

Breaking Organizational Rules for a Reason: A Framework to deal with Prosocial Rule Breaking

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ABSTRACT

Research Objectives: The purpose of this study is to theorize the direct and indirect connectivity of a leader's high-performance expectations (HPEs) with personnel Pro-Social Rule Breaking (PSRB) in the light of the social exchange theory.

Design/Methodology/Approach: We used a systematic literature review technique to identify the critical role of employee pro-social rule-breaking at a workplace in response to the high-performance expectations exerted by the organizational leadership to propose a theoretical framework.

Key Observations: After exploring the detailed contents concerning resource conservation perspective, PSRB, HPEs, POS, and workplace stress, we proposed a mediated-moderation using three propositions: (1) workplace stress leads to organizational PSRB; (2) High-performance expectations exerted by the organizational leadership positively but indirectly impacting personnel PSRB via workplace stress; (3) Perceived organizational support serves as a moderator.

Outcomes: lately, the taxonomy of high-performance expectations has gained increased attention. The current study closely takes up this issue by incorporating the resource conservation perspective. The proposed model is helpful for the academicians and practitioners associated with the fields of organizational behavior, sustainability management, and HR management.

Keywords

Prosocial Rule Breaking, High-Performance Expectations, Job Stress, Social Exchange Theory.

Introduction

Corporate rules maintain organizational stability and fairness, enhancing a firm's efficiency and enabling organizations to accomplish sustainable growth (Wang, Weng & Yang, 2021). Unfortunately, inflexible rules and regulations prevent firms from indulging in innovation due to rapid disruptions happening in the external organizational climate, as it has been found a tussle between the inflexible corporate policies and flexible responses exerted by the organizational personnel, which spoils the sustainable development of both the organization and its personnel (Mitnick, 2015).

Hence, organizational personnel frequently disrupt the formal corporate rules to attain what is appropriate for the enterprise (Morrison, 2006; Wang & Shi, 2020). For instance, the waiter will provide the unsatisfied client with a complimentary dessert to recover the state of affairs and satisfy the client. The behavior that organizational personnel deliberately disrupts the formal corporate rules, policies, or regulations with the key intention to promote the organization or one of its interest group's welfare or soft image

is termed as pro-social rule-breaking (PSRB) (Weng et al., 2021).

The research regarding PSRB could be drawn from at least three schools of thought. First, the mantra of PSRB is conceptualized as a type of constructive or positive deviant workplace behavior (Morrison 2006; Vadera & Mishra, 2013). It has been asserted (Spreitzer & Sonenshein, 2004) that PSRB is the intentional and positive deviant workplace behaviors that mainly depart from values exerted by a referent group in decent ways; are discretionary, focused, and voluntary; and have moral integrity. Also, the term deviance refers to a violation of norms (Saleem et al., 2020a). On the other hand, PSRB is restricted to written policies and rules. Further insights about PSRB could be drawn from the studies concerning pro-social behaviors. Hence, it has been asserted by (Brief & Motowidlo, 1986) that pro-social behaviors as refers to as "positive social acts carried out to produce and maintain the well-being and integrity of others that go beyond specified role requirements". These behaviors are voluntary, focused, and discretionary and also harmonized with the PSRB (Puffer, 1987). Last, but not least, we can also borrow further insights

regarding PSRB from OCB literature. OCB is a discretionary and voluntary extra-role workplace behavior which are neither contractually required nor acknowledged through formal performance evaluation frameworks (Wang et al., 2021). The key instances include facilitating co-workers, working additional hours, and volunteering for extra work. Such pro-social behaviors aggravate supportive image at the workplace. Moreover, it has been found that PSRB is significantly correlated with the development of social capital, enhanced customer satisfaction, and efficiency gains (Dahling et al., 2012; Gondo & Allen, 2014). Whereas it has also been found a dark side associated with the PSRB, Morrison (2006) speaks that PSRB could have adverse repercussions for firms stemming from the deliberate rule-breakers incapability to comprehend the rationale behind organizational policies, rules, and regulations (Saleem et al., 2020b).

Furthermore, the existing studies concerning PSRB antecedents essentially comprised of the individual and organizational components. The individual components include conscientiousness and risk propensity, and organizational components include the ethical climate and leadership styles, etc. (Zhu & Farndale, 2018; Naghavi & Sabet, 2018). Although, the potential impacts of work attributes on PSRB, which is undoubtedly an essential predictor of the personnel behavior at workplace and rarely discussed, except by Morrison (2006), who has been found a significant positive correlation between PSRB and workplace autonomy (Wang et al., 2020). Because of the ambidextrous nature associated with the PSRB, empirical taxonomies concerning boundary conditions and processes relative to why and when the organizational personnel indulges with PSRB are essential for the sake of preventing the adverse repercussions of violations coupled with the promotions of its positive implications.

Corporate managers put forward inflexible policies on organizational personnel in a highly competitive climate as they sought to engender aggregate performance (Ristic, Selakovic, & Qureshi, 2017; Peng & Estay, 2019). Leadership exhibits high-performance expectations (HPEs) have a significant repercussion on personnel work-related behaviors and attitudes (Arefin &

Rahaman, 2019). It has been evident HPEs as an essential workplace attribute, which incorporates comprehensive or discrete requirements relative to the highly complex and high-intensity work environment and is extensively executed in corporations to accomplish an upward spiraling cycle of great performance that resulted in the sustainable motivation to stimulate personnel sustainable high-performance outcomes. However, its repercussions have always been questionable. In contrast, the scholars have asserted that the HPEs can significantly contribute towards the pursuits of sustainable optimization in personnel performance (Cheng & Newby, 2018; Capaldo & Ripa, 2018).

However, the mantra of PSRB is nicely articulated, and organizational personnel generally lack a comprehension of the underlying justification relative to the firm's rule. This bounded rationality could lead to PSRB that has unintentional but adverse repercussions on both the rule-breaker as well as workplace. Corporate rules are generally in place for motives that are unfamiliar for the personnel, signifying violations of organizational rules and regulations may likely have unidentified repercussions. The mantra of PSRB is also twisted with ethical workplace issues. The violations of organizational policies, even intentionally, engender conflict for an incumbent, asserting the ethical workplace environment must be a predictor in engendering or impeding these behaviors.

