

THE NEXUS OF PASSIVE-AVOIDANT LEADERSHIP AND DEVIANCY:
EXPLORING JOB EMBEDDEDNESS

by

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Abstract

In the aftermath of the COVID-19 pandemic, employers have experienced unprecedented changes in the workforce, including labor shortages and new legislation. As a result, many organizations, known as second-chance employers, proactively seek alternative talent sources to mitigate staffing shortages, including hiring candidates with criminal backgrounds, either voluntarily or as mandated by law. However, this approach has challenges; individuals with criminal records often lack essential support upon reentry and experience an increased risk of reoffending. Although existing literature indicates that the appropriate leadership style is crucial for behavior correction, there is a gap in the literature addressing employees who work for a second-chance employer. Additionally, research on job embeddedness and workplace deviance presents mixed results. This study addressed the gap in the existing literature by examining the relationship among passive-avoidant leadership, job embeddedness, and deviant workplace behaviors. Study limitations include potential social desirability bias, limited generalizability due to the focused context, and a cross-sectional design preventing causal conclusions. This study featured 217 participants recruited from a convenient sample of 16,186 LinkedIn contacts. Subjects completed the multifactor leadership questionnaire, the deviant behavior scale, and the global measure of job embeddedness scale. Findings indicate that job embeddedness does not moderate the relationship between passive-avoidant leadership and deviant workplace behaviors, but passive-avoidant leadership positively and significantly relates to deviant workplace behaviors. Additionally, there was no relationship found between job embeddedness and deviant workplace behaviors. This research has implications for leadership, organizational behavior, the Christian

community, and human resources management, stressing the relationship between leadership and deviant workplace behaviors.

Keywords: passive-avoidant leadership, laissez-faire leadership, management-by-exception passive, job embeddedness, deviant workplace behaviors

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Dedication

I consider this second dissertation journey a testament to God's immeasurable greatness. As it is written in Philippians 4:13, "I can do all things through Christ which strengtheneth me" (*King James Bible*, 1769/2017). It is my testimony to having persevered through the difficulties I faced, to be led by the Lord's guiding hand, and to do it with steadfast confidence. It is truly a blessing to have another opportunity to undertake the challenge of earning a doctoral degree. I am fully aware that there are others who are far brighter, more ambitious, and worthy than I who may never have the opportunity, support, or resources to embrace this life-changing journey. As such, I am genuinely grateful to the Lord Jesus and eager to apply this gift of knowledge toward the advancement of His heavenly kingdom on earth.

I dedicate this great opportunity and its plentiful fruits to the Lord God with deep appreciation, humility, and a strong sense of service. I firmly believe His heavenly leadership helped me navigate this journey. As it is written in Psalm 119:105, "Thy word is a lamp unto my feet and a light unto my path" (*King James Bible*, 1769/2017). I praise the Lord for always being with me and for His boundless grace, which has helped me overcome every obstacle and achieve every goal in my dissertation.

May the information and insight gained on this journey be utilized to further His divine purpose, and may this devotion serve as a monument to His unwavering support. As it states in Isaiah 40:31, "But they that wait upon the Lord shall renew their strength; they shall mount up with wings as eagles; they shall run, and not be weary; and they shall walk, and not faint" (*King James Bible*, 1769/2017). I dedicate this work to the Lord God, whose love and direction have no limitations, knowing that His grace endures forever.

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Additionally, I want to express my gratitude to those extraordinary people who never wavered in supporting me throughout this experience. My dear family, my fellow Christians, whose prayers, support, and encouragement have been a continual source of strength. I am also grateful to the distinguished leaders who have mentored me along this journey, such as Dr. George D. Lunsford, Dr. Doris Morand, CMSgt James King, Pastor Matthew Monroe, Rev. Dr. Eric Sierra, Rev. Albert Howard, Mrs. Deborah Mikalik, Bishop Mark Huba, and Dr. Andrew Gold. Above all, I give all glory to the Lord for navigating me through my trials, leading me through hardships, and giving my life a profound purpose. In the *King James Bible* (1769/2017), specifically in the book of James, verses 1:2–4 reads: "My brethren, count it all joy when ye fall into divers temptations; knowing this, that the trying of your faith worketh patience. But let patience have her perfect work, that ye may be perfect and entire, wanting nothing." The verse serves as a helpful reminder of the value of embracing trials and how life's challenges have positively influenced my life.

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CHAPTER 1: INTRODUCTION TO THE STUDY

Given the shift in employees' work attitudes following the COVID-19 pandemic, including talent shortages, changes in hiring legislation, and nationwide focus on employee retention, the study of workplace behavior has become increasingly critical in many sectors (Nayak, 2022; Sull et al., 2022; Young & Keech, 2022). These changes have prompted employers to adopt new strategies to fill and retain positions amidst record-high resignations and turnover rates (Patrick et al., 2023). One such strategy that has gained attention is hiring individuals with a criminal history. While research still shows a preference for hiring employees without a criminal conviction (Baier, 2020; Larson et al., 2022; Santos et al., 2023), many employers, based on surveys and policies (Young & Keech, 2022), have embraced this practice due to legislation, government incentives, and the need to fill positions (Santos et al., 2023).

In contrast, hiring employees with criminal histories is not without its concerns for some employers (Baier, 2020). According to Doleac and Hansen (2020), people who have been in trouble with the law are more likely to have mental health issues, drug problems, and past traumas. These problems might make employers think twice about hiring someone with a criminal record. Consequently, Janssens et al. (2021) point out that hiring managers exhibit reluctance towards employing individuals with mental health issues, which, according to Robinson et al. (2019), are more prone to result in increased deviant workplace behaviors. Turnover rates due to recidivism can also be a concern for employers. Based on a record review conducted by Alper et al. (2018) of 400,000 released inmates between 2005 and 2014, it was found that 44% were rearrested within the first year, about 68% in three years, 79% in five years, and 83% over nine years

(Alper et al., 2018). According to Robinson et al. (2019), harassment, assault, stealing, gossip, and sabotage are examples of deviant workplace behaviors that generate significant difficulties for the workplace and the business (see also Cheng et al., 2023; Hu et al., 2023). As a result, employers have historically avoided hiring individuals with a criminal history to avoid the potential dangers and legal responsibilities (Santos et al., 2023). For instance, employee theft leads to substantial losses for employers. According to Robinson et al. (2019), 75% of employees in a study reported engaging in theft. Additionally, employers incur substantial costs for a wide range of workplace deviant behaviors, which are estimated to be between six to \$100 billion annually (Bennett & Robinson, 2000).

Support services and prison work programs for employees with a criminal history have shown promise. For example, a study by Weatherburn et al. (2021) revealed that giving mental health care to people with a criminal past can significantly reduce their chances of reoffending. In addition, according to a review by Duwe et al. (2023) of 77 thousand formerly incarcerated individuals, prison employment support programs made a significant difference in the inmate's job prospects, reoffending, and life expectancy after incarceration. Although existing literature shows that active leadership approaches play a crucial role in decreasing deviant workplace behaviors (Huang et al., 2023), there remains a gap in the literature involving the impact of passive leadership styles on deviant behaviors among employees with a criminal history. Similarly, job embeddedness significantly influences employee retention (Nguyen et al., 2023). However, the potential moderating effect of job embeddedness in the relationship between passive leadership styles and deviant workplace behaviors among second-chance employees has yet to be

explored. This gap in the literature highlights the need for a thorough investigation to determine whether passive leadership styles can influence deviant workplace behaviors and whether job embeddedness can successfully moderate this relationship in companies hiring people with criminal histories. Closing this gap can provide organizational leaders additional insight into developing initiatives to reduce deviant workplace behaviors.

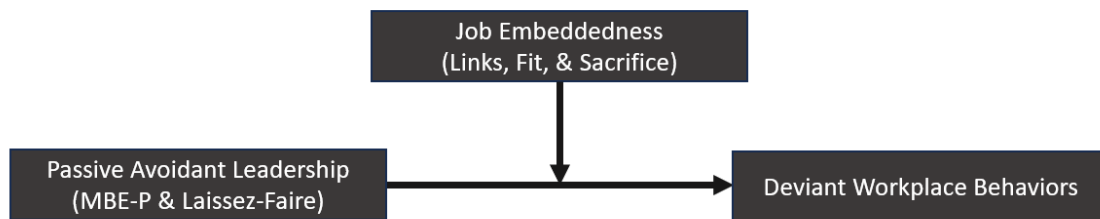
In the past, researchers focused on examining the influence of several leadership styles on deviant workplace behaviors, including: paternalistic, ethical, responsible, transformational, spiritual, and servant leadership approaches (Ahmad et al., 2020; Liu et al., 2022; Tufan et al., 2023; Wahyono et al., 2021; Yasir & Jan, 2023; Qi et al., 2020). The question remains, however, if passive-avoidant leaders can promote a work culture with the necessary social controls to influence levels of deviant workplace behaviors. Furthermore, researchers such as Elshaer and Azazz (2021) have examined the role of job embeddedness amid the COVID-19 pandemic to understand why employees stay in the organization and engage in unethical organizational behavior. While existing literature has extensively examined employees in various sectors such as healthcare (Ahmad et al., 2020), academia (Liu et al., 2022), administration (Tufan et al., 2023), and government (Wahyono et al., 2021), there remains a notable void in research concerning individuals employed within the context of second-chance employment.

The primary objective of this research is to investigate the link between passive-avoidant leadership styles and deviant workplace behaviors among employees, specifically those hired by a second-chance employer. The primary investigator aims to shed light on how passive-avoidant leadership practices influence the deviant behavior of employees allowed to rejoin the workforce after facing prior challenges. The primary

investigator also explores the potential moderating role of job embeddedness in this relationship. Consistent with these studies, the primary researcher expects to find a link between passive-avoidant leadership styles and deviant workplace behaviors. Further, it is expected that job embeddedness influences this association. These ordinal measures define the variables (passive-avoidant leadership styles, deviant workplace behaviors, and job embeddedness). The conceptual framework of the moderating role of job embeddedness in the link between passive-avoidant leadership and deviant workplace behaviors is shown in Figure 1 below.

Figure 1

The Conceptual Model of the PAL and DWB: Moderated by JE



Background

The primary investigator explores the theoretical underpinnings and contextual framework of deviant workplace behaviors, job embeddedness, and passive-avoidant leadership. This section features an overview of the literature concerning each variable considered in the study: job embeddedness, passive-avoidant leadership styles, and deviant workplace behaviors. Additionally, the primary investigator explores the literature on the relationship between passive-avoidant leadership styles and deviant workplace behaviors while examining the role of job embeddedness as a potential moderator.

Deviant Workplace Behaviors

Deviant workplace behaviors are defined as actions that take unfair advantage of the organization and negatively affect its rules, expectations, practices, ethics, civility, and productivity (Ahmad et al., 2020; Han et al., 2022). Earlier studies on deviant behavior mainly zeroed in on individual negative actions (Nair & Bhatnagar, 2011). It was not until the 1990s that a comprehensive vocabulary covering all these behaviors started to form (Nair & Bhatnagar, 2011). Early research on deviant actions was fragmented and focused on issues such as theft, attendance, performance issues, and unethical decision-making (Nair & Bhatnagar, 2011). As understanding of these behaviors developed, researchers started to investigate the driving forces behind them and their broader implications.

Recent research suggests that employees engage in deviant workplace behaviors more frequently online (Nayak et al., 2022). Nayak et al. (2022) identified the rise of social networking internet usage for deviant workplace behaviors such as invading others' privacy, harassing, bullying, and revealing confidential information about individuals and the company. Nayak et al.'s (2022) study is one of many studies in a growing body of literature centered on examining workplace behaviors that are disruptive or harmful due to their impact on the organization.

According to Aquino et al. (1999), there are two categories of workplace deviancy behaviors: interpersonal and organizational deviance. Interpersonal deviance refers to adverse actions that cause harm to other people in the organization, including racism, obscenities, workplace ostracism (which is linked to employee silence), and insubordinate behaviors (Aquino et al., 1999; Sahabuddin et al., 2023). On the other

hand, organizational deviance refers to actions that cause harm to the organization, including lying about sickness, intentionally slowing down productivity, and stealing from the company (Aquino et al., 1999).

Passive-Avoidant Leadership Styles

This research focuses on passive-avoidant leadership styles, specifically laissez-faire and management-by-exception (passive) leadership styles, as defined by Bass and Avolio (1995). In the feature study, passive-avoidant leadership styles is measured using the two passive-avoidant subscales of the multifactor leadership questionnaire developed by Bass and Avolio (1995). Research has shown that passive-avoidant leadership negatively correlates with employees' willingness to go above and beyond for the organization and their intentions to stay with the company (Azam et al., 2019). It was also discovered by Suliman et al. (2020) that transformational leaders are more effective at retaining individuals than passive-avoidant leaders.

Laissez-Faire Leadership Style

Laissez-faire leadership, as described by Bass and Avolio (1995), is characterized by a total absence of leadership, a reluctance to make decisions or act, or a combination of these behaviors. Leaders who take this approach usually delay making decisions, refrain from expressing their thoughts, are unwilling to act, and are frequently absent when needed (Bass & Avolio, 1995).

Management-by-Exception (Passive Approach)

Management-by-exception (passive approach), on the other hand, indicates a leadership style in which the leader steps in only when problems worsen or standards are not fulfilled, according to Bass and Avolio (1995). Unlike the active style, in which

leaders vigilantly monitor performance and provide immediate feedback when deviations occur, the passive style involves leaders waiting for serious issues to arise before intervening, indicating a more reactive approach, as leaders tend to wait for problems to surface rather than taking preventive measures to avoid them (Bass & Avolio, 1995).

Job Embeddedness

Job embeddedness refers to the factors influencing an employee's inclination to remain in their current position. Job embeddedness is a theory conceptualized by Mitchell et al. (2001) centered around factors influencing an individual's connection and commitment to an organization, encompassing three primary on-the-job and off-the-job dimensions: links, fit, and sacrifice. On-the-job links involve support systems and connections within the workplace, while off-the-job links encompass relationships outside of work (Mitchell et al., 2001). On-the-job fit refers to how well an individual's beliefs align with the company culture, while off-the-job fit relates to preferences for the overall atmosphere where they live (Mitchell et al., 2001). On-the-job sacrifice encompasses what an individual would give up if they left the company, and off-the-job sacrifice considers what they may forgo by moving away from their current location (Mitchell et al., 2001). In this study, job embeddedness is measured by the global measure of job embeddedness created by Crossley et al. (2007).

Leadership Styles and Deviant Workplace Behaviors

Researchers Sischa et al. (2021), Yasir and Jan (2023), Qui et al. (2020), and Elsaied, (2024) explored how leadership approaches and deviant workplace behaviors impact the workplace. According to Sischa et al. (2021), the existence of passive avoidant leaders predicted both the victimization and engagement bullying at work. More

specifically, Sischka et al. (2021) examined the role of competition and passive-avoidant leadership in workplace bullying, finding a clear link between these factors and instances of bullying. Although Sischka et al. (2021) studied the relationship between passive avoidant leadership and workplace bullying, a gap in the literature still exists as the researchers only focused on a specific type of workplace deviancy – bullying behavior. Researchers Yasir and Jan (2023), however, examined workplace deviance more broadly and discovered that there is a negative correlation between deviance and servant leadership. They also discovered a positive relationship between servant leadership and organizational justice, which, in turn, has a negative correlation with workplace deviance (Yasir & Jan, 2023). Although both studies focused on leadership, servant leadership prioritizes actively serving others (Yasir & Jan, 2023), while passive-avoidant leadership involves a passive, hands-off approach marked by a lack of involvement (Bass & Avolio, 1995). In contrast, Qi et al.'s (2020) study in China focused on authoritarian leadership and its influence on deviant workplace behaviors. Similar to the findings of Elsaied (2024), the researchers Qui et al. (2020) also found that authoritarian leadership styles had a negative influence on deviant conduct. In contrast with passive-avoidant leadership's laidback approach, authoritarian leadership emphasizes maintaining total dominance over subordinates (Elsaied, 2024).

The influence of leadership on deviant workplace behaviors continues to be widely examined by researchers from many perspectives. Unlike the studies by Sischka et al. (2021), Yasir and Jan (2023), and Qui et al. (2020), Liu et al.'s research focused on the perspective of destructive leadership and its influence on deviant workplace behaviors. More specifically, Liu et al.'s (2022) quantitative study involved self-serving

leadership and its detrimental effects on employees and businesses. The researchers discovered a statistically positive connection between self-serving leadership and employee deviant conduct, with the company's identity acting as a mediator. This outcome is similar to the findings of Yasir and Jan (2023), who found a similar correlation between specific leadership styles (servant leadership) and workplace deviance.

In another study, Tufan et al. (2023) explored the role of ethical leadership and organizational justice in influencing the deviant behaviors of customs officials at Turkish international airports. In contrast to Liu et al. (2020), the findings of Tufan et al. (2023) highlight the positive influence of ethical leadership on organizational perceptions of justice, which subsequently reduces deviant behaviors. Furthermore, the researchers also found that organizational justice moderates the link between ethical leadership and deviancy. In a similar study, Kakemam et al. (2021) studied the relationship between nurses' perceptions of workplace fairness and their engagement in deviant workplace behaviors. Using a quantitative approach, 424 Iranian nurses were surveyed in Iran (Kakemam et al., 2021). The results indicated that although nurses generally felt that their workplaces were just, they still believed that deviant behaviors occurred infrequently (Kakemam et al., 2021). In addition, the researchers found a significant inverse relationship between perceived organizational fairness and deviant behaviors (Kakemam et al., 2021). In other words, as nurses perceive higher levels of fairness at work, the likelihood of deviant acts decreases (Kakemam et al., 2021).

Lastly, in another study by Ahmad et al. (2020), the researchers found results similar to those of the above studies. Ahmad et al. (2020) also focused on the critical

influence of leaders in workplace conduct, although concentrating specifically on responsible leadership. Ahmad et al.'s (2020) research demonstrated that responsible leadership indirectly impacted work-deviant behavior, with turnover intention serving a mediating role. These findings aligned with, for example, Tufan et al.'s (2023) results, which showed how ethical leadership influences deviant actions through the perception of organizational justice. It also echoed the findings of Liu et al. (2022), where self-serving leadership significantly influenced deviant behavior. Although studies by Wahyono et al. (2021), Yasir and Jan (2023), Tufan et al. (2023), Sischka et al. (2021), Shehawy (2022), Liu et al. (2022), and Czakert and Berger (2022) explored various leadership styles and deviant workplace behaviors, a gap in literature exists between passive-avoidant leadership styles and deviant workplace behaviors within second-chance employees.

Conclusion

This study explores the moderating role of job embeddedness in the nexus between passive-avoidant leadership styles and deviant workplace behaviors among employees, particularly those given a second chance by their employers. The primary researcher is motivated by the evolving landscape of employee attitudes driven by changes in hiring practices, the impact of the pandemic, employment shortages, legislation, globalization, and technological advancements in telecommuting (Malik et al., 2021). The primary researcher aims to show how passive-avoidant leadership practices influence deviancy among employees with a criminal history and the potential moderating role of job embeddedness in this relationship. This section features comprehensive overview of deviant workplace behaviors, passive-avoidant leadership

styles, and job embeddedness while highlighting the existing research on the relationship between these factors. This study addresses a gap in the literature by focusing on second-chance employees and their relationship with passive-avoidant leadership styles in the context of workplace deviance.

Problem Statement

The COVID-19 pandemic led to the emergence of a phenomenon known as "The Great Resignation," a term first conceptualized by Texas A&M Psychologist Anthony Klotz (Perez, 2022), which has been adopted by the social media and academia (Marks, 2023). It is characterized by an extraordinary 24 million American workers voluntarily leaving their jobs, leading to heightened competition among employers (Sull et al., 2022). The United States has a population of 70 million individuals with a criminal record (Gurchiek, 2018). Despite earlier hesitations among employers regarding the hiring of individuals with a criminal background, a growing number have now adopted this approach to address staffing shortages and to remain in compliance with fair-chance employment legislation such as Ban-the-Box, which was implemented in 150 U.S. cities in 2021 (Young & Keech, 2022). The flood of individuals with previous criminal records returning to the job market, however, without access to essential treatments and community assistance, face an increased likelihood of rearrest and repeating comparable behavioral tendencies in their workplace, as substantiated by empirical research on recidivism among individuals reintegrating into society following a period of imprisonment (Alper et al., 2018; Yukhnenko et al., 2019).

Deviant workplace behaviors can have far-reaching consequences, encompassing the breeding of a culture rife with harassment and hostility, decreased productivity,

heightened absenteeism, tarnished company reputation, safety incidents, and, in severe cases, the loss of customers, and the initiation of legal proceedings against the company (García-Contreras et al., 2022). According to Aquino et al. (1999), deviant workplace behaviors can include organizational (deviance against the organization) and interpersonal deviance (deviance against people). In 2020, the Bureau of Labor Statistics reported that 20,050 workers in the United States were subjected to workplace violence, a form of deviant behavior targeting individuals; among these, 392 victims lost their lives to homicide. (The National Institute for Occupational Safety and Health, 2022). Given that workplace violence alone is projected to cost as much as \$4.2 billion, interpersonal deviance in the workplace poses severe organizational and financial issues (Bennett & Robinson, 2000). Tuerkheimer (2019) reports that the percentage of people who experience workplace sexual harassment varies greatly, ranging from 25% to 85%. According to the EEOC, there has been a total of 98,411 claims of alleged sexual workplace harassment between 2018 and 2021 fiscal years with a notable increase in the two years following the #MeToo movement (*Sexual harassment in our nation's workplaces*, 2022). Additionally, 7% of people report being victims of physical threats (Bennett & Robinson, 2000). Businesses lose \$40 to \$120 billion a year due to organizational deviance, including activities like theft, fraud, vandalism, sabotage (which 75% of respondents claimed doing), and voluntary absenteeism (Bennett & Robinson, 2000). The American Payroll Association reports that employees on average misappropriate four hours of worktime each week (Harold et al., 2022). An estimated \$6 billion is lost to workers' compensation fraud, including misrepresenting injuries for paid time off, fabricating injury recovery periods, or classifying non-work-related injuries as

workplace events (Clayton, 2022). According to Lawrance et al. (2021), the yearly cost of employee absence and illness ranges from \$.6 to \$1 trillion, whereas leisure web surfing costs \$85 billion (Andel et al., 2019; Lim & Teo, 2024). Furthermore, 25% of workers said they were aware of illegal drug usage at work (Bennett & Robinson, 2000). According to Bennett and Robinson (2000), the financial cost of deviant workplace behaviors ranges from \$6 to \$200 billion. Over the previous 20 years, employee lawsuits have increased by 400% (Unsal & Hassan, 2020). Remarkably, one-third of people are prepared to acknowledge and defend their improper behavior, with half justifying their behavior as a means to reach financial goals (Malik et al., 2021).

While past research has explored the dynamics of various leadership styles and their impact on deviant workplace behaviors, considering several moderating and mediating factors, much of the literature has been primarily centered on high-skilled and highly educated employee populations (Wahyono et al., 2021; Yasir & Jan, 2023). Active leadership styles, such as charismatic, authentic, and transformational leadership, have also been the focal point of these studies (Ahmad et al., 2020; Liu et al., 2022; Tufan et al., 2023; Wahyono et al., 2021; Yasir & Jan, 2023; Qi et al., 2020). In addition, job embeddedness, the theory of why people stay in an organization, has yet to be explored as a moderating variable (Mitchell, 2019). There has been a notable lack of attention given to the influence of passive leadership styles, specifically management-by-exception (passive approach) and laissez-faire leadership, which, as indicated by existing literature, have demonstrated the least effective in motivating employees to change their behavior (Skogstad et al., 2007). In addition, researchers need to pay more attention to the second-chance employee population in the literature in this context due to the changes in the

economy, legislation, and hiring practices. Therefore, the present study addresses this gap in the existing research by focusing on the study of employees working for a second-chance employer and passive-avoidant leadership. By examining the impact of passive leadership styles on deviant workplace behaviors and how job embeddedness influences this relationship in the context of employees within second-chance employers, this research seeks to offer valuable knowledge that can benefit organizations, managers, and HR professionals in better understanding and addressing deviant workplace behaviors in a broader spectrum of work settings. Ultimately, this study enhances workplace dynamics, promoting workplaces that are more welcoming, productive, and balanced.

Purpose of the Study

The primary investigator in this study seeks to examine how job embeddedness moderates the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. The researcher aims to understand the main effect of the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. Finally, the primary investigator investigates the relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer.

Research Questions and Hypotheses

Research Questions

RQ1: How does passive-avoidant leadership affect deviant workplace behaviors among employees working for a second-chance employer?

RQ2: How does job embeddedness moderate the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer?

RQ3: How does job embeddedness affect deviant workplace behaviors among employees with a second-chance employer?

Hypotheses

Hypothesis 1: H_{01} – There is no relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. H_{a1} – There is a positive relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer.

Hypothesis 2: H_{02} – Job embeddedness does not weaken the positive link between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. H_{a2} – Job embeddedness does weaken the positive link between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer.

Hypothesis 3: H_{03} – There is no relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer. H_{a3} – There is an inverse relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer.

Assumptions and Limitations of the Study

This section features a concise overview of the assumptions and limitations recognized while developing the study. This section briefly covers assumptions which are

the basic beliefs taken as true without proof, and the limitations which are the study's weaknesses that might affect how its results can be used.

Assumptions

Firstly, it is assumed that the perception of passive-avoidant leadership, job embeddedness, and deviant behavior may vary among this study's diverse participant group. Secondly, by the standards of the Multifactor Leadership Questionnaire (MLQ), it is assumed that participants possess a level of English proficiency equivalent to that of a ninth-grade student in the United States, as detailed by Bass and Avolio (2004, p. 16). Finally, it is also assumed that participants have no prior experience with the instruments used in this study (MLQ, GMJE, and DBS), will answer the questions honestly, and the power analysis for the sample size is accurate.

Limitations

Several limitations warrant consideration in this study. The emphasis on second-chance employers and the use of a convenience sampling approach may limit the applicability of findings to larger organizational contexts. In this study, the primary investigator focuses on self-report measures, which can introduce social desirability bias by causing participants to respond in a way they believe is socially acceptable (Triki et al., 2017). In addition, self-report measures could alter the accuracy of reported leadership styles, job embeddedness, and deviant workplace behaviors. Furthermore, the study's quantitative cross-sectional design imposes constraints on establishing causal

relationships between variables, leaving open the question of whether passive-avoidant leadership styles directly cause deviant behaviors or if other factors play a role.

Theoretical Foundations of the Study

In this study, the primary investigator examines the relationship between passive-avoidant leadership, deviant workplace behaviors, and job embeddedness. Understanding how passive-avoidant leadership may interact with job embeddedness and, in turn, how this may relate to the development of deviant workplace behaviors among employees requires an understanding of these variables' theoretical and biblical foundations.

Passive-avoidant leadership, characterized by leaders' inaction and lack of participation (Norris et al., 2021), draws theoretical support from various models and theories, including the managerial grid (Blake & Mouton, 1964), Learned helplessness theory (Maier & Seligman, 1976), and avoidant personality theory (Thomson & Bornstein, 2023). In contrast, the full-range leadership model places passive-avoidant leadership within a spectrum of leadership behaviors, emphasizing the importance of more proactive approaches (Bass & Avolio, 1997).

Job embeddedness, a theory introduced by Mitchell et al. (2001), focuses on three dimensions: links, fit, and sacrifice. Links involve both on-the-job and off-the-job connections, while fit refers to alignment with the job and personal preferences Mitchell et al. (2001). Sacrifice considers the costs linked with leaving a job or location Mitchell et al. (2001). Social exchange theory (Blau, 1964) explains how positive interactions with the organization contribute to job embeddedness, while attachment theory (Bowlby, 1979) explores emotional bonds in the workplace that influence retention and commitment. Organizational commitment theory (Powell & Meyer, 2004) and

Organizational citizenship behavior theory (Carrall, 1988; Smith et al., 1983) are critical components in enhancing job embeddedness.

Many criminological and sociological theories can be used to conceptualize deviant workplace behaviors. According to strain theory, for example, workers may resort to deviance in response to pressures associated with their work and personal lives, such as financial hardships at home or layoffs at their place of employment (Agnew, 2012). The social learning theory emphasizes the importance of seeing and mimicking others (Akers, 1996). For example, when workers enter a workplace where job loafing is common, they are likely to be affected by and adopt the problematic behavior. Social control theory (Hirschi, 1969) emphasizes the significance of solid social ties, connections, commitments, values, norms, and beliefs to prevent deviant workplace behaviors.

The rational choice theory (Lovett, 2006) emphasizes comparing costs and benefits that workers consider before acting in a deviant manner. Stated differently, the driving force for deviant workplace behaviors is influenced by self-interest. According to Di Stefano et al. (2019), organizational culture theory focuses on how the workplace may mainstream or inhibit deviant conduct. Sutherland (1992) developed the differential association theory, emphasizing colleagues' role in deviant workplace behaviors (Moon et al., 2011; Alduraywish, 2021). Interaction with others can result in acquiring an attitude, values, and motivation for deviance, much like social learning theory. According to Dugré and Potvin (2023), personality theories propose that individual traits may predispose individuals to deviant conduct, and frustration-aggression theory (Dugré & Potvin, 2023) relates frustration to deviance. Opportunity theorists (Nicholson, 2023)

focus on the role of vulnerabilities and opportunities in acts of deviance, whereas organizational justice theorists (Greenberg, 1990) investigate fairness in the workplace.

In the present study, the focus is centered on the behaviors of employees working for an employer known as a second-chance employer. From a Christian viewpoint, the concept of second chance and forgiveness is well-known throughout the Bible. For instance, biblical scriptures in the New Testament make it clear that the Lord is a God of forgiveness and second chances. For example, in the book of John, Jesus challenges the accusers of a woman who has committed adultery and gives her a second chance (*King James Bible*, 1769/2017, John 8:1-11). Additionally, in the book of Luke, Jesus heals and forgives the sins of a paralytic man after the man was lowered from the rooftop to reach Jesus (*King James Bible*, 1769/2017, Luke 5:17-26). The parables of the unmerciful servant (*King James Bible*, 1769/2017, Matthew 18:21-25) and the prodigal son (*King James Bible*, 1769/2017, Luke 15-11-32) are also vivid examples in the Bible of forgiveness. Jesus gives an example of his instruction to forgive "seventy times seven" in the parable of the unmerciful servant (*King James Bible*, 1769/2017, Matthew 18:22), while in the parable of the prodigal son, shows God's readiness to immediately forgive those who have lost their way (*King James Bible*, 1769/2017, Luke 15-11-32). In addition to the parables, Jesus also role-modelled forgiveness by forgiving his apostles Peter and Paul. Peter denied knowing Jesus three times the night Jesus was tried and crucified, yet Jesus forgives Peter in John 21:15 (*King James Bible*, 1769/2017, Luke 15-11-32). Moreover, Paul's encounter with Jesus led to his forgiveness and transformation (*King James Bible*, 1769/2017, Acts 8-9). Most significantly, the book of Colossians states that God pardoned all transgressions and removed all obligations, which condemned and

stood against all. Instead, He forgave sin through His sacrifice on the cross (*King James Bible*, 1769/2017, Colossians 2:13-14).

