Passive leadership and deviant behaviors: the moderating effect of power distance and collectivism

by Marliana Junaedi

Passive leadership and deviant behaviors: the moderating effect of power distance and collectivism

Fenika Wulani and Marliana Junaedi
Department of Management, Faculty of Business,
Widya Mandala Catholic University Surabaya, Surabaya, Indonesia

Abstract

Purpose – This study investigates the relationship between passive leadership and deviant behaviors targeted to supervisors (supervisor-directed deviance) and coworkers (interpersonal deviance), and the moderating effect power distance and collectivism have on these relationships.

Design/methodology/approach – This study uses a survey questionnaire. Respondents were 310 non-managerial employees working in various industries in Surabaya, Indonesia. This study uses partial least squares structural equation modeling (PLS-SEM) to examine hypotheses.

Findings – This study indicates that passive leadership has a positive relationship with supervisor-directed deviance, but not with interpersonal deviance. Moreover, power distance moderates these relationships. Additionally, the findings show that collectivism moderates the relationship between passive leadership and interpersonal deviance, but not with supervisor-directed deviance.

Practical implications – Managers need to be aware of the roles and responsibilities of their positions and understand their subordinates' expectations, specifically related to their cultural values.

Originality/value – Few studies have investigated the relationship between passive leadership and deviant behaviors, especially those directed at supervisors and coworkers. Also, there is little study that explored the role of cultural values in these relationships. The present study provides new insight regarding the moderating role power distance and collectivism have in the relationship between passive leadership and deviant behaviors.

Keywords Passive leadership, Supervisor-directed deviance, Interpersonal deviance, Power distance, Collectivism

Paper type Research paper

Introduction

Workplace deviance behavior (WDB) is a form of employee work behavior that reduces the effectiveness of company performance (Khattak *et al.*, 2019) and employee well-being. Deviant behaviors could be directed at some of the targets, such as coworkers and supervisors (Mitchell and Ambrose, 2007). Individuals may be involved in deviant behaviors because they want to retaliate against the perpetrator, i.e. the supervisor, as a responsible party for the unpleasant conditions they experience (Mitchell and Ambrose, 2007; Thau *et al.*, 2009). One of the supervisors' behaviors that may cause a poor working environment is passive leadership (Barling and Frone, 2017).

Passive leadership is a supervisor's behavior that shows inaction, such as avoiding making decisions and leaving problems at work; thus, he/she cannot meet subordinate's expectations regarding behavior in the workplace (Harold and Holtz, 2015). Passive leadership involves the laissez-faire style, one of the primary forms of leadership (Jogulu and Ferkins, 2012), viewed as destructive behavior (Skogstad *et al.*, 2007) and considered ineffective in carrying out their roles (Jiang and Probst, 2016). Although empirical evidence shows that passive leaders drive negative work behavior (Adeel *et al.*, 2018; Hoel *et al.*, 2010; Mekpor and Dartey-Baah, 2017), few studies have investigated the relationship between the two (Adeel *et al.*, 2018). Some examples are Kessler *et al.* (2013) and Mekpor and Dartey-Baah (2017). However, they tend to use general constructs, such as counterproductive work

behavior (CWB), as a consequence of passive leadership. Different results were exposed. Kessler *et al.* (2013) found that passive leadership was positively correlated with CWB. Meanwhile, by using the transactional leadership construct passive leadership is a part of, Mekpor and Dartey-Baah (2017) found that the two were not significantly related. In this regard, the relationship between passive leadership and deviant behavior needs further confirmation.

Moreover, the fact that the interactionist perspective argues that situational factors (such as passive leadership) may not solely predict deviant behavior in the workplace (Hershcovis *et al.*, 2007) may explain the contradictory results. Colbert *et al.* (2004) stated that personality variables could influence how individuals react to unpleasant situational perceptions. Kamisah and Syed (2015) noted that culture could determine acceptable ways of leadership. For example, referring to the Globe study, employees with high power distance (PD) and collectivism cultural values expect their supervisors to behave autocratically, carry out their function in making decisions and care for their subordinates' welfare (Irawanto *et al.*, 2011; Pekerti and Sendjaya, 2010). Thus, it is possible that passive leadership does not meet followers' expectations in that cultural context and may drive them to engage in negative behavior such as workplace deviance. According to Yahyagil (2015), cultural values may influence individuals' perceptions and how they behave. Furthermore, culture may have a moderating effect on the relationship between leadership and its outcomes (Dorfman *et al.*, 1997). For example, in certain cultural contexts, such as high PD, individuals may be less likely to respond with workplace deviance to negative supervisor behavior (Tepper *et al.*, 2009). Also, since individuals with collectivism value tend to show solidarity and support (Cohen, 2006), they may act less against the members of the organization, such as supervisors and coworkers. However, there are still very few studies investigating the role of PD and collectivism in weakening/strengthening WDB (e.g. Kalemci *et al.*, 2019). To the best of our knowledge, no studies have been done to investigate the moderating effect of cultural values on the relationship between passive leadership and deviant behaviors toward supervisors and coworkers.

The current study identifies the relationship between passive leadership and deviant behaviors, i.e. supervisor-directed deviance and interpersonal deviance focus on coworkers. As relevant to target deviant behaviors, namely, supervisors and coworkers, this study considers PD and collectivism as moderating variables in the relationship between passive leadership and deviant behaviors. We investigate this cultural value at the individual level, based on Hofstede's cultural dimensions. The current study contributes in two ways. First, to provide an understanding of the relationship between passive leadership and deviant behaviors that has not been widely revealed. Based on the social exchange theory and the social capital theory, we demonstrate that passive leadership may generate different outcomes if the WDB targets are different. Second, because individuals with certain cultural values have unique expectations to their social environment (e.g. their supervisors), it is possible that these individual differences may affect their response to the supervisor's treatment. This study provides insight whether cultural values can weaken/strengthen subordinate responses to passive leadership by being engaged in deviant behaviors.