It has been found by Brief and Motowidlo (1986) that the behavior of the organizational personnel could be regarded as "pro-social" when it exceeds the scope of one's everyday job descriptions and duties aiming to advantage others. Their comprehension relies upon the assertion that the organizational personnel's behavior, regardless of its underlying consequences, is an endeavor to support others. Yet, this comprehension is failed to take into consideration that the organizational incumbents who indulging in these attitudes and behaviors disrupting corporate rules when doing so or doing so, not only support other incumbents but also the entire workplace. As Morrison (2006) has been addressed such dilemmas and explained PSRB in terms of a functional and utilitarian framework via which the incumbent could significantly facilitate both organizations and their stakeholders.

The existing studies comparatively ignore the adverse repercussions of HPEs. For instance, organizational personnel will experience cognitive pressures in terms of low self-esteem and negative self-assessment when they are unable to accomplish corporate objectives (Valizadeh & Haghghi, 2019; Welsh & Garud, 2020). Drawing from the perspective of conservation of resource (COR), organizational personnel have to exert an increasing number of resources, for instance, energy and time, to prevent resource loss. Hence, employees who are conforming HPEs will bear a greater level of workplace anxiety and depression resulted from their responsibilities relative to accomplished highly strict performance benchmarks and standards than those confronting a low level of performance expectations (Lount & Doyle, 2017; Barnett & King, 2018).

Concerning the perspective of organizational behavior, workplace stress is a significant predictor that impacts personnel behavior and attitudes, generally being considered to obstruct organizations performance, for instance, sabotage, causing violations, and other counter-productive workplace behaviors and attitudes. Also, it has been asserted by Fay and Dawson (2019) that workplace anxiety and stress could stimulate personnel to adopt positive workplace behaviors. Since then, researchers have incorporated plenty of studies concerning the positive implications of workplace anxiety and stress. However, the dependable outcomes have not been accomplished. To conclude, we presented a theoretical model that, to mitigate stress predicted by HPEs and to prevent the potential losses brought by the failure to achieve desired objectives, organizational personnel could indulge with unusual ways to attain performance standards formulated by the corporate leadership inclusively for the sustainable development of both the organization and its personnel. Based on the COR perspective, organizational facilitation is an essential social resource that significantly contributed towards enabling personnel to engender their workplace performance and accomplish desired objectives. Various studies have demonstrated that perceived organizational support could mitigate workplace anxiety and stress faced by the organizational personnel by manipulating their overall cognitive response to work (Huang & Lin, 2021; Li & Li, 2018), as a

shield against workplace stress and anxiety and also have a positive implication on employee's risk-taking behaviors (Caesens & Mierop, 2019) and OCB (Caesens & Stinglhamber, 2020).

Organizational personnel who obtain ongoing facilitation from their employers are more eager to exert efforts for pursuing SDGs (Liu & Ni, 2018). The influential cognitive resource driven by organizational facilitation has an accrediting impact on incumbents experiencing a high level of anxiety and depression, stimulating them to engage with such actions that benefit both organizations and peers, even if the ground is to break the rules. Consequently, we speculate that perceived organizational support serves as a mediating construct between PSRB and personnel stress. This study aims to investigate the framework and boundary situations concerning how the leadership-driven HPE's impact personnel PSRB and the key contributions of the current empirical taxonomies are as follows:

- First, we try to articulate a study about the PSRB antecedents by examining the relationship between PSRB and HPEs. This study adds to the existing literature by presenting HPEs, which is an essential workplace attribute depicting leadership eagerness and being capable to the incumbents by their immediate managers, and it is undoubtedly a focal predictor that impact on incumbent's workplace behaviors and attitudes (Manzoor & Fallatah, 2019).
- Also, we challenge past studies that exhibit discrepancies between the personnel abilities and resources, and the greater level of expectations exhibit by the organizational leadership could only bring adverse repercussions (Chen & Liang, 2017); instead, we may argue that PSRB could be a feasible countermeasure.
- Thirdly, contribute to PSRB literature by investigating stress as the framework connecting HPEs to personnel PSRB from the lens of COR (Conservation of Resource) theory, while past studies concerning the frameworks of PSRB primarily emphasize the social exchange theory. Confronted with the HPEs and workplace stress, organizational personnel generally holds a rational psychological

assertion concerning PSRB from the lens of weighting the losses and gains from the resources.

- Lastly, this study sought to enlarge the stress-related insights and PSRB by unleashing boundary context (for instance, perceived organizational support). Based on investigating the boundary conditions relative to PSRB, the current empirical taxonomy could enable both organizations and practitioners to guide that personnel confronting with HPEs so that they exhibit pro-social behaviors aiming to engender the practices of sustainable development concerning individuals and firms across the GCC region.

Theory and Propositions:

Pro-Social Rule Breaking (PSRB) and COR Theory:

Drawing from the past studies (Brief & Motowidlo 1986; Morrison, 2006), PSRB is an individual's vigilant behaviors that optimize others' (i.e., individuals or corporate entities) wellbeing (Hermans & Slabbinck, 2017). PSRB is segregated into three focal categories in terms of generating implications: (1) Increased efficiency, (2) facilitate subordinates or peers, and (3) customer service. The fundamental rationale behind PSRB is to facilitate both the organizations and their different interest groups, which is to be pro-social, that is significant to differentiate PSRB from workplace destructive deviant attitudes and behaviors essentially driven by self-centric stakes or retaliation motives (Majeed & Mustamil, 2018).

Plenty of researchers have been investigated the boundary context, predictors, and outcomes generated by PSRB concerning the perspective of individual attributes and contextual hallmarks, and reflected that organizational personnel could be encouraged to a varying extent by other predictors (Cropanzano et al., 2017). For instance, conscientiousness (Wang et al., 2021; Chen & Yang, 2019), workplace autonomy (Kahari & Micheal, 2017), cognitive safety (Chen et al., 2019), peer behaviors (Fleming, 2020), the propensity of risk-taking (Morrison, 2006), the quality of leader-follower exchange (Wang et al., 2021), workplace ethical environment (Borry & Henderson, 2020), ethical and transformational organizational

leadership (Zhu et al., 2018), are key predictors. HPEs are not only the significant predictor of workplace attributes but also exhibit the leadership sustainable expectations regarding organizational personnel. Hence, its repercussions on personnel attitudes and behaviors are well worth researching.

