



## Validating Typology of Robinson and Bennett (TRB) of Deviant Workplace Behavior (DWB) in Jordanian Industrial Sector in Zarqa City (JISZC)

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### Abstract

*Robinson and Bennett (1995) developed TRB of DWB as a pool of 45 statements where each describes and measures one title of DWB. As Jordanian business environment lacks of DWB studies, recent study aims at validating TRB of DWB in JISZ, i.e. "exploring Jordanian version of TRB". This researcher hops that his study will form the cornerstone of subsequent similar studies in Jordan. To achieve study objective, this researcher translated TRB of DWB into Arabic language, verified translation by 5 academic judges. Arabic version of TRB allocated at random sample of 350 workers in JISZC to respond according to likert-like scales of five points. Three hundreds and ten copies were retrieved of which 303 found appropriate for analysis. Factor analysis distilled 25 items scale which explained 83.662% of variance in DWB of JISZC. Future studies may check its applicability in or develop it to suit other Jordanian sectors.*

**Keywords:** Typology of Robinson and Bennett (TRB), Deviant Workplace Behavior (DWB), and Jordanian Industrial Sector in Zarqa City (JISZC).

### Introduction

Deviated behavior (DB) is a worldwide phenomenon and received considerable research efforts since mid of twentieth century specifically in developed countries. DB include all types of physical or verbal aggressive actions perpetrated against properties or individuals. DBs result in negative effects which may lead to catastrophic effects for individuals, organizations, and community. DWB represents cancerous phenomenon so that it should be controlled and eliminated as soon as it sensed. Prior to elimination is measuring DWB to determine whether it represents a phenomenon or not, and to determine treatment priorities. Recent research aims at determining TRB items that serve as a suitable measurement for DWB in JISZC.

Robinson and Bennett (1995) developed TRB of DWB after three stages of trickling and aggregating procedures which resulted in 45 items measurement (TRB). These items are classified into two main categories (organizational and individual) with four dimensions or factors (4Ps). Recent study borrowed TRB items which translated into Arabic and allocated at random sample of 350 workers in JISZC.

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All Jordanian business sectors lack of related studies or DWB measurement. Accordingly, DWB in JISZC becomes a mysterious phenomenon in need of scientific measurement and urgent intervention. Answering the following question is expected to solve the problem: What are the items of TRB that form a valid and reliable scale to measure DWB in JISZC?

Validating TRB in JISZC is expected to steer intervention and surgery procedures to eliminate or alleviate DWB. It is also expected to lead similar future studies in other Jordanian business sectors. Recent study, like the others, suffers from some limitations of time, place, funding, and of respondents' carelessness. Despite the similarity of cultural drivers for both in- and out-workplace deviance, this study doesn't discuss the latter. DWB preventive action, control, or acts aren't also discussed.

## **Typology of Robinson and Bennett (TRB)**

Questionnaire of this study represents an Arabic translation of TRB. TRB dimensions, categories, and items are exhibited below (Robinson & Bennett, 1995):

Firstly) Category of organizational deviance: includes two dimensions: (a), (b).

- a) Property deviance (P1) includes 13 items (V1-V13) which seriously harm tangible property of the organization:
  - 1) Employee stealing company equipment and merchandise.
  - 2) Employee accepting kickbacks.
  - 3) Employee accepting discount privilege.
  - 4) Employee stealing money from cash drawer.
  - 5) Employee lying about hours worked.
  - 6) Employee sabotaging merchandise.
  - 7) Employee intentionally making errors.
  - 8) Employee going against boss's decision.
  - 9) Employee misusing expense account.
  - 10) Employee overcharging services for own profit.
  - 11) Employee stealing customer's possessions.
  - 12) Employee covering up mistakes.
  - 13) Employee sabotaging equipment.
- b) Production deviance (P2) includes 11 items (V14-V24) which deviate minimal quantity and quality boundaries and cause minor harmful for the organization:
  - 14) Employee making personal calls or mailings.
  - 15) Employee wasting company resources.
  - 16) Boss leaving early or leaving his work for employee to do.
  - 17) Employee coming in late or leaving early.
  - 18) Employee taking excessive breaks.
  - 19) Employee leaving job in progress.
  - 20) Employee calling in sick when not.
  - 21) Employee working unnecessary overtime.
  - 22) Employee hiding in back room to read newspaper.
  - 23) Employee intentionally working slowly.
  - 24) Employee endangering self.

