CREATIVE DEVIANCE AND RESPECT FOR AUTHORITY: A CASE STUDY OF SELECTED AUDITING AND ACCOUNTING FIRMS IN GHANA.

By

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DECLARATION

I declare that I wholly undertook this research under supervision and where other scholarly works have been used were duly acknowledged as such.

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ABSTRACT

The concept of creative deviance has gained grounds in organizational setting, with some employees finding some creative ways to successfully accomplish a task, which may be contrary to organizational norms. However, little attention is paid to this in Ghana. This study therefore sought to examine the effects of creative deviance on respect for authority. Both quantitative and qualitative approaches were adopted. The study was also descriptive and explanatory as it sought to describe and explore the relationships between the key variables of the study. The population of the study comprised staff and management of sixteen auditing and accounting firms in the Accra metropolis. Using purposive and convenience sampling techniques, 298 staff and 33 management members were selected for the study. Data analysis was conducted using frequencies, percentages, mean, standard deviation, factor analysis and multiple linear regression model. The study revealed that intrinsic motivation and psychological empowerment are antecedents of creative deviance. Results from the study also indicate that creative deviance has a positive effect on respect for authority. The study further revealed that on the positive side, creative deviance enables new solutions to problems and helps refine new ideas. However, this study found that success of creative deviance may bring about jealousy among employees, enmity between supervisors and subordinates, and may lead to employee dismissal at work. Based on the findings of the study, it was recommended that supervisors and managers should encourage behaviours that promote creative deviance such as exhibiting more initiative and assertiveness, encouraging feelings of self-worth, pursuing challenging goals, changing the status quo so as to improve on creative deviance. This is because creative deviance has the potential of contributing to organisational effectiveness if managed properly.

DEDICATION

Every good work comes with challenges and needs self-efforts as well as guidance from other persons especially those who are very close to your heart.

I dedicate my humble efforts to my sweet loving mum, who‟s love, affection, encouragement and prayers day and night enabled me get this far with my success and honour.

To Sarah Nyarko, I dedicate this work to you for many reasons. One as a thank you for all the things you have done for me throughout the years we have been together. For all the times you drove me to the station and picked me up at night, being an inspiration behind my work and life and other sacrifices you made for me.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concept of creative (positive) deviance began in Vietnam in 1990, when about 65 percent of the children under age of five were malnourished. However, some poor folks in some rural communities fed their children nutritiously outside the conventional way of feeding (Leavy, 2000). Currently, this concept has been brought to the organizational setting, with some employees finding some creative ways to successfully accomplish a task, which may be contrary to organizational norms. Nevertheless, creativity play a critical role in relation to success of commercial businesses, as well as playing a pragmatic role in solving the organizational challenges (Rosa et al, 2008). So long as firms tend to give authority and power to employees to perform certain functions on their own, it is imperative for the employees to adopt practical innovative measures with creative ideas with regards to how they carry out functions with accurate performance that leads to achievement of result and attainment of the organizational goals and objectives (Crant, 2010; Parker & Collins, 2010; Madjar et al, 2011; Zhang & Bartol, 2010).

As indicated earlier, by engaging in creative deviance, employees go contrary to the rules, regulations and procedures governing the organization. Some studies in the past have however indicated that, moving away from these rules and the laid down procedures may have an adverse effect on the organization (Muafi, 2011; Nasir & Bashir, Tziner & Fein, 2012; Mitchel & Amrose, 2007). Further, whilst it is vital for employees to follow the organizational norms to ensure smooth operation and survival of the organization, it is evidently clear that following these norms to the later can hinder the employees from getting the innovative means of solving problems at the workplace (Bilian 2013). Deviance that is created includes whole lots of behaviours which employees develop and exhibit in most cases. Creative deviance is an important behaviour for creativity and provides organizations with more radical ideas (Mainemelis, 2010). Creative deviance actually filters what the history of creativity often rewards, that is, individuals who demonstrate their faith in an uncertain new idea by taking a risk to keep it alive and evolving. Studies have shown that the more new ideas are created in the organization the more it will lead to creating new and innovative products and services to the people (Bilian, 2013; Allio, 2011; Madjar et al., 2011; Zhang & Bartol, 2010). Going through literature, the researcher found no existing study on creative deviance specifically in Ghana or Africa. This study therefore seeks to assess the antecedents and consequences of creative deviance as well as its effect on respect for authority among firms in Ghana in the Accounting and Auditing industry.

The Companies Code of Ghana, 1963 (Act 179) is the legal framework for those practices in the companies" accounting and auditing works. Meanwhile, in accordance with section 134 (5) of the Companies Code of Ghana, 1963 (Act 179), it is prudent for organisations and firms to constantly pass through frequent auditing in a consistent manner. The Institute of Chartered Accountants Ghana, which was established in 1963, is governed as a council by eleven chartered accountants and as a body mandated exclusively to take responsibility of regulations of the accountancy profession in Ghana. Its membership is made up only of persons acknowledged under the Companies Code, Act 1963 for the purpose of auditing company accounts. There are 175 registered Accounting and Auditing firms in Ghana (www.commonwealthofnations.org/). This has made the competition in the industry very keen, and creativity will certainly provide a competitive edge.

This study will be of great importance to the firms within this industry, in that, they mostly have standards and principles to follow. The results will help in identifying the consequences of employees who may have a better approach in auditing, and would want to implement. This will be done using a linear estimation statistical tools.

1.2 Statement of Problem

Creative deviance although a very crucial concept for contemporary business operation and employee management, has received little attention especially in Ghana. Creativity and deviance has been examined separately, therefore, it is understandable, bearing in mind that some of their manifestations, such as invention and sabotage, respectively, appear to have no common ground. Upon closer observations, however, some manifestations of the two occurrences are thoroughly and interestingly interconnected. Some researchers (for example, Vadera et al., 2013; Bilian, 2013; Allio, 2011; Leavy, 2011; Mainemelis, 2010) who attempted to research into the topic focused mostly on the antecedents such as intrinsic motivation, felt obligation, and psychological empowerment and consequences such as innovative product or failed products leading to waste of organizational resources. None of them focused specifically on respect for authority.

Further, a study by Hale and Fields (2007) which compared Ghana and USA, indicated that Ghana has a high power distance culture, which translates into the behaviours exhibited in the organizations. Respect for authority is the order of the day, and a subordinate dare not question instructions of superiors, because the superiors are regarded as all-knowing and powerful. Any subordinate that deviates from instructions offered by superior is regarded as disrespectful and as such becomes an enemy to the superior (Hale & Fields, 2007). This makes it very difficult for subordinate to move away from superiors instructions to pursue creative ideas that may lead them into taking actions that run contrary to laid down rules and regulations as they fear the consequences if their actions fail to yield the intended results. Staw and Boettger (1990) indicated that, there are no single individuals that can guarantee coming out with different and new ideas will yield a successful outcome or not however, irrespective of the outcome, some lessons are learnt by both management and employees for future decision making purposes. It takes only very few subordinates to take the bold decision of pursuing their own creative ideas.

Research on creative deviance in Sub-Saharan Africa are non-existent, and this study is meant to provide an African perspective to creative deviance. All these issues warranted a study into the effects of creative deviance on respect for authority in Ghana. And considering the fact that, the operations of the accounting and auditing firms are guided by standards and principles, this study on creative deviance will be much relevant to them.

1.3 Objective of the study

The objectives of this study are categorized into two; namely, general objective and specific objectives.

1.3.1 General Objective

The general objective of the study was to examine the effects of creative deviance on respect for authority and how creative deviance is managed in the selected accounting and auditing firms in Ghana.

1.3.2 Specific Objectives

The specific objectives for the study are stated below;

i. To ascertain the antecedents of creative deviance among the selected accounting and auditing firms. ii. To determine the consequences of creative deviance among the selected accounting and auditing firms.

iii. To investigate the effect of creative deviance on respect for authority among the selected accounting and auditing firms. iv. To examine how leaders manage creative deviance effectively within the selected accounting and auditing firms.

1.4 Research Questions

i. What are the antecedents of creative deviance among the selected accounting and auditing firms? ii. What are the consequences of creative deviance among the selected accounting and auditing firms?

iii. What are the effect of creative deviance on respect for authority among the selected accounting and auditing firms?

iv. How do leaders manage creative deviance effectively among the selected accounting and auditing firms?

1.5 Justification of the Study

This research work used various common mechanisms fundamental to creativity to gain insight into the relationship between creative deviance and respect for authority, form a view and explore how mangers blend in creativity into their business for effectiveness. Despite the numerous benefit of constructive deviances experienced in companies and organizations, most of the studies conducted lay more emphases on the negative effects. This research work would serve as an insight to management members and industry practitioners as a whole. Regardless of the truth that the deviant attitudes and behaviours are not tolerated by the management, they equally help the organisations in the quest to achieve the set objectives of the organization. The results from this study would help to improve organizational processes and challenge existing norms in the organization. The study would also empower employees to engage more in creative deviance.

As indicated by Hale and Fields (2007), Ghana is a high power distance country making it very difficult for employees to engage in creative deviance. It is also clear, Hofstede (1980), states that Ghana is a high uncertainty avoidance country which again makes it difficult for employees to engage in creativity that would help solve future problems. The results of this study would help management and organizations to understand the relevance of employee creative deviance in an organization. When this idea is accepted, it would help to unleash the full potentials of employees, thereby helping to increase the growth in national productivity and economic development. As most of the studies in Sub-Sahara Africa have focused mainly on destructive deviance, this study would therefore contribute greatly to the field of academia.

1.6 Overview of Research Methodology

This study adopted positivism and deducted research philosophies. It adopted the positivism approach as it entails the application of scientific methods in data collection and analysis. It was also deductive in nature as it established a hypothesis by using a theory, which would either be accepted or rejected after the data analysis (Gill & Johnson, 2010).

The research strategy is also quantitative and qualitative in nature, by collecting data using a structured questionnaire and analysing using a regression model. The research design was thus a survey. The study selected sixteen accounting and auditing firms in Ghana. The population comprised management members and staff of these selected organizations. The study sampled between 10 to 25 employees and 2 to 3 management member from each of the sixteen accounting and auditing firms depending on the size. The total sample for the study was 354. The respondents were selected using purposive and convenient sampling techniques. The data used was generated through the primary sources with administration of questionnaires as the instrument used for the study. The analysis of the data was done using a software called Statistical Package for the Social Sciences (SPSS) (v.20). The analysis was presented using frequencies, percentages, Cronbach"s alpha, mean, standard deviation, and regression models.

1.7 The scope of the study

The conceptual coverage of the research include antecedents and its results of creative deviance, as well as respect for authority among accounting and auditing firms in Ghana. It would further be limited to how management handle creative deviance in an organization. The geographic scope is limited to sixteen accounting and auditing firms located in Greater Accra. Employees and management from these organizations were selected for the study.

1.8 The Limitations of the study

One limitation of major concern in the research work is the difficulty experienced in getting the staff to respond to the research instrument. As usual, there is some level of incorporation with regards to the researcher normally request from the respondents to the questionnaires during the time of the study show some hostile attitude. The researcher aside these challenges entice and convince the respondents to volunteer and participate fully in the conduct of the research. Other challenges encountered were a result of limited time to conduct and finish the research. Time remained a very significant challenge in pursuing this research study. Bureaucratic processes at the work places, inadequate commitment on the part of the staffs in the organization coupled with unpredictable weather condition largely played a part in delaying the work. Again, the high cost involved is another challenge of the research. This explains the fact that cost was duly incurred during the process which includes the cost on communication, typesetting, stationary, transportation, accommodation and printing. Such financial difficulties can be avoided through receiving of credit facilities either from friends or financial institutions so as to complete the work on time schedule.

1.9 Organization of the Study

The study was organized mainly in five (5) related but independent chapters with the first chapter presenting the background study, problem statement, objectives of the research, followed by the research question, scope, justification, methodology and limitations. Chapter two also gives a detailed reviewing of the existing literature in respect to the topic creative deviance. Chapter three further throws more light on the exact methodology that the researcher adopted for the study. The items considered were the design of the research, research approach, the population of the research, the sample size, the techniques adopted by the researcher, sources of data and techniques used in gathering the data, administration of the data and the statistical tool use for the presentations analysing and to test the econometric models.

Chapter four also does analysis based on the responses that the respondents have given through the use of inferential and descriptive method of statistics. Chapter five summarized the result, provide the end to the study relying on the analysis with respect to the previous chapters and finally provide concrete recommendations to the topic creative deviance.

1.10 Chapter Conclusion

This chapter presented brief background on creative deviance, statement of the problem, objectives of the research, research questions, justification of the study, methodology of the research, coverage or the scope of the research, the limitations of the study and finally the organization of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed available literature on the study. Firstly, the various definitions and conceptual definitions of positive deviance was looked at. This comprised the statistical approach, the supra-conformity approach, the reactive approach, and the normative approach. Secondly, creativity was defined, as well as the creative process analysed. Positive deviance as a pro-social behaviour was looked at. There were three antecedents of creative deviance found in literature, namely, motivation that comes from within the person without any rewards (intrinsic), motivation that arise as a result of the individuals feeling to do something (the felt motivation) and psychological empowerment and each of these have other multiple factors defining them. Finally, the consequence of positive deviance was looked at and the chapter was summarized into a conceptual framework.

2.2 Defining Creative Deviance

The phrases „creative deviance", „positive deviance" and „constructive deviance" are used interchangeably in literature as they all mean the same thing. In order to possibly get the understanding for the possible creating of organizational deviance, then it is important to contact some attempt at creating some level definition for the creative deviance. Available literature pointed out that there are four distinct ways with regards to the deviance, and this include the statistical, the supra conformity, the reactive and the normative perspective.

