

The Study of Moderating Effect of Emotional Intelligence on the Relationship among Goal Congruence, Work Engagement and Organizational Deviance Behavior

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Abstract

Public servants' organizational deviance behavior has been considered a significant issue for public organization. The organizational deviance behavior always makes massive costs and reputation losses in public organization. The study focuses on finding out the moderating effect of emotional intelligence on the relationship among goal congruence, work engagement and organizational deviance behavior. This study collected 316 valid samples from public sector in Taiwan. We employed confirmatory factor analysis and structural equation model(SEM) to justify hypotheses being explored. The study confirms that: public servants' goal congruence, work engagement and emotional intelligence negatively affects organizational deviance behavior; emotional intelligence moderates the relationship among goal congruence, work engagement and organizational deviance behavior.

Keywords: goal congruence, work engagement, emotional intelligence, organizational deviance behavior

1.INTRODUCTION

In recent years, employee organizational deviance behavior such as theft, damage to documents and disregard for supervisor orders has received increasing attention (Balducci et al., 2011; Lian et al., 2012) because of its costs to the organization (Biron, 2010). For government agencies, the issue is even more important. When civil servants are late, leave early, damage documents or disregard supervisor orders, they not only hurt the image of the government but also negatively impact public service quality. Numerous studies have explored the antecedents affecting organizational deviance behavior, such as ethical ideology (Hastings and Finegan, 2011), ethical leadership (Avey et al., 2011), cognition of unfairness (Zoghbi-Manrique-de-Lara, 2010) and emotional intelligence (Christian et al., 2011). However, few such studies on civil

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servants have been conducted. Although potentially influential, ethical and emotional factors could not be screened based on national examinations. Some studies have begun to explore the negative effects of emotions on job performance (Gooty et al., 2009; Lindebaum and Jordan, 2012), and the impact of emotional intelligence on organizational deviance behavior is worth investigating.

Positive employee feelings mainly come from person and environment fit (Kristof-Brown et al., 2005), which in turn affects goal congruence between individuals and their supervisors (Vancouver and Schmitt, 1991). Previous studies have pointed out that such goal congruence affects job satisfaction, organizational commitment and turnover intention (Kristof-Brown and Stevens, 2001; Van Vianen, 2000). However, few studies have explored the relationship between goal congruence and organizational deviance behavior. Lack of goal congruence between supervisors and subordinates creates organizational deviance behavior, and results in an uncertain environment for organizational members (Edwards and Cable 2009; Witt, 1998). This study also explored the correlation between the goal congruence of supervisors and subordinates in civil services and organizational deviance behavior, and the impact of emotional intelligence on that correlation.

Numerous past studies have verified that emotional intelligence affects the relationship between supervisors and subordinates (Zeidner et al., 2004). Emotional intelligence refers to the ability to confirm, express, understand and transfer emotions in order to control negative emotions in self or others (Matthews et al., 2004: 15). Subsequently, many researches have examined the relationship between emotional intelligence and other job outcomes, such as organizational citizenship behavior, organizational commitment and job performance (Day and Carroll 2004; Zeidner et al., 2004). Indeed, few studies have targeted the relationship between the emotional intelligence of government agencies and organizational deviance behavior. However, goal congruence between supervisors and subordinates is regarded as a possible factor in reducing organizational deviance behavior. If positive emotions can reduce organizational deviance behavior in organizational members, then emotional intelligence is indeed considered a factor in regulating the relationship between employee attributes and performance (Devonish and Greenidge, 2010) or in directly

reducing organizational deviance behavior, and therefore worthy of study and understanding by public authorities. It is generally believed that emotional intelligence produces positive emotions in employees and prevents behaviors that are detrimental to the organization.

Workplace deviance behavior is also a spontaneous act, and includes violation of organizational norms, policies and rules, and threatens the well-being of an organization and its members (Robinson and Bennett, 1995). Organizational deviance behavior may be directed at individuals or organizations (Bennett and Robinson, 2000). This study is focused on organizational deviance behavior and explored whether goal congruence between supervisors and subordinates in government agencies can reduce organizational deviance behavior.

