwithstanding profiting explicit people, in a roundabout way benefits authoritative presentation. This kind of conduct incorporates briefly supplanting missing representatives, and assisting new workers; and OCB-association (OCBO), while alluding to representative conduct that is helpful to the association likewise incorporates the utilization of non-official standards to keep up the hierarchical request.

Christian & Ellis (2013) in their research discovered the part of ethical detachment and incomings intents on organizational deviance and showed that moral disengagement led to high organizational deviance. Robinson & Bennett (1995), well-defined workplace deviance as a “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both”. The repercussion of this type of behavior leads to distress, decline in productivity, low morale and intention to quit (O’Leary- Kelley, Griffin, & Glew, 1996). Whether the deviance is Interpersonal or organizational in nature, there is certainly a decline in productivity. Chen & Spector, 1992 opine that frustrating job stressors lead to emotional deviance among the employees. Previous researchers have tried to identified the various reasons which are positively to deviant behavior ranging from job cognition (Lee & Allen, 2002), hostile attribution, trait anger, attitude revenge (Douglas & Martinko, 2001) etc.

The LMX tactic battles that leaders create distinctive characteristics of work connections with various juniors (Graen and Scandura, 1987; 1984; and Schriesheim, 1994); though, this slant had been criticized in late writing (Harter, N. and Evanecky, D., 2002; Erdogan, B. and Liden, R.C., 2002). For instance, they expressed that separation can make issues that are identified with unreasonable treatment. It is likely that this separation concerning the leader will, at last, consign the part to the out-gathering (Harter, N. and Evanecky, D., 2002). They expressed that LMX portrays a disparity that can be followed by the leader since something he says or does after some time adds to making imbalance between the two gatherings. Along these lines, in social trade hypothesis, in-gathering workers get more consideration from their administrator, acquire data that business related, have more flexibilities in working or choice, and get more prominent advantages of workers, for example, contract security and vocation change (Whitely, Dougherty, and Dreher, 1991), and more noteworthy more pay (Scandura, 1992). In

the inverse, the administrator will get a more prominent level of trust and cooperation from ingathering workers.

1.1. Purpose of Study/Justification

This examination will aid associations that how (SFE) is related to (OCB) and (WDB) in the context of construction sector. This examination additionally establishes the intervening impact of (LMX) amongst “supervisor feedback environment (SFE), organizational citizenship behavior (OCB) and workplace deviant behavior (WDB)”.

1.2. Statement of the Problem

Former search exemplifies the many functional recommendations for supervisors. Organizations can use these practices for smearing SFE that energize extraordinary individual associations among directors and agents, and right now, specialist's sure explanation of OCBs, and decrease different activities. In spite of the fact that, right now, imply the association amongst SFE, OCB and WDB with the mediating effect of LMX in construction sector of Pakistan. *Mohammad Awais (2017)* gave future heading in his examination exertion as a gap which is that the OCB may use as dependent variable with the mediation of LMX. That's why researcher draw this frame work by identifying the gap.

1.3. Research Objectives:

1. To inspect the effect of SFE on organizational citizenship behavior.
2. To inspect the impact of SFE on workplace deviant behavior.
3. To inspect the effect of SFE on LMX.
4. To inspect the effect of LMX on organizational citizenship behavior.
5. To inspect the impact of LMX on workplace deviant behavior.
6. To inspect the mediating effect of LMX between the association of SFE, OCB & WDB.

1.4. Research Hypothesis:

H1: There is a significant connotation among (SFE) and Organizational Citizenship Behaviour (OCB).

H2: There is a significant connotation among (SFE) and Workplace Deviant Behaviour (WDB).

H3: There is a significant connotation among (SFE) and Leader Member Exchange (LMX).

H4: There is a significant connotation among (LMX) and (OCB).

H5: There is a significant connotation among (LMX) and (WDB).

H6: There is a significant mediating connotation of (LMX) amongst the association of SFE, OCB, WDB.