2.2.1 The statistical Approach

Meanwhile, the popular approach in relation the deviance behaviour or attitude is through the deviance emanating from the statistical approach (Clinard & Meier, 2001). The statistical has become popular and attracts attention and recognition as result of its close relation with the feeling about the deviant attitudes and behaviours. In a more simple terms, the statistical behaviour about the employees are far more different from the actual or the normal behaviours and experiences. Quinn and Quinn (2002) duly worked on or have approached positive deviance in companies and organization from the statistical perspective and according to them, individuals that are perceived to be positive deviant are those that usually are seen in the rightful side of the normal distribution in relation to how the individual behaves. Quinn (1996) was of the view that some individuals or the employees are considered as having different world top most athletes and directors that are internally charged with and driven to become the positive type of the deviant. Such group of people are usually seen to be different and exceptional from their friends as a result of quality lifestyle and behaviour that are seen to be absolutely right and the statistical deviant can be regarded as all manner of behaviours as deviant which can either be on the negative or on the positive side.

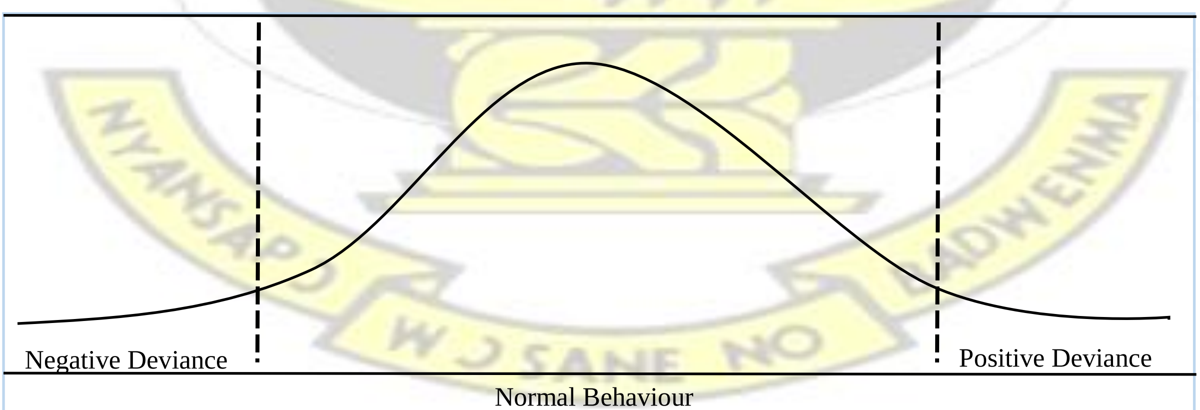

Figure 2.1 Statistical definition of positive deviant

Source: Adapted from Quinn and Quinn (2002).

2.2.2 The Supra-conformity Approach

Additional meaning and definition given to positive deviance contends that it is supra conformity, more or less of supra conformity which is largely in conformity to rules and norms of the organization (Mainemelis, 2010; McCullough et al., 2013). Such behaviours in an organization is largely considered to be pro normative but in most cases turns to be deviant because it has mostly extend above the limit that is deemed very appropriate (Dodge, 1985). With regards to the supra conformity approach, it stipulate that excess of doing good things such as building the body or running of long distance in most cases turns to very problematic and rather create side effect which in most cases leads to creating dysfunction which include addiction. Looking from a different perspective, supra conformity with regards to positive deviance usually disintegrate into the usual deviance as the individuals found within are not been able to function properly again as result addicted lifestyle.

2.2.3 The Reactive Approach

The third perspective of the deviance laid more emphases on the attitudes of the onlookers to a particular conduct. The reactive deviance take into consideration such attitudes from the deviants especially if the audience out rightly condemn such behaviours (Dodge, 1985; Heckert, 1989) for example considering a behaviour as not being in conformity with the society or putting some form of punishment on the individuals in question. In most cases if a particular arm robber is not caught in the action, then the society find it difficult to react to the action of the deviant and mostly referred to the action of the individuals at that time as deviant. Moreover, the reactive deviance does not only demand that deviant behaviours are observed, nonetheless the actual reaction is predictively negative and is expected (Norland et al., 1977). By implementing the stated approach towards deviance, then acts or behaviours that are considered as being excellent are mostly not classified as deviant behaviour, this is because deviant behaviour are expected to be negative. Hence the reactive deviance demand behaviours that are considered to be negative. Goode (1991) suggested that a behaviour that is regarded as being on the positive side that is in the mind of the reactive sense is "reduction ab absurdum. This implies the method used in order to disprove a portion through the unavoidable outcome is regarded to be absurd.

2.2.4 The Normative Approach

Normative view gives another definition with regards to deviance as concern with a deviation from the norms of the organization (Fehr et al., 2010). More often, there seems to be no cognizant with regards the norms until such norms are being violated and responses are then provided to it. Which means norms are in existence right from the presence of reaction to deviations that are been perceived from the norms (Hinkin & Schriesheim, 2008a). Hence, it is obviously known that the normative approach with regards to unacceptable behaviours is obviously common in organizational studies as the deviance is basically referred to as attitudes which is considered to be intentional or deliberate which is significantly not in conformity with the norms of the organizations (Hinkin & Schriesheim, 2008b). Meanwhile, majority of services in the company with regards to the organizational studies and research in relation to the normative deviance have intensively laid more emphasis on the bad behaviours and attitudes that involves stealing in the organization and telling lies.

Meanwhile, there are instances of normative deviance. Warren (2003) has explained and gives a through meaning of constructive ways of deviance that it entails. The normal means of formulating laid more emphasis on the characteristics of the attitudes, as to whether it deviates from the laid down rules and regulations or not. In a more sense, deviant behaviours that are considered to be on the positive side is mostly deviate from the expectation of the majority

(Podsakoff et al., 2006). Even though the explanation is more into the normative ways of thinking, there are some areas where it involves some portion of the reactive deviance. Spreitzer and Sonenshein (2003) gives a different definition which largely differ from the other school of thought which is the reactive school of thought on three different account. And the first account which include the fact that attitudes do not need to be identified as been deviant meanwhile the issued remain to be the fact that as soon as the behaviour is been noticed and observed by many, then it could not have been classified as deviant anymore. For instance if a particular employee decided to give part of his vacation time in assisting a friend at the work place and decided that no one should be aware, then his behaviour is considered to be deviant according to the reactive approach.

The second of the reactive means of approaching seems to remain silent on the exact causes or the determinant such particular attitudes as it been tagged as the deviant (Clinard & Meier, 2001). Meanwhile, in an attempt to use labelling in individuals as deviant, the audience normally needs to step or rely on criteria that seem to be evaluative which include issues like the norms. The criterion seems to be exactly what is provided by the normative point.

Third, instead of conceptualizing the labelling of deviant behaviours as negative, it was substituted by the criterion honourable. With the honourable labelling component, the normative approach to deviance is the most complete because it clearly limits the relevant kinds of behaviours regarding what one ought to do (in contrast to the statistical view), avoids the reactive problem of non-observable behaviours, and does not collapse into negative deviance like the supra-conformity approach.

2.3 Creativity

This section defined creativity and the creative process.

2.3.1 Creativity Defined

With respect to creativity, it is simply the means of producing something new which is of value (Sutton, 2002; Warren, 2003; Csikszentmihalyi, 1996; Dahlen, 2008). Something that is uncommon, very exceptional, with variedness, been original and leaving the original or the existing pattern and adding new value to the work which is not there originally and again coming out with new dimension or ways of achieving result through other relevant means valuable, is an indication of the product meeting a need or otherwise solving problem; it is therefore useful, efficient, effective and serves a purpose as well as contribute to society.

This definition reveals that creativity is still very subjective. The subjectivity of creativity makes it hard to measure. As some researchers (Razeghi, 2008; Sutton, 2001) mention the lack of new ideas, but only reconfigurations of old ideas. There have been more successes in innovations coming from simple improvements rather than a paradigm challenging innovation (Dahlen, 2008)

2.3.2 Creative Process

The process of creativity is basically referred to the change of thought or actions which leads to some novel, productions that are adaptive (Lubart, 2001). Mainemelis (2010) which basically looks at the creative process as the staged process and others have argued that referring to the process of creative as a single unitary is obviously misleading and cannot point out the reality (Liu et al., 2012). Meanwhile the steps that involved in the creative process is basically includes just the ordinary tasks which include the storing of information and retrieval of those information, answering the telephone call or calling back, sending or replying to emails notwithstanding the fact that these activities are time consuming. One thing to consider is that, teams change during the year and all the time, nonetheless time spent to think, design, hold meetings or write reports can change and peak in the creative process at certain stages making facilitation of creativity more stimulating. Wallas‟ (1926) four-staged process towards a new idea is very popular with researchers (Lubart, 2001). Various individual thought processes led to the development of this model and the model is used to explain diverse creative processes. Among these diverse creative processes four recognised and documented phrase used are;

1. Preparation. In this phase, the key characteristic is the gathering of data and information for the process to investigate the problem in all directions.
2. Incubation. This involves intuitively thinking about the problem and imbedded cognitive process primarily by the individual.
3. Illumination. At this stage, "the happy idea" appears with its associated psychological events that directly preceded and accompany it. The winning concept cuts across consciousness with a flash in this moment of the creative process.
4. Verification. The validity of the idea is tested and the idea itself is reduced to exact form. Are goals and values met?

The four stated stages overlap constantly with each other during the creative process as diverse problems are explored. The correctness of this concept is still part of discussion (Lubart, 2001) and it has been established by a number of researchers that the creative process is not limited to problem solving but also includes problem finding (Sawyer, 2013)

2.4 Positive Deviance as a Pro-Social Behaviour

To examine the workplace behaviour spectrum is just as important as it is to investigate the concept of positive deviance that can be categorized as a pro-social type of behaviour. Spreitzer and Soneshein, (2004) identified the types of pro-social behaviours that could be examined as whistle-blowing, creativity and/or innovation, organisational citizenship behaviour and corporate social responsibility. All of these pro-social types of behaviours may indeed be classified as positive deviant behaviours only if the behaviour diverges from organizational norms, the behaviour is voluntary, and its intent is an honourable one (Spreitzer & Sonenshein, 2004). It is very difficult to draw a clear line between positive and negative workplace behaviours when it comes to whist-blowing as it may be perceived. This perception, in effect is greatly reliant on the circumstances that lead to the disclosure of the organizational offences caused by employee in question.

Whistle-blowing has been defined by Lehman and Ramanujam (2009) as the disclosure of acts in an organisation that are utterly unlawful, immoral, unethical, or an illegitimate practices under the absolute control of the employer to a person or institution with the authority to effect actions. The employees of an organisation are always the first to discover unlawful, unethical, immoral or illegitimate organizational activities, however for the fear of losing their jobs, friends and potential promotions result in the employees reluctance to raise objections to these activities and if they do it always at last (McCullough et al., 2010), especially in a high power distance country like Ghana.

Conversely, the act of whistle-blowing stems out of a nous of individual ethics, nous of duty irrespective of the situational and differing organisational forces (Vinten, 1995). An example is the voluntary disclosure of information to third-parties of an employee who has knowledge of his or her organization involved in an illegal or unethical practice would be very much considered as positive deviance (Spreitzer & Sonenshein, 2004).

Hence the behaviour can simply be regarded as the positive deviance since it is acted contrary to the organizational norms and in most cases it considered as intentional and the aim of the whistle blower is the act of honourability (Spreitzer & Sonenshein, 2004), but not causing any revenge on the employer or in the quest of achieving any financial gain as a result of exposing the fraud in the organization.

2.5 Antecedents of Positive Deviance

According to Vadera et al. (2013), there are three broad antecedents of positive deviant behaviours, namely, intrinsic motivation, felt obligation and psychological empowerment. These three were adopted for the purpose of this study, and were explained in detail below.

2.5.1 Intrinsic Motivation

The intrinsic form of motivation implies that individuals prefer to do or engage into a particular task or job performance due to the fact that he or she have the interest in doing that without considering any financial rewards but rather have the zeal or the feeling in performing the task (Ryan & Deci, 2000). Researches that have triggered the intrinsic motivation means suggested that employees or people will prefer to indulge in positive deviance as they prepare to face risk, find innovative ways and enforce measures (Oldham & Cummings, 1996). The situational features or characteristics automatically increase the constructive deviance in close relation to the intrinsic motivation. Meanwhile, there exist two other set of antecedents which directly put the intrinsic motivational measures in place, and this largely include the innovative cognitive style and the leadership that is regarded as transformational leadership (Vadera et al., 2013).

2.5.1.1 Innovative cognitive style

The natural orientation adopted as a means of solving problems which can start from the new ideas of doing things to the adaptive (Kendal et al., 2006). Meanwhile, the new ideas of doing things have proved to be in relation to the positive deviance. Hence individuals with respect to style seem to look and integrate different information, define the information again, and come out with ideas that are likely to do what is not expected of them (Criscuolo et al., 2014). And studies have over the years shown that some individuals that possess the innovative cognitive style are obviously and more likely to be seen engaging in the creative performance and are seen to express novel ideas especially when the individuals becomes content with the situation of work that leads to performance (Mainemelis, 2010).

2.5.1.2 Transformational leadership

The transformational leadership style connote the type of leadership that tries to stimulate the subordinates or the followers through questioning them through the personal assumptions, also by challenging the status quo of the leaders, energizing the subordinate through articulating them with powerful vision and objectives and moreover paying more attention on developing them so as to achieve their dreams and become prominent citizens (McCullough, 2013). Shin and Zhou (2003), with regards to the study conducted in using a total samples of 290 workers and the authorities coming from 46 Korean organizations, revealed that the leadership style that is considered as the transformational turns to be positively in relation to the followers in the creative performance and intrinsic motivation plays a critical role in the practice. Anytime the supervisors provide the required knowledge that has motivated and stimulate the interest of the people, then employees are duly motivated to perform a particular task perfectly. By so doing they encouraged to come out policies and ideas by using their own mind so as to deal with situation at hand. This implies that the leaders considered to be transformational usually encourage the positive deviance by pointing out the characteristics that are considered to be motivating (Shin & Zhou, 2003). By means of comparable justifications, Whittington et al. (2004) collected carried out a survey that gathered data from 12 diverse organisations and 209 leader-follower dyads, discovering that there is always a positive effect on extra-role behaviours from transformational leadership.

