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# When and Why Social Dominance Orientation leads to Workplace Vigilantism: A Social Dominance Perspective

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**When and Why Social Dominance Orientation leads to Workplace Vigilantism: A Social Dominance Perspective**

**ABSTRACT**

Workplace Vigilantism can be referred to as monitoring of the norm violation and punishing the norm violator in the workplace. The current study aims to uncover the antecedent of workplace vigilantism and proposes that an employees' preference towards inequality of power and status or Social Dominance Orientation (SDO) may lead to workplace vigilantism using Social Dominance Theory (SDT). The current study also proposes that high SDO employees undertake workplace vigilantism with the motivation to restore the power and status which gets disturbed by the norm violation. Thus we propose that power and status restoration motives (PSM) mediate this relationship. Moreover, we also propose that relationship between SDO and PSM would be more stronger, when the employee believes that the deviance threatens the hierarchy, which we propose would moderate the relationship. Thus, we propose a moderated mediation model and further we find support of our model by administering a two-wave survey to 246 employees of public sector organization in India. The results lend support to our hypothesized model. The theoretical contribution and practical implications along with future research areas are also discussed.

**Keywords: Social Dominance Orientation, Workplace Vigilantism, Threat to hierarchy, Power and Restoration Motives, Moderated-mediation, India.**

"When the law fails to serve us, we must serve as the law." – Kenneth Eade.

The presence of the vigilantes has always been there in the past; however, their presence in recent times hints contrary evidence. A recent survey by DeCelles and Aquino (2017) points out that at least 42% of their respondents have worked with a co-worker in their whole career who can be characterized as a vigilante. At the same time, 18% of them reported that they are currently working with a vigilante in their workplace.

A workplace vigilante has been referred to as an individual that has taken a self-appointed role of monitoring and punishing co-workers' deviance (DeCelles & Aquino, 2020). Such individuals are inclined to take the law into his/her hand and treat it as an informal authority by punishing the norm violator. While the outcomes of such punishment by a workplace vigilante remains a topic of concern, the topic of vigilantism at the workplace has largely been ignored by management and psychology researchers. Vigilantism has received its focus from criminology, sociology, and political sciences; however, the underlying psychological processes and conditions have remained mainly unexplored (DeCelles & Aquino, 2020). This lack of scholarly attention is attributed to the absence of an overarching framework that has not yet theorized the phenomenon of workplace vigilantism from the psychological viewpoint (Graso et al., 2020).

However, DeCelles & Aquino (2020) have put forward an overarching framework that theorizes workplace vigilantism from the psychological perspective. In their theoretical framework, DeCelles & Aquino (2020) outlined the various situational antecedents, including organizational social control and other dispositional tendencies that contribute to an individual punishing the perceived perpetrator without any formal authority. While the organizational variables such as organizational social control might be the same for all the employees working in an organization, there is a significant role of individual dispositions

which instigate an individual to become a workplace vigilante (DeCelles & Aquino, 2020). The theoretical framework specifies moral certainty and authoritarianism as individual dispositions, which may explain the propensity of an individual to display workplace vigilantism. However, DeCelles and Aquino (2020) suggested that these two traits are "not exhaustive" and mentioned that an individual's "need for power" may also increase the individual's confidence in neutralizing the threat posed by the deviance to the normative order.

An individuals' need for power can be understood more clearly from Social Dominance Theory (SDT) which posits that people have an innate desire for power differences among groups (Pratto, Sidanius, & Levin, 2006; Sidanius et al., 2004; Sidanius & Pratto, 2001). These power differences then construct hierarchy-based structures that promote the dominant group's superiority over the subordinate group. However, some individuals value such a hierarchy-based structure and tend to maintain it; such individuals are high on social dominance orientation (SDO).

High SDO individuals believe in a hierarchy-enhancing ideology that promotes their desire to establish and maintain group-based inequality (Pratto et al., 1994, Sidanius & Pratto, 1999). This hierarchy-enhancing ideology creates a normative order that focuses power and dominance of high SDO individuals over others that gives them access to privileged resources such as preferential treatment or respect (Altemeyer, 1996; Pratto, Stallworth, Sidanius, & Siers 1997). However, when high SDO individuals experience any deviance which threatens the normative order, they are more likely to resort to aggressive behavior to reinstate or maintain the status quo (Rosette et al., 2013). Therefore, it can be inferred that when individuals possess a hierarchy-based view (SDO) and observe deviance that threatens the normative order, they are more likely to display workplace vigilantism to punish the perpetrator for restoring and reinstating the normative order.

