

## Impact Of Workplace Incivility And Organizational Injustice On Counterproductive Work Behavior

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### *Abstract*

*The purpose of the study was to examine the effect of workplace incivility and organizational injustice on counterproductive work behavior. We have selected the supervision level staff from sugar industry District Shaheed Benazirabad (Nawabshah). To achieve the purpose of study we have collected data from 154 respondents by using cluster sampling. Data was collected by using structured questionnaire and was analyze by using different statistical techniques like factor, reliability and regression analysis. So, it is found that there is a positive association between workplace incivility, organizational injustice and counterproductive work behavior in concerned sugar industries existing in Shaheed Benazirabad (Nawabshah).*

**Keywords:** *Counterproductive work behavior, workplace incivility, organizational injustice.*

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### **INTRODUCTION**

The counterproductive work behaviors can be explained as “any spontaneous behavior that opposes norms of the organization and finally threatens organizational welfare, its collaborators, or to both”. A behavior that proceed against the favor of the organization is termed as Voluntary or intentional behavior” and it is also declared that CWB is the cause of prevention from accomplishing goals of the organization and the violation of organizational norms. There is an important reason to examine CWB is that it has a negative impact on employees. Counterproductive work behavior has continually been a problem for owners as its general situation. Personal and other assessments of Counterproductive work behavior sort out lean towards interrelated, however viewer assessment of the occurrence of counterproductive work behavior is probable because counterproductive behaviors are envisioned by the committers to be non-noticeable (Berry et al., 2012; Dalal, 2005).

CWB fundamentally is an intentional or premeditatedly behavior that might damage the concentration of the organization either unswervingly or swerving through brokenhearted the workers which constantly decreases their efficiency (McShane & Glinow, 2005). According to Vickers (2006), the continue declined path towards abuse is known as incivility and it showing less effective counterproductive work behavior (CWB), he also explains that “less intensity” should not be counted

as a “minor” problem. Organizational justice perceived as fairness, treated with good behavior it influences the counterproductive work behaviors (Skarlicki & Folger, 1997). Employees’ perception of organizational injustice such as unfair behavior, political deviation, mistreated by supervisors and managers. Counterproductive work behavior such as personal frustration treat employee with aggression, furthermore counterproductive work behavior has discussed the flaws that an individual and groups are bearing at workplace, conditions which are showing the scenarios why organizations decline its productivity, individuals needed to be treated with well behave so it reduces the chances of injustice (Jones, 2009).

Behavior which is rude or discourteous, lack of regard for the others in the workplace is called workplace incivility. This spiraling behavior can be explained as “Start to end how incivility can impact spirally in increasing intensified behavior”. If any individual become uncivil due to stress, the after effect of uncivil lead to more stress, which can promote more uncivil attitudes. Andersson & Pearson (1999) have recommended impoliteness as employees’ attitude at workplace, their positive behavior lead organization towards success weather their inactivity can be reasoned of organization’s failures. Whenever colleagues act unfairly or usually insolent them from each other, actually they are presenting discourteousness and incivility. Additionally, these manners are vocal not physical, they are also indirect not direct, and passive quite than active, studied via (Baron & Neuman, 1996). The description of discourteousness was protracted by more philosophers such as, the exploiting gossip and confidentiality assault, researched by (Martin & Hine, 2005).

Organizational justice with regard to how an employee judges the behavior of the organization and the employee's resulting attitude and behavior. Organizational justice has the possibility to generate influential profits for organizations and workers similar. These comprise more belief and obligation, enhanced job performance, additional cooperative to citizenship behavior, upgraded workers’ gratification and reduce fights. Organizational justice has been developed as the most recent subject happening the debate panels for several ages in human resource management, organizational performance and organizational mindset (Cropanzano & Greenberg, 1997; Colquitt et al., 2001; Greenberg, 1990). Diverse form of impartialities has been reserved as the variables for an extensive of time period (Deutsch, 1975; Adams, 1965). Organizational justice fundamentally clarifies the fair mindedness observations of persons or of collection and then their performance may be experienced rendering the behavior they obtain from their organization (Deutsch, 1975). The main focus of this study is to investigate the relationship between Workplace Incivility, Organizational Injustice and Counterproductive Work Behavior.