Definition of Terms

The primary focus of this study centers on passive-avoidant leadership, encompassing laissez-faire and management-by-exception passive approaches alongside concepts such as job embeddedness, deviant workplace behaviors, and second-chance employment. While definitions may vary across literature, this section details clear designations of the terms as they are employed in this study.

Passive-Avoidant Leadership

Passive-avoidant leadership is characterized by a leader's tendency to avoid taking a proactive or assertive approach to managing their team or organization (Bass & Avolio, 1995). In this leadership style, the leader typically shies away from making decisions, addressing conflicts, or taking responsibility for the group's direction (Bass & Avolio, 1995). Instead of actively engaging with team members and organizational challenges, passive-avoidant leaders often prefer to stay on the sidelines, allowing issues to fester and problems to go unaddressed (Bass & Avolio, 1995). In this study passive-avoidant leadership is characterized as a blend of laissez-faire and management-by-exception passive leadership approaches. Researchers Itzkovich et al. (2020) describe this combination as passive destructive leadership, representing a darker aspect of leadership.

Laissez-Faire Leadership

Laissez-faire leadership is characterized by a hands-off, non-authoritarian, and minimalistic approach to leadership (Bass & Avolio, 1995). In a laissez-faire leadership style, leaders typically provide their team members with little to no direct guidance,

control, or supervision. Instead, they give team members a high degree of autonomy and independence to make decisions, set goals, and manage their tasks and responsibilities.

Management-by-Exception (Passive Approach)

Management-by-exception (passive approach) is an approach to management where managers adopt a relatively hands-off stance, allowing employees to handle routine tasks independently (Bass & Avolio, 1995). They intervene or become actively involved only when significant deviations or problems arise, rather than proactively seeking out issues (active approach). This strategy is predicated on the idea that workers can manage their responsibilities effectively through delegation, and managers conserve their involvement for situations that require their attention, helping them focus on critical matters while maintaining oversight as needed.

Job Embeddedness

Job embeddedness is a concept in organizational psychology and human resources management. It refers to how employees feel connected to and integrated within their jobs and the broader organization (Mitchell et al., 2001). It was developed as an alternative framework to turnover (Skelton et al., 2020), to understand why employees choose to stay in their jobs and why they might be reluctant to leave, even when they may have opportunities elsewhere (Mitchell et al., 2001). Job embeddedness considers personal and organizational factors in terms of fit, links, and sacrifice that influence an employee's attachment to their job and organization (Mitchell et al., 2001).

Deviant Workplace Behaviors

Deviant workplace behavior, also known as workplace deviance, workplace deviant behavior, or counterproductive work behavior, refers to actions, behaviors, or

conduct by workers who disregard company guidelines, ethics, and standards, thereby causing harm to the company or its employees (Aquino et al., 1999). Aquino et al. (1999) define deviant workplace behaviors as positive and negative. Deviant workplace behaviors are defined as harmful and counterproductive behaviors in this study. More specifically, in this study, deviant workplace behaviors are considered disruptive, harmful, and contrary to the expectations of a productive and harmonious work environment.

Second-chance Employer

A "second-chance employer" is a company or organization willing to hire individuals with a history of criminal convictions or other barriers to employment (Young & Keech, 2022). These employers recognize that people can make mistakes in their past and serve their sentences, and they believe in providing them with an opportunity to rebuild their lives through a second chance at employment (Young & Keech, 2022).

Significance of the Study

The anticipated results of the feature research hold significant implications for the professional field of leadership, organizational and industrial psychology, and human resource management. The primary researcher theorizes a statistically significant link between passive-avoidant leadership styles and deviant workplace behaviors. Based on previous studies, there is a need for organizations to promote leadership styles that feature engagement and discourage deviant conduct (Ahmard et al., 2020). Additionally, understanding the role of job embeddedness in moderating this relationship highlights the need for creating an environment that encourages the solid social ties, job satisfaction, and organizational commitment needed to mitigate the potential adverse effects of

passive-avoidant leadership as depicted by Grill et al. (2019) and Azam et al. (2019). Moreover, the potential revelation that job embeddedness independently influences deviant behaviors highlights the role of embeddedness in the work environment in promoting employee well-being and reducing workplace misconduct. Furthermore, in line with researchers Ibrahim et al. (2022), the featured research brings attention to the implications for second-chance employees, showcasing the necessity for tailored onboarding and support programs to meet the needs of this population.

Summary

In conclusion, the goal of the primary investigator is to understand the relationship between passive-avoidant leadership styles, deviant workplace behaviors, and the moderating role of job embeddedness. By utilizing established measures and a quantitative research approach, the primary researcher aims to explore passive-avoidant leadership and deviant behavior, and why employees choose to remain in an organization. The findings hold substantial implications for organizations, emphasizing the importance of effective leadership practices, productive work environments, and the significance of job embeddedness in mitigating the adverse effects of passive-avoidant leadership. Furthermore, this research highlights the potential benefits of tailored leadership and support programs, particularly for second-chance employees.

This study features several limitations and challenges, such as self-report measures that may introduce bias, the limited contextual focus of second-chance employees, and the inability to establish causal links due to the cross-sectional design. Future research could employ mixed-method approaches, explore diverse organizational contexts, and conduct longitudinal studies to address these limitations and further

understand passive-avoidant leadership, job embeddedness, and deviant workplace behaviors. The featured findings will provide valuable guidance for human resource leadership and organizations aiming to enhance leadership effectiveness, establish positive work environments, and strategically manage workplace behavior. These findings will also offer insights into the unique challenges and opportunities associated with second-chance employees.

CHAPTER 2: LITERATURE REVIEW

Overview

This literature review comprises seminal works and current literature on the relationship among passive-avoidant leadership, job embeddedness, and deviant workplace behaviors. It also includes an examination of these concepts from a biblical viewpoint, incorporating a literature search and biblical research strategies. This literature review begins with an overview of the research methodology, including the current state of the research and a description of relevant studies on passive-avoidant leadership, job embeddedness, and deviant workplace behaviors. Additionally, it features an examination of the theoretical foundations, historical background, and antecedents and outcomes of the variables. The review concludes with an overview of the empirical literature gap and the need to investigate further the relationship among passive-avoidant leadership, deviant workplace behaviors, and job embeddedness. This highlights the potential implications for organizational behavior and leadership effectiveness.

Description of Research Strategy

The search strategy utilizes diverse keywords related to leadership styles, workplace behaviors, and biblical references. The primary investigator focuses on peer-reviewed journal articles published within the past five years while incorporating seminal works into the literature review to ensure the relevance of the findings. The primary investigator conducted standalone and combined searches for terms like "passive-avoidant leadership," "laissez-faire leadership," "management-by-exception passive approach," "job embeddedness," and "deviant workplace behavior" on academic databases such as Emerald Insight, ProQuest, EBSCO, JSTOR, Gale Business, National

Library of Medicine, LPPM Universitas Terbuka, DOAJ, and Wiley Online Library, all accessible through the Jerry Falwell Library's online platform.

Additionally, the primary investigator conducted a biblical review using keywords centered around "leadership" and "authority," encompassing terms like "authority," "leadership," "rulers," "kings," and "elders." each leadership style was further defined and explored, including "passive-avoidant leadership" characterized by terms such as "negligence," "inaction," "indifference," "apathy," and "irresponsibility," and "laissez-faire leadership" featuring concepts like "freedom," "non-interference," "hands-off," "lack of control," and "permissiveness." Management-by-exception (passive approach) was explored using keywords like "oversight," "delegation," "non-intervention," "disengagement," and "reactive leadership" while exploring "job embeddedness" with a focus on terms like "commitment," "dedication," "loyalty," "integration," and "community."

Furthermore, the investigation of "deviant workplace behaviors" involved searching for concepts such as "sin," "wrongdoing," "unrighteousness," "corruption," and "wickedness." Lastly, biblical research involved resources such as the Bible Gateway, Bible Hub, Study Light, and Blue Letter Bible to extract relevant information about "leadership" and "authority" within biblical contexts. This comprehensive search strategy provides insights and information from various sources to validate the featured study.

Review of Literature

This literature review is organized with a review of each operating variable, the historical context of each variable, theoretical underpinnings of each variable, and

existing literature on how each variable relates to one another, along with the antecedents and outcomes of each variable.

Passive-Avoidant Leadership

According to some researchers, leaders who employ passive-avoidant leadership avoid making decisions, responding to circumstances, giving instructions, or actively managing their team (Bass & Avolio, 2004; Hu et al., 2023; Northouse, 2018). A leader who is passive-avoidant can be seen as detached, allowing team members to work with little direction and little intervention (*laissez-faire*) to only become involved when necessary (passive leadership-by-exception) (Bass & Avolio, 2004). Communication, feedback, and support from the leader are usually lacking in both leadership-by-exception passive and *laissez-faire* subtypes of passive-avoidant leadership as conceptualized by Bass and Avolio (2004). Team members may grow tense, feel unclear about their positions (role ambiguity and conflict), and work less productively (Breevaart & Zacher, 2019). It is commonly accepted in the literature that passive-avoidant leadership is generally unproductive and can result in issues inside the company and lower team performance (Breevaart & Zacher, 2019). Influential leaders usually display more proactive and engaged leadership behaviors to motivate and inspire followers (Bass & Avolio, 2004; Breevaart & Zacher, 2019).

Historical Context of Passive-Avoidant Leadership Theory

Theoretical and historical developments in psychology, economics, and leadership may serve as the foundation for *laissez-faire* leadership, sometimes called passive-avoidant leadership (Hu et al., 2023). The term "*laissez-faire*" originates from the French word "let do," and it was initially associated with the economic doctrine of minimal

government intervention during the European Enlightenment, which placed a premium on individual liberty and free markets (Hu et al., 2023, p. 447). Early 20th-century leadership research by Lewin, Lippitt, and White (1939) investigated the effects of different leadership styles on group dynamics, while researchers such as Bruce Avolio (1997) and Bernard Bass (1997) identified and examined various leadership styles, including laissez-faire leadership, is characterized by leaders who displayed passivity, delegation of authority, and a lack of direction. The finest examples of this approach, which stresses delegating and non-interference, are individuals like Steve Jobs. Researchers have called it zero leadership, morally questionable, and doubted its efficacy on a large scheme (Ali & Ullah, 2023; Vullings et al., 2020). However, some believe its autonomy capacity might inspire and empower followers (Norris et al., 2021).

Researchers like Bass and Avolio (2004) explored passive-avoidant leadership as one of the elements within their full-range leadership framework, incorporating this idea over time into more comprehensive leadership theories like transformational and transactional leadership. Although initially considered ineffective, academics have increasingly concentrated on the advantages of laissez-faire leadership for delegating duties and promoting followers' development (Norris et al., 2021). Influential leaders, such as Warren Buffett, have shown that passive-avoidant leadership works well in certain situations (Kizil, 2016). This is especially true when managing highly skilled and self-driven workers (Kizil, 2016). Put another way, passive-avoidant leaders like Warren Buffett support authority delegation and a hands-off style. It is important to emphasize that Laissez-faire leadership consists of allowing team members to work freely (Kizil, 2016; Norris et al., 2021). This can encourage people to produce their best work and is

frequently the preferred approach for highly skilled employees (Sischka et al., 2021). If the passive-avoidant approach is not used carefully, it can result in low productivity and other issues, including work stress (Sischka et al., 2021). Thus, although it is helpful in some situations, leaders might have to adjust and take on a more proactive role when difficulties emerge (Sischka et al., 2021). This research is focused on low-skilled and low-educated employees and how they perceive passive-avoidant leadership and whether it is perceived as an influential factor in deviant leadership behaviors.

Passive-Avoidant Leadership Theoretical Underpinnings

Norris et al. (2021) defines passive-avoidant leadership as the leaders' inaction and lack of participation. Numerous leadership models and psychological theories provide the theoretical foundation for passive-avoidant leadership. The managerial grid, for instance, as conceptualized by Blake and Mouton (1964), features components of passive-avoidant leadership. Like passive-avoidant leadership, this paradigm incorporates the idea of impoverished leadership (Blake & Mouton, 1964). According to the managerial grid, impoverished leaders, similar to laissez-faire leaders, have low concern for people and low concern for production. Delegative and hands-off impoverished leaders need more guidance and support for their staff (Norris et al., 2021).

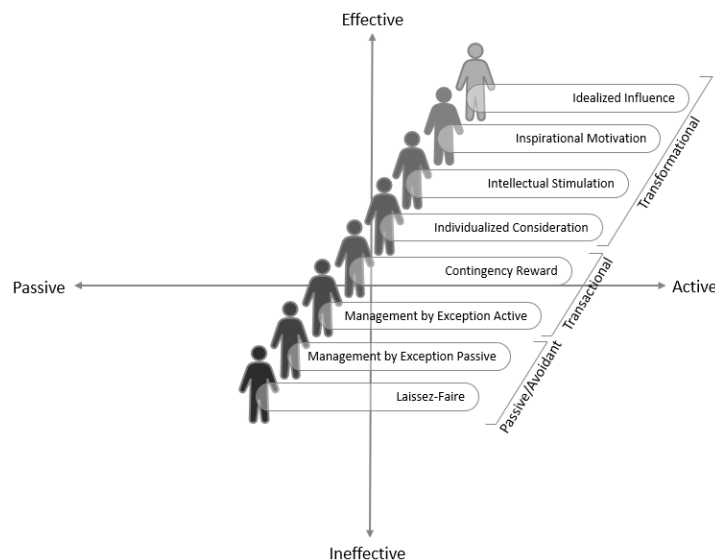
The learned helplessness theory of Maier and Seligman (1976) offers further context for understanding passive-avoidant leadership. According to this theory, individuals may feel powerless if they do not influence their circumstances or fate (Maier & Seligman, 1976). Researchers Breevaart and Zacher (2019) find that passive-avoidant leadership reduces motivation and effort. Leaders who fail to provide guidance and support might make their team members feel helpless and unable to succeed. Other

theories include avoidant personality theory, which was initially featured as avoidant personality disorder in the DSM-III in 1980 (Thomson & Bornstein, 2023). Avoidant individuals tend to distance away from social situations and obligations, which is consistent with passive-avoidant leaders' avoidance of leadership responsibilities (Thomson & Bornstein, 2023). This behavior may result in a leadership void if leaders refrain from taking initiative or actively leading teams (Thomson & Bornstein, 2023).

On the other hand, the Full-Range Leadership Model, as conceptualized by Bass and Avolio (1997), proposes a comprehensive spectrum of leadership behaviors, as shown in Figure 2 below (Da Silva, 2019). In other words, this model places passive-avoidant leadership within the broader context of leadership behaviors, which also features transactional and transformational leadership approaches in a spectrum. Within this model, passive-avoidant leadership is characterized by the management-by-exception passive approach and laissez-faire leadership, which are considered broadly passive and ineffective in literature (Azam et al., 2019; Suliman et al., 2020).

Figure 2

Full-Range Leadership Model by Bass and Avolio (1995).



In summary, passive-avoidant leadership, often exemplified by laissez-faire leadership and management-by-exception passive approach, draws theoretical support from previous existing models and theories (Bass & Avolio, 1995). These include the leadership grid's impoverished leadership (Blake & Mouton, 1964), learned helplessness theory (Maier & Seligman, 1976), and avoidant personality theory (Thomson & Bornstein, 2023), highlighting the negative consequences of minimal leadership involvement. In contrast, the full-range leadership model places passive-avoidant leadership within a spectrum of leadership behaviors, emphasizing the importance and flexibility of both passive and active leadership practices for organizational success (Bass & Avolio, 1995).

Leadership and Job Embeddedness

This section features an overview of the literature concerning leadership and job embeddedness. Researchers have explored the relationship between leadership and job embeddedness from several leadership perspectives (Norouzinik et al., 2022; Yamin, 2021). According to the literature, negative leadership traits in what is known as the dark triad (Machiavellianism, psychopathy, and narcissism) influence job embeddedness negatively (Norouzinik et al., 2022; Yamin, 2021). For instance, Norouzinik et al. (2022) studied narcissistic leadership and job embeddedness. The researchers found that narcissistic leadership has a detrimental impact on engagement and job embeddedness (Norouzinik et al., 2022). The researchers emphasize participative and collaborative leadership philosophies for encouraging business innovation and engagement (Norouzinik et al., 2022).

In a similar study, Yamin (2021) stresses the importance of moral and benevolent leadership styles and on- and off-the-job embeddedness in enhancing worker productivity and creativity in the context of paternalistic leadership and workplace embeddedness. In another study, according to Faraz et al. (2023), psychological contract fulfillment and ownership mediate the positive effects of servant leadership on nurses' job embeddedness. The researchers emphasize how important it is for healthcare authorities to prioritize the servant leadership approach to retain qualified nurses. Conversely, Khalid et al.'s (2021) study focus on transformational leadership and job embeddedness, showing a significant positive relationship. The researchers emphasize the role of job characteristics and the supportive work environment in enhancing employee engagement and retention through job embeddedness (Khalid et al., 2021).

Cho et al. (2019) explore the impact of authentic leadership and resilience on job embeddedness among nurses. The researchers suggest that interventions to boost resilience and develop authentic leadership abilities can significantly contribute to nurses' job embeddedness. However, similar to other studies, Cho et al. (2019) focus on retaining skilled and educated employees, leaving a gap in understanding unskilled and uneducated workers' job embeddedness.

The aforementioned studies highlight the importance of different leadership approaches in influencing job embeddedness. While they offer valuable insights, there is a need for further research to explore leadership's impact on job embeddedness in specific contexts, such as uneducated and unskilled workforces. Although passive-avoidant leadership can serve as a distal rather than a proximal predictor of deviant workplace

behaviors, the primary investigator aims to explore the direct relationship between passive-avoidant leadership and deviant workplace behaviors.

Passive-avoidant leadership and Deviant Workplace Behaviors

Passive-avoidant leadership is characterized by leaders who are hesitant to act or assume responsibility in the workplace; this leadership style features a hands-off approach, which often involves delegation and a lack of guidance, communication, and accountability (Bass & Avolio, 1995). Depending on the follower's maturity, skill level, and experience, this leadership style has been shown in research to contribute to the emergence of specific deviant workplace behaviors such as theft (Hu et al., 2019). In this study, the primary investigator focuses on the following deviant workplace behaviors: discrimination, harassment, ostracism, leadership defamation, gossip, obscenities, bullying, tardiness, intentional absenteeism, loafing, misuse of company property, fraud, theft, and insubordination. In this section, the primary investigator reviews recent literature on passive-avoidant leadership and deviant workplace behaviors.

Sischka et al. (2021) conducted a quantitative study involving 1,260 employees and found that passive-avoidant leadership contributed to the exposure and perpetration of workplace bullying. The researchers recommend that leaders stay active and are sensitive to working against workplace bullying when it manifests (Sischka et al., 2021). In a similar study involving passive-avoidant leadership and bullying, researchers Islam et al. (2022) found that passive leadership strengthens the relationship between bullying and nurses' burnout. In a separate parallel study involving 583 workers in Germany and Spain, a passive-avoidant leadership style created a hostile, unfriendly, stressful atmosphere conducive to workplace cyberbullying (Czakert & Berger, 2022). Multiple

studies have consistently shown that passive-avoidant leadership is associated with workplace bullying, burnout, role confusion, and the promotion of a hostile and stressful work environment (Czakert & Berger, 2022; Sischka et al., 2021; Vullingsh et al., 2020). Leaders must actively address and prevent these harmful outcomes in the workplace.

Regarding safety, Kjellevoid Olsen et al. (2021) conducted a study involving 78 naval cadets during a 30-day sailing trip. They found that when leaders were passive and not committed to safety, the employees were more likely to do unsafe things at work (Kjellevoid Olsen et al., 2021). In a similar study, researchers Liu et al. (2021) examined two passive-avoidant leadership safety-specific leadership approaches and found that they negatively impacted safety compliance. The study involved 704 steel workers in China, and findings also indicated that a strong safety culture in larger organizations mitigates the adverse effects of passive-avoidant leadership (Liu et al., 2021). These findings align with Di Stefano et al.'s (2019) emphasis on organizational culture and the theory's focus on how it contributes to deviant workplace behaviors. In another study, researchers found passive avoidant leadership to be an influential predictor of site safety (Grill et al., 2019). Researchers Grill et al. (2019) used a mixed-method approach to examine the interactions of 37 construction site managers. They found that reducing levels of passive-avoidant leadership increases levels of site safety (Grill et al., 2019). Based on the above studies, passive-avoidant leadership is not the best approach to improving organizational safety.

Absenteeism and presenteeism are severe organizational concerns (Hauth et al., 2023). In an early study by Frooman et al. (2012), passive-avoidant leadership was associated with increased illegitimate absenteeism and presenteeism. In other words, the

researchers found that workers were likelier to call out sick when they were not sick and report to work sick under passive avoidant leaders (Frooman et al., 2012). In a more recent study involving 57 middle managers, researchers Hauth et al. (2022) confirmed the findings of Hauth et al. (2023) by finding that non-passive leadership styles, such as transformational leadership, are linked to fewer sick days among employees. The researchers conclude that organizations can reduce absenteeism by adopting a more active leadership style, such as transformational leadership (Hauth et al., 2022).

Passive avoidant leadership has been linked to increased turnover in a quantitative study involving 180 managers in private and public universities (Azam et al., 2019). The researchers also found that passive-avoidant leadership is linked to decreased organizational citizenship behavior levels (Azam et al., 2019). In a similar quantitative study, Suliman et al. (2020) explored the impact of leadership styles on nurses' intentions to resign from their roles. The researcher employed the multifactor leadership questionnaire and the anticipated turnover scale to analyze 280 nurses. Similar to the conclusions reached by Azam et al. (2019), Suliman et al. (2020) discovered that active leadership styles decreased the likelihood of nurses desiring to leave their positions. In contrast, passive leadership styles showed no discernible influence. Research by Azam et al. (2019) and Suliman et al. (2020) collectively emphasize the detrimental effects of passive leadership styles on turnover rates and organizational citizenship behavior, highlighting the importance of active leadership approaches in retaining talent and fostering employee commitment.

Ultimately, passive-avoidant leadership might make it more difficult for the company to accomplish its objectives and keep a safe and productive workplace.

According to earlier studies, organizations must provide active employee support and leadership development for their organizational leaders.

Job Embeddedness

A notable surge in employee turnover marked the aftermath of COVID-19 pandemic period, often referred to as the Great Resignation, Turnover Contagion, and the Big Quit, and the importance of job embeddedness has significantly grown (Dolezal, 2022; Eilat-Raichel, 2022; Hwang & Han, 2020; Kuzior et al., 2022; Montaudon-Tomas et al., 2023). Historically, organizations have primarily concentrated on examining turnover intention, specifically, the factors that drive employees to leave their jobs voluntarily. To counteract the adverse effects of turnover, corporate leaders have expended substantial resources on initiatives such as promoting work-life balance, offering increased salaries and sign-on bonuses, and creating more opportunities for career advancement and development (Treuren & Fein, 2021). In response to this crisis, researchers have redirected their focus towards job embeddedness as a potential solution (Lee & Lee, 2022).

Contemporary research on job embeddedness underscores a shift in recognizing the significance of retaining employees by investigating why they choose to stay with the organization rather than depart. The original concept of job embeddedness, as formulated by Mitchell et al. (2001), pertains to the extent of an employee's connections (links) within and outside the organization (both on and off-the-job), their sense of alignment with their environment (fit), and the perceived costs associated with leaving their current position (sacrifice) as shown in Figure 3 below. Similar to selecting the appropriate type of tie-down for a specific aircraft, fit involves matching an employee's values and career

aspirations with the organizational culture and job requirements. Links resemble the ropes and chains used in aircraft tie-downs, anchoring the employee through a network of social and professional connections. Meanwhile, sacrifice mirrors the effort and resources necessary to release an aircraft from its tie-downs, symbolizing the personal and professional costs incurred when an employee decides to leave, as illustrated in Figure 3 below. According to Mitchell et al. (2001), job embeddedness encompasses all factors contributing to an employee's inclination to remain in their organization.

Figure 3

Job Embeddedness: Why People Stay.



Job Embeddedness Theoretical Underpinnings

Job Embeddedness Theory. Mitchell et al. (2001) first presented job embeddedness theory, which became well-known in literature through their conceptualization of links, fit, and sacrifice. These dimensions cover aspects of employment embeddedness related to both on-the-job and off-the-job, as described in the groundbreaking work of Mitchell et al. (2021).

Links. Regarding support networks both inside and outside of the workplace, two types of links play a crucial role: on-the-job and off-the-job (Mitchell et al., 2001). On-

the-job links encompass formal and informal connections between individuals within the workplace (Mitchell et al., 2001). These connections can be with coworkers, group members, supervisors, managers, or the company. They play a crucial role in encouraging cooperation and dialogue in the workplace.

On the other hand, off-duty relationships refer to the ties and bonds individuals uphold beyond their professional environment, as outlined by Mitchell et al. (2001). This includes interactions with friends outside work, close relatives, and local participation in organizations, church memberships, and community groups (Mitchell et al., 2001). In essence, off duty relationships encompass all the social connections individuals maintain outside their work setting. These connections form part of a person's support system, which can influence their wellbeing and performance both within and beyond the workplace (Mitchell et al., 2001).

Fit. Fit refers to the alignment of an individual to aspects of the job and the community (Mitchell et al., 2001). According to Mitchell et al. (2001), fit consists of on-the-job and off-the-job components that contribute to job embeddedness. On-the-job fit describes how well an individual is compatible with the organization (Mitchell et al., 2001, p. 1104). Similar to person-job fit theory as described by Kristof-Brown et al. (2005), on-the-job fit relates to how an individual's professional skills, knowledge, beliefs, and desires align with their work responsibilities, organizational culture, and role (Mitchell et al., 2001). Moreover, it involves ensuring that one's career aspirations align with the company's goals and that their day-to-day experiences in their role are in harmony with company objectives (Mitchell et al., 2001). Studies have demonstrated that

on-the-job fit is everchanging (Kim et al., 2020) and has a part in shaping the relationship between role conflict and the intention to leave (Awan et al., 2021).

At the same time, off-the-job fit refers to how the individual integrates outside of work in terms of friendships, family ties, participation in groups, church memberships, and involvement in community organizations (Mitchell et al., 2001). Off-the-job fit is similar to person-environment fit theory (Kristof-Brown & Guay, 2011) as it deals with how a person views their compatibility of work in their surroundings (Mitchell et al., 2001). This encompasses aspects such as the community, available facilities, religious and cultural features of the area, and opportunities for recreational pursuits (Mitchell et al., 2001). Off-the-job fit examines how well an individual's lifestyle and preferences match with the community and environment where they reside (Mitchell et al., 2001). For instance, someone who enjoys fishing and hunting may prefer residing in an area near a lake or forest. Essentially, off-the-job links encompass all familial ties beyond the boundaries of the organization. Both on-the-job and off-the-job fit contribute to a person's overall sense of contentment and well-being in their professional and personal lives (Mitchell et al., 2001).

Sacrifice. Sacrifice refers to the on- and off-the-job implications of leaving a particular job or location (Mitchell et al., 2001). On-the-job sacrifice encompasses everything a person would potentially have to relinquish should they decide to depart from their current company (Mitchell et al., 2001). This encompasses the perceived costs associated with leaving, such as severing relationships with colleagues, forfeiting benefits

and bonuses, discontinuing ongoing projects, losing job security, and missing out on opportunities for career advancement.

In contrast, according to Mitchell et al. (2001), off-the-job sacrifice pertains to the sacrifices one might anticipate when considering moving away from their present residence or losing certain benefits that would affect their quality of life. This involves the perceived losses related to the qualities of the local community, including the quality of local schools, the safety and security of the surrounding neighborhood, and the sense of belonging and connection they feel within that area (Mitchell et al., 2001). Both on-the-job and off-the-job sacrifice are essential factors to consider when making significant life decisions, as they influence the potential trade-offs and impacts on an individual's personal and professional life.

Social Exchange Theory. In the employee commitment and retention context, job embeddedness and social exchange theory (Blau, 1964) are closely connected ideas. According to social exchange theory, workers have reciprocal connections with their employers and offer their efforts in return for various benefits and rewards. Conversely, job embeddedness focuses on the elements that make it difficult for workers to quit their positions, such as solid social ties (links), a good match between the work and the organization (fit), and the perceived costs of leaving (sacrifice) as conceptualized by Mitchell et al. (2001).

Workers who have positive social exchanges and interactions with their employers are believed to feel more a part of their work (Mitchell et al., 2001). Stronger ties to coworkers and the community, a sense of fit with the company, and the conviction that quitting the job would require significant sacrifices are all the results of this

constructive exchange (Mitchell et al., 2001). Because of this, workers who have a sense of job embeddedness are more inclined to stick with and be dedicated to their companies, which helps to maintain stable workforces and higher retention rates. Akgunduz et al. (2023) investigated the connection between job embeddedness and leader-member interchange at four hotels in Izmir, Turkey. The researchers conducted a quantitative study that utilized 194 questionnaires based on the social exchange hypothesis (Akgunduz et al., 2023). According to Akgunduz et al. (2023), hotel staff members are more likely to feel a strong sense of job connection and dedication when they have positive relationships with their leaders and actively support the organization. In essence, social exchange theory helps understand the mechanics of employee and business relationships. In contrast, job embeddedness characterizes the outcomes of that interaction, particularly regarding commitment and retention.