Theoretical background and hypothesis
Passive leadership, interpersonal and supervisor-directed deviance
Passive leadership is a supervisor's behavior showing inaction, such as ignoring problems in the workplace, avoiding making decisions, not showing and explaining what behavior is expected from subordinates and allowing negative treatment between them (Harold and Holtz, 2015). Furthermore, passive leaders do not carry out their responsibilities, provide feedback (Vullinghs *et al.*, 2018), appreciation, motivation or satisfy their followers' needs

(Skogstad *et al.*, 2007). They do not develop subordinates, avoid giving them directions (Yahaya and Ebrahim, 2016) or take the necessary actions according to their positions of authority (Harold and Holtz, 2015). This behavior is ineffective and results in a low level of job performance (Adeel *et al.*, 2018). Passive leadership is derived from transactional leadership dimensions, a combination of management by exception, which refers to leaders who take corrective actions only if problems have arisen, and laissez-faire refers to leaders who avoid taking any action (Bass, 1999). This leadership style is considered as destructive behavior (Skogstad *et al.*, 2007) and results in negative work behavior, so it is regarded as the dark side of leadership (Weaver and Yancey, 2010; Harris and Jones, 2018). Leaders who exhibit this dark side are likely to encourage their followers to engage in aggressive behavior even directed at them (Weaver and Yancey, 2010). Regarding the negative effects of this dark side, further investigation is needed to provide a complete understanding of leadership and develop good leaders (Burke, 2006).

Managers have to motivate and influence others by doing the leadership role (Gilbert and Kelloway, 2014). Thus, to obtain managerial performance, individuals need to carry out their functions as effective leaders. Several consequences will arise if supervisors do not carry out their roles. For example, leaders in the laissez-faire style are considered unable to meet their subordinates' expectations and can cause role conflict, which will subsequently result in job stress (Skogstad *et al.*, 2007). Furthermore, since subordinates perceive supervisors as indifferent and disrespectful, Adeel *et al.* (2018) indicated that they might distrust their leaders and see them as interpersonal and informational injustice. Moreover, the absence of rules and formal scrutiny (e.g. from supervisors) that inhibit negative behavior will increase such behavior (Andersson and Pearson, 1999; Reisel *et al.*, 2010). Since supervisors do not do what is supposed to be done, inconvenience to work and in the workplace may arise. Thus, passive leadership may create individuals' perceptions of supervisors' mistreatment and unfavorable work situations.

Based on the social exchange theory, individuals who experience unfavorable conditions at work will reciprocate by engaging in deviant behaviors (Malik and Lenka, 2019). They will even respond with deviant behavior more than others (Colbert *et al.*, 2004). Workplace deviance is individual behavior that deviates from the rules and norms (Bennett and Robinson, 2000). According to Bennett and Robinson (2000), this organizational norm contains basic moral standards and traditional community standards. They found that one of the targets of deviant behavior is individuals (i.e. supervisors and coworkers) at the workplace or what is referred to as interpersonal deviance. Employees involved in interpersonal deviance target their behavior toward others at work, e.g. by saying something that hurts others (Bennett and Robinson, 2000).

As previously explained, supervisors who do not show action at work may increase work stress, frustration, mistrust and injustice among their followers. Because of unpleasant work experiences generated by their supervisors, individuals may engage in deviant behaviors, specifically in supervisor-directed deviance and interpersonal deviance directed at coworkers. Aquino *et al.* (2001) found that attributing blame was positively related to retaliatory behaviors. This revenge is directed at people considered to be hurtful and responsible for these unpleasant conditions (Mitchell and Ambrose, 2007). Thus, passive leadership may be positively related to supervisor-directed deviance. However, in contrast to the response in the form of deviant behavior directed against supervisors, individuals who experience passive leadership may reduce their involvement in deviant behavior toward coworkers. Referring to the social capital theory, individuals can obtain benefits, i.e. solidarity and trust, through their relationship with others (Adler and Kwon, 2002; Miles, 2012). Based on this theory, when individuals experience passive leadership, it is possible they need togetherness and unity with their coworkers as valuable resources to resolve unpleasant conditions. This study expects that they will try to stay in good relation with their coworkers

and reduce their engagement in interpersonal deviance. Thus, the following hypotheses are proposed:

H1a. Passive leadership will be positively related to supervisor-directed deviance.

H1b. Passive leadership will be negatively related to interpersonal deviance.

Power distance and collectivism as moderating effects on the relationship between *passive leadership and deviant behaviors*

Individual behavior can occur as a result of the interaction between situational and personal factors (Colbert *et al.*, 2004). So, it can be said that deviant behavior does not only occur because of passive leadership. One of the personal factors is individual cultural values. Referring to Dorfman *et al.* (1997), cultural factors can moderate the relationship between leadership and outcomes. It can be explained in two ways. First, referring to the Globe study, the followers' cultural values can influence their expectations of how their supervisors should behave (Ashkanasy, 2002; Irawanto *et al.*, 2011). Supervisors' behavior in accordance with the cultural value will be accepted by followers, resulting in leadership effectiveness (Ashkanasy, 2002; House *et al.*, 2002). Second, individuals' cultural values may influence their behavior in response to their supervisors' leadership style (Daniels and Greguras, 2014). In this study, we considered individual cultural values of PD and collectivity as moderating variables in the relationship between passive leadership and workplace deviance. These two cultural values are considered important factors in the research related to leadership (e.g. Ashkanasy, 2002; Kirkman *et al.*, 2009; Pasa, 2000), even in the dark-side leadership studies (Naseer *et al.*, 2016).

PD is defined as the degree to which individuals accept power inequalities in a society or organization (Hofstede, 2007). In a culture characterized by high PD, leaders are expected to give followers direction, act more autocratically (Hofstede, 1983; Scandura and Dorfman, 2004) and to show their power (Hofstede, 1983). Hoffman *et al.* (2014) found that employees high in PD have a positive correlation with the supervisor's initiating skills. Initiating skills include supervisors' capabilities to plan and control activities in the workplace. Otherwise, supervisors are expected to pay attention to the subordinates' interests (Ashkanasy, 2002) and ensure their welfare (Pekerti and Sendjaya, 2010), as well as control the decision-making process (Irawanto *et al.*, 2011). Since individuals with high PD expect their supervisors to show autocratic leadership styles, be capable of making decisions and of caring for their followers, a passive leader may disappoint them and distrustful. It is possible for subordinates to assume that their supervisor is not a leader, which encourages them to be more engaged in supervisor-directed deviance. Furthermore, since individuals with high PD accept that they have less power than their supervisors (McCoy *et al.*, 2005), they may perceive that they are on the same side and deal with difficult situations requiring mutual assistance between coworkers. Therefore, we argue that individuals with high PD will respond to passive leadership by reducing interpersonal deviance because coworkers are the same party, and they need each other to complete work tasks. Hence, we propose that:

H2a. PD moderates the positive relationship between passive leadership and supervisor-directed deviance such that the relationship is stronger when PD is high than low

H2b. PD moderates the negative relationship between passive leadership and interpersonal deviance such that the relationship is stronger when PD is high than low.