## **LITERATURE**

### ***Workplace Incivility***

According to Andersson and Pearson (1999) recognized the social idea of workplace incivility and competed that protests of incivility can possibly cultivate disagreeable trades or even lead to progressively genuine practices. Workplace incivility additionally shares much for all objectives and purpose with worker mismanagement (Keashly, Hunter & Harvey, 1997; Keashly et al., 1994), mobbing/harassing (Leymann, 1990; Zapf, Knorz and Kulla, 1996), social undermining (Duffy, Ganster and Pagon, 2002), and between close to home clash (Spector and Jex, 1998). While these builds share covering conduct groups with workplace incivility, they, by and large, introduce to examples of conduct with the clear unfriendly goal which happens after some time. Conversely, workplace incivility is minor and is regularly ambiguous with respect to its fundamental intention. As incivility can have such

widespread consequences, explaining how such a “low-grade” phenomenon, many uncivil work behaviors fall into the category of daily hassles, asserted by (Cortina et al., 2001) and my colleagues that is, routine nuisances of everyday life (Lazarus, 1999; Lazarus & Folkman, 1984).

The drama and intensity of major life events is affected by daily hassles. However, an individual, both physically and psychologically can be “wear downed” by chronic, low-key stressors that repeat over time (Wheaton, 1997). Though, when behaviors lack conscious and clear intentionality then incivility differs from psychological aggression. That is, although occasionally, incivility may have visibly injurious objectives, other factors can often be attributed to it, such as the personality, instigator’s ignorance, or oversight; intent, whether present or not, to one or more of the parties involved is very ambiguous (Andersson & Pearson, 1999; Pearson, Andersson & Wegner, 2001). Damaged social identity and anger have also added by others to this list (Andersson & Pearson, 1999; Cortina et al., 2001; Miner-Rubino & Cortina, 2004). Targets’ physical, occupational, psychological and health are in turn, adversely influenced by these affective and cognitive reactions. Some other researchers Andersson & Pearson (1999); Miner-Rubino & Cortina (2004) have anticipated that bystanders, workgroups, and whole organizations can also be affected by these negative consequences extended beyond the targeted employee.

### ***Organizational Injustice***

Organizational justice implies the degree to which employees are dealt with legally (Elovainio, et al., 2005) and whether the results developed and the procedures accomplished are reasonable at the workplace (Hubbell and Chory-Assad, 2005). It characterizes the social collaboration quality between employees at work (Greenberg, 1990; Konovsky, 2000). Early organizational justice writing recognized three kinds of justice as procedural justice, interactional justice and distributive justice (Konovsky, 2000; Greenberg, 1990; Folger and Konovsky, 1989). Afterward, it was recommended that interactional justice has two subcategories, to be specific interactional justice and relational justice, and these subcategories have to be considered independently (Colquitt, Conlon, Wesson, Porter and Ng, 2001; Colquitt, 2001).

“Organizational justice is presented with the positive behavior of employees” (Randeree, 2008). Greenberg (1987) first coined the organizational justice that corresponds to employees’ reactions and perceptions to equality towards the organization. A decision or an action that is ethically and morally right refers to justice. Equity, law, religion and ethics are to justice. Issues associated with equivalent chances for advancement and employee collection procedures, perceptions of fairness in pay may include in fairness or justice in organizations (Tabibnia, Satpute, & Lieberman, 2008). Unequal pay for men and women doing the same job maybe the example of injustice. Managers conduct performance reviews that have less contact and arbitrary dismissals etc. with employees.

Organizational justice describes the character of justice so it is directly associated to the work. Mainly, it is related to the extent in which organizational members determine whether they have been treated fairly or not (Moorman, 1991).

### ***Counterproductive Work Behavior***

Among the third thousand years, the expression (counterproductive work behavior) has been accepting much consideration by the writing identified with organizational ways. Various consultants have been applying significant activities to comprehend these ways so as to take the essential measures to decrease it (Fagbohunge et al., 2012). This behavior includes an expansive scope of negative organizational

behavior of forceful or negative nature. It must be noticed that these negative organizational behavior have negative direct effects on employees and organizations. These effects include social, budgetary and mental effects, for example, low dimensions of generation, duty, work reliability, work fulfillment. Such effects additionally include an ascent in the rates of employee turnover and nonattendance from work (Ramshida & Manikandan, 2013).

