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**ORGANIZATION JUSTICE TOWARDS COUNTERPRODUCTIVE WORK BEHAVIOR IN BANKING SECTOR****PIAR CHAND****PROFESSOR****DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES****NATIONAL INSTITUTE OF TECHNOLOGY****HAMIRPUR****PAWAN KUMAR CHAND****RESEARCH SCHOLAR****DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES****NATIONAL INSTITUTE OF TECHNOLOGY****HAMIRPUR****ABSTRACT**

*This research study was designed to understand the cause and effect relationship between Counterproductive Work Behaviour (CWB) and Organization justice among junior managers (scale -1 officer) of Indian public sector banks. Total 300 junior managers (scale -1 officers) were chosen through purposive sampling technique from various Indian Public Sector Banks. Data was collected by questionnaire method and analyzed with structure equation modeling and Karl Pearson correlation. Result of research study reveals sabotage and withdrawal dimensions of CWB were positively and significantly correlated with organization justice. Theft another dimension of CWB was found positive and significantly correlated with procedural and interaction justice, dimensions of organization justice, among scale-1 officers of Indian Public Sector Banks. No significant relation were found between abuse, property deviance dimensions of CWB with organization justice.*

**KEYWORDS**

Counterproductive Work Behaviour, Organization justice, Indian Public Sector Banks.

**ABBREVIATIONS**

JMS 1- Junior Manager Scale- 1 Officers  
 CWB- Counterproductive Work Behaviour  
 IJ-Interaction Justice  
 PJ-Procedural Justice  
 DJ-Distributive Justice

**INTRODUCTION**

When employees feel that they are treated unfairly, they tend to experience feelings of anger, outrage, frustration, and a desire for retribution (Bies & Tripp, 1996; Greenberg, 1990). Under certain circumstances, these negative feelings can manifest into deviant behaviors or counterproductive work behaviour (Robinson & Bennett, 1995). These behaviors are counterproductive or destructive to organizational effectiveness. To date, our understanding of counterproductive work behaviour includes a wide range of negative behaviors including subtle expressions of rebellion, such as gossiping and taking unapproved breaks, to more destructive causes behind organization justice at workplace that influence dimensions of CWB? What is the correlation between dimensions of organization justice and counterproductive work behaviour? Still there will be need of attention to be paid by researchers in support to literature of CWB, giving significant consideration to various cultures of the organizations.

**COUNTER PRODUCTIVE WORK BEHAVIOUR**

Counterproductive Work Behaviour (CWB) may be defined as any deliberate or unintentional activity on the part of an individual which can hamper the performance of self, others or organization. Counterproductive Work Behaviour may also be understood as the behaviour which can harm or intended to harm self, people and organizational resources. The Counterproductive Work Behaviour is an act which may be directed towards both the organization and individuals. Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006) classified CWBs into five main dimensions. Based on their treatment, we use the following classification in this research:

**Abuse** It consists of harmful behaviors directed toward coworkers and others that harm either physically or psychologically through making threats, nasty comments, ignoring the person, or undermining the person's ability to work effectively.

**Production Deviance** It is the purposeful failure to perform job tasks effectively the way they are supposed to be performed.

**Sabotage** It is defacing or destroying physical property belonging to the employer; intentional wasting of the materials in the organization and Purposely dirtied or littered the place of work.

**Theft** Stole something belonging to your employer, delaying the duties to get extra-time salary.

**Withdrawal** It is consists of behaviors that restrict the amount of time working to less than is required by the organization. It includes absence, arriving late or leaving early, and taking longer breaks than authorized.

In the study of Rishipal (2012) different levels of managers have been compared for managerial effectiveness and Counterproductive Work Behaviour. Findings revealed that different level of managers differ significantly in their mean values with respect to their psychological characteristics of CWB and managerial effectiveness as well as there is significant correlation between the tendency of CWB and managerial effectiveness among the different levels of managers.

**ORGANISATION JUSTICE**

Greenberg (1987) introduced the concept of organizational justice with regard to how an employee judges the behaviour of the organization and the employee's resulting attitude and behaviour. (e.g., if a firm makes redundant half of the workers, an employee may feel a sense of injustice with a resulting change in attitude and a drop in productivity). Three main proposed components of organizational justice are distributive, procedural, and interactional justice (which includes informational and interpersonal justice).

**Distributive justice** is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (e.g., pay) or intangible (e.g., praise). Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Adams, 1965).

**Procedural justice** is defined as the fairness of the processes that lead to outcomes. When individuals feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias then procedural justice is enhanced (Leventhal, 1980).

**Interactional justice** refers to the treatment that an individual receives as decisions are made and can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect (Bies & Moag, 1986). A construct validation study by Colquitt (2001) suggests that interactional justice should be broken into two components: interpersonal and informational justice. Interpersonal justice refers to perceptions of respect and propriety in one's treatment while informational justice relates to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness.