Collectivism is the extent to which individuals are integrated and cohesive with their groups and is a moral model in company and employee relations (Hofstede, 1998). Society in the collectivism culture tends to be more loyal and concerned with achieving group goals rather than their personal interests (Kalemci *et al.*, 2019), helping each other (Pekerti and Sendjaya, 2010),

resolving conflicts without destroying the group and conformity of behavior with group norms, such as regarding what behavior is acceptable in the group (Triandis, 2001). Moreover, if their behaviors deviate from group norms, they will lose their face (Triandis, 2001). By these expectations, togetherness and problem-solving together with coworkers become more important so that the group's goals are achieved, when they experience passive leaders. As a result, they may be less likely to respond to passive leadership by engaging in interpersonal deviance. Furthermore, since these group norms are important, supervisors are expected to determine norms within the group (Triandis and Hui, 1988). In case supervisors fail to provide norms and rules, employees may be more likely to respond with supervisor-directed deviance. Thus, it is plausible that collectivism has a moderating effect on the relationship between passive leadership and deviant behaviors. The following hypotheses are generated as:

H3a. Collectivism moderates the positive relationship between passive leadership and supervisor-directed deviance such that the relationship is stronger when collectivism is high than low.

H3b. Collectivism moderates the negative relationship between passive leadership and interpersonal deviance such that the relationship is stronger when collectivism is high than low.

Method
Sample and data collection
Data were collected through questionnaire distribution by survey assistants to respondents. Respondents were employees who work as bank tellers, salespeople, and customer service in various industries in Surabaya – Indonesia. Those jobs require employees to interact directly with consumers, deal with complaints and high demand from them, and make a prompt decision (Karatepe et al., 2019; Verbeke et al., 2010). Therefore, the role of managers becomes essential for supporting and providing information and solving problems in the workplace. We consider the context of this work to be relevant to the purpose of the study.

Purposive sampling was employed to select the samples (i.e. non-managerial employees, education – at least senior high school, age – at least 18 years old). Of the 398 questionnaires collected, there were a total of 310 data that were completely filled in and could be used for further testing. In total, 91% of respondents were below 35 years, 83.6% had tenure < five years, 69.7% were single and 55.5% were female. This profile is consistent with their position as non-managerial employees. Respondents who are less than 40 years old and have worked for less than five years may still not have a managerial position. Moreover, this study uses cultural measures of PD and collectivism at the individual level. In a society with certain cultural tendencies, there may be individual differences (Chan et al., 2010; Kalemci et al., 2019). Thus, although people in Indonesia tend to have a cultural dimension of high PD and collectivism (Hofstede, 2007), it is a likelihood that there are individuals who have a different cultural value orientation. The statistic descriptive shows that, on average, respondents have pretty high collectivism ($M = 3.8339$; SD $= 0.56674$) and moderate PD ($M = 2.7102$; SD $= 0.69956$) values.

Instrument
Passive leadership is measured by five indicators of the Multifactor Leadership Questionnaire (MLQ) (e.g. my supervisor avoids making decisions) used in Baysak dan Yener (2015). PD (e.g. employees should not disagree with management decisions) and collectivism (e.g. being accepted by members of my work group is very important) are each assessed with a six-item scale from Dorfman and Howell (1988) that has already been used by

Clugston *et al.* (2000). These instruments are used to measure cultural dimensions at the individual level (Clugston *et al.*, 2000). Respondents are asked to rate passive leadership, collectivism and PD on a five-point Likert-type scale (1 = disagree to 5 strongly agree). This study adopts seven indicators from Bennett and Robinson (2000) to measure interpersonal deviance (e.g. said something hurtful to someone at work), and ten items from Mitchell and Ambrose (2007) to measure supervisor-directed deviance (e.g. made fun of my supervisor at work). Respondents are asked to rate deviant behaviors on a five-point Likert-type scale (1 = never to 5 = every day).
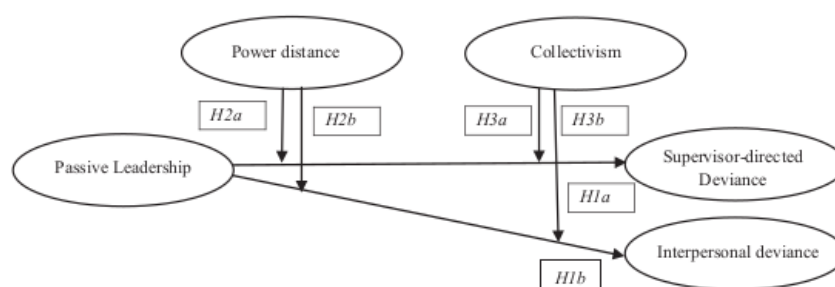
Result
Measurement model
Before testing the validity and reliability, this study first analyzes the common method variance. The test is carried out using the Harman's single-factor technique (Podsakoff *et al.*, 2003). The result shows that there is no single factor, and the greatest variance explained by the first factor is 2 16 %. Thus, the common method variance bias is not significant in the existing data. The partial least squares structural equation modeling (PLS-SEM) is used to test the measurement model and the research model (as shown in Figure 1). The convergent validity test results, i.e. average variance extracted (AVE) values and outer loading values, and internal consistency reliability, i.e. composite reliability (CR) values; (Hair *et al.*, 2017), are shown in Table 1. At this stage, several indicators must be dropped (i.e. PL5, Col4, Col5, ID3, ID4, SD7) and not used in subsequent analyses to achieve sufficient convergent validity. The test shows that each indicator's outer loading has a value of more than 0.5 as a minimum requirement, and each variable has AVE values above 0.5 (Hair *et al.*, 2017). Also, the CR of all the variables has a value of more than 0.811, so it meets the requirements of internal consistency reliability (Hair *et al.*, 2017). We check the instruments with remaining indicators of validity and reliability test results related to common method bias (CMB) using the full collinearity test from Kock (2015). The test results show that all constructs have a VIF value of less than 3.3, so CMB is not a problem in this study. This study tests discriminant validity by using the Fornell–Larcker criterion. Table 2 shows that all the square roots of the AVE of any construct have a value higher than the construct's correlation value with other constructs.