Attachment Theory. Job embeddedness, a concept that deals with elements affecting employee commitment and retention, can be connected to attachment theory, a psychological framework that describes emotional ties between people (Bowlby, 1979). More specifically, according to Richards et al. (2023), individuals have an innate need for proximity to others. Secure attachment types are more common in those who receive regular attention and affection from significant individuals (Richards et al., 2023). However, people may develop insecure attachment patterns, which are typified by either attachment avoidance or attachment anxiety, if they do not consistently get positive attention from their attachment figures (Richards et al., 2023). In turn, positive emotional connection can improve their job embeddedness by promoting solid and social relations, alignment with the work and organizational culture, and the belief that quitting would

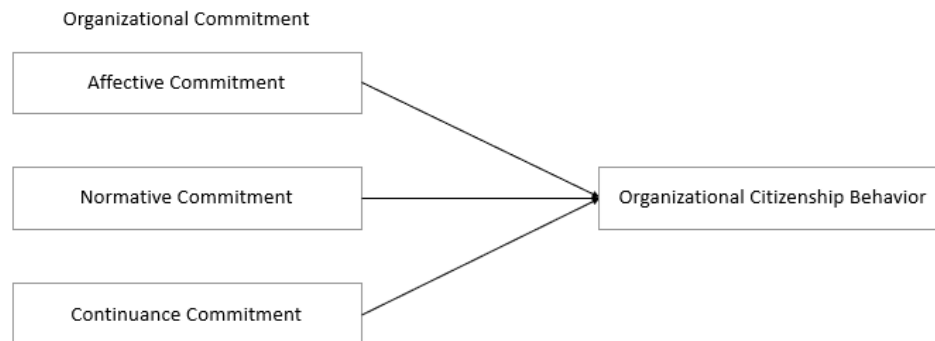
require a significant emotional and personal sacrifice (Mitchell et al., 2001). On the other hand, those with avoidant or anxious attachment styles could display distinct behaviors at work (Vîrgă et al., 2019). While those with avoidant attachments may be more likely to look for new employment, which could result in a lower level of job embeddedness, those with anxious attachments may feel more anxiety about burnout (Vîrgă et al., 2019).

Through the lens of attachment theory, organizational leaders may gain a better understanding of how individuals' emotional bonds at work impact their commitment to and retention within an organization.

Organizational Commitment and Citizenship Behavior. Noor et al.'s (2023) and Amoah et al.'s (2021) separate studies on the link between organizational commitment (OC) and job embeddedness indicate that affective, continuous, and normative commitment are strongly associated with on and off-the-job embeddedness. Affective commitment occurs when employees form strong social and emotional relationships (Noor et al., 2023; Robert & Vandenberghe, 2021). According to Saeed and Jun (2022), affective commitment inversely influences employee turnover intention. The second type of commitment, known as normative commitment, can inspire workers to practice corporate citizenship, which benefits the company and their peers (Noor et al., 2023). The third type of commitment, continuance commitment, occurs when people weigh the costs and benefits of changing jobs, which may impact their decision to stay employed by their current company (Noor et al., 2023). In addition to retention, organizational commitment is also linked to organizational citizenship behaviors. Figure 4 below shows the link between Organizational Commitment (OC), as described by Noor et al. (2023) and Amoah et al. (2021), and Organizational Citizenship Behavior (OCB).

Figure 4

The Link Between OC and OCB (Amoah et al., 2021) and Noor et al., 2023).



In addition to the retention value of organizational commitment as depicted by Amoah et al. (2021) and Noor et al. (2023). According to researchers Roncesvalles and Gaerlan (2021), higher levels of organizational commitment are linked to increased instances of organizational citizenship behavior. Organizational citizenship behavior manifests when employees engage in voluntary actions beyond an employee's formal job responsibilities, benefiting the organization and fostering a positive workplace culture (Smith et al., 1983). Researchers Mansour and Jordan (2022) surveyed 326 ministry workers in a quantitative study to examine if there was a relationship between their readiness to participate in corporate citizenship behavior and how attached they felt to their work. The findings indicate that employees are likelier to participate in helpful behaviors when strongly connecting to their employment and the community (Mansour & Jordan, 2022). The results from Mansour and Jordan (2022) imply that supervisors must know that workers with a strong sense of attachment to their positions are inclined to go above and beyond the call of duty, even without additional compensation. Based on research, organizational commitment and organizational citizenship behavior are linked

to job embeddedness and play vital roles in fostering employee retention and long-term dedication to the organization (Mansour & Jordan, 2023; Noor et al., 2023)

Job Embeddedness and Deviant Workplace Behaviors

Although they reflect different facets, job embeddedness, and deviant workplace behaviors entail elements of an employee's engagement with their job and organization. The term "job embeddedness" describes an arrangement of conditions that make it difficult for workers to quit their positions, encouraging loyalty and retention (Mitchell et al., 2001. p. 1104). Conversely, deviant workplace behaviors include acts that go against organizational policies and can cause disturbances in the work environment (Aquino et al., 1999).

Cyberloafing is a term that describes the illegitimate use of company internet resources for personal reasons (Fakoor Saghieh & Nosrati, 2021). Studies on the relationship between job embeddedness and cyberloafing have produced mixed results. Researchers Karimi Mazidi et al. (2021) explored the negative aspects of job embeddedness in developing countries. More specifically, the researchers examined how job embeddedness was related to cyberloafing through a survey of 500 admin employees in an Iranian university (Karimi Mazidi et al., 2021). Contrary to expectations, researchers found that job embeddedness was linked to increased cyberloafing (Karimi Mazidi et al., 2021). In a separate quantitative study involving 510 participants in Eastern Iran, Fakoor Saghieh and Nosrati (2021) found that the job embeddedness and its antecedents of support from the family, organizational support, flexible work, practices of work, and significance of work significantly reduced cyberloafing.

Researchers Kareem et al. (2023) focused on how people behave at work and how their conduct is influenced by how their colleagues and supervisors treat them. The researchers found that when people are treated with respect and kindness at work, also known as workplace civility, they are less likely to engage in harmful or deviant behavior on the job (Kareem et al. (2023). In other words, for example, an employee who is disrespected at a staff meeting by their supervisors is more likely to react by engaging in deviant conduct such as cyberloafing or taking extra breaks at work. The researchers also discovered that when employees feel engaged and motivated in their work, their tendency to engage in deviant behavior at the workplace is reduced (Kareem et al. (2023). Moreover, according to Kareem et al. (2023) and other researchers such as Mostafa (2023), when people are happy and motivated at work, they are less likely to do things that disrupt the workplace, such as deviant workplace behaviors.

In another study by Wang (2023) on job embeddedness and deviant workplace behaviors (service sabotage), researchers discovered that employees who have a high sense of loyalty to the organization, have good relationships with their managers and co-workers, and are in a setting that works for them, are less inclined to engage in sabotage in workplace. In addition, Wang (2023) also found that employees place even greater value on their work environment when they can identify with their organization and receive support from their supervisors. Based on the above studies by Kareem et al. (2023) and Wang (2023), employers should encourage a welcoming and supportive work environment that proactively promotes positive organizational identification and managerial support in order to lessen the influence of negative deviant workplace behaviors from employees.

The Moderating and Mediating Role of Job Embeddedness

In research and organizational psychology, job embeddedness's moderating and mediating role has garnered significant attention. Current literature indicates that job embeddedness served as an influential moderator in the strength and direction of various predictors of organizational behavior. For instance, Researchers Saeed and Jun (2022) examined the moderating impact of job embeddedness in the link between transformational leadership and employee turnover intention. The findings of their quantitative study, which involved 456 employees, indicated that job embeddedness strengthens the relationship between transformational leadership and employee turnover intention (Saeed & Jun, 2022). In a separate study, Awan et al. (2021) found that when employees experience conflict between their family and work duties, they are more likely to think about leaving their jobs. However, the researchers also found that when employees feel strongly connected to their job (job embeddedness), it reduces the impact of this conflict on their intention to quit (Awan et al., 2021). Similarly, researchers Fasbender et al. (2019) found that levels of job embeddedness influence the link between stress at work and turnover intentions. Awan et al. (2021) suggest that organizations can reduce the likelihood of employees wanting to quit during challenging times by fostering a sense of attachment and support for their employees.

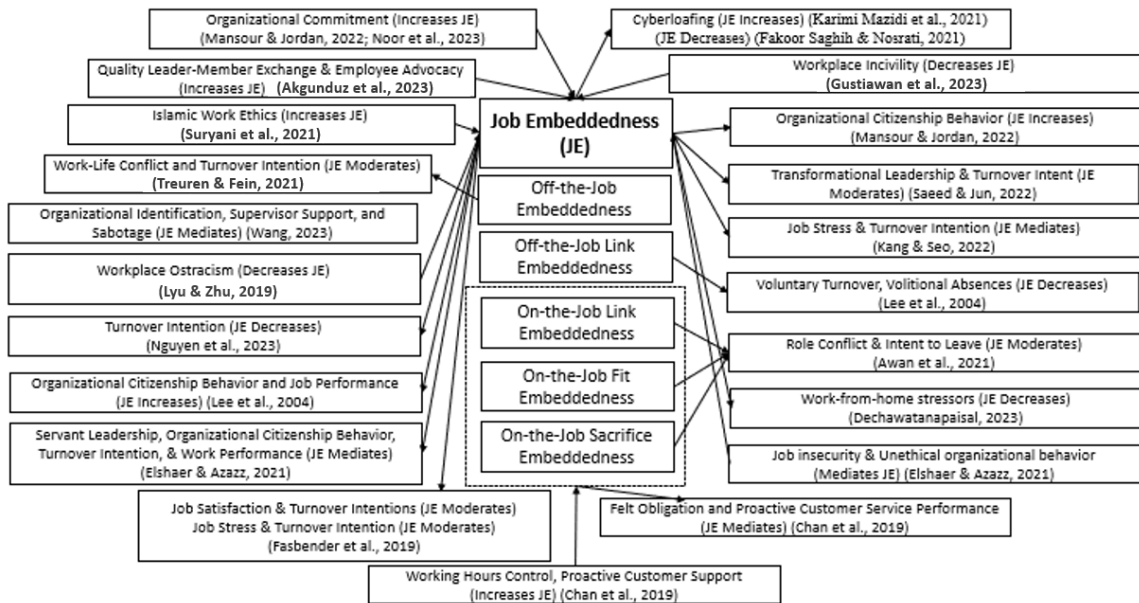
In addition to serving as a moderator, job embeddedness also served as a mediator in several recent studies, explaining how job-related and external factors impact a worker's choice to leave or stay in the organization. In a study by Wang (2023), job embeddedness served as a mediator for organizational identification, support from supervisors, and service sabotage work factors. According to Saeed and Jun (2022), job

embeddedness mediated the link between transformational leadership and worker retention in a survey of 428 Pakistani employees.

In a similar study involving 252 hotel employees in Pakistan, job embeddedness mediated the relationship between servant leadership and intention to quit, performance at work, and organizational citizenship behavior (Muhammad et al., 2022). Job embeddedness also mediated the link between Islamic work ethics and knowledge-sharing (Suryani et al., 2021). More specifically, researchers Suryani et al. (2021) surveyed 396 Indonesian bank employees and found the relationship more pronounced among employees who strongly identify with their organization. Chan (2019) also discovered that job embeddedness is associated with employees going above and beyond for customers, which is indicative of organizational citizenship behavior.

Partial job embeddedness mediation has also been found in a study involving 277 South Korean nurses (Kang & Seo, 2022). More specifically, the researchers found that job embeddedness mediated the link between stress at work and the intention to quit (Kang & Seo, 2022). Despite job embeddedness being explored as both a mediator and a moderator in numerous studies across various research populations, there remains an unaddressed need in the literature to investigate how job embeddedness moderates the connection between passive-avoidant leadership and deviant behaviors in the workplace among employees working for a second-chance employer.

As depicted by Mitchell et al. (2001), job embeddedness constitutes a “broad constellation” of factors that contribute to a worker’s choice to stay with the company (p. 1104). The aforementioned factors have a deep impact on the organization's future success. Below is a summary of the factors discussed (see Figure 5).

Figure 5*Job Embeddedness Antecedents and Outcomes.***Deviant Workplace Behaviors**

Deviant workplace behavior, also known as workplace deviance or organizational misbehavior, encompasses a wide range of actions and behaviors that go against established workplace norms, policies, and ethical standards (Ahmad et al., 2020; Han et al., 2022). Individuals with a history of criminal offenses have traditionally faced a significant social stigma based on their past problematic conduct (Santos et al., 2023). This stigma has led to reluctance among managers to hire them, primarily due to concerns about potential damage to the company's reputation, fears of theft, negative publicity, and the possibility of legal actions against the organization (Santos et al., 2023). This study focuses on deviant workplace behaviors, as Aquino et al. (1999) defined. These behaviors include discrimination, harassment, ostracism, leadership

defamation, gossip, obscenities, bullying, tardiness, intentional absenteeism, loafing, misuse of company property, fraud, theft, and insubordination (Aquino et al., 1999).

Historical Context of Deviant Workplace Behavior

Deviant workplace behaviors have transformed in response to evolving political, economic, societal, technological, legal, and cultural factors within work environments (Raza, et al., 2023). Early literature during the time of the Industrial Revolution indicates a significant focus on productivity and efficiency for humans and machines, which in turn led to behaviors such as labor strikes, soldiering, and sabotage (Brisco, 1915; Robbins, 1907). Over time, workers began asserting themselves against unfavorable working conditions, excessive working hours, and inadequate pay, culminating in a 20th-century evolution that advocated for workers' rights and safeguards against exploitative organizations through unions (Western & Rosenfeld, 2011).

In the 20th century, the fields of organizational psychology and sociology gained prominence, leading to increased research into employee behavior. As cited in Bennett and Robinson (2000), deviant workplace behavior researchers were focused mainly on singular behaviors such as employee fraud and stealing (McGurn, 1988), attendance, intentional disruption to the workforce and destruction of property (Harper, 1990), and unwelcome sexual harassment at work (Webb & Bateman, 1992). The heightened awareness of workplace harassment, discrimination, and white-collar crimes led to legal frameworks like Congress's enactment of Title VII of the Civil Rights Act of 1964 (Lofaso, 2023).

In the 21st century, the research focus on deviant workplace behaviors evolved with technology, cultural, social, legal, and demographic changes (Raza et al., 2023).

New deviant workplace behaviors came onto the scene, such as cyberbullying (Czakert & Berger, 2022), intentional data breaches (Willink, 2020), and psychological online harassment (Raza et al., 2023). For instance, an employee at Morrison's Supermarkets posted online a file containing the private information of 98,998 employees to a public website (Willink, 2020). The employee committed this act in retaliation for receiving a corrective action (Willink, 2020). The employee was sentenced to eight years in prison for this offense (Willink, 2020).

The COVID-19 pandemic brought new challenges to the workplace regarding deviant workplace behaviors. In addition, the #MeToo movement led to an increased focus on sex discrimination and retaliation claims under Title VII of the Civil Rights Act of 1964 (Bishop et al., 2021; Porter, 2020). Liu et al. (2020) conducted a study on the COVID-19 pandemic's impact on the workforce which found that the pandemic had resulted in increased exhaustion among employees. This, in turn, influenced both positive and negative deviant behaviors within the workplace (Liu et al., 2020). More specifically, the researchers revealed that emotional exhaustion was associated with employees exhibiting actions such as creativity and proposing new ideas that deviate from organizational norms (Liu et al., 2020). However, in a separate study, researcher Dechawatanapaisal (2023) found that emotional exhaustion was negatively linked to job embeddedness during the pandemic. Understanding workplace deviance can help develop new strategies to prevent and manage misconduct in business environments.

Deviant workplace behaviors Theoretical Foundations

Negative deviant behavior at work is quite common in companies (Aquino et al. 1999). It includes wrongdoings, starting from violations such as tardiness and spreading

toxic rumors to more serious crimes such as stealing, fraud, and causing harm to the reputation of the organization (Aquino et al. 1999). This study focuses on the general strain, social learning, social control, rational choice, organizational culture, differential association, frustration-aggression, personality, organizational justice, and opportunity theories. Understanding the factors that drive employees to exhibit deviant behaviors at work can offer insights for leaders in organizations and human resource managers.

General Strain Theory. According to strain theorists, individuals may turn to behavior when they are unable to meet societal expectations due to a lack of resources (Agnew, 2012). In a work setting, this theory suggests that employees who face unmanageable job demands or are disgruntled due to limited resources may experience strain. This strain could lead to negative deviant workplace behaviors as a way to cope. Examples of negative deviant behaviors include embezzlement, fraud, theft, and sabotage within the workplace as employees try to cope with their frustrations. A study conducted by Kabiri et al. (2023) on 334 bankers found that negative emotions and the desire for deviance indirectly connect strain with misconduct. In another study by Constantin and Boyett (2021), researchers explored a form of strain – Sexual violence victimization and its impact on deviant behaviors. The results suggest that substance abuse, alcohol consumption, violent and aggressive actions, and feelings of anxiety, depression, and anger are consequences of the strain from sexual violence victimization (Constantin & Boyett 2021).

Social Learning Theory. Researcher Albert Bandura explored the significance of observing and mimicking behaviors in influencing actions and coined social learning theory (Bandura, 1979). In work settings, employees might mirror behaviors if they

witness their colleagues or superiors engaging in them without facing repercussions (Qi et al., 2020). The researchers found that when unethical conduct goes unaddressed, it establishes a culture where deviant actions are normalized, leading to an increased likelihood of others following suit (Qi et al., 2020). More specifically, through a study based on the social learning theory conducted by Qi et al. (2020), the researchers were able to establish a connection between a leadership style that exerts pressure and instances of employee misconduct in the workplace. Essentially, the research revealed that as authoritarian leaders exhibit behavior under pressure, employees are more inclined to engage in similar misconduct themselves (Qi et al., 2020).

Social Control Theory. According to Hirschi (2017), social control theory behavior is linked to an individual's level of bond to society. Moreover, the researcher suggests that a lack of bonds in society can result in deviant behavior. Based on this theory, employees who do not have ties with their organization or coworkers may feel like there are social repercussions for their actions, leading them to be more likely to engage in deviant activities. The theory emphasizes the significance of nurturing a sense of belonging and dedication among employees to prevent deviant behavior.

Rational Choice Theory. Rational choice theorists believe that people make decisions based on reason and what will bring them advantages (Hindmoor & Taylor 2015). Slowinski (2023) argues that rational choice theory has limitations because it assumes that human decision-making is always logical and self-centered. Spirituality, for instance, involves beliefs and values that go beyond interests (Slowinski, 2023). Lovett (2006) proposes that individuals carefully consider the pros and cons before engaging in behaviors considered deviant. Lovett (2006) also suggests that employees might engage

in actions like embezzlement or fraud in a workplace if they think the benefits outweigh the risks and chances of being caught. To prevent such behaviors, organizations need to establish deterrents and monitoring systems to discourage employees from choosing this path (Lovett, 2006).

Organizational Culture Theory. Organizational culture theory (Di Stefano et al., 2019) explores how an organization's culture can influence employee behavior. A toxic or unethical organizational culture may normalize or reward deviant actions that violate ethical standards. For instance, researchers Hu et al. (2023) found that a workplace that normalizes time theft was influential in the relationship between laissez-faire leadership and theft. As such, it is recommended that organizations prioritize creating a positive and ethical culture to discourage deviant workplace behaviors (Di Stefano et al., 2019)

Differential Association Theory. Differential association theory, developed by Sutherland (1992), argues that individuals are influenced by the people they associate with (Moon et al., 2011). Employees who associate with coworkers engaging in deviant behavior are more likely to participate in such activities in the workplace. This theory highlights the importance of addressing deviant subcultures within organizations.

Frustration-Aggression Theory. Frustration-aggression theory (Dugré & Potvin, 2023) posits that individuals may turn to aggression when they experience frustration. In a workplace context, frustration stemming from job-related stressors can drive employees to engage in deviant behavior as a way to cope. Employers should focus on mitigating stressors and promoting healthy environments to reduce the likelihood of such reactions.

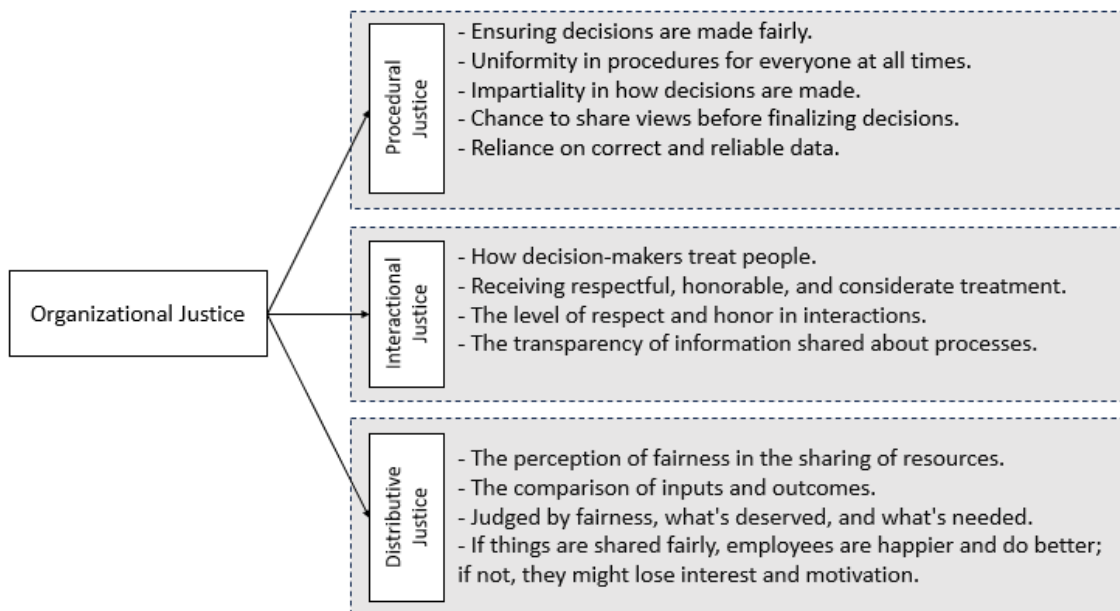
Personality Theories. Various personality theories, such as the dark triad (narcissism, machiavellianism, and psychopathy), suggest that individuals with specific

personality traits may be more inclined to engage in deviant behavior (Paulhus & Williams, 2002). On the other hand, the five-factor theory of personality features neuroticism, which measures an individual's emotional stability, conscientiousness, and awareness of their actions (McCrae & Costa, 2008). For instance, research by Hu et al. (2023) found that less conscientious employees are more influenced by negative workplace norms than others. In a similar study by Mansor et al. (2022) involving 387 nurses, the researchers found that personality traits such as anger are positively linked to deviant workplace behaviors. Recognizing these traits in employees and implementing measures to mitigate their impact is crucial for managing deviance in the workplace.

Organizational Justice Theory. Organizational justice theory (Greenberg, 1990) explores how personal views of justice within an organization can influence employee behavior. Organizational justice theory features of three major components: procedural justice, interactive justice, and distributive justice, as shown in Figure 6 below.

Figure 6

Organizational Justice Framework (Greenberg, 1990; Shimamura et al., 2021).



Procedural justice involves making decisions and policies that are fair and unbiased, which makes employees more satisfied and committed to the organization (Kamran & Martin, 2021). Interactional justice is about treating employees fairly and respectfully and being transparent about decisions (Kamran & Martin, 2021). Distributive justice is the perception of fairness and how perceived efforts match rewards; when things are fair, people are more satisfied, but a perception of favoritism can result in stress (Kamran & Martin, 2021).

According to a study by Kakavand et al. (2019), corruption in the organization is negatively influenced by the presence of distributive and procedural justice. When employees perceive injustice, such as unfair treatment or a lack of recognition, they may resort to deviant workplace behaviors as a form of retaliation or to seek redress (Aquino et al., 1999, p. 1075). Researchers Khattak et al. (2021) found that a perception of interactional injustice in the organization breeds interpersonal deviance. In a related study, Choi (2019) discovered that inmates' perception of unfair procedures negatively influenced their behavior, leading to more instances of misconduct.

Deprivation theorists posit, as seen in Figure 7 below, that when people think something is unfair, they feel unhappy and upset, which makes them want to change their actions to make things fair again or try to change the rules of the system (Aquino et al., 1999, p. 1075). Similarly, employees who feel that rewards are distributed unfairly will take steps to restore their sense of fairness (Huang et al., 2023). The deprivation theory is similar to the frustration-aggression theory, as depicted by Dugré and Potvin (2023), as perceived inequity by the employee often involves a change in behavior or deviancy from organizational norms to address the imbalance.

Figure 7

The Deprivation Cycle (Aquino et al., 1999).



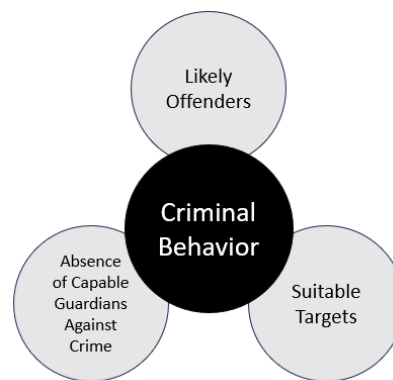
Procedural, interactional, and distributive justice play crucial roles in influencing employee behavior, as highlighted by Kamran & Martin (2021). Studies like Kakavand et al. (2019) show that fairness in decision-making and reward distribution is key to discouraging deviant workplace behaviors. When fairness is lacking, as noted by researchers such as Aquino et al. (1999) and Khattak et al. (2021), it can lead to workplace deviance and misconduct.

Routine Activities & Opportunity Theory. Opportunity theorists (Nicholson, 2023) posit that individuals are more likely to engage in deviant behavior when opportunities present themselves. For instance, in the workplace, employees may be tempted to engage in theft or fraud if they identify vulnerabilities in the organization's security or control systems. Researchers Adeoti et al. (2021) conducted a quantitative study involving 356 full-time staff members in a Nigerian university and found that opportunity and job pressure impacted workplace deviance. Enhancing security measures and reducing opportunities for deviance is vital in preventing workplace misconduct (Adeoti et al., 2021).

Does opportunity make a thief? According to routine activities theorists Cohen and Felson (1979), it does. According to their seminal work in 1979 to understand the trend of rising crime rates in the United States after the Second World War, Cohen and Felson (1979) state that there are three components to criminal behavior: a likely offender, absence of a capable guardian, and a suitable target as shown in Figure 8 below.

Figure 8

Routine Activities Theory.



In other words, crimes are more likely to be committed when the likely offender believes the target is appropriate and a capable guardian is not present to prevent the crime (Cohen & Felson, 1979). Researchers Govender et al. (2021) examined the surge in cybercrime through the lens of routine activities theory. The researchers postulate that securing measures (capable guardians) is critical to protect online users from likely offenders (cyber criminals) (Govender et al., 2021). On the contrary, in another study, Perkins and colleagues (2022) discovered that capable guardianship not only failed to reduce the amount of malicious spam a country encountered but, in certain cases, heightened its existence. The researchers found that corruption instead positively influences the volume of spam received by a nation (Perkins et al., 2022).

Deviant workplace behaviors Antecedents

Investigating the antecedents of deviant workplace behaviors is essential for organizational psychologists. Numerous researchers have examined the causes of these behaviors throughout time, revealing a variety of predictions (Malik & Lenka, 2018). These predictors include various categories of workplace deviance involving interpersonal, organizational, and individual deviance (Malik & Lenka, 2018). Studies on the antecedents of deviant workplace behaviors led to the discovery of several predictors in early and recent literature (Malik et al., 2021). Some of these predictors are organizational justice (Kakemam et al., 2021), job satisfaction (Memon et al., 2021), workplace incivility (Gustiawan, 2023; Zahid & Nauman, 2024), moral disengagement (Zhang et al., 2022), family-supportive supervisory behavior (Zhang et al., 2022), opportunity (Adeoti, 2021), job pressure (Adeoti, 2021), organizational engagement (Mostafa, 2023), ethical climate (Haldorai, 2020), workplace alienation (García-Contreras, 2022), organizational culture (Di Stefano, 2019), personality traits (Braje et al., 2020), negative workplace gossip (Cheng et al., 2023), emotional exhaustion (Liu et al., 2020), workplace ostracism (Preena & Janadari, 2021), spitefulness (Hughes, 2023), psychological contract (Azim, 2020), and authoritarian leadership (Qi et al., 2020). Understanding deviant workplace predictors can help organizational leaders and human resource managers develop effective initiatives towards the prevention and intervention of deviant workplace behaviors.

Biblical Foundations of the Study

In this study, the primary investigator focuses on the moderating role of job embeddedness in the relationship between passive-avoidant leadership and deviant

workplace behaviors. The primary investigator draws upon the biblical doctrine of forgiveness, divine leadership, vocational dedication, and righteousness to provide a solid ethical and moral foundation for this research. Incorporating biblical doctrines adds depth to the understanding of deviant workplace behaviors. It underscores the relevance of ethical conduct and the belief in the potential for positive change within the modern workplace.

Doctrine of Forgiveness

Christianity has been cited as a religion of forgiveness and conceptualized by Christians as a bond between humanity and God (Cornelius, 2021; Horowski, 2024, p. 74). Philosopher and Historian Hannah Arendt, among others, credits Jesus with discovering the concept of forgiveness (Mooney, 2023, p. 303). Several models of forgiveness have been researched by theologians throughout history. Researcher Oprean (2020) identified three biblical models of forgiveness for practice: Jeremiah, who represents forgiveness in the context of political turmoil; John the Baptist, who links forgiveness with social justice and societal change; and Jesus Christ, who exemplifies forgiveness as a foundational principle for all human interactions. Another model of forgiveness involves the Augustinian view, as conceptualized by Mooney (2023), involving the cycle of forgiving (unconditional forgiveness of others) and receiving forgiveness (forgiveness through reformation). Finally, psychologists have also studied the phenomenon of forgiveness from different viewpoints. For instance, researchers Fincham and May (2022) examined the relationship between three types of forgiveness (divine forgiveness, self-forgiveness, and interpersonal forgiveness). Their study involved a sample of 348 and 449 participants (Fincham & May, 2022). Results indicated

that divine forgiveness served as a moderator in the link between self-forgiveness and interpersonal forgiveness (Fincham & May, 2022).

In addition to the above studies, several Biblical principles emphasize the importance of extending forgiveness and second chances. Ephesians 4:32 calls for the followers of Christ to be forgiving, compassionate, and kind; the verse is a reminder that Christ has set an example by forgiving all (*King James Bible*, 1769/2017, Ephesians 4:32). Likewise, a passage in Luke calls for forgiveness as an answer to repentance (*King James Bible*, 1769/2017, Luke 17:3-4). Without God's forgiveness, people cannot make amends with Him when they disobey His commands (Fendy et al., 2024, p. 1).