High SDO individuals are motivated to maintain the normative order, which promotes the hierarchy and inequality among groups (Pratto et al., 1997). However, when a high SDO individual observes deviance, it signals the rise in power and status of the norm violator as high SDO individuals perceive that norm violators are free to do whatever they want (van Kleef et al., 2011). Such deviances by the norm violator are more likely to be observed as a threat to the hierarchy, which usurps power and dominance from high-status individuals and reduces the inequality among the group (Redford & Ratliff, 2018). Khan et al. (2018) demonstrated that when supervisors with high SDO perceive a threat to hierarchy from their high-performing subordinates, they are more likely to display abusive supervision towards their subordinates. Therefore, when the deviance threatens the hierarchy, high SDO individuals would be more likely to display workplace vigilantism to neutralize the normative order by punishing the norm violator. Thus, we propose that deviance as a threat to the hierarchy may act as a moderator in displaying workplace vigilantism.

The hierarchy and inequality-based normative order offer high power and status to high SDO individuals. However, when the deviance threatens the hierarchy, it creates a disturbance in the hierarchy as the power and status of the norm violator rise in the eyes of high SDO individuals (van Kleef et al., 2011). This rise in power and status of the norm violator threatens the normative order (stemming from hierarchy enhancing ideology) of high SDO individuals, which further reduces the inequality among the groups. Therefore, high SDO individuals are motivated to restore the normative order by degrading the power and status of the norm violator by punishing them for their norm violation by re-establishing the hierarchy (Vidmar, 2000). Therefore, when high SDO individuals observe deviance that threatens hierarchy, they are more likely to display workplace vigilantism through power and status restoration motives. Thus, we propose that the power and status restorative motives mediate the relationship between SDO and workplace vigilantism.

Thus, in sum, the present study has the following objectives. First, by following social dominance theory, this study would be the first to demonstrate the effect of an individual's SDO on workplace vigilantism. By doing this, the current study adds SDO to the nomological network of the theory of workplace vigilantism (DeCelles & Aquino, 2020), which has specified important individual-level variables which influence an individual's likelihood of being a workplace vigilante. This implies that high SDO individuals display workplace vigilantism because it helps regulate social hierarchies. Second, the current study also demonstrates the nature of deviance which leads an individual high on SDO to take the role of workplace vigilante by specifying crime as a threat to hierarchy as the boundary condition. Third, the current study also specifies the pathway which leads an individual high on SDO to become a workplace vigilante by specifying the power and justice restoration as a mediator for this relationship. Therefore, it stipulates that when high SDO individuals perceive deviance as a threat to hierarchy, they are more likely to be motivated towards power and status restoration, leading to workplace vigilantism.

We examine these proposed relationships by employing a two-wave survey design on 246 full-time public sector employees working in India. A two-week time gap was kept between the standardized measures of the predictor and the criterion variables to test our moderated mediation model.

**Theory and Hypothesis**

**Social Dominance Theory**

Social Dominance Theory (SDT) postulates that people have an inherent desire for power and status in a group, and as a result, hierarchy-based structures emerge in such settings, which promotes the dominance of one group (Dominant Group) over the others (Subordinate Group). This group-based inequality supports that the dominant group has relatively more access to resources and privileges than the subordinate group. Individuals

legitimize these hierarchy-based inequalities by promoting the hierarchy-legitimizing myths in the form of negative beliefs, attitudes, and values towards the subordinate group. It also consists of construing ideologies that provide intellectual and moral justifications regarding the hierarchy-enhancing practices. Individuals possessing such hierarchy-enhancing myths seek to preserve and maintain the existing hierarchies to sustain the unequal allocation of resources and are motivated to curb any deviance that jeopardizes those resources. Such individuals are more prone to display hostile behavior towards the perpetrator. According to SDT, such individuals who are more inclined towards these hierarchy enhancing ideologies can be determined by an individuals' Social Dominance Orientation (SDO)

**SDO and Workplace Vigilantism.**

SDO can be defined as the basic ruthlessness and a view of the world as a competitive, dog-eat-dog environment of winners and losers" (Sidanius, Kteily, Sheehy-Skeffington, Ho, Sibley, & Duriez, 2013). Individuals high on SDO are more likely to be more cognizant regarding the hierarchy-promoting structure, which further increases their punitiveness against the low-status group. Such individuals have a high propensity for high dependence on punishment to deal with the perceived transgressions (Pratto et al., 1994). Attributing to high SDO individuals' desire to maintain the hierarchy status quo, norms violators are subject to hostility and harsh punishment from high SDO individuals (Heering and Leone, 2019).

