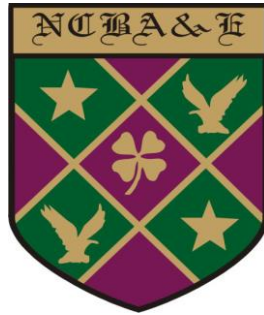


*National College of Business  
Administration and Economics  
Lahore*



**ABERRANT PERSONALITY TRAITS AND  
THEIR INTERACTION WITH THE FACETS OF  
ORGANIZATIONAL JUSTICE IN GENERATING  
COUNTERPRODUCTIVE WORK BEHAVIOR**

**BY**

*AYESHA SHAMS*

**MASTER OF PHILOSOPHY  
IN  
BUSINESS ADMINISTRATION**

**DECEMBER, 2014**

# **NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS**

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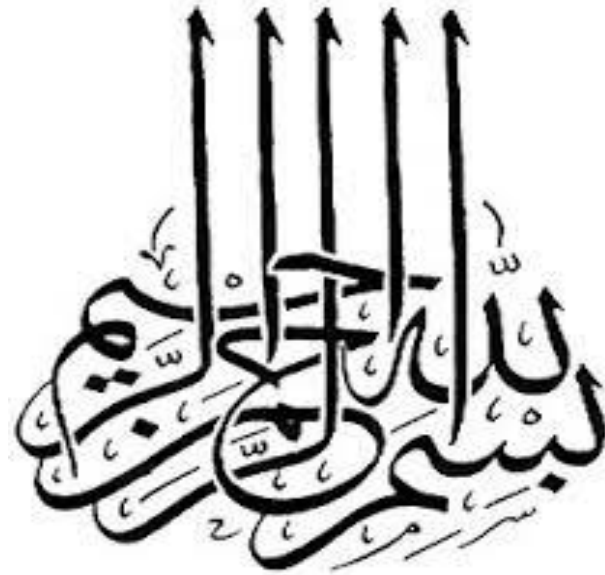
**AYESHA SHAMS**

**A dissertation submitted to  
School of Business Administration**

**In Partial Fulfillment of the  
Requirements for the Degree of**

**MASTER OF PHILOSOPHY  
IN  
BUSINESS ADMINISTRATION**

**December, 2014**



*In the name of ALLAH,  
The Compassionate,  
The Merciful*

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ADMINISTRATION AND ECONOMICS  
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**Dissertation Committee:**

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**Chairman**

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**Member**

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**Member**

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**Rector**

National College of Business  
Administration and Economics

# **DECLARATION**

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

**AYESHA SHAMS**  
**December, 2014**

**DEDICATED**  
**TO**

*My Mother*  
*The very reason of*  
*my existence*

## **ACKNOWLEDGEMENT**

My gratitude's to Allah Almighty, the beneficent and the merciful for its countless and unending blessings.

This dissertation would not have been completed without the time, effort and support of a number of people. I hereby wish to acknowledge their contributions.

I am totally indebted to my Supervisor, Dr. Faisal Qadeer for his endless help; I owe him each word of my work. His patience, insight, enlightenment, expertise and encouragement have been of immense significance in completing my work. He made himself available to help me out at all steps from the conception till writing of this dissertation. An honest confession, without him, this work would not have been possible.

A big thanks to all the faculty members of the institutes we visit for data collection, their kind gesture and support help me a lot. A big thanks to my family also who support me throughout specially my brother and sister Syed Jamshed and Misbah who continuously encourage me and be their whenever I need them.

## **RESEARCH COMPLETION CERTIFICATE**

Certified that the research work contained in this thesis entitled **“Aberrant Personality Traits and their Interaction with the Facets of Organizational Justice in Generating Counterproductive Work Behavior”** has been carried out and completed by **Ayesha Shams** under my supervision during her **M.Phil. Business Administration** Programme.

*(Dr. Faisal Qadeer)*  
**Supervisor**

## SUMMARY

In today's modern world of competition organizations try to select the employees that can make an effective contribution in organizations success. Emphases on employee's negative behaviors are also an important area to concentrate for the organizations now a day, as it prove harmful for the success of the organizations. This study attempts to focus on what causes workers to indulge themselves in interpersonal and organizational counterproductive behaviors both. Employee's aberrant personality traits an important predictor of their behavior at workplace is taken into consideration to study negative behaviors. In addition organizational justice which is an important situational factor also investigated that how all its three facets moderate the employee's counterproductive behaviors and their aberrant personality traits.