## LITERATURE REVIEW

Organizational justice is concerned with employee perceptions of fair or just treatment on the job. It fits definitions of job stressors as being situations that elicit an adaptive response (Jex & Beehr, 1991) or situations that elicit negative emotional reactions (Spector, 1998). For example, the seminal equity theory and empirical work by Adams (1963) suggests that inequity (injustice) motivates people to make adaptive responses in a variety of ways, both cognitive and behavioral. More recent work on justice has linked perceptions of injustice to negative emotions (e.g., Skarlicki & Folger, 1997). Zohar (1995) specifically demonstrated the role of organizational justice in the job stress process as a role stressor, in the elicitation of both negative emotion and consequent strain responses, but did not link stress to counterproductive behavior. Two major forms of justice have been studied. Distributive justice relates to people's perceptions of the fairness of the outcomes they receive relative to their contributions and to the outcomes and contributions of others. Procedural justice involves people's perceptions of the fairness of procedures used to determine those distributions (Folger & Greenberg, 1985; Levanthal, Karusa, & Fry, 1980). Several studies have linked both forms of justice perceptions with counterproductive organizational behaviors. Skarlicki and Folger (1997) summarized research that indicates employees may respond to perceptions of unfair treatment with negative emotions, such as anger, outrage, and resentment (Folger, 1993); desire for retribution; and a range of direct and indirect behavioral responses such as theft (Greenberg, 1990), vandalism, sabotage, reduction of citizenship behaviors, withdrawal, and resistance (Jermier, Knights, & Nord, 1994). Cropanzano and Baron (1991) linked injustice to emotions and workplace conflict. Indeed, many parallels have emerged between the job stress and organizational justice explanations of counterproductive organizational behavior, including the central roles of emotional responses and affective dispositions. By viewing perceived injustice as a type of job stressor, we arrive at a unifying framework for understanding CWB that incorporates constraints, conflict, justice perceptions, control (autonomy), emotional responses, and affective dispositions as antecedents of distinct categories of behavioral responses.

## HYPOTHESES

**H1:** There will be cause and effect relationship between dimensions of organization justice and counterproductive work behaviour .

**H2:** There will be positive significant correlation between organization justice and counterproductive work behaviour .

## RESEARCH METHOD

### SAMPLE

The sample for present study was 300 junior manager scale-1(JMS-1)officers, selected from banking industry of north India. Purposive sampling technique was used in order to select the sample, because selection of JMS-1was of supreme choice.

### TOOLS

This study was exploratory and descriptive–survey research of various JMS-1public sector bank employees operating in north India. Data was collected by the questions based on several questionnaires.

### COUNTERPRODUCTIVE WORK BEHAVIOUR SCALE (CWB)

We measured counterproductive work behaviour by using the CWB checklist developed by Spector and Fox(2005).The objective was to include behaviours that represented the five categories of CWB that have been validated by the investigator. The scale consists of 23 items covering the five aspects of CWB; Abuse ( $\alpha = 0.969$ ), Sabotage ( $\alpha = 0.851$ ), Production Deviance ( $\alpha = 0.86.0$ ), Theft ( $\alpha = 0.856$ ) and Withdrawal ( $\alpha = 0.887$ ).The reliability of the total scale was 0.866.For this survey, the instructions asked the respondents to "indicate how much see the following behaviours in your banks" with a scale using a Likert scale ranging from "1" = Very little to "5"=Very much

### ORGANIZATION JUSTICE SCALE

To measure the level of organization justice, organization justice was categorized into three parts: 1. Distributive justice 2. Procedural justice and 3. Interaction justice. Distributive justice was measured with the scale developed by Price and Mueller (1996). This five-item scale measures the degree to which rewards received by employees are perceived to be related to performance inputs. Procedural justice was measured with scale developed by Niehoff and Moorman (1993). Procedural justice was measured by using 8 items. Selected items were checked for their reliability and validity. Interaction justice was measured with scale developed by Judge and Colquitt (2004), using 8 items. All the items were tested for reliability and validity. The reliability statistics of these dimensions of organization justice were reported as; Distributive Justice( $\alpha = 0.965$ ), Procedural Justice( $\alpha = 0.988$ )and Interaction Justice ( $\alpha = 0.954$ ). The overall reliability (Cronbach's alpha) of this scale in this study was reported as .934 which shows that the internal consistency is high and the scale is reliable.