Such support for harsh punishment and punitiveness stems from the belief of high SDO individuals in retributive punishment (Gerber & Jackson, 2013). Individuals with such beliefs are more driven to punish the norm violators with an idea of revenge or "an eye for an eye" as such individuals seek to restore justice through the punishment (Gerber & Jackson, 2013). The retributive punishment thus serves as an essential mechanism for the high SDO people to produce the desired level of compliance to the norms and thereby restore justice.

The non-compliance to the norms is a state of instability that disturbs the status quo, and such a transgressor for such non-compliance can also be punished by a workplace vigilante (DeCelles & Aquino, 2020).

A workplace vigilante is an individual who has taken a self-appointed role of being a monitor and punisher of norm violations (DeCelles & Aquino, 2020). Therefore, when a workplace vigilante observes a threat or a disturbance in normative order, the individual is more likely to display workplace vigilantism. Workplace vigilantism refers to the behavioral manifestations or behavioral role demand of an individual with vigilante role identity that emerges to reinstate the normative order at work (Graso et al., 2020; DeCelles & Aquino, 2020). A workplace vigilante role identity is more of a subjective experiences identity like other identities in the identity literature (Graso et al., 2020; Aquino & Reed, 2002)

According to DeCelles and Aquino (2020; p 533), the understanding of the normative order for a vigilante can be based "….on their ideology, membership in other communities (e.g., religious or ideology-based groups), or experiences from which they acquire a system of beliefs they consider universally binding. Some employees might find violations of hyper norms threatening to an organization's normative order because it raises the possibility that a different kind of order might be introduced into the organization, which they consider morally unacceptable. Workplace vigilantes might emerge under these conditions to make sure their preferred norms prevail by punishing those who violate them."

Individuals with high SDO firmly believe in the hierarchy enhancing ideology that promotes unequal distribution of power and resources (Pratto et al., 1994, Sidanius et al., 2006). Due to their innate desire for power and status, people are motivated to preserve the hierarchy as its absence may devoid them of these resources. Thus, when such people observe any deviations to the existing hierarchy structure, they may display workplace vigilantism to

punish the norm violator for ensuring the prevalence of the existing hierarchy. Therefore we hypothesize that:

*H1: SDO is positively related to workplace vigilantism.*

**The moderating role of deviance as a threat to the hierarchy**

According to SDT, under normal conditions (when there is no deviance or norm violation), the individuals with high SDO mostly enjoy the hierarchical status quo, as it helps distinguish the inequalities between the dominant and subordinate group. Due to their desire for power and status, high SDO individuals seek to maintain the existing hierarchy. However, when such high SDO individuals observe any deviance or norm violations from the perpetrator, which disturbs the hierarchal status quo, individuals perceive it as a threat to the hierarchy which jeopardizes their power and status resources (Esses et al., 1998; Khan et al., 2018). Thus, when the deviance poses a threat to the hierarchy, high SDO individuals are motivated to restore the status quo by displaying aggression or hostility towards the perpetrator as a form of punishment.

Previous studies have demonstrated ample evidence regarding the perception of deviance as a threat to hierarchy as an essential condition that enables high SDO individuals to display mistreatment towards the norm violator or perpetrator deviance. The primary reason could be attributed to the desire for status and power, which are threatened by the actions of the norm violator that threaten the existing hierarchy. In the psychology literature, several studies have demonstrated detrimental effects of threat to the hierarchy (in the form of status and power) in prejudice, sexism, persecutions, and collective violence against the subordinate groups (Zubielevitch et al. 2021).

In the management literature, Martin et al. (2015) demonstrated how the management students with high SDO were more like to justify the social inequality and displayed hardly any compassion towards the people from the subordinate group. Rosette et al. (2013) also

demonstrated that racial slurs were utilized as a severe form of interpersonal aggression by high SDO groups in order to uphold social inequality. Also, Khan et al. (2018) demonstrated that when supervisors with high SDO perceive a threat to the hierarchy due to the high subordinate performance, such supervisors are more likely to display abusive supervision towards their subordinates.