Secondly) Dimension of individual deviance: includes two dimensions: (c), (d).

- c) Political deviance (P3) includes 11 items (V25-V35) which represent minor personal or political harm for individuals during social interactions:
  - 25) Boss gossiping about employees.
  - 26) Boss showing favoritism.
  - 27) Employee competing in non-beneficial way.
  - 28) Boss blaming employee for own mistakes.
  - 29) Employee gossiping about co-worker.
  - 30) Boss asking employee to work beyond job description.
  - 31) Employee gossiping about manager.
  - 32) Employee blaming co-worker for mistakes.
  - 33) Employee starting negative rumors about company.
  - 34) Employee acting foolish in front of customer.
  - 35) Employee talking with coworker instead of working.
- d) Personal aggression (P4) includes 10 items (P4V36-P4V45) which represent serious hostile behaviors from one individual to another:
  - 36) Boss following rules to letter of law.
  - 37) Employee sexually harassing co-worker.
  - 38) Boss verbally abusing employee.
  - 39) Boss sexually harassing employee
  - 40) Boss unjustifiably firing employee.
  - 41) Employee endangering co-workers by reckless behavior.
  - 42) Employee verbally abusing customer.
  - 43) Employee stealing co-worker's possessions.
  - 44) Employee physically abusing customer.
  - 45) Boss refusing to give employee earned benefits or pay.

## **Deviant Workplace Behavior (DWB)**

DWB is defined as those behaviors that deviate norms and ethical standards of the organization so that they threaten well-being of the organization (Anderson et al., 2010), its members (Pai and Lee, 2011), or both (Robinson & Bennett, 1995; Spector & Fox, 2010; Perri, 2011). Keashly (2010) described TRB as a wide domain of workplace aggressive behaviors. DWB is one nomination for harmful workplace behavior (Peterson, 2002; Dunlop & Lee, 2004; Appelbaum et al., 2006; and Henle, 2005). Other nominations include: violent workplace behavior (Neuman & Baron, 1998; Taylor and Rew, 2010; Leck, 2005; and Bruce & Nowlin, 2011); Criminal workplace behavior (Mukherjee, 2003; Broidy & Agnew, 1997; and Baron, 2004); uncivil workplace behavior (Blau & Andersson, 2005; Lim et al., 2008; and Reio and Ghosh, 2009); bullying workplace behavior (Ayoko et al., 2003; McCormack et al., 2006; Glaso et al., 2007; Tada, 2010; and Stouten et al., 2010); inappropriate workplace conduct (Ramos, 2006; Zimmerman et al., 2009); Destructive workplace behavior ([Darley, 1995; O'Connor et al., 1995; Skogstad et al., 2007; and Darrat et al., 2010); offensive workplace behavior (Kim et al., 2008; and Seahright and Schminke, 2002); Counterproductive workplace behavior (Fox and Spector, 1999; Ayoko et al. 2003; Dalal et al., 2009; and Spector & Fox, 2010); aggressive workplace behavior (Buss & Perry, 1992; Douglas & Martinko 2001; Dean, 2004); and abusive workplace behavior (Zellars et al., 2002; and Mitchell & Ambrose, 2007). All of the above researchers among others agreed upon categorization and classification of (Robinson & Bennett, 1995)

In fact, (DWB) is a complex organizational phenomenon because it relates to so many psychological, physical, ethical and societal factors (LaVan and Martin, 2008). Although ethical rules are central to both organizational and societal rules, According to (Sims, 2010), unethical behavior breaks societal rule/s, whereas DWB breaks organizational rule/s. There is mounting evidence that (DWB) has detrimental outcomes for the colleagues and families of those bullied (Hutchinson et al., 2005). Lutgen-Sandvik (2006) assured that even tolerated and accepted bullying may demoralize not only the targeted employee, but also the witness or the bystander. Whether DWB is petty or tragic, verbal or physical, it gets widely recognition to have far-reaching and costly consequences for workers' health and safety (Warren, 2003; Federal Bureau of Investigation: FBI, 2002). DWB insults the target individual and upsets his/her feeling (Vickers, 2006).