## ANALYSIS

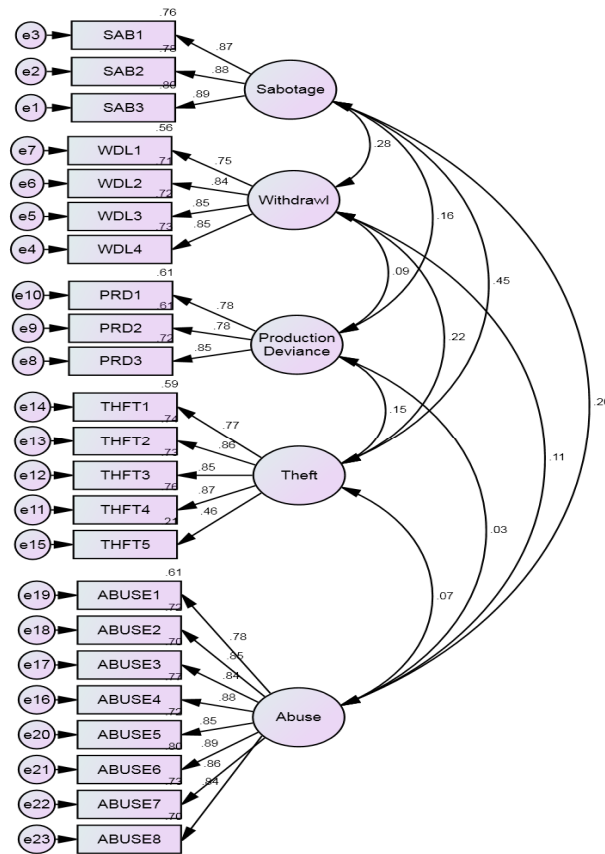
In this study we used confirmatory factor analysis and structural equation modeling in AMOS software to estimate and test the research model. We investigated the study hypotheses by using direct efficiencies resulted from SEM.

### THE MEASUREMENT MODEL

A confirmatory factor analysis (CFA) using AMOS 18.0 was conducted to test the measurement model of counterproductive work behaviour and organization justice. It was essential to test whether the measurement model had a satisfactory level of validity and reliability before testing for a significant interrelationship in the structural model (Fornell & Larcker, 1981; Ifinedo, 2006).



FIGURE 1: CONFIRMATORY FACTOR ANALYSES OF MEASUREMENT MODEL COUNTERPRODUCTIVE WORK BEHAVIOUR



For reliability determination internal consistency was calculated, which shows measure of reliability of different survey items intended to measure the same characteristics (statistics.com, 2009). The indicator used to measure internal consistency is Cronbach's alpha, a statistics calculated from the pair wise correlation between items which range between zero and one. The Cronbach's alpha score was computed for each constructs to measure the internal consistency. Table- 1 shows the reliability of each construct was tested through Cronbach's alpha. The reliability of the constructs was found to be high. Thus, these measures were relevant and can be used for SEM analysis.

Table -1 show the composite reliability of "Sabotage" was 0.914, "Withdrawal" was 0.894, "Production Deviance" was 0.846, "Theft" was 0.881 and for "Abuse" was 0.953. So we can conclude that composite reliability of the constructs in measurement model found to be above 0.70. Therefore, all constructs in the measurement model proved good reliability.

The factor loading of all observed variables in Table-1 were ranging from .745 to .894 This clearly indicates that observed variables or items were found to be adequate and corresponded to their constructs. So we can confirm the construct convergent validity.

Discriminant validity shows the extent to which a construct is truly distinct from other constructs (Hair et al. 2010). To assess Discriminant validity, there are two common methods used by most of the researches. First the correlation between measures of theoretically different constructs should not be high, meaning different instrument used to measure different constructs, should not correlate too strongly with instruments of a comparable but distinct characteristics(Trochim,2006). Second average variances extracted (AVE) of the individual constructs are higher than the shared variances between the constructs and the level of square root of AVE should be greater than the correlations involving the constructs. Figure-1 shows the construct "Sabotage" found to be low in positive correlation .20 with "Abuse", .28, .16 and .45 correlation with "Withdrawal", "Production Deviance" and "Theft" however construct "Withdrawal" found to be low in positive correlation .09, .22 and .11 with "Production Deviance", "Theft" and "Abuse". Similarly construct "Production Deviance" had .15 and .03 Low positive correlation with "Theft" and "Abuse" and construct "Theft" .07 positive correlation with "Abuse". The low and below average positive correlation indicates that all the constructs noted to be independent in the measurement model. Additionally the average variances extracted (AVE) of the individual constructs were higher than the shared variances between the constructs. We can state that Discriminant validity appeared satisfactory at the construct level in the case of all constructs.