The person-organization fit is considered an indicator of work attitude and behavior, and is a combination of personal value and working environment (Edwards and Cable, 2009). An important factor in person-organization fit is the fit between subordinates and supervisors (Van Vianen, 2000). In particular, similar goals and values between subordinates and supervisors increase the person-organization fit (Vancouver et al., 1994; Witt, 1998). Likewise, for civil servants, a high goal congruence between supervisors and subordinates increases their organizational fit. When person-organization fit is high, it increases their sense of control over their daily duties (Jelinek and Ahearne, 2010). Past studies on person-organization fit were limited to organizational commitment and job satisfaction, and few explored its relationship to organizational deviance behavior.

Work engagement includes vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor is considered the greatest challenge for employees in terms of their willingness to invest their energy into problem solving. Dedication is the level of involvement, value and enthusiasm that individuals place in their work. Absorption is the degree to which individuals invest their energy and passion into their work (Kahn, 1990). When individuals are highly dedicated to their work, their emotional attachment to the organization is also high, thereby motivating them to invest their energy and emotion into their work (Halbesleben et al., 2009; Rich et al., 2010). Previous studies have explored the positive outcomes of work engagement, including extra-role behavior

(Bakker et al., 2011), organizational commitment (Schaufeli and Bakker, 2004) and job performance (Schaufeli et al., 2002). However, few studies have examined the relationship between work engagement and organizational deviance behavior, particularly for civil servants in government agencies.

Emotional intelligence is considered a special ability that is distinct from general personality (Wong and Law, 2002). Emotional intelligence includes the expression, assessment, regulation and application of emotions to enhance job performance. Studies have shown that emotional intelligence can reduce deviant behaviors in drug and alcohol abuse situations (Brackett et al., 2004), though the research is not a study on organizations. Likewise, for civil servants, emotional intelligence can increase positive emotions in civil servants and subsequently enhance their supervisor and subordinate relationships, and reduce organizational deviance behavior.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

It is generally believed that goal congruence between supervisors and subordinates can reduce managerial disciplinary actions and further decrease behaviors that negatively impact the organization (Lyons and Scott, 2012). Supervisors have access to tools for disciplining subordinates, such as rewards and opportunities for promotion (Thau and Mitchell, 2010). When goal congruence between civil service supervisors and subordinates is high, there is less need for disciplinary actions by supervisors and less likelihood of organizational deviance behavior in civil servants. Lack of goal congruence leads to organizational deviance behavior rather than deviance behavior targeted at the organization's supervisors (Mitchell and Ambrose, 2007). This is because supervisors are representatives of the organization, and employees regard the organization as the cause of incongruent values, thereby resulting in deviance behavior toward the organization. When goal congruence is high between employees and their supervisors, employees have a sense of control over their work and feel empowered, which is conducive to organizational development (Vancouver and Schmitt, 1991). In addition, a high goal congruence between supervisors and subordinates can mitigate the conflicts between individuals and the organization (Eisenhardt 1989), and subsequently reduces harm to the organization (Cropanzano and Mitchell 2005).

On the other hand, low goal congruence between supervisors and subordinates results in feelings of insecurity in employees, and may even undermine the organization (Witt, 1998). When civil servants feel that their work value and goals differ greatly from those of the supervisors, their emotional attachment to the organization will be low, and organizational deviance behavior is more likely to result. Therefore, the following hypothesis is established:

H1: goal congruence negatively influences organizational deviance behavior

Employees with high work engagement and who feel happy and enthusiastic about their work (Bakker and Demerouti, 2008) have better physical and mental health (Hakanen et al., 2006; Sonnentag, 2003), and feel positive about their work environment (Hakanen et al., 2006). Since work engagement affects emotion and results in high employee dedication to the organization (Schaufeli and Bakker, 2004), employees will be less likely to act in ways that are harmful to the organization (Kahn, 1990). Likewise when civil servants have high work engagement and feel happy and enthusiastic about their work, they will naturally have positive emotion and become emotionally attached to the organization, thereby becoming less likely to act in ways that undermine the organization. Dedicated employees are more motivated to improve their job performance (Schaufeli et al., 2002) and therefore less likely to create organizational deviance behavior (Rotundo and Sackett, 2002). Employees engaged to their jobs also generate more personal and work resources, such as self-esteem and social support (Bakker et al., 2011), and hence are less likely to oppose the organization. As civil servants gain more personal and job resources because of their work engagement, their organizational deviance behavior will naturally decrease.