DWB becomes a significant organizational phenomenon (Williams, 2006; Duffy et al., 2002), so that it harms organization and/or its members (Griffin & O'Leary-Kelly, 2004; Bennett & Robinson, 2003). DWB shows increasing trend and prevail all types of organizations' activities (Buhler, 2003); Williams, 2006). Nation Master: NM (2010) reported considerable rates of all registered crimes per 1,000 citizens, for instance: 107.6; 62; 39.8; 22.4; 8.7; 6.6; and 1.12 in: UK, France, USA, Japan, Jordan, Qatar, and Yemen respectively. Jordanian Department of Statistics: JDS (2010) reported increased rates of total crimes per 1,000 citizens, for instance: 8.1, 7.8 and 8.7 in 2008, 2009; and 2010; while in Zarqa governorate they rated 7.6, 7.2, and 7.71 respectively.

Seemingly diminishing rates of workplace violence couldn't be taken as healthy indicator (Zauderer (2002); Colbert et al., 2004), because more victims avoid to report or register what they suffer from. Vega & Comer (2005) demonstrated that three out of four victims and witnesses of bullying simply quit or are driven out of organization. As an example, US Bureau of Justice Statistics: USBJS, (2011) reported decreased formal figures of crime statistics during 1993-2009. These formal statistical figures neither reflect seriousness of DWB, nor express those victims who conceal or decline to report their complaints under fear of scandals, sanctions, and/or laying off. Some victims may quit workplace silently and peacefully (Farrell et al., 2006). Whatever the trend DWB rates show, it couldn't reflect increasing potentiality or indirect consequences may appear in short- or long-run (Armstrong, 2006). Scientific measurement to reflect prevalence and seriousness of DWBs becomes necessary (Zauderer, 2002).

US Bureau of Justice Statistics: USBJS (2011) exemplified homicide, suicide, rapes, frauds, drugs, robberies, briberies, sexual harassments, and piracy for data or software as harmful-but not fatal- workplace deviance. Jordanian Department of Statistics: JDS (2010) reported total numbers of registered crimes in Zarqa governorate: 6,617; 6,451; and 7,028 in 2008; 2009; and 2010 respectively (JDS, 2010). These crimes rated 7.6, 7.2, and 7.71 per 1,000 citizens respectively and indicated slightly less rates than total crime rates in Jordan. These statistics did not indicate whether these crimes happened in or out workplace. Accordingly, statistical figures and rates of main- and Sub-types of general crimes couldn't substitute valid measurement of these types of crimes which seems helpful in orienting and prioritizing preventive and handling efforts.

DWBs have attracted considerable research efforts in western world since mid of the 20<sup>th</sup> century, e.g.: (Labor Law Journal, 1950; Gough & Peterson, 1952; Saturday Evening Post, 1954; Eichner, 1959). In Jordan as well as other Arab countries, DWBs researches are scarce if any.

Human kinds in general incline to get self-enjoyment, famousness, and wealth. Some human beings are selfish, opportunistic, or prone to evil so that they obey internal tension and perpetrate deviance. Humans differ merely in colors and tongues, whereas aggressiveness is

instilled in selves and may inhibit or arise by psychological, physiological, situational, social, and/or environmental factors (Berkowitz and Buck, 1967; Berkowitz and LePage, 1967; young, 1976; Morrison, 2006). Therefore, using American measurement in Jordan remains justifiable.

## Jordanian Industrial Sector in Zarqa City (JISZC)

Zarqa city situated 25 km northeast of Amman city the Jordanian capital. Zarqa governorate area is about 470 km<sup>2</sup> and about 900,000 inhabitants population. Although JISZC is a growing sector, it contributes significantly to both Zarqa and Jordanian economy. Beside internal consumption, Table (1) exhibits comparison between exports of the sector in first five months of 2011 and 2012 (Zarqa Chamber of Industry: ZCI, 2010):

Table 1: Exports of Zarqa industrial sector

Industry Stratum	Exports in US million dollars		Change (%)	Exports in US million dollars		Change (%)
	2009	2010		5/12 of 2011	5/12 of 2012	
Leather & Textile	212.7	261.9	+ 23.13	112.89	133.97	+ 18.7
Food Supply, Farming, and Agriculture	86.1	95.9	+ 11.38	34.05	39.27	+ 15.3
Plastic & Rubber	10.6	22.7	+ 114.15	15.36	23.82	+ 55.1
Chemicals & Cosmetics	21.3	22.4	+ 5.16	26.96	18.13	- 32.7
Medical Supplies	29.4	32.9	+ 11.9	12.45	16.62	+ 33.5
Engineering, Electrical & Information	23.9	33.3	+ 39.33	9.83	9.51	- 3.3
Packaging, Paper & Carton	14.1	21.8	+ 54.61	7.7	9.12	+ 18.4
Constructions	18.7	21.0	+ 12.3	12.16	4.72	- 61.2
Wood & Furniture	0.05	0.2	+ 300	0.273	0.799	+ 192.7
Mining	0.04	0.07	+ 75	--	--	--
<b>Total</b>	<b>416,9</b>	<b>**512.2</b>	<b>**22.86</b>	<b>231.7</b>	<b>256</b>	<b>10.5</b>

\* Latest available figures.