**TABLE 1: MEASUREMENT MODEL OF COUNTERPRODUCTIVE WORK BEHAVIOUR IN TERMS OF RELIABILITY AND VALIDITY**

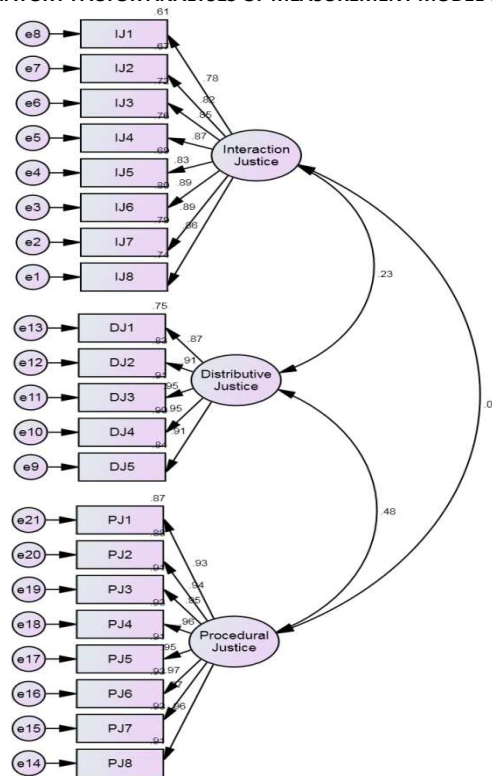
| Main Construct  | Construct           | Item Statements   | Standard Factor Loading | Cronbach's Alpha | Composite Reliability CR | Average Variance Extracted AVE | Average Shared Variance ASV | Measured Shared Variance MSV |
|---|---------------------|---|-------------------------|------------------|--------------------------|--------------------------------|-----------------------------|------------------------------|
| Counter Productive Work Behaviour                               | Sabotage            | Purposely wasted your employer's materials/supplies           | 0.874                   | 0.913            | 0.914                    | 0.78                           | 0.086                       | 0.201                        |
|   |                     | Purposely damaged a piece of equipment or property            | 0.881                   |                  |                          |                                |                             |                              |
|   |                     | Purposely dirtied or littered your place of work              | 0.895                   |                  |                          |                                |                             |                              |
|   | Withdrawal          | Came to work late without permission                          | 0.745                   | 0.891            | 0.894                    | 0.679                          | 0.037                       | 0.08                         |
|   |                     | Stayed home from work and said you were sick when you weren't | 0.844                   |                  |                          |                                |                             |                              |
|   |                     | Taken a longer break than you were allowed to take            | 0.848                   |                  |                          |                                |                             |                              |
|   |                     | Left work earlier than you were allowed to                    | 0.853                   |                  |                          |                                |                             |                              |
|   | Production Deviance | Purposely did your work incorrectly                           | 0.78                    | 0.845            | 0.846                    | 0.648                          | 0.014                       | 0.025                        |
|   |                     | Purposely worked slowly when things needed to get done        | 0.783                   |                  |                          |                                |                             |                              |
|   |                     | Purposely failed to follow instructions                       | 0.85                    |                  |                          |                                |                             |                              |
|   | Theft               | Stolen something belonging to your employer                   | 0.769                   | 0.877            | 0.881                    | 0.607                          | 0.068                       | 0.201                        |
|   |                     | Took supplies or tools home without permission                | 0.861                   |                  |                          |                                |                             |                              |
|   |                     | Put in to be paid for more hours than you worked              | 0.854                   |                  |                          |                                |                             |                              |
|   |                     | Took money from your employer without permission              | 0.872                   |                  |                          |                                |                             |                              |
|   |                     | Stole something belonging to someone at work                  | 0.763                   |                  |                          |                                |                             |                              |
|   | Abuse               | Started or continued a damaging or harmful rumour at work     | 0.779                   | 0.953            | 0.953                    | 0.719                          | 0.015                       | 0.08                         |
|   |                     | Been nasty or rude to a client or customer                    | 0.851                   |                  |                          |                                |                             |                              |
|   |                     | Insulted someone about their job performance                  | 0.839                   |                  |                          |                                |                             |                              |
|   |                     | Blamed someone at work for error you made                     | 0.877                   |                  |                          |                                |                             |                              |
|   |                     | Started an argument with someone at work                      | 0.848                   |                  |                          |                                |                             |                              |
|   |                     | Verbally abused someone at work                               | 0.894                   |                  |                          |                                |                             |                              |
| Threatened someone at work, but not physically                  |                     | 0.856   |                         |                  |                          |                                |                             |                              |
| Said something obscene to someone at work to make them feel bad |                     | 0.837   |                         |                  |                          |                                |                             |                              |

**TABLE 2: FIT INDICES FOR MEASUREMENT MODEL COUNTERPRODUCTIVE WORK BEHAVIOUR**

| Model fit indices of Counter productive Work Behaviour | $\chi^2/df$<br>(Chi-square/degree of freedom) | CFI   | GFI   | NFI   | TLI   | RMSEA |
|--|---|-------|-------|-------|-------|-------|
| Value  | 1.59  | 0.973 | 0.906 | 0.931 | 0.969 | 0.045 |

The respective  $\chi^2/df$ , CFI, GFI, NFI, and TLI values are 1.59, .973, .906, .931 and .969. The RMSEA shows a value of .045. All the values meet goodness of model fit standards. Therefore we can accept the model and look further to apply SEM on CWB model.