Researchers Fendy et al. (2024) studied the concept of forgiveness using the Biblical Byzantine Greek text. Using exegesis and descriptive methods, the researchers claim that Matthew 6:14-15 reveals forgiveness in these verses is conditional, based on a relationship between a prerequisite action and its subsequent result (Fendy et al., 2024; *King James Bible*, 1769/2017). More specifically, according to the researchers, God's forgiveness comes first and can only be received fully by following His example (Fendy et al., 2024). In a similar study, researcher Horowski (2024) focused on exploring forgiveness from the Christian worldview through the exploration of passages from the Bible. According to Horowski (2024), human forgiveness differs from divine forgiveness in its form and application. More specifically, human forgiveness is influenced by societal norms and culture, while divine forgiveness experience is an act of proactive unconditional grace involving repentance and the restoration of relationships (Horowski, 2024). Horowski (2024) further states that although there is controversy that repentance must happen as a prerequisite to forgiveness, evidence in the Bible supports the belief

that repentance is not a condition to forgiveness. More specifically, Horowski (2024) states that the purpose of forgiveness is to inspire repentance. As shown in the Book of Hosea, Hosea is instructed to love and forgive Gomer despite Gomer's constant betrayals, drawing a comparison to God's unwavering love and mercy toward Israel's disobedience (Horowski, 2024; *King James Bible*, 1769/2017). According to Horowski (2024), forgiveness serves as a catalyst for transformation and repentance. Other theologians, such as Latin bishop Augustine of Hippo, as cited in Mooney (2023), have argued that obedience, faith, repentance, and baptism are prerequisites to forgiveness (p. 305). Christians are directed by scripture to let go of their past transgressions and move ahead as new creations, focusing on rebirth and change (*King James Bible*, 1769/2017, 2 Corinthians 5:17). According to a theological study of the Gospel of Ephesians, Cornelius (2021) found that kindness, compassion, and grace are described as essential components of forgiveness. More specifically, the researcher discovered that the choice to model God is to forgive (Cornelius, 2021). In other words, Christians are called not just to support but to encourage the act of giving individuals who have sinned, such as those with a criminal background a second chance.

Lamentations 3:22-23 focuses on the unceasing grace of God every day similar to what is described in Luke 17:3-4 (*King James Bible*, 1769/2017, Lamentations 3:22-23; Luke 17:3-4). Researchers Bassett et al. (2019) define grace in U.S. society as “graceful,” whereas in Greek and Hebrew, it has been known as “favor” (p. 227). These principles align with this study's focus on individuals granted a second chance by their employers, personal growth potential, and transformation (*King James Bible*, 1769/2017, 2 Corinthians 5:17). The notion of God's mercy and boundless compassion, as seen in

Lamentations 3:22-23 and Luke 19:1-10, reinforces the idea of granting second chances (*King James Bible*, 1769/2017). In His sermon on the mount, Jesus declares: "Blessed are the merciful, for they will be shown mercy," emphasizing the importance of giving second chances (*King James Bible*, 1769/2017, Matthew 5:7). Just as God's compassions are renewed each morning (*King James Bible*, 1769/2017, Lamentations 3:22-23), employers who extend opportunities to second-chance employees reflect the biblical doctrine of forgiveness and the belief in the potential for transformation.

The parable of the prodigal son, as shared by Jesus to His disciples, is one of the Bible's most recognized stories of forgiveness (*King James Bible*, 1769/2017, Luke 15:11-32). The prodigal son asks the father to grant his inheritance early in the parable. After a short time, the prodigal son wastes his fortune in a far-off land in frivolous spending and then returns home, hoping to work as his father's servant. Upon his return, after his repentance, his father welcomes him with a celebration and gives him back his place in the family. The parable of the prodigal son is rooted in forgiveness, redemption, and second chances. The father in the parable offers unconditional acceptance to the prodigal son, like second-chance employers, who give candidates with criminal histories a pathway to a new future and career. Comparably, despite the Pharisees' disapproval, Jesus pardons the sins of a woman in Luke 7:36–50 who washes and perfumes his feet (*King James Bible*, 1769/2017, Luke 7:36-50). As Christianity emphasizes forgiveness, leadership in organizations may benefit from adopting the principles, creating a culture of growth and second chances. Adopting forgiveness models such as those described by Oprean (2020) and Mooney (2023) might help guide employment decisions when

considering people with criminal histories, fostering rehabilitation and reintegration into society.

Doctrine of Divine Leadership

Theologians have long explored leadership from a biblical perspective in both the Old and New Testaments. A recent study examining God's leadership in the Old Testament highlights a leadership style that is often passive and even quiet at times (Nel, 2021). According to Nel (2021), God's leadership approach is depicted differently throughout time from the Old and New Testaments (Nel, 2021). More specifically, according to Nel (2021), God's leadership style fluctuates depending on the situation. The fluctuation between leadership approaches, as described by Nel (2021), is closely aligned with fluid leadership models such as the situational leadership theory by Hersey and Blanchard (1969) and the full-range leadership development model by Bass and Avolio (1997). This study focuses on the passive-avoidant leadership approaches within the full-range leadership development model by Bass and Avolio (1997). The Bible supports several instances of Bass and Avolio's (1997) passive-avoidant leadership style. Passive-avoidant leaders are known to delegate their authority, which, although it can be negatively perceived by some as ineffective (Breevaart & Zacher, 2019). On the other hand, passive-avoidant leadership can also be regarded as a productive approach when followers are self-driven and thrive in autonomy (Norris et al., 2021).

The Bible provides several instances of passive leadership in practice. For example, in the Book of Acts, the apostles recognized the importance of addressing the numerous demands from their people through delegating tasks to deacons in the church (*King James Bible*, 1769/2017, Acts 6:1-6). In addition, Jethro counsels Moses in Exodus

18:17–18 on leaders who attempt to manage too many tasks without asking for help or delegating; he warns his son-in-law about burnout from lack of delegation (*King James Bible*, 1769/2017, Exodus 18:17-18). Finally, in the Gospel of Matthew, Jesus empowers His twelve disciples by delegating them the authority to drive out unclean spirits and heal disease and sickness (*King James Bible*, 1769/2017, Matthew 10:1). The study of the Bible and Christian biblical research reveals a deeper understanding of passive-avoidant approaches, demonstrating both their potential for productivity and the necessity for effective delegation. Based on the scriptures referenced in Acts, Exodus, and Matthew above, there is wisdom and effectiveness in delegating responsibilities when appropriate.

Doctrine of Vocational Dedication

Research has shown that employees with high levels of job embeddedness also have high levels of job engagement and commitment (Mansour & Jordan, 2022; Noor et al., 2023). The Bible contains several texts that support the importance of being embedded in one's profession. Colossians 3:23 and 1 Corinthians 12:12 are two examples (*King James Bible*, 1769/2017). In Colossians 3:23, the Apostle Paul urges the Colossians to be committed to their duties by working from the heart and for the Lord (*King James Bible*, 1769/2017). In 1 Corinthians 12:12, the Apostle Paul compares the church to a human body and emphasizes the importance of each member in contributing to God's mission (*King James Bible*, 1769/2017). Although each member is unique, all members are needed for the body to properly function in the earthly and heavenly kingdom of God (*King James Bible*, 1769/2017, 1 Corinthians 12:12). This closely relates to job embeddedness as research has shown that employees who feel valued and are fit in the organization and their communities have higher levels of embeddedness and

are less inclined to quit (Awan et al., 2021; Mansour & Jordan, 2022). Furthermore, the accounts of people such as Saul, Isaiah, Jeremiah, Gideon, Moses, and Abraham in Exodus 3:1–22, Genesis 12:1–9, Jonah 1:1–17, Judges 6:1–40, Isaiah 6:1–13, Jeremiah 1:5, and Acts 9:1-22 provide examples of people who made the decision to dedicate themselves to a higher purpose and follow God's calling in their particular contexts (*King James Bible*, 1769/2017). These biblical narratives show that true vocation dedication is not just a professional commitment but a spiritual calling, often due to divine encounters and a sense of responsibility to fulfill a greater mission.

Doctrine of Righteousness

This study focuses on deviant workplace behaviors, as defined by Aquino et al. (1999). In the workplace, the term deviance refers to actions that depart or deviate from social norms, expectations, or standards (Aquino et al., 1999). These behaviors include discrimination, harassment, ostracism, leadership defamation, gossip, obscenities, bullying, tardiness, intentional absenteeism, loafing, misuse of company property, fraud, theft, and insubordination (Aquino et al., 1999). As stated in Isaiah 59:2, the concept of sin is a violation of God's law, which causes people to turn away from Him; sin erodes the relationship between God and man (Fendy et al., 2024, p. 1; *King James Bible*, 1769/2017). In the Bible, sin refers to deviation from God's law (*King James Bible*, 1769/2017, 1 John 3:4). Researcher Owiredu (2021) interprets sin as written in 1 John 3:4 as the violation of God's law through deeds or lack thereof, words, and thoughts (*King James Bible*, 1769/2017). According to the Book of Genesis, sin originated when Adam and Eve disobeyed God by eating from the Tree of Knowledge of Good and Evil in the Garden of Eden (*King James Bible*, 1769/2017, Genesis 3:6-7). In this section, attention

is given to how Christians are encouraged to adhere to biblical standards regarding the aforementioned deviant behaviors as outlined by Aquino et al. (1999).

Researcher Owiredu (2021) launched a biblical study to examine how sin is personified in the Bible. The results of the study, which focused on ontological metaphorical models of sin, suggest that sin can be understood as a child, mother, paymaster, lord, master, and king. More specifically, Owiredu (2021) found that sin can manifest as a child, as sin originates from a seed of lust and has the potential to grow into a destructive force if nurtured, as written in James 1:14-15, Psalm 51:5, and Romans 5:12 (*King James Bible*, 1769/2017). Although there is support in the Bible that sin can manifest as a child, the Bible does imply in Deuteronomy 1:39 and Isaiah 7:16 that children who have not yet reached the age of accountability do not have the understanding to distinguish right from wrong (*King James Bible*, 1769/2017). According to Galatians 5:19-21 and Romans 6:16, a lifestyle of sin is a choice that involves a conscious decision to go against the desires of the flesh (*King James Bible*, 1769/2017).

In addition, Sin is further portrayed as a mother giving birth to sin, nurturing sin, which ultimately leads to death (Owiredu, 2021, p. 96). The author stresses James 1:15 and the role of people and their power to conceive sin, allow sin to mature, and result in its deadly consequences at its full development (*King James Bible*, 1769/2017, p. 97). Sin is also compared to a paymaster, offering death as a wage, contrasting with God's gift of eternal life (Owiredu, 2021, p. 94). According to Romans 6:23, the penalty for sin is death; individuals engaged in deviancy are deviating from God's commandments (*King James Bible*, 1769/2017). Additionally, sin is also understood as a lord who dominates, possesses, and fully captures individuals (*King James Bible*, 1769/2017, Romans 6:6;

Owiredu, 2021, p. 94). Furthermore, sin is depicted as a master exercising dominion over individuals in a master-slave relationship and treating people as property (*King James Bible*, 1769/2017, Romans 6:6-20; Owiredu, 2021, p. 94). Lastly, sin is characterized as a king who can reign over people's lives. In Genesis 4:6-7, the Lord warns Cain to overcome and avoid the reign of sin (*King James Bible*, 1769/2017, Genesis 4:6-7; Owiredu, 2021, p. 94).

Deviant workplace behaviors can be linked to commandments found in the Bible, which serve as a moral and ethical foundation for individuals. The Bible offers a rich source of ethical guidance, with commandments such as those against theft (*King James Bible*, 1769/2017, Exodus 20:15). The commandment against adultery in Exodus 20:14 and Matthew 5:27-30, which is considered a demonic issue and a sexual disorder according to Peters (2022), and a sin of the flesh according to Galatians 5:19-21 and Ephesians 2:3, is relevant to maintaining appropriate workplace relationships (*King James Bible*, 1769/2017). Finally, while extreme, the commandment of not committing murder pertains to workplace violence (*King James Bible*, 1769/2017, Exodus 20:13). The commandment of honoring your father and your mother extends to respecting authority figures in the workplace, highlighting the importance of avoiding insubordination. "You shall not covet" discourages workplace jealousy and unhealthy competition (*King James Bible*, 1769/2017, Exodus 20:17). All these factors directly correlate with various forms of unethical behavior in the workplace.

Summary

This section featured the theories, historical development, empirical data, and biblical viewpoint related to passive-avoidant leadership, job embeddedness, and deviant

workplace behaviors. Passive-avoidant leadership is defined by leaders' reluctance to make decisions, a lack of active participation, and little action, resulting in undesirable effects such as increased tension, role ambiguity, and decreased team productivity (Breevaart & Zacher, 2019). While passive-avoidant leadership, such as laissez-faire and management-by-exception passive approaches, has generally been regarded as unproductive, specific settings may benefit from its autonomy-promoting qualities (Bass & Avolio, 1995). However, the general agreement believes it negatively influences corporate effectiveness and employee well-being (Czakert & Berger, 2022).

Job embeddedness emerges as an essential concept for understanding employee retention and engagement, particularly considering the current issues provided by the Great Resignation (Mitchell et al., 2001). The idea of job embeddedness, which includes linkages, fit, and sacrifice components, gives a comprehensive framework for understanding why employees choose to stay with a company (Mitchell et al., 2001). This perspective is critical for developing tactics to improve staff retention and reduce turnover (Zhang et al., 2019).

Deviant Workplace Behaviors are thoroughly examined, emphasizing how passive-avoidant leadership can create an environment conducive to many types of wrongdoing, such as stealing (Hu et al., 2023), bullying (Ågotnes et al., 2018; Ågotnes et al., 2021; Sischa et al., 2021), and safety violations (Kjellevoid Olsen et al., 2021). According to researchers Kjellevoid Olsen et al. (2021), active leadership styles are critical in moderating these behaviors. It is unknown, however, how a passive-avoidant

approach to leadership and organizational culture promotes a healthy and productive workplace in the context of second-chance employers.

In conclusion, there is a need for more research to fully comprehend the relationship among job embeddedness, deviant workplace conduct, and passive-avoidant leadership. More specifically, a thorough understanding of these factors is needed to guide successful organizational strategies and leadership practices that support organizational success as a result of decreased deviant workplace behaviors. The next chapter features the research methodology, including the research questions, hypotheses, research design, participants, study procedures, instrumentation and measurement, operationalization of variables, data analysis, delimitations, limitations, and assumptions.

CHAPTER 3: RESEARCH METHOD

Overview

This section features the data collection and analysis procedures for this study. More specifically, the research methods employed for data collection, preparation, and analysis are detailed. This section also includes how participants are selected for the study, how informed consent is obtained, what variables are chosen, how ethical standards are met, and what statistical tests are used for analysis.

Research Questions and Hypotheses

Research Questions

RQ1: How does passive-avoidant leadership affect deviant workplace behaviors among employees working for a second-chance employer?

RQ2: How does job embeddedness moderate the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer?

RQ3: How does job embeddedness affect deviant workplace behaviors among employees with a second-chance employer?

Hypotheses

Hypothesis 1:

H₀₁ – There is no relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer.

H_{a1} – There is a positive relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer.

Hypothesis 2:

H₀₂ – Job embeddedness does not weaken the positive link between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer.

H_{a2} – Job embeddedness does weaken the positive link between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer.

Hypothesis 3:

H₀₃ – There is no relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer.

H_{a3} – There is an inverse relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer.

Research Design

In this study, the primary investigator utilizes a cross-sectional quantitative approach to explore the relationship among passive-avoidant leadership styles, deviant workplace behaviors, and job embeddedness. The primary investigator first posits that there is a significant link between passive-avoidant leadership styles and deviant workplace behaviors. Furthermore, it is hypothesized that job embeddedness moderates this relationship. Specifically, when there are higher levels of job embeddedness, it is expected that a positive connection between passive-avoidant leadership styles and deviant workplace behaviors will be weakened compared to situations with lower levels of job embeddedness. Additionally, the final hypothesis suggests that job embeddedness, on its own, directly impacts deviant workplace behaviors. The primary investigator

believes that greater job embeddedness correlates with reduced levels of such behaviors, regardless of passive-avoidant leadership styles. According to Spector (2019), a cross-sectional design is widely used and the preferred survey method approach in spite of its criticisms related to common method variance and lack of capacity to establish causal conclusions. A cross-sectional quantitative approach was the most appropriate method for the featured study based on the research questions which focus on identifying relationships between variables at a single point in time, similar studies using the same approach (Saeed & Sun, 2022; Treuren, 2021; Wang, 2023), and its ability to collect data from many subjects across geographical areas through LinkedIn's social media platform.

Participants

A LinkedIn professional contact list of the primary investigator, comprising 16,186 professionals, serves as the basis for the selection of participants through a convenience sampling approach. The primary investigator recruited study subjects through a mass social media posting on LinkedIn (see Appendix E) to mitigate the effects of selection bias and allow for broader population representation. Cohen (1988) establishes criteria for interpreting correlation strength and estimating the statistical power. Cohen (1988) suggests that correlations of $r = 0.10$, $r = 0.30$, and $r = 0.50$ should correspondingly be deemed small, medium, and large in magnitude. Following Cohen's (1988) guidance, the effect size chosen for this study is 0.15. The primary investigator uses G*Power version 3.1.9.7 software (Faul et al., 2007) to conduct a power analysis to determine the required sample size in a multiple regression analysis with a fixed model, considering an R^2 deviation from zero. To calculate the sample size, the researcher employs an effect size of 0.15, a significance level of $p < .05$, a power of .95, and three

predictors. Based on G*Power calculations, the recommended sample size for this study amounts to 119 participants, as shown in Figure 9. Green's (1991) study establishes that the minimum sample size needed for a regression analysis to assess the overall model depends on a formula: $n = 50 + 8k$, where k denotes the number of predictors involved in the analysis. In accordance with Green's (1991) formula, a minimum of 74 participants is recommended. Following the recommendations of Memon et al. (2020), as referenced in Slowinski (2023), the primary investigator establishes a target respondent sample size of 200 participants, in alignment with best practices.

Figure 9

*G*Power 3.1.9.7 Analysis of Sample Size*

The screenshot displays the G*Power 3.1.9.7 interface for an 'Analysis of Sample Size'. The 'Test family' is set to 'F tests' and the 'Statistical test' is 'Linear multiple regression: Fixed model, R² deviation from zero'. The 'Type of power analysis' is 'A priori: Compute required sample size - given α , power, and effect size'. The 'Input Parameters' section includes: 'Determine =>' (set to 'Effect size f²'), 'Effect size f²' (0.15), ' α err prob' (0.05), 'Power (1- β err prob)' (0.95), and 'Number of predictors' (3). The 'Output Parameters' section shows: 'Noncentrality parameter λ ' (17.8500000), 'Critical F' (2.6834991), 'Numerator df' (3), 'Denominator df' (115), 'Total sample size' (119), and 'Actual power' (0.9509602). At the bottom, there are buttons for 'X-Y plot for a range of values' and 'Calculate'.

Input Parameters		Output Parameters	
Determine =>	Effect size f ²	0.15	Noncentrality parameter λ
	α err prob	0.05	Critical F
	Power (1- β err prob)	0.95	Numerator df
	Number of predictors	3	Denominator df
			Total sample size
			Actual power

The primary investigator posts a social media recruitment message daily to reach the desired number of qualifying participants (see Appendix E). The social media posting introduces the study, its purpose, participation criteria, study procedures, and a link to the

online questionnaire. The online questionnaire features a study information sheet that provides the participant with an invitation to the research study, information on what the study is about and why the primary investigator created it, what takes place in the study, how the participant benefits from the study, the risks that participants may experience in the study, how personal information is protected, the voluntary nature of the study, how to withdrawal from the study, and contact information for questions or concerns.

Study Procedures

The primary investigator employs a quantitative research approach in this study. The study features a demographic questionnaire and three established and validated measures (Multifactor Leadership Questionnaire, Deviant Behaviors Scale, and Job Embeddedness Scale). Participants assessed the survey through a link posted on the LinkedIn social media platform that directed them to the online survey. The survey is hosted electronically through SurveyMonkey™.com services. Once the survey was accessed, participants were presented with the study information sheet, which provided detailed information about the study. Participants next clicked the “Next” button to proceed to the demographic questionnaire. The demographic questionnaire featured questions on age, gender, race, ethnicity, relationship status, religion, education level, location, work sector, organization size, and tenure. Following the demographic questions, participants proceed to the Multifactor Leadership Questionnaire, answering questions on Management-by-Exception (Passive Approach) and Laissez-Faire Leadership sections only. Next, participants complete the Deviant Behaviors Scale before concluding the survey with the Job Embeddedness Scale. The primary investigator incorporated measures using SurveyMonkey™.com services to prevent incomplete

submissions. More specifically, SurveyMonkey™.com automatically prevented incomplete submissions by displaying an error warning: “This question requires an answer,” if participants attempt to submit the survey without providing an answer.

Instrumentation and Measurement

In this study, the primary researcher evaluates passive-avoidant leadership behaviors using the Multifactor Leadership Questionnaire (MLQ) created by Bass and Avolio (1995). The questionnaire features four items associated with management-by-exception (passive) and another four items related to Laissez-Faire Leadership (Bass & Avolio, 1995). The MLQ comprises 12 scales, and according to Brown & Reilly (2009), their Cronbach alpha reliability coefficients range between .74 and .94. Furthermore, the MLQ demonstrates validity in all its subscales globally, with a Norwegian sample revealing a Cronbach alpha range of 0.62 to 0.84 (Hetland & Sandal, 2003). The MLQ also exhibits validity distinct from transactional leadership, concurrent and predictive validity about pastoral leader effectiveness, and convergent validity with charismatic, transformational, and implementation leadership (Carter, 2009; Hetland & Sandal, 2003; Rowold & Heinritz, 2007). The MLQ's five-point rating scale is used, which ranges from zero to four points, allowing respondents to select from “Not at all,” “Once in a while,” “Sometimes,” “Fairly often,” and “Frequently, if not always,” in that sequence (Bass & Avolio, 1995). Although the MLQ consists of 12 scales (Bass & Avolio, 1995), the only scales being used for this study are the Management-by-Exception (Passive Approach) and Laissez-Faire Leadership scales based on the scope of the research.

The deviant behavior scale developed by Aquino et al. (1999) assesses deviant workplace behaviors in this study. It includes six items related to interpersonal deviance

and eight concerning organizational deviance. The scale's Cronbach alpha value is .73 for interpersonal deviance and .76 for organizational deviance. Furthermore, it has a negative correlation with interpersonal justice and a positive one with measures of employee negative affect (Aquino et al., 1999). According to Aquino et al. (1999), deviant workplace behaviors are associated with increased organizational misbehavior and employee adverse emotions. These behaviors are connected to fair distribution, customer loyalty, appropriate procedures, customer satisfaction, and team collaboration (Aquino et al., 1999; Haldorai et al., 2020). A confirmatory factor analysis confirms that these elements and concepts of fairness are distinct from each other (Aquino et al., 1999).

In this study, the primary researcher measures job embeddedness using Crossley et al.'s (2007) global measure of job embeddedness that originated from Mitchell et al.'s (2001) composite job embeddedness scale. The scale features seven items and shows convergent validity with embeddedness in the community ($r = .34$) and embeddedness in the organization ($r = .67$) (Crossley et al., 2007; Jamison, 2023). Further reinforcing its discriminant and predictive validity, job embeddedness predicts turnover, employee satisfaction at work, and dedication to the organization (Crossley et al., 2007). The global measure of job embeddedness by Crossley et al. (2007), is publicly accessible and can be freely used for research purposes (see Appendix H).

Operationalization of Variables

Passive-Avoidant Leadership

Passive-avoidant leadership variable is a scale variable. It is measured by adding up all the items and then dividing the total by the number of items of management-by-

exception (passive approach) and laissez-faire leadership subscales of the multi-factor leadership questionnaire (Bass & Avolio, 2004).

Job Embeddedness

Job embeddedness is a scale variable and is measured by the total score on the global measure of job embeddedness (Crossley et al., 2007).

Deviant Workplace Behavior

Deviant workplace behavior is a scale variable measured by the total score on the deviant workplace behaviors scale (Aquino et al., 1999).

Data Analysis

A regression analysis is conducted using SPSS software by examining the mean effect of each scale to determine the main effect of passive-avoidant leadership styles on deviant workplace behaviors. The link between the predictor variable (passive-avoidant leadership styles) and the outcome variable (deviant workplace behaviors) is predicted by this study. In order to investigate the moderating impact, the moderator variable (job embeddedness) is included in the regression model after the primary effect analysis. The scores of job embeddedness and passive-avoidant leadership styles are multiplied to form the interaction variable. This interaction variable aids in determining whether the association between deviant workplace behaviors and passive-avoidant leadership styles is strengthened or weakened by job embeddedness. The moderating influence of job embeddedness is determined by analyzing the regression coefficients of the interaction variable. A substantial interaction suggests that the link between deviant workplace behaviors and passive-avoidant leadership styles is influenced by job embeddedness, either in terms of intensity or direction. The interaction effect's magnitude and direction

are closely analyzed to determine the nature of the moderation. To learn more about the nature of moderation, post-hoc testing is carried out if substantial moderation effects are seen. Understanding how the link between passive-avoidant leadership styles and deviant workplace behaviors varies across different degrees of job embeddedness entails examining simple slopes and performing tests of significance at various levels of job embeddedness.

Delimitations, Assumptions, and Limitations

Several delimitations, assumptions, and limitations characterize the featured study. This section features the chosen boundaries of the research, assumptions regarding the instruments, sampling techniques, and participants' behavior, and the potential challenges, constraints, and limitations of the study, which may affect the study's validity and generalizability.

Delimitations

Regarding delimitations, the primary investigator targets explicitly passive-avoidant leadership styles, thus excluding other possible leadership styles. More specifically, the Multifactor Leadership Questionnaire (MLQ) is used. However, only the management-by-exception (passive approach) and laissez-faire leadership sections are utilized, even though the MLQ comprises 12 scales in total (Bass & Avolio, 1995). It emphasizes job embeddedness as the sole moderating factor without considering other potential variables. Furthermore, the primary researcher employs a convenience sampling technique, leveraging the researcher's LinkedIn contact list of 16,186 contacts. Additionally, this study is restricted to individuals employed by second-chance employers in the United States. In addition, participation in the study is limited to

English-speaking employees. Finally, although there are positive and negative deviant workplace behaviors, this study is also limited to negative deviant workplace behaviors as defined by the deviant behaviors scale authored by Aquino et al. (1999). Negative deviant workplace behaviors assessed in this study include discrimination, harassment, ostracism, leadership defamation, gossip, obscenities, bullying, tardiness, intentional absenteeism, loafing, misuse of company property, fraud, theft, and insubordination (Aquino et al., 1999).

Assumptions

The primary investigator uses valid and reliable measures, assuming their quality level is sufficient for this study: the multifactor leadership questionnaire, the deviant behaviors scale, and the job embeddedness scale. LinkedIn contacts are also considered to represent the broader population regarding the study's variables. Participants are expected to provide honest and precise answers to survey questions. Finally, the sample size calculations, based on the power analysis, are expected to accurately estimate the necessary participants for the study.

Limitations

There are several limitations to this study. The primary researcher's choice to utilize LinkedIn to recruit participants via LinkedIn's platform, even though it effectively engages respondents from diverse industries and backgrounds, restricts the study in various ways. Firstly, opting for convenience sampling from the researcher's LinkedIn connections could result in sampling bias, potentially limiting the applicability of the findings. Secondly, since LinkedIn caters to working professionals (Product London Design, 2024), it might exclude individuals from job sectors or employment statuses.

Thirdly, given that LinkedIn users are higher educated and have higher income levels as per published demographics (52% college graduates and 49% earning \$75,000 or more), there could be an inherent sampling bias (Product London Design, 2024). Lastly, because participation on LinkedIn is voluntary, it may lead to response biases, as only 40% of users visit the site daily, according to LinkedIn data (Product London Design, 2024). Therefore, active users on the platform may offer different experiences than non-active users.

Furthermore, this research has additional limitations which are common in quantitative research as it relies on participant's self-reported responses, which can introduce social desirability bias. More specifically, the participants are asked to complete a survey on behavior that goes against social norms. This could lead participants to respond based on what they think is socially acceptable rather than their behaviors. To reduce the impact of social desirability bias, no identifying information, such as IP addresses, was collected from participants, making this study 100% anonymous. This study follows a cross-sectional design, making it impossible to establish causation and only allowing for identifying associations. Additionally, differences among study participants mean that while the research instruments have been reliable and valid in other studies (Aquino et al., 1999; Bass & Avolio, 1995; Crossley et al., 2007), their performance in this study is not guaranteed.

Lastly, researchers should note that the results may be specific to the context of second-chance employers due to the study's focus. While LinkedIn offers an effective platform to reach working professionals and the primary researcher's mass posts to all participants mitigate the impact of selection bias, researchers need to consider these

limitations when interpreting the findings as they may not apply universally across various workplace settings or industries.

Summary

In this chapter, the primary investigator focuses on the research methodology used to explore the relationship between passive-avoidant leadership styles and deviant workplace behaviors and the moderating role of job embeddedness. In addition, the primary investigator outlines three research questions and hypotheses related to how passive-avoidant leadership and job embeddedness influence deviant workplace behaviors among employees working for a second-chance employer and how job embeddedness moderates the relationship between leadership styles and deviant behaviors. Additionally, the primary investigator describes the quantitative research design, methodology for choosing the participants and using a convenience sampling method, participant recruitment through social media, study procedures, and data collection through SurveyMonkey™ services, instrumentation and measurement, operationalization of variables, data analysis procedures through SPSS software, and delimitations, assumptions, and limitations. This section also outlines the measurement instruments, including the multifactor leadership questionnaire, deviant behaviors scale, and the global measure of job embeddedness.

In the next chapter, the primary investigator reviews the results derived from the data analysis, presenting a breakdown of the findings. The findings include identifying the relationships (if any) between passive-avoidant leadership styles, job embeddedness, and deviant workplace behaviors. Moreover, the primary investigator covers procedures in this study to reduce Type I and Type II errors, measures to mitigate incomplete

submissions using features provided by SurveyMonkey™.com services, and data cleaning procedures. The next chapter will also provide descriptive statistical results that include various study population demographics. Finally, the following chapter will also feature normality testing results and research question findings based on the correlation and multiple regression techniques used.