The above evidence from the management literature demonstrates that such hostility and aggressive behavior neutralizes the threat to the hierarchy (normative order) by high SDO individuals at the workplace. DeCelles and Aquino (2020) point out that when an individual feels a threat to normative order that disturbs the individual's current status, such individuals are more likely to punish the norm violators for upholding the current status. When individuals high in SDO perceive that the deviance/violation of norms threatens the existing hierarchy, such individuals are more likely to experience a threat to normative order. Such threat to normative order indicates the risk of compromising the current status and power of high SDO people to the norm violator. Therefore, to neutralize the threat to the normative order, high SDO people would be more likely to display workplace vigilantism by punishing the norm violator for defending the existing hierarchy. Therefore we hypothesize that:

*H2: Deviance as a threat to hierarchy will interact with the SDO, which would further lead to Workplace Vigilantism*.

**SDO and Status and Power restoration motives**

In accordance with H2, following SDT, high SDO individuals are inclined to maintain hierarchal structures that enforce these inequalities with the pervasive sense of power and status (Altemeyer, 1996; Pratto et al., 1997). This inclination towards power and status also shapes an individual's attitude and beliefs regarding justice, primarily how they view deviance and how it is punished (Redford & Ratliff, 2018). Therefore, when a high SDO

individual perceives deviance as a threat to hierarchy, the individual is more likely to re-establish the status quo by punishing the perpetrator through internal motives.

Since the hierarchy enhancing ideology that high SDO individuals possess promotes the unequal distribution of status and power, such individuals perceive any deviance as a threat to a hierarchy that further threatens their power and status. van Kleef et al. (2011) states that when individuals with high status and power observe any norm violation, they interpret it as a change in the power status as it signals that norm violators are free to violate the normative order. To high SDO individuals, it marks the increased power and status of the perpetrator individuals, which further indicates the change in the current hierarchal status.

The change in power and status of the perpetrator can be attributed to the characterization of the norm violators as low-status individuals by the high SDO individuals. The low status of norm violators construes them as a threat that high SDO individuals can overcome, which instigates the flight response (Averill, 1983; DeCelles & Aquino, 2020; Gray & McNaughton, 2000). As high SDO individuals can be characterized as higher in power (Redford & Ratliff, 2018), they are more likely to be vengeful (Strelan et al., 2014), punitive (van Prooijen et al., 2014), less forgiving (McKee & Feather, 2008; Strelan et al., 2011) and extends high support to retributive punishment (Okimoto et al., 2012) to the norm violators. Several studies have demonstrated that when high SDO individuals perceive a threat from low-status norm violators who engage in hierarchy-attenuating behavior, they are more likely to punish them by displaying aggressive behavior towards the perpetrator (Davis & Stephan, 2011; Morrison, Fast, & Ybarra, 2009).

The aggressive behavior in the form of punishment with the idea of 'an eye for an eye works as a hierarchy maintaining function that restores power and status (Redford and Ratliff, 2018). In the social psychology literature, a study by Cohen and Nisbett (1994) explains that the display of vigilantism in the form of harsh punishment emerges in the honor culture to

protect the social status of the individuals. By punishing the norm violator, high SDO individuals seek to degrade the perpetrator by degrading the status and power of the norm violator (Vidmar, 2000). Such individuals also feel justified in their aggressive acts as it helps them restore their power and status (Khan et al., 2018).

Therefore, when high SDO individuals perceive deviance as a threat to hierarchy, they are more likely to feel threatened of losing their power and status (Altemeyer, 1996; Pratto et al., 1997) to the low-status norm violator. This threat to the hierarchy of high SDO individuals further instigates the power and status restoration motives due to their desire to maintain the hierarchy-enhancing structure and enjoy the privileges through social inequalities. These motives then prompt high SDO individuals to punish the perpetrator for their act of hierarchy subversion, which then instigates workplace vigilantism. Therefore we hypothesize that.

*H3: Status and Power restoration motives will mediate the interactive effect of SDO and deviance as a threat to hierarchy on workplace vigilantism.*

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Insert Figure 1 about here

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**Methodology**

**Sample and Procedure**

In order to test the hypothesis of the current study, the data were collected from the employees of a public sector organization in India. All the employees were on their training programme at the central training facility of the organization. The survey was distributed by their course instructor who explained the objectives and the rationale of the study to the participants. The course instructor ensured the forms were filled by the employees after taking their consent to be the part of the study along with a choice to restrict their

participation at any point of time. All the participants were ensured regarding the anonymity and confidentiality of their responses.