\*\* Corrected From 512.4 and 22,91 in the original report.

Although exports of some sectors were decreased in the first five months of 2012, total sectors' contribution was increased by 10.5%. Accordingly, projecting the same rates in the first five months on the remaining six months will yield exports of 509.74 and 653.2 millions of US dollars in 2011 and 2012 respectively. We can now conclude that 2011 exports were decreased by 0.48% in comparison to 2010. Finally, this sector is worthwhile to trigger researches directed to DWB in different Jordanian economic sectors.

## Methodology

Recent study represents descriptive and analytical survey. It aims at validating TRB of WDB in (JISZC). As aforementioned, JISZS represents study community. JDS, (2010) reported that citizens of Zarqa governorate counted 910,800 inhabitants of which 33,944 workers

employed for JISZS (ZCI, 2010). Stratified sample size of 350 workers was determined according to the following equation (Parasuraman, 1989):

$$n = \frac{(Z)^2 (S)^2}{C^2}$$

Where: Z = 1.96 corresponding to 95% confidence interval; S = 4/6 (4 SDs out of full range of 6 SDs); and C = 0.07 according to (1- determined precision level of 0.93); there for:

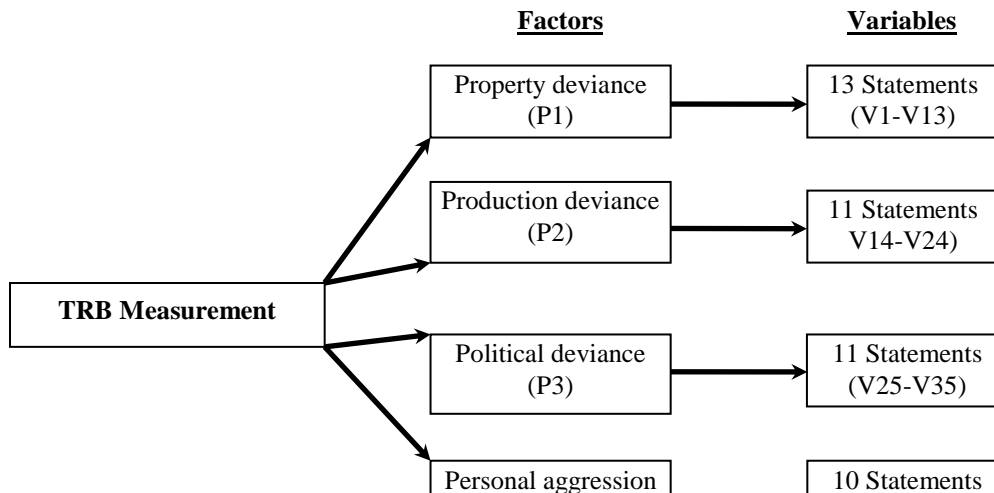
$$n = \frac{(1.96)^2 (4/6)^2}{(0.07)^2} = 348 \approx 350 \text{ workers.}$$

Table (2) below shows stratified sample units.

Table 2: JISZC and sample sizes

Industry Stratum	Industrial Establishments			Craft Establishments			% of The Total Units
	No. of Plants	No. of Workers	No. of Sample Units	No. of Plants	No. of Workers	No. of Sample Units	
Chemicals & Cosmetics	26	938	10	77	300	3	3.71
Constructions	60	2273	23	886	2317	24	13.43
Engineering, Electrical & Information	52	1560	16	2394	3703	38	15.43
Food Supply, Farming, and Agriculture	87	5229	54	475	1628	17	20.29
Leather & Textile	33	11487	118	192	772	8	36
Medical Supplies	2	238	3	1	3	—	0.85
Mining	3	116	1	3	8	—	0.3
Packaging, Paper & Carton	12	599	6	90	331	4	2.85
Plastic & Rubber	36	770	8	45	133	1	2.57
Wood & Furniture	9	109	1	859	1430	15	4.57