H2: work engagement negatively influences organizational deviance behavior

High emotional intelligence can help generate positive emotions in employees and facilitate emotional attachment to the organization, thereby decreasing the likelihood of behaviors that undermine the organization. Zeidner et al. (2006) pointed out that employees with higher emotional intelligence showed more positive emotions toward the organization. For this study, civil servants with higher emotional intelligence

could generate more positive emotions and positively impact the organization. From the perspective of emotional management, those with higher emotional intelligence and higher work engagement are less likely to create organizational deviance behavior (Yang and Diefendorff, 2009).

Organizational deviance behavior such as being late, leaving early and stealing can result in resentment and dissatisfaction among members of the organization (Lian et al., 2012). Those with high emotional intelligence are aware of the negative effects of deviance behavior (Salovey and Grewal, 2005), and thus focus on work engagement. In contrast, civil servants with low emotional intelligence are unable to generate positive emotions, and are therefore more likely to create organizational deviance behavior. Past research have shown that excessive work commitment and engagement affect employee family-work balance (Halbesleben et al., 2009), and those with high emotional intelligence are better able to overcome the stress of work engagement (Carmeli, 2003). For civil servants, when work engagement creates excessive stress on their work or family, those with high emotional intelligence are better able to overcome the stressors, thereby reducing organizational deviance behavior.

Goal congruence in civil servants reduces the likelihood of triggering organization deviance behavior (Mitchell and Ambrose, 2007). In other words, when goal congruence between civil service supervisors and subordinates is high, employees feel in control of their work and feel empowered, thereby reducing organizational deviance behavior (Vancouver and Schmitt, 1991). In particular, those with high emotional intelligence have a higher ability to cope with work related stress and better able to reduce the occurrence of organizational deviance behavior.

Furthermore, high value and goal congruence can mitigate the conflicts between individuals and the organization (Eisenhardt, 1989). Especially for those with high emotional intelligence, their conflict resolution ability is also higher and organizational deviance behavior is less likely to occur. Therefore, the following hypotheses are established:

H3: emotional intelligence negatively influences organizational deviance behavior

H4: emotional intelligence moderates the relationship between work

engagement and organizational deviance behavior

H5: emotional intelligence moderates the relationship between goal congruence and organizational deviance behavior

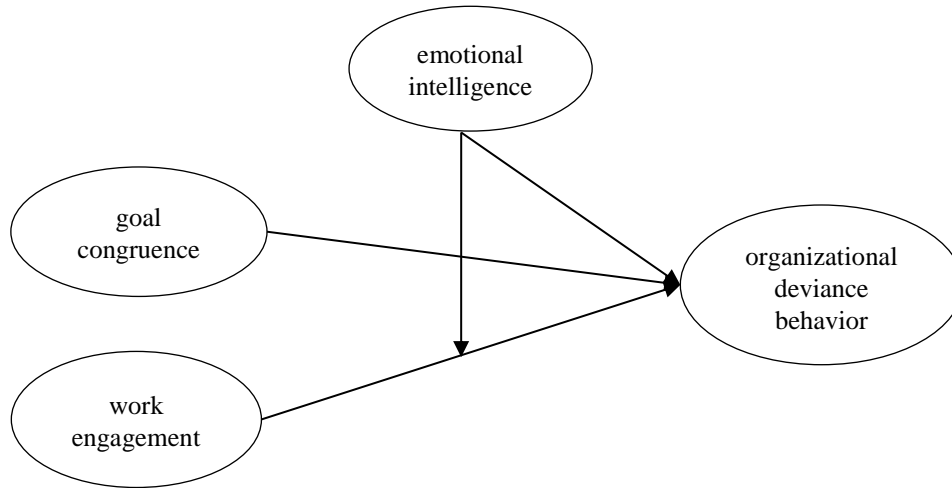


Figure 1: Conceptual framework

3. METHODOLOGY

3.1 Sample, Tools, and Procedure

This study collected 316 valid samples who worked at public organization in Taiwan with the method of random sampling. Respondents were asked to provide information about their attitudes and perception toward goal congruence, work engagement, emotional intelligence, organizational deviance behavior. Respondents were assured of full confidentiality.