Ramshida & Manikandan (2013); Berry et al., (2012); Yen & Teng (2013) recommend that the counterproductive work behavior is an intentional behavior one by one of the organizational individuals. They likewise propose that this behavior disregards the organizational principles and undermines the welfare of the association, representatives or both. Spector et al., (2006) trust that counterproductive work behavior is a forceful behavior that hurts the organization and its employees.

CWBs can be experience at i) interpersonal level or ii) organizational level; CWBs at interpersonal level i.e. verbal abuse and gossip, violence, harassment, assault, etc. are directed at individuals/employees within the organization (Spector & Fox, 2005). Long hours of break, sabotage, calling in sick when one is not, stealing, withdrawal efforts, misuse/damage of the employer’s assets, cyber loafing, etc. are some deviant behaviors related to CWBs at the organizational level, which affect the organization (Chang & Smithikrai, 2010). The costs of CWB are very harmful to the organization in terms of waning productivity, greater maintenance costs because of poor corporate image, vanished or destroyed property, and psychological costs either at the individual or organizational level (Vigoda, 2002; Aquino, Galperin & Bennett, 2004).

Dimensions of Counterproductive Work Behavior: As illustrated earlier, multiplicity of behaviors embraced by CWBs like sexual harassment, disruption, dissemination of destructive reports, uncooperative attitude, absenteeism, or stealing among others (Chang & Smithikrai, 2010). The diversified damaging acts can be categorized into five main classes, namely: withdrawal, abuse, sabotage, production deviation, and theft (Spector et al., 2006). In general, when premeditating on CWBs social scientists mostly used the framework recognized by (Fox & Spector, 1999).

The reviews of these studies illustrate that there may be a relationship between CWB and, WI and OI. This factor encourages the researcher to investigate the same relationship in the Sugar Industry of Shaheed Benazirabad (Nawabshah). Consequently, the main objectives of this study are to investigate the association between CWB and, WI and OI. Moreover, the current study research framework is depicted in Figure.

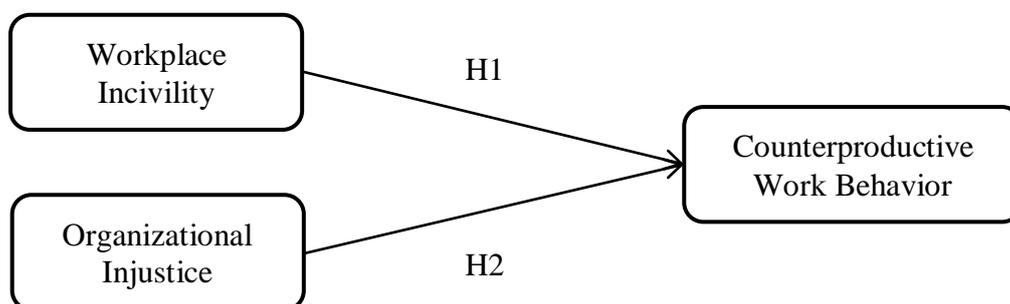


Figure 1: Research Framework

## RESEARCH METHODOLOGY

The target population of this study consisted of sugar industry of Shaheed Benazirabad (Nawabshah). The population of interest of this study is supervision employees working in sugar mills. In this undertaken study researcher chose the following sugar mills as a population to obtain the objectives of the study:

1. Habib Sugar Mills
2. Baandhi Sugar Mills
3. Sakrand Sugar Mills

The sample of this study was supervisory staff members of Habib Sugar Mills Nawabshah. Data was collected through a standardized questionnaire. On the basis of determined sample size 154 (one hundred fifty-four) questionnaires were distributed among respondents. 100 (one hundred) questionnaires were returned back completely. In a second attempt 70 (seventy) more questionnaires were distributed among respondents to complete the number of predetermined sample size. From 70 (seventy) questionnaires 54 (fifty four) questionnaires returned back. In the process of the data collection for the study response rate of the respondents was very good. So, the response rate of this survey was 70%. Data has been collected by using cluster sampling method. That is why all the 154 supervisory staff members were included in the sample.