Structural model
The structural model test to identify the path analysis value was carried out using the bootstrapping procedure. In particular, model testing that includes moderating variables is carried out using a product indicator approach (Garson, 2016; Hair *et al.*, 2017), and the mean-centered option (Hair *et al.*, 2014; Ramayah *et al.*, 2018). In this test, the independent and moderating variables along with the interaction variables are placed in a structural model. As

Figure 1.
Research model

Variables	Item	Loading	CR	AVE
Passive leadership (PL)	PL1	0.828	0.811	0.525
	PL2	0.566		
	PL3	0.614		
	PL4	0.846		
Interpersonal deviance (ID)	ID1	0.64	0.862	0.563
	ID2	0.561		
	ID5	0.724		
	ID6	0.866		
	ID7	0.904		
Supervisor-directed deviance (SD)	SD1	0.81	0.911	0.535
	SD2	0.75		
	SD3	0.764		
	SD4	0.805		
	SD5	0.644		
	SD6	0.752		
	SD8	0.652		
	SD9	0.644		
	SD10	0.735		
PD	PD1	0.77	0.859	0.507
	PD2	0.644		
	PD3	0.751		
	PD4	0.717		
	PD5	0.573		
	PD6	0.792		
Collectivism (COL)	COL1	0.915	0.844	0.585
	COL2	0.888		
	COL3	0.615		
	COL6	0.58		

Table 1.
Reliability and
convergent validity

Variables	1	2	3	4	5
1. Passive leadership	(0.724)				
2. Interpersonal deviance	0.041	(0.751)			
3. Supervisor-directed deviance	0.323	0.401	(0.731)		
4. PD	0.483	0.214	0.309	(0.712)	
5. Collectivism	−0.014	−0.084	−0.216	−0.044	(0.765)

Note(s): $n = 310$. The square root of the AVE in parentheses along the diagonal

Table 2.
Result of discriminant validity

a part of the model's analysis with moderating variables, we identified the R^2 change and the effect size (f^2). The R^2 change is calculated based on the R^2 value in the structural model before and after the model includes the interaction term. The calculation results show the R^2 change for the supervisor-directed and interpersonal deviance, respectively: 0.113, 0.069. The effect size is, respectively, $f^2 = 0.16$, $f^2 = 0.079$. The effect size can be interpreted as small (0.02), medium (0.16) and large (0.35) (Ramayah *et al.*, 2018). Based on these results, the exogenous variables provide a medium effect size for the supervisor-directed deviance and a small effect size for interpersonal deviance.

Hypothesis testing results in Table 3 show that passive leadership is positively related to supervisor-directed deviance ($\beta = 0.16$, $p < 0.05$) but not related to interpersonal deviance ($\beta = -0.06$, n.s). These results support H1a but not H1b. Further, this study finds that PD
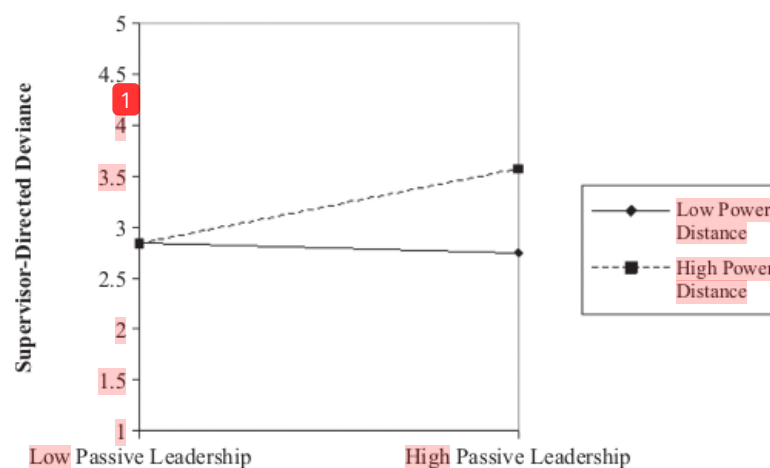
moderates the relationship between passive leadership and supervisor-directed deviance ($\beta = 0.206$, $p < 0.01$) and interpersonal deviance ($\beta = -0.216$, $p < 0.01$). As part of testing the moderating variable's role by using the interaction between the independent and moderating variables, the test results find that PD was significantly related to supervisor-directed deviance and interpersonal deviance (sequentially: $\beta = 0$, $p < 0.01$; $\beta = 0.255$, $p < 0.01$). Furthermore, this study finds that collectivity was significantly associated with supervisor-directed deviance ($\beta = -0.183$, $p < 0.01$), but not interpersonal deviance ($\beta = -0.016$, n.s).

The study also finds that collectivism significantly moderates the relationship between passive leadership and interpersonal deviance ($\beta = -0.193$, $p < 0.05$), but not for supervisor-directed deviance ($\beta = -0.344$, n.s.). Following Hair et al.'s (2017) suggestion, to facilitate understanding of the effect of moderating variables resulting from the PLS test, we used Dawson's (2014) procedure to provide a graphical illustration. Figure 2 shows that the positive relationship between passive leadership and supervisor-directed deviance will strengthen if the PD is high. This result supports H2a. Figure 3 shows a negative relationship between passive leadership and interpersonal deviance when the PD is high. This result supports H2b. Figure 4 shows that there is a negative relationship between passive leadership and interpersonal deviance when collectivism is high. Thus, H3b is supported, while H3a is not.

Hypothesis	Relationship	Path coefficient	t	Hypothesis support
H1a	PL → SD	0.16**	2.151	Supported
H1b	PL → ID	−0.06	0.879	Not supported
H2a	PD × PL → SD	0.206***	2.443	Supported
H2b	PD × PL → ID	−0.216***	4.802	Supported
H3a	COL × PL → SD	−0.344	1.105	Not supported
H3b	COL × PL → ID	−0.193**	1.971	Supported