As for as the resource conservation perspective (COR) is concerned, it is developed by Hobfoll (1989), which is essentially adopted to illustrate the framework of resource's interactions between the individuals and social climate (Hobfoll & Westman, 2018), aiming at effectively depicting and describing individual attitudes and behaviors in a high-intensity and complex work environment. Following the COR perspective, the factors are referred to as "individual characteristics, conditions, energy and other things that make individuals feel valuable or the way to obtain them". Furthermore, factors are segregated into four major types as follows: Energy factors (insights, time and financial), personality attributes (more specifically, the positive personality attributes, such as self-esteem and self-efficacy), situational factors (marriage, family, peer, and pals), and the material factors (housing, personal vehicles). The COR perspective incorporates that individuals with an increasing number of resources are more enable to obtain sustainable resource development and less susceptible to losing resources, and vice versa. Hence, it has been found that individuals are restively more prone to the resource's loss than to the resource's acquisition, which is, evading the optimum level of loss spiral; if situations allowed, people will endeavor to amalgamate resources and engender a value-driven spiral aiming to avoid from the potential resource's loss in the future.

The mantra of HEPs is generally depicted in an increasingly complex workplace content and a greater level of standards, which typically exceed the contemporary competence and personnel resources. Hence, whereas organizational personnel has to sustainably deployed novel resources (i.e., acquiring new competencies and skill sets, applying new methodologies, overtime, etc.) aiming to accomplish desired performance objectives, however, in the complex and high-intensity work climate, such resources could be lost; but, once the desired performance objectives are not accomplished, organizational personnel

could out from the “scope of justice” and may lose the leadership and peer trust, growth opportunities, incentives, or even their existing positions at the workplace. To avoid adverse repercussions, organizational personnel may indulge in unusual actions aiming to accomplish their assigned targets and to secure their resources following sustainable growth. The mantra of PSRB is fundamentally risky (Wang et al., 2021; Morrison, 2006). The execution of the attitudes and behaviors is also regarded as a process of decision formulation concerning risk trade-offs. Hence, it could be appropriate to investigate the predictors of PSRB concerning the theory of resource conservation.

High-Performance Expectations and Stress:

In the age of the knowledge economy, the competitive organizational canvas is increasingly turbulent. Hence, organizational practitioners often formulate performance standards that exceed the average organizational level, and such standards will ultimately be disintegrated to every organizational unit and personnel at the workplace (Hongdao & Nurunnabi, 2019). The mantra of HPEs is concerned with striving objectives or goals formulated by corporate leadership to personnel relative to their futuristic performance standards (Jacobsen & Andersen, 2019). Based on the available literature, we may argue that formulating ambitious performance standards is a significant tool to engender and elevate individual job performance) and they resist that striving performance standards can lead personnel to put their energies into actions concerning goals attainment, encouraged them to sustainably and ultimately elevate their persistence in accomplishing performance standards (Jacobsen et al., 2019).

Also, it has been found close linkages between personnel innovation and other innovative behaviors are coupled with effective utilization of workplace insights and strategies (Yuan & Woodman, 2021). Various scholars have been evident positive associations between complex goals, personnel endeavors, and performance at a greater level, but unnoticed that the accomplishments of performance standards should be on the premise that organizational personnel could fulfill (Espedido & Searle, 2018). Once incapable of accomplishing the goals, organizational personnel are more vulnerable to

formulate negative self-assessments, lose managerial facilitation, and even at the risk of losing jobs. From the perspective of resource conservation theory, we may argue that in comparison to the new resource’s acquisitions, organizational personnel is less likely to bear the resource’s loss which is already possessed. To avoid resource loss, organizational personnel have to allocate more resources in terms of energy and time. However, the fact is that not everyone has capable of accomplishing HPEs most of the time; hence, performance standards make personnel feel concerned about workplace success, endeavor for the inappropriate workplace behavior, and further formulate assess performance-driven stress and anxiety.

As for as stress is concerned, it refers to the cognitive and physical tension predicted by a person’s awareness of the mismatch between “abilities and needs”. It has been suggested by Caplan & Jones (1975) that workplace stress and anxiety is predicted by the threat stems from the working climate coupled with personnel attributes and asserted that few workplace hallmarks were stressors (Distaso & Shoss, 2020), which includes role conflict, role ambiguity, workload, and workplace complexity, etc. Concerning the organizational personnel, HPEs essentially mean competitiveness, time restrictions, workloads, and a greater level of complexity. Such components perform alone or together to cause personnel anxiety and stress. When the indicators relative to great performance exceed the personnel expectations, they will certainly predict a higher level of cognitive and physical anxiety. Based on the aforementioned assertions, the proposed Proposition is as follows:

Proposition 1: High-performance expectations are positively associated with job stress.

Job Stress and Pro-Social Rule Breaking:

Concerning the prior studies that incorporated workplace stress, researchers often perceived that workplace stress would have an adverse repercussion on both organization and its personnel. Plenty of researches have demonstrated that extreme level of work-driven stress would negatively impact organizational personnel both physical and mental health coupled with job performance (Llosa & Lahseras-Díez, 2019), for instance, decreased level of work satisfaction, low level of workplace efficiency, and increasing level

of turnover rate (Gharaee & Erfani, 2019). Yet, with the increase in the mantra of positive workplace stress, scholars understood that stress also had positive implications on personnel attitudes and behaviors. Plenty of studies have been incorporated the linkages between workplace stress and positive behaviors exerted by the organizational personnel. Also, plenty of studies have incorporated that kind or moderate level of stressors, for instance, work complexity or time restrictions, can positively related to positive behaviors of the organizational personnel, such as work shaping, taking charge, and innovative behaviors (Wahyu, 2019; Ghitulescu, 2018).