FIGURE 2: CONFIRMATORY FACTOR ANALYSES OF MEASUREMENT MODEL ORGANIZATION JUSTICE



For reliability determination internal consistency was calculated, which shows measure of reliability of different survey items intended to measure the same characteristics (statistics.com, 2009). The indicator used to measure internal consistency is Cronbach’s alpha, a statistics calculated from the pair wise correlation between items which range between zero and one. The Cronbach’s alpha score was computed for each constructs to measure the internal consistency. Table- 3 shows the reliability of each construct was tested through Cronbach’s alpha. The reliability of the constructs was found to be high. Thus, these measures were relevant and can be used for SEM analysis.

Table -3 shows the composite reliability of “Interaction Justice” was 0.954, “Distributive Justice” was 0.965, “Procedural Justice” was 0.988. So we can conclude that composite reliability of the constructs in measurement model found to be above 0.70. Therefore, all constructs in the measurement model proved good reliability.

The factor loading of all observed variables in Table-3 were ranging from .775 to .965 This clearly indicates that observed variables or items were found to be adequate and corresponded to their constructs. So we can confirm the construct convergent validity.

Discriminant validity shows the extent to which a construct is truly distinct from other constructs (Hair et al. 2010). To assess Discriminant validity, there are two common methods used by most of the researches. First the correlation between measures of theoretically different constructs should not be high, meaning different instrument used to measure different constructs, should not correlate too strongly with instruments of a comparable but distinct characteristics(Trochim,2006). Second average variances extracted (AVE) of the individual constructs are higher than the shared variances between the constructs and the level of square root of AVE should be greater than the correlations involving the constructs. Figure-2 shows the construct “Interaction Justice” found to be low in positive correlation .23 with “Distributive Justice” and .03 correlation with “Procedural Justice” however construct “Distributive Justice” found to be low in positive correlation .48 with “Procedural Justice”. The low and below average positive correlation indicates that all the constructs noted to be independent in the measurement model. Additionally the average variances extracted (AVE) of the individual constructs were higher than the shared variances between the constructs. We can state that Discriminant validity appeared satisfactory at the construct level in the case of all constructs. With the confirmation of reliability and validity measurement model of organization justice can be tested for proposed research objective.

TABLE 3: MEASUREMENT MODEL OF ORGANIZATION JUSTICE IN TERMS OF RELIABILITY AND VALIDITY

| Main Construct       | Construct            | Item Statements   | Standard Factor Loading   | Cronbach's Alpha | CR    | AVE   | ASV   | MSV   |       |
|----------------------|----------------------|---|---|------------------|-------|-------|-------|-------|-------|
| Organization Justice | Interaction Justice  | Treated you in a polite manner?   | .779  | 0.954            | 0.954 | 0.724 | 0.028 | 0.055 |       |
|                      |                      | Treated you with respect?   | .820  |                  |       |       |       |       |       |
|                      |                      | refrained from improper remarks or comments?                                      | .851  |                  |       |       |       |       |       |
|                      |                      | been candid in his/her communications with you                                    | .873  |                  |       |       |       |       |       |
|                      |                      | explained the procedures thoroughly?  | .832  |                  |       |       |       |       |       |
|                      |                      | provided you with reasonable explanations regarding the procedures?               | .895  |                  |       |       |       |       |       |
|                      |                      | Communicated details in a timely manner?  | .891  |                  |       |       |       |       |       |
|                      |                      | seemed to tailor his/her communications to individuals' specific needs?           | .861  |                  |       |       |       |       |       |
|                      | Distributive Justice | My supervisor has fairly rewarded me when I consider the responsibilities I have. |   | .866             | 0.965 | 0.965 | 0.847 | 0.142 | 0.228 |
|                      |                      |   | My supervisor has fairly rewarded me when I take into account the amount of education and training that I have. | .913             |       |       |       |       |       |
|                      |                      |   | My supervisor has fairly rewarded me when I consider the amount of effort that I have put forth                 | .954             |       |       |       |       |       |
|                      |                      |   | My supervisor has fairly rewarded me when I consider the stresses and strains of my job.                        | .950             |       |       |       |       |       |
|                      |                      |   | My supervisor has fairly rewarded me when I consider the work that I have done well.                            | .915             |       |       |       |       |       |
|                      | Procedural Justice   | Job decisions are made by my supervisor in an unbiased manner.                    |   | .935             | 0.988 | 0.988 | 0.910 | 0.115 | 0.228 |
|                      |                      |   | My supervisor clarifies decisions and provides additional information when requested by employees.              | .939             |       |       |       |       |       |
|                      |                      |   | Employees are allowed to challenge or appeal job decisions made by my supervisor.                               | .954             |       |       |       |       |       |
|                      |                      |   | When decisions are made about my job, my supervisor treats me with kindness and consideration.                  | .962             |       |       |       |       |       |
|                      |                      |   | When decisions are made about my job, my supervisor is sensitive to my personal needs.                          | .954             |       |       |       |       |       |
|                      |                      |   | When decisions are made about my job, my supervisor shows concern for my rights as an employee.                 | .965             |       |       |       |       |       |
|                      |                      |   | My supervisor offers adequate justification for decisions made about my job.                                    | .965             |       |       |       |       |       |
|                      |                      |   | My supervisor explains very clearly any decision made about my job.   | .955             |       |       |       |       |       |