2. LITERATURE REVIEW

2.1. Supervisor Feedback Environment (SFE):

Not at all like past endeavours to quantify the feedback setting simply as far as the arrangement of work performance data (e.g., Herold and Parsons, 1985), the FES measures both the boss and collaborator feedback conditions regarding seven sub-aspects, in particular, feedback quality, source validity, thought in feedback conveyance, arrangement of ideal feedback, arrangement of negative feedback, source accessibility, and advancement of feedback chasing. Larger amounts of each of the seven measurements add to an inexorably strong feedback condition. In like manner, previous research has exhibited that the features of the feedback condition relate decidedly to request and to evaluations of the nature of feedback that is in this way got (Steelman et al., 2004; Steelman and Rutkowski, 2004). The dominant part of past reviews at the start of the 2000s characterized feedback condition as a work setting where workers can get feedback concerning their execution (Herold and Parsons, 1985).

Late reviews on feedback have reclassified feedback condition as the everyday working environment correspondence between supervisors, subordinates, and colleagues (Steelman et al., 2004). Steelman et al. (2004) contended that feedback condition ought not to be considered as steady in light of the fact that nature persistently and progressively changes its conditions,

which are made and pushed by the general setting of associations, and the connection designs between the beneficiaries (i.e., the workers) and the suppliers of feedback. Subsequently, organizational feedback condition can likewise be considered to incorporate situational relational social exercises performed amid the way toward giving and getting feedback. Also, the principal idea of the feedback condition is firmly identified with the estimations of a feedback arranged culture, which underscores the noteworthiness of an association's attempt to treat feedback.

2.2. Organizational Citizenship Behavior:

OCB is characterized as representative conduct that surpasses the plot work determinations that legitimately or in a roundabout way encourage the consummation of authoritative objectives (Organ, 1988). OCB is an additional job conduct advancing positive work execution. The substance of OCB is representative proactive conduct, which is helpful to hierarchical activities and improves authoritative execution, yet isn't indicated by the activity degree or association, and furthermore not influenced by the hierarchical prize and discipline framework. Williams and Anderson (1991) separated OCB into two sub-measurements: OCB-individual (OCBI), which alludes to worker conduct that, notwithstanding profiting explicit people, in a roundabout way benefits authoritative presentation. This kind of conduct incorporates briefly supplanting missing representatives, and supporting new workers; and OCB-association (OCBO), while alluding to representative conduct that is helpful to the association likewise incorporates the utilization of non-official standards to keep up the hierarchical request. Regarding the linkage between feedback environment and OCB, scholars have demonstrated that through the mediating mechanisms of affective commitment, job satisfaction, or role clarity, supervisors' provision of an advantageous feedback environment would enhance employees' OCB (Norris-Watts & Levy, 2004; Rosen et al., 2006; Whitaker et al., 2007)

2.3. Work Deviant Behavior (WDB):

Researchers in the recent decades had started deliberations on work place deviance (Berry, Ones and Sackett, 2007; Cohen-Charash and Mueller, 2007; and Dilchert, Ones, Davis and Rostow, 2007) as this variable has psychological, sociological, and economic impact on the

productivity of an organization. Christian & Ellis (2013) in their research explored the role of moral disengagement and turnover intentions on organizational deviance and showed that moral disengagement led to high organizational deviance. Robinson & Bennett (1995), defined work place deviance as a “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both”. The repercussion of this type of behavior leads to distress, decline in productivity, low morale and intention to quit (O’Leary- Kelley, Griffin, & Glew, 1996). Whether the deviance is Interpersonal or organizational in nature, there is certainly a decline in productivity. Chen & Spector, 1992 opine that frustrating job stressors lead to emotional deviance among the employees. Previous researchers have tried to identified the various reasons which are positively to deviant behavior ranging from job cognition (Lee & Allen, 2002), hostile attribution, trait anger, attitude revenge (Douglas & Martinko, 2001) etc. There are two types of Work Deviant Behavior viz., organizational deviance and interpersonal deviance (Robinson & Bennett, 1995). Behaviour like coming late or leaving early, theft in the organization or detachment from work reflects Organizational deviance. On the other hand, when an employee shows negativity or unethical act towards his subordinates, peers or supervisors, the behavior is considered as an interpersonal deviant behavior.