2.5.2 Felt Obligation

Aside the argument regarding the intrinsic motivation, studies are of the view that the felt obligation can equally be a mechanisms which underpin the positive deviance (Fehr et al., 2010). Moreover, the positive attitude towards job coupled with the characteristics of the supervisors which include the attachment to groups, norms and the culture of the groups and the support of the co-workers. The organizational characteristics also include the culture of the organization, the procedural justices at the organizational level and the support from the organization are all been significantly been linked to the positive deviance through the felt obligation which serves as a mediating mechanisms (Mainemelis, 2010; Vadera et al., 2013). It is expected that when a party receives some form of contribution from another party, the contributing party in doing so cultivates a sense of expectation of return the favour at a future time. The receiving party on the other hand develops a sense of obligation to reciprocate.

2.5.2.1 Positive job attitudes

With critical concern to the positive attitude towards job, it was analysed that the survey data that emanate from the individuals who in one way or the other critically observing any wrong doing in organizations and noticed that the observers that are more likely to incline with regards to the job are likely to engage in the whistle blowing behaviour. Rusbult et al. (1988) are of the view that high satisfaction that are derived from the job jointly by the individuals usually have affected the voice behaviour in some settings in the laboratory (Bowling, 2010; MacKenzie et al., 1998; Somech & Drach-Zahavy, 2000; Tierney et al., 2002).

2.5.2.2 Supervisor characteristics

It is of great concern that some studies have pointed clearly that supervisors support mostly is related to deviance that are considered to be positive. In most cases, there is openness and full support shown by supervisors in general whereby the supervisors ordinarily listen to their followers and show interest in the ideas of the employees. Supervisors also have much interest in the employees‟ ideas and opinions, offer any fair consideration to the suggested ideas that have been presented by the subordinate and taken concrete steps in addressing any relative matters that have raised (Detert & Burris, 2007). Similarly, supervisor support has been shown to be positively related to whistle-blowing (Sims & Keenan, 1998), while management openness is positively associated with voice (Detert & Burris, 2007) and taking charge (Morrison & Phelps, 1999). Also, Redmond et al. (1993) manipulated leader behaviours as subordinates performed a task requiring creation of a marketing campaign and demonstrated that supportive leader behaviour led to higher subordinate creativity. The concept of noncontrolling supervision is linked to the notion of supervisor support which is positively related to positive deviance. The characteristics of organizational context has been studied by Oldham and Cummings (1996) on the three pointers of employees‟ creative performance. This is an indication that no freedom is provided for employees to perform their task, hence controlling supervision reduces creative performance (George & Zhou, 2001)

Another antecedent of supervisor-focused characteristics is leader-member exchange and there is indication of it relatedness to constructive deviance behaviours. The theory of leader-member exchange looks at the level of quality of dyadic relationship that are formed between a supervisor and his or her subordinates. It is absolutely on the basis of this that Sparrowe et al. (2001) specified that the perception of the level of support and resources exchange go beyond prescribed expectations and when individuals feel that their managers understand their needs and therefore give the needed aid to solve their problems, a high-quality exchange relationship is said to exist between them and their leaders. And this high-quality leader-member exchange progresses into a nous of obligations for subordinates who may reciprocate by engaging in constructive deviance. The expression of voice, whistle-blowing as well as creative performance has been found to have positive relationship with high leaders-member exchange. Researches have showed that high leader-member exchange was significantly related to expressions (Burris et al., 2008; Botero & Van Dyne, 2011; Van Dyne et al., 2008). Similarly, other studies have demonstrated that high leader-member exchange have a good result on high performance, and whistle-blowing (Bhal & Dadhich, 2011; Liao et al., 2010; Tierney et al., 1999).

2.5.2.3 Group characteristics

Studies have argued that supervisor support is also related to positive deviance. Supervisor support and openness, wherein supervisors listen to their subordinates, are interested in their ideas, give fair consideration to the ideas, and take action to address the matter raised (Detert & Burris, 2007), lead to different types of positively deviant behaviours. For instance, research conducted by LePine and Van Dyne (1998) and it was revealed that 441 workers on full time bases among 95 work group in the Midwest who with the same level of data among 42 different groups of engineers working in a large chemical plant in India came to a conclusion that there is exist good relation among how the workers becomes satisfy with the performance. Each of these studies adopt social exchange theory and suggest that those employees who are attached to their work groups may feel obligated to reciprocate this positive feeling and thus are likely to engage in behaviours that are beneficial for the work group or the organization and its members, even if those behaviours deviate from the norms of the reference group (Venkataramani & Tangirala, 2010; Victor et al., 1993).

Specifically, LePine and Van Dyne (1998) suggested that there are important people with situation that enhance interaction among the satisfaction that the group may enjoy with situation factors such as the size of the group and the style of management so that employees that are highly satisfied with regards to the group they belongs are in most cases very responsive to their situational factors.

On similar lines, Morrison et al. (2011) demonstrated that group voice climate was highly predictive of voice and explained variance beyond the effects of individual-level identification and satisfaction (Morrison et al., 2011; Mueller & Kamdar, 2011). In a sample of 149 employees, as hypothesized, Zhou and George (2001) illustrated that employees with high job dissatisfaction exhibited highest creativity when continuance commitment was high and when (a) useful feedback from co-workers and (b) co-worker helping and support were high.

2.5.2.4 Organizational characteristics

Additionally, issues that are largely focused on individuals and the group with three characteristics of organizations that are focused which include the situation of the company and the particular culture exhibited in the companies perception based on procedural justices and the support from the organization have specifically been associated with. Rothwell and Baldwin (2007) revealed the findings from a research which investigated the actual relationship that exist between the organizational climate and the police based on five different forms of misconduct in the state of Georgina.

These scholars discovered that friendship climate in the organization was positively related to willingness to blow the whistle. Other studies have similarly pointed to the importance of organizational climate and culture. For example, Xu and Ziegenfuss (2008) conducted an experiment to find that internal auditors were more likely to report wrongdoing to higher authorities when organizations had reward systems for doing so. Although these studies did not adopt social exchange theory to explain their predictions, they indicated that climate in the organization may foster a sense of obligation in the individuals, due to which they may engage in whistle-blowing. Stamper and Van Dyne (2001), however, obviously accept the social exchange theory and has shown that as employees working on part time bases usually display or have little or no say or command in matters relating to the culture of the organization, full time employees who are considered to be the future of the organization normally show or exhibit some level of voice most especially when the laid down procedures turns to be is less bureaucratic. Therefore, organizational climate and culture have been shown to affect positive deviance.

A second organization-focused variable, procedural justice has also been linked to constructive deviance. Although not explicitly positing felt obligation, these studies do draw upon social exchange perspectives that underlie this mechanism. They suggest that when organizations are fair, employees feel obligated to reciprocate by acting in ways that benefit the organization.

Finally, organizational support may also signal to employees that the organization and its members are not going to react negatively to constructive deviance. For instance, Eisenberger et al. (2001), conducted a study which shows that 413 postal employees together with their supervisors recognized the perceived the perceived support for organizations which was in close contact with the workers. There are some scholars that has conducted some research which is similar to the earlier conclusion in relation to the positive relation that exist between the support for the organization and the creative performance by using the cross sectional survey of comprising 213 city car users around UK and have realize that the organizational support with regards to the workers. Also the study further shows that the perception with regards to the highest level of perception with regards to the support for the organization were related to some indivi9duals willingness and ability to raise and fully support the issues of gender equity among employees in an organizations.

2.5.3 Psychological Empowerment

The psychological empowerment also has certain variables explaining it, namely, the characteristics of the individual employees, the propensity of risk in the organizations, personalities that exhibit high sense of proactive character and personalities and the characteristics of the supervisors which can obviously include that of the transformational leader (Vadera et al., 2013). Spreitzer (1995) gives a workable definition to psychological empowerment to include range of variables that exist to empower or strengthen individuals in some ways so as to assist them substantially in discharging their duties and giving them the chance to effectively workable deviance. According to Spreitzer (1995), empowerment is manifested in a set of four cognitions reflecting an individual‟s orientation to his or her work: meaning, competence analogous to agency beliefs, personal mastery, or effort-performance expectancy, self-determination, individual‟s sense of freedom or autonomy and impact.

Empowerment serves as fortification, which provides individuals the resources to engage in constructive deviance; and that this fortification may be accomplished through competency and self-determination, that is, through a sense of being confident in one‟s abilities, having the freedom to do one‟s own thing, and/or protection that stems from psychological security and safety. By inducing the mechanism of psychological empowerment, it becomes clearer how seemingly contradictory variables, such as transformational leadership and non-controlling supervision, can affect positive deviance: by fortifying the individual.

2.5.3.1 Employee characteristics

Self believe shows the capacity of the employees believing that they are capable and having the ability to deliver on the job or having some very important and success (Coopersmith, 1981) which is largely related to self-efficacy, the confident level of the employees, generalized selfcompetency, and individuals‟ self-esteem. Because the employees are more confidence and very comfortable with themselves, they turn to exhibit more initiatives and high level of assertion as compare to the employees with low self-worth. More such individuals are mostly keen in line or to conform to more challenging goals with regards to changing some matters or the status quo and to put more pressure and effort in pursuing of such chosen goals (Bandura, 1986). Moreover, such individual employees are more likely to engage in positively deviant behaviours. With regards to these studies, LePine and Van Dyne (1998), concerning their study shows that individuals that possess high level of global self-esteem are in more voice than those employees with the low voice. Chiu (2003) collected data from 306 Chinese managers and professionals using vignettes to show that an individual‟s internal locus of control was positively related to whistle-blowing. These scholars argue that individuals who were confident that their actions make a difference were most likely to choose actions that bring about change and alter the source of discontent. Therefore, they are more likely to deviate from the norms of a reference group in ways that benefit the group and its members (Somech & Drach-Zahavy, 2000).

Related to the notions of self-worth and self-efficacy is the idea of efficacy of actions, which is the optimistic belief about the potential outcomes for engaging in behaviours. These beliefs have been linked to different types of constructively deviant behaviours.

Of the Big Five personality traits, extraversion is the only trait that is consistently related to, and has in fact a positive relationship with, constructive deviance. Following similar logic, Crant et al. (2011) conducted a survey to measure personality of 224 MBA and undergraduate students and also kept track of all incidents of student voice behaviour in the classroom. They also found that extraversion was associated with expression of voice. Last, Taggar (2002) found a positive association between an individual‟s extraversion and individual creativity. Rationales for why extraversion leads to constructive deviance evoke competence/empowerment-related arguments. Le-Pine and Van Dyne (2001: 328) argue in their study of constructive deviance and voice that, it seems reasonable to expect that extraverts are more comfortable and skilled in communicating their thoughts. Voice behaviour involves an element of risk taking because it can be viewed as an attempted change in status quo. As such, it requires a willingness to speak up and be counted. Moreover, the employees willingness or the degree at which the employees are prepared to face very challenging risks is largely relate to the positive deviance and it is therefore of no surprise that the study of 157 employees and 12 supervisors found that the willingness to confront risks was largely associated with the radical activity. In a similar vein, Morrison (2006) showed that high risk-taking propensity was positively related to the likelihood of deciding to engage in prosocial rule breaking. The proactive personality largely explains the difference in an extent to which employees or the individual‟s characteristics have effect the environmental change through identification of opportunities and swiftly acting on those opportunities (Bateman & Crant, 1993). And the proactive people are more likely to have the believe that they can effectively come out with changes and ensure its success and do not dissuaded from acting through an environment that are likely to engage in payback or retaliatory. Put differently, proactive individuals are likely to feel competent and be self-determined, two dimensions of psychological empowerment, and thus likely to engage in constructively deviant behaviours. Although extant research has not explicitly looked at psychological empowerment as a potential mechanism, several studies have adopted the above reasoning and shown that proactive individuals are more likely to engage in positive deviance. Miceli et al. (2001) with a study including a sample of 300 military and civilian air force employees revealed that the whistle blowers are possess with a more proactive character as compare to and did in the inactive observers. Similarly, the study by Crant et al. (2011), described above, demonstrated that proactive personality was positively related to voice behaviours.

2.5.3.2 Supervisor characteristics

As it is very crucial and practical in the motivation that is intrinsically, individuals with transformational leadership style usually send a signal of a sense of safety and critical support to employees. Detert and Burris (2007) analysed data from 3,149 employees and 223 managers in a restaurant chain and showed that transformational leadership was positively related to expressing voice. The issues raised here support the notion that anytime the managers shows and based on the transformational leadership style, which is routinely shows the personal interest, critically listen to the employees, taken action on them with care, then it is a demonstration to the subordinate that the risk involve in honest communication is very minimal and insignificant (Edmondson, 1999. Those particular actions will help the individual through the provision of psychological safety which in the long run will serves as motivating factor to the employees in expressing their voice (Walumbwa & Schaubroeck, 2009).

2.6 The Role of Leadership in Managing Creative Deviance

Mainemelis (2010) suggested that leaders may respond to creative deviance by forgiving, rewarding, punishing, ignoring, or manipulating it. These responses are not unique to creative deviance but generalize to most forms of human behaviour across cultures and time. McCullough et al. (2013) argued that humans have an evolved cognitive system that selects and implements interpersonal strategies for deterring future harm and for preserving valuable relationships despite the prior impositions of harm. When individuals encounter deviant behaviour or other forms of offense, this evolved cognitive system allows them to choose among a „suite" of behavioural options that includes forgiving the offender; reconciling with him or her, often by accepting his or her point of view and by exchanging rewards; imposing costs upon the offender and even terminating the relationship with him or her; and refraining from responding to the offense (McCullough et al., 2013). Over the years, various streams of organizational research have found that leaders respond to a wide range of employee behaviours with a roughly similar „suite" of responses, that is, by forgiving (e.g., Fehr, Gelfand, & Nag, 2010), rewarding (e.g., Podsakoff, Bommer, Podsakoff, & MacKenzie, 2006), punishing (e.g., Podsakoff et al., 2006), ignoring (e.g., Hinkin & Schriesheim, 2008a), or manipulating them (e.g., Wilson, Near, & Miller, 1996).