Recent researcher designed study model to fit TRB. Figure (1) exhibits the designed model



Hypotheses are structured around the model in figure (1). There are four related hypotheses:

- 1) **H1<sub>0</sub>**: Property deviance items of TRB don't contribute to DWB measurement in JISZC.
- 2) **H2<sub>0</sub>**: Production deviance items of TRB don't contribute to DWB measurement in JISZC.
- 3) **H3<sub>0</sub>**: Political deviance items of TRB don't contribute to DWB measurement in JISZC.
- 4) **H4<sub>0</sub>**: Personal aggression items of TRB don't contribute to DWB measurement in JISZC.

According to figure (1) scheme, data collection tool comprises from the 45 statements (variables) of TRB allocated at four dimensions (factors/4Ps). These statements translated to Arabic language, judged by 5 academics for translation accuracy, and allocated to a random sample of 350 Workers of (JISZC) whom requested to respond at likert-like scale of 5 responses exhibiting the degree of items' existence during 2012/2013 academic year. Existence (degrees of occurrence are coded as follows: [extremely exist = 5; fairly exist = 4; moderately exist = 3; sometimes exist = 2; and rarely or not exist =1]. The following decision rule is used to classify averages:

[4.2 < extremely happened ≤ 5]; [3.4 < fairly happened ≤ 4.2]; [2.6 < moderately happened ≤ 3.4]; [1.8 < sometimes happened ≤ 2.6]; and [1 ≤ rarely or not happened ≤ 1.6]. This researcher retrieved 310 copies of questionnaire of which 303 were valid for statistical analyses.

### Analysis and Discussion:

Descriptive statistics and factor analysis are employed to achieve research objectives. Kaiser-Meyer-Olkin (KMO) measure is used to test the suitability of data set for factor analysis and to ensure if correlation matrix generates enough correlations (Jain and Hundal, 2007). Hassan & Agus (2004) suggested the following levels of suitability: marvelous, meritorious, middling, mediocre, miserable, and unacceptable for  $KMO \geq 0.90$ ,  $\geq 0.80$ ,  $\geq 0.70$ ,  $\geq 0.60$ ,  $\geq 0.50$ , and  $\geq 0.40$  respectively.  $H_0$  of KMO test hypothesizes that study sample in not adequate to generate enough correlations. Field (2005) implied that Bartlett's test of sphericity with significance level < 0.05 leads to reject  $H_0$  and conclude that sampling adequacy (0.896) of this study is meritorious.

**Table (3): KMO and Bartlett's Test<sup>a</sup>**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	16542.324
	df	990

Sig. | .000 |

a. Based on correlations

Face validity of the questionnaire is supported by three stages refinement and trickling process formerly employed by (Robinson & Bennett, 1995). In contrast, this study verified construct validity through exploratory Factor Analysis (EFA) and confirmative factor analysis (CFA). Extraction method is used to obtain factors with eigenvalues  $\geq 1$ . Table (4) exhibits 4 factors loaded by 25 items which explain 83.662% of total variance DWB:

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.615	30.458	30.458	7.615	30.458	30.458	6.598	26.392	26.392
2	6.408	25.630	56.089	6.408	25.630	56.089	6.370	25.478	51.871
3	4.125	16.499	72.588	4.125	16.499	72.588	4.165	16.658	68.529
4	2.768	11.074	83.662	2.768	11.074	83.662	3.783	15.133	83.662
5	.761	3.043	86.705						
6	.671	2.683	89.388						
7	.428	1.714	91.102						
8	.397	1.587	92.689						
9	.347	1.386	94.075						
10	.299	1.196	95.271						
11	.259	1.034	96.306						
12	.158	.633	96.939						
13	.153	.610	97.549						
14	.130	.520	98.069						
15	.105	.422	98.490						
16	.072	.288	98.778						
17	.062	.249	99.027						
18	.060	.239	99.266						
19	.043	.173	99.439						
20	.040	.159	99.598						
21	.033	.131	99.729						
22	.027	.109	99.838						
23	.020	.079	99.917						
24	.017	.067	99.985						
25	.004	.015	100.000						

Eigenvalues represent the total variance of extracted factors explained by all variables analyzed (Aczel and Sounderpandian, 2002); Morris and Lecavalier, 2002). Scree plot in figure (2) confirms results found in table(4):