CHAPTER 4: RESULTS

Overview

This primary investigator explored the impact of passive-avoidant leadership on job embeddedness, its moderating effect of job embeddedness on the link between passive-avoidant leadership and deviant workplace behaviors, and the relationship between job embeddedness and deviant workplace behaviors. The primary investigator focused on examining the relationship among passive-avoidant leadership, job embeddedness, and deviant workplace behaviors among employees at second-chance employers, as shown in Table 1 below.

Table 1*Research Questions and Focus*

Question	Research Focus
RQ1	How passive-avoidant leadership affects deviant workplace behaviors among employees working for a second-chance employer.
RQ2	The role of job embeddedness in moderating the relationship between passive-avoidant leadership styles and deviant workplace behaviors among these employees.
RQ3	The impact of job embeddedness on deviant workplace behaviors among employees with a second-chance employer.

The data collection process consisted of a LinkedIn convenient sample contact list provided by the primary investigator. In a span of 10 days, the primary investigator shared 39 participant recruitment LinkedIn posts (see Appendix E), reaching out to an audience of 16,186 individuals and inviting them to participate in the study. The 39 social

media posts amassed 11,300 LinkedIn impressions. In other words, the posts were viewed 11,300 times within the LinkedIn platform. Of these 11,300 views, 255 participants responded to the posts, of which 38 participants did not complete the survey. A total of 217 participants acknowledged eligibility and fully completed the online survey, exceeding the goal of a minimum of 200 participants. The primary investigator transferred all data from SurveyMonkey™ into IBM SPSS software version 29 software for statistical analysis to address the research questions that guided this study.

The primary investigator adopted several methodical steps in the research process to minimize the risks of Type I and Type II errors. Recognizing the importance of adequate sample size, this study featured a final sample consisting of 217 participants, exceeding G*Power calculations suggesting a minimum of 119, following the precedent set by Slowinski (2023). To ensure reliability and validity, the primary investigator utilized instruments that had been previously validated and tested, such as the Multifactor MLQ, GMJE, and DBS. The anonymity of respondents was a priority, leading to the implementation of measures within SurveyMonkey™ online survey services to prevent the collection of IP addresses. Furthermore, the researcher collected all surveys electronically to maintain consistency in delivery and eliminate potential human errors in the survey administration process. The primary investigator conducted the analysis of the collected data using IBM SPSS software version 29 to minimize the likelihood of human error during the data analysis phase. This section provides an overview of the data cleaning procedures, descriptive results, and the study findings.

Data Cleaning

Data cleaning involved excluding incomplete responses. The primary investigator utilized SurveyMonkey™ features to prevent incomplete submissions. In addition, data cleaning procedures involved reviewing the submitted data for missing or incomplete data through the Frequencies Command in IBM SPSS Descriptive Statistics (see Table 2). All measures of central tendency and variation, skewness, and kurtosis are available in Appendix L.

Table 2

Frequency Table of Variables

		MLQ_Total	GMJE_Total	DBS_Total	Moderator
N	Valid	217	217	217	217
	Missing	0	0	0	0

A total of 38 participants exited the survey before completing it entirely and were excluded from the study, resulting in 217 completed surveys. The MLQ_Total variable was obtained by summing the MLQ subscales (management-by-exception passive approach and laissez-faire leadership) and dividing them by the eight items across the two scales, following the author's instructions (Bass & Avolio, 1995). The GMJE scale featured a single reverse-scored item (Crossley et al., 2007). The primary investigator recoded this item using the IBM SPSS Transform Command. The primary investigator next created the GMJE_Total variable by summing the seven GMJE items and formed the DBS_Total variable by summing the 14 DBS scale items. The investigator also created the interaction effect variable "Moderator" using the SPSS Compute Command, by multiplying the MLQ and GMJE composite scores (MLQ_Total and DBS_Total).

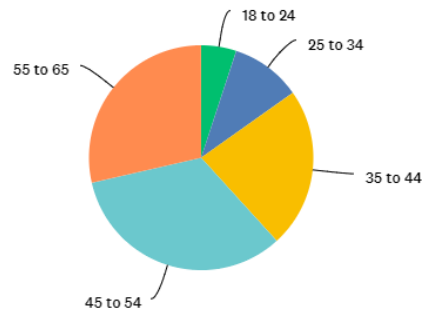
Descriptive Results

Age Demographics

The final sample for this study consisted of 217 participants ($N = 217$). The sample comprised a total of 11 participants who were 18 to 24 years old (5.07%), 22 participants who were 25 to 34 years old (10.14%), 50 participants who were 35 to 44 years old (22.9%), 72 participants who were 45 to 54 years old (33.18%), and 62 participants who were 55 to 65 years old (28.57%). The majority of the participants (61.75%) were between the ages of 45 and 65, as shown in Figure 10 below.

Figure 10

Age Demographics

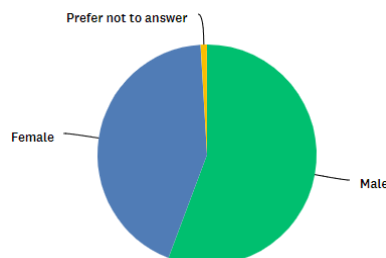


Gender Demographics

Regarding gender demographics, 121 participants identified as male, 94 identified as female, and two participants preferred not to answer (see Figure 11 below).

Figure 11

Gender Demographics

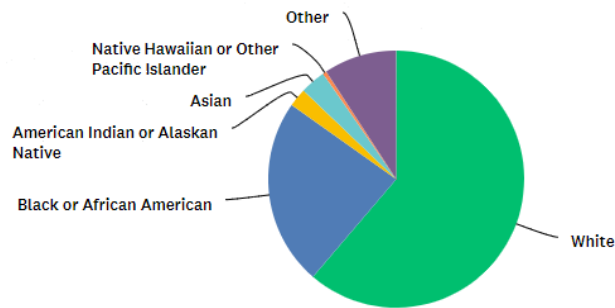


Race Demographics

Regarding racial demographics, the 133 participants identified as white (61.29%), 51 identified as Black or African American (23.50%), five identified as American Indian or Alaskan Native (2.30%), seven identified as Asian (3.23%), one identified as Native Hawaiian or other Pacific Islander (.46%), and 20 identified as belonging to another racial group (9.22%) as shown in Figure 12 below.

Figure 12

Race Demographics

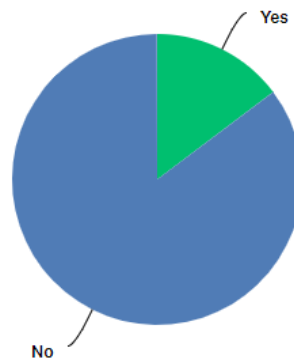


Hispanic, Spanish, and Latino Origin Demographics

Regarding Hispanic, Spanish, and Latino Origin demographics, 32 participants (14.75%) identified as having a Hispanic, Spanish, or Latino origin (see Figure 13 below).

Figure 13

Hispanic, Spanish, or Latino Origin Demographics

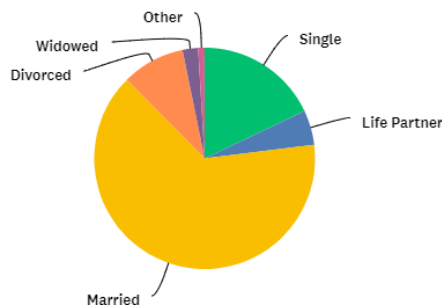


Relationship Status Demographics

Regarding the demographics of relationship status, as depicted in Figure 14, 39 participants indicated they were single (17.97%), 11 indicated they had a life partner (5.07%), 140 indicated they were married (64.52%), 20 indicated they were divorced (9.22%), five indicated they were widowed (2.30%), and 2 identified their relationship status as "other" (.92%).

Figure 14

Participant Relationship Status Demographics

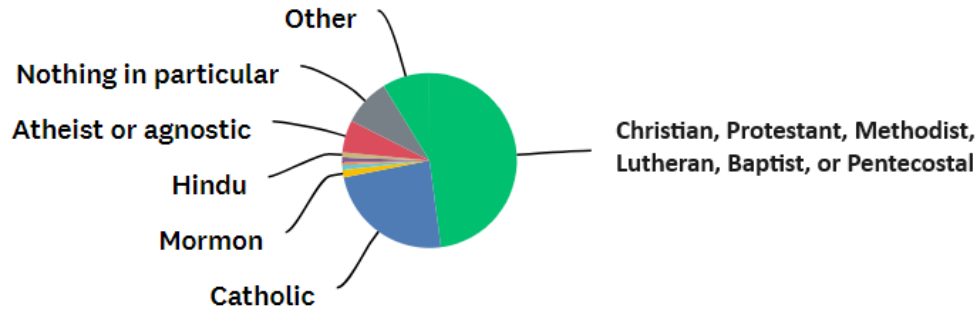


Religious Demographics

Concerning religious demographics, as shown in Figure 15, 104 participants identified as Christian, Protestant, Methodist, Lutheran, Baptist, or Pentecostal (47.93%), 52 identified as Catholic (23.96%), three identified as Mormon (1.38%), two identified as Greek or Russian Orthodox (.92%), one identified as Jewish (.46%), two identified as Muslim (.92%), two identified as Hindu (.92%), 13 identified as Atheist or agnostic (5.99%), 19 answered as “nothing in particular” (8.76%), and 19 chose “other” (8.76%). The majority participant population consisted of a strong representation of Christian denominations, followed by a significant minority of Catholic individuals. In addition, a substantial portion of the population did not identify with any religion.

Figure 15

Religious Demographics

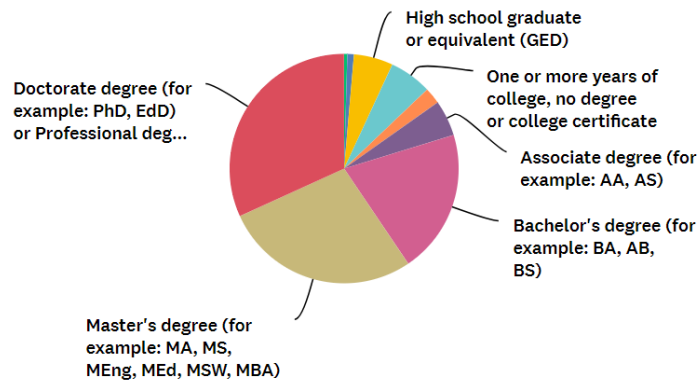


Education Demographics

Concerning education demographics, as shown in Figure 16, one participant indicated having no completed schooling (.46%), two participants indicated completing middle school or below (.92%), 12 participants stated that they have completed high school or GED (5.53%), 13 participants completed one or more years of college but did not receive a degree or college certificate (5.99%), five participants completed a professional certification (2.30%), 11 participants completed associate degree (5.07%), 44 participants completed a bachelor’s degree (20.28%), 60 participants completed a master’s degree (27.65%), and 69 participants completed a doctoral degree (32.80%).

Figure 16

Education Demographics

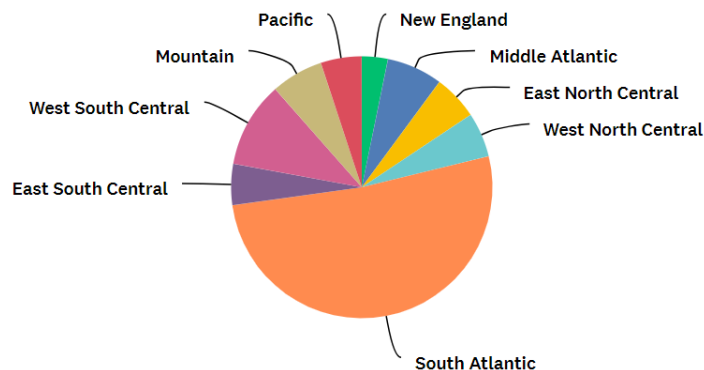


Geographic Region Demographics

Figure 17 below shows the U.S. geographic region of participants. Seven participants (3.23%) were from the New England region (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut), 15 participants (6.91%) were from the Middle Atlantic region (New York, New Jersey, and Pennsylvania), 12 participants (5.53%) were from East North Central region (Ohio, Indiana, Illinois, Michigan, and Wisconsin), 12 participants (5.53%) were from West North Central region (Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, and Kansas), 112 participants (51.61%) were from South Atlantic region (Delaware, Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Georgia, and Florida), 11 participants (5.07%) from East South Central region (Kentucky, Tennessee, Alabama, and Mississippi), 23 participants (10.60%) were from the West South Central region (Arkansas, Louisiana, Oklahoma, and Texas), 14 participants (6.45%) were from the Mountain region (Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, and Nevada), and 11 participants (5.07%) were from the Pacific areas of the United States (Washington, Oregon, California, Alaska, and Hawaii).

Figure 17

Geographic Region



Participant Industry Type Demographics

The participants in this study represented the various industries, as shown in Figure 18 and Table 3 below. Most were from the business industry (16.59%), followed by the education industry (13.82%).

Figure 18

Industry Type Demographics

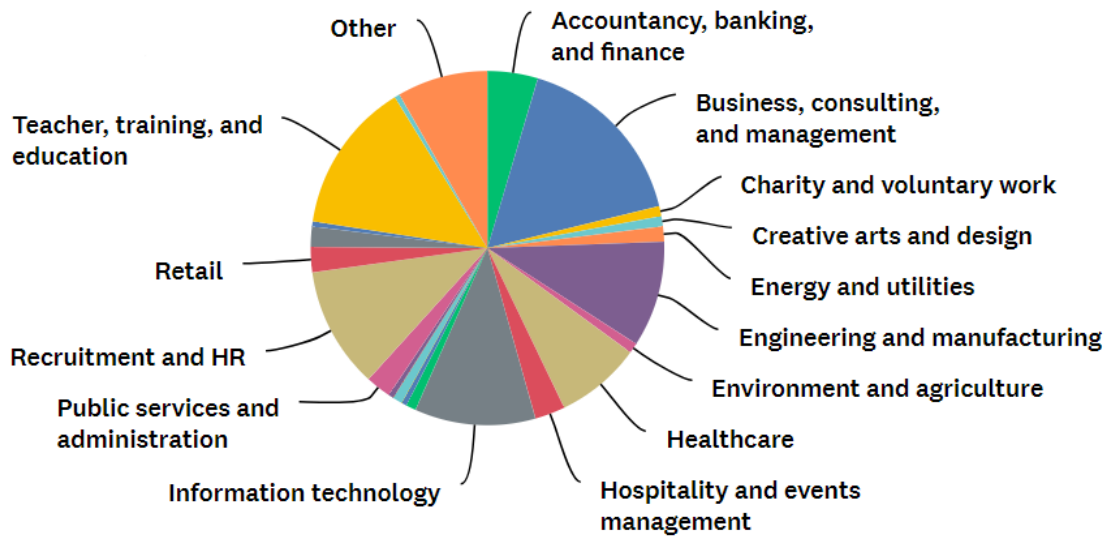


Table 3

Participant Industry Demographics

Industry	N	%
Accountancy, banking, and finance	10	4.61%
Business, consulting, and management	36	16.59%
Charity and voluntary work	2	0.92%
Creative arts and design	2	0.92%
Energy and utilities	3	1.38%
Engineering and manufacturing	21	9.68%
Environment and agriculture	2	0.92%

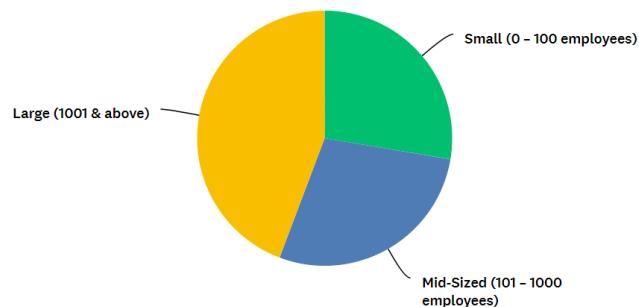
Industry	N	%
Healthcare	17	7.83%
Hospitality and events management	6	2.76%
Information technology	24	11.06%
Law	2	0.92%
Law enforcement and security	1	0.46%
Marketing, advertising, and PR	2	0.92%
Property and construction	1	0.46%
Public services and administration	5	2.30%
Recruitment and HR	24	11.06%
Retail	5	2.30%
Sales	4	1.84%
Social care	1	0.46%
Teacher, training, and education	30	13.82%
Transport and logistics	1	0.46%
Other	18	8.29%

Organization Size Demographics

Participants represented small, mid-sized, and large organizations as defined by Small “0-100 employees”, Mid-Sized “101 to 1000 employees”, and Large “1001 or more employees” respectfully as shown in Figure 19 below.

Figure 19

Industry Size Distribution



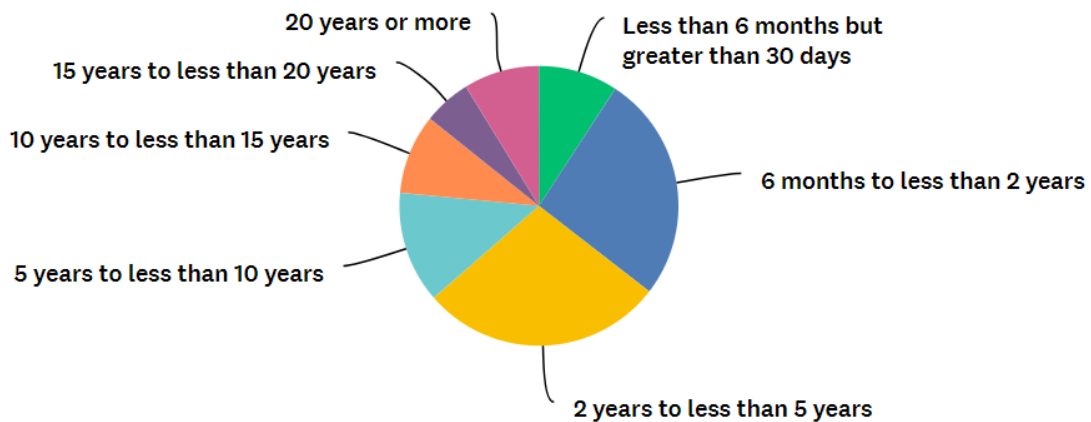
A total of 60 participants were from the small organizations (27.65%), 61 participants were from mid-sized organizations (28.11%), and 96 participants were from large organizations (44.24%).

Position Tenure Demographics

Participants were also asked to report tenure in their current position (see Figure 20 below). A total of 20 participants (9.22%) reported to have been in their positions less than six months but greater than 30 days, 57 participants (26.27%) reported less more than six months but less than two years, 61 participants (28.11%) reported two years to less than five years, 28 participants (12.90%) reported five years to less than 10 years, 20 participants (9.22%) reported 10 years to less than 15 years, 12 participants (5.53%) reported 15 years to less than 20 years, and 19 participants (8.76%) reported 20 years or more.

Figure 20

Participant Tenure Distribution



In summary, the participants in this study were mostly middle-aged, highly educated married white Christian males from the South Atlantic region of the United States representing various business sectors and organization sizes.

Study Findings

In this study, the researcher's main objective was to investigate the connection between the combined score of the passive-avoidant leadership style (leadership by exception passive approach and laissez-faire leadership) and the aggregate score of deviant workplace behaviors (organizational and interpersonal deviance), with job embeddedness serving as a moderating factor. This section presents the key findings of the featured study, including SPSS regression analysis assumption testing and outputs.

Normality Testing

Given the sample size of 217 cases in this study ($N = 217$), the primary investigator utilized a Shapiro-Wilk test, as shown in Figures 20 through 25 below, deeming it the most appropriate test for the analysis according to Tabachnick and Fidell (2007). Based on the Shapiro-Wilk test, the MLQ and DBS data are not normally distributed, and the null hypothesis of data normality is rejected.

Figure 21

MLQ Normality Testing Histogram

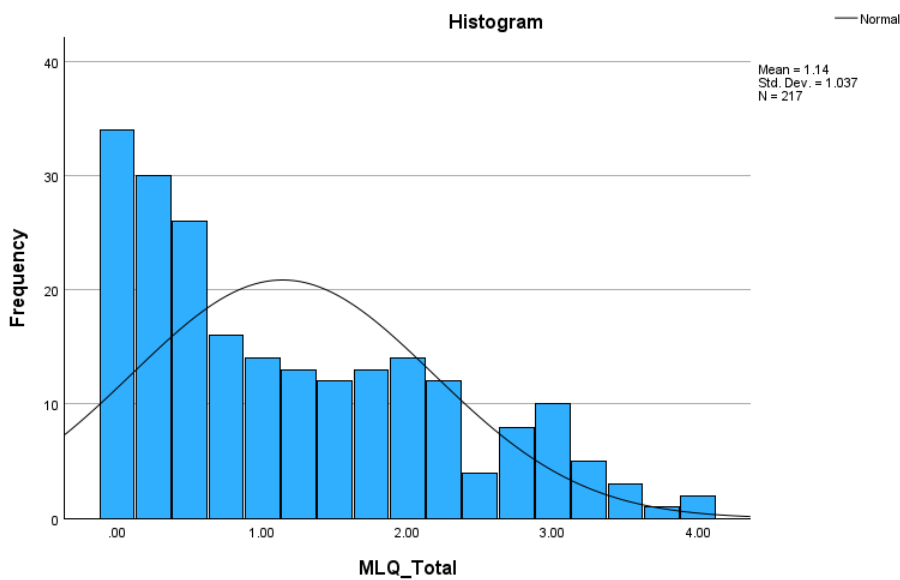


Figure 22

DBS Normality Testing Histogram

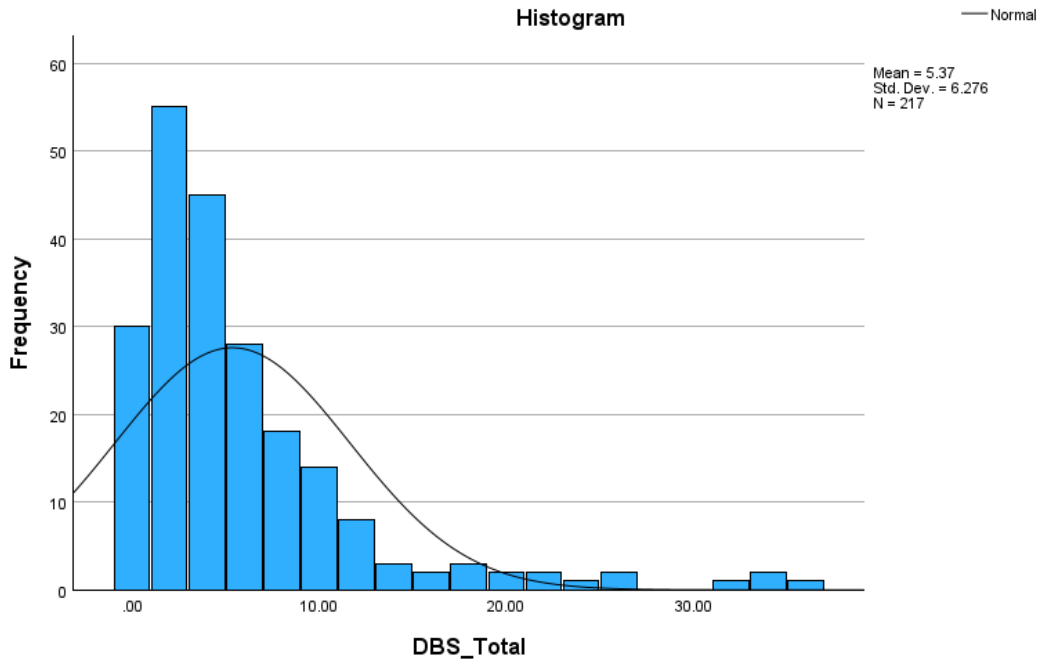


Figure 23

GMJE Normality Testing Histogram

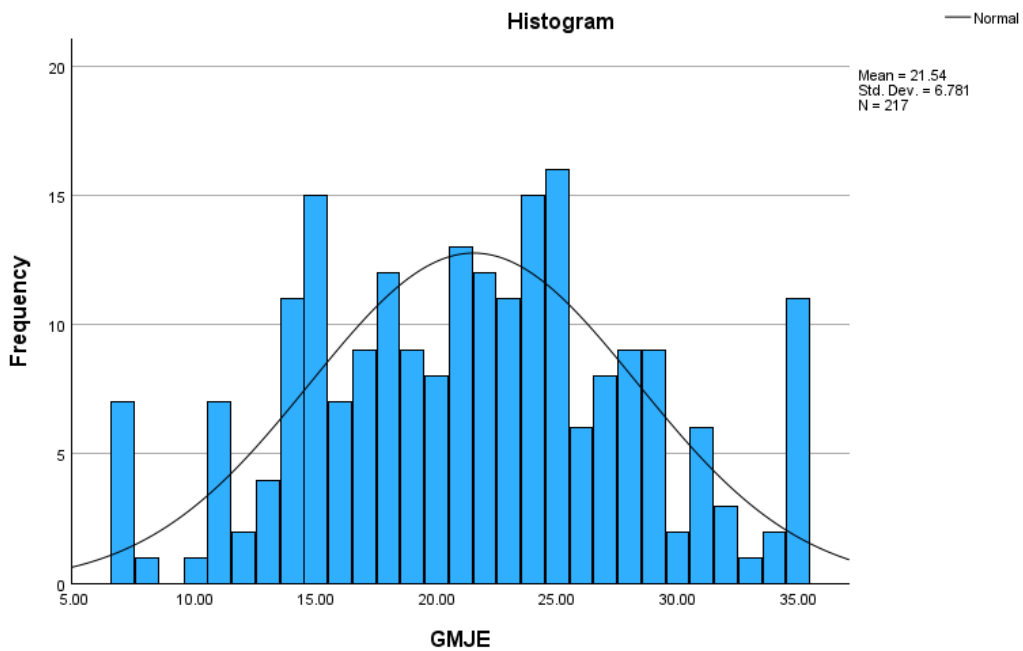


Figure 24

MLQ Q-Q Plot

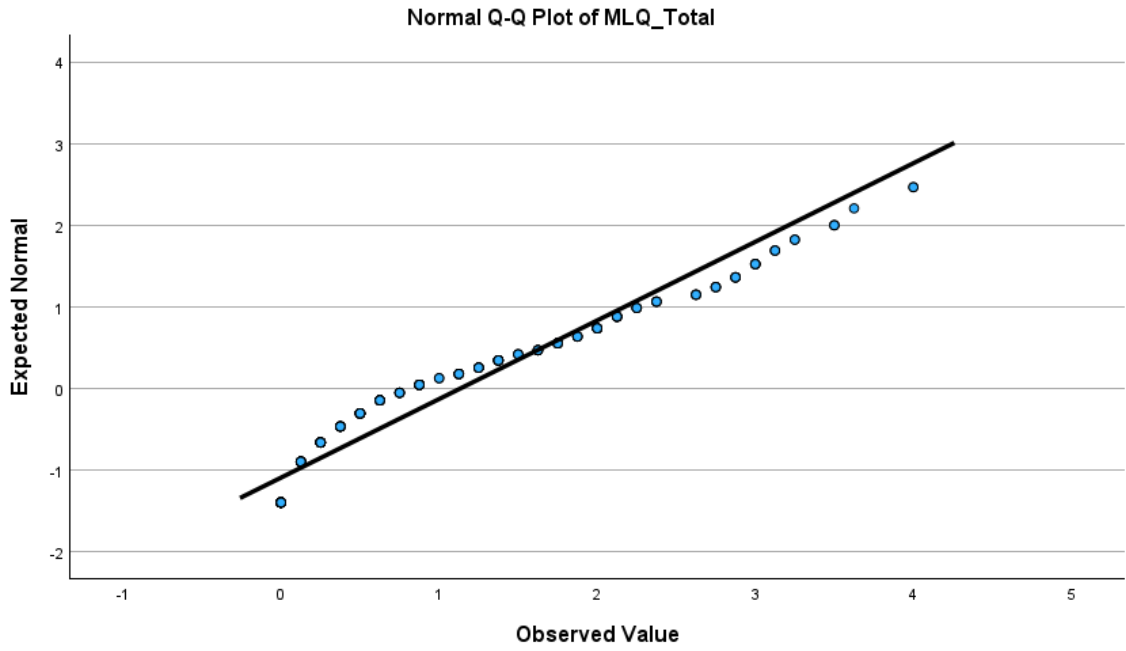


Figure 25

DBS Q-Q Plot

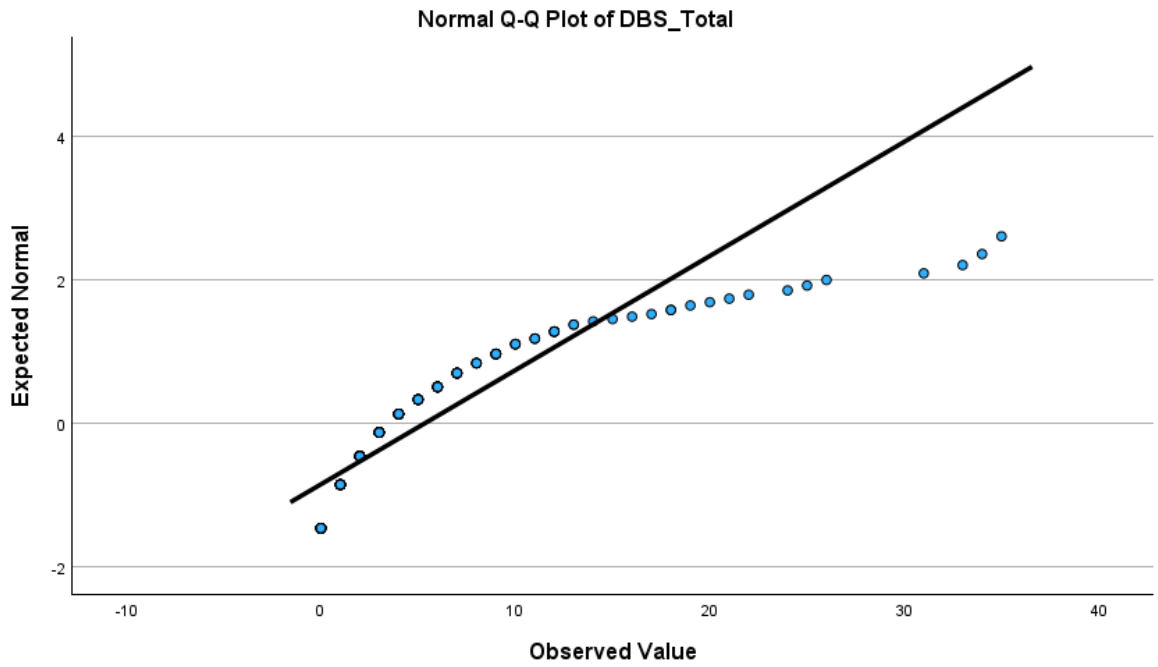


Figure 26

GMJE Q-Q Plot

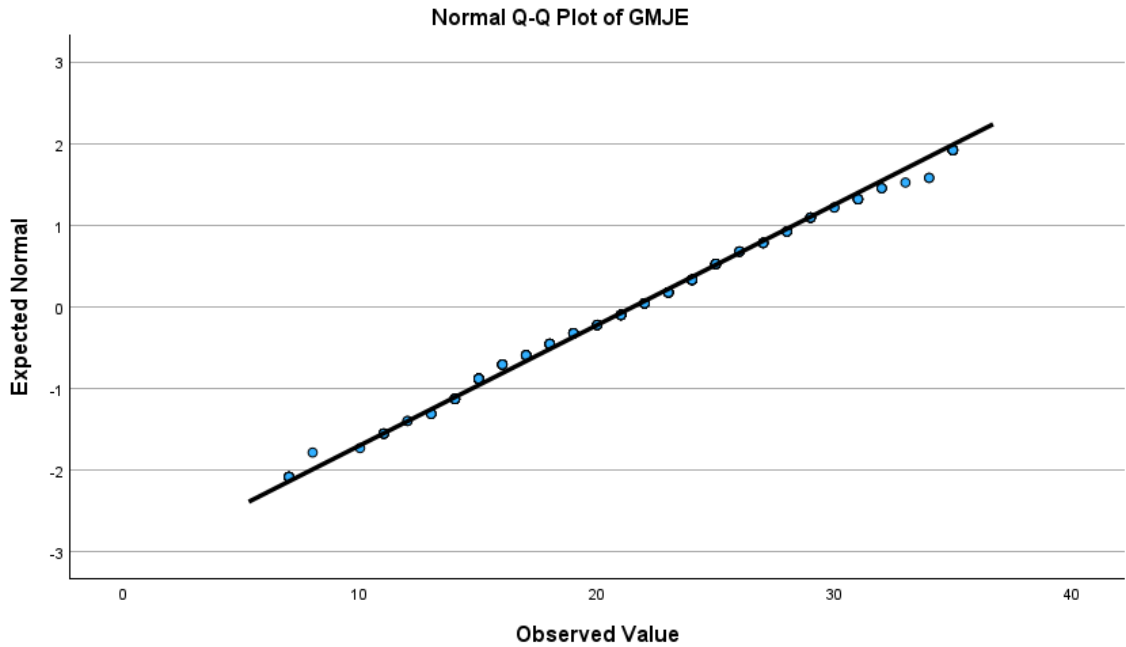


Table 4

Descriptive Statistics on MLQ, GMJE, and DB Scores

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MLQ_Total	217	.00	4.00	1.1394	1.03750	.743	.165	-.486	.329
GMJE_Total	217	7.00	35.00	21.5392	6.78094	.019	.165	-.474	.329
DBS_Total	217	.00	35.00	5.3687	6.27551	2.427	.165	7.031	.329
Valid N (listwise)	217								

Table 5

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
MLQ_Total	.155	217	<.001	.900	217	<.001
GMJE_Total	.054	217	.200*	.983	217	.011
DBS_Total	.196	217	<.001	.738	217	<.001

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Data Transformation

The primary investigator performed a logarithmic transformation using the SPSS Compute Command to normalize the data distribution and improve the interpretability of the parameters based on the level of skewness and kurtosis of the DBS_Total variable, as shown in Table 5 above. The procedure successfully reduced the skewness and kurtosis to .159 and -.465, respectively, as shown in Table 6 below. The results of the logarithmic transformation procedure produced the normalized dependent variable DBS_Total_Log.