## RESULTS

### *Reliability Test*

Reliability involves the degree to which a phenomenon calculation results in a stable and consistent manner. Alpha reliability is most often considered the best over 0.70 when measuring a large survey amount is used. In this case, the instruments used as part of basic research have a reliability of about 0.70 or better (Nunnally, 1978). Below is the alpha of the Cronbach's questions about the different variables in current research. We used SPSS 20 for the study to assess the reliability of data.

*Table 1: Reliability Statistics*

Variable	Cronbach's Alpha	N of Items
Organizational Injustice	.843	13
Workplace Incivility	.777	9
Counterproductive Work Behavior	.775	14

As shown in above table, the value of Cronbach's Alpha for the OI is .843 that is greater than .80, which is extremely good, for the WI is .777 that is greater than .70, which is very good, for the CWB is .775 that is greater than .70, which is very good.

**Regression Analysis**

*Table 2: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873 <sup>a</sup>	.762	.758	.27846	2.512

As pertained in above table, the value of R-Square is 0.762, which shows that all the IVs (Organizational Injustice and Workplace Incivility) have appropriate impact on DV (Counterproductive Work Behavior). Furthermore the Durbin-Watson value is 2.512, which is less than 3, which demonstrate that there is no autocorrelation between IVs.

*Table 3: Anova*

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	37.385	2	18.693	241.063	.000 <sup>b</sup>
	Residual	11.709	151	.078		
	Total	49.094	153			

As pertained in above table, the significant (P) value is 0.000, which is less than 0.05. So, it shows that there is significant relationship between IVs and DV.

*Table 4: Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.743	.140		5.303	.000
	WI	.450	.053	.516	8.517	.000
	OI	.373	.054	.415	6.861	.000

As pertained in above table, standardized coefficient value of Workplace Incivility is .450 which indicates that WI has 45.0% effect on Counterproductive Work Behavior and significant (P) value is 0.00 which is less than 0.05. So, it shows that there is significant relationship between Workplace Incivility and Counterproductive Work Behavior.

Furthermore table also pertained that standardized coefficient value of Organizational Injustice is .373 which indicates that OI has 37.3% effect on counterproductive Work Behavior and significant (P) value is 0.00 which is less than 0.05. So, it shows that there is significant relationship between Organizational Injustice and Counterproductive Work Behavior.

As the result demonstrating that the relationship between workplace incivility and organizational injustice and counterproductive work behavior, all studies show positive and important results for this research.