2.4. Leader Member eXchange (LMX):

The LMX tactic battles that leaders create distinctive characteristics of work connections with various juniors (Graen and Scandura, 1987; 1984; and Schriesheim, 1994); though, this slant had been criticized in late writing (Harter, N. and Evanecky, D., 2002; Erdogan, B. and Liden, R.C., 2002). For instance, they expressed that separation can make issues that are identified with unreasonable treatment. It is likely that this separation concerning the leader will, at last, consign the part to the out-gathering (Harter, N. and Evanecky, D., 2002). They expressed that LMX portrays a disparity that can be followed by the leader since something he says or does after some time adds to making imbalance between the two gatherings. Along these lines, in social trade hypothesis, in-gathering workers get more consideration from their administrator, acquire data that business related, have more flexibilities in working or choice, and get more prominent advantages of workers, for example, contract security and vocation change (Whitely, Dougherty, and Dreher, 1991), and more noteworthy more pay (Scandura, 1992). In

the inverse, the administrator will get a more prominent level of trust and cooperation from ingathering workers.

2.5. Supervisor Feedback Environment & Leader-Member eXchange

Previous studies investigating antecedents of the supervisor-subordinate exchange (LMX) relationship primarily examined personal factors such as personality characteristics, preferences, the degree of similarity, and trust. A number of scholars have also studied organizational culture and social network factors as the antecedents of LMX (Sparrowe and Liden, 1997; Dienesch and Linden, 1986). It is a matter of both practical and theoretical interest to investigate whether feedback environment, in particular SFE is an antecedent of LMX. More specifically, literature seems to suggest that LMX may be an antecedent of SFE. For instance, Steelman et al. (2004) hypothesized that there is a relationship between SFE and LMX without specifying the temporal order, but rather, they indicated that a “supervisor who establishes a higher quality dyadic relationship with certain subordinates should also encourage and support an open feedback-seeking environment.” Apparently, they implied that LMX may be an antecedent of SFE because when supervisors and subordinates enjoy good relationships, the supervisors would provide favourable feedback that may result in more OCBs and less WDBs. Furthermore, traditional leadership approaches posit that supervisors are dominant in determining the quality of LMX (e.g., Dienesch and Linden, 1986; Sparrowe and Liden, 1997), therefore it may be misleading to argue that subordinates who obtain supervisory feedback can develop good LMX relationships with their supervisors.

2.6. Supervisor Feedback Environment & Organizational Citizenship Behavior

As we mentioned in our introduction, there is considerable literature illustrating that the feedback environment also has a direct positive effect on OCB and WDB (Ilgen et al., 1979; London, 2003; Norris-Watts and Levy, 2004; O’leary-Kelly and Newman, 2003; Blau, 1964; Smith et al., 1983; Tedeschi and Felson, 1994; Findley et al., 2000). For instance, Findley et al. (2000) stated that when supervisors evaluate employees’ job performance, the interaction between supervisors and their subordinates can influence employees to display OCB. In line with the norm of reciprocity of social exchange relationships, employees have an obligation to reciprocate the benefits resulting from their supervisors’ positive feedback on their performance (Blau, 1964). Specifically, employees’ attempts to improve their performance are

seen as reciprocation acts directed at their supervisors in appreciation of positive feedback. In particular, the employees who are certain that their OCB is valued by their supervisors will display an increased frequency of beneficial behaviors.

London (2003) stated that organizations with a more positive feedback environment possess a greater number of positive feedback processes, and they also provide more information to enhance employees' beneficial behaviors. Smith et al. (1983) stated that supervisor citizenship behavior (i.e., discretionary assistance of organizational members) can serve as a role model for employees to emulate and subsequently influence employees' pro-social behaviors. Therefore, supervisors' provision of high-quality, immediate, and compassionate feedback is inherently a helpful behavior (i.e., it is OCB's core element). In summary, when employees receive quality feedback which assists them in achieving work performance of a higher quality, they will naturally adopt this model, and exhibit a greater tendency to embrace OCB (e.g., a willingness to undertake additional tasks and to proactively assist co-workers).

2.7. Supervisor Feedback Environment & Work Deviant Behavior

Ilgem et al. (1979) stated that when feedback recipients regard feedback sources as unreliable and not constructive, they will be suspicious of the credibility of the sources. This negative attitude can cause employees to exhibit negative work behavior. O'leary-Kelly and Newman (2003) also noted that when feedback recipients are given negative feedback, and believe the feedback sources to be unreliable, they will perceive themselves as victims of inequitable treatment, and will hence exhibit antisocial behavior. In particular, when feedback recipients believe that feedback providers have the intention to cause harm, they may perceive social treatment as unfair, and begin engaging in retaliatory behaviors.