Table 6

DBS_Total Vs. DBS_Total_Log Comparison

		Statistic	Std. Error
DBS_Total	Skewness	2.408	.178
	Kurtosis	6.617	.354
DBS_Total_Log	Skewness	.159	.178
	Kurtosis	-.465	.354

Correlation Analysis

The primary investigator performed a correlation analysis using SPSS software (see Table 7 below). The correlation analysis revealed a significant relationship between passive-avoidant leadership (MLQ_Total) and job embeddedness (GMJE_Total). More specifically, a Pearson's r correlation revealed a significant negative relationship between passive-avoidant leadership and job embeddedness, $r(215) = -.250, p < .001$ (two-tailed). The null hypothesis is rejected; 6.25% of the variation in job embeddedness is accounted for by Passive-Avoidant Leadership. In addition, the Pearson's r correlation analysis revealed a significant positive relationship between passive-avoidant leadership and deviant workplace behaviors (DBS_Total_Log), $r(185) = .247, p < .001$ (two-tailed). The

null hypothesis is rejected; 6.10% of the variation in deviant workplace behaviors is accounted for by passive-avoidant leadership. Finally, the Pearson’s correlation analysis revealed no significant relationship between job embeddedness and deviant workplace behaviors, $r(185) = -.014, p = .853$ (two-tailed). The null hypothesis failed to be rejected.

Table 7

Correlations

		MLQ_Total	GMJE_Total	DBS_Total_Log
MLQ_Total	Pearson Correlation	1	-.250**	.247**
	Sig. (2-tailed)		<.001	<.001
	N	217	217	187
GMJE_Total	Pearson Correlation	-.250**	1	-.014
	Sig. (2-tailed)	<.001		.853
	N	217	217	187
DBS_Total_Log	Pearson Correlation	.247**	-.014	1
	Sig. (2-tailed)	<.001	.853	
	N	187	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 27

Correlation Scatterplot: MLQ_Total and GMJE_Total

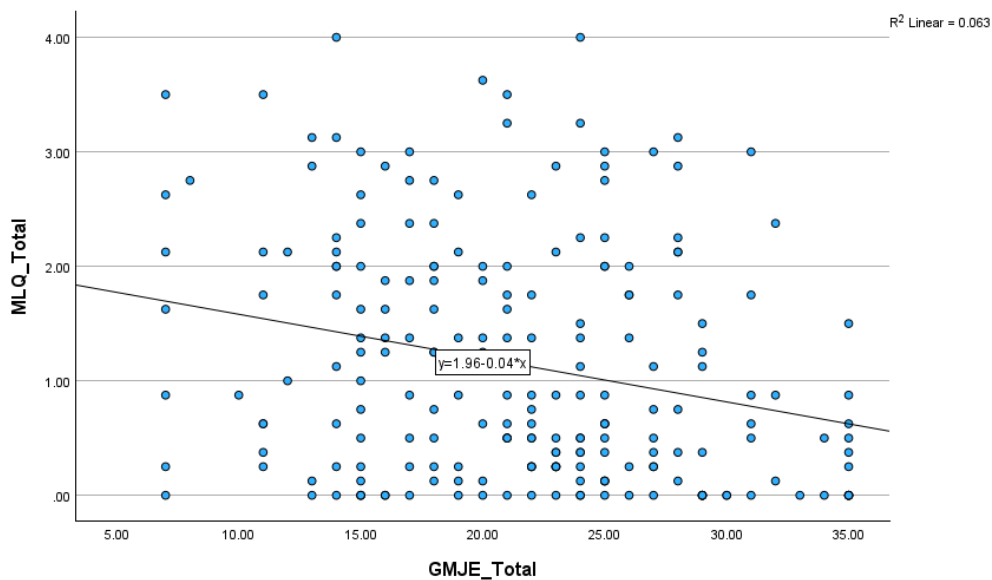


Figure 28

Correlation Scatterplot: MLQ_Total and DBS_Total_Log

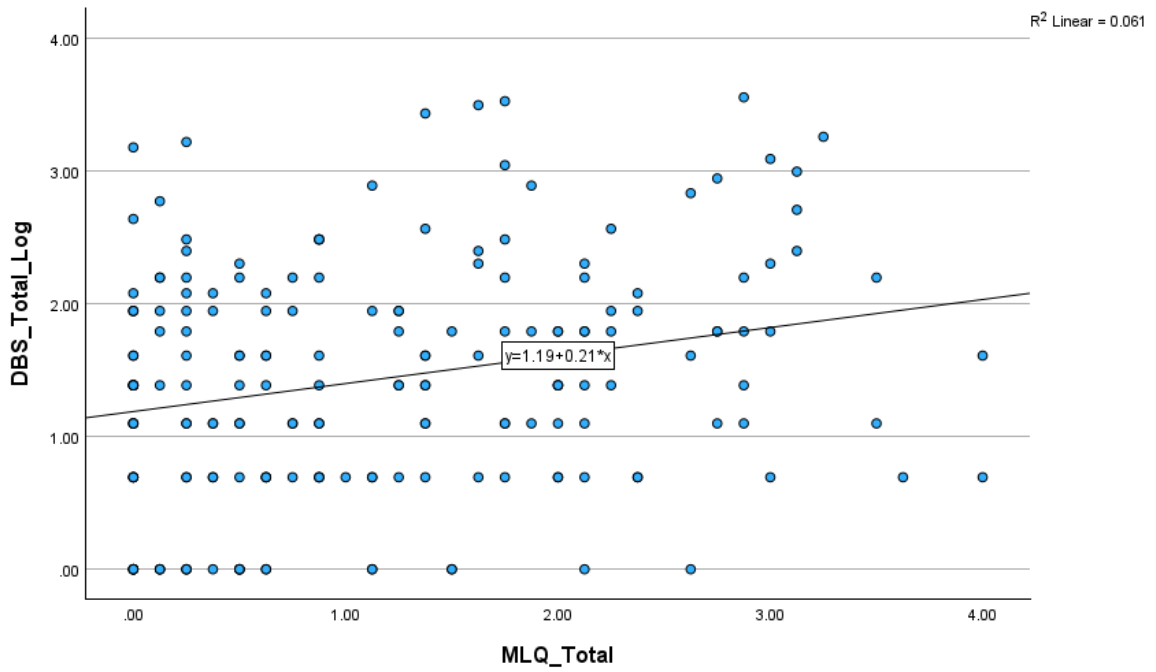
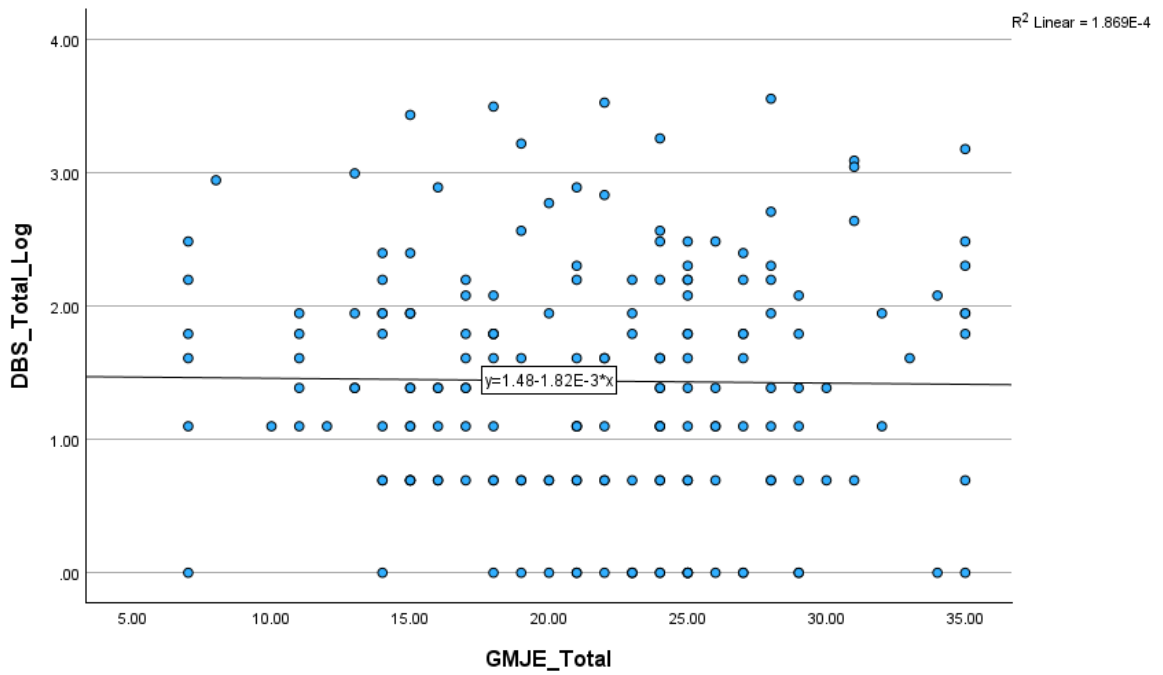


Figure 29

Correlation Scatterplot: GMJE_Total and DBS_Total_Log



Regression Analysis

The primary investigator used IBM SPSS software version 29 to conduct a regression analysis to verify whether there is a relationship between passive-avoidant leadership and deviant workplace behaviors, whether job embeddedness can serve as a significant moderator in the relationship between passive-avoidant leadership and deviant workplace behaviors, and whether there is a relationship between job embeddedness and deviant workplace behaviors.

Research Question 1: Passive-Avoidant Leadership and Deviant Workplace Behaviors

The primary researcher in this study first examined how passive-avoidant leadership (MLQ_Total) affects deviant workplace behaviors (DBS_Total_Log) among employees working for a second-chance employer. It was hypothesized that a positive relationship exists between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. The primary investigator conducted a regression analysis using IBM SPSS software (see Tables 8 – 12). The results of the analysis were used to assess the strength and significance of this relationship. The findings indicated a significant relationship between passive-avoidant leadership and increased deviant workplace behaviors, supporting the first hypothesis.

Table 8

Model Summary^b - MLQ_Total and DBS_Total_Log

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
1	.247 ^a	.061	.85635	.061	11.970	1 185 <.001

a. Predictors: (Constant), MLQ_Total

b. Dependent Variable: DBS_Total_Log

Table 9*ANOVA^a - MLQ_Total and DBS_Total_Log*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.778	1	8.778	11.970	<.001 ^b
	Residual	135.668	185	.733		
	Total	144.446	186			

a. Dependent Variable: DBS_Total_Log

b. Predictors: (Constant), MLQ_Total

Table 10*Coefficients^a - MLQ_Total and DBS_Total_Log*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
		1	(Constant)	1.188			.096		12.436	<.001
	MLQ_Total	.211	.061	.247	3.460	<.001	.091	.331	1.000	1.000

a. Dependent Variable: DBS_Total_Log

Table 11*Collinearity Diagnostics^a - MLQ_Total and DBS_Total_Log*

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	MLQ_Total
1	1	1.755	1.000	.12	.12
	2	.245	2.678	.88	.88

a. Dependent Variable: DBS_Total_Log

Table 12*Residuals Statistics^a - MLQ_Total and DBS_Total_Log*

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.1881	2.0321	1.4378	.21724	187

	Minimum	Maximum	Mean	Std. Deviation	N
Residual	-1.74202	1.98991	.00000	.85405	187
Std. Predicted Value	-1.149	2.736	.000	1.000	187
Std. Residual	-2.034	2.324	.000	.997	187

a. Dependent Variable: DBS_Total_Log

Figure 30

RQ 1 Normal P-P Plot of Regression Standardized Residual

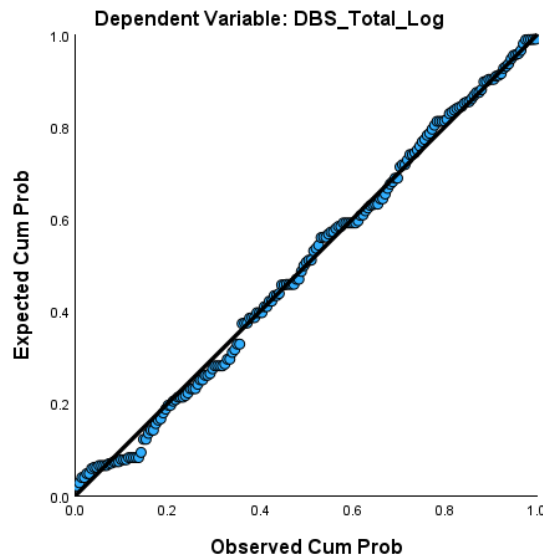
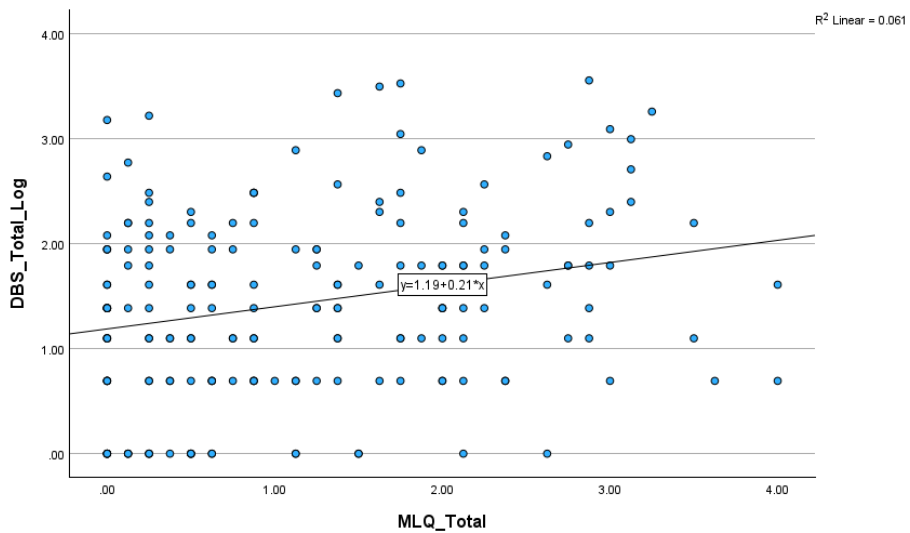


Figure 31

RQ 1 Scatterplot – Dependent Variable: DBS_Total_Log



The primary investigator conducted a linear regression analysis to evaluate the predictor for the deviant workplace behaviors scores given passive-avoidant leadership scores and was found to be significant $F(1,185) = 11.970, p < .001$. The regression equation for predicting deviant workplace behaviors is $Y = .211X + 1.188$. The correlation between passive-avoidant leadership and deviant workplace behaviors is 0.247. Approximately 6.1% of the variance in deviant workplace behaviors was accounted for by its linear relationship with passive-avoidant leadership.

Research Question 2: Job Embeddedness as a Moderator

The second focus of the primary investigator was exploring how job embeddedness (GMJE_Total) moderates the relationship between passive-avoidant leadership styles (MLQ_Total) and deviant workplace behaviors (DBS_Total_Log) among employees working for a second-chance employer. The primary investigator hypothesized that job embeddedness does weaken the positive link between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. The interaction term ("Moderator", which is the product of MLQ_Total and GMJE_Total) has a coefficient of 0.229 with a p -value of 0.324. This indicates that the moderation effect of GMJE_Total on the relationship between MLQ_Total and DBS_Total_Log is not statistically significant. A total of 6.3% of the variance in "DBS_Total_Log" can be explained by "MLQ_Total" and "GMJE_Total". The interaction term explains an additional 0.5% of variance, but this is not statistically significant ($p = 0.324$). Therefore, job embeddedness does not significantly moderate the relationship between passive-avoidant leadership and deviant workplace behaviors among employees working for a second-chance employer.

Table 13*Model Summary – Moderation Analysis*

Model	R	Adjusted R Square		Std. Error of the Estimate	Change Statistics				
		R Square	R Square		R Square Change	F Change	df1	df2	Sig. F Change
1	.251 ^a	.063	.053	.85775	.063	6.164	2	184	.003
2	.260 ^b	.068	.052	.85781	.005	.977	1	183	.324

a. Predictors: (Constant), GMJE_Total, MLQ_Total

b. Predictors: (Constant), GMJE_Total, MLQ_Total, Moderator

Table 14*ANOVA^a – Moderation Analysis*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.070	2	4.535	6.164	.003 ^b
	Residual	135.376	184	.736		
	Total	144.446	186			
2	Regression	9.789	3	3.263	4.434	.005 ^c
	Residual	134.657	183	.736		
	Total	144.446	186			

a. Dependent Variable: DBS_Total_Log

b. Predictors: (Constant), GMJE_Total, MLQ_Total

c. Predictors: (Constant), GMJE_Total, MLQ_Total, Moderator

Table 15*Coefficients^a – Moderation Analysis*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.04	.247		4.238	<.001	.559	1.531		
	5									
	MLQ_Total	.220	.063	.257	3.506	<.001	.096	.344	.946	1.057
	GMJE_Total	.006	.010	.046	.630	.529	-.013	.025	.946	1.057

Model		Unstandardized		Standardized		95.0% Confidence		Collinearity		
		Coefficients		Coefficients		Interval for B		Statistics		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
2	(Constant)	1.27	.342		3.742	<.001	.605	1.953		
		9								
	MLQ_Total	.030	.202	.035	.149	.881	-.369	.429	.091	10.961
	GMJE_Total	-	.014	-.032	-.300	.765	-.033	.024	.434	2.303
		.004								
	Moderator	.009	.009	.229	.988	.324	-.009	.027	.095	10.513

a. Dependent Variable: DBS_Total_Log

Table 16

Collinearity Diagnostics^a – Moderation Analysis

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	MLQ_Total	GMJE_Total	Moderator
1	1	2.598	1.000	.01	.04	.01	
	2	.365	2.669	.01	.78	.05	
	3	.037	8.382	.98	.18	.94	
2	1	3.398	1.000	.00	.00	.00	.00
	2	.511	2.577	.01	.02	.02	.02
	3	.080	6.520	.10	.12	.09	.17
	4	.011	17.466	.88	.86	.88	.80

a. Dependent Variable: DBS_Total_Log

Diagnostic Plots for Regression Analysis of DBS_Total_Log. Figures 32 and 33 below present diagnostic plots for the regression analysis with "DBS_Total_Log" as the dependent variable. Figure 32, a Normal P-P Plot of Regression Standardized Residuals, shows that the residuals are approximately normally distributed, as the points closely follow the 45-degree line. Figure 33, a scatterplot of Regression Standardized Predicted Value versus Regression Standardized Residual suggest that the regression model's assumptions of normality and homoscedasticity are reasonably met.

Figure 32

RQ 2 Normal P-P Plot of Regression Standardized Residual

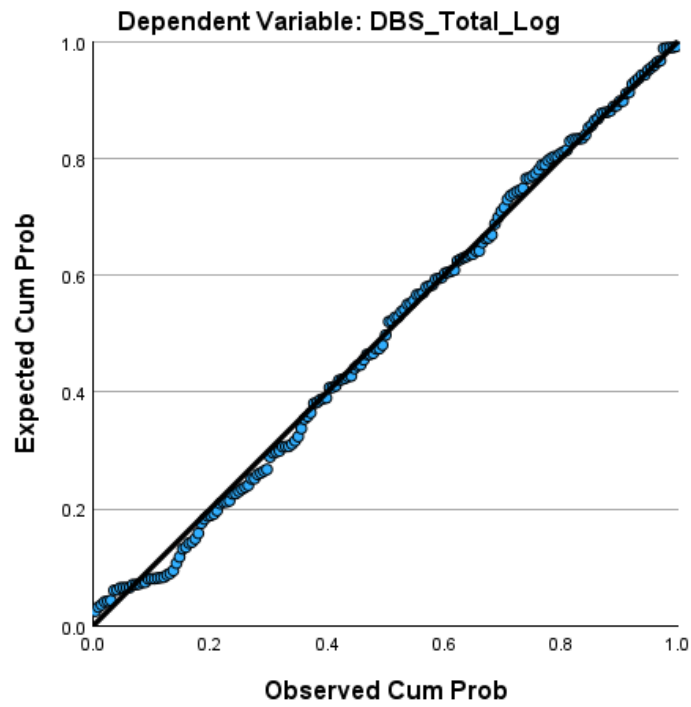
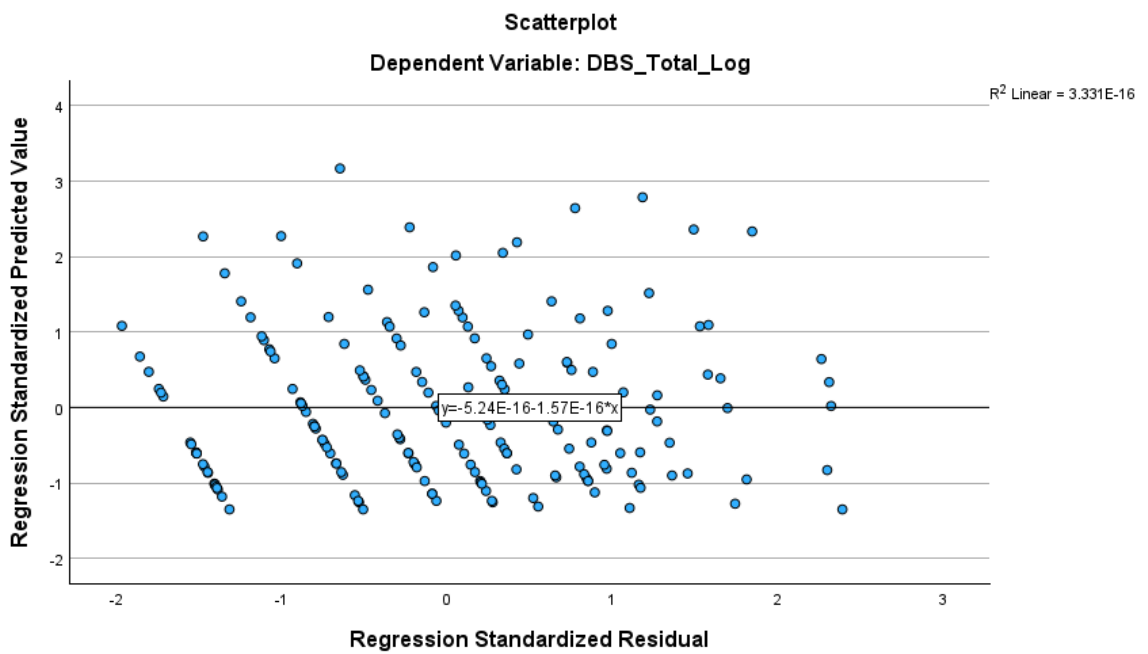


Figure 33

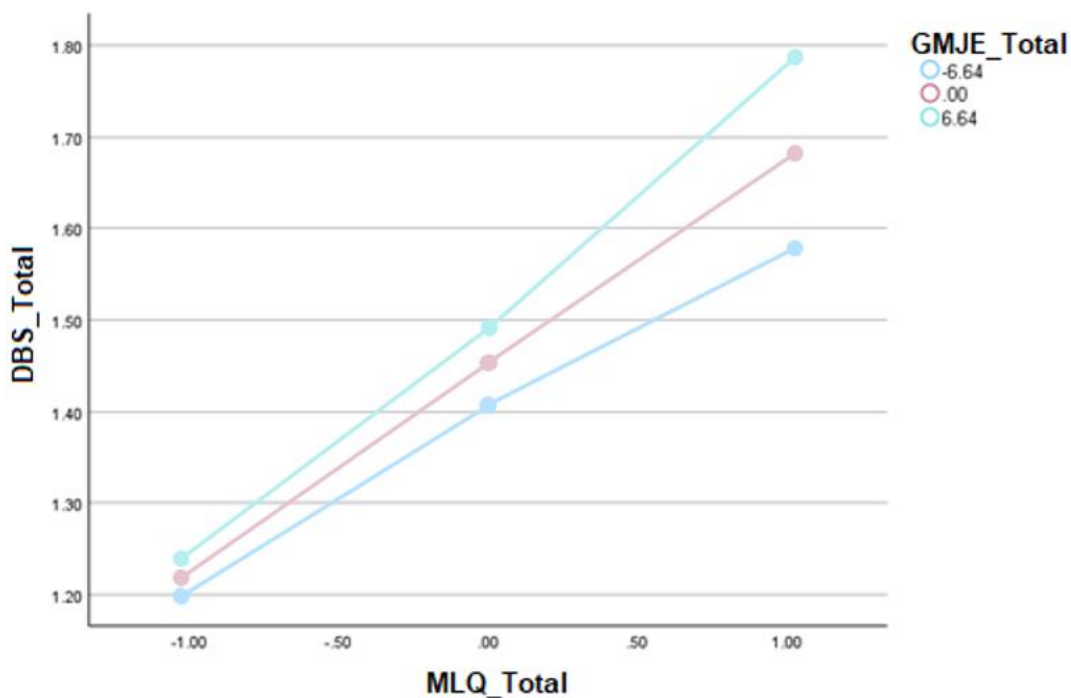
RQ 2 Scatterplot – Dependent Variable: DBS_Total_Log



The interaction effect was also analyzed using SPSS PROCESS macro version 3.3 (Aiken & West, 1991). The results were consistent with the SPSS software analysis using the SPSS PROCESS macro add-on regression moderation tool. A moderation analysis is a test of whether a third factor changes how much one variable affects another. This is different from checking if there's any effect at all. Based on the results of the analysis, although moderation was found in the PROCESS Macro, as seen in Figure 34, it was not statistically significant.

Figure 34

PROCESS Macro Scatterplot



In summary, a hierarchical multiple regression analysis was conducted to test the hypothesis that job embeddedness moderates the relationship between passive-avoidant leadership and deviant workplace behaviors. In the first step, two variables were included: passive avoidant leadership (MLQ_Total) and job embeddedness (GMJE_Total). These variables accounted for a significant amount of variance in deviant

workplace behaviors, $R^2 = .063$, $F(2,184) = 6.164$, $p = .003$. To avoid potentially problematic high multicollinearity with the interaction term, the variables were centered and an interaction term between passive-avoidant leadership and deviant workplace behaviors was created (Aiken & West, 1991). Next, the interaction term between passive-avoidant leadership and deviant workplace behaviors was added to the regression model, which did not account for a significant proportion of the variance deviant workplace behaviors, $R^2 = .068$, $F(3,183) = 4.434$, $p = .005$, $b = 0.009$, $t(183) = 0.988$, $p = 0.324$. Although the examination of the interaction plot did indicate an interaction effect, it was not statistically significant.

Research Question 3: Job Embeddedness and Deviant Workplace Behaviors

The third focus of the primary investigator in this study is to understand how job embeddedness (GMJE_Total) is related to deviant workplace behaviors (DBS_Total_Log) among employees with a second-chance employer. It was hypothesized that there is an inverse relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer. The primary investigator conducted a regression analysis using IBM SPSS software version 29 (see Tables 17 – 21).