This study followed a time-lagged survey design to minimize the threat of Common Method Variance (Podsakoff et al., 2003; Podsakoff et al., 2012). The current study collected the data in two waves with a two-week gap between the predictor and the criterion variables. During the circulation of survey at time 1, the employees gave their consent to be part of time 2 survey. The responses of both the times were matched with the help of unique identifier code. In the first wave, the data was filled by 350 participants, and in the second wave, 246 employees completed the survey. In total, 246 usable responses were subject to analysis (Male = 98%; $M_{age}$ = 32.29 years; $M_{tenure}$ = 7.8 years).

**Measures**

*Unless otherwise stated, all the items are measured on a 7-point rating scale from Strongly Disagree to Strongly Agree*

**SDO.** Employees SDO was measured by employing a 16-item SDO scale developed by Pratto et al. (1994). Sample items included "It is OK if some groups have more of a chance in life than others" and "We should strive to make incomes as equal as possible." The Cronbach's alpha was 0.80.

**Deviance as a threat to hierarchy**. Employees perception of deviance as a threat to hierarchy was measured by employing a three items scale from Gerber (2012). Sample item included "through deviance, people of lower social groups take away resources and power from people of higher social groups". The Cronbach's alpha was 0.80.

**Power and Status restoration motives**. Employee's motives of power and status restoration was measured by employing a two item scale from Gerber and Jackson (2013). Sample items included "Punishment should communicate to the offender that people have

low regard for him, and punishment should humiliate the offender". The Cronbach's alpha was 0.74.

***Workplace Vigilantism***. Employee's rating of Workplace Vigilantism was measured by employing a 10 item scale from Graso et al. (2020). Sample items included "I am the kind of person who ensures that wrongdoers get punished for their wrong doings" and "I am the kind of person who makes sure other people act morally". The Cronbach's alpha was coefficient came out to be 0.89.

**Analysis Strategy**

For our analysis, we have conducted confirmatory factor analyses to ensure that our four factor model for our variables SDO, threat to hierarchy, power restoration motives and workplace vigilantism were optimum for analysis. In order to test our hypothesis 1,2 & 3, we employed Model 7 of SPSS PROCESS macro to test our moderated mediation model (Hayes, 2012). In this analysis our independent variable was SDO, mediator was power and status restoration motives, moderator was threat to hierarchy and dependent variable was workplace vigilantism. PROCESS macro employs bootstrap confidence interval (N=5000) for the direct and indirect effects with moderated mediation index along with reporting regression coefficients (Hayes, 2015).

**Results**

Table 1 reports the mean, standard deviation and correlation for the study variables SDO, threat to hierarchy, power and status restoration motives and workplace vigilantism. Table 2 reports the findings of the confirmatory factor analysis which demonstrated good fit for our four factor model.

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Insert Table 1, 2 about here

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Table 3 reports the findings for our hypothesis 1 & 2 regarding our moderated mediation model. In support of our hypothesis 1, SDO had a positive and significant effect on power and status restoration motives (b = 3.99, p < .001) and power and status restoration motives had a positive and significant effect on workplace vigilantism (b = .29 p < .001). Further, the power and status restoration motives mediated the relationship between SDO and workplace vigilantism (b = .48, CI[0.2530, 0.7387]). Moreover, in support of our moderating hypothesis, our results display that the interaction between SDO and threat to hierarchy was positive and significant on moral outrage (b = .10, p < .05). We further plotted the graph depicting the moderating effect as can be seen in Figure 2. The overall moderated mediation model was supported, and the index of moderated mediation came out to be b = −0.01 (CI [−0.026, −0.001]).

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Insert Table 3 about here

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Insert Figure 2 about here

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**Discussion**

The current study aims to understand an emerging phenomenon of vigilantism at workplace (DeCelles & Aquino, 2020) by focusing on the dispositional antecedent of SDO. In accordance with the theoretical conceptualization which highlights the role of power and status in instigating workplace vigilantism, the current study employs Social Dominance Theory (SDT) to propose one's preference towards inequality of power and status (SDO) as a predictor of workplace vigilantism. Additionally, the current study specifies the pathways which leads a high SDO individual to display workplace vigilantism by specifying power and