Consistently, negative feedback directed at employees threatens their psychological well-being and sense of security. Because people possess strong instincts to defend their self-esteem, threats to self-esteem usually create negative responses in threatened people (Tedeschi and Felson, 1994). Conversely, Steelman et al. (2004), in their definition of unfavorable feedback, indicate that when employees engage in unfavorable work behavior, supervisors' provision of clear information and constructive criticism, including truthful unfavorable feedback, is positively related to the degree of satisfaction experienced by feedback recipients in an SFE.

This positive relationship occurs because the unfavorable feedback, if it is indeed truthful, can serve not only to improve feedback on recipients' performance but also promote recipients' pursuit of additional feedback. In other words, when supervisors give employees unfavorable feedback and the information is consistent and clear, the employees are less likely to perceive intentional slander in the supervisors' actions and are thus less likely to engage in WDB.

2.8. Leader-Member eXchange & Organizational Citizenship Behavior

Based on the social exchange perspective, our investigation on the relationship between LMX and OCB suggests that when supervisors form a high-quality exchange relationship with subordinates, it follows that subordinates in this special relationship have a moral obligation to reciprocate their supervisors' special support (Graen and Uhl-Bien, 1995; Chan and Mak, 2012; Chen et al., 2012). Subordinates in high-quality exchanges tend to receive exclusive social, political, and economic support from their immediate supervisors, and this suggests that these subordinates, in turn, will not only perform their normal roles and functions satisfactorily, but also will be willing to perform beyond their formal job requirements in order to justify and reciprocate such positive treatment (Wayne and Green, 1993). On the basis of this perspective, discretionary behaviors i.e., willingness to perform behaviors that are not part of the job description such as OCB, can be viewed as a kind of reciprocity for the valued resources and special treatments exchanged in a high-quality LMX (Settoon et al., 1996). Furthermore, in their meta-analysis, Ilies et al. (2007) found that LMX has a significant positive relationship with OCB. Wang et al. (2005) similarly concluded that there is a positive relationship between LMX and OCB.

2.9. Leader-Member eXchange & Work Deviant Behavior

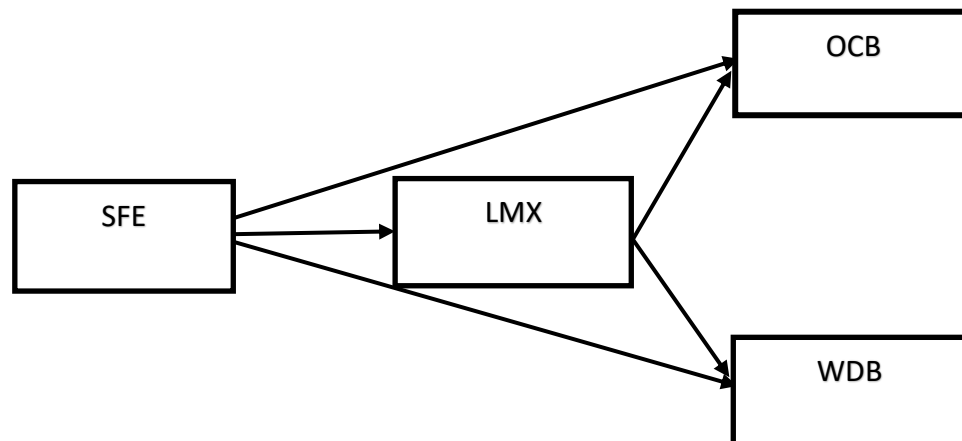
Previous studies that have examined organizational support show that subordinates in high-quality exchange relationships with their supervisors view their supervisors and their respective organizations as more supportive than those in low-quality exchange relationships (Gerstner and Day, 1997; Graen and Uhl-Bien, 1995; Wayne et al., 1997). Therefore, low-LMX subordinates often perceive that they receive less support and less challenging assignments