The present study focus on counterproductive behavior both individual and organizational through individual's aberrant personality traits and also the moderating role of the facets of organizational justice are examined. The data for the study is gathered from the MBA executive students working as employees in different organizations. As per the official website of Higher Education Commission of Pakistan, there are 20 higher education commission recognized institutes in Lahore where MBA executive classes are taking place. Keeping in view the unit of analysis i.e. individual MBA executive students, the researcher selected four institutes using Cluster sampling. Researcher administered 170 questionnaires to the executive students in all the four selected institutes. 143 questionnaires were complete and usable in all respect.

The data is subsequently analyzed through various statistical techniques such as cross tabulation, descriptive statistics, correlations and linear regressions for data analyses and hypotheses testing. All the hypotheses are tested; showing statistically empirical support for the hypothesized relations. The study finds that narcissism is positively associated with CWB-I not CWB-O whereas psychopathy and Machiavellianism are both associated with CWB-I and CWB-O positively. Further, not all three facets of organizational justice moderate the association between counterproductive work behaviors and aberrant personality traits. The study discusses the results and draws several insights along with suggestions for theory and practice; limitations and prospect directions.

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# CHAPTER 1

## INTRODUCTION

### 1.1 STATEMENT OF TOPIC AND AIMS

Organizations face harmful and hazardous effects of antisocial behaviors of the workers, academically known as *counterproductive work behaviors* (CWB). Previous research focuses on the root causes of CWB to understand, explain and manage these behaviors. Traditionally employee's emotions, moods, workplace attitudes, stressors, employment conditions, supervisor/subordinate relationship are considered relevant to this regard. A recent trend, grown substantially over the past few years, is linking the personality traits to CWB. However, the main focus has been toward the big five factor model of personality traits. It may be argued here that due to the harmful and hazardous nature of CWB, aberrant personality traits (e.g. *narcissism*, *Machiavellianism* and *psychopathic*) are more important and should be researched upon. We further argue that the relations of aberrant personality traits to CWB may be contingent to the situational factors also. Aberrant personality individuals influenced by poor perception about the organizational justice facets (*procedural*, *interactional*, *distributive*) are more likely to indulge themselves in CWB. This interaction of aberrant personality traits and situational factors related to CWB will add to the literature attempting to overcome or avoid the factors causing these negative behaviors.

Therefore, this study aims to: a) investigate the role of the three aberrant personality traits in explaining CWB (both interpersonal and organizational) and b) test the contingency role of organizational justice facets in changing the relationship between aberrant personality traits and CWBs (both interpersonal and organizational).

### 1.2 STUDY BACKGROUND

In recent years, there has been a growing trend to understand the harmful behaviors that affect not only the organization's well-being but also its stakeholders. The cost associated with these behaviors is high for the organization as well as for its members. Researchers focus to investigate these behaviors academically known as *counterproductive work behaviors* (CWB) and are defined as "volitional acts that harm or intended to harm organizations or people in the organizations" (Penny & Spector, 2002). These behaviors

include theft, sabotage, workplace aggression (Wu & LeBreton, 2011), absenteeism, verbal abuse, physical abuse (Penny & Spector, 2002) and withholding efforts (Holtz & Harold, 2013). They bring severe consequences for the organizations; anticipate reduced performance, higher turnover rates, minimum employee commitment which might result into failure to achieve organizational goals (Penny & Spector, 2002).

CWB is of two types, one which is directed towards the organization and is often abbreviated as *CWB-O*, and the other which is directed towards the individuals or employees and is abbreviated *CWB-I*. According to Fox et al., (2001) state that organizational stressors like injustice is related to *CWB-O* whereas conflict which is an example of interpersonal stressor is more related to *CWB-I* (Penney & Spector, 2005). It shows distinction between interpersonal and organizational stressors in relation with the facets of CWB, and keeping in view this distinction we focus on CWB at both organizational and interpersonal level.

Over the past years particular importance has been given to personality traits as an important predictor of CWB. *Personality* is defined as the characteristics and traits that remain consistent over time and explain an individual's behavior over time (McCrae, et al., 2000). Previous researches indicate that individual's personality traits can predict counterproductive work behaviors (Mount et al., 2006). According to Mount et al., (2006), "CWB are more likely to be influenced by individual personality traits than by ability factors". However, much of the researchers focus on the traditional personality traits that consist of big five factor model to predict CWB (Wu & LeBreton, 2011), as they believe it is the dominant taxonomy to predict these behaviors. Specifically three personality traits i.e. conscientiousness, agreeableness and emotional stability are more valid predictors of CWB according to researchers (Bowling & Eschleman, 2010; Dalal, 2005; Berry et al., 2007). We focus on the aberrant personality dimensions instead of the big five personality dimensions to investigate both *CWB-O* and *CWB-I*, because both aberrant personality traits and CWB are associated with negative consequences so we believe that the negative traits can also predict CWB more accurately than the positive ones.