Moreover, workplace stress is generally demonstrated as the eventual performance-driven stress across the organizational work settings. The mantra of performance-driven job stress implies an adaptive response to the extent of accomplishment of corporate goals, which will affect the personnel's cognitive and physical behaviors and attitudes. When indicators of performance exceed the predicted level of personnel arises, they will predict job stress to organizational personnel. From the perspective of resource conservation theory, we may argue that organizational rewards, positive self-assessment, and leadership identification are all significant resources for the organizational personnel. Once performance expectations are not fulfilled, organizational personnel will more vulnerable to the loss of resources, for instance, negative self-assessments, decrease in organizational rewards, and losing organizational support. etc. Also, under HPEs, organizational personnel are generally restricted by an inadequate resource, which makes it more complex for them to accomplish targets or regulate behaviors, hence, motivating personnel to adopt increasingly positive attitudes and behaviors aiming to resolve the issues (Sonntag & Kühnel, 2020). Concerning the aforementioned context, we may argue that organizational personnel is disposed to enhance risk tolerance; in other words, looking approaches to accomplish the HPEs exerted by the organizational leadership while holding their current resources, they endeavor to avoid the creation of a spiral of loss that leads towards sustained losses. Confronting the HPEs of organizational leadership, personnel will thoughtful countermeasures aiming to accomplish performance standards (Carpio, 2020).

Complex organizational goals indirectly impact personnel attitudes and behaviors by stimulating them to actively indulge with test-centric coping frameworks. It has been asserted by Schweitzer et al. (2004) that organizational personnel generally resorted to irregular or inappropriate approaches rather than just performing their best under the policy framework when confronting complex organizational goals.

From the perspective of resource conservation theory, under the premise of securing available resources, organizational personnel will endeavor to amalgamate resources and engender a value-driven spiral to formulate and produce a greater number of ample resources aiming to resist potential risks. Concerning the context that only rules breakers could accomplish the HPEs exerted by the organizational leadership, the mantra of PSRB (for instance, permitting clients to go beyond their decision authority without authorization, or evading few approval mechanisms to engender efficiency) could perhaps suffer criticism or even organizational penalty, however, leadership expectations to personnel are shaped around elevating workplace performance, personnel violations are for the sake of firm's stakes and to be pro-social (i.e., the dimension of PSRB derived from organizational stakes), the comprehension of the objectives will not only advantage the firms and but also the others.

Hence, over the long run, the mantra of PSRB will engender a greater level of leadership assessments, peer support, and self-efficacy that enable organizational personnel to acquire more resources and hence, sustainable growth. Yet, if an incumbent indulges in inappropriate actions (for instance, developing false assertions regarding performance, making financial benefits at the other's expense, etc.), the person is more vulnerable to loss of entire resources, even loss of existing position at a workplace). Hence, to accomplish this, organizational personnel tend to execute PSRB behaviors when they have to. Based on the aforementioned assertions, the proposed proposition is as follows:

Proposition 2: Job Stress is positively associated with pro-social rule-breaking.

The Moderating Effect of Perceived Organizational Support

The mantra of Perceived Organizational Support (POS) has been proposed by Eisenberger et al.

(1986), which refers to personnel perception of the degree by which firm pays attention to their work-related contributions and exhibit cares regarding their stakes, such as organizational facilitation for personnel work, the concern regarding personnel stakes, the acknowledgments of personnel value and the sustainability of facilitation mechanisms. The higher is the attribution of organizational facilitation. The greater are the personnel's emotional bonding and sense of responsibility to their respective organizations (Kurtessis & Adis, 2017).

Also, it has been found that sustained and active organizational facilitation engender personnel innovation and workplace autonomy (Coetzer & Geldenhuys, 2017), which consequently mitigates the constraints associated with the personnel behaviors and attitudes. Hence, organizational personnel may disrupt the existing organizational policy frameworks aiming to secure the stakes of both the organizations and related interest groups (Kirrane & Fu, 2017). The mantra of organizational support could release the personnel stress resulted from the HPEs. Initially, organizational personnel who believe the ample organizational support do not contemplate they are "fighting alone". Whereas, the organizational leadership puts forward HPEs, peer facilitation, leadership facilitation, and organizational facilitation that significantly predicts organizational personnel cognitive safety (Guchait & Wang, 2020), shape an emotional experience and a climate of security and trust for personnel, which undoubtedly release personnel stress and anxiety to some extent. Also, under high expectations and high-intensity work climate, a firm could elevate the perceived personnel support via robust HR practices, which includes personnel engagement, job enrichment, promotions, training and development, attractive rewards mechanisms, and finally, a provision of the facilitative work climate for the incumbents (Ristic, Selakovic, & Qureshi, 2017). In these circumstances, organizational facilitation could provide mechanisms to perceive personal values, thus mitigating psychological burden and eventually preventing from the predictors of stress. From the perspective of resource conservation theory, facilitation provided by the workplace is a sort of significant social resource that could engender their resources. The dynamic organizational

facilitation could cultivate and strengthen personnel Physical and cognitive safety. Both are the essential emotional resources for organizational incumbents. All of the aforementioned predictors could further elevate the likelihood of getting a value-driven spiral and mitigate the propensity of falling into the spiral loss relative to organizational personnel. Hence, POS would impact personnel PSRB (Sabet et al., 2018). From the perspective of reciprocity in social exchange, we may argue that organizational leadership facilitation will engender personnel gratitude at the workplace (Cetin & Top, 2018). It has been found by Mayer et al. (2007) that the quality leader-subordinate exchange could enable incumbents to indulge with PSRB via perceived support from the immediate supervisor. When organizational personnel perceived as acknowledged, concerned, and facilitated across the organizational work settings, the binding organizational force in their mind declines, while the stimulation to accomplish HPEs for the organizational greater interests increases. Moreover, they perceived that they have the responsibility to facilitate the firm to accomplish desired objectives. Under this mechanism, organizational personnel will exert a higher level of OCB and PSRB. Personnel with a greater level of POS have a higher sense of obligation to facilitate both the firm and its stakeholders to accomplish their objectives. When the existing policy frameworks prevent personnel from seeking organizational and stakeholder's interests, personnel will decide to disrupt the prevailing rules and regulations and indulge with PSRB behavior that is helpful for the firm to enhance its aggregate performance, or support peers to accomplish their objectives more effectively. Consequently, organizational personnel with high POS could exhibit a higher level of PSRB behaviors in a highly complex and intense work atmosphere. Based on the aforementioned assertions, we propose the proposition is as follows:

Proposition 3: POS moderates the positive association between job stress and personnel PSRB in such a way that this association is strengthened when POS is higher.