from their supervisors than high-LMX subordinates do. They also feel that they receive fewer promotions as well as experience slower career progression than high LMX employees do (Gerstner and Day, 1997; Graen and Uhl-Bien, 1995). Therefore, the poor LMX relationships in the low-LMX group can be viewed as negative reciprocity, which according to Townsend et al. (2000) is similar to the norm of retaliation described by Gouldner (1960). Townsend et al. (2000) proposed that individuals may engage in negative reciprocity because of self-interest, and also demonstrate reciprocated behaviors known in Chinese as “yi yan huan yan, yi ya huan ya” (i.e., tit for tat). It is logical for employees perceiving poor leader-member relationships to reciprocate with comparable negative behaviors. Furthermore, according to the mutual-responsibility element of the social exchange theory, if the exchange process between subordinates and supervisors can fulfil the needs of both parties, there is a strong likelihood that both the subordinates and the supervisors would be willing to devote more energy to reciprocating positive behaviors to each other. The positive principle of mutual benefit can reduce employee deviant behavior (i.e., WDB) toward their co-workers, their supervisors, and their organizations.

2.10. Organizational Citizenship Behavior & Work Deviant Behavior

Based on the results of numerous studies related to job performance, Rotundo and Sackett (2002) grouped job performance around three broad dimensions: task performance, OCB, and WDB. Of these three dimensions, task performance is based on in-role performance while OCB and WDB are classified under a form of contextual performance known as extra-role performance. Rotundo and Sackett (2002) argued that contextual performance is as important as, if not more than, task performance. In particular, task performance only refers to official or system-defined behavior that is directly related to work compensation or employee career advancement, but contextual performance extends beyond the assigned tasks and responsibilities. Therefore, for the purpose of this study, we focus on the two extra-role performances: OCB and WDB.

2.11. Theoretical Framework



3. RESEARCH METHODOLOGY

The objective of this study was to find out the “Linking Supervisor Feedback Environment to Organizational Citizenship Behavior & Workplace Deviant Behavior with the mediating impact of Leader Member eXchange” in construction sector of Pakistan. This investigation studies Organizational Citizenship Behavior & Workplace Deviant Behavior with the similar sampling group of construction managers and this exploration’s population is mutually public and private sector construction employees situated in the Pakistan. To establish extra concentration to this research, this investigation also investigates the mediating influence of LMX amongst the association of SFE on OCB & WDB. A vast amount of research has been made on these factors. But there is inadequate and slight data upon the mediating part of LMX and the involvement of supervisor feedback environment with organizational citizenship behavior & workplace deviant behavior.

This part shows significant data about the methods and measures of information collection and investigation utilized as a part of playing out this exploration. Adjacent to the points of interest of the pilot research, a chapter summary and study utensils, the sampling, population and research design will likewise be analyzed.

In this research, researcher use the method of Haier et al (2010). According to Haier we will take our sample size by multiplying total number of questions with 10. So, in this study total questions 24 and then multiple by 10 ($24 \times 10 = 240$). And response rate is 90% because after distributing questionnaire many of them contained double tick options or missing values. Researcher use non-probability convenience sampling technique.

The focused population for this study included employees working in construction sector of Pakistan. Total 240 questionnaires were disseminated amongst the employees of construction sector of Pakistan and 232 reactions were gotten by the analyst which shows a 96% response percentage. The SPSS and AMOS were used to finish the measurable investigation.

4. DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

In this section, outcomes of study reported and discussed. The SPSS 21 and AMOS 20 used for analysis. The data from questionnaires analyzed to classify objects that not statistically significant and identify aspects perceived have significant correlation.

4.2. Reliability Analysis

Reliability imperative pointer of honesty with which instrument utilized and it worried about consistency of estimation. In this study, “Cronbach Alpha coefficients” utilized to evaluate consistency of overview. The rule of 0.70 gave by Nunnally and Bernstein (1994) taken after as cut-off point for sufficient Cronbach Alpha coefficients. From table 4.1 it can be seen that Cronbach Alphas were above for all territories, which indicates satisfactory reliability. The higher reliable quality coefficient, more correct measure (Polit, et al., 2001).

Table 4.1: Reliability Analysis

Name of variable	Items	Cronbach's Alpha
Organizational Citizenship Behavior	06	.802
Workplace Deviant Behavior	05	.601

Leader Member eXchange	08	.847
Supervisor Feedback Environment	05	.601
Total	24	.921

4.3. Pearson's Moment Correlation

Extent of relationship among two variables can be explained as correlation. Technique that can show how strongly pairs of variables are related is considered as correlation. The intensity of the relationship among variables is also check through correlation analysis.