H1 : STRUCTURAL MODEL

FIGURE 3: IMPACT OF ORGANIZATION JUSTICE TO COUNTERPRODUCTIVE WORK BEHAVIOUR, STRUCTURAL MODEL

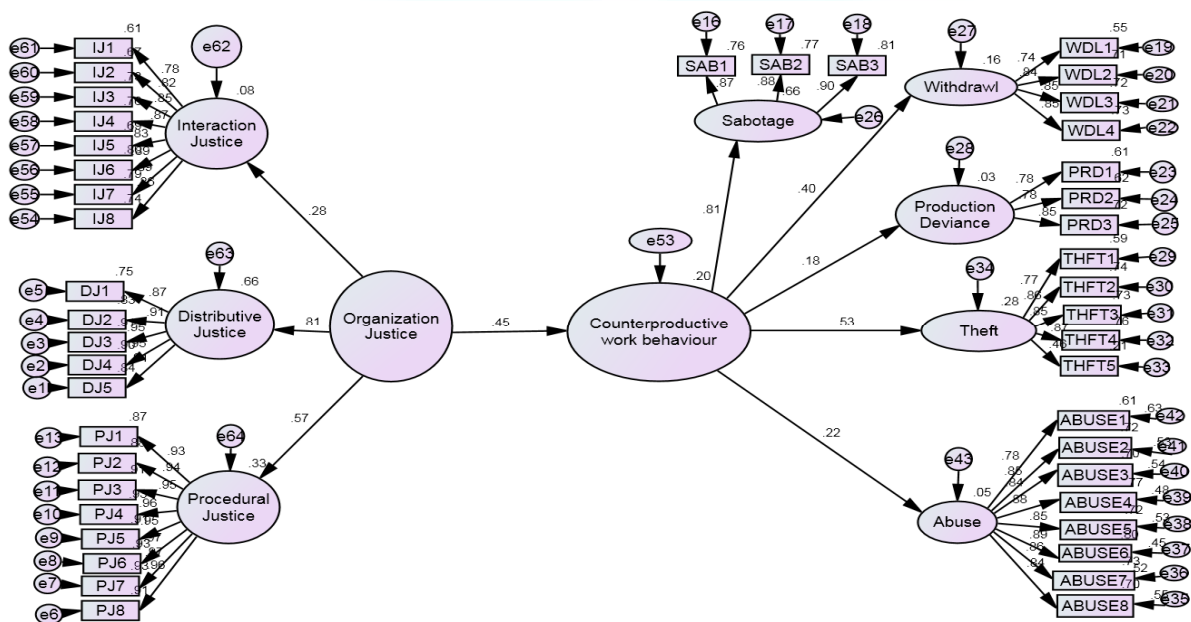


TABLE-4: IMPACT OF ORGANIZATION JUSTICE ON COUNTERPRODUCTIVE WORK BEHAVIOR ON JUNIOR MANAGER SCALE-1 OFFICERS IN INDIAN PUBLIC SECTOR BANKS

| Endogenous Construct              | Exogenous Construct  | Standardized Regression $\beta$ coefficient Estimate | Un Standardized Regression Estimate | S.E  | CR    | P    | Squared Multiple Correlation |
|-----------------------------------|----------------------|--|-------------------------------------|------|-------|------|------------------------------|
| Counter Productive Work behaviour | Organization justice | .449   | 1.498                               | .457 | 3.274 | .001 | .201                         |

$\beta$  = standardized beta coefficients S.E. = standard error; C.R.= critical ratio  $P < 0.05$

Properties of the structural model (standardized path coefficients ( $\beta$ ), standard error, critical ratio and hypotheses result) are indicated in Table-4. The level of significance ( $\alpha$ ) is set at 0.05. Table -4 also reports the Squared multiple correlation  $R^2$ . The R-squared value was used to evaluate the strength of the proposed model. The  $R^2$  was the results of the multivariate test of the structural model show that the model, as a whole, explains 20.1% of the variation in impact of organization justice towards counterproductive work behaviour could be explained by the exogenous organization justice latent constructs. Figure -3 depicts the structural model. Table -4 presents the results of hypotheses testing, where the beta coefficients which also means standardized regression estimate ( $\beta = .449$ ,  $P < 0.05$ ) explains the relative importance of the affecting factors of organization justice towards counterproductive work behaviour. All expected relationship observed to be positive in nature.