Note(s): ***$p < 0.01$; **$p < 0.05$

Table 3.
Hypothesized
structural model
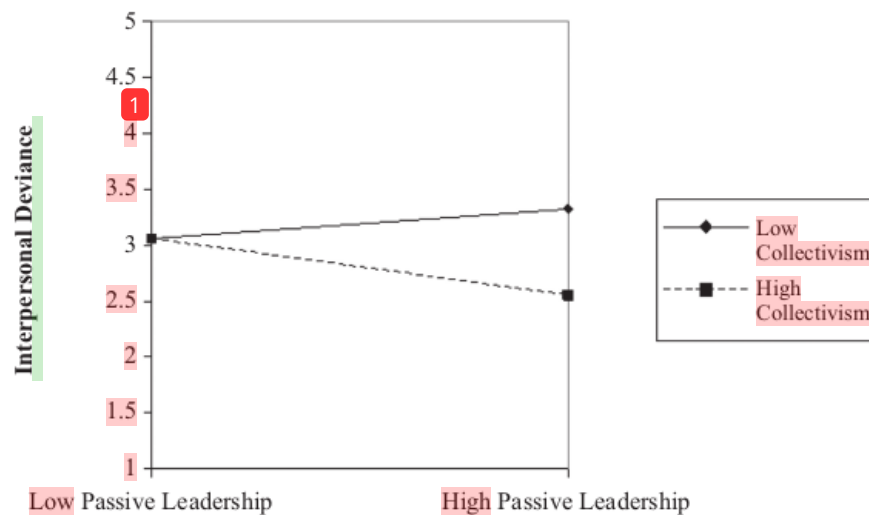

Figure 2.
The moderating effect
of PD on the
relationship between
passive leadership and
supervisor-directed
deviance
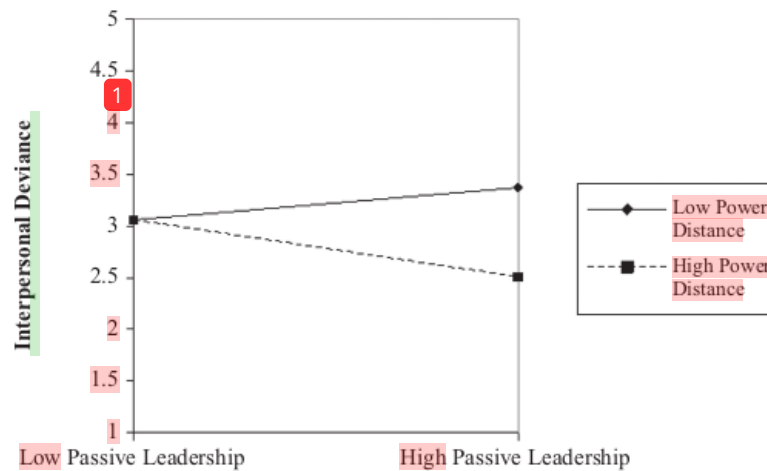
Discussion

As predicted, the current study finds a positive relationship between passive leadership and supervisor-directed deviance. This finding supports the social exchange theory, specifically in the reciprocity norms, supervisors who show inaction considered responsible for the unpleasant working conditions and subordinates engaged in deviant behaviors as an expression of disappointment. However, contrary to our expectation, passive leadership has no significant correlation with interpersonal deviance. This implies that some employees may still need their coworkers to finish work and focus their behavior targeted toward the supervisors. But, some of them may show interpersonal deviance as a response to their disappointment with their supervisors. Moreover, referring to the interactional view, personal characteristics may influence individuals' reaction to the situation they are experiencing (Colbert *et al.*, 2004). As such, the relationship between the two may require a reinforcing factor, as seen in other results of this study regarding the moderating role of PD and collectivism.

This study indicates that high PD strengthens individuals' response to passive leadership by engaging more in supervisor-directed deviance. Employees expect their supervisors to lead in an autocratic way (Hofstede, 1983), fulfill their interests (Ashkanasy, 2002), and make decisions (Irawanto *et al.*, 2011). They may even accept if their supervisors show anger toward them because this reflects the leaders' dominance (Daniels and Greguras, 2014). Thus, although individuals with high PD accept differences in power and respect their leaders (Daniels and Greguras, 2014), they may underestimate and not consider them as leaders if the supervisors do not act like someone who has a position. Because supervisors do not play their role, subordinates with high PD will be more likely to retaliate by not playing their role, i.e. to obey and respect their supervisors, by engaging in supervisor-directed deviance.

This current study provides empirical evidence that PD moderates the relationship between passive leadership and interpersonal deviance. This finding indicates that when PD is high, the higher passive leadership, the lower interpersonal deviance. A possible explanation for our result first comes from the Indonesian context where people are taught to respect not only older people or supervisors but also others that have no power (Irawanto *et al.*, 2011). Second, followers accept that they have less power (McCoy *et al.*, 2005). Thus, they may require greater power and mutual support between group members to deal with passive supervisors and solve problems themselves. Consequently, they may be less responsive to passive leadership by engaging in interpersonal deviance.

The current study reveals that individuals with collectivism would respond to passive leadership by engaging less in interpersonal deviance. They tend to attach great importance to group members' relationships (Triandis, 2001). Thus, the more they experience passive leadership, the more they do not hurt each other. Furthermore, unlike the hypotheses in this study, collectivism does not significantly moderate the relationship between passive leadership and supervisor-directed deviance. This result shows that some individuals respond to passive leadership by acting against their supervisors. This is because they expect harmonious conditions (Kalemci *et al.*, 2019), but their supervisors fail to provide them. However, some other individuals decide not to participate in this behavior. Individuals with collectivist values tend to have stronger friendship relationships, making it easier for them to communicate and cooperate with other people in their groups (Chan *et al.*, 2010). Consequently, they may perceive that their togetherness with their coworkers is sufficient to solve the work problems and prevent them from responding with supervisor-directed deviance.

This study found that for employees with collectivism (and high PD), the more they perceive their supervisors as passive leaders, the more they will reduce interpersonal deviance. On the contrary, the interesting thing is that the more employees perceive their supervisors as not passive, the more interpersonal deviance increases. One possible explanation is that if the supervisors are not passive in making decisions and are responsive in delivering solutions, employees with high PD and collectivism will feel they have received support and help. Further, in addition, this study uses a collectivism instrument, which emphasizes the importance of group goals (Clugston *et al.*, 2000). Thus, individuals who do have collectivism value but more on achieving common goals with coworkers in completing tasks. Consequently, although the value of conformity to opinions and behavior is important to them, the importance of their coworkers in providing assistance and solutions to their problems is reduced. Because coworkers are not the main focus in solving problems, they may be freer to behave less pleasantly toward them. Consistent with our respondents, who tend to be millennials, they focus more on collaboration and freer communication (Waljee *et al.*, 2020). Freedom of communication makes it possible for them to engage in interpersonal deviance. However, this does not mean that supervisors are allowed to behave passively. One reasonable explanation is that if supervisors behave passively, it will harm the company (Barling and Frone, 2017; Mekpor and Dartey-Baah, 2017). Second, if interpersonal deviance occurs, it will reduce the well-being of the organization's members.

Implication

This study indicates that passive leadership has an impact on supervisor-directed deviance, so leaders should learn to be more active in dealing with problems and respond to questions quickly. Companies can also apply assessments of leaders' performance based on problem-solving deadlines to reduce their passive behavior. In addition, in carrying out managerial successions or promotions, companies should consider the profile of individuals who not only have technical competence, but also the ability to solve problems and care for their subordinates. Furthermore, companies need to design training programs to equip managers to become more competent in understanding problems and making decisions.