		Supervis or_Feedb ack_Envi ronment	Organizatio nal_Citizens hip_Behavi or	Work_Devi ant_Behavio r	Leader_ Membe r_eXch ange
Supervisor_Feedback_Environment	Pearson Correlation	1	.574**	1.000**	.610**
	Sig. (2-tailed)		.000	.000	.000
	N	240	237	240	235
Organizational_Citizenship_Behavior	Pearson Correlation	.574**	1	.574**	.976**
	Sig. (2-tailed)	.000		.000	.000
	N	237	237	237	235
Work_Deviant_Behavior	Pearson Correlation	1.000**	.574**	1	.610**

	Sig. (2-tailed)	.000	.000		.000
	N	240	237	240	235
Leader_Member_exchange	Pearson Correlation	.610**	.976**	.610**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	235	235	235	235
**. Correlation is significant at the 0.01 level (2-tailed).					

4.4. Factor Analysis

In current study, researcher applied confirmatory factor analysis on sample of 240 responses of managers working in construction sector of Pakistan, total numbers of variables confirmed through confirmatory factor analysis.

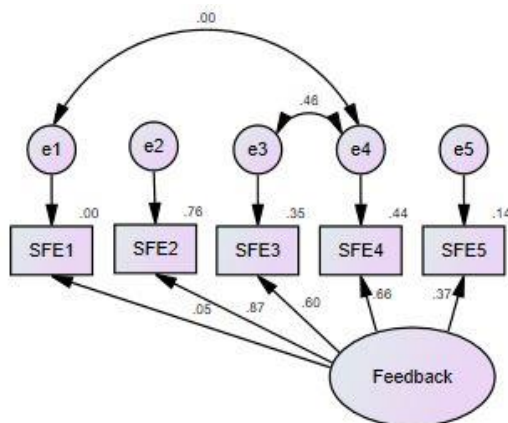
4.4.1. Supervisor Feedback Environment

The outcomes of confirmatory factor analysis (CFA) demonstrated variables in construct of supervisor feedback environment. These variables confirmed through confirmatory factor analysis using AMOS 26. The construct of supervisor feedback environment consisted of 05 items adopted from scale developed by L. Steelman, A. (2004). Figure 4.1 shows factor loadings of all 05 items. The results of CFA model extremely good and Chi square value also in good range.

Table 4.3: CFA of SFE

Statistics	Fit Indices	Acceptable value	Single Variables
Absolute Fit	χ^2	As close as to Zero	5.906
	DF	As close as to Zero	3
	CMIN/ DF	As low as 2 and as high as 5	1.969
	GFI	>.95	.993

Fig 4. 1: Confirmatory Variables Model SFE



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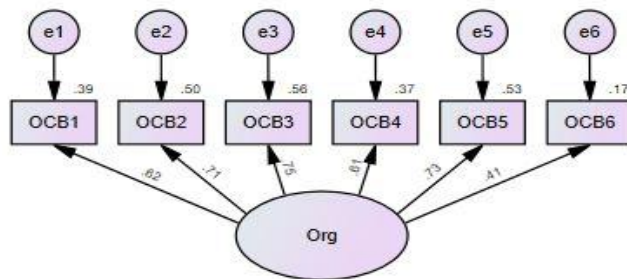
4.4.2. Organizational Citizenship Behavior

The results of confirmatory factor analysis (CFA) showed variables in build of Organizational citizenship behavior. These variables affirmed through confirmatory factor analysis utilizing AMOS 26. The build of Organizational citizenship behavior comprised of 06 items received from scale created by Podsakoff et al. (1990). Figure 4.2 displays factor loadings of every one of the 06 items of Organizational citizenship behavior. The consequences of CFA display critically excessive and Chi square value additionally in excessive range.