The profile of samples showed that 53.5% were females, 81.6% obtained bachelor's degrees and master's degrees, and 77.9% worked in institutions for more than 10 years.

3.2.1 Measures

Organizational deviance behavior was measured by revising these items developed by Bennett and Robinson(2000). Subjects responded to these questions on a 7-point scale, ranging from 1 for “strongly disagree” to 7 for “strongly agree.” Internal reliability Cronbach's α of the scale was 0.88.

Work engagement was measured by revising these items developed by Schaufeli

et al. (2006). Subjects responded to these questions on a 7-point scale, ranging from 1 for “strongly disagree” to 7 for “strongly agree.” Internal reliability Cronbach’s α of the scale was 0.94.

Goal congruence was measured by revising these items developed by De Clercq et al. (2011). Subjects responded to these questions on a 5-point scale, ranging from 1 for “strongly disagree” to 5 for “strongly agree.” Internal reliability Cronbach’s α of the scale was 0.87.

Emotional intelligence was measured by revising these items developed by Wong and Law (2002). Subjects responded to these questions on a 7-point scale, ranging from 1 for “strongly disagree” to 7 for “strongly agree.” Internal reliability Cronbach’s α of the scale was 0.88.

3.2.2 Controlling for Common Method Variance(CMV)

CMV(common method variance) is defined as “variance that is attributable to the measurement method rather than to the constructs the measures represent” (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003: 879). CMV creates a false internal consistency, that is, an apparent correlation among variables generated by their common source. This study had addressed the problem of CMV by many methods.

First, respondents were assured of the anonymity and confidentiality in this study, that there were no right or wrong answers, and that they were required to answer as honestly as possible. Secondly, this study simultaneously adopted 5 and 7 point Likert scale in our measures which was considered to be able to diminish method biases (Podsakoff et al., 2003: 888). This method should reduce method biases caused by commonalities in scale endpoints and anchor effects. Besides, this study also counterbalanced the order of questions relating to different scales and constructs makes CMV less likely, as the respondent cannot then easily combine related items to cognitively “create” the correlation needed to produce a CMV-biased pattern of responses (Murray, Kotabe, & Zhou, 2005).

Thirdly, this study also used Harman’s single-factor test to assert that our research is not pervasively affected by CMV. A Harman's single factor tests to see whether the majority of the variance can be explained by a single factor. If CMV is an issue, a single

factor will account for the majority of the variance in the model. This method loads all items from each of the constructs into an exploratory factor analysis to see whether one single factor does emerge or whether one general factor does account for a majority of the covariance between the measures; if not, the claim is that CMV is not a pervasive issue. The single factor just accounted only 49% covariance between the measures, it justified CMV was not a pervasive issue in this study.

Fourthly, this study uses a common latent factor (CLF) to capture the common variance among all observed variables in the research model. We add a latent factor to CFA model, and then connect it to all observed items in the model. Then compare the standardized regression weights from this model to the standardized regression weights of a model without the CLF. If the standardized regression weights differences are greater than 0.20, then we need to retain the CLF as you either impute composites from factor scores. The differences are all smaller than 0.20, further confirmed that CMV was not a pervasive issue in this study.

4. STATISTICAL ANALYSIS

4.1 Validity and Reliability Analysis

Confirmatory factor analysis (CFA) was utilized to assure the convergent validity of latent factor. This procedure let the coherent items to be highly convergent in the same latent factor (Jöreskog & Sörbom, 1993). This study measured those latent factors including goal congruence, work engagement, emotional intelligence, organizational deviance behavior.