*Data analysis using partial least square (PLS)*

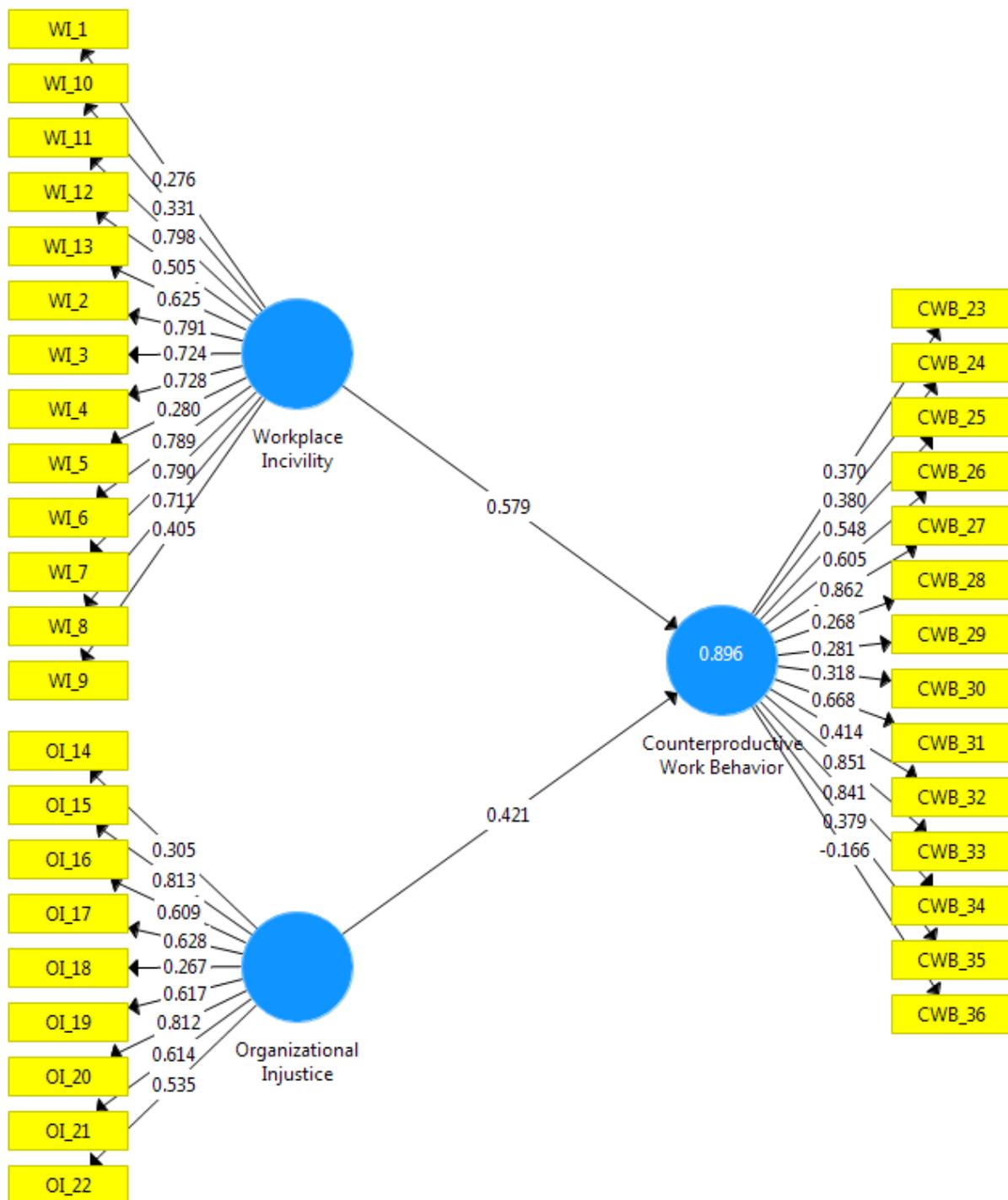


Figure 2: Structural Model

Table 5: Path Coefficients

	Counterproductive Work Behavior	Organizational Injustice	Workplace Incivility
CWB			
OI	0.421		
WI	0.579		

As pertained in above table, presented path coefficient of OI and CWB (0.421) and WI and CWB (0.579) which indicated that both OI and WI are positively associated with CWB. The results of path coefficient are significant for the study.

Table 6: Total Effects

	Counterproductive Work Behavior	Organizational Injustice	Workplace Incivility
CWB			
OI	0.421		
WI	0.579		

As pertained in above table, the total effect of OI on CWB which (0.421) and WI on CWB (0.579), which indicated that both OI and WI are positively associated with CWB. The results of path coefficient are significant for the study.

Table 7: R Square

	R Square	R Square Adjusted
Counterproductive Work Behavior	0.896	0.895

As pertained in above table, the R-square value for CWB is (0.896). According to Cohen (1988), the strength of correlation between WI and OI is substantial.

## FINDINGS AND RECOMMENDATIONS

This study is an addition to the literature which all about the impact of workplace incivility and organizational injustice on counterproductive work behavior by testing a conceptual model of factors which affected the opinions among supervisory level staff. Therefore, a gap discovered in the literature, where no relationship was viewed in the past researches regarding workplace incivility, organizational injustice and counterproductive work behavior in the sugar industry of Shaheed Benazirabad.