Companies need to select managers carefully and provide them with training for understanding the cultural values of the group members. Besides, managers ought to pay attention to work situations and care for their employees' expectations and conditions. Our respondents tend to have a range of productive ages. This profile implies that respondents belong to the millennial category. Employees in this category tend to expect frequent feedback, clear directions from their supervisors and working in teams (Myers and Sadaghiani, 2010; Waljee *et al.*, 2020). As such, they may expect a closer relationship with their supervisors but still need instructions. The respondents' profile in this study also tends to have a high cultural value of collectivism but with moderate PD. Employees with high collectivism need supervisors who are more supportive and willing to help and solve their problems (Scandura and Dorfman, 2004). They are more likely dependent on hierarchy, accept unequal rights between leaders and subordinates, expect their leaders to give direction and be told what to do and when (Hofstede, 2007). In addition, in the Indonesian context, the value taught is mutual assistance between community members (Pekerti and Sendjaya, 2010). Therefore, supervisors should get closer to their subordinates, provide development opportunities and work in teams, clear performance direction and offer feedback. Related to the finding that even in a non-passive supervisor condition, employees may engage in interpersonal deviance. Therefore, companies need to provide rules and sanctions to minimize negative treatment among employees. Managers also need to provide a positive work climate and become role models that respect others. Furthermore, they need to provide norms, rules and examples of practice and events to enhance their harmonious relations. Thus, the work situation will be more conducive and could reduce the occurrence of deviant behaviors.

Conclusion

This current study provides the insight that PD moderates the relationship between passive leadership and deviant behaviors, i.e. supervisor-directed deviance and interpersonal deviance. But, collectivism only moderates the negative correlation between passive leadership and interpersonal deviance. This research contributes to the understanding of the relationship between passive leadership and deviant behaviors that has rarely been investigated. Furthermore, it considers the individual cultural values, which may affect these relationships. Besides these interesting findings, this study is not without limitation. First, it uses cross-sectional data and self-reports to assess all of the research variables. However, since the research variables include individual cultural values and sensitive issues (i.e. deviant behaviors and passive leadership), self-reports may be a way to obtain this data (Mitchell and Ambrose, 2007). Second, this study is limited to the Indonesian sample and several occupations. Due to a generalization effort, future studies could investigate the current study model with a broader sample in a cultural context similar to Indonesia. Third, this study only considers the cultural value of PD and collectivism as moderation variables. Future studies might consider several other factors that can strengthen or weaken the relationship between passive leadership and WDB.

References

Adeel, M.M., Khan, H.G.A., Zafar, N. and Rizvi, S.T. (2018), "Passive leadership and its relationship with organizational justice: verifying mediating role of affect-based trust", *Journal of Management Development*, Vol. 37 No. 2, pp. 212-223.

Adler, P.S. and Kwon, S.-W. (2002), "Social capital: prospects for a new concept", *Academy of Management Review*, Vol. 27 No. 1, pp. 17-40.

Andersson, L.M. and Pearson, C.M. (1999), "Tit for tat? The spiraling effect of incivility in the workplace", *Academy of Management Journal*, Vol. 24 No. 3, pp. 452-471.

Aquino, K., Tripp, T.M. and Bies, R. (2001), "How employees respond to interpersonal offense: the effects of blame attribution, offender status, and victim status on revenge and reconciliation in the workplace", *Journal of Applied Psychology*, Vol. 86, pp. 52-29.

Ashkanasy, N.M. (2002), "Leadership in the Asian century: lessons from globe", *International Journal of Organizational Behavior*, Vol. 5 No. 3, pp. 150-163.

Barling, J. and Frone, M.R. (2017), "If only my leader would just do something! Passive leadership undermines employee well-being through role stressors and psychological resource depletion", *Stress and Health*, Vol. 33 No. 3, pp. 211-222.

Bass, B.M. (1999), "Two decades of research and development in transformational leadership", *European Journal of Work and Organizational Psychology*, Vol. 8 No. 1, pp. 9-32.

Baysak, B. and Yener, M.İ. (2015), "The relationship between perceived leadership style and perceived stress on hospital employees", *Procedia - Social and Behavioral Sciences*, Vol. 207, pp. 79-89.

Bennett, R.J. and Robinson, S.L. (2000), "Development of a measure of workplace deviance", *Journal of Applied Psychology*, Vol. 85 No. 3, pp. 349-360.

Burke, R.J. (2006), "Why leaders fail: exploring the darkside", *International Journal of Manpower*, Vol. 27 No. 1, pp. 91-100.

Chan, K.W., Yim, C.K. and Lam, S.S.K. (2010), "Is customer participation in value creation a double-edged sword? evidence from professional financial services across cultures", *Journal of Marketing*, Vol. 74 No. 3, pp. 48-64.

Clugston, M., Howell, J.P. and Dorfman, P.W. (2000), "Does cultural socialization predict multiple base and foci of commitment", *Journal of Management*, Vol. 26 No. 1, pp. 5-30.

Cohen, A. (2006), "The relationship between multiple commitments and organizational citizenship behavior in Arab and Jewish culture", *Journal of Vocational Behavior*, Vol. 69 No. 1, pp. 105-118.

Colbert, A.E., Mount, M.K., Harter, J.K. and Barrick, M.R. (2004), "Interactive effects of personality and perceptions of the work situation on workplace deviance", *Journal of Applied Psychology*, Vol. 89 No. 4, pp. 599-609.

Daniels, M.A. and Greguras, G.J. (2014), "Exploring the nature of power distance: implications for micro- and macro-level theories, processes, and outcomes", *Journal of Management*, Vol. 40 No. 5, pp. 1202-1229.

Dawson, J.F. (2014), "Moderation in management research: what, why, when, and how", *Journal of Business and Psychology*, Vol. 29 No. 1, pp. 1-19.

Dorfman, P. and Howell, J. (1988), "Dimensions of national culture Hofstede revisited", *Advances in International Comparative Management*, Vol. 3, pp. 127-150.

Dorfman, P.W., Howell, J.P., Lee, J.K. and Tate, U. (1997), "Leadership in Western and Asian countries: commonalities and differences in effective leadership process across cultures", *Leadership Quarterly*, Vol. 8 No. 3, pp. 233-274.

Garson, G.D. (2016), *Partial Least Squares: Regression and Structural Equation Models*, G. David Garson and Statistical Associates Publishing, Asheboro.

Gilbert, S.L. and Kelloway, E.K. (2014), "Leadership", in Gagne, M. (Ed.), *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*, Oxford University Press.

Hair, J.F., J., Hult, G.T., Ringle, C. and Sarstedt, M. (2014), *A Primer on Partial Least Squares Structural Equation Modeling*, SAGE, California, doi: 10.1016/j.lrp.2013.01.002.