Notably, items' absolute loading values λ constructed by the study were significantly >0.50 , above the level recommended by Hair et al.(1998) and Fornell & Larcker(1981) which indicated satisfactory convergent validity. On the other side, all those constructs including goal congruence, work engagement, emotional intelligence and organizational deviance behavior were revised from famous scales which were used by previous experts and researchers many times. These experts had evaluated those constructs' items carefully to measure their defined content(Polit & Beck, 2006), that also justified constructs' content validity in this study.

The average variance extracted(AVE) and composite reliability(CR) were

calculated in this study. Constructs' AVE ranged from 0.66 - 0.76 (>0.5) in this study, above the level recommended by Fornell & Larcker(1981). CR ranged from 0.91-0.95 (>0.7), above the level recommended by Hair et al.(1998). The AVE and CR value reconfirmed constructs' convergent validity and reliability. Finally, all constructs' square root of AVE were greater than inter-construct correlations, ranged from 0.82 to 0.87 and reconfirmed satisfactory discriminant validity(Fornell & Larcker, 1981).

Table 1. Construct loading and model fits

Constructs	Items	Lambda Loading	t value	(AVE	CR	α
work engagement(WE)	WE1	0.89	54.75	0.76	0.95	0.94
	WE2	0.75	23.29			
	WE3	0.92	126.04			
	WE4	0.90	82.86			
	WE5	0.89	61.11			
	WE6	0.87	57.13			
organizational deviance behavior(ODB)	ODB1	0.81	28.48	0.73	0.92	0.88
	ODB2	0.88	58.71			
	ODB3	0.91	70.18			
	ODB4	0.82	39.96			
emotional intelligence(EI)	EI1	0.77	28.99	0.73	0.92	0.88
	EI2	0.93	144.06			
	EI3	0.77	19.13			
	EI4	0.85	48.57			
goal congruence(GC)	GC1	0.82	37.80	0.66	0.91	0.87
	GC2	0.89	65.57			
	GC3	0.74	23.98			
	GC4	0.83	46.88			
	GC5	0.79	28.64			

4.2 Descriptive Statistics and Inter-Correlations

Table 2 presents the square root of AVE and inter-correlations among study constructs. Two significant findings are notable. First, square roots of AVE were range from 0.82-0.87 which are all greater than inter-construct correlations. Thus, we can assure that this study's constructs all had satisfactory discriminant validity(Hulland, 1999). Secondly, all correlations among research constructs were in predicted directions.

According to the inter-correlation table, we could observe constructs' initial relationships. The organizational deviance behavior was negatively correlated with goal congruence, work engagement, emotional intelligence. On the other side, discriminant

validity was also confirmed where Maximum Shared Variance (MSV) and the Average Shared Squared Variance (ASV) were both lower than the Average Variance Extracted (AVE) for all the constructs (Hair, et al., 2010). Table 2 also shows that all ASV and MSV were all lower than the Average Variance Extracted (AVE) for all the constructs in this study.

Table 2. Square root of AVE and inter-correlations

	ODB	EI	WE	GC	ASV	MSV	AVE
ODB	(0.86)				0.47	0.57	0.73
EI	-0.75	(0.83)			0.47	0.65	0.69
WE	-0.72	0.81	(0.87)		0.43	0.65	0.76
GC	-0.57	0.43	0.37	(0.82)	0.21	0.33	0.66

Note: The non-diagonal number is the relationship between the latent constructs, while the diagonal number is the square roots of the AVE. MSV=Maximum Share Variance; ASV= Average Share Variance.

4.3 Model Fit Analysis

The previous factor load λ value and correlation coefficient matrix observation are only part of the verification from factor analysis process. It is necessary to observe the model fit index to confirm the model fit and overall constructs validity. The confirmatory factor analysis is considered to be one of the more accurate and credible method.