Table 17

Model Summary^b - GMJE_Total and DBS_Total_Log

Model	R	Adjusted R		Std. Error of the Estimate	Change Statistics				
		Square	Square		R Square Change	F Change	df1	df2	Sig. F Change
1	.014 ^a	.000	-.005	.88354	.000	.035	1	185	.853

a. Predictors: (Constant), GMJE_Total

b. Dependent Variable: DBS_Total_Log

Table 18*ANOVA^a - GMJE_Total and DBS_Total_Log*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.027	1	.027	.035	.853 ^b
	Residual	144.419	185	.781		
	Total	144.446	186			

a. Dependent Variable: DBS_Total_Log

b. Predictors: (Constant), GMJE_Total

Table 19*Coefficients^a - GMJE_Total and DBS_Total_Log*

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.477	.220		6.714	<.001		
	GMJE_Total	-.002	.010	-.014	-.186	.853	1.000	1.000

a. Dependent Variable: DBS_Total_Log

Table 20*Collinearity Diagnostics^a - GMJE_Total and DBS_Total_Log*

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	GMJE_Total
1	1	1.956	1.000	.02	.02
	2	.044	6.659	.98	.98

a. Dependent Variable: DBS_Total_Log

Table 21

Residuals Statistics^a - GMJE_Total and DBS_Total_Log

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4133	1.4642	1.4378	.01205	187
Residual	-1.46418	2.12930	.00000	.88116	187
Std. Predicted Value	-2.029	2.191	.000	1.000	187
Std. Residual	-1.657	2.410	.000	.997	187

a. Dependent Variable: DBS_Total_Log

Figure 35

RQ 3 Normal P-P Plot of Regression Standardized Residual

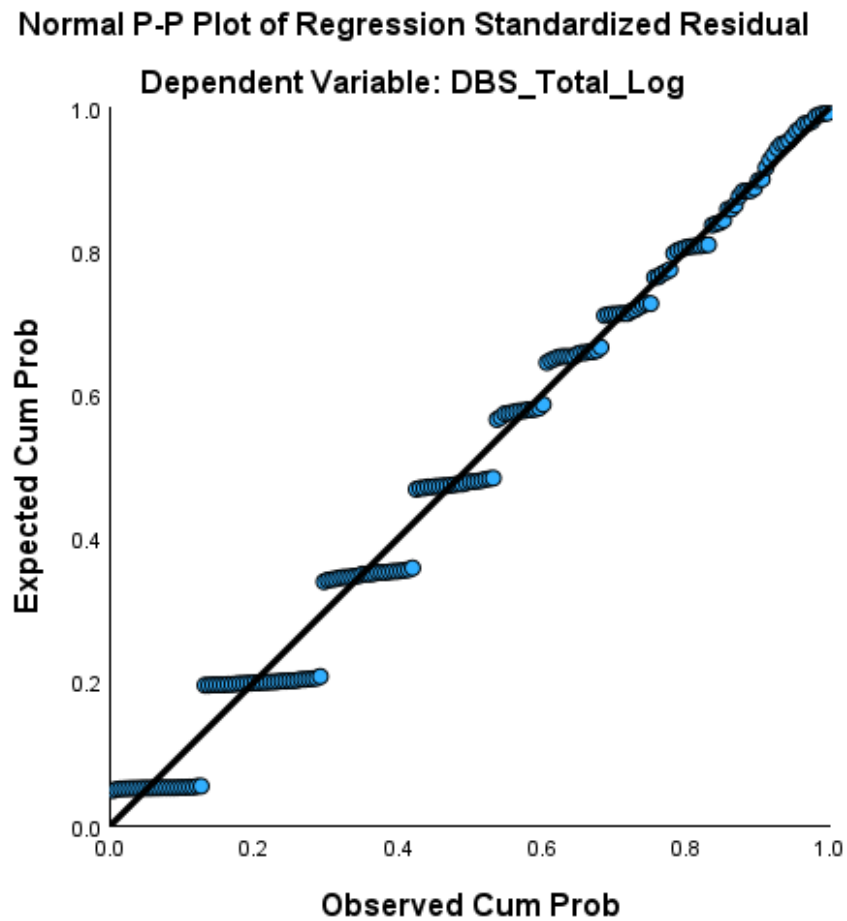
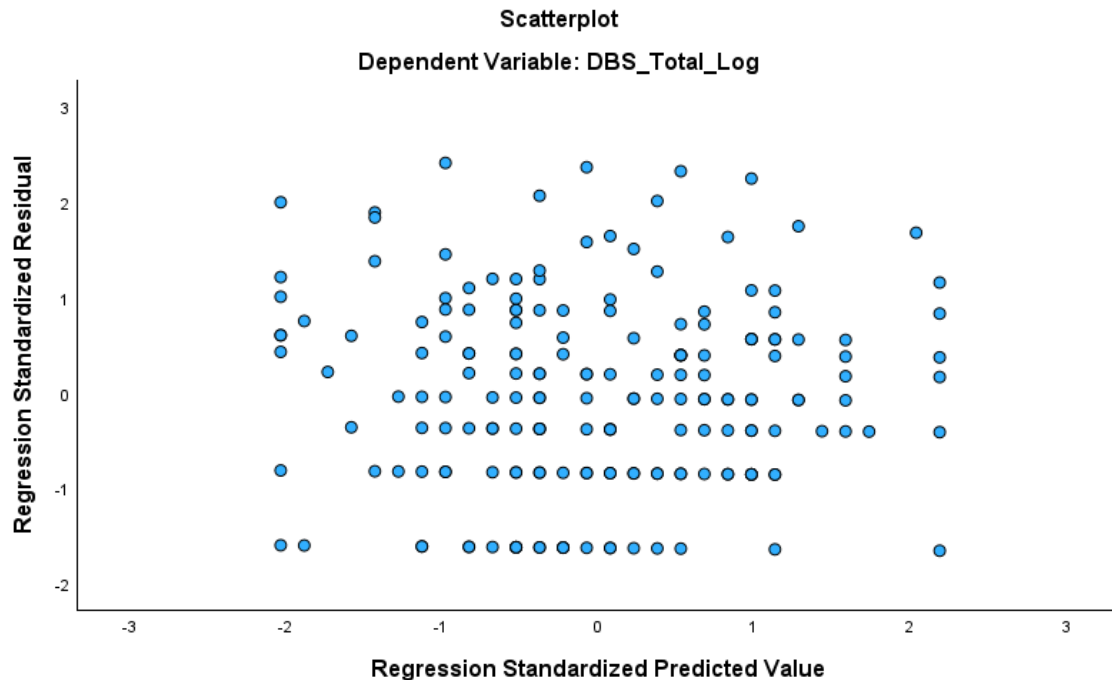


Figure 36*RQ 3 Scatterplot – Dependent Variable: DBS_Total_Log*

The primary investigator conducted a linear regression analysis to assess the predictive power of job embeddedness scores on deviant workplace behaviors. The results indicated that job embeddedness is not a statistically significant predictor of deviant workplace behaviors ($F(1, 185) = 0.035, p = 0.853$). The regression equation for predicting deviant workplace behaviors from job embeddedness is $Y' = -.002X + 1.477$. The primary investigator found a very low correlation between job embeddedness and deviant workplace behaviors ($r = 0.014$), explaining approximately 0% of the variance in deviant workplace behaviors through its relationship with job embeddedness.

Summary

In this chapter, the primary investigator presented the descriptive results, including the sample demographics and all relevant means to the questionnaires. In addition, the primary investigator discussed data cleaning procedures, statistical methods

used, and the findings related to each of the discussion questions. Based on the findings related to the first research question (How does passive-avoidant leadership affect deviant workplace behaviors among employees working for a second-chance employer?), the null hypothesis is rejected. More specifically, there is a positive relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. The findings related to the second research question (How does job embeddedness moderate the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer?) indicate that job embeddedness cannot serve as an influential moderator in the relationship between passive-avoidant leadership and deviant workplace behaviors in this sample. Finally, based on the data collected for the third research question (How does job embeddedness affect deviant workplace behaviors among employees with a second-chance employer?), it is concluded that the null hypothesis is not rejected. More specifically, there is no relationship between job embeddedness and deviant workplace behaviors among this sample of employees working for a second-chance employer.

In the next chapter, the primary investigator discusses the conclusions from the research findings as they relate to the current literature, including similarities and differences. In addition, the primary investigator also discusses the implications of the findings for theory, practice, and church, previous and new limitations encountered in the study, and a discussion of how the findings fit into a biblical foundation. Based on the findings, the primary investigator also makes recommendations for future research along with practical recommendations for organizational and spiritual leaders.

CHAPTER 5: DISCUSSION

Overview

The purpose of this study is to investigate the relationship between passive-avoidant leadership and job embeddedness, the moderating role of job embeddedness in the link between passive-avoidant leadership and deviant workplace behaviors, and the connection between job embeddedness and deviant workplace behaviors. This study focuses on employees working for a second-chance employer. The primary investigator recruited participants through LinkedIn's business-oriented networking platform because this platform is geared toward working professionals. The primary investigator leveraged their network of 16,186 professional contacts to recruit participants. A total of 39 social media mass posts obtained 11,300 views. A total of 255 participants responded, with 217 meeting qualifications and completing the survey in full. The primary investigator collected survey responses through SurveyMonkey™ and processed these data through IBM SPSS software version 29 using regression analysis techniques. This chapter provides a summary and discussion of the findings, research implications and limitations, and recommendations for future research.

Summary of Findings

The primary investigator analyzed the backgrounds and work habits of a group of 217 employees in organizations that give those with a criminal record a second chance at employment. An analysis of the participant demographics showed that most participants were white married Christian men primarily from the South Atlantic area of the U.S. with high levels of educational achievement. These participants came from different industries and organizations, creating a diverse mix of individuals. The primary investigator studied

how passive-avoidant leadership styles (management-by-exception passive approach and laissez-faire leadership) relate to workplace behaviors, considering job embeddedness as a potential moderating factor. The key discovery was a positive link between passive-avoidant leadership and deviant behaviors at work. This suggests that passive-avoidant leadership styles can foretell unwanted deviant behavior in the workplace. Moreover, despite discovering a connection between passive-avoidant leadership and deviant workplace behaviors, job embeddedness did not significantly affect this relationship. This finding indicates that job embeddedness is not a moderator between passive-avoidant leadership and deviant workplace behaviors. Furthermore, there was no significant relationship found between job embeddedness and deviant workplace behaviors.

Discussion of Findings

The findings from this study provide insight into the relationship among passive-avoidant leadership, deviant workplace behaviors, and job embeddedness, especially within the context of second-chance employment. These results deepen the understanding of leadership styles and their effects on employee deviant behavior. The results also broader theoretical frameworks and biblical principles outlined in the literature review. This section features a discussion of what the findings indicate, how they compare with recent literature, and their implications both theoretically and from a biblical perspective.

H₀₁ – Passive-Avoidant Leadership and Deviant Workplace Behaviors

The first hypothesis addressed the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. The primary investigator found a significant positive relationship between passive-avoidant leadership and deviant workplace behaviors. The

study's results are in line with research indicating that passive and avoidant leadership styles can lead to a rise in employee misconduct (Ali & Ullah, 2023; Breevaart & Zacher, 2019; Islam et al., 2022; Kjellevoid Olsen et al., 2021). Although passive-avoidant leadership style has been shown to foster idea creation and execution (Zappalà et al., 2021), it is also associated with increased deviant behaviors such as safety noncompliance (Kjellevoid Olsen et al., 2021), bullying (Sischka et al., 2021), and creating a hostile work environment (Islam et al., 2022). Additionally, the literature indicates that passive-avoidant leadership styles lead to uncertainty, role conflicts, overload, and burnout among team members (Unsal & Hassan, 2020). These issues result in reduced productivity (Vullings et al., 2020; Wang et al., 2021) and a higher incidence of negative outcomes, including a hostile and stressful work environment (Islam et al., 2022) and increased turnover (Azam et al., 2019; Suliman et al., 2020).

Based on the employee demographics, most of the participants (61.75%) fell within the 45 to 65 age range. According to a study by Scheibe et al. (2022) involving 1715 university employees, older workers reported having higher resilience than younger employees. In addition, Scheibe et al. (2022) also found that age and resilience were also related to job resources such as job security and equipment. Based on the age of the majority of the participants in the featured study and the findings of Scheibe et al. (2022) on worker resilience, a large proportion of the participants likely have established work roles and a higher level of coping mechanisms and, therefore, were not as affected by the negative aspects of passive-avoidant leadership, explaining why only 6.1% of the variance in deviant workplace behaviors was accounted for by its linear relationship with passive-avoidant leadership.

In addition, other factors, such as generational preferences in leadership, may also explain some of the variance in the relationship between passive-avoidant leadership and deviant workplace behaviors. According to a study by Yadav and Chaudhari (2024), there are different expectations of leadership based on generational differences. More specifically, generational groups have their unique leadership preferences; some may prefer a more hands-off leadership style, while others favor a more hands-on approach (Yadav & Chaudhari, 2024). Passive-avoidant leadership styles, such as laissez-faire leadership, have shown in research to have both negative and positive aspects (Zhang et al., 2023). Findings from Yadav and Chaudhari (2024) indicate that Generation X employees, based on their high level of experience in the workforce, prefer hands-off leaders who offer autonomy, trust, and the freedom to make decisions. As most of the participants represented Generation X in this study, based on the findings of Yadav and Chaudhari (2024), the preference for leadership styles that promote autonomy and trust may also contribute to explaining why passive-avoidant leadership only accounted for 6.1% of the variance in deviant workplace behaviors as passive-avoidant leadership can be beneficial in some settings (Norris et al., 2021).

Moreover, a significant portion of participants were married, with 64.5% having a spouse. This marital status could have provided participants with external support systems that shielded them from the negative impacts of passive-avoidant leadership behaviors. Research by Huang et al. (2021) involving 603 employees supports the importance of a family support system for employee well-being to mitigate stress and cope with job demands. According to the principles of general strain theory as depicted

by Agnew (2012), this external support could have decreased their reliance on job-related factors such as conflicting leadership styles for maintaining workplace conduct.

Finally, Christian values discourage deviancy regardless of external factors such as the inaction and absence of leadership (*King James Bible*, 1769/2017, 1 Peter 2:12). Christian values also encourage respect for all leadership regardless of style (*King James Bible*, 1769/2017, Hebrews 13:17). The sample mean for deviant workplace behaviors in this study was 5.37, with a range of 0 to 35, as shown in Table 4. Nearly half (47.9%) of the survey participants identified themselves as followers of Christianity, including Protestant, Methodist, Lutheran, Baptist, or Pentecostal denominations. Additionally, 23.9% of respondents identified as Catholic. As a large proportion of the participants identified as Christians or Catholics (71.8%), the results could have been influenced by the participant's adherence to biblical values, which speak against wrongdoing and encourage ethical conduct in the workplace (*King James Bible*, 1769/2017, Ephesians 4:28). These values may have contributed to the low levels of deviant workplace behaviors observed in the study. Additional study is recommended on how Christian values influence the relationship between passive-avoidant leadership and deviant workplace behaviors.

Although these results reinforce the literature on the influence of passive leadership in contributing to deviance among employees, an analysis of the demographic data and existing literature also indicates the need to consider the complexity of employee preferences, backgrounds, and the use of flexible leadership approaches, such as Bass and Avolio's (1997) full-range leadership model, that cater to the diverse needs of the workforce.

H₀₂ – Job Embeddedness as a Moderator

The second hypothesis addressed the effect of job embeddedness on weakening the positive link between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. Although the primary investigator found a positive relationship between these variables, there was no significant statistical finding to suggest that job embeddedness moderated this relationship. More specifically, when the interaction term (Moderator) was added to the first model in Table 13, there was a negligible increase in the coefficient of determination ($R^2 = .063$ to $R^2 = .068$), implying that the inclusion of the interaction term does not meaningfully improve the model's predictive power. Analysis of job embeddedness data revealed a mean of 21.54 with a standard deviation of 6.78, which suggests a typical spread considering the observed range of 7 to 35 as shown in Table 4. Researchers Fan et al. (2024), Zohourparvaz and Vagharseyyedin (2023), and Young (2017) also used the global measure of job embeddedness and reported means of 25.33 ± 4.51 , 21.05 ± 3.65 , and 22.198 ± 6.454 respectively. The average level of job embeddedness among participants is typical and comparable to other studies, although it varies slightly. The relatively high level of job embeddedness in this study may have limited its variability, making it less likely to moderate the relationship between passive-avoidant leadership and deviant workplace behaviors.

Considering the demographics of the participants, there are several potential explanations for why job embeddedness did not significantly moderate the relationship between passive-avoidant leadership and deviant workplace behaviors. This self-report study group consists of highly educated and married individuals. A total of 60.45% of

participants hold master's or doctoral qualifications. Based on the human capital theory by Becker (1964), education provides individuals with the skills and qualifications needed for rewarding opportunities, job stability, and access to resources. In other words, higher education opens opportunities for job flexibility and diminishes the effect of the sacrifice domain of job embeddedness, as outlined by Mitchell et al. (2001). Moreover, married individuals often benefit from dual incomes, higher risk tolerance for addressing issues and making career changes, and greater financial security. As a result, their sense of sacrifice, as defined by Mitchell et al. (2001), may be low due to the lower financial dependence on the job.

Consequently, additional research is needed to understand the influence of education levels, marital status, and dual incomes on the moderating role of job embeddedness in the relationship between passive-avoidant leadership and deviant workplace behaviors.

H₀₃ – Job Embeddedness and Deviant Workplace Behaviors

The third hypothesis is centered on the relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer. The results of this study suggest that there is no connection between how someone is embedded in their job and their tendency to exhibit inappropriate behaviors at work. This outcome could be a result of the participant's demographics in this study. More specifically, most participants were followers of Christ, well-educated, and established in their careers. According to Huang et al. (2021), family support and religious attendance are contributors to employee well-being in terms of stress and coping with job demands. In addition, according to existing research, individuals who excel at

their jobs may already possess intrinsic motivations or personal traits that deter deviant workplace behaviors (Hu et al., 2023; Mansor et al., 2022). For example, highly conscientious employees are likely to resist engaging in misconduct, whereas those with lower levels of conscientiousness may still partake in behaviors even if they feel connected to their jobs (Hu et al., 2023). Since this study featured a global measure of job embeddedness rather than its composite counterpart, it is unknown if participants considered their personality traits or intrinsic motivations to stay in their organization when completing the survey. Moreover, it is also unknown if employees with external support systems and connections may not heavily rely on their ties to the organization or vice versa. Additional research is needed on how job embeddedness relates to deviant workplace behaviors using composite measures that can identify which domain, if any, of job embeddedness is the most influential.

Contributions to Theory

Findings enhance the understanding of how passive-avoidant leadership influences deviant behavior in the workplace and the role of job embeddedness in moderating this relationship. This research validates Bass and Avolio's (1997) full-range leadership model, which suggests that reactive leadership approaches can result in negative consequences within organizations if applied incorrectly. Additionally, findings support the routine activities and opportunity theory by Cohen and Felson (1979), which suggests the absence of oversight leads to deviance. The findings question beliefs about job embeddedness as originally proposed by Mitchell et al. (2001). While job embeddedness may help reduce voluntary turnover by considering work-related and nonwork-related factors in the domains of fit, links, and sacrifice (Mitchell et al., 2001),

it fails to account for individual values and beliefs that influence employee behavior. Consequently, there may be a need to revisit the core principles of job embeddedness theory, incorporating individual values and beliefs in a structured approach. Additionally, researchers should refine the job embeddedness measurement scale to differentiate between reasons for employees remaining in an organization. Study findings are aligned with the recent literature on passive-avoidant leadership as theorized by Bass and Avolio (1997) and its influence on various types of negative deviant behaviors such as loss of motivation to be effective (Breevaart & Zacher, 2019) and theft (Hu et al., 2023).

Integration with Biblical Foundations

From a biblical standpoint, these discoveries align with the principles discussed in the literature review. The adverse effects of passive-avoidant leadership echo the biblical cautions against neglect and irresponsibility in leading roles. For instance, there are parables promoting attentive stewardship, such as the parable of the good shepherd (*King James Bible*, 1769/2017, John 10:11). The findings speak to the significance of a Christian foundation and its impact on organizations. Individuals with Christian affiliations often adhere to values rooted in their beliefs, which supersede personal interests and organizational standards. Hence, deviant workplace actions could be governed by Christian values rather than levels of job embeddedness. Those who follow a faith-based path may lean more on their communities for support, lessening their reliance on workplace connections for bonding or moral direction. This external community might provide a sense of belonging rather than the workplace environment, diminishing job embeddedness and its moderating impact. Individuals who view their work as a calling guided by faith may also avoid deviant behaviors due to their sense of mission. Their

allegiance stems from a divine obligation rather than organizational factors, like connections or alignment with organizational core values; thus, they might be less swayed by job embeddedness.

Christian religious teachings, as depicted in Ephesians 4:32, commonly stress the values of forgiveness and second chances, which could encourage people to view setbacks and obstacles as chances for self-improvement (*King James Bible*, 1769/2017). Additionally, spirituality is shown to decrease deviancy in the workplace (Shaheen & Ghayas, 2022). This perspective might reduce the likelihood of employees resorting to misconduct even if they don't feel strongly connected to their jobs. A deep Christian commitment could overshadow the significance of feeling attached to one's job in influencing deviant behavior since individuals may prioritize their faith principles over conforming to standards.

Conclusion

The research results offer a perspective on how passive-avoidant leadership can negatively influence workplace behaviors in the context of employees working for a second-chance employer. The first key finding revealed a weak but significant positive relationship between passive-avoidant leadership and deviant workplace behaviors. The results are in line with literature that indicates passive-avoidant leadership styles (management-by-exception passive approach and laissez-faire leadership), characterized by inaction and avoidance according to Bass and Avolio (1997), foster an environment that promotes different types of employee misconduct (Islam et al., 2022; Kjellevold Olsen et al., 2021). An analysis of the participant demographics provides insight into the potential reasons why only 6.1% of the variance in deviant behaviors was accounted for

by passive-avoidant leadership. Factors such as the age of employees (Scheibe et al., 2022), generational leadership preferences (Yadav & Chaudhari, 2024), marital status (Huang et al., 2021), and a Christian background (Huang et al., 2021; *King James Bible*, 1769/2017, 1 Peter 2:12) could have mitigated some of the main effects of passive-avoidant leadership on deviant workplace behaviors.

The second key finding revealed that, contrary to expectations, job embeddedness did not significantly moderate the relationship between passive-avoidant leadership and deviant workplace behaviors in this study sample. While the presence of strong job links, fit, and sacrifice elements theoretically and in research promote positive workplace behaviors (Mansour & Jordan, 2022; Noor et al., 2023), this study's results suggest that these factors do not sufficiently strengthen or weaken the influence of passive-avoidant leadership on deviant workplace behaviors. The high levels of education and marital status among participants likely provided them with greater job flexibility and financial security, reducing the impact of job embeddedness. Additional research is needed to understand how other factors such as high education levels and marital status can moderate the relationship between passive-avoidant leadership and deviant workplace behaviors. In addition, the high level of education in this study sample may indicate that there are different factors that influence their behavior at work.

The third key finding revealed that there is no significant relationship between job embeddedness and deviant workplace behaviors in this study's sample. This indicates that the degree to which employees feel embedded in their jobs and the community does not directly influence their levels of deviant workplace behaviors. This outcome might be influenced by the specific demographics of the study's participants, such as age, advanced

levels of education, marital status, and strong Christian religious affiliations. The unique participant demographics, according to research by Huang et al. (2021), Scheibe et al. (2022), and Yadav and Chaudhari (2024), support the possibility of participants in this study having low susceptibility to the influence of negative job factors and the involvement in deviant workplace behaviors. These findings not only add to the literature but also provide a useful perspective for enhancing leadership performance in various work environments. In summary, the research highlights the detrimental impact of passive-avoidant leadership on workplace behaviors, especially in second-chance employer contexts. Despite a significant positive correlation between passive-avoidant leadership and deviant behaviors, only a small variance was attributed to this leadership style, likely due to mitigating demographic factors and Christian biblical teachings. Job embeddedness did not moderate the relationship, suggesting the elements of job, fit, and links may not counteract passive-avoidant leadership's negative effects. The study also found no direct link between job embeddedness and deviant behaviors, emphasizing the need to consider demographic variables when assessing leadership's influence on workplace conduct.

Implications

The research on the variables of passive-avoidant leadership, deviant workplace behavior, and job embeddedness have significant implications in various areas. This study is relevant to corporate management, industrial organizational psychology, and community organizations like churches. By exploring the basis of these findings, including strain and frustration-aggression theories, social learning theory, social control theory, and organizational justice theory, organizational leaders can gain an

understanding of how passive avoidant leadership is related to deviancy at work. These insights also offer implications for leadership, human resources management, policy development, and community initiatives – especially in environments where ethical guidance is crucial. The findings focus on the relationship between passive-avoidant leadership and employee deviant behavior. The primary investigator also recommends areas for further investigation, particularly regarding the impact of Christian values on curbing negative workplace behaviors.

Theoretical Implications

Strain and Frustration-Aggression Theories

The positive link between passive-avoidant leadership and deviant workplace behaviors corresponds with the strain theory, which proposes that there are variables such as insufficient job resources, rewards, or limited chances for career progression that can cause strain among employees, which can result in deviancy (Agnew, 2012). Likewise, the frustration-aggression theory (Dugré & Potvin 2023) is validated by the findings as workers might react to frustration stemming from perceived neglect or other passive leadership approaches by resorting to aggression or deviant behavior as a way of coping. A Christian foundation may provide individuals with effective coping mechanisms, gratitude, and ethical values, which may buffer this effect. Additional research is needed to understand the impact of a Christian foundation.

Social Learning Theory

The research addresses social learning theory (Bandura, 1979), as when deviant behavior is seen by employees without consequences, employees may imitate it and perceive it as appropriate. Research by Wellman et al. (2019) indicates that passive

leaders, who are viewed as poor role models and ineffective, can negatively influence the rise of informal leaders within the team and hinder overall performance, in line with social learning theory. This could lead to a continuation of misconduct within the company. Biblical scripture discourages unethical behavior regardless of external influences (*King James Bible*, 1769/2017, 1 Peter 2:12). Additional research is recommended on how Christian values influence social learning of deviant workplace behaviors.

Social Control Theory

The limited intervention of job embeddedness implies that strong relationships within a company may not always negate the effects of passive-avoidant leadership. This could mean that leadership approaches might, at times, have more influence than connections in deterring deviant behaviors. Similarly, Christian core values as a variable could be considered for additional research.

Organizational Justice Theory

The perception of leadership styles regarding how fairness and justice are administered may also have influenced the relationship between passive-avoidant leadership and deviant workplace behaviors. Passive-avoidant leaders take little to no action in administering organizational justice, which could result in employees engaging in behaviors to seek retribution or address perceived unfairness (Aquino et al., 1999). Additional research is needed to understand the influence of a Christian worldview on the perception of deviancy in the organization as a result of passive-avoidant leadership.

Practical Implications

Organizational Leadership and Management

Based on the findings and supported research on passive-avoidant leadership and several types of deviant workplace behaviors, organizations should enhance their leadership training programs to promote proactive and engaging leadership approaches (Ågotnes et al., 2018; Hu et al., 2023; Kjellevoid Olsen et al., 2021). This would lessen the effect of passive-avoidant leadership and decrease employee deviancy. Previous research has shown that deviancy in the workplace decreases overall organizational performance (Eliyana & Sridadi, 2020). Findings imply that by discouraging passive-avoidant leadership styles, organizations could potentially decrease misconduct in the workplace and enhance the overall work environment.

Human Resources and Psychological Consulting

Human resource professionals and consultants can utilize this information to create workplace guidelines and initiatives that discourage passive-avoidant leadership behaviors in environments with high rates of workplace deviance. Moreover, strategies could be devised to enhance employee commitment in a manner that offsets the impacts of passive-avoidant leadership approaches.

Policy Making in Organizations

Creating clearer pathways for advancement that discourage passive-avoidant leadership approaches, providing training and resources, improving reward systems, a culture of ethical behavior, and establishing more direct and engaging leadership can reduce workplace strain and frustration and potentially decrease deviant behaviors (Dugré & Potvin, 2023; Hu et al., 2023; Kabiri et al., 2023).

Community and Religious Organizations

Church Leadership

In places of worship, like churches, where morality and ethics are important, recognizing the influence of non-passive leadership on deviant behavior can aid in developing pastoral approaches and community governance methods. Empirical evidence shows that active and engaged leadership styles, such as transformational approaches, are effective in pastoral settings (Carter, 2009). Researchers have also found that ethical, participative, and transformational approaches decrease deviancy at work (Huang & Chang, 2021). Church leadership stand to gain by discouraging passive-avoidant leadership, thereby decreasing the chances of deviance in religious organizations.

Community Programs

Community groups can use these findings to discourage passive-avoidant leadership approaches, and instead, encourage hands-on leaders who promote a fair and interactive atmosphere. According to previous research, engaged leadership styles, such as transformational leadership, promote positive employee outcomes and embeddedness in organizations (Hauth et al., 2022; Suliman et al., 2020). In addition, research has shown that both fairness and community are related to job embeddedness (El-Gazar et al., 2022).

Impact on the Scientific Community

Academia and Research

The discoveries from this research could spark exploration in academic circles and among researchers who are interested in how passive-avoidant leadership styles impact employee behavior. In essence, the findings in this study on leadership offer

valuable knowledge for improving leadership effectiveness and reducing misconduct in workplaces across various industries. These findings contribute to both frameworks and practical strategies in employee behavior and management. The primary researcher emphasizes the importance of creating supporting environments and promoting proactive leadership in organizations that employ individuals with criminal histories. Training initiatives focused on active leadership participation are recommended based on the findings, drawing from both theories and biblical values to enhance organizational climate and diminish deviant behaviors. Future studies could explore other factors that may moderate the link between passive-avoidant leadership styles and workplace misconduct.

Limitations

This research study has limitations that need to be considered. The decision of the primary investigator to use LinkedIn's platform, which caters to a professional and mostly educated workforce, through the primary investigator's list of professional contacts through a convenience sampling technique may introduce sampling bias as it may exclude participants from other demographics and thus may limit the generalizability of the findings to broader contexts.

In addition, the unpredictability of user availability on the LinkedIn platform at the time of the social media postings may introduce response bias. Moreover, relying mainly on self-reporting methods could introduce social desirability bias, where participants may respond in ways they believe are socially acceptable rather than being entirely truthful. This potential bias could impact the accuracy of reported levels of passive-avoidant leadership, job embeddedness, and deviant behaviors. Furthermore, the

study's quantitative cross-sectional design restricts the ability to establish relationships between variables. It remains uncertain whether passive-avoidant leadership directly triggers behaviors or if other factors are also involved. In addition, the study's global measure of job embeddedness is limited by design as a result of its general questions and focus on capturing the subject's overall subjective interpretation of job embeddedness (Crossley et al., 2007, p. 1032).