Rewarding generally refers to a positive response to a desired behaviour, while punishing refers to a negative response to an undesired behaviour (Hinkin & Schriesheim, 2008b). Ever since leader reward and punishment behaviours were introduced in organizational science in the 1970s, leaders have been conceptualized as reinforcement mediators in the administration of rewards and punishments to subordinates (Podsakoff et al., 2006; Schriesheim, Hinkin, & Tetraut, 1991), and several studies have focused on the differential effects of leader reward and punishment (Podsakoff et al., 2006). In some cases, leaders may abstain from rewarding, punishing, or otherwise responding to employees, a third leader response that Hinkin and Schriesheim (2008a) designated as omission.

Omission refers to ignoring various stimuli in an employee's behaviour, it is simply the lack of any response to subordinates" needs and performance. In other cases, leaders may respond with forgiveness, the “intra-individual, prosocial change towards a perceived transgressor that is situated within a specific interpersonal context” (McCullough, Pargament, & Thoresen, 2000: 9). Forgiveness does not entail rewards or punishments, and it does not imply ignoring, condoning, forgetting, or denying the perceived harmful actions of an offender (Coyle & Enright, 1997; McCullough et al., 2013). Finally, leaders may respond to various employee behaviours by manipulating them. Manipulation has been theorized as the core aspect of Machiavellianism, “a strategy of social conduct that involves manipulating others for personal gain, often against the other's self-interest” (Wilson et al., 1996: 285). Motivated by the maximization of the leader's self-interest, the manipulating response tends to be flexibly reconfigured in order to fictitiously appear as another response, and at different times it may or it may not align temporarily with employees' interests (Wilson et al., 1996).

Forgiving refers to leaders cautioning creative deviants without punishing them. Forgiving comprises making clear to the employee that the rejected idea will remain rejected, and that in the future he or she should abstain from violating orders, but with an explicit remark that this nonconformity is excused because of the well-intentioned motive to develop a creative idea that could benefit the organization. Alternatively, since managers may view creative deviance as an effort to achieve a creative outcome in the work context, they may decide to reward it by praising the employee's superb passion for creative ideas, by commending him/her for not giving up on the idea, by signalling respect for the risk taken to protect an idea, or by providing him/her with greater autonomy and more challenging creative tasks going forward (Sutton, 2002).

Conformity to managerial orders is a basic normative expectation in most work contexts globally (Staw & Boettger, 1990; Warren, 2003).When employees violate that norm the manager may punish them with harsh criticism, increased monitoring, bypassing the employee for tasks that offer opportunities for creative engagement, and so forth (Podsakoff et al., 2006). A fourth possibility is ignoring: the manager does not confront the employee or otherwise discuss the incident with her or him, nor does the manager indirectly provide a reward or a punishment (Hinkin & Schriesheim, 2008a).

A fifth option is manipulating. Like ignoring, manipulating does not entail reward, punishment, or forgiveness, but unlike ignoring, with the manipulating response the manager acts in a calculated manner (Wilson et al., 1996) and waits to see whether the creative deviant's unsanctioned pursuit of the new idea will result in a valuable final product (Mainemelis, 2010). If a positive outcome results, the manager can intervene at that point, and publicly recognize and legitimize the new idea so as to obtain personal benefits from the creative success of a team member. Conversely, if the illegitimate pursuit of the new idea does not result in any useful outcome, the manager can punish or ignore the creative deviance act. In either case, a core motive of manipulation is to deflect the risk of failure of the new idea from the manager, so that the creative deviant is the only person responsible for the potential failure of the new idea

(Mainemelis, 2010), and to receive credit if it is successful (Liu et al., 2012).
Past research has found that managers respond to deviant behaviour in a uniform and punishing manner when the organization prescribes explicit policies for sanctioning specific deviant behaviour (Beyer & Trice, 1984), and when the organization punishes managers who fail to impose the prescribed sanctions (Kendal, Feldman, & Aoki, 2006). However, organizations that promote creativity are not likely to prescribe rigid penalties for employees who violate orders in order to develop new ideas (Criscuolo et al., 2014; Lehman & Ramanujam, 2009; Mainemelis,

2010). Without clear and consistent organizational prescriptions, managers are more likely to be influenced by various personal and situational factors and to respond to various acts of creative deviance with any of the five responses.

2.7 Consequences of Creative Deviance and Respect for Authority

The positive deviance assumes that the individual employees has already come out or generate an idea and has critically assessed it and realized that it is worthy of use but normally been asked by the manager to stop working on it. The conceptualization of creative deviance also presupposes that the individual employees obviously use some working time or the resources of the organization, and materials to implement the idea illegally which are largely considered as indirect deviation of a given or stated order. And again, the elaboration consist of the transfer of new generated idea resulting from the individual mind to its logical mind Csikszentmihalyi, 1997)

Employees do not need permission to observe problems in their work, to incubate information, to generate new ideas, or to privately evaluate whether some of those ideas are worth pursuing (Frese, Ting, & Wijnen, 1999; George, 2007). Sooner or later, however, they need managerial permission to elaborate on new ideas because elaboration usually requires much more than cognitive resources. It requires materials, budgets, work time, or other scarce resources that organizations provide their employees to limited degrees and usually under permission (Staw, 1990. Further the creative process remain uncertain and very risky which offers no better guarantee regarding the new products ability to provide result desired or the believe that it will be accepted in the context of work (Drazin et al. 1999; Ford, 1996). As a result, an act of creative deviance may fail to produce a product, may result in an outcome that the organization accepts or rejects, and/or may result in a product that either benefits or harms the organization.

Staw and Boettger (1990) further suggested that the deviation from orders obviously can arise as a result of positive or negative basically depend on whether the orders are correct or not and which is basically working towards achieving the goals set by the organization. They argued that while the deviation correct instructions can be needless deviance, the deviation incorrect instructions can be immensely valuable and may result in a product that the organization later recognizes as a creative breakthrough. Staw and Boettger found, in a laboratory setting, that people tended to conform to orders that are obviously flawed, and they called for research on the contextual conditions that foster deviant behaviour. As Staw and Boettger (1990) was of the view that not even a single person can say that the new ideas generated and implemented will automatically turn out to be successful or not, and, as a result, no one can know for sure whether a managerial order to stop pursuing an idea is correct or incorrect at the time it is given. In this sense, the consequences of creative deviance can be positive or negative, inherently uncertain.

2.8 Africa Culture and Organizational Creativity

Meanwhile the other factor that researchers have clearly came out with and is of significant relative to the sub- Saharan African countries has to do with power distance (Beugre, 2002; Dia, 1996; House et al., 2004; Jones, 1988; Munene et al., 2000; Noorderhaven & Tidjani, 2001). The extent to which power can be stratified largely concentrated at top levels of the society which is in line with the expectation of society is known as the distance power. Further it stressed the maintenance and establishment and controlling of the individuals that are less powerful in the society by those with more power in the society. According to Carl et al. (2004), there are several classes into which high distance power can be differentiated based on several criteria. The provision of rational harmony, role stability and social order is referred to as power.

Limited upward mobility and localized information are characteristics associated with such societies.

According to Sulley de Luque and Javidan (2004), the need for the incorporation of structure, orderliness and consistency are associated with acceptance of power and hierarchies. People who attend religious services more frequently, hold religion in high esteem and stronger belief of heaven and hell tend to aspire for more rules. Thus, show casing the value of religious dogma. By the acknowledgement of a higher power, all religions promote the reception of uncertainty. Filling the gap between the actual and desired level of clarity and structure of society is what they serve. (Sulley de Luque & Javindan, 2004)

Richmond and Gestrin, (1998), assert that most Africans, including Animists, irrespective of their religious affiliation, believe in a supreme creator who is the central ruler of the universe.
The importance of a charismatic leader in developing countries was discussed by Kanungo and Mendoea, (1996). However, just as priest are the delegates of the supreme creator, operating in isolation is not expected of other central decision-makers. Jackson"s statement (2004, p. 28) is worth noting at this point, „„although traditional rulers were such by their title to the senior lineage, they had to earn the respect of their followers, and rule by consensus . . . and through a system of checks and balances against autocratic rule. . . . At the same time taking one"s proper place in the social scale is an important aspect of the virtue of humility, and refers not only to rank and seniority, but also to the senior person showing humility towards the younger person. Thus in African context, the concept of power distance and humane orientation is traditionally integrated. This integration has not been restored after it was lost during the colonial period.
Dominating in sub-Saharan African organizations is power.

High power distance, as shown in this discussion, as a solitary force supports doctorial control. This is shown in the top hierarchy of organisations showing the higher-up and lower-down inequality (Hofstede, 2001). Decision-making tend to be centred in the hands of few powerful people in hierarchical organisations. Meaning the decision-making process is restricted to that level. Less freedom is therefore given to subunits and teams in the organization in handling their tasks (i.e., less autonomy). Inhibition of effort, cohesion and balance member contribution according to Hoegl and Parboteeah (2006), are some of the consequences of centralization.

A strong focus or rules and procedures is often in high power distance societies, highlighted as an additional mechanism. Formalisation is also been viewed as an obstruction to the creativity of a team and its process, since bureaucratic procedures are seen as hindrance to decisionmaking. For complex project, this according to (Smith et al., 1994), has been assumed to be the case.

Blunt, 1988; Gupta, 2011; Hofstede, 2001; Largrosen, 2002 assert that, the leaders role is explicitly stressed strongly and the number of that hierarchical level is fundamentally more than it is in the low power distance culture with reference to high power distance. Concerning this culture, ways of empowering the employees and allowing them to freely participate in decision making are largely disallowed and discouraged and managers of the organization are scarcely seen engaging in communication with the subordinates with regards to the strategy and the achievement of the organization (Snell & Hui, 2000).

2.9 Conceptual Framework

From the literature reviewed above and the arguments made as a guide, the conceptual framework presented as figure 2.2 was developed.

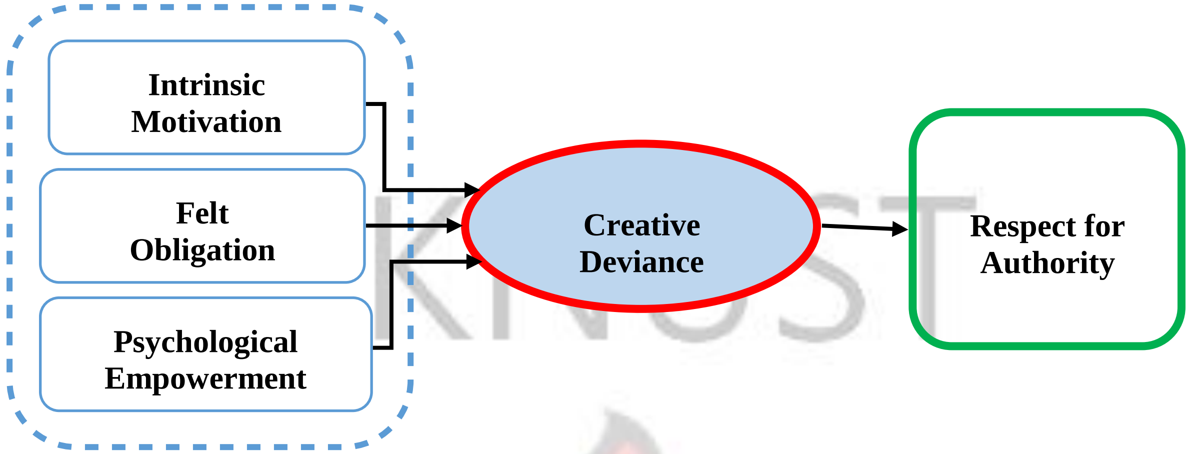

Figure 2.2 *A conceptual framework showing the relationships between Creative Deviance and Respect for Authority*

Source: Authors construct 2016.

The study conducted by Vaderal et al. (2013) reinforces the framework used in this study. They found three broad antecedents of creative deviance, which basically include the intrinsic motivation, motivation that are felt, and motivation through psychological empowerment. Amabile‟s (1988) was of the view that the intrinsic motivation is basically to explain deviant‟s behaviours that are positive. The main idea or reasons that are actually behind the felt obligation mechanism is basically seen in the societal exchange concept (Blau, 1964). In the view of this concept, two or more different parties with series of mutuality are likely to develop reciprocal obligation, though not necessarily of simultaneous bases or exchange.

2.10 Chapter Conclusion

From the reviewed literature above, it was noticed that „creative deviance‟, „positive deviance‟ and „constructive deviance‟ are used all interchangeably. Four main view points on creative deviance have been presented by various sociological writings namely: statistical, supraconformity, reactive, and normative. According to Vadera et al. (2013), there are three broad antecedents of positive deviant behaviours, namely, intrinsic motivation, felt obligation, and psychological empowerment. Even though lots of literature pointed advantages of creative deviance, others also indicated there are uncertainties with regards to the risk level and does not offer any useful or no guarantee that a new product will be accepted by the context of the work.

CHAPTER THREE

RESEAERCH METHODOLOGY AND ORGANISATIONL PROFILE

3.1 Introduction to Methodology

Discussed in this chapter are the profile of the studied institution and the methodological approach adopted. The research design, research purpose, population, sample size and sample technique, collection of data, data sources, study validity and reliability, data analysis technique, profile of the industry, and case selection were all looked at.

3.2 Research Design

Saunders et al. (2009) defined research design as the way the researcher chooses to mix the qualitative and quantitative techniques and procedures. According to Creswell (2009), research design can be grouped into quantitative, qualitative and mixed approach. Examining the relationships between the variables in order to test objective theories is the aim of quantitative research design. The numerical data are analysed using statistical procedures to test the hypothesis after the variables are measured and numerical data is obtained. Creswell (2009:4) defines qualitative research as that type of research which aims at understanding the meaning individuals or groups assign to human and social problems by exploring. The focus on numeric and non-numeric (words) data is what is mostly used to distinguish between the two. Data analysis procedures such as statistics and graphs or techniques of collecting data such as a questionnaire that produces numerical data is mostly referred to as quantitative. On the contrast, any technique for data collection such as an interview or procedures use to analyse data such as categorizing data which leads to the generation of non-numeric data is known as qualitative.