Table 4.4: CFA of OCB

Statistics	Fit Indices	Acceptable value	Single Variable
Absolute Fit	χ^2	As close as to Zero	12.426
	DF	As close as to Zero	9
	CMIN/ DF	As low as 2 and as high as 5	1.381
	GFI	>.95	.991

Fig 4.2: Confirmatory Variables Model of OCB



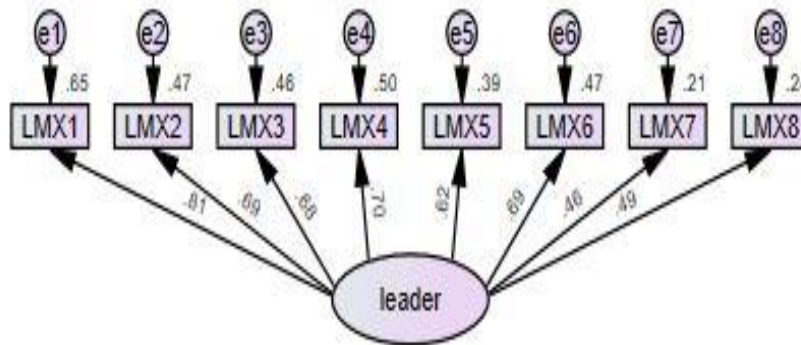
4.4.3. *Leader Member eXchange*

The results of confirmatory factor analysis (CFA) showed variables in build of Leader Member eXchange. These components affirmed through confirmatory factor analysis utilizing AMOS 26. The build of Leader Member eXchange comprised 08 items contained from scale created by Liden, R.C. and John M. Maslyn, (1998). Figure 4.3 displays factor loadings of every one of the 08 items of Leader Member eXchange. The consequences of CFA display significantly excessive and Chi square value additionally in excessive range.

Table 4.5: CFA of LMX

Statistics	Fit Indices	Acceptable value	Single Variables
Absolute Fit	χ^2	As close as to Zero	53.526
	DF	As close as to Zero	20
	CMIN/ DF	As low as 2 and as high as 5	2.676
	GFI	>.95	.947

Fig 4.3: Confirmatory Variables Model of LMX



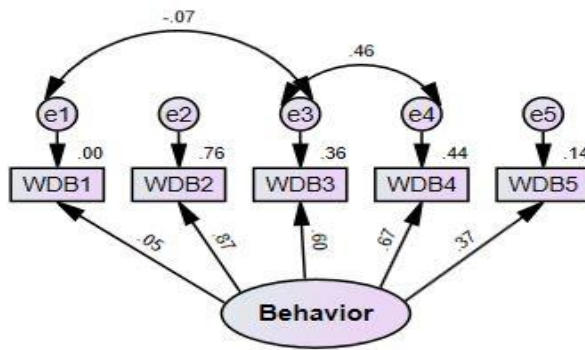
4.4.4. *Workplace Deviant Behavior*

The outcomes of confirmatory factor analysis (CFA) showed variables in build of workplace deviant behavior. These components affirmed through confirmatory factor analysis utilizing AMOS 26. The build of workplace deviant behavior comprised 05 items contained from scale created by Bennett & Robinson (2000). Figure 4.4 displays factor loadings of every one of the 05 items of workplace deviant behavior. The outcomes of CFA display greatly great and Chi square value additionally in extremely good range.

Table 4.6: CFA of WDB

Statistics	Fit Indices	Acceptable value	Single Variables
Absolute Fit	χ^2	As close as to Zero	3.908
	DF	As close as to Zero	3
	CMIN/ DF	As low as 2 and as high as 5	1.303
	GFI	>.95	.996

Fig 4.4: Confirmatory Variables Model of WDB



4.5. Structural Equation Modeling (SEM)

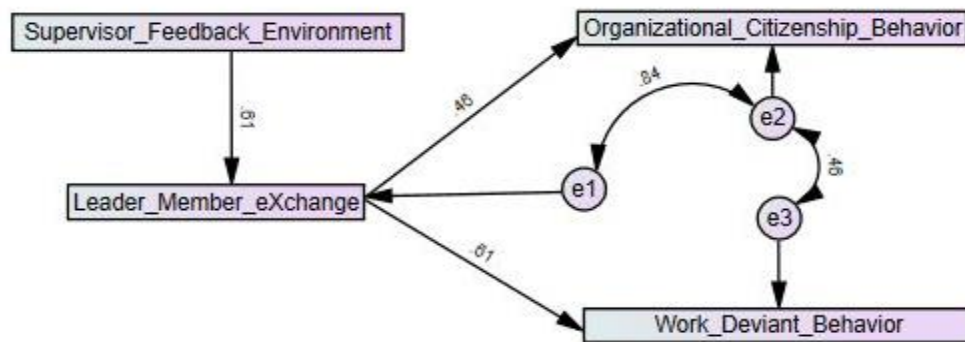
In this present study, structural equation modelling (SEM) utilized to investigate the impact of exogenous variables on endogenous variable through AMOS 21.