Hair, J., Hult, G.T.M., Ringe, C.M. and Sarstedt, M. (2017), *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 2nd ed., SAGE, California.

Harold, C.M. and Holtz, B.C. (2015), "The effect of passive leadership on workplace incivility", *Journal of Organizational Behavior*, Vol. 36, pp. 16-38.

Harris, A. and Jones, M. (2018), "The dark side of leadership and management", *School Leadership and Management*, Taylor & Francis, Vol. 38 No. 5, pp. 475-477.

Hershcovis, M.S., Turner, N., Arnold, K.A., Dupre, K.E., Inness, M. and Leblanc, M.M. (2007), "Predicting workplace aggression: a meta-analysis", *Journal of Applied Psychology*, Vol. 92 No. 1, pp. 228-238.

Hoel, H., Glasø, L., Hetland, J., Cooper, C.L. and Einarsen, S. (2010), "Leadership styles as predictors of self-reported and observed workplace bullying", *British Journal of Management*, Vol. 21 No. 2, pp. 453-468.

Hoffman, R.C., Shipper, F.M., Davy, J.A. and Rotondo, D.M. (2014), "A cross-cultural study of managerial skills and effectiveness: new insights or back to basics?", *International Journal of Organizational Analysis*, Vol. 22 No. 3, pp. 372-398.

Hofstede, G. (1983), "National cultures in four dimensions: a research-based theory of cultural differences among nations", *International Studies of Management and Organization*, Vol. 13 No. 1, pp. 46-74.

Hofstede, G. (1998), "Think locally, act globally: cultural constraints in personnel management", *Management International Review*, Vol. 38 No. 2, pp. 7-26.

Hofstede, G. (2007), "Asian management in the 21st century", *Asia Pacific Journal of Management*, Vol. 24, May, pp. 411-420.

House, R., Javidan, M., Hanges, P. and Dorfman, P. (2002), "Understanding culture and implicit leadership theories", *Journal of World Business*, Vol. 37, pp. 3-10.

Irawanto, D.W., Ramsey, P.L. and Ryan, J.C. (2011), "Tailoring leadership theory to Indonesian culture", *Global Business Review*, Vol. 12 No. 3, pp. 355-366.

Jiang, L. and Probst, T.M. (2016), "Transformational and passive leadership as cross-level moderators of the relationships between safety knowledge, safety motivation, and safety participation", *Journal of Safety Research*, Elsevier and National Safety Council, Vol. 57, pp. 27-32.

Jogulu, U. and Ferkins, L. (2012), "Leadership and culture in Asia: the case of Malaysia", *Asia Pacific Business Review*, Vol. 18 No. 4, pp. 531-549.

Kalemci, R.A., Kalemci-Tuzun, I. and Ozkan-Canbolat, E. (2019), "Employee deviant behavior: role of culture and organizational relevant support", *European Journal of Management and Business Economics*, Vol. 28 No. 2, pp. 126-141.

Kamisah, A. and Syed, A. (2015), "The relationship between culture and leadership style preference among Malay-Brunei, Bajau and Kadazan-Dusun community in Sabah, Malaysia", *Journal of Management Development*, Vol. 34 No. 10, pp. 1202-1210.

Karatepe, O.M., Ozturk, A. and Kim, T.T. (2019), "The effects of nonwork and personal resources on frontline bank employees' work engagement and critical job outcomes", *International Journal of Bank Marketing*, Vol. 37 No. 3, pp. 858-879.

Kessler, S.R., Bruursema, K., Rodopman, B. and Spector, P.E. (2013), "Leadership, interpersonal conflict, and counterproductive work behavior: an examination of the stressor-strain process", *Negotiation and Conflict Management Research*, Vol. 6 No. 3, pp. 180-190.

Khattak, M.N., Khan, M.B., Fatima, T. and Shah, S.Z.A. (2019), "The underlying mechanism between perceived organizational injustice and deviant workplace behaviors: moderating role of personality traits", *Asia Pacific Management Review*, Vol. 24 No. 3, pp. 201-211.

Kirkman, B., Chen, G., Farh, J.L., Chen, Z.X. and Lowe, K. (2009), "Individual power distance orientation and follower reactions to transformational leaders: a cross-level, cross-cultural examination", *Academy of Management Journal*, Vol. 52 No. 4, pp. 744-764.

Kock, N. (2015), "Common method bias in PLS-SEM: a full collinearity assessment approach", *International Journal of e-Collaboration*, Vol. 11 No. 4, pp. 1-10.

Malik, P. and Lenka, U. (2019), "Identifying HRM practices for disabling destructive deviance among public sector employees using content analysis", *International Journal of Organizational Analysis*, Vol. 28 No. 3, pp. 719-744.

McCoy, S., Galletta, D.F. and King, W.R. (2005), "Integrating national culture into IS research: the need for current individual level measures", *Communications of the Association for Information Systems*, Vol. 15, pp. 211-224.

Mekpor, B. and Dartey-Baah, K. (2017), "Leadership styles and employees' voluntary work behaviors in the Ghanaian banking sector", *Leadership and Organization Development Journal*, Vol. 38 No. 1, pp. 74-88.

Miles, J. (2012), *Management and Organization Theory: A Jossey-Bass Reader*, Jossey-Bass, San Fransisco.

Mitchell, M.S. and Ambrose, M.L. (2007), "Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs", *Journal of Applied Psychology*, Vol. 92 No. 4, pp. 1159-1168.

Myers, K.K. and Sadaghiani, K. (2010), "Millennials in the workplace: a communication perspective on millennials' organizational relationships and performance", *Journal of Business and Psychology*, Vol. 25 No. 2, pp. 225-238.

Naseer, S., Raja, U., Syed, F., Donia, M.B.L. and Darr, W. (2016), "Perils of being close to a bad leader in a bad environment: exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors", *Leadership Quarterly*, Vol. 27 No. 1, pp. 14-33.

Pasa, S.F. (2000), "Leadership influence in a high power distance and collectivist culture", *Leadership and Organization Development Journal*, Vol. 21 No. 8, pp. 414-426.

Pekerti, A.A. and Sendjaya, S. (2010), "Exploring servant leadership across cultures: comparative study in Australia and Indonesia", *International Journal of Human Resource Management*, Vol. 21 No. 5, pp. 754-780.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.

Ramayah, T., Cheah, J., Chuah, F., Ting, H. and Memon, M. (2018), *Partial Least Squares Structural Equation Modeling with R, Partial Least Squares Structural Equation Modeling (PLS-SEM) Using SmartPLS 3.0: An Updated Guide and Practical Guide to Statistical Analysis*, 2nd ed., Pearson, Kuala Lumpur.