Based on the aforementioned theoretical derivation of the proposition, we further propose a moderated mediation model: HPEs will engender

a sense of the greater level of stress on organizational personnel, and indirectly and positively impact the personnel PSRB; in other words, the perceived personnel stress significantly mediate between the two. Yet, the mediation intensity is moderated by POS— that is, under several levels of POS, the indirect impact is also different. The higher level of POS will engender the personnel PSRB in a high-intensity and highly complex work climate. Consequently, amalgamating the aforementioned propositions,

the current empirical taxonomy proposes the proposition is as follows:

Proposition 4: POS moderates the positive but indirect impact concerning HPEs on personnel PSRB. More specifically, stress will mediate such linkages under the context of POS in such a way that these indirect repercussions are stronger when organizational personnel having a sense of a greater level of organizational support.

Based on the aforementioned assertions, the theoretical framework of the proposed study is as follows:

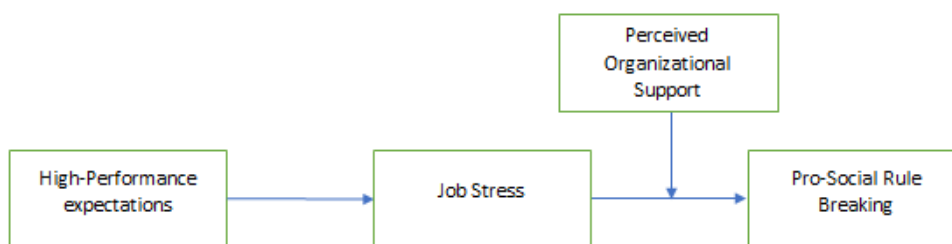


Figure 1: Proposed theoretical framework

Research Methodology:

Part A: An Approach of SLR (Systematic Literature Review):

For this study, a methodology of system literature review introduced by Navarrete and Lujan-Mora (2020) has been adopted to recognize the impact of leadership HPEs on employee's PSRB through workplace stress and perceived organizational support (POS). Through the SLR approach, the researcher is more capable to fulfill the desired research objectives.

Research Questions:

The research questions concerning this study can generally enable the researcher to perform a comprehensive study and get significant outcomes in terms of social and practical implications. Unfortunately, the inflexible and rigid workplace rules prevent the corporate sector from indulging in rapid transformations in the external organizational context, as there is also exist a tussle between the rigid workplace rules and personnel flexible responses, which consequently, impairs the sustainable growth of both the organization and its personnel. As a consequence, the organizational personnel frequently disrupt rules and policies to obtain what is appropriate for the firm or others. Hence, by considering the aforementioned perspective, the proposed research questions for the current study are as follows:

RQ1: What is the impact of high-performance expectations (HPEs) excreted by the organizational leadership on employee’s pro-social rule-breaking (PSRB)?

RQ2: How job stress mediates the relationship between leader’s HPEs and personnel PSRB?

RQ3: How perceived organizational support (POS) moderate the relationship between leader’s HPEs and personnel PSRB?

Search Approach:

Through the mantra of SLR, the researchers are more likely to able to execute the detailed and robust analysis of the related contents concerning sustainable development perspectives, the theory of resource conservation, the perspectives of pro-social rule-breaking at the workplace, high-performance expectations excreted by the organizational leadership, workplace stress and perceived organizational support as well. Moreover, the researchers have followed three fundamental steps concerning the SLR technique, which includes planning, execution, and dissemination of gained outcomes. It is important to argue that the search technique is the critical competencies that characterized with the two exclusive steps are as follows:

- 1. Database Search:** The relative approach for searching a database based on the reliability and authenticity of executed search strings for the automatic search.

The framework was created result of the outcomes of pilot searches through indulging with plenty of databases such as Springer Link, Digital Library, Science Direct, Scopus, Web of Science, and ACM Digital Library, etc. The aforementioned data repositories have been recognized as more scientific, detailed, and largest databases containing studies relative to various taxonomies.

2. **Grey Literature:** For the supplementary content analysis, the researchers have also pursued the acquisition of grey literature

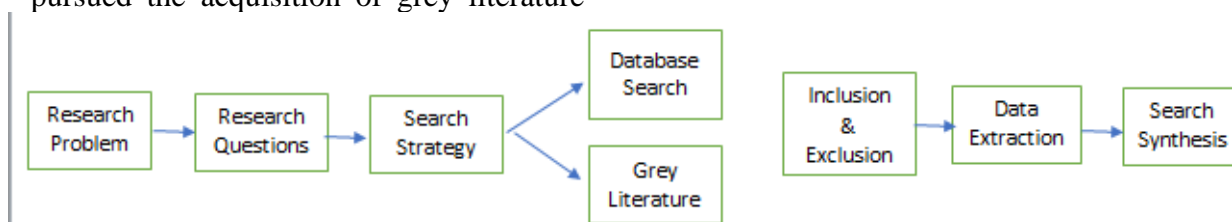


Figure 2: The Process of SLR

Selection Method: It has been more important to formulate the standards concerning inclusion or exclusion of the related and needed contents in advance. This approach adopted for literature selection has relied upon the following steps:

Step 1: The amalgamation and elimination of entire duplicated contents.

Step 2: The classification of all the amalgamated contents has been made through systematic and rigorous criteria relative to inclusion and exclusion of the contents.

Step 3: The contents have been excluded while performing the process of data extraction by considering the inclusion criteria relative to the literature.

Few standards relative to exclusion and inclusion of needed literature are as follows:

- **Inclusion Benchmarks:** The content must be chosen if it exhibits compliance with each of the following benchmarks about the inclusion of the literature.
 1. The prime focus of the literature towards the organizational personnel pro-social rule-breaking in response to the organizational leadership high-performance expectations.
 2. At least one of the study questions of this research should be directly answered and responded to.
 3. The literature should provide both the theoretical and empirical support to the

through different methodologies are as follows:

- **Google Scholar:** Undoubtedly, Google scholar is significantly contributed to enhancing our process efficiency relative to more appropriate search outcomes.
- **Website’s Analysis:** The author’s websites are also helpful to attained other relevant studies and literature, for example, in-press publications or conference proceedings.

mediator (i.e., workplace stress) and moderator (i.e., perceived organizational support) constructs that manipulate the relationship between leader’s HPEs and personnel PSRB.