4.5.1. Indirect Analysis

Relations that depend upon each other that additionally called causal relations; way show clears up these dependent relationships among demonstrate variables. Normally Arrow and circle or rectangle utilized as a noteworthy role of way represent.

Table 4.7: Indirect Analysis

Relationship	Direct Effect	Indirect Effect	Total Effect
SFE → WDB	.389***	--	.389***
SFE → OCB	.302***	--	.302**
SFE → LMX	.624**		.624**
LMX → OCB	.485***	--	.485***
LMX → WDB	.624**	--	.624**
SFE → LMX → OCB	.302***	.387 ***	.393***
SFE → LMX → WDB	.389***	.393***	.417***

Fig 4.5: Path Analysis

DISCUSSION & CONCLUSION

Before discussing the results, some important points followed by the research should be discussed and analysed. After that limitations and future direction will be discussed further in this chapter. Firstly, data is collected through questionnaire and all that data is used for the research is quantitative data. The results of the questionnaire were fairly collected and compiled and there was no indication if biasness.

According to the hypothesis of the study supervisor feedback environment has an influence upon OCB. After the regression analysis results, it concluded that a null hypothesis is excluded as alpha value is maximum than P value which can also be seen from correlation analysis. Pervious researchers have also proved that supervisor feedback environment has a strong impact upon OCB. London (2003) stated that organizations with a more positive feedback environment possess a greater number of positive feedback processes, and they also provide more information to enhance employees' beneficial behaviors. Smith et al. (1983) stated that supervisor citizenship behavior (i.e., discretionary assistance of organizational members) can serve as a role model for employees to emulate and subsequently influence employees' pro-social behaviors. Therefore, supervisors' provision of high-quality, immediate, and compassionate feedback is inherently a helpful behavior (i.e., it is OCB's core element). In summary, when employees receive quality feedback which assists them in achieving work performance of a higher quality, they will naturally adopt this model, and exhibit a greater

tendency to embrace OCB (e.g., a willingness to undertake additional tasks and to proactively assist co-workers).

The construction industry is an important sector of the economy and has multiple backward and forward linkages with other sectors. The industry contributes significantly to socio-economic development and employment and there is a consensus on certain common issues that plague the construction industry in developing countries. Pakistan is a developing country that is currently enjoying relatively strong growth in construction activities. Today, construction is the second largest sector in Pakistan's economy after agriculture. Roughly 30-35% of employment is directly or indirectly affiliated with the construction sector. As such, the construction sector in Pakistan has played an important role in providing jobs and facilitating revival of the economy. Industry is considered as the fundamental component of any nation particularly Construction industry. The Pakistani Construction Industry has always been of economic and social significance to the country. In contrast to the prospective share of Pakistani construction in the local and global economic market, conversely, the development of the sector has not been at par with the market demands.

It may hence be determined that the positive association amongst supervisor feedback environment, leader member exchange, organizational citizenship behavior and work deviant behavior proves that having a strong positive environment effects the way employees behave and react.

LIMITATIONS

- Being an undergraduate student and conducting research work for the first time ever, the researcher lacks experience.
- The research was limited to one particular industry that is Construction sector of Pakistan.
- The usage of an individual respondent strategy depending upon the managers of the construction sector as per the component of investigation is theoretically a restriction.
- And the other major constraint was limited time. As data was collected through questionnaire which consumed a lot of time.

- Since research was primary based, and data was collected through questionnaires so there was a lack of employees' non-serious attitude and busyness.

FUTURE RESEARCH

- Even if the current study answers a lot of questions about supervisor feedback environment, leader member exchange, organizational citizenship behavior and work deviant behavior of construction companies through different factors. There might be future studies that take other factors that can be evaluated in the construction sector of Pakistan.
- Future study should not be restricted only to one Sector.
- Future researcher should use more than one independent variable for this study.
- Furthermore, to show signs of improvement results a longitudinal study can be acknowledged contained by same system and distinctive different sources can be used to gather the information with bigger sample size.
- Investigation can be made by increasing the sample size in future

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