Wu and Lebreton (2011) study the *aberrant personality traits* and CWB relationship conceptually and further directed for more empirical research. They classified *narcissism, Machiavellianism and Psychopathy* as the three aberrant personality dimensions, also known as the dark triad (Paulhus & Williams, 2002). Limited research has been done on aberrant personality traits in organization behavior literature (Wu & LeBreton, 2011). They mention that researcher in past focus on Psychopathy as a dark triad but it is more suitable to consider the multidimensional construct, to represent multi trait characteristics.

The *Aberrant personality dimension* refers to personality characteristics that do not necessarily lead to clinically impaired functioning like personality disorders, but they may affect daily functioning at work (Wille et al., 2013).

The first aberrant personality trait, *narcissism* is defined as “the tendency to have inflated, grandiose views of one’s self, especially in comparison to others” (Emmons, 1987). It refers to have self-entitlement and exploitive tendencies towards others, an urge for appreciation, non empathetic, and strongly motivated to maintain the perception of themselves as superior (Raskin & Terry, 1988). In psychology narcissism is termed as a clinical disorder whereas in social science literature, its non clinical importance is emphasized. Narcissists exhibit sense of empowerment and require special treatment even if they don’t deserve it (Wille et al., 2013). It is also argued that narcissist experience negative emotions than usual such as anger, aggression and frustration.

Secondly, *Machiavellianism* refers to “the strategy of social conduct, involves in manipulating others for personal gain, usually against other’s self-interest” (Wilson et al., 1996). Researchers classify individuals that are high in Machiavellianism as high Machs and others as low Machs. High Machs manipulate more, persuade more, more aggressive towards others, more suspicious and are more associated with antisocial behaviors than low Machs (Tang & Tang, 2010).

Finally, *psychopathy* of aberrant personality is marked as a lack of concern for people as well as for self-regulatory mechanism, impetuous, egocentric, and lack of guilt even when their actions harm other’s well-being (O’Boyle et al., 2012). Psychopaths neglect social norms and rights of others in order to attain their personal goals (Chiaburu et al., 2013). They gain satisfaction from harming others and use these tactics to achieve their own personal goals (Wu & LeBreton, 2011). In the past, researchers focus on criminal psychopaths but now the trend is evolving to study organizational psychopaths who are more charismatic, likeable and play political games (Boddy, 2006). Researchers classify psychopaths as primary and secondary psychopaths and also stated that primary psychopaths indulge more in volitional activities and are less concerned about emotional bindings.

Here, we focus on the antecedents of both CWB-O and CWB-I in order to understand, explain, and manage them. We believe that aberrant personality traits narcissism, Machiavellianism and Psychopathy discuss above are important predictor of CWB because of their negative traits. However, we also suggest that these relations may not be straight forward and are contingent to situational factors. An important situational factor i.e. organizational justice is

considered in this research, which we believe likely to moderate the relationship because personality traits are affected by the individual's justice perception as suggested by researchers.

*Organizational justice* is an important factor in predicting employee's behavior at work. Greenberg (1990) refers organizational justice as "the perception of fairness within organization's settings". It has three dimensions procedural justice, distributive justice and interactional justice. *Distributive justice* refers to the perceived fairness of the consequences one get from social exchange and interaction (Nowakowski & Colon, 2005). This means that individuals perceive fairness according to their input-output relationship what they do as input and what they get as an output and evaluate with a relevant referent whether fairness is maintained or not (Devonish & Greenidge, 2010). Second, *procedural justice* refers to perceived fairness related to the procedures through which outcome is received. Employee's pay attention not only to the outcome but also the processes through which these outcomes are received (Devonish & Greenidge, 2010). *Interactional justice* refers to the perceive fairness of interpersonal treatment from those who are executing the fairness procedures and rewards. Interactional justice is an important organizational justice dimension as it involve human element in organizations context (Devonish & Greenidge, 2010).