4. The selected studies must be in English.
5. The published studies during and after 2016.

- **Exclusion Benchmarks:** The content must be excluded if it exhibits compliance with any of the following conditions concerning exclusion criteria:
 1. It is generally concerned with the employee’s deviant workplace behavior, but not primarily related to the key linkages among leader’s HPEs and personnel PSRB as the key objective of this research is to examine the impact of high-performance expectations exerted by the organizational leadership and the organizational personnel pro-social rule-breaking in response to accomplish desire organizational goals.
 2. It does not primarily emphasize the intervening role of workplace stress and perceived organizational support between leader’s HPEs and personnel PSRB.
 3. Last but not least, if the content is duplicated or repeated, it should be eliminated from the chosen literature for subsequent content analysis.

Assessment of the Quality:

After applying the aforementioned criteria relative to both exclusion and inclusion of the studies, the quality of the chosen literature has been obtained through the guidelines asserted by Zhang and Muccini (2020). They have been formulated a 12-item scale shedding light on four dimensions related to literature quality, which includes study design, conduct, analysis, and conclusion. Sample items concerning each quality dimension are as follows:

- **Study Design:** “Are the chosen quality attributes distinctly stated and defined?”
- **Conduct:** “Are the observation units or research participants described in the study?”
- **Analysis:** “Is the statistical significance of the results reported?”
- **Conclusion:** “Are the results compared with other methods?”

Extraction of Data:

By indulging with data extraction technique, researchers are more capable to identify the framework of employee’s pro-social rule-breaking at a workplace in response to the high-performance expectation exerted by the organizational leadership influenced by workplace stress and perceived organizational support. Also, the data extraction approach enabled researchers to obtained specific insights in Excel formats concerning the title of selected taxonomies, publication year, author’s name, journal name, research climate coupled with the key insights related to current study constructs such as high-performance expectations, pro-social rule-breaking, workplace stress and perceived organizational support as well as the key limitations and strengths associated with the past literature related to this study.

Data Synthesis:

The data synthesis approach enabled researchers to obtain, integrate and summarize the data extorted from the past studies. The key motive behind using this approach is to conceptualize, analyze and extract both the qualitative and empirical studies related to the current study. The process of data synthesis has resulted from the following two key stages:

Stage 1: The extracted data was evaluated through the aforementioned criteria to identify the latest research norms and trends and acquire

insights relative to key research questions and record them.

Stage 2: At this stage, the literature has been sorted in terms of proposed research questions. The most critical job is to classify the content concerning the organizational personnel pro-Social rule-breaking in response to the higher performance expectations exerted by the organizational leadership.

Discussions:

As an effective management measure, the mantra of high-performance expectations has obtained growing attention in terms of motivational impact. This research closely emphasizes the problem concerning how HPEs impact organizational personnel pro-social rule-breaking behaviors. By incorporating with the resource conversation theory, we shed light on the implication’s framework of HPEs on personnel PSRB, and investigate the mediating role of workplace stress and moderating impact of perceived organizational support on the relationship between them. Based on employee career growth and organizational management perspectives, we also responded to the hot contemporary research taxonomies regarding sustainability towards both the technological and societal aspects (Wang et al., 2020). Moreover, to prevent severe competition across the organizational work settings, it is usual for organizational leadership to formulate high-level objectives for their incumbents, and the subsequent anxiety and stress will exhibit crucial repercussions on personnel behaviors and attitudes. From the perspective of supportive organizational culture, it has been found that organizational personnel intends to indulge with PSRB-driven behaviors as a productive way to accomplish desired performance objectives and to mitigate perceived stress, hence, they are more likely to able to experience a win-win situation for both the organization and its personnel (Sabet, 2018). Few meaningful and significant findings have obtained are as follows: (1) workplace stress is positively and significantly contributed towards organizational personnel PSRB; (2) High-performance expectations exerted by the organizational leadership positively but indirectly impact on personnel PSRB via workplace stress; (3) Perceived organizational support moderates positively but indirectly affect such relationships

under the condition of POS in such that this indirect impact is stronger when organizational personnel perceives a greater level of support at the workplace. Based on the aforementioned results, this study incorporates how to accelerate sustainable organizational growth from the three perspectives of rules, personnel behavior, and organizational leadership. Our findings also enlighten organizational leadership on how to reduce the adverse repercussions of management by objectives and to successfully manage the mantra of personnel PSRB at the workplace.

Also, it has been evident from table 1 that plenty of personality attributes are linked with PSRB, for instance, nonconformity, a tendency for risk-taking, and a propensity to be proactive. Moreover, relative to PSRB, rational risk-taking is also linked with personnel commitment and

professionalism and is harmonized with having an ethical consideration, which undoubtedly facilitates the PSRB construct validity. It has been evident that males are male incumbents are more likely than female incumbents to indulge with PSRB. Yet, another study has been found no significant correlation between personnel gender and PSRB. Furthermore, it has been also evident no consensus regarding whether an incumbent's rank/position at the workplace is linked with PSRB, with only a few pieces of evidence have investigated this construct reporting a relationship. Also, it has been evident no empirical relationship between PSRB and organizational rewards, memberships of professional associations, level of education, tenure, and ethnicity (Zhang et al.,2021; Wang et al., 2020).