Preedy & Watson (2009) defined communalities as the proportion of variables' variance that are explained by latent factors (components). Varimax rotation method is used to generate communalities and related component which exhibited in table (5):

Table 5: Rotated Component Matrix

	Components			
	1	2	3	4
V1		.950		
V2		.924		
V3		.814		
V4		.906		
V5		.899		
V6		.916		
V9		.881		
V12		.673		
V14	.983			
V15	.977			
V16	.628			
V17	.972			
V18	.868			
V19	.972			
V20	.823			
V21	.966			
V25				.954
V26				.942
V27				.953
V28				.942
V36			.958	

V37			.938
V38			.925
V39			.936
V45			.786

Communalities appear in table (5) are high and statistically accepted and range between 0.628 for V16 to 0.982 for V14. The first column of table (5) exhibits 25 variables out of 45 items of TRB which are suitable to measure DWB in JISZC. These variables allocated at the four components (factors) appear in table (4) and table (5).

CFA is used to confirm above results obtained by EFA. Chi-square = 1112.512, degrees of freedom = 269, and probability level ( $\alpha = 0.000$ ) lead to reject implied  $H_0$  of the teste which states that “Results found from EFA analysis don’t fit the model of CFA in figure (3) below. Baseline comparisons measures in table (6) confirm goodness-of-fit.

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.914	.904	.934	.926	.933
Saturated model	1.000		1.000	1.000	1.000
Independence model	.000	.000	.000	.000	.000

(6) also four indices that “recent

Table exhibits the important confirm

measurement” goodness of fit. These indices include: Normed Fit Index (NFI) = 0.914; Relative Fit Index (RFI) = 0.904; Incremental Fit Index= 0.934; Tucker-Lewis coefficient (TLI) which is known also as Bentler-Bonett Non-normed Fit Index (NNFI) = 0.926. These indices imply good fit for results obtained by EFA as they exceed 0.9 (Bentler & Bonett, 1980; Bentler, 1990; and Chau, 1997).

Figure (3) confirms findings in table (5) and exhibits model of validated measurement:

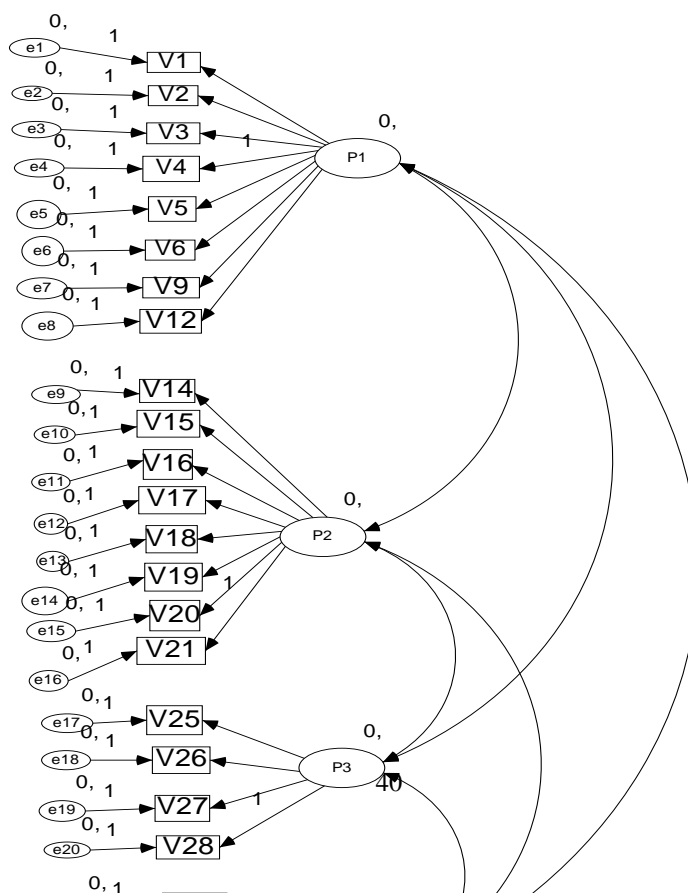


Figure 3: Model of developed measurement

Cronbach's alpha exhibited in table (7) shows high reliability indicators of the four factors (4Ps) of the model: 0.959, 0.967, 0.985, and 0.948 for P1, P2, P3, and P4 respectively:

**Table (7): Cronbach's alpha for measurement's factors (4Ps)**

Reliability Statistics (P1)			Reliability Statistics (P2)			Reliability Statistics (P3)			Reliability Statistics (P4)		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.959	8	.967	.967	8	.985	.985	4	.948	.948	5

Results of EFA and CFA are sufficient to test hypotheses:

**(H1<sub>0</sub>): Property deviance doesn't contribute to (DWB) measurement.**

Component No. 2 in table (5) includes 8 items (V1 through V6; V9; and V12) loaded highly and significantly at P1 (property deviance), so the 1<sup>st</sup> hypothesis is rejected.