In terms of absolute fitness index, the GFI of the conceptual model of this study is 0.97, which is greater than 0.90, indicating that the hypothetical model can be accepted. The SRMR is 0.09; the RMSEA is 0.19, which is slightly above the criterion of 0.08 and 0.05, but are still in an acceptable range.

According to the value-added fitness index, AGFI is 0.97; NNFI is 0.93; NFI is 0.93; CFI is 0.94; IFI is 0.94; RFI is 0.91, all are higher than the criterion of 0.90, indicating that the hypothesis model can be accepted.

The PNFI is 0.79; the PGFI is 0.75, which is higher than the criterion of 0.50. The model AIC is 1814.43, which is less than the 12366.63 of the independent AIC, which meets the general requirements. All of the model fit index indicate the appropriateness of the conceptual model in this study.

5.1 HYPOTHESES TESTING

This study justifies the hypothesis established by the path coefficient analysis of the structural equation modeling (SEM) (Jöreskog and Söbom, 1993). As the Table 3 shows, the goal congruence of supervisor and subordinates negatively affects the organizational deviation behavior, and the path coefficient is -0.26, which is statistically significant ($p < 0.01$), and the hypothesis 1 is verified. This result is similar to the study conducted by Eisenhardt (1989), Cropanzano and Mitchell (2005), and Witt (1998). When the government agencies have high goals congruence, they can reduce conflicts between supervisors and civil servants, thereby reducing organizational deviance behavior.

The work engagement negatively affects organizational deviance behavior, and its path coefficient is -0.34, reaching a statistically significant level ($p < 0.01$), verifying the hypothesis 2. As Schaufeli and Bakker (2004) had ever found, when civil servants work with high enthusiasm, their organization commitment will be high and organizational deviance behaviors will be reduced. As Bakker et al. (2011) stated, engaged civil servants can gain more personal and work resources, including self-esteem and social support, and organizational deviance behavior will be reduced.

Emotional intelligence negatively affects organizational deviance behavior, path coefficient is -0.20, reaching a statistically significant level ($p < 0.01$) and accepting the hypothesis 3. This also verifies the claims provided by Zeidner et al. (2006) and Yang and Diefendorff (2009), civil servants with high emotional intelligence are more likely to maintain positive emotions and use their work energy for official duties, and their emotional management ability is higher, which caused less organizational deviance behavior. On the contrary, when the civil servant's emotional intelligence is not high, it is easy to cause negative emotions due to official pressure, and the emotional management ability is not good, it is easy to appear organizational deviance behavior.

5.2 Moderating and Conditional Effect

This study also used the Hayes's program(2013) to perform a moderation analysis. This study also used the Process macro to compute conditional effect of goal congruence and work engagement on organizational deviance behavior at different values of emotional intelligence. The procedures and recommendations outlined by

Hayes (2013) to test conditional effects were used to examine the moderated models in this study. In moderated model, the size of a conditional effect depends on the values of another variable, we call it as a conditional effect.

The first moderation relationship model R^2 is 0.60 and the significance is 0.00. Work engagement and emotional intelligence have statistically significant effect on organizational deviance behavior with coefficients of -0.25 ($p < 0.00$) and -0.36 ($p < 0.00$). Emotional intelligence and work engagement interactions also reached statistically significant levels with a coefficient of 0.05 ($p < 0.00$). After the interaction variable is added to the model, R^2 is increased by 0.06. This study also calculates the conditional effect proposed by Hayes (2013, 2015), which claims that the 95% confidence interval does not contain zero represents a statistically significant level. It can be seen from the conditional effect that the emotional intelligence is drawn by low, medium and high grouping lines. The conditional effect of work engagement on organizational deviance behavior are -0.41, -0.25, -0.08, the higher the level of emotional intelligence, the lower the coefficient of work engagement to organizational deviation behavior. The 95% confidence intervals of the three sets of coefficients are: -0.52 to -0.31, -0.34 to -0.16, -0.18 to -0.01, and none of them contain 0, which verifies the hypothesis 4.