The result of the analysis shown in Table -4 indicates that the probability value of the impact of organization justice on CWB is less than five percent. Hence with 95 percent confidence level the null hypothesis of no impact of the construct organization justice on CWB cannot be accepted. Thus, it can be concluded that there exists significant impact of cause and affects of organization justice on CWB in Indian public sector banks, in the research study.

TABLE 5: FIT INDICES FOR MODEL ORGANIZATION JUSTICE WITH RESPECT TO COUNTERPRODUCTIVE WORK BEHAVIOUR

| Model Fit Indices of organization justice with respect to counterproductive work behavior | $\chi^2/df$ Chi-square/degree of freedom | CFI  | GFI  | NFI  | TLI  | RMSEA |
|---|--|------|------|------|------|-------|
| Value   | 1.862                                    | .946 | .800 | .890 | .942 | .054  |

Further, in order to examine the hypothesized conceptual research model, the test of the structural model was performed using SEM to understand cause and affect relation between organization justice and counterproductive work behaviour. Table- 5 depicts the goodness-of-fit for the model was marginally adequate:  $X^2/df$ , CFI, GFI, NFI, and TLI values were 1.862, 0.946, 0.800, 0.890 and 0.942. The RMSEA shows a value of .054. Although the GFI and NFI value of 0.800 and 0.890 did not meet the threshold of 0.90, its value was very close to the threshold, thus we can conclude that the structural model to be accepted as per fit indices and we can further continue to analyze the research hypothesis defined in our model.

**H2: KARL PEARSON CORRELATION BETWEEN DIMENSIONS OF ORGANIZATION JUSTICE AND COUNTERPRODUCTIVE WORK BEHAVIOUR**

TABLE 6: KARL PEARSON CORRELATION ANALYSIS BETWEEN COUNTERPRODUCTIVE WORK BEHAVIOUR AND ORGANIZATION JUSTICE

| Counter Productive Work Behaviour | Organization Justice  |                         |                        |
|-----------------------------------|-----------------------|-------------------------|------------------------|
|                                   | Procedural Justice PJ | Distributive Justice DJ | Interaction Justice IJ |
| Sabotage                          | .202 **<br>(.000)     | .251**<br>(.000)        | .283**<br>(.000)       |
| Theft                             | .110<br>(.058)        | .089<br>(.122)          | .243**<br>(.000)       |
| Abuse                             | .083<br>(.153)        | .040<br>(.490)          | -.073<br>(.209)        |
| Withdrawal                        | .190**<br>(.001)      | .268 **<br>(.000)       | .214<br>(.000)         |
| Property Deviance                 | -.064<br>(.267)       | -.094<br>(.105)         | .105<br>(.069)         |

\*\* Correlation is significant at  $p < 0.01$  level (2-tailed)

\*Correlation is significant at  $p < 0.05$  level(2-tailed)

**CORRELATION**

The result indicates that  $p < 0.05$  of Karl Pearson correlation statistics of significance in case of following pairs:

sabotage and procedural justice, sabotage and distributive justice, sabotage and interaction justice, theft and procedural justice, theft and interaction justice, Withdrawal and procedural justice, Withdrawal and distributive justice, Withdrawal and interaction justice.

However, in case of following pairs given below the p-value of Karl Pearson correlation statistics found to be more than 5 % level of significance. Hence the null hypotheses of no correlation between them can be accepted.

Pairs are:

theft and distributive justice, abuse and procedural justice, abuse and distributive justice, production deviance and interaction justice.

it was also found that in case of pairs "abuse and interaction justice", " production deviance and procedural justice" and " production deviance and distributive justice" there exist negative correlation between organization justice and counterproductive work behavior and p- value found to be more than 5 % level of significance. Hence the null hypotheses of no correlation between them can be accepted.

**RESULT AND DISCUSSION**

The result of present study generates valuable findings and also established causes and effect relationship among various dimensions of organization justice and acts of CWB. The research study supports seminal equity theory. The seminal equity theory and empirical work by Adams (1963) suggests that inequity (injustice) motivates people to make adaptive responses in a variety of ways, both cognitive and behavioral. More recent work on justice has linked perceptions of injustice to negative emotions (e.g., Skarlicki & Folger, 1997). Zohar (1995) specifically demonstrated the role of organizational justice in the job stress process as a role stressor.