Thus, as per the objectives of the study undertaken, the impact of organizational injustice and workplace incivility on counterproductive work behavior was analyzed. To examine the hypotheses established measures were used, which was administered to a sample of 154 supervisory level staff of Habib Sugar

Mills Nawabshah. Various statistical methods were carried out for data analysis such as descriptive analysis, reliability and validity of data, Durbin-Watson, Anova using SPSS.20 and PLS-SEM with SmartPLS3.0 software program. The results of this research discovered that the projected hypotheses were in line with Shaheed Benazirabad context. There is a negative association between organizational injustice, workplace incivility and counterproductive work behavior. Furthermore, on the basis of research objectives the summary of the research findings is presented and discussed the following:

Reliability of the data was the first finding, which showed the data collected with the help of a structured questionnaire based on 36 questions were reliable and proper with variables. The Cronbach's alpha = .843 of 13 questions of Organizational Injustice, Cronbach's alpha = .777 of 09 questions of Workplace Incivility, and Cronbach's alpha = .775 of 14 questions of Counterproductive Work Behavior are significant.

Regression analysis was used for the second finding of data of this research for examining the ANOVA and Durbin-Watson test. The result shows that the Adjusted R-Square value is 0.762, which shows that all the IVs (Organizational Injustice and Workplace Incivility) have appropriate impact on DV (Counterproductive Work Behavior). Furthermore the Durbin-Watson value is 2.512, which is less than 3, which demonstrate that there is no autocorrelation between IVs. The result for ANOVA is that the significant (P) value is 0.000, which is less than 0.05. So, it shows that there is significant relationship between IVs and DV. The standardized coefficient value of Workplace Incivility is .450 which indicates that WI has 45.0% effect on Counterproductive Work Behavior and significant (P) value is 0.00 which is less than 0.05. So, it shows that there is significant relationship between Workplace Incivility and Counterproductive Work Behavior.

Furthermore table also pertained that standardized coefficient value of Organizational Injustice is .373 which indicates that OI has 37.3% effect on counterproductive Work Behavior and significant (P) value is 0.00 which is less than 0.05. So, it shows that there is significant relationship between Organizational Injustice and Counterproductive Work Behavior. The represented perspectives of respondents showed that there is a significant relationship between organizational injustice, workplace incivility and counterproductive work behavior.

This research focused on organizational injustice, workplace incivility and counterproductive work behavior of employees in sugar industry of Shaheed Benazirabad. There is a number of studies related to above said variables is conducted to provide evidences related to environment of multi-cultural organizations around the world. This study chiefly involved in the identification of the issues and factors regarding counterproductive work behavior. In addition, the results of this research may also help in maintaining improved and enhanced diverse management policies inside the organization. The findings of this study showed that counterproductive work behavior have a harmful affect on the performance of employees as well as organization on the whole. Sustaining fairness and justice within the working environment of the organization should be the topic of future studies on counterproductive work behavior. It is recommended that more research is required to find out more productive systems of human resource management within the organization. Trainings should be the part of overall systems of the organizations to help employees in understanding to maintain justice and avoid having adverse behaviors that affect the environment of the organization badly. All the business entities must understand the factors and problems that are involving the numerous turnover of the workforce.

## CONCLUSION

The idea of workplace incivility and organizational injustice has increased a lot of consideration over some period of time because of its hindering effects on employees, their performance and workplace. However researcher conducted studies on Counterproductive Work Behavior, accepting the job of dispositional components and performance, it is equally imperative to reduce the injustice within organization to avoid harmful activities among employees and to make the environment efficient of workplace. As per the current study was done that is developed on the “effect of workplace incivility and organizational injustice on counterproductive work behavior”. Data were collected among superior level staff from the sugar industry Shaheed Benazirabad. In this study, 154 respondents contribute and share their opinions about the effect of workplace incivility and organizational injustice on counterproductive work behavior. Collected data analyzed through different techniques such as Statistical Package for the Social Science (SPSS) and PLS partial least square software. Furthermore, Regression analysis, Descriptive analysis reliability test was used to analyze the data. According to detail findings of this study, it is concluded that there is a positive relationship among workplace incivility, organizational injustice, and counterproductive work behavior. Counterproductive behavior diminishes organizational goals and organizational functions whereas organizational injustice decline job performance. So according to the finding of this study, it is recommended that organizations should treat their employees fairly and justly.

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