status restoration motives as the mediator between SDO and workplace vigilantism. This implies that high SDO employees display workplace vigilantism in order to restore the imbalance in power and status to re-instate the existing normative order to maintain their preference with hierarchy enhancing ideology. We also specify that when deviance to normative order threatens the existing hierarchy (which is preferred by SDO individuals), it increases SDO employees motivation to undertake power and status restoration motive in response to the change in hierarchical structure which further leads to workplace vigilantism. We have also plotted the moderating effects of deviance as a threat to hierarchy on SDO and power and status restoration motives in Figure 2. Thus, the current study proposes a moderated mediation model of workplace vigilantism and SDO, where deviance as a threat to hierarchy is the moderator and power and status restoration motives is the mediator. This advances the literature of workplace vigilantism by adding SDO to its nomological network and also specifying the possible moderator and mediator for this relationship.

**Theoretical Contributions**

While testing the moderated mediation model of workplace vigilantism, the current study has following contributions. First, while DeCelles & Aquino (2020) has theorized the role of power in instigating workplace vigilantism, we have empirically tested how an employees' preference for unequal distribution of power and status to dominate the inferior group can lead to vigilantism. This demonstrates that employees level of SDO determines their perceived normative order as the unequal distribution of power and status, and disturbance to their hierarchy motivates them to display workplace vigilantism.

Second, the current study also demonstrates the type of deviance which motivates an employee to display workplace vigilantism. More specifically, since high SDO people prefers maintaining hierarchy, therefore, when any deviance occurs which threatens the hierarchy it leads an individual to undertake workplace vigilantism.

Third, DeCelles & Aquino (2020) has pointed out that individuals undertake workplace vigilantism to restore the normative order, therefore, we empirically test the restoration of normative for high SDO employees by testing the mediating role of power and status restoration motives. Therefore, while other employees may undertake the self-appointed tole of monitoring and punishing deviance to support the victims of deviance or to uphold the justice, high SDO people display workplace vigilantism to restore the balance of power and status which takes place when perpetrator threatens the hierarchy.

**Practical Implications**

In addition to the theoretical contribution, the study offers some practical insights for the managers as well. While we know that high SDO individuals have the propensity to display workplace vigilantism, we can't say much about the consequences to account whether workplace vigilantism is good or bad. However, we suggest that managers must be cognizant that emergence of workplace vigilantism can take place in an organization. Therefore, managers should ensure proper mechanisms are in place which detects the norm violation and are dealt accordingly, which reduces the frequency where individual employees starts monitoring the workplace without any legitimate authority (DeCelles & Aquino, 2020).

Second, while it is too early to comment about the harmful or beneficial consequences of workplace vigilantism, however, we advise the managers to be cautious of high SDO employees. Since, such employees are highly sensitive regarding the regulation of hierarchy, they would be more likely to display workplace vigilantism for their status and power. Therefore, such individuals should be carefully dealt with while the selection and recruitment process of the organization.

**Limitations and Future Research**

The current study has limitations of its own apart from the practical implications and theoretical contributions. First, although we employed a time-lagged design to reduce the

threat of common-method variance (Podsakoff et al., 2012), however, we have majorly relied on self-reported measures. Future research can replicate and test the generalizability of our findings by employing a longitudinal design or by using an experimental approach to test the causality.

Second, while the current study employed a sample of employees working in a public sector organization in India, the role of culture can't be ignored. Individuals' SDO can also be affected by one's national culture, where collectivist culture like India prefers more hierarchy enhancing structures. Therefore, the future research should employ a cross-cultural study to investigate whether role played by national culture alters our claim.

Third, while the current study contends that the threat to hierarchy plays a significant role in moderating the effects of SDO on power and restoration motives which further instigates vigilantism, future research is warranted to uncover the other possible moderators and mediators where the high SDO employees can display workplace vigilantism. It might be fruitful to see whether the status of the victim of norm violation plays a role in instigating a desire to be a workplace vigilante.