Researches indicate that all these three dimensions of organizational justice are distinct from each other. There are few studies that investigate the relationship of justice and negative workplace behaviors (Priesemuth et al., 2013). According to these studies employees who consider that they are treated unfairly indulge themselves into activities that are harmful for the organization's well-being. We are trying to address this gap that if an individual has any of these aberrant personality traits then their organizational justice perception possibly will moderate the relationship between an individual's personality and CWB.

In this research we specifically examines the relationship between aberrant personality dimensions (*narcissism, Machiavellianism and psychopathy*) with CWB-O and CWB-I; and the moderating affect of organizational justice (*distributive, procedural and interactional*) on the relationship between aberrant personality dimensions and CWB. Examining the role of aberrant personality dimensions in relation to CWB-O and CWB-I may increase our understanding of why and how employees engage in volitional activities and also help organizations to avoid such circumstances in order to overcome the negative consequences associated with CWB.

### 1.2.1 Justification of the Study

CWB is found prevalent at workplaces and prove expensive for the organizations. These behaviors occur at an alarming rate and thus became an important issue for the practitioners and researchers to study (Stewart et al., 2009). The causes of these behaviors have significant implications for the organizations financial well-being (Detert et al., 2007). Researchers try to investigate personality characteristics that provoke employees to engage in CWB (Penny & Spector, 2002). Recently researchers study deviant personality characteristics that are harmful for the organizations success (O'Boyle et al., 2012). These deviant personalities provide beneficial insight in predicting individual's behavior at work especially the negative ones; therefore, we are focusing on the aberrant personality traits which are the negative personality traits to predict CWB.

In past mostly researchers focus on the big five factor model to predict individual's behavior and also use it to predict negative individual behaviors. Wu and LeBreton (2011) state that using big five factor model as a predictor of CWB is raising concerns of the predictive validity with reference to CWB and therefore researchers are more concern to explore the relationship beyond five factor model. So, we expect that aberrant personality traits including narcissism, Machiavellianism and Psychopathy are more useful in terms of predicting negative individual's behavior as both have negative consequences in common.

Wu and LeBreton (2011) conceptually study the three aberrant personalities and investigated the notion from reviewing the literature. They state that maladaptive or aberrant personality traits are the fruitful approach for researchers to understand the dispositional basis of CWB. Here we are further focusing on the empirical investigation of the aberrant personality dimensions and CWB relationship by examining the moderating effect of organizational justice.

Moreover, the moderation of the facets of Organizational Justice in this phenomenon has never attempted before. Researcher's works on organizational justice as one variable and not on the effect of all three facets of justice are examined before. Organizational justice is studied as an antecedent of CWB previously but its moderating effect is not studied previously. So, we specifically examines the relationship between aberrant personality dimensions (*narcissism, Machiavellianism and Psychopathy*) and CWB (*CWB-O and CWB-I*) and moderating affect of organizational justice (*distributive, procedural and interactional*) on the relationship between aberrant personality dimensions and CWB.

### **1.3 SIGNIFICANCE OF THE STUDY**

As mentioned that previously researchers did not focus on negative personality traits with respect to CWB so this study advances our knowledge towards CWB and aberrant personality traits relationship. This will eventually increase our understanding of why and how employees engage in volitional activities which in turn will help organizations to avoid such circumstances in order to overcome the negative consequences of CWB.

Moreover it is also stated by researchers that still a lot more is needed to study in relation to the negative aspects of personality. Wu and LeBreton (2011) state that using big five factor model as a predictor of CWB is raising concerns of the predictive validity with reference to CWB and therefore researchers are more concerned to explore the relationship beyond five factor model. They studied the relation between aberrant personality traits and CWB conceptually our study provides empirical evidence on the relationship between aberrant personality traits and CWB. Also, the moderation of the facets of Organizational Justice in this phenomenon has never attempted before.

### **1.4 STUDY VARIABLES**

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

The dependent variable of the study is CWB which refers to the volitional acts that harm or intended to harm organizations or people in the organizations (Penny & Spector, 2002). CWB has two types CWB-O and CWB-I.

##### **1.4.1.1 CWB-O**

This refers to behaviors that are directed toward organizations like theft, withholding effort, violating organizational rules and regulations and abusing break times (Parks & Mount, 2005; Oh et al., 2014).

##### **1.4.1.2 CWB-I**

This refers to interpersonal behaviors like making fun of someone at work, being rude with someone or playing mean pranks on others and discourtesy (Parks & Mount, 2005; Oh et al., 2014).

## **1.4.2 Aberrant personality traits**

Aberrant personality dimension refers to personality characteristics that do not necessarily lead to clinically impaired functioning like personality disorders, but they may affect daily functioning at work (Wille et al., 2013). Three dimensions of aberrant personality traits are narcissism, Machiavellianism and psychopathy which are discussed below.