Table 1: Personnel Propensity and Hallmarks to Engage in PSRB

Author	Positively Correlated	Negatively Correlated	Not Correlated
Berman 1998	<ul style="list-style-type: none"> Ethical Conduct Propensity of risk-taking Dedication to reform Professionalism 	<ul style="list-style-type: none"> Length of employment 	<ul style="list-style-type: none"> Gender
Davis, 2007	<ul style="list-style-type: none"> Propensity of risk-taking Nonconformity Male gender 	<ul style="list-style-type: none"> Female gender 	<ul style="list-style-type: none"> Organizational commitment Employment length Education Job position Association membership
Feeney, 2009			<ul style="list-style-type: none"> Organizational rewards Length of employment Job position Education Ethnicity
Fuller, 2006	<ul style="list-style-type: none"> Proactive personality Higher organizational job position 		<ul style="list-style-type: none"> Workplace autonomy
Morrison, 2006	<ul style="list-style-type: none"> Workplace autonomy Propensity to risk-taking Performance desire Empathy Male gender Proactive personality 	<ul style="list-style-type: none"> Female gender 	

Sekerka, 2007	<ul style="list-style-type: none"> • Performance desire • Perception that indulging with PSRB is not a threat to organization 	<ul style="list-style-type: none"> • Sensible judgment
Vardaman, 2012	<ul style="list-style-type: none"> • Self-efficacy • Internal Locus of Control • Self-esteem 	<ul style="list-style-type: none"> • External Locus of Control • Neuroticism

Table 2: Organizational Hallmarks and PSRB

Author	Positively Correlated	Negatively Correlated	Not Correlated
Berman, 1998	<ul style="list-style-type: none"> • Availability of productivity resources • Cultural revitalization 		<ul style="list-style-type: none"> • Location of government • Culture of fear • Culture of entitlement
Campbell, 2012	<ul style="list-style-type: none"> • Bureaucratic requirements 		
Dahling, 2010	<ul style="list-style-type: none"> • Peer behavior and attitude 		
Davis, 2007	<ul style="list-style-type: none"> • Red tape • Centralization 	<ul style="list-style-type: none"> • Formalization 	<ul style="list-style-type: none"> • Location
Feeney, 2010		<ul style="list-style-type: none"> • Formalization 	
Fuller, 2017	<ul style="list-style-type: none"> • Role ambiguity • Accessibility to resources 		<ul style="list-style-type: none"> • Accessibility to strategy-centric insights
Morrison, 2006	<ul style="list-style-type: none"> • Peer behavior and attitude 		
Sekerka, 2007	<ul style="list-style-type: none"> • Peer behavior and attitude • Enforced by the immediate manager to break a rule 		
Vardaman, 2012	<ul style="list-style-type: none"> • Ethical environment • Care • Instrumentality • Rules and regulation-incongruent • Autonomy-incongruent 	<ul style="list-style-type: none"> • Ethical environment • Rules and regulation-congruent • Autonomy-congruent 	

Furthermore, it has been found only six studies that tapping the relationship between organizational hallmarks and PSRB (Table 2). Firms are characterized by centralization of decision formulation and authority and red tap is related to personnel PSRB. Moreover, two studies

demonstrated a relationship between accessibility to productivity resources and rational risk-taking. The firm's culture also significantly contributes to whether PSRB is present. Personnel PSRB is linked with the firms characterized by resilient, motivated, and high-energy personnel (i.e.,

revitalization of culture); rule-breaking histories; and leader’s influence to break the rules. Although, a firm’s culture characterized by entitlement or fear is not related to PSRB. Organizational personnel with the high extent of formalization of policies and rules are less likely to indulge with PSRB. These findings are consistent with the results that organizational personnel who in organizations characterized with

role ambiguity (less formal definition of roles and duties) are more likely to indulge with PSRB. However, only one study evident that having penalties and rules from breaking them did not stop rule disruptions, when rules clashed with objectives. Location and government type have not evident to have a significant correlation with PSRB.

Table 3: Linkages between Key themes and Review Literature

Key Theme	Relationship with the Reviewed Literature
1. Respondents exhibit greater levels of desire to facilitate people and dedication to the workplace.	Validate positive correlation of PSRB with organizational commitment
2. Respondents place greater value and importance on partnerships and relationships.	Validate Campbell’s notion of workarounds being linked with partnerships
3. The need to meet an array of rules and expectations obstructs their capacity to accomplish organizational and personal objectives and is very annoying.	Validate positive correlation of perceived conflicts, bureaucratic requirements, and role ambiguity between policy manuals and funders from above with PSRB.
4. People perceive they are disrupting or breaking the workplace rules to accomplish desire organizational objectives.	Validate positive correlation of professionalism, desire to be productive, empathy, desire to perform an effective job, and ethical orientation with PSRB.
5. Participants weigh organizational and personal advantages and disadvantages before deciding to indulge with PSRB.	Validate a positive relationship between the propensity of risk-taking and PSRB.
6. Respondents often see positive consequences and few adverse implications from their PSRB experiences.	Supports the positive relationship of rule-breaking not being a threat to a firm with PSRB.
7. Respondents occasionally disrupt the rules resulted from their inability to figure out any other way to accomplish their desired objectives and get their work done.	Identical with Morrison’s genuine perspective about PSRB, however, adds the concept that organizational practitioners perceive this as a key option.
8. Those who exhibit compliance with organizational rules require an opportunity to elevate their firm’s rules, structures, and frameworks.	Validate positive relationship of professionalism, productivity desire, and dedication to reform with PSRB.
9. Enhancing the rules themselves—having unambiguous, fewer, and more flexible rules will enable them easier to be followed.	Validate positive relationship of professionalism, rep tape, bureaucracy, ethical attitude, productivity desire, and dedication to reform with PSRB.
10. More specifically, decentralization enabling few decisions to be formulated closer to where they will be implemented, will mitigate the tendencies of PSRB, and enhance the organizational functionality.	Validate positive correlation between centralization decision making and PSRB, and significantly contributes to “the enduring the normative debate over administrative discretion and public accountability”

Also, it has been evident that the key themes relative to this research validate the findings of past studies concerning PSRB (see table 3). The aforementioned table indicates the comparison of current study perspectives about PSRB with past

studies’ results concerning PSRB. The results also validate the past findings that organizational personnel is more likely to indulge with PSRB if they perceive that co-workers exhibit support for their decisions or co-workers also indulging with PSRB behaviors. The domains in which PSRB

most frequently happened comprised those recognized previously by Campbell: customer services/eligibility, funding restrictions/silos, and partnerships. The other common domains concerning PSRB recognized in this research were routine level administrative functions and communications, for instance, purchasing and

ability. Moreover, plenty of standard PSRB strategies/techniques recognized by Campbell also have been consistent with the results of this research. Last but not least, the organization in which the person works manipulates what type of policies, rules, and procedures are most subject to PSRB.