The combination of these two methods for a single study is known as the mixed method. Using the mixed method strengthens the study anyone of them will do individually (Creswell & Clark, 2007). This study was triangulated, that is, it adopted both quantitative and qualitative research design. The staff‟ questionnaire was structured, and analysed using statistical models like regression analysis. The management‟s questionnaire was semi-structured, with the open-ended questions analysed using themes.

3.2.1 Research Purpose

The study problem and question of a research largely influences the choice of research approach. There are many approach options available. The most often used approaches according Saunders et al. (2009) are exploratory, descriptive and explanatory. Robson (2002) defines research design as the transformation of research question into a research project. This study is explanatory in nature as it sought to explain the effect of creative deviance on respect for authority.

3.3 Population

The total number of people who are of interest to the researcher due to their possession of certain characteristics is known as the population. In defining population, Polit and Hungler (1999) explain it as the total number of subjects or members that can be identify with a specification set. Included in the population of this study is staff and management of the accounting and auditing firms in Ghana.

3.4 Sample Size and Sampling Technique

Sampling is defined as the part of a population selected to represent the whole population

(LeBiondo-Wood & Haber, 1998; Polit & Hungler, 1999). It is possible and prudent to conduct study on the whole population in certain studies, however due to time constraint, access to correspondent and other reasons, the researcher sampled 10 to 25 employees and 2 to 3 management members from each organization, subject to the organizational size, thus, small, medium or large, from sixteen accounting and auditing firms in Ghana. The total sample size was therefore 354. With an estimated population of the sixteen firms being 3000, confidence level of 95%, standard deviation 0.5, and confidence interval of +/-5, the sample size is supposed to be 341 The Survey System (2016). However, the researcher sampled 354, in anticipation that, some of the questionnaires may not be returned or appropriately filled out.

The researcher adopted two non-probability sampling techniques, namely, convenience and purposive. The employees were conveniently sampled, based on their availability and readiness to offer the needed information. The management members were purposively sampled based on their position and depth of knowledge.

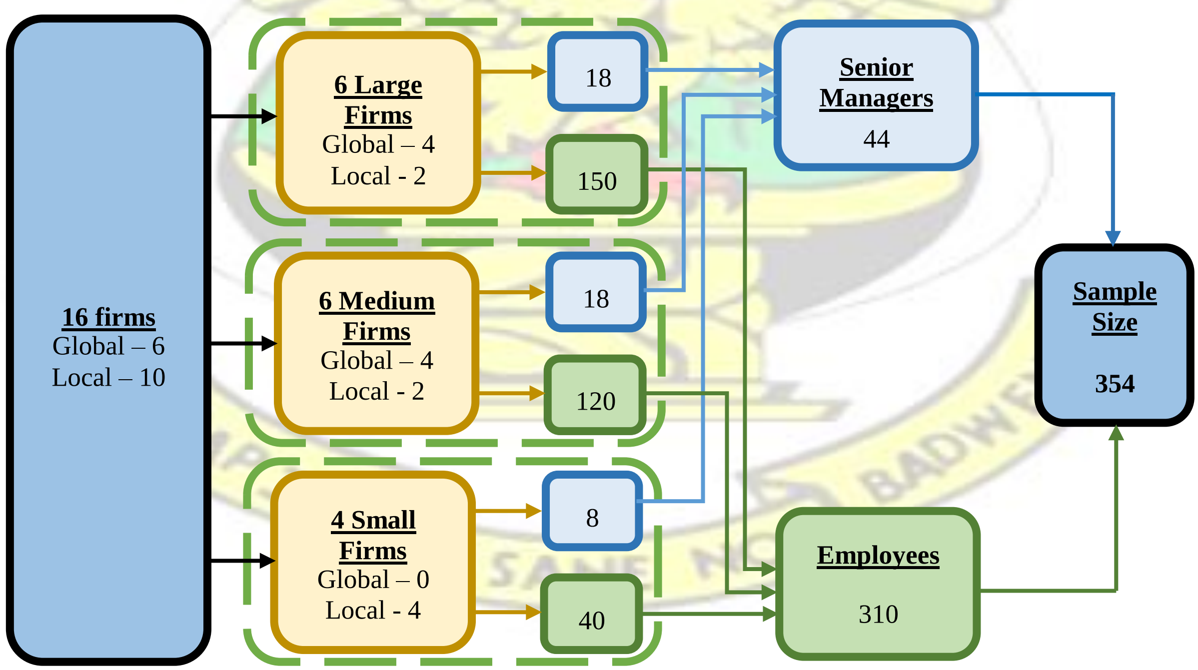

Figure 3.1 Sampling Frame work

Source: Authors construct, 2016.

3.5 Data Collection

Saunders et al. (2009) opined that questionnaires were appropriate for use in experiment and case study, collection of data for this study was done using questionnaire. The uniform measure without variation coupled with stability of questions when collecting data are also reasons for adopting this method.

3.5.1 Questionnaires

The data collection instrument was divided into five sections (A, B, C, D and E). Made up of Section A is the demographics of the respondents. Section B contained some items on creative deviance, section C entailed the antecedents of creative deviance, section D looked at the consequences of creative deviance, and section E considered items under respect for authority. The management"s questionnaire had three sections. Section A dealt with the demographics, section B considered items under creative deviance, and section C dealt with how management handle creative deviance engaged by employees. A Likert scale of 1 to 5 was used to answer Section B to E, with 1 (strongly disagree); 2 (disagree); 3 (neutral); 4 (agree); and 5 (strongly agree). Part of the questionnaire was adopted from Lin (2013) and Eisenberger et al. (2001), while part was also developed from existing literature.

3.6 Source of Data

Polit and Hungler (1999) pointed out that data is basically any information gotten during the study process or research study. Information in raw unorganized form relating conditions, object and ideas in the form of alphabets, numbers, or symbols is known as a data. Primary and secondary data are the two main classifications.

3.6.1 Primary Data

Jankuwics (2002) defined data as information gathered by the researcher systematically by observing, information from archives, outcome of questionnaires and interviews and compiled case studies. Because it"s not published yet coupled with its reliability, authenticity and objectivity, the study made use of it. This is because primary data is void of human alteration and manipulation. This study made use of primary data generated by the questionnaire.

3.6.2 Secondary Data

As indicated by Jankuwics (2002), information collected for a purpose other than the current one by someone else in known as the secondary data. Publish documents and websites are some of the places to get this information.

3.7 Data Analysis Technique

According to Bernard (1998), defines the analysis of data as the process of looking for patterns systematically in recorded observations as well as suggesting ideas that lead to those patterns. The data gathered was first cleaned to detect outliers and other extraneous variables. After which analysis was carried out based on the objectives of the study. Frequencies, percentages, mean, standard deviation, factor analysis and regression were used in the analysis. Statistical Package for the Social Sciences (SPSS) v.20 was used to conduct the analysis.

3.8 Reliability and Validity of Data

This section considered the reliability and validity of the study.

3.8.1 Reliability

Reliability, according to Easterby-Smith et al. (2002: p.53), is the level of consistency with which an attribute is measured by the instrument. According to them, reliability can be tested with these three questions. Will the measure yield the same result on other occasions? Will similar observation be reached by other observers? And is there transparency in how sense was made out of the data?

Internal consistency measure using the Cronbach‟s alpha. In social science research like this study, the acceptable alpha value is .70 or higher. From table 3.1, creative deviance had an alpha value of .877, intrinsic motivation had an alpha value of .772, felt obligation had an alpha value of .874, psychological empowerment had an alpha value of .882, and respect for authority also had an alpha value of .780. This showed all these constructs are reliable for further analysis.

3.8.2 Validity

Validity is defined as a measure of truth or falsity of the data obtained through using the research instrument (Burns & Grove, 2001). This was ensured by developing the research instrument (questionnaires) based on a thorough literature review. The improved questionnaire was used to gather data from employees and management of the selected organizations. Finally, factor analysis was also conducted.

3.9 Industry Profile

There are numerous accountancy, audit and tax firms in Ghana and high levels of demand for such professionals in the West African country. Despite this high demand, the accountancy and auditing sector is still fiercely competitive, with 175 registered accounting and auditing firms in

Ghana. Companies Code, 1963 (Act 179) is the main legal framework for corporate accounting and auditing practices. Companies are required to undergo auditing on a regular basis in accordance with Section 134(5) of the Ghana Companies Code, 1963 (Act 179).

The Institute of Chartered Accountants is the sole body charged with the regulation of the accountancy profession in Ghana (www.commonwealthofnations.org/). The Ghana Institute of Chartered Accountants was established in 1963. Its members are the only persons recognized under the Companies Code Act 1963 for the purpose of audit of company accounts.

Provision of accountancy training at both professional and technician level is done by The Chartered Accountants (Ghana). The unavailability of reading materials for students in those early days impeded pass rates at various levels. Major turnaround was witnessed as there has been a major boost in the availability of accounting manuals for the four level since November 2008. The Institute‟s to provide readily available teaching to prospective and regular student on regular and part-time basis has been enhanced with the establishment of the ICAG School in June 2009. This is in line with the Institute‟s bid to provide quality tuition at the four levels (thus, Part 1-4) in a favourable learning environment.

The Institute of Chartered Accountants (Ghana) is a member of two international bodies, the sub-regional ABWA or Association of Accountancy Bodies in West Africa, and the IFAC or International Federation of Accountants, the worldwide organization for the accountancy profession.

3.10 Case Selection

Although there are 175 registered accounting and auditing firms in Ghana, most of them are very small, in terms of staff strength. The researcher therefore selected 16 well established firms in the industry. And since most of these are located in Greater Accra, the study was limited to that geographic region. This industry was selected to conduct the study on creative deviance, because of their numerous standards (both international and locally) and code of ethics. The study would point out whether or not staff is able to go out of the norm, to come out with something new and challenging.

3.11 Chapter Conclusion

This chapter presented the research methodologies used in the study, as well as industry profile. The research designed for the study was quantitative, and the research purpose was explanatory. The population of this study comprised staff and management of accounting and auditing firms in Ghana. However, the study used convenience and purposive sampling methods in selecting 310 staff and 44 management members from 16 firms in the industry. In the primary data collection, a structure questionnaire was adopted, and the data for the study as primary. Measurement of the core reliability was done using the Cronbach"s alpha.

CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND DISCUSSION

4.1 Introduction

Results of the analysed survey responses are contained in this chapter and were obtained from questionnaires that have been analysed in frequencies, percentages, means scores, standard deviations and regression models with the use of Statistical Package for Social Sciences (SPSS).

The projected sample for staff was 310, however the researcher was able to collect data from 298. The response rate was therefore 96.13%. The projected sample for management members was 44, however the researcher was able to collect data from 33. The response rate was therefore 75%.

4.2 Demographic Information

So as to have a better appreciation of the respondents used in this study, their demographics were also presented. Demographics presented were, gender, age, educational level, and years of engagement with the current institution.

Table 4.1: Demographic characteristics of respondents

Demographics	**Options**	**Staff**		**Management**	
		Frequencies	**Percentages**	**Frequencies**	**Percentages**
Gender	Male	152	51.0	20	60.6
	Female	146	49.0	13	39.4
Age	18-25yrs	82	27.5	1	3.0
	26-35yrs	159	53.4	17	51.5
	36-45yrs	44	14.8	14	42.4
	46-55yrs	13	4.4	-	-
	Above	-	-	1	3.0

	55yrs				
Educational level	Diploma	41	14.4	-	-
	Degree	215	72.1	19	57.6
	Masters	37	12.4	13	39.4
	PhD	3	1.0	1	3.0
Years of engagement	less than 1yr	97	32.6	7	21.2
	1-5yrs	132	44.3	15	45.5
	6-10yrs	47	15.8	10	30.3
	11-15yrs	16	5.4	-	-
	16-20yrs	4	1.3	1	3.0
	Above 20yrs	2	.7	-	-

Source: Field Data (2016).

Out of the 298 staff members who completed the survey, 152 (51%) are males and the remaining 146 (49%) are females. This indicates an almost equal distribution of male and female staff in the accounting and auditing industry. The managerial level employees surveyed were 33 out of which 20 (60.6%) were males and 13 (39.4%) were females. As is the case in almost every industry, the accounting and auditing industry in Ghana also had males dominating the managerial level positions in the various firms.

The age of respondents were put in five categories. Majority of the staff (53.4%) are within 26 and 35 years a conspicuously youthful and young workforce. Eighty-two (82) employees (27.5%) are within the ages of 18 and 25 years, the remaining 57 respondents are either with 3645 years or from 46-555 years. This indicates the dominance of the youth in the accounting and auditing industry in Ghana. The age distribution of management however indicated that, they were more advanced in age than the junior staff. And this makes intuitive sense, as one of the basis of promoting people to managerial position is the years of experience.

The analysis pointed out the greater number of staff were first degree holders, constituting 72.1%. Diploma certificate holders were 14.4%, masters‟ holders were 12.4%, and PhD holders were also 1%. The distribution on managements‟ education also indicated the majority to be first degree holders (57.6%). Masters‟ degree holders were 39.4%, and PhD holders were 3%. The distribution of educational qualifications provides a reasonable assurance that the key issues raised in the data collection instruments are well understood by the respondents.

The distribution on the years of engagement indicates that, 32.6% of the staff had been in their respective companies for less than a year, majority of them (44.3%) had 1-5 years of work experience under their belt, 15.8% of them had spent 6-10 years at post, 5.4% of the people had 11-15 years of work experience, only 1.3% had worked for 16-20 years, and 0.7% of the people had more than 20 years of work experience. The story is almost the same for managerial level employees where 21.1% of them had less than a year of engagement with the present company, 45.5% had 1-5 years of experience, 30.3% had 6-10 years of work experience, and 3% had 1620 years of work experience with their companies.