**Conclusion**

The current study understands the role of employees preference for inequality as an antecedent to workplace vigilantism. Using Social Dominance Theory, the current study proposes that when an employee with high SDO observes a deviance which threatens the existing hierarchy, they would be more likely to display workplace vigilantism as a way to restore the normative order. Moreover, such individuals undertake workplace vigilantism with power and status restoration motives, as the deviance which threatens the hierarchy creates an imbalance in the power and status. Therefore, high SDO individuals undertake workplace vigilantism with an aim to restore the imbalance in the existing power and status. The current study advances the literature on workplace vigilantism and the practical

implication along with theoretical contribution and future research directions are also

discussed for scholars exploring the arena of workplace vigilantism

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**Figure 1. Theoretical Model**

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                    ┌─────────────────────┐
                    │ Deviance as a       │
                    │ threat to hierarchy │
                    └──────────┬──────────┘
                               │
                               ▼
┌─────────────┐         ┌──────────────────┐         ┌──────────────┐
│ SDO         │────────▶│ Status and Power │────────▶│ Workplace    │
│             │         │ Restoration      │         │ Vigilantism  │
│             │─────────│ motives          │────────▶│              │
└─────────────┘         └──────────────────┘         └──────────────┘
```
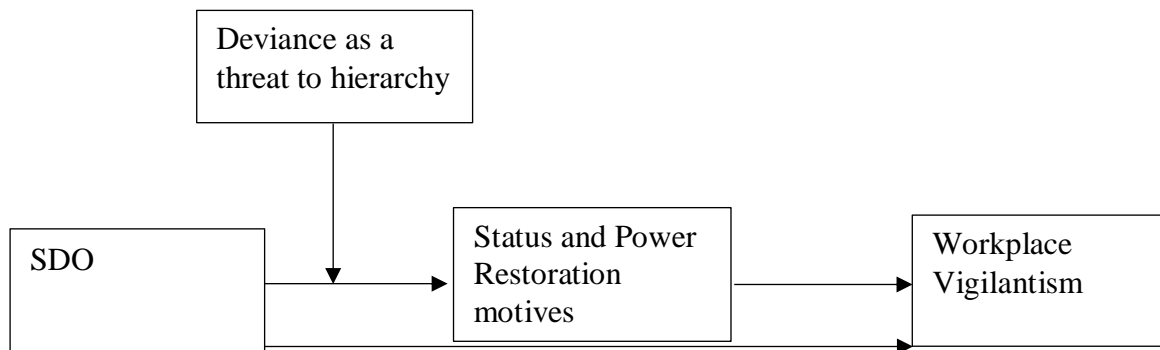
**Figure 2. Theoretical Model**
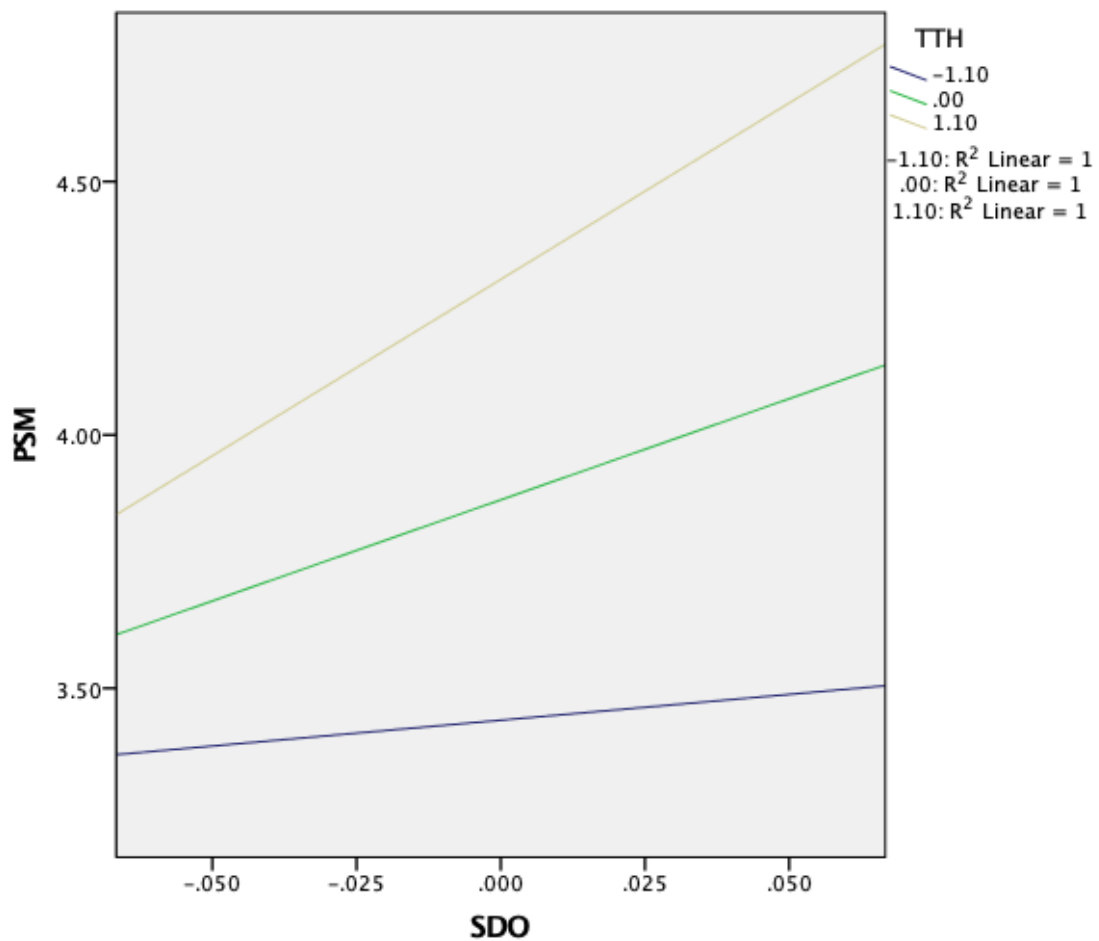
**Table 1: Correlation Matrix**

|  | Mean | SD | AGE | Gender | SDO | TTH | PSM | VB |
|---|---|---|---|---|---|---|---|---|
| **AGE** | **32.29** | **6.13** | 1 | | | | | |
| **Gender** | **1.97** | **0.14** | 0.063 | 1 | | | | |