The second moderation relationship model R^2 is 0.61 and the significance is 0.00. Goal congruence and emotional intelligence were statistically significant to organizational deviance behavior with coefficients of -0.54 ($p < 0.00$) and -0.63 ($p < 0.00$). Emotional intelligence and goal congruence interactions also reached statistically significant levels with a coefficient of 0.05 ($p < 0.00$). After the interaction variable is added to the model, the model R^2 is increased by 0.01. It can be seen from the conditional effect that the emotional intelligence is drawn by low, medium and high grouping lines. The conditional effect of the goal congruence on the organizational deviance behavior are -0.72, -0.54, -0.36, the higher the level of emotional intelligence, the lower the coefficient of goal congruence for organizational deviance behavior. The 95% confidence intervals for the three sets of coefficients are: -0.88 to -0.55, -0.66 to -0.42, -0.52 to -0.20, and none of them contain 0, which verifies the hypothesis 5.

The results in Figure 3 show that the relationship between goal congruence and

organizational deviance behaviors is negative, and the low emotional intelligence group trend line is above the high emotional intelligence group, indicating that the low emotional intelligence group had more organizational deviance behavior. At the same time, it can be seen in figure 2 that the relationship between work engagement and organizational deviance behaviors is negative, and the low intelligence trend line is above the high emotional intelligence group, which also indicates that the emotional intelligence low group had more organization deviance behavior. As Carmeli (2003) had ever found, civil servants with high emotional intelligence can respond to the work pressure generated after work engagement, so that the probability of organizational deviance behavior is low. Also found by Vancouver and Schmitt (1991), civil servants with high emotional intelligence are more likely to have goal congruence with supervisor and less organizational deviance behavior.

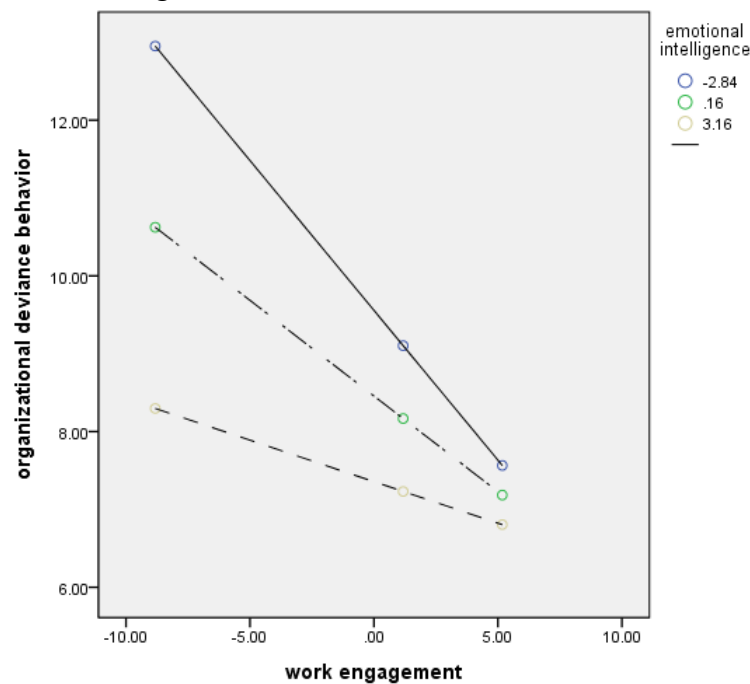


Figure 2: The two way interaction between work engagement and emotional intelligence predicting organizational deviance behavior