4.3 Exploratory Factor Analysis

The study extracted six factors using Principal Component Analysis and rotated using Varimax with Kaiser Normalization. Kaiser-Meyer-Olkin, which check sampling acceptability was also .877, greater than.5 (the minimum acceptable value). The Bartlett‟s test of Sphericity which tests the supposition with indication that the relationship matrix is an identify matrix was statistically significant at 1%. The determinant of the correlation matrix of the variables was 7.531, far greater than the .001 acceptable value. The factor loadings were limited to 0.4.
From table 4.2, all the six factors combined explained a total variation of 61.636%, and the rule is that, the Total variance explained must be greater than 50%. Creative deviance explained

10.375%, Intrinsic motivation explained 5.017%, Felt obligation explained 31.049%, Psychological empowerment explained 8.992%, whiles Respect for authority also explained 6.203%.

Table 4.2: Factor Extraction and Cronbach's Alpha Analysis

Constructs	**Factor loadings**	**Total variance explained**	**Cronbach's Alpha**
Creative Deviance		10.375%	.877
I continued to improve some of the new ideas, although they did not receive my supervisor"s approval	.631		
In my work time, I often thought about how to make the rejected ideas better	.691		
Although my supervisor asked me to stop developing some new ideas, I still worked on these ideas	.708		
Besides working on ideas that were approved by my supervisor, I also exerted effort in improving the rejected ideas by collecting information and trying again	.699		
I spent some of my work time in developing the ideas rejected by my supervisor	.689		
Up to this point I still have not given up on some of the rejected ideas	.800		
I have improved some rejected ideas in my working hours	.667		
Although some ideas were stopped by the supervisor, I worked on the improved versions of these ideas	.634		
Intrinsic Motivation		5.017%	.772
I like to explore new ideas even when it deviates from the norm	.611		
I like to question assumptions and rules	.559		
I like to challenge the status quo	.700		
I like to come out with convincing visions	.645		
Felt Obligation		31.049%	.874
I feel a personal obligation to do whatever I can to help my organization achieve its goal	.627		
I owe it to my organization to give 100% of my energy to the organization"s goal while a am at work	.801		

I have an obligation to my organization to ensure that I produce high-quality work	.859		
I owe it to my organization to do what I can to ensure that customers are well-served and satisfied	.835		
I would feel an obligation to take time from my personal schedule to help the organization if it needed my help	.668		
I would feel guilty if I did not meet the organization‟s performance standards	.644		
Psychological Empowerment		8.992%	.882
I have mastered the skills necessary for my job	.487		
I have significant autonomy in determining how I do my work	.777		
I can decide on my own how to go about doing my work	.795		
I have considerable opportunity for independence and freedom in how I do my job	.748		
My impact on what happens in my department is large	.618		
I have a great deal of control over what happens in my department	.786		
Respect for Authority		6.203%	.780
Obedience and respect for authority are the most important virtues employees should learn	.619		
Employees must know that their supervisors are more knowledgeable	.733		
Employees sometimes get rebellious ideas, but they ought subject them to supervisor‟s instructions	.702		
As an employee, you must not challenge your supervisor	.768		
Employees must always play by the rules	.746		

Correlation Matrix (a) a. Determinant = 7.531

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	4600.675
	Df	406
	Sig.	.000

Source: Field Data (2016).

4.4 Inter-Variable Correlation

Table 4.3 also presented the correlation matrix for the variables. Correlation score of +-0 to 0.3 is weak whereas +-0.3-0.7 is moderate and +-0.7 to 1 being strong. A small level of correlation among independent variables in a regression equation is allowed, however, a high correlation (multicollinearity) is unacceptable. The analysis indicated that, there was no high correlation among any of the variables, with the majority being a weak correlation. The variables are therefore fit for regression analysis.

Creative deviance had a moderate, positive, and statistically significant relationship with intrinsic motivation. Creative deviance had a moderate, positive, and statistically significant relationship with felt obligation. Creative deviance had a moderate, positive, and statistically significant relationship with psychological empowerment. Creative deviance had a weak, positive, and statistically significant relationship with respect for authority.

Intrinsic motivation had a moderate, positive, and statistically significant relationship with felt obligation. Intrinsic motivation had a moderate, positive, and statistically significant relationship with Psychological empowerment. Intrinsic motivation had a weak, positive, and statistically significant relationship with respect for authority.

Felt obligation had a moderate, positive, and statistically significant relationship with psychological empowerment. Felt obligation had a weak, positive, and statistically significant relationship with respect for authority. Psychological empowerment had a moderate, positive, and statistically important correlation with respect for authority.

Table 4.3: Correlation Matrix

VARIABLES		Gender	Age	Education	Years of Engagement	Creative Deviance	Intrinsic Motivation	Felt Obligation	Psychological Empowerment	Respect for Authority
Gender	Pearson Correlation	1								
	Sig. (2-tailed)									
Age	Pearson Correlation	-.158**	1							
	Sig. (2-tailed)	.006								
Education	Pearson Correlation	-.103	.330**	1						
	Sig. (2-tailed)	.077	.000							
Engagement	Pearson Correlation	-.063	.592**	.266**	1					
	Sig. (2-tailed)	.281	.000	.000						
Creative Deviance	Pearson Correlation	-.005	.114*	.059	.133*	1				
	Sig. (2-tailed)	.933	.050	.309	.022					
Intrinsic Motivation	Pearson Correlation	.015	.134*	.124*	.059	.568**	1			
	Sig. (2-tailed)	.803	.021	.032	.313	.000				
Felt Obligation	Pearson Correlation	.029	.191**	.124*	.038	.327**	.628**	1		
	Sig. (2-tailed)	.621	.001	.034	.516	.000	.000			
Psychological Empowerment	Pearson Correlation	.056	.189**	.009	.129*	.516**	.682**	.595**	1	
	Sig. (2-tailed)	.336	.001	.876	.026	.000	.000	.000		
Respect for Authority	Pearson Correlation	.025	-.153**	-.147*	-.151**	.163**	.281**	.212**	.325**	1
	Sig. (2-tailed)	.673	.008	.011	.009	.005	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

Source: Field Data (2016).

4.5 Creative Deviance

In this section, the researcher investigates the tendencies of exhibiting creative deviant behaviour among respondents based on their survey response patterns. The respondents were given a scale of *1 - strongly disagree, 2 - disagree, 3 - indifferent, 4 – agree and 5 - strongly agree* to respond to all items under this section. The greater the mean score therefore, the better.

Table 4.4: Tendencies of creative deviance among respondents

Creative Deviance	**Staff**		**Management**	
	Mean	**Standard Deviation**	**Mean**	**Standard Deviation**
Even though my supervisor did not approve my new ideas, I continued to work on my own to improve some of them	3.0872	1.10666	3.3939	1.17099
I constantly think of making my rejected ideas better during my work time.	3.3277	1.06916	3.3939	1.08799
I continue to work on developing my new ideas even though my supervisor has asked me to stop	2.9094	1.16132	3.0909	1.42223
Whilst I work on approved ideas from my supervisor, I also put in efforts to collect information to improve on some of my rejected ideas again and again	3.2282	1.14663	3.3030	1.21153
Some part of my time at work is used to develop rejected ideas by supervisor	3.0101	1.11157	2.7576	1.17341
I never give up on some rejected ideas and I work on them	3.2483	1.09425	3.1818	1.18466
Some of my rejected ideas have been improved and developed using working time	3.2550	1.11406	3.3030	1.26206
Even when I have orders from my supervisor to stop working on some new ideas, I still work on improved versions of the ideas.	3.3423	1.07479	3.6667	1.02062
Creative Deviance	***3.1719***	***.81548***	***3.2614***	***.83874***

Source: Field Data (2016).

The mean scores of both management and staff shows average levels of creative deviance among the two categories of respondents. In both cases, the respondents are not very likely to continue to further develop or improve some of their fresh concepts, when there is no approval from their supervisors. This is shown by the mean score of 3.087 for staff, and a mean score of 3.394 for management. The standard deviations in both vases are small meaning that the responses were not so varied and hence the mean scores are reliable. The observation above notwithstanding, most of the responses seem to tilt towards a tendency to often sort various ways to improve on their rejected ideas and make them better, evidenced by the slightly higher mean scores, and smaller deviations from the mean. The table above further shows that majority of the start would not choose to continue developing their new ides when their supervisors ask them to stop. In the case of managerial; level employees, when they asked to stop working g their new ideas, they become indifferent.

It is further noted that apart from working on ideas that have approval from supervisors, employees however do crave to improving their rejected ideas through further information gathering and retrying, but employees do not spend their working hours to develop the ideas that supervisors have rejected.

Generally, the pattern of responses paints a picture of a workforce that is not too much of positive deviants and also not negative deviants. The respondents are a little too cautious about going against norms and creating things outside their defined scope of work since the mean scores a just a little above average with equates with indifference on the Likert scale used to measure their behaviour. This supports the Hofstede (2001) theory of culture, which indicates that Africa has a high power distance, and are likely not to deviate from laid down rules
(Beugre, 2002; House et al., 2004).

4.6 Antecedents of Creative Deviance

The table 4.5 below contains a synthesized form of the responses received to the survey questions seeking to measure the antecedents of creative deviance among accounting and auditing firms in Ghana. In the discussion that follow, the researcher examines what factors cause or motivate the respondents to engage in creatively deviant behaviours.

Table 4.5: Antecedents of Creative Deviance

Antecedents of Creative Deviance	**Mean**	**Standard Deviation**
Intrinsic motivation	***3.7680***	***.69019***
I enjoy taking risk	3.6107	1.09920
I enjoy finding solution to problems	3.9765	.99296
I like to integrate diverse information	3.8054	.94408
I like to explore new ideas even when it deviates from the norm	3.7215	1.03456
I like to question assumptions and rules	3.6174	1.07995
I like to challenge the status quo	3.6946	1.00036
I like to come out with convincing visions	3.8523	1.00421
I like to focus on implementing my visions irrespective of the obstacles	3.8658	.96510
Felt Obligation	***4.1077***	***.71585***
I have obligations as a person to help my organization achieve its goal in whatever way I can.	4.1208	.96339
I must give my 100% energy towards the goal of my organization when I am at work	4.1477	.94549
I feel it is my obligation to always ensure high quality work is produced for my organization	4.1803	.91526
In all that I do I must ensure that customers are well-served in my organization at all times.	4.1242	.88460
It is my obligation to make time form personal schedules for my organization when I am needed.	4.0268	.96362
Anytime I do not meet performance standards in my organization I feel guilty	4.1074	.80102
Psychological Empowerment	***3.7433***	***.76422***

The confidence have in my ability to do my job is very high	4.2718	.83077
I am very confident when it comes to my capability to perform at work,	4.1544	.87790
I am more than adequately skilled for my job	3.9463	.94840
There is more room for me to decide how I do my work without interference	3.5336	1.11941
The responsibility to decide on how to go about my work is solely my prerogative.	3.4463	1.10041
My independence and freedom in how I do my job comes from the considerable opportunity I have	3.4597	1.11618
I have a great impact in all that happens in my department	3.6678	1.07639
All that happens in my department is under my full control	3.4664	1.13731

Source: Field Data (2016).

Intrinsic motivation stems from within the individual. As Oldham and Cummings (1996) note, when an individual tilts more towards taking risk, is innovative, search for new intellectual ways to deal with situations, spirited to explore either new thoughts and resources, he or she is most likely to engage in positive deviance as argued using the intrinsic motivation mechanism.

Eight statements are used to measure the level of intrinsic motivation of the respondents used for the study and it appears that all the four statements resonate positively with the respondents. In other words the respondents believe that enjoy taking risk, enjoy finding solution to problems, they like to integrate diverse information like to explore new ideas even when it deviates from the norm, they like to question assumptions and rules they like to challenge the status quo, often come out with convincing visions and they focus on implementing my visions irrespective of the obstacles. This is corroborated by the high means scores accompanied by small standard deviations. The overall mean score for intrinsic motivation is 3.768, a relatively high value reinforcing the high level of intrinsic motivation of the respondents. This confirms a previous study by Ryan and Deci (2000) who concluded that, individual characteristics increase the chances of creative deviance.

Felt Obligation is also identified by Vadera et al. (2013) as an antecedent of positive deviance, in simple terms felt obligation refers a situation, whereby individuals engage in behaviours that are contrary to the standards of a particular group but are beneficial to the group notwithstanding the fact that actions of its members deviates completely from the group norms. Felt obligation receives a mean score of 4.1077. this is clear evidence that employees sampled for this study felt some form of compulsion about helping their organization by taking time out to the detriment of their personal schedules if need be for their organization, they also feel to a large extent they are indebted to their organizations with regards to various task they could accomplish to guarantee customer satisfactions among other behavioural tendencies as displayed in the table above. This supports the study of Morrison and Phelps (1999) and Bowling (2010), who indicated supervisor support, attachment to group, organizational culture are all linked to positive deviance.

Vadera et al. (2013) further argued that psychological empowerment is a strong contributor to creative deviance. Empowerment said to serve as the pivot, to afford opportunities for resources for individuals to involve in creative deviance; to accomplish creative deviance, the individual must have the confidence in his or her ability through strengthening the self-determinations as well as competencies by the liberty to do his or her personal thing subsequent to fortification from psychological safety and security. Responses the survey show a strong feeling of psychological empowerment among the respondents. The mean score for psychological empowerment as shown by the pattern of responses is 3.7433, and .76422 as the standard deviation value, indicating that respondents were confident about their performance capabilities towards accomplishing work activities and therefore poised with the knack to carry out their assigned task, have a good grip on the desirable skills essential for the task, have the sole responsibility to decide on how to go about my work, having room to decide how they do their work without interference, have substantial prospect for independence and liberty in determining how they do my job, among others. According to Spreitzer (1995), resources necessary for engaging in creative deviance for individuals is stimulated through psychological empowerment.