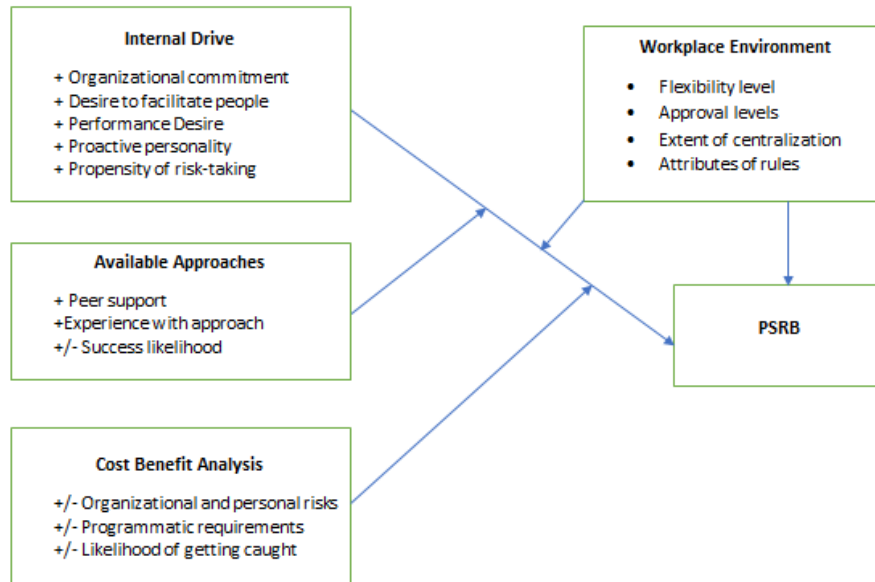


Figure 3: PSRB Framework relative to Organizational Practice

Figure 3 depicts the constricts related to a personnel decision to indulge with PSRB. This framework relies upon the consequences of this study coupled with some supplementary constructs previously recognized by the past studies. Some constructs are segregated into four key classifications, which include: organizational climate, cost-benefit analysis, available approaches, and internal drive. A personnel internal drive is the predictor construct, and PSRB is the dependent construct. In the aforementioned framework, the constructs comprising internal drive are all significantly correlated with PSRB, which is an accurate depiction of the very high frequency of PSRB among personnel; we did not find ample outcomes concerning individual hallmarks that were negatively correlated with PSRB. The outcomes of cost-benefit analysis and strategies' availability are also the PSRB antecedents and perform as a moderator. Each of these constructs manipulates the direction or/and strength of the relationship between the predictor and criterion constructs, and they explain when specific repercussions will hold. For example, if the findings of cost-benefit analysis are significant, the organizational personnel are more likely to engage with PSRB. Likewise, if the

organizational personnel have no available approaches that they help from or experience with co-workers, they could be less likely to indulge with PSRB, however, they still could decide to indulge with PSRB to some extent aiming to get beyond a delay or roadblock.

Conclusion:

This study adds value to contemporary studies concerning organizational behavior and the implications relative to organizational sustainable growth and development. Firstly, the findings demonstrate that high-performance expectations exerted by the organizational leadership have an indirect but significant and positive relationship with organizational personnel PSRB, that is, leadership exerted HPEs on organizational personnel will accelerate the personnel PSRB-driven behaviors and attitudes. Moreover, there were studies concerning impact framework of personnel PSRB at both the corporate and individual levels, for instance, ethical environment, quality leader-subordinate dyads, leadership styles, and the propensity of risk-taking, rare emphases have been placed on the repercussions of significant situational predictors at the workplace: HPEs exerted by the organizational leadership on personnel PSRB.

Concerning HPEs, past literature has emphasized its positive implications of optimizing individual as well as aggregate performance, but comparatively overlook that it could lead to adverse personnel behaviors (Ristic, Selakovic, & Qureshi, 2017). However, this study highlighted that organizational personnel would disrupt corporate rules and policies when they perceive that it was challenging to accomplish the high-performance expectations exerted by the organizational leadership.

This study also demonstrated that sustainable HPEs could enable organizational personnel to have a positive feeling about workplace stress, which leads them towards PSRB. Also, the mantra of perceived organizational support significantly moderates the nature of the relationship between workplace stress and PSRB. More specifically, the findings provide key insights concerning HR and organizational management practices. Whereas, corporate managers must treat their incumbent's PSRB-driven behaviors more appropriately and generate productive outcomes. From the perspective of conventional cognition, the disruptions of rules and policies by the organizational personnel are obstructive, however, the mantra of PSRB simply humane and characterized with positive intent. Such sort behaviors enable managers to understand the positive attributes of untimeliness and disruptions of the corporate rules and policies, and provide a novel management perspective for corporate leadership to effectively manage human capital. Hence, they must appropriately use and direct personnel PSRB instead of just banning them.

Limitations and Future Research:

Pro-social rule-breaking is increasingly becoming a new hot spot in the taxonomy of organizational behavior. As an implication, although the outcomes of this study add value in the available literature on personnel PSRB and HPEs exerted by the organizational leadership, there are still a few limitations resulted from the narrow research competencies and resources. First, empirical research will be needed to test our propositions. Secondly, in the future, scholars could indulge with experimental research approaches and longitudinal research methods to effectively validate the causal relationship between personnel PSRB and HPEs for the family firms (Brief & Motowidlo, 1986). for this purpose, we

recommend using the tested scale of Prosocial Organizational Behavior available (McNeely & Meglino, 1994:840). Moreover, when generalizing our outcomes to other cultures and contexts like family firm firms operating in the emerging market. However, we suggest integrating social exchange theory and socio-emotional wealth perspective to contextualize our proposed model. Hence, the conclusions model proposed in this study needs to be validated through a larger sample size and a broader context of family firms operating in the emerging markets. Lastly, most of the available literature emphasizes predictive constructs concerning PSRB including this research. In the future, the research could investigate the impact of PSRB-driven personnel behaviors on employee emotions, employee job satisfaction, leadership member exchange (Huang, et al., 2021), and firm performance (Wang, et al., 2021).

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