The demographics data presented in Appendix L suggest that the sample in this study may not accurately represent the U.S. population due to factors such as education levels, age distribution, and a predominant presence in the South Atlantic region. Therefore, any skewness observed in behavior scores, as depicted in Figure 21 and Table 5, could be attributed to desirability bias and participants' maturity levels (in terms of work experience, understanding consequences, and coping skills) and advanced education (motivation for success and intrinsic drive). Based on the literature, people who are self-motivated tend to thrive under leaders who take a laid-back approach (Kizil, 2016). This might explain why the relationship between passive-avoidant leadership (MLQ) and deviant behavior (DBS) scores is relatively low in the sample of this study.

Recommendations for Future Research

Expanded Methods and Contexts

In future studies, researchers might consider using a combination of methods (experimental or quasi-experimental designs, performance report data, and direct observations). Additionally, observations or behavioral information, such as employee disciplinary records, could address social desirability biases. Moreover, expanding the research to cover industry sectors and organizational environments could enhance the

applicability of findings. Long-term studies could offer insights into the relationships among passive-avoidant leadership styles, job embeddedness, and deviant behaviors at work by establishing temporal connections. Exploring how passive-avoidant leadership styles, job embeddedness, and deviant workplace behaviors vary in organizational settings may reveal valuable distinctions in these associations across diverse contexts.

Restrict Research to Individuals with Criminal Histories

While the primary researcher focused on organizations that are open to hiring individuals with criminal backgrounds, it is important to note that participants were not specifically screened for past criminal records, leaving uncertainty about their criminal histories. Future investigations could concentrate on assessing only individuals with actual criminal histories for a more targeted approach to understanding this unique population.

Composite Versus Global Measures

This study utilized a global measure in lieu of a composite measure to assess job embeddedness. According to the author of the GMJE (Crossley et al., 2007, p. 1032), there are benefits in using a global measure of job embeddedness. Alternative composite measures, such as Mitchell et al.'s (2001) job embeddedness scale, may exclude items or have items that are not relevant or important to individuals (Crossley et al., 2007, p. 1032). For instance, researcher Fuchs (2022) found that the intention to leave an organization by Generation Y employees is influenced by the sacrifice component of job embeddedness. The researchers used the composite measure of job embeddedness development by Mitchell et al. (2001), which allowed them to examine a specific dimension of job embeddedness (Fuchs, 2022). Although global measures provide the

benefit of a holistic approach, composite measures may reduce the risk of participant response or subjectivity biases and provide researchers with data on specific items in a structured and objective approach. Additional research is recommended using a composite scale, and the development of a participant-weighted composite scale for the purpose of the individual analysis of on-the-job and off-the-job factors which matter most for participants.

Hofstede's Cultural Dimensions

From a cultural and geographical standpoint, most of the participants (51.6%) were from the South Atlantic region of the United States, Caucasian (61.3%), and did not identify as Hispanic, Spanish or Latino (85.3%). Additional research is recommended to examine the geographical, racial, and cultural differences based on Hofstede's cultural dimensions (Hofstede & Bond, 1984) and how they relate to passive-avoidant leadership. More specifically, it is unknown if individuals who favor high power distance, cultural femininity, and collectivism may be more accepting of passive-avoidant leadership styles and less likely to question leadership and engage in deviant workplace behaviors. Additional research is needed on geographical, racial, and cultural differences as they relate to the relationship between passive-avoidant leadership and deviant workplace behaviors. Research is also recommended on how geographical, racial, and cultural factors influence job embeddedness as it relates to deviancy at work.

Job Satisfaction as a Mediator

Job embeddedness has been shown in a recent study to be linked to higher levels of job satisfaction (Abbas & Nasir, 2021). Conversely, job satisfaction has also been shown to decrease deviant workplace behaviors (Wahyono et al., 2021). Based on the

findings of Abbas and Nasir (2021) and Wahyono et al. (2021), additional research is recommended on the mediating role of job satisfaction in the relationship between job embeddedness and various workplace deviant behaviors.

Dependency Rather than Satisfaction

The sacrifice component of job embeddedness in the global measure of job embeddedness scale by Crossley et al. (2007) does not take into consideration whether or not employees are embedded in their jobs for positive or negative reasons, as some employees may feel trapped in their jobs whereas others may love their job. More specifically, employees with criminal histories have limited alternatives for employment and, as a result, may remain in a position unsatisfied or disgruntled. Future researchers should consider the creation of a new job embeddedness scale that can distinguish between positive (satisfaction) and negative reasons (feeling trapped) for job embeddedness, as job satisfaction has been shown in research to be an influential factor in decreasing workplace deviancy (Wahyono et al., 2021).

Other Types of Misconduct

The featured study was confined to deviant workplace behaviors outlined by Aquino et al. (1999). Inappropriate behavior such as discrimination, harassment, exclusion, damaging someone's reputation, spreading rumors, using abusive language, bullying, being late, missing work, slacking off, mishandling company assets, committing fraud or theft, and showing disobedience are all examples of misconduct in the workplace. It is suggested that future research explores measures to assess other types of unacceptable behaviors at work, such as cyberloafing, co-worker sabotage, sexual harassment, data theft, falsifying reports or reports, social media shaming, false

allegations, corporate espionage, violating safety policies, unauthorized disclosure of confidential information, and revenge posting.

Summary

In summary, this study has focused on the relationship among passive-avoidant leadership, job embeddedness, and inappropriate deviant workplace behaviors in the realm of second-chance employment. The results indicate a significant positive relationship between passive-avoidant leadership and negative deviant workplace behaviors suggesting that less proactive leadership approaches can encourage harmful conduct by employees. However, job embeddedness did not appear to influence this relationship, indicating that being deeply rooted in a job may not counteract the impacts of passive-avoidant leadership on employee conduct. These findings add depth to discussions on leadership and organizational behavior, offering insights for managing workplace dynamics in contexts involving second-chance employment opportunities.

The primary investigator emphasizes the significance of Christian values and active leadership in upholding integrity and fostering an ethical work environment. Aligning these findings with Biblical principles stresses the importance of attentive stewardship in leadership positions. Future research should explore a range of settings and utilize mixed-method approaches to enhance the applicability and depth of understanding regarding these connections. By expanding our understanding of how different leadership styles affect employee behavior and considering the impact of job embeddedness, this study contributes to enhancing leadership strategies and refining organizational guidelines especially within environments supporting second chances.

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APPENDIX A: MLQ - LICENSE TO ADMINISTER

For use by anthony da silva only. Received from Mind Garden, Inc. on January 31, 2024

Permission Letter

www.mindgarden.com

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Multifactor Leadership Questionnaire

The license holder has permission to administer the complete instrument in their research, however, only three sample items from this instrument as specified below may be included in the research write-up, thesis, or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument form may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

Citation of the instrument must include the applicable copyright statement listed below.

Sample Items:

As a leader

- I talk optimistically about the future.
- I spend time teaching and coaching.
- I avoid making decisions.

The person I am rating....

- Talks optimistically about the future.
- Spends time teaching and coaching.
- Avoids making decisions

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Sincerely,



Robert Most
Mind Garden, Inc.
www.mindgarden.com

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APPENDIX B: DB SCALE - AUTHOR'S PERMISSION TO USE

D Da Silva, Anthony Maurice
To: karl.aquino@sauder.ubc.ca Tue 1/30/2024 8:36 PM

Dear Dr. Aquino,

My name is Anthony Da Silva, and I am an industrial and organizational psychology doctoral student at Liberty University currently working on my dissertation research. I am writing to respectfully request your permission to use your "Deviant Behaviors" scale in my dissertation project, which focuses on the moderating role of job embeddedness in the relationship between passive-avoidant leadership and deviant workplace behavior.

I have reviewed your work extensively, and I am particularly interested in the valuable insights that your scale can provide in the context of my research. Your contribution to the field of organizational psychology has been highly regarded, and your scale aligns perfectly with the objectives of my dissertation.

The aim of my research is to explore the potential moderating effects of job embeddedness on the relationship between passive-avoidant leadership, characterized by a lack of engagement and involvement, and deviant workplace behavior, which includes actions contrary to organizational norms and values. I believe that your Deviant Behaviors scale would be instrumental in capturing the levels of deviant workplace behaviors among the participants in my study.

I assure you that if you grant me permission to use your scale, I will strictly adhere to all ethical guidelines and properly cite your work in my dissertation. Additionally, any data collected using your scale will be handled with the utmost confidentiality and will be used solely for the purpose of my research.

If you require any further information about my research project, the methodology I plan to employ, or any other details related to my request, please do not hesitate to contact me. I am more than willing to provide any additional information or clarification you may need.

I understand that your work is highly regarded, and I genuinely appreciate your consideration of my request. Your contribution to my research would be immensely valuable, and it would greatly enhance the quality and rigor of my dissertation.

Thank you for taking the time to consider my request. I eagerly await your response and hope for a positive outcome. If you require any documents or forms to formalize this request, please let me know, and I will promptly provide them.

Sincerely,
Anthony Da Silva
727-999-0807

AK Aquino, Karl <karl.aquino@sauder.ubc.ca>
To: Da Silva, Anthony Maurice Tue 1/30/2024 8:55 PM

You don't often get email from karl.aquino@sauder.ubc.ca. [Learn why this is important](#)

[EXTERNAL EMAIL: Do not click any links or open attachments unless you know the sender and trust the content.]

Dear Anthony,

Feel free to use the measure of deviant behaviors from whatever paper of mine you found dit. It's public domain so there's no need to get my permission. Best of luck with your research.

Regards,
Karl

On Jan 30, 2024, at 5:36 PM, Da Silva, Anthony Maurice <amdasilva@liberty.edu> wrote:

[CAUTION: Non-UBC Email]

...

Thank you! Thank you. I appreciate that. Thank you so much! I really appreciate it!

Reply Forward

APPENDIX C: GMJE - AUTHOR'S PERMISSION TO USE

D Da Silva, Anthony Maurice
To: craig.crossley@ucf.edu Tue 1/30/2024 8:09 PM

Dear Dr. Crossley,

My name is Anthony Da Silva, and I am an industrial and organizational psychology doctoral student at Liberty University currently working on my dissertation research. I am writing to respectfully request your permission to use the "Global Measure of Job Embeddedness Scale" in my dissertation project, which focuses on the moderating role of job embeddedness in the relationship between passive-avoidant leadership and deviant workplace behavior.

I have reviewed your work extensively, and I am particularly interested in the valuable insights that your scale can provide in the context of my research. Your contribution to the field of organizational psychology has been highly regarded, and your scale aligns perfectly with the objectives of my dissertation.

The aim of my research is to explore the potential moderating effects of job embeddedness on the relationship between passive-avoidant leadership, characterized by a lack of engagement and involvement, and deviant workplace behavior, which includes actions contrary to organizational norms and values. I believe that your Global Measure of Job Embeddedness Scale would be instrumental in capturing the levels of job embeddedness among the participants in my study.

I assure you that if you grant me permission to use your scale, I will strictly adhere to all ethical guidelines and properly cite your work in my dissertation. Additionally, any data collected using your scale will be handled with the utmost confidentiality and will be used solely for the purpose of my research.

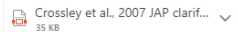
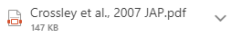
If you require any further information about my research project, the methodology I plan to employ, or any other details related to my request, please do not hesitate to contact me. I am more than willing to provide any additional information or clarification you may need.

I understand that your work is highly regarded, and I genuinely appreciate your consideration of my request. Your contribution to my research would be immensely valuable, and it would greatly enhance the quality and rigor of my dissertation.

Thank you for taking the time to consider my request. I eagerly await your response and hope for a positive outcome. If you require any documents or forms to formalize this request, please let me know, and I will promptly provide them.

Sincerely,
Anthony Da Silva
727-999-0807

CC Craig Crossley <Craig.Crossley@ucf.edu>
To: Da Silva, Anthony Maurice Tue 1/30/2024 8:48 PM

2 attachments (182 KB) [Save all to OneDrive - Liberty University](#) [Download all](#)

You don't often get email from craig.crossley@ucf.edu. [Learn why this is important](#)

[EXTERNAL EMAIL: Do not click any links or open attachments unless you know the sender and trust the content.]

Hi Anthony,

You are free to use the measure.
Good luck with your dissertation research!
Craig


p.s. note the instructions in the clarification statement.

Craig Crossley, Ph.D. Fulbright-Hanken Distinguished Chair in Business 2022-2024
Associate Professor, Department of Management
College of Business Administration
University of Central Florida
P.O. Box 161400
Orlando, Florida 32816-1400
<https://business.ucf.edu/person/craig-crossley/>

Please note: Florida has a very broad open records law (F.S. 119). Emails may be subject to public disclosures.

...

APPENDIX D: CITI SOCIAL & BEHAVIORAL RESEARCH COURSE



Completion Date 14-Jan-2022
Expiration Date 13-Jan-2025
Record ID 46648726

This is to certify that:

Anthony DaSilva


Has completed the following CITI Program course:

Social & Behavioral Research - Basic/Refresher
(Curriculum Group)
Social & Behavioral Researchers
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Liberty University

Not valid for renewal of certification through CME.



Collaborative Institutional Training Initiative
101 NE 3rd Avenue, Suite 320
Fort Lauderdale, FL 33301 US
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APPENDIX E: PARTICIPANT RECRUITMENT LINKEDIN POST

ATTENTION LINKEDIN FRIENDS: I am conducting research as part of the requirements for a Doctor of Psychology: Industrial/Organizational Psychology at Liberty University. The purpose of my research is to examine how job embeddedness moderates the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. This study also aims to understand the main effect of the relationship between passive-avoidant leadership styles and deviant workplace behaviors among employees working for a second-chance employer. Finally, the study will investigate the relationship between job embeddedness and deviant workplace behaviors among employees working for a second-chance employer. To participate, you must be at least 18 years old. It's essential that you are neither jailed nor hospitalized, and you should not be suffering from any condition that might compromise your ability to make decisions freely. You must acknowledge that you have been exposed to your supervisor's leadership style through direct observation and interaction. You must affirm that this exposure has given you the necessary insights to evaluate my supervisor's approach to leadership, decision-making, communication, and conflict resolution. You must understand that your participation in this study is predicated on these experiences, which enable you to accurately assess and provide feedback on my supervisor's leadership capabilities as part of the research objectives. Your place of employment should aid individuals who have faced challenges securing jobs due to their past mistakes and criminal histories. It's also crucial for you to be proficient in English and capable of understanding content designed for a ninth-grade level. Lastly, you must reside within the United States. Participants will be asked to complete demographics questions and the Multifactor Leadership Questionnaire, Global Job Embeddedness Scale, and the Deviant Behaviors Scale, which should take about seven minutes to complete. If you would like to participate and meet the study criteria, please click here (<https://www.SurveyMonkey™.com/r/lu2024>). A consent document is provided as the first page of the survey.

APPENDIX F: STUDY INFORMATION SHEET

Study Information Sheet

Title of the Project: The Nexus of Passive-Avoidant Leadership and Deviancy:
Exploring Job Embeddedness

Principal Investigator: Anthony Da Silva, Doctoral Candidate, School of Behavioral
Sciences, Liberty University

Invitation to be Part of a Research Study

You are invited to participate in a research study. To participate, you must be at least 18 years old. It's essential that you are neither jailed nor hospitalized, and you should not be suffering from any condition that might compromise your ability to make decisions freely. You must acknowledge that you have been exposed to your supervisor's leadership style through direct observation and interaction. You must affirm that this exposure has given you the necessary insights to evaluate your supervisor's approach to leadership, decision-making, communication, and conflict resolution. You must understand that your participation in this study is predicated on these experiences, which enable you to accurately assess and provide feedback on your supervisor's leadership capabilities as part of the research objectives. Your place of employment should aid individuals who have faced challenges securing jobs due to their past mistakes and criminal histories. It's also crucial for you to be proficient in English and capable of understanding content designed for a ninth-grade level. Lastly, you must reside within the United States. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

This study aims to explore how passive-avoidant leadership styles influence deviant workplace behaviors among employees hired by second-chance employers United States, and to see if job embeddedness affects this relationship. The study is being done to understand the link between passive-avoidant leadership styles and deviant workplace behaviors in the context of second-chance employers, and to determine if job embeddedness plays a role in this relationship, especially given the changing employment landscape and the rise of second chance hiring practices.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following:

1. Complete an online, anonymous survey, which should take approximately 7 minutes. This survey will include demographic questions as well as the

Multifactor Leadership Questionnaire (MLQ), Global Job Embeddedness Scale, and the Deviant Behaviors Scale.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

Benefits to society include enhanced public knowledge on less explored areas of workforce management, especially concerning second-chance employment. The study supports a more informed dialogue on creating inclusive, supportive, and productive work environments for all employees, emphasizing the importance of leadership styles and organizational strategies in reducing workplace deviance and improving employee retention.

What risks might you experience from being in this study?

The expected risks from participating in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records.

- Participant responses will be anonymous.
- Data will be stored on a password-locked computer. After three years, all electronic records will be deleted.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time prior to submitting the survey without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Anthony Da Silva. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at [REDACTED]. You may also contact the researcher's faculty sponsor, Dr. Patrick Slowinski at [REDACTED].

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the IRB. Our physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address is irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

APPENDIX G: DEMOGRAPHIC QUESTIONS

1. What is your age?
 - a. 18 to 24
 - b. 25 to 34
 - c. 35 to 44
 - d. 45 to 54
 - e. 55 to 65
2. What is your gender?
 - a. Male
 - b. Female
3. What is your race?
 - a. White
 - b. Black or African American
 - c. American Indian or Alaskan Native
 - d. Asian
 - e. Native Hawaiian or Other Pacific Islander
 - f. Other
4. Are you Hispanic, Spanish, or Latino origin?
 - a. Yes
 - b. No
5. What is your relationship status?
 - a. Never been married
 - b. Single

- c. Life Partner
 - d. Married
 - e. Legally married but separated
 - f. Divorced
 - g. Widowed
 - h. Other
6. What is your current religion, if any?
- a. Christian/Protestant/Methodist/Lutheran/Baptist/Pentecostal
 - b. Catholic
 - c. Mormon
 - d. Greek or Russian Orthodox
 - e. Jewish
 - f. Muslim
 - g. Hindu
 - h. Atheist or agnostic
 - i. Nothing in particular
 - j. Other
7. What is your highest level of completed education?
- a. No schooling completed
 - b. Middle School or below
 - c. High school graduate or equivalent (GED)
 - d. One or more years of college, no degree or college certificate
 - e. Professional certification

- f. Associate degree (for example: AA, AS)
 - g. Bachelor's degree (for example: BA, AB, BS)
 - h. Master's degree (for example: MA, MS, Meng, Med, MSW, MBA)
 - i. Doctorate degree (for example: PhD, EdD) or Professional degree (for example: MD, DDS, DVM, LLB, JD)
8. In which region of the United States do you live?
- a. New England (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut)
 - b. Middle Atlantic (New York, New Jersey, Pennsylvania)
 - c. East North Central (Ohio, Indiana, Illinois, Michigan, Wisconsin)
 - d. West North Central (Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, Kansas)
 - e. South Atlantic (Delaware, Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida)
 - f. East South Central (Kentucky, Tennessee, Alabama, Mississippi)
 - g. West South Central (Arkansas, Louisiana, Oklahoma, Texas)
 - h. Mountain (Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada)
 - i. Pacific (Washington, Oregon, California, Alaska, Hawaii)
9. What sector do you work in?
- a. Accountancy, banking and finance
 - b. Business, consulting and management
 - c. Charity and voluntary work

- d. Creative arts and design
- e. Energy and utilities
- f. Engineering and manufacturing
- g. Environment and agriculture
- h. Healthcare
- i. Hospitality and events management
- j. Information technology
- k. Law
- l. Law enforcement and security
- m. Leisure, sport and tourism
- n. Marketing, advertising and PR
- o. Media and internet
- p. Property and construction
- q. Public services and administration
- r. Recruitment and HR
- s. Retail
- t. Sales
- u. Science and pharmaceuticals
- v. Social care
- w. Teacher, training and education
- x. Transport and logistics
- y. Other

10. What is the size of your organization?

- a. Small (0 – 100 employees)
- b. Mid-Sized (101 – 1000 employees)
- c. Large (1001 & above)

11. About how long have you been in your current position?

- a. 30 days or less
- b. Less than 6 months but greater than 30 days
- c. 6 months to less than 2 years
- d. 2 years to less than 5 years
- e. 5 years to less than 10 years
- f. 10 years to less than 15 years
- g. 15 years to less than 20 years
- h. 20 years or more

APPENDIX H: MLQ SAMPLE QUESTIONS

For use by anthony da silva only. Received from Mind Garden, Inc. on January 31, 2024

Permission Letter

www.mindgarden.com

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Multifactor Leadership Questionnaire

The license holder has permission to administer the complete instrument in their research, however, only three sample items from this instrument as specified below may be included in the research write-up, thesis, or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument form may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

Citation of the instrument must include the applicable copyright statement listed below.

Sample Items:

As a leader

- I talk optimistically about the future.
- I spend time teaching and coaching.
- I avoid making decisions.

The person I am rating....

- Talks optimistically about the future.
- Spends time teaching and coaching.
- Avoids making decisions

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Sincerely,



Robert Most
Mind Garden, Inc.
www.mindgarden.com

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APPENDIX I: GLOBAL MEASURE OF JOB EMBEDDEDNESS

Instructions: After considering both work related (such as relationships, fit with job, benefits) and nonwork related factors (such as neighbors, hobbies, community perks), please rate your agreement with the statements below.

1. I feel attached to this organization.
2. It would be difficult for me to leave this organization.
3. I'm too caught up in this organization to leave.
4. I feel tied to this organization.
5. I simply could not leave the organization that I work for.
6. It would be easy for me to leave this organization. (reverse scored)
7. I am tightly connected to this organization

APPENDIX J: DEVIANT BEHAVIORS SCALE

Responses are obtained using a 5-point Likert-type scale where 1 = never, 2 = one to three times, 3 = four to ten times, 4 = eleven to twenty times, and 5 = more than twenty times.

Interpersonal Deviance Items:

1. Made an ethnic, racial, or religious slur against a co-worker.
2. Swore at a co-worker.
3. Refused to talk to a co-worker.
4. Gossiped about my supervisor.
5. Made an obscene comment or gesture at a co-worker.
6. Teased a co-worker in front of other employees.

Organizational Deviance Items:

1. Intentionally arrived late for work.
2. Called in sick when I was not really ill.
3. Took undeserved breaks to avoid work.
4. Made unauthorized use of organizational property.
5. Left work early without permission.
6. Lied about the number of hours I worked.
7. Worked on a personal matter on the job instead of working for my employer.
8. Purposely ignored my supervisor's instructions.

APPENDIX K: IRB EXEMPTION LETTER

LIBERTY UNIVERSITY
INSTITUTIONAL REVIEW BOARD

March 27, 2024

Anthony Da Silva
Patrick Slowinski

Re: IRB Exemption - IRB-FY23-24-1509 The Nexus of Passive-Avoidant Leadership and Deviancy: Exploring Job Embeddedness

Dear Anthony Da Silva, Patrick Slowinski,

The Liberty University Institutional Review Board (IRB) has reviewed your application per the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds your study to be exempt from further IRB review. This means you may begin your research with the data-safeguarding methods described in your IRB application, and no further IRB oversight is required.

Your study falls under the following exemption category, which identifies specific situations in which human participants research is exempt from the policy set forth in 45 CFR 46:104(d):

Category 2.(i). Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording) if at least one of the following criteria is met:

The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects;

For a PDF of your exemption letter, click on your study number in the My Studies card on your Cayuse dashboard. Next, click the Submissions bar beside the Study Details bar on the Study Details page. Finally, click Initial under Submission Type and choose the Letters tab toward the bottom of the Submission Details page. Your information sheet and final versions of your study documents, **which you must use to conduct your study**, can also be found on the same page under the Attachments tab.

This exemption only applies to your current research application, and any modifications to your protocol must be reported to the Liberty University IRB for verification of continued exemption status. You may report these changes by completing a modification submission through your Cayuse IRB account.

If you have any questions about this exemption or need assistance in determining whether possible modifications to your protocol would change your exemption status, please email us at irb@liberty.edu.

Sincerely,
G. Michele Baker, PhD, CIP
Administrative Chair
Research Ethics Office

APPENDIX L: FREQUENCY TABLES

Table 22*Participant Age*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 24	11	5.1	5.1	5.1
	25 to 34	22	10.1	10.1	15.2
	35 to 44	50	23.0	23.0	38.2
	45 to 54	72	33.2	33.2	71.4
	55 to 65	62	28.6	28.6	100.0
	Total	217	100.0	100.0	

Table 23*Participant Gender*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	121	55.8	55.8	55.8
	Female	94	43.3	43.3	99.1
	Prefer not to answer	2	.9	.9	100.0
	Total	217	100.0	100.0	

Table 24*Participant Race*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	133	61.3	61.3	61.3
	Black or African American	51	23.5	23.5	84.8
	American Indian or Alaskan Native	5	2.3	2.3	87.1
	Asian	7	3.2	3.2	90.3
	Native Hawaiian or Other Pacific Islander	1	.5	.5	90.8

	Frequency	Percent	Valid Percent	Cumulative Percent
Other	20	9.2	9.2	100.0
Total	217	100.0	100.0	

Table 25*Participant Hispanic, Spanish, or Latino Origin*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	32	14.7	14.7	14.7
No	185	85.3	85.3	100.0
Total	217	100.0	100.0	

Table 26*Participant Relationship Status*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	39	18.0	18.0	18.0
Life Partner	11	5.1	5.1	23.0
Married	140	64.5	64.5	87.6
Divorced	20	9.2	9.2	96.8
Widowed	5	2.3	2.3	99.1
Other	2	.9	.9	100.0
Total	217	100.0	100.0	

Table 27*Participant Religion*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Christian/Protestant/Met hodist/Lutheran/Baptist/ Pentecostal	104	47.9	47.9	47.9
Catholic	52	24.0	24.0	71.9

	Frequency	Percent	Valid Percent	Cumulative Percent
Mormon	3	1.4	1.4	73.3
Greek or Russian Orthodox	2	.9	.9	74.2
Jewish	1	.5	.5	74.7
Muslim	2	.9	.9	75.6
Hindu	2	.9	.9	76.5
Atheist or agnostic	13	6.0	6.0	82.5
Nothing in particular	19	8.8	8.8	91.2
Other	19	8.8	8.8	100.0
Total	217	100.0	100.0	

Table 28*Participant Highest Level of Completed Education*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No schooling completed	1	.5	.5	.5
Middle School or below	2	.9	.9	1.4
High school graduate or equivalent (GED)	12	5.5	5.5	6.9
One or more years of college, no degree or college certificate	13	6.0	6.0	12.9
Professional certification	5	2.3	2.3	15.2
Associate degree (for example: AA, AS)	11	5.1	5.1	20.3
Bachelor's degree (for example: BA, AB, BS)	44	20.3	20.3	40.6
Master's degree (for example: MA, MS, MEng, MEd, MSW, MBA)	60	27.6	27.6	68.2
Doctorate degree (for example: PhD, EdD) or Professional degree (for example: MD, DDS, DVM, LLB, JD)	69	31.8	31.8	100.0
Total	217	100.0	100.0	

Table 29*Participant U.S. Region*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. New England (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut)	7	3.2	3.2	3.2
	2. Middle Atlantic (New York, New Jersey, Pennsylvania)	15	6.9	6.9	10.1
	3. East North Central (Ohio, Indiana, Illinois, Michigan, Wisconsin)	12	5.5	5.5	15.7
	4. West North Central (Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, Kansas)	12	5.5	5.5	21.2
	5. South Atlantic (Delaware, Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Georgia)	112	51.6	51.6	72.8
	6. East South Central (Kentucky, Tennessee, Alabama, Mississippi)	11	5.1	5.1	77.9
	7. West South Central (Arkansas, Louisiana, Oklahoma, Texas)	23	10.6	10.6	88.5
	8. Mountain (Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada)	14	6.5	6.5	94.9
	9. Pacific (Washington, Oregon, California, Alaska, Hawaii)	11	5.1	5.1	100.0
	Total	217	100.0	100.0	

Table 30*Participant Industry Type*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accountancy, banking, and finance	10	4.6	4.6	4.6
	Business, consulting, and management	36	16.6	16.6	21.2
	Charity and voluntary work	2	.9	.9	22.1
	Creative arts and design	2	.9	.9	23.0
	Energy and utilities	3	1.4	1.4	24.4
	Engineering and manufacturing	21	9.7	9.7	34.1
	Environment and agriculture	2	.9	.9	35.0
	Healthcare	17	7.8	7.8	42.9
	Hospitality and events management	6	2.8	2.8	45.6
	Information technology	24	11.1	11.1	56.7
	Law	2	.9	.9	57.6
	Law enforcement and security	1	.5	.5	58.1
	Marketing, advertising, and PR	2	.9	.9	59.0
	Property and construction	1	.5	.5	59.4
	Public services and administration	5	2.3	2.3	61.8
	Recruitment and HR	24	11.1	11.1	72.8
	Retail	5	2.3	2.3	75.1
	Sales	4	1.8	1.8	77.0
	Social care	1	.5	.5	77.4
	Teacher, training, and education	30	13.8	13.8	91.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Transport and logistics	1	.5	.5	91.7
Other	18	8.3	8.3	100.0
Total	217	100.0	100.0	

Table 31*Participant Organization Size*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Small (0 – 100 employees)	60	27.6	27.6	27.6
Mid-Sized (101 – 1000 employees)	61	28.1	28.1	55.8
Large (1001 & above)	96	44.2	44.2	100.0
Total	217	100.0	100.0	

Table 32*Participant Tenure*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 6 months but greater than 30 days	20	9.2	9.2	9.2
6 months to less than 2 years	57	26.3	26.3	35.5
2 years to less than 5 years	61	28.1	28.1	63.6
5 years to less than 10 years	28	12.9	12.9	76.5
10 years to less than 15 years	20	9.2	9.2	85.7
15 years to less than 20 years	12	5.5	5.5	91.2
20 years or more	19	8.8	8.8	100.0
Total	217	100.0	100.0	