Reisel, W.D., Probst, T.M., Chia, S., Maloles, C. and Bay, E. (2010), "The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior, and negative emotions of employees", *International Studies of Management and Organization*, Vol. 40 No. 1, pp. 74-91.

Scandura, T. and Dorfman, P. (2004), "Leadership research in an international and cross-cultural context", *The Leadership Quarterly*, Vol. 15, pp. 277-307.

Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M.S. and Hetland, H. (2007), "The destructiveness of laissez-faire leadership behavior", *Journal of Occupational Health Psychology*, Vol. 12 No. 1, pp. 80-92.

Tepper, B.J., Carr, J.C., Breaux, D.M., Geider, S., Hu, C. and Hua, W. (2009), "Abusive supervision, intentions to quit, and employees' workplace deviance: a power/dependence analysis", *Organizational Behavior and Human Decision Processes*, Vol. 109 No. 2, pp. 156-167.

Thau, S., Bennett, R.J., Mitchell, M.S. and Beth, M. (2009), "How management style moderates the relationship between abusive supervision and workplace deviance: an uncertainty management

theory perspective", *Organizational Behavior and Human Decision Processes*, Vol. 108, pp. 79-92.

Triandis, H.C. (2001), "Individualism-collectivism and personality", *Journal of Personality*, Vol. 69 No. 6, pp. 907-924.

Triandis, C. and Hui, C.H. (1988), "Cross-cultural training across the individualism-collectivism divide", *International Journal of Intercultural Relations*, Vol. 12, pp. 269-289.

Verbeke, W., Dietz, B. and Verwaal, E. (2010), "Drivers of sales performance: a contemporary meta-analysis. Have salespeople become knowledge brokers?", *Journal of the Academy of Marketing Science*, Vol. 38 No. 3, pp. 407-428.

Vullinghs, J.T., De Hoogh, A.H.B., Den Hartog, D.N. and Boon, C. (2018), "Ethical and passive leadership and their joint relationships with burnout via role clarity and role overload", *Journal of Business Ethics*, December, pp. 1-15.

Waljee, J.F., Chopra, V. and Saint, S. (2020), "Mentoring millennials", *Journal of the American Medical Association*, Vol. 323 No. 17, pp. 1716-1717.

Weaver, S.G. and Yancey, G.B. (2010), "The impact of dark leadership on organizational commitment and turnover", *Leadership Review*, Vol. 10, Summer, pp. 104-124.

Yahaya, R. and Ebrahim, F. (2016), "Leadership styles and organizational commitment: literature review", *Journal of Management Development*, Vol. 35 No. 2, pp. 190-216.

Yahyagil, M.Y. (2015), "Constructing a typology of culture in organizational behavior", *International Journal of Organizational Analysis*, Vol. 23 No. 4, pp. 506-527.

Corresponding author

Fenika Wulani can be contacted at: fenika@ukwms.ac.id

Passive leadership and deviant behaviors: the moderating effect of power distance and collectivism

| 7 | www.emerald.com
Internet Source | <1% |

| 8 | ir.umk.edu.my
Internet Source | <1% |

| 9 | cdn.manaraa.com
Internet Source | <1% |

| 10 | Prashant Bordia, Simon Lloyd D. Restubog, Robert L. Tang. "When employees strike back: Investigating mediating mechanisms between psychological contract breach and workplace deviance.", Journal of Applied Psychology, 2008
Publication | <1% |

| 11 | nbmconference.files.wordpress.com
Internet Source | <1% |

| 12 | John Schaubroeck, Simon S. K. Lam, Sandra E. Cha. "Embracing transformational leadership: Team values and the impact of leader behavior on team performance.", Journal of Applied Psychology, 2007
Publication | <1% |

| 13 | etd.fcla.edu
Internet Source | <1% |

| 14 | Marie S. Mitchell, Maureen L. Ambrose. "Abusive supervision and workplace deviance and the moderating effects of | <1% |

negative reciprocity beliefs.", Journal of Applied Psychology, 2007
Publication

15 doi.org
Internet Source   <1%

16 mwdsi.decisionsciences.org
Internet Source   <1%

17 Long-Zeng Wu, Haina Zhang, Randy K. Chiu, Ho Kwong Kwan, Xiaogang He. "Hostile Attribution Bias and Negative Reciprocity Beliefs Exacerbate Incivility's Effects on Interpersonal Deviance", Journal of Business Ethics, 2013
Publication   <1%

18 Gro Ellen Mathisen, Ståle Einarsen, Reidar Mykletun. "The Relationship Between Supervisor Personality, Supervisors' Perceived Stress and Workplace Bullying", Journal of Business Ethics, 2010
Publication   <1%

19 Jeremy D. Mackey, Rachel E. Frieder, Pamela L. Perrewé, Vickie C. Gallagher, Robert A. Brymer. "Empowered Employees as Social Deviants: The Role of Abusive Supervision", Journal of Business and Psychology, 2014
Publication   <1%

20 orcid.org
Internet Source   <1%

scholarsindex.com

21 Internet Source <1 %

22 www.abacademies.org
Internet Source <1 %

23 www.emeraldinsight.com
Internet Source <1 %

24 Khaled M.S. Faqih. "Internet shopping in the Covid-19 era: Investigating the role of perceived risk, anxiety, gender, culture, and trust in the consumers' purchasing behavior from a developing country context", Technology in Society, 2022
Publication <1 %

25 Namra Mubarak, Atasya Osmadi, Jabran Khan, Amir Mahdiyar, Asim Riaz. "What Makes People Hide Knowledge? Influence of Passive Leadership and Creative Self-Efficacy", Frontiers in Psychology, 2021
Publication <1 %

26 Chien-Cheng Chen, Mavis Yi-Ching Chen, Ying-Chun Liu. "Negative affectivity and workplace deviance: the moderating role of ethical climate", The International Journal of Human Resource Management, 2013
Publication <1 %

27 Journal of Managerial Psychology, Volume 28, Issue 6 (2013-09-07)
Publication <1 %

28 Umair Akram, Peng Hui, Muhammad Khan, Chen Yan, Zubair Akram. "Factors Affecting Online Impulse Buying: Evidence from Chinese Social Commerce Environment", Sustainability, 2018
Publication

<1%

29 aisel.aisnet.org
Internet Source

<1%

30 researchcommons.waikato.ac.nz
Internet Source

<1%

31 www.sbp-journal.com
Internet Source

<1%

Exclude quotes	On	Exclude matches	< 10 words
Exclude bibliography	On		