| **SDO** | **3.49** | **0.05** | -0.024 | 0.056 | 1 | | | |
| **TTH** | **3.94** | **1.10** | 0.088 | -0.069 | .171$^{**}$ | 1 | | |
| **PSM** | **3.89** | **1.04** | -0.076 | 0.041 | .284$^{**}$ | .410$^{**}$ | 1 | |
| **VB** | **3.80** | **0.89** | -0.072 | -0.060 | .186$^{**}$ | .320$^{**}$ | .372$^{**}$ | 1 |

**\*. Correlation is significant at the 0.05 level (2-tailed).**

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

*TTH= Threat to hierarchy, PSM= Power and Status Restoration Motives, VB=*

*Workplace Vigilantism, SDO = Social Dominance Orientation*

**Table 2: Model-fit-Measures**

| Factors | Chisq | P-value | df | chisq/df | cfi | rmsea |
|---|---|---|---|---|---|---|
| 1 | 2394.924 | 0.00 | 275 | 8.709 | 0.378 | 0.148 |
| 2a | 2032.473 | 0.00 | 274 | 7.418 | 0.484 | 0.135 |
| 2b | 1551.534 | 0.00 | 272 | 5.704 | 0.625 | 0.116 |
| 3 | 506.289 | 0.00 | 267 | 1.896 | 0.930 | 0.051 |

1- **Single-factor-model, 2a- SDO & PSM same factor, 2b-PSM & TTH same factor,**

3- **Four-factor-model,**

**Table 3: Moderated-mediation analyses using Hayes' PROCESS macro (Model 7).**

| | Mediator Model | | Dependent Variable | |
|---|---|---|---|---|
| | Power and Status Restoration Motive (PSM) | | Workplace Vigilantism (VB) | |
| | b | SE | b | SE |
| Constant | 3.87*** | 0.06 | 2.64*** | 0.21 |
| SDO | 3.99*** | 1.15 | 1.51** | 1.06 |
| TTH | 0.39*** | 0.05 | | |
| SDO* TTH | 2.70** | 0.90 | | |
| PSM | | | 0.29*** | 0.05 |
| R sq | 0.24*** | | 0.14*** | |
| Mediator (MO) | | | Effect (SE) | CI |
| -1 SD TTH | | | 0.30(0.62) | (-0.9459, 1.5353) |
| Mean TTH | | | 1.18(0.46) | (0.3682, 2.1639) |
| +1 SD TTH | | | 2.06(0.63) | (0.9048, 3.4055) |
| Index of Moderated Mediation | | | 0.80(0.39) | (0.0828, 1.6715) |

$N$ = 246. Bootstrap sample size = 5000. 95% Confidence Interval (CI).

Variables were mean centered prior to analysis. ***TTH= Threat to Hierarchy, PSM= Power and Status Restoration Motives, VB= Workplace Vigilantism, SDO = Social Dominance Orientation***

***$p < .001$, **$p < .01$, *$p < .05$.