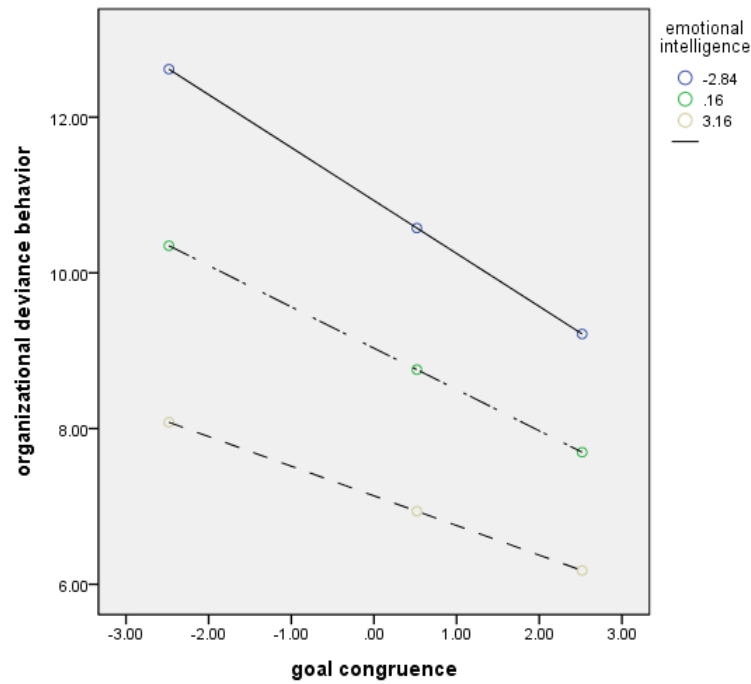


Figure 3: The two way interaction between goal congruence and emotional intelligence predicting organizational deviance behavior

The following table is all hypotheses verification in this study, and all five hypotheses are accepted.

Table 3. Path Coefficients (Coefficients, STDEV, T-Values)

Causal Path	Coefficients	Standard Deviation	T Statistics	Accept or Reject
H1: goal congruence -> organizational deviance behavior	-0.26	0.05	5.63	Accept
H2: work engagement -> organizational deviance behavior	-0.34	0.04	9.49	Accept
H3: emotional intelligence -> organizational deviance behavior	-0.20	0.05	3.85	Accept
H4: work engagement * emotional intelligence -> organizational deviance behavior	0.11	0.07	1.64	Accept
H5: goal congruence * emotional intelligence -> organizational deviance behavior	0.12	0.06	2.06	Accept

Note: *, **, *** indicates that the statistically significant levels are: $p < 0.10$, $p < 0.05$, $p < 0.01$.

6. Discussion and Conclusion

This study examines all established hypotheses by using path coefficient analysis of structural equation modeling (SEM). First of all, this study confirms that the goal congruence between supervisors and subordinates negatively influences organizational deviance behavior. If the goals of civil servants and supervisors are consistent, it will reduce the internal deviance behavior in organization, the supervisor can also use less punishment. In public management, the head of the agency should also adopt transitional leadership to properly understand the goals and values of the subordinates and reduce organizational deviance behavior.

Secondly, this study confirms that civil servants with a high degree of work engagement will have a low probability of organizational deviance behavior. Regardless of government agencies or supervisors, civil servants must feel comfortable and enthusiastic about their work in public service, and thus make them emotionally attached to government agencies. Civil servants have a high sense of professionalism, and they can improve their work self-esteem and obtain social support at work. Naturally, they will also reduce organizational deviance behavior.

This study confirms that civil servants with high emotional intelligence can cause positive emotions. For work stress and distress, civil servants with high emotional management ability, their organizational deviance behavior will reduce. The emotional intelligence of civil servants can also moderate the relationship between work engagement, goal congruence and organizational deviance behavior. Civil servants with higher emotional intelligence are more capable of relieving and avoiding the occurrence of deviance behavior when they face with work pressure. Civil servants with higher emotional intelligence can also reconcile the goal congruence with supervisors, thereby reducing organizational deviance behavior. For public managers, when recruiting civil servants, they should choose those with better emotional intelligence. However, the current civil service examinations are mostly limited to general writing examinations. They are not measured for emotional intelligence, and it is relatively impossible to know the emotional intelligence quotient of civil servants.

This research is a study of the government's governance in Taiwan, and a few studies on the deviance behavior of civil servants. Stealing, damaging documents, and

ignoring supervisory orders in government agencies are important factors influencing government's governance and are worth exploring. This study also uses structured model analysis to accurately predict the relationship between goal congruence, work engagement, and organizational deviance behavior. It also discusses the conditional effect of emotional intelligence on organizational deviance behavior, and provides valuable research contributions to government's governance and practice.

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