### **1.4.2.1 Narcissism**

Narcissism refers to have self-entitlement and exploitive tendencies towards others, an urge for appreciation, non empathetic, and strongly motivated to maintain the perception of themselves as superior (Raskin & Terry, 1988).

### **1.4.2.2 Machiavellianism**

Machiavellianism refers to the strategy of social conduct, involves in manipulating others for personal gain which is often against other's self-interest (Wilson et al., 1996).

### **1.4.2.3 Psychopathy**

Psychopathy is marked as a lack of concern for people as well as for self-regulatory mechanism, impetuous, egocentric, and lack of guilt even when their actions harm other's well-being (O'Boyle et al., 2012).

## **1.4.3 Organizational Justice**

In our study organizational justice is considered as moderating variable, which moderates the relationship between CWB and aberrant personality traits. Organizational Justice is the perception of fairness within organization's settings (Greenberg, 1990). It has three dimensions procedural justice, distributive justice and interactional justice.

*Distributive justice* refers to the perceived fairness of the consequences one get from social exchange and interaction (Nowakowski & Colon, 2005).

*Procedural justice* refers to perceived fairness related to the procedures through which outcome is received (Devonish & Greenidge, 2010).

*Interactional justice* refers to the perceived fairness of interpersonal treatment from those who are executing the fairness procedures and rewards (Devonish & Greenidge, 2010). Greenberg (1993) presented two more dimensions to interactional justice i.e. interpersonal and informational justice. Interpersonal justice refers to the quality of interpersonal interaction between superior authorities and subordinates and informational justice refers to quality and accuracy of information one's receive (Greenberg, 1993).

## **1.5 RESEARCH HYPOTHESES**

The research hypotheses of the study are given below. The hypothesis H<sub>1a</sub>, H<sub>1b</sub>, H<sub>2a</sub>, H<sub>2b</sub>, H<sub>3a</sub>, and H<sub>3b</sub> represents the predicted relationship of CWB-O and CWB-I with the three aberrant personality traits. H<sub>4a</sub> and H<sub>4b</sub> represent the moderating hypothesis of the facets of organizational justice with the relationship between CWB-O and CWB-I and three aberrant personality traits narcissism, Machiavellianism and psychopathy.

H<sub>1a</sub>: Narcissism is positively related to CWB-O.

H<sub>1b</sub>: Narcissism is positively related to CWB-I.

H<sub>2a</sub>: Machiavellianism is positively related to CWB-O.

H<sub>2b</sub>: Machiavellianism is positively related to CWB-I.

H<sub>3a</sub>: Psychopathy is positively related to CWB-O.

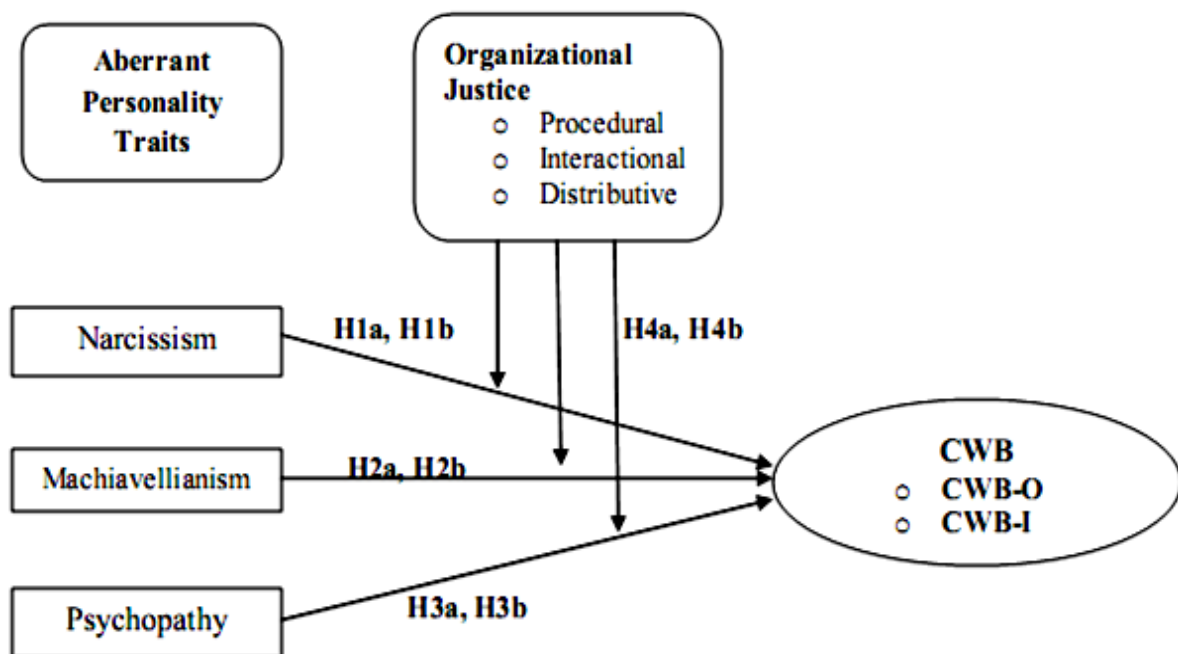
H<sub>3b</sub>: Psychopathy is positively related to CWB-I.