All the dimensions of organizations justice were tested statistically with dimensions of counterproductive work behaviour, to establish cause and effect relationship in the research study of Indian public sector banks on junior manager scale-1 officers. Results shows:

- 1) Sabotage one of dimension of counterproductive work behaviour was found positively significantly correlated with all the dimensions of organizations justice in JMS-1 officers of Indian public sector bank. One study by Ambrose et al. (2002) adopted a multidimensional perspective on justice to investigate how three types of injustice (procedural, distributive and interactional) affect the goal, target, and severity of sabotage behavior. Workplace sabotage is behavior intended to —damage, disrupt, or subvert the organization’s operations for the personal purposes of the saboteur by creating unfavorable publicity, embarrassment, delays in production, damage to property, the destruction of working relationships, or the harming of employees or customers|| (Crino, 1994). In their study, Ambrose et al. (2002) analyzed data recorded in 132 sabotage case interviews and showed that: (1) distributive injustice

prompted employees to engage in sabotage behavior aimed at restoring equity; (2) when the source of injustice was procedural, saboteurs were more likely to target organizations rather than individuals; (3) when the source of injustice was interactional, employees were more likely to engage in sabotage acts that retaliate against both the organization and other employees; and (4) there was an additive effect of distributive, procedural, and interactional justice on the severity of sabotage. This study suggests that not only is injustice a dominant antecedent of sabotage, but also that each type of justice has relative importance for the saboteur to determine the target of sabotage behaviors.

- 2) Theft, dimension of counterproductive work behaviour was found positively significantly correlated with procedural justice and interaction justice, dimensions of organization justice in JMS-1 officers of Indian public sector banks. Theft is a dimension of CWB, through which the employee intends to intentionally harm the organization (Niehoff and Paul 2000) and it can be a form of falsified records, forgery, payroll frauds (Gabbidon et al. 2006) and stealing cash (Schmidtke 2007). It is a problem for all business and all sectors including the public sector organizations (Saucer 2007). Similarly when employee remain absent, takes unauthorized breaks, attends late, leaves early or take a fake sick leave, the employee is involved in time theft. Penney and Spector (2002) asserted that when employees confronted with stressful conditions, high-negative affectivity individuals may ascribe more malicious motives to the actor leading to increased negative emotional arousal which may lead to CWB. *Employee theft* is often viewed as the expression of a grievance or a specific reaction to underpayment inequity. Greenberg (1990, 1993b) conducted a series of studies to investigate the effect of pay inequity on employee theft. In the first study (1990), he conducted a field experiment in manufacturing plants during a period of temporary pay deduction. Among the workers, those who experienced pay cuts had significantly higher theft rates than those who did not experience pay cuts. Further, adequate explanations about the pay cuts reduced feelings of inequity and theft rate. In a follow-up study (1993b), the author conducted a test under a controlled experimental condition in which distributive justice (pay equity) and interactional justice (the amount of information provided and the level of sensitivity in which information was conveyed about the pay inequity) were manipulated. Results indicated that distributive justice had a direct effect of theft. Interpersonal injustice had no main effect on theft when the outcome distribution was fair. However, under the condition of pay inequity, interactional injustice interacts with distributive justice to lead to higher level of theft than distributive justice alone. Together, these findings support the prediction that distributive unfairness can lead to deviant behavior, and that high levels of interactional justice can mitigate the negative effect of low distributive fairness and thus reduce deviance incidents.
- 3) Withdrawal, dimension of counterproductive work behaviour was found positively significantly correlated with all the three procedural justice, distributive justice and interaction justice, dimensions of organization justice in JMS-1 officers of Indian public sector banks. One of the behavioral responses of individuals who believe they are being treated unfair is to reduce input at work, such as lowering effort levels, performance, or attendance. *Withdrawal* entails work behaviors that reduce job inputs, such as tardiness, lateness, absenteeism, and turnover (Hulin, 1991). Organizational injustice has been linked to withdrawal behaviors directly or indirectly through job satisfaction and organizational commitment. A few studies established the relationship between injustice and withdrawal behaviors. In one study, Barling and Phillips (1993) examined how three types of justice affect different organizational outcomes. The authors conducted a study using a vignette manipulation among 213 full-time university students. MANCOVA results indicate that interactional justice influenced trust in management, affective commitment, and withdrawal behavior (measured by increased absenteeism and tardiness). Procedural justice influenced trust in management, but not withdrawal, while distributive justice did not have a significant effect on any of the outcome variables. In another study, Gellatly (1995) examined whether absenteeism was affected by perceptions of interactional justice, age, organizational tenure, affective and continuance commitment, and the perceived absence norm in the employees' work unit or department. One hundred and sixty-six nursing and food services employees in a mid-size chronic care hospital provided attitudinal and perceptual data on an employee survey. Absence data (absence frequency and total days absent) were collected during the 12-month period immediately following the employee survey. The author tested the hypothesized relationship between the various individual- and group-level factors and employee absenteeism in a structural model using LISREL. The results supported a significant effect of interactional injustice on absenteeism. For further, future research studies the designed model results can be tested by conducting cross-cultural studies in public sector banks of various countries.

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