In a bid to statistically proof that creative deviance is influenced by intrinsic motivation as well as felt obligation and psychological empowerment, a regression model was developed and presented as table 4.4. The regression model explains the direction and strength of the relationships. The demographic of staff were used as control variables, whiles intrinsic motivation, felt obligation, and psychological empowerment were used as the main independent variables. The dependent variable was creative deviance.

From table 4.6, the F-statistics indicates the control variables (block 1) together do not significantly affect employee performance (F= 1.764, Sig. = .136). When the three antecedents variables were introduced in block 2, the F-statistics became significant at 0.05, meaning the variables combined significantly explained the changes that occur in creative deviance. The r (correlation) value of .155 in block 1 indicates a weak relationship, and an r^2 value of .024 indicates the demographics together explains 2.4% of the changes that occur in creative deviance. In block 2, the dependent variables and independent variables indicate a moderate relationship amongst them with an r value of .607. The r^2 value of .368 indicates 36.8% of the changes in creative deviance was accounted for by the independent variables used in this study.

Table 4.6: Statistical proof of the antecedents of creative deviance

Block	Independent Variables	B	S.E	T	Sig.
1	*(Constant)*	*2.804*	*.307*	*9.128*	*.000*
	Gender	-.002	.096	-.016	.987
	Age	.067	.079	.849	.397
	Education	.017	.088	.196	.845
	Years of engagement	.089	.061	1.460	.145
2	*(Constant)*	*.476*	*.329*	*1.448*	*.149*
	Gender	-.054	.078	-.686	.493
	Age	-.036	.065	-.548	.584
	Education	.033	.073	.455	.649
	Years of engagement	.084	.050	1.670	.096
	Intrinsic Motivation	.528	.083	6.320	.000
	Felt Obligation	-.127	.073	-1.737	.083
	Psychological Empowerment	.299	.074	4.046	.000

Block	**R**	**R^2**	**F**	**Sig.**
1	.155	.024	1.764	.136
2	.607	.368	23.654	.000

Source: Field Data (2016).

As shown in table 4.6, none of the demographic variables (gender, age, education, and years if engagement) had a coefficient that was statistically significant (block 1). In model 2, the demographics were still not significant at 0.05, however, years of engagement was significant at 0.1. The coefficient was .089, meaning that, as the working experience of the staff increased, the chances of engaging in creative deviance increases by 8.9%, and the vice-versa.

Intrinsic motivation was found to have had a statistically significant impact on creative deviance at 0.05 level of significance. The coefficient of .528 indicates that, a positive change in intrinsic motivation would lead to an increase in creative deviance by 52.8%, and vice-versa. So as staff enjoyed taking risk, enjoyed finding solution to problems, like to integrate diverse information, like to explore new ideas even when it deviates from the norm, like to question assumptions and rules, like to challenge the status quo, like to come out with convincing visions, and like to focus on implementing visions irrespective of the obstacles, their tendency for engaging in creative deviance increases. This finding supports previous studies like Ryan and Deci (2000), Shin and Zhou (2003) and Whittington et al. (2004) whose study revealed that, intrinsic motivation leads to creative deviance.

The coefficient of psychological empowerment was .299, and statistically significant at 0.05. This means that, as staff are more self-confident regarding their job abilities, with assurance of their capability to carry out work activities, as having a good grip on the skills required for their jobs, enjoying the highest level of liberty to define how work is done, etc., the chances of engaging in creative deviance increases by 29.9%. This supports some previous studies like Liao et al. (2010), Chiu (2003), Somech and Drach-Zahavy (2000), Park and Blenkinsopp. (2009), and Crant et al. (2011), who found various dimensions of psychological empowerment, to have significantly influenced the tendencies of employee engaging in creative deviance.

Felt obligation on the other hand had a coefficient of -.127, but was not statistically significant at 0.05. It was however significant at 0.1. The inverse relationship indicates that, the more obligated employees feel they owe their companies, the less likely they are to engage in creative deviance. This results however contradicts previous studies such as Zhou and George (2001), De Stobbeleir et al. (2011) and Madjar et al. (2002) discovered a positive correlation between the two variables. Inferring from this current results, as employees get more conscious about meeting the obligations of their organizations, the chances of deviating from the norm reduces by 12.7%. This however contradicts existing studies which found felt obligation to positively influence creative deviance, using the social exchange theory (Blau, 1964; Morrison & Phelps, 1999; Vadera et al., 2013).

4.7 Consequences of Creative Deviance

This section takes a critical look at the survey responses to determine the consequences of creative deviance among accounting and auditing firms in Ghana. It has already been established that the consequences of creative deviance can be either positive or negative, inherently uncertain.

Table 4.7: Consequences of creative deviance

Consequences of Creative Deviance	Mean	Standard Deviation
Creative deviance enables new solutions to problems	3.6376	.97935
Creative deviance helps refine new ideas	3.8356	.86640
Creative deviance brings enmity between supervisors and subordinates	3.4094	1.09798
Success of creative deviance brings jealousy among employees	3.4933	1.12290
Creative deviance may lead to legal sanctions	3.6477	1.00839
Creative deviance may lead to employee dismissal at work	3.6711	1.13673
Creative deviance may lead to loss of contract.	3.6980	1.07123

Source: Field Data (2016).

The mix of desirable and undesirable consequences are visible in the responses provided to the statements in this section. The study reveals that on the positive side, creative deviance enables new solutions to problems, it helps refine new ideas. As indicated by Staw and Boettger (1990), creative deviance could lead to a breakthrough for an organization. On flip side, creative deviance brings enmity between supervisors and subordinates, success of creative deviance brings jealousy among employees, creative deviance may lead to legal sanctions, and it can even lead to employee dismissal at work. To some extent, these findings explain why the respondents appear to display a lot of behavioural tendencies associated with creative deviance. As it can be very costly if conceived wrongly by supervisors and superiors. As was in this current study, Staw and Boettger (1990) and Drazin et al. (1999) also found creative deviance to have had both positive and negative consequences.

4.8 Respect for Authority

Hofstede (1980), using terms such as power distance, emphasizes that the cultural characteristics of Ghanaians in general make them recognize and respect authority. The table 4.6 measured the level of respect for authority among the accounting and auditing firms in Ghana.

Table 4.8: Respect for authority

Respect for Authority	**Mean**	**Standard Deviation**
Obedience and respect for authority are the most important virtues employees should learn	4.0336	.98073
Employees must know that their supervisors are more knowledgeable	3.1074	1.19843
Employees sometimes get rebellious ideas, but they ought to subject them to supervisor‟s instructions	3.5738	.96901
As an employee, you must not challenge your supervisor	3.1342	1.19853
Employees must always play by the rules	3.6678	1.09192

Respect for Authority	***3.5034***	***.79683***

Source: Field Data (2016).

The analysis indicates that employees were indifferent that supervisors are the most knowledgeable, and also that employees must not challenge their supervisors. They however agreed obedience and respect for authority are the most important virtues employees should learn. They also agreed that employees sometimes get rebellious ideas, but they ought to subject them to supervisor"s instructions; and employees must always play by the rules. The overall mean score of 3.5034 for respect for authority indicates that staff respected their superiors. This is not surprising as Ghana falls under the high power distance countries, and as such staff were expected to respect their superiors (Beugre, 2002; Carl et al., 2004).

4.9 Creative Deviance and Respect for Authority

As it is imperative to examine the direction and margin of the effects, the researcher uses the regression model below to establish the relationship. The demographic characteristics of respondents are used as control variables and the creative deviance was used as the main independent variables. The F-statistics for block 1 presented in table 4.7 indicates that, all the demographics put together significantly explained the changes that occurs in respect for authority (F= 2.967; Sig. = .020). The r- value of .198 indicates a week relationship between the dependent and independent variables. The r^2 value of .039 indicates the demographics combined explained 3.9% of the changes that occur in respect for authority. This is actually small. In block 2 where creative deviance was added, the F-statistics indicates a considerable effect on the dependent variables from the independent variables (F= 4.739; Sig. = .00). The r- value of .542 indicates a moderate correlation concerning how the independent and depended variables affected one another. With the r^2 value of .294 indicating that the independent combined explained 29.4% of the changes that occur in respect for authority. Although this is small, it is better than block 1. Adding creative deviance to the model greatly improved it, and showed how important that variable is the model.

Table 4.9: Relationship between Creative Deviance and Respect for Authority

Block	Independent Variables	B	S.E	t	Sig.
1	*(Constant)*	4.231	.298	14.215	.000
	Gender	-.001	.093	-.008	.994
	Age	-.074	.076	-.969	.333
	Education	-.150	.085	-1.763	.079
	Years of engagement	-.068	.059	-1.142	.255
2	*(Constant)*	3.704	.332	11.170	.000
	Gender	-.004	.091	-.041	.967
	Age	-.084	.075	-1.123	.262
	Education	-.156	.084	-1.855	.065
	Years of engagement	-.083	.058	-1.428	.154
	Creative Deviance	.189	.056	3.377	.001

Block	**R**	**R^2**	**F**	**Sig.**
1	.198	.039	2.967	.020
2	.542	.294	4.739	.000

Source: Field Data (2016).

From the regression coefficients presented in block 1, none of the demographics significantly impacted respect for authority at .05. However, the level of respondents‟ education impacted respect for authority at .10 level of significance. The coefficient of -.150 indicates an inverse relationship, meaning as employees advance in education, their level of respect for authority reduces. Formal education boosts the confidence of employees, as some may even consider themselves at par with superiors, just because they hold same educational qualification or better than them. This reduces the reverence they have towards the superiors.

In the block 2 of the regression table above, education was the only demographic factor to have had a significant impact on respect for authority, but at .10. The main independent variable (creative deviance) however, was statistically significant at .05. The coefficient value of .189 indicates that, a positive change in creative deviance from one level of the scale to other, will lead to 18.9% positive change in respect for authority. This finding is quite interesting, as it would have been thought that creative deviance will lead to disrespect for authority. Engaging in creative deviance is for the good of the organization (Staw & Boettger, 1990), and will not necessarily lead to disrespect if managed properly by the employee and manager.

4.10 Management of Creative Deviance

The fourth objective of this study was to ascertain how leaders in the accounting and auditing firms in Ghana manage creative deviance. The questionnaire for management was semistructured. Themes were identified from the responses provided for the open-ended questions. Below are the creative deviance management practices as indicated by the management members.

It was indicated from the responses that, as part of managing creative deviance, rejected ideas must be subjected to the CEO. One respondent indicated, "*all staff reporting their work should be directed to not only the supervisor but to the CEO or next in command, this way authorities can keep an eye on any work that is submitted. All staff are to follow the rule that all rejected ideas are not to be worked on during working hours. Rejected ideas by supervisors that were worked on should be subjected to the CEO*".

The introduction of a clear cut policy was also suggested as a management tool for creative deviance. This was in line with Detert and Burris (2007), who also suggested from his study that, firms must have a clear cut policy on creative, so as to harness the maximum benefits for the good of the organisation. Some managers indicated,

"*there should be a clear cut policy on such matters since the management of it in its proper context will bring innovation and promote cohesion in the organisation in its quest for better services to customers. Also subordinates must sometimes discuss some of their ideas with managers so as to help in developing new ideas for the better*".

"*creative deviance can be managed effectively by setting out polices and best practices in dealing with deviant employees. Creativity brings innovation and ideas. Any organisation that lacks creativity lacks ideas therefore creativity must be encouraged but must be in line or accordance with policies of the organisation*".

Supervisors must encourage staff to come out with new ideas, as a way of streamlining creative deviance. Encouragement also serves as a means of motivation. Firms must learn to give all staff the room to develop and explain their ideas or concept. As indicated by Rothwell and Baldwin (2007), encouraging creative and innovative spirit among employees, will cause them to exhibit more of creative deviance behaviours. As some managers indicated, managers must;

"*challenge employees to come out with ideas all the time, but management should have guidelines for implementation*".

"*encourage employees to bring out their ideas in solving issues to bare so that it won't be like management is being autocratic. Best practices are vital on such codes, and in so doing unethical behaviours should not be entertained by employees*".

It was further suggested that employees must be rewarded when the outcome of the creative deviance is good, but must be punished when the outcome goes wrong. Past studies have shown that, rewards are great motivating factors for employees to engage in creative deviance (Chiu, 2003; Eisenberger et al., 2001; Vadera et al., 2013). 1) Employees are more likely to engage in creative deviance when rewards are tied to work output. In that case, employee try to go all length in achieving the desired results. 2) When creative deviance itself is being rewarded in an organisation, it encourages employees to exhibit more of those behaviours, however, if they are punished, they will desist. The managers indicated;

"*the first way to manage it is by rewarding those implement creative strategies by giving them more opportunities to lead others in the work environment. Another way that creative deviance can be managed is that, deviant opinions should be frowned upon if they are work related, and a penalty should be put in place for resistors*",

"*creative deviance though good has negative consequences and could be managed by random castigation of employees to serve as deterrent to others who may not be sure of the outcome of their idea that may lead them to be deviant*".

Knowing employees aspirations could also help in managing creative deviance. This conforms to some previous studies who also found that, showing concerns for employees in their carrier aspiration will help reduce creative deviance (Staw, 1990; Frese et al., 1999; George, 2007). As indicated by the mangers;

> "*creative deviance can be effectively managed in the organisation by top level management setting up counselling sessions for employees to discuss their personal and professional aspirations. This would be an effective channel for ideas to be heard and worked upon*",

> "*supervision systems should be established to dive into the company's staff "life" when on the job so as to know what and how the tasks or duties assigned to them are being executed by them*".

Elimination of bureaucratic procedure was also identified as a way of managing creative deviance. Studies in the past have also identified bureaucratic procedures in an organisation frustrates creative thinker, and as such causes them to engage in creative deviance (Walumbwa & Schaubroeck, 2009; Edmondson, 1999; Detert & Burris, 2007). Excessive bureaucracy hinders employees from assessing management to share and discuss their ideas, and the more determined employees implement ideas with or without supervisors‟ approval. As respondents indicated;

> "*bureaucracy must be kept away from any company in order for employees to have the freedom and liberty to work freely, since this will enable employees to bring out any ideas they have on board. As the saying goes, no single individual is a fountain of knowledge. Employees and management ideas should all be kept into consideration before a decision is made*".