**(H2<sub>0</sub>): Production deviance doesn't contribute to (DWB) measurement.**

Component No. 1 in table (5) includes 8 items (V14 through V21) loaded highly and significantly at P2 (production deviance), so the 2<sup>nd</sup> hypothesis is rejected.

**(H3<sub>0</sub>): Political deviance doesn't contribute to (DWB) measurement.**

Component No. 4 in table (5) includes 4 Items (V25 through V28) correlate loaded highly and significantly at P3 (political deviance), so the 3<sup>rd</sup> hypothesis is rejected.

**(H4<sub>0</sub>): Personal aggression doesn't contribute to (DWB) measurement.**

Component No. 3 in table (5) includes 5 items (V36 through V39 and V45) loaded highly and significantly at personal aggression deviance (P4), so the 4<sup>th</sup> hypothesis is rejected.

## Results

Recent validated measurement (RVM) could be considered as a sound tool to measure DWB committed by JISZC workers. Moreover, it represents a Jordanian version of TRB. Face

validity of the TRB had been assured by (Robinson & Bennett, 1995), while construct validity of recent measurement (Jordanian version of TRB) is proved to be high through factor analysis procedures.

Like TRB, RVM includes four factors with eigenvalues greater than 1: Property deviance (P1), production deviance (P2), political deviance (P3), and personal aggression (P4). These four factors (dimensions) explain 83.662% of variance in DWB (table 4 and figure 2). Remaining variance percentage of 16.338% of DWB could be attributed to unknown factors or items. These four factors or 4Ps are highly reliable (table 7) so that RVM could be repeated in future.

Property deviance (P1) could be measured through 8 items include V1 through V6; V9; and V12 (component 2 in table 5). These eight items explain 26.392% of DWB variance in JISZC (component 1 in table 4) with 0.959 reliability coefficient (Cronbach's alpha of P1 in table 7). Remaining items of P1 in TRB (V7, V8, V10, V11, and V13) are excluded from RVM because they neither correlate significantly with this factor, nor contribute to total variance.

Production deviance (P2) could be measured also through 8 items include V14 through V21 (component 1 in table 5). These eight items explain 25.478% of DWB variance in JISZC (component 2 in table 4) with 0.967 reliability coefficient (Cronbach's alpha of P2 in table 7). Remaining items of P2 in TRB (V22, V23, and V24) are excluded from RVM because they neither correlate significantly with this factor nor contribute to total variance.

Political deviance (P3) could be measured through 4 items include V25 through V28 (component 4 in table 5). These four items explain 16.658% of DWB variance in JISZC (component 3 in table 4) with 0.985 reliability coefficient (Cronbach's alpha of P3 in table 7). Remaining items of P3 in TRB (V29 through V35) are excluded from RVM because they neither correlate significantly with this factor nor contribute to total variance.

Personal aggressive deviance (P4) could be measured through 5 items include V36 through V39 and V45 (component 3 in table 5). These five items explain 15.133% of DWB variance in JISZC (component 4 in table 4) with 0.948 reliability coefficient (Cronbach's alpha of P4 in table 7). Remaining items of P3 in TRB (V40, through V44) are excluded from RVM because they neither correlate significantly with this factor nor contribute to total variance.

Figure (3) confirm aforementioned 4Ps and items include, in addition to the four significant indices of "goodness-of-fit" exhibited in table 6.

## **Recommendations**

Recent researcher recommends Future studies to examine the applicability of RVM in other Jordanian economic sectors and to modify it if a need exists. In future, incoming studies may add to or exclude from RVM some items may imposed by contextual factor. this measure to fit other Jordanian economic sectors. Managers may use this measurements to determine treatment priorities for DWB. Applying RVM before-after DWB treatment helps in assessing treatment merit.

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