Creative deviance may be managed by increasing work standardization and control for management for work procedures and resource use. As indicated by Miceli et al. (2001), standard the approach in accomplishing a specific task at the workplace, has a significant and positive influence on the propensity of employees engaging in creative deviance. Respondent stated that;

"*institute strict adherence to policies and making sure all staff obey and conform to rules or bare the consequence*",

"*to effectively manage creative deviance, one has to empower employees and manage performance with set standards that do not lead to deviance*".

4.11 Chapter Conclusion

The analysis as well as the discussions of the study responses collected are contained in this chapter. The pattern of responses revealed relationship among the variables under study. The research shows that intrinsic motivation, felt obligation and psychological empowerment have a direct effect on creative deviance in auditing firms in Ghana. The chapter ends by discussing the ways in which managers can control the negative outcomes of creative deviance and turn to an invaluable idea generation tool in organisations.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Presented in this chapter is the summary of research results, the conclusions reached, as well as recommendations grounded on the objectives of the research.

5.2 Summary of Main Findings

According to the objectives below, a summary of the major research findings is presented follows.

5.2.1 Creative Deviance

The research reveals that the employees in auditing firms in Ghana are not very likely to continue to work on and promote any of the new ideas without receiving any approval from their supervisors. Most of the responses seem to tilt towards a tendency to often basically consider ways of making the rejected ideas even better workforce that is not too much of positive deviants and not too much of negative deviants. The respondents are cautious about going against norms and creating things outside their defined scope of work since the mean scores a just a little above average.

5.2.2 Antecedents of Creative Deviance

The mean scores from the study indicate intrinsic motivation, felt obligation, and psychological empowerment as being the antecedents of creative deviance among the accounting and auditing firms in Ghana. Although felt obligation was ranked the highest, followed by intrinsic motivation, and psychological empowerment. Results from the regression model showed that intrinsic motivation as well as psychological empowerment have had a more positive connection with creative deviance, but felt obligation had an inverse relationship creative deviance.

5.2.3 Consequences of Creative Deviance

The consequences of creative deviance can be either positive or negative. Creative deviance as an act has consequences, as such, might fails and does not produce any product, the act could result in a product that is accepted or otherwise rejected by the organization. It may also bring about a product or result which may be beneficial or otherwise to the organization.

The study reveals that on the positive side, creative deviance enables new solutions to problems, it helps refine new ideas. On flip side, creative deviance brings enmity between supervisors and subordinates, success of creative deviance brings jealousy among employees, creative deviance may lead to legal sanctions, and it can even lead to employee dismissal at work. To some extent, these findings explain why the respondents appear to display a lot of behavioural tendencies associated with creative deviance

5.2.4 Effect of Creative Deviance on Respect for Authority

One main finding for the study is that creative deviance positively and significantly affects authority. The data analysis shows that when creative deviance is encouraged or increases, the general atmosphere of respect for authority is affected favourably.

5.2.5 Managing Creative Deviance

The study found out that, creative deviance could be effectively managed by subjecting rejected ideas to CEOs; by introducing a clear cut policy creative deviance; supervisors encouraging staff to come out with new ideas; by rewarding employees when the outcome of the creative deviance is good, but penalize when the outcome goes wrong; by knowing and showing concern for employees‟ career aspirations; by eliminating bureaucratic procedures; and also by increasing work standardization.

5.3 Conclusion

The main aim of this study was to examine the effect of creative deviance on respect for authority and how creative deviance is managed. The specific objectives of the study were; to ascertain the antecedents of creative deviance among accounting and auditing firms in Ghana; to determine the consequences of creative deviance among accounting and auditing firms in Ghana; to investigate the effect of creative deviance on respect for authority among accounting and auditing firms in Ghana; and to examine how leaders manage creative deviance effectively within accounting and auditing firms in Ghana. Key sources of literature were peer reviewed journals such as Emerald and Jstore. Some key references used in the study were Ryan and Deci, (2000), Oldham and Cummings (1996), and Vadera et al. (2013).

This study adopted a mixed research design (qualitative and quantitative). The study concluded that, the main antecedents of creative deviance among the accounting and auditing firms in Ghana were intrinsic motivation and psychological empowerment. The study reveals that on the positive side, creative deviance enables new solutions to problems, it helps refine new ideas. On flip side, creative deviance brings enmity between supervisors and subordinates, success of creative deviance brings jealousy among employees, creative deviance may lead to legal sanctions, and it can even lead to employee dismissal at work. The study also found out that, staff considered obedience and respect for authority as the most important virtues employees should learn. Creative deviance was found to have had a positive and significant effect on respect for authority.

It was also concluded that, as part of managing creative deviance in a workplace, supervisors must encourage staff to come out with new ideas, as a way of streamlining creative deviance.

5.4 Recommendations

Grounded on findings of this study, recommendations as submitted below.

5.4.1 Acceptance of Creative Deviance in Organisations

The study revealed that behavioural tendencies for people to engage in creative deviant behaviour in auditing firms in Ghana is also rife in employees surveyed. Based on this finding, it is recommended that mangers and organisational leaders accept the creative deviance in their organisations and treat it with the attention it deserves in order to reap maximum benefits associated with practice.

5.4.2 Supervisor Support for Creative Deviance

The data showed that creative deviance can have both negative and positive consequences. The researcher therefore recommends that in an effort to harness the potentials of managing creative deviance, individuals responsible should consciously find ways of stimulating behaviours and actions that will lead to positive consequences rather than leaving the results of creative deviance to chance. As identified in the data analysis, people have the natural tendency to engage in creative deviant behaviours, and the consequences are inevitable, hence it is only reasonable to recognise them and turn them around for the better.

5.4.3 Building an Organisational Culture that Encourages Creativity

Another key finding that emerged from the regression analysis is that creative deviance boosts respect for authority. The researcher therefore recommends that supervisors and superiors should encourage behaviours that promote the antecedents of creative deviance such as exhibiting more initiative and assertiveness, encouraging feelings of self-worth, pursuing challenging goals, changing the status quo among others so as to improve on respect for authority, as respect for authority contributes to the bottom line of organisational effectiveness.

5.4.4 Clear Cut Policy on Creative Deviance

Depending on the kind and extent of as well as result of the deviance in creativity, the following measures may be taken; a) rewarding behaviour by praising the employee or commending for not giving up, b) forging the employee so as not to kill the spirit of creativity, c) ignore the creative deviant especially when the creativity does not result to any form of loss to the organisation.

5.5 Suggestions for Further Studies

The current study looked at auditing firms alone; the researcher recommends that further studies on the subject should be conducted in a different industry. Future studies could look at the effects of creative deviance on employee performance, leadership relations and organizational culture. Finally, a qualitative research design is recommended in case of a study in this area to find out whether the results will be the same.

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APPENDIX

QUESTIONNAIRE-STAFF

I am a student of KNUST, undertaking a research study on the „effects of creative deviance on respect for authority". For the purpose of this study, creative deviance is said to occur when "***an individual with new ideas disobey orders from the supervisor to suspend implementation and choose to continue working on the new idea*** *(Mainemelis, 2010)".*

The study is purely for academic purposes, so confidentially is held in the highest esteem. The name of your company will never be used in connection with any of the information you provide me. This project is in partial fulfilment of the requirements for the award of a Masters" of Business Administration degree.

Please spend some few minutes in responding truthfully to the following items. There are no wrong or right answers. Thank you.

SECTION A: DEMOGRAPHIC

Q1. Gender: Male [ ] Female [ ]

Q2. Age category: 18-25yrs [ ] 26-35yrs [ ] 36-45yrs [ ] 46-55yrs [ ] Above 55yrs [ ]

Q3. Highest educational level: SHS [ ] Diploma [ ] Degree [ ] Masters [ ] PhD [ ]

Q4. Number of years working with your current company: less than 1yr [ ] 1-5yrs [ ] 6-10yrs [ ]

11-15yrs [ ] 16-20yrs [ ] Above 20yrs [ ]

SECTION B: CREATIVE DEVIANCE

Q5. Kindly indicate the extent to which you agree or disagree with the following statements. Use a scale of **1-strongly disagree, 2-dissagree, 3-indifferent, 4-agree, and 5-strongly agree.**

CREATIVE DEVIANCE	1	2	3	4	5
I continued to improve some of the new ideas, although they did not receive my supervisor"s approval					
In my work time, I often thought about how to make the rejected ideas better					
Although my supervisor asked me to stop developing some new ideas, I still worked on these ideas					
Besides working on ideas that were approved by my supervisor, I also exerted effort in improving the rejected ideas by collecting information and trying again					
I spent some of my work time in developing the ideas rejected by my supervisor					
Up to this point I still have not given up on some of the rejected ideas					
I have improved some rejected ideas in my working hours					
Although some ideas were stopped by the supervisor, I worked on the improved versions of these ideas					

SECTION C: ANTECEDENTS OF CREATIVE DEVIANCE

Q6. Kindly indicate the extent to which you agree or disagree with the following statements.

Use a scale of **1-strongly disagree, 2-dissagree, 3-indifferent, 4-agree, and 5-strongly agree.**

ANTECEDENTS					
Intrinsic motivation	**1**	**2**	**3**	**4**	**5**
I enjoy taking risk					
I enjoy finding solution to problems					
I like to integrate diverse information					
I like to explore new ideas even when it deviates from the norm					
I like to question assumptions and rules					
I like to challenge the status quo					
I like to come out with convincing visions					
I like to focus on implementing my visions irrespective of the obstacles					
Felt Obligation	**1**	**2**	**3**	**4**	**5**
I feel a personal obligation to do whatever I can to help my organization achieve its goal					
I owe it to my organization to give 100% of my energy to the organization‟s goal while a am at work					
I have an obligation to my organization to ensure that I produce highquality work					
I owe it to my organization to do what I can to ensure that customers are well-served and satisfied					
I would feel an obligation to take time from my personal schedule to help the organization if it needed my help					
I would feel guilty if I did not meet the organization‟s performance standards					
Psychological Empowerment	**1**	**2**	**3**	**4**	**5**
I am confident about by ability to do my job					
I am self-assured about my capability to perform my work activities					
I have mastered the skills necessary for my job					
I have significant autonomy in determining how I do my work					
I can decide on my own how to go about doing my work					
I have considerable opportunity for independence and freedom in how I do my job					

My impact on what happens in my department is large					
I have a great deal of control over what happens in my department					

SECTION D: CONSEQUENCES OF CREATIVE DEVIANCE

Q7. Kindly indicate the extent to which you agree or disagree with the following statements.

Use a scale of **1-strongly disagree, 2-dissagree, 3-indifferent, 4-agree, and 5-strongly agree.**

CONSEQUENCES	1	2	3	4	5
Creative deviance enables new solutions to problems					
Creative deviance helps refine new ideas					
Creative deviance brings enmity between supervisors and subordinates					
Success of creative deviance brings jealousy among employees					
Creative deviance may lead to legal sanctions					
Creative deviance may lead to employee dismissal at work					
Creative deviance may lead to loss of contract.					

SECTION E: RESPECT FOR AUTHORITY

Q8. Kindly indicate the extent to which you agree or disagree with the following statements.

Use a scale of **1-strongly disagree, 2-dissagree, 3-indifferent, 4-agree, and 5-strongly agree.**

RESPECT FOR AUTHORITY	1	2	3	4	5
Obedience and respect for authority are the most important virtues employees should learn					
Employees must know that their supervisors are more knowledgeable					
Employees sometimes get rebellious ideas, but they ought subject them to supervisor"s instructions					
As an employee, you must not challenge your supervisor					
Employees must always play by the rules					

THANK YOU…!

QUESTIONNAIRE-MANAGEMENT

I am a student of KNUST, undertaking a research study on the „effects of creative deviance on respect for authority". For the purpose of this study, creative deviance is said to occur when "***an individuals with new ideas disobey orders from the supervisor to suspend implementation and choose to continue working in the new idea.*** *(Mainemelis, 2010)".*

The study is purely for academic purposes, so confidentially is held in the highest esteem. The name of your company will never be used in connection with any of the information you provide me. You may need to know that this interview will help me complete my dissertation for the award of my Masters" of Business Administration degree.

Please spend some few minutes in responding truthfully to the following items. There are no wrong or right answers. Thank you.

SECTION A: DEMOGRAPHIC

Q1. Gender: Male [ ] Female [ ]

Q2. Age category: 18-25yrs [ ] 26-35yrs [ ] 36-45yrs [ ] 46-55yrs [ ] Above 55yrs [ ]

Q3. Highest educational level: SHS [ ] Diploma [ ] Degree [ ] Masters [ ] PhD [ ]

Q4. Number of years working with your current company: less than 1yr [ ] 1-5yrs [ ] 6-10yrs [ ]

11-15yrs [ ] 16-20yrs [ ] Above 20yrs [ ]

SECTION B: CREATIVE DEVIANCE

Q5. Kindly indicate the extent to which you agree or disagree with the following statements.

Use a scale of **1-strongly disagree, 2-dissagree, 3-indifferent, 4-agree, and 5-strongly agree.**

CREATIVE DEVIANCE	1	2	3	4	5
I continued to improve some of the new ideas, although they did not receive my colleagues and other superiors‟ approval					
In my work time, I often thought about how to make the rejected ideas better					
Although my colleagues and superiors asked me to stop developing some new ideas, I still worked on these ideas					
Besides working on ideas that were approved by my colleagues and other superiors, I also exerted effort in improving the rejected ideas by collecting information and trying again					
I spent some of my work time in developing the ideas rejected by my colleagues and other superiors					
Up to this point I still have not given up on some of the rejected ideas					
I have improved some rejected ideas in my working hours					
Although some ideas were stopped by the colleagues and other superiors, I worked on the improved versions of these ideas					

SECTION C: MANAGING CREATIVE DEVIANCE

Q12. In your opinion, how could creative deviance be managed effectively in an organization?

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THANK YOU…!