H<sub>4a</sub>: The facets of organizational justice moderates the relationship between Narcissism, Machiavellianism and Psychopathy and CWB-O.

H<sub>4b</sub>: The facets of organizational justice moderates the relationship between Narcissism, Machiavellianism and Psychopathy and CWB-I.

## 1.6 RESEARCH MODEL

The graphical illustration of the relationship between aberrant personality dimensions (narcissism, Machiavellianism and psychopathy) and CWBs are shown in Figure 1. Hypothesis 1a, 2a, 3a shows the relationship between aberrant personality traits and CWB-O and hypothesis 1b, 2b, 3b shows the relationship between aberrant personality traits and CWB-I. The moderating role of organizational justice on their relationship is mentioned in H4a and H4b and also depicted in Figure 1.



**Fig. 1: The Theoretical Framework**

## 1.7 METHODOLOGY

The purpose of this study is *analytical* as it involves *hypothesis testing* in order to explain the nature of relationship between aberrant personality traits and CWB. The type of investigation is *correlational* as it identifies the important factors associated with each other. The *unit of analysis* of this study is MBA executive students (*individual*) working as employees. The time horizon is *cross sectional* and study settings are *non-contrived* i.e. natural environment setting with *minimum interference* of researcher.

Self-administered questionnaires are used for data collection. The data is gathered from the MBA executive students working as employees in different organizations. This will allow the researchers to gather data from employees

working in multiple organizations and also respondents from multiple occupations (Greenbaum et al., 2014). Also Penny and Spector (2002) state that taking students as participants to measure CWB and personality traits pose no threat to the findings as they were no different from employees working in organizations. The sampled institutes are selected through cluster sampling. Further details of the methodology are presented in Chapter 3.

After data collection they are entered into the excel sheets. Data has been analyzed by using SPSS (Statistical Package for Social Sciences) software. Various statistical techniques are then used to test and analyze the data. Reliability and internal consistency of the variables has been checked by using Cronbach's alpha. Hierarchical linear regression is used for hypothesis testing. Other statistical techniques such as cross tabulation, descriptive statistic and Pearson bi-variate correlation are also used. Complete details and interpretation of data are presented in Chapter 4.

## **1.8 FINDINGS**

The result shows that narcissism did not generate CWB-O, but they are related to CWB-I. Machiavellianism and psychopathy both aberrant personality traits generate CWB-O and CWB-I. Distributive justice moderates the relationship between Machiavellianism and CWB-O and interactional justice moderates the relationship between psychopathy and CWB-I. However, procedural justice shows no moderating role on the relationship between any aberrant personality traits and CWBs. Further discussion on the findings of the study, the implications, limitations and the future research directions are given in Chapter 5.

## **CHAPTER 2**

### **LITERATURE REVIEW AND HYPOTHESES**

#### **2.1 COUNTERPRODUCTIVE WORK BEHAVIOR**

During late 1990's, extensive literature on negative behaviors in organizational setting has been emerged. Previously most researches focus on the positive constructs (Gruys & Sackett, 2003). However, the negative behaviors were still ill defined at that time with taxonomies like antisocial behaviors, deviant behaviors, misbehaving in organizations, destructive behavior towards members of the organizations etc. (Baruch, 2005). Today these negative behaviors are termed as Counterproductive work behaviors (CWB) and different researchers provides distinctive definition of these behaviors.

CWB is defined as “volitional acts that harm or intended to harm organizations or people in the organizations” (Penny & Spector, 2002). They are also termed as deviant or antisocial behaviors. Gruys and Sacket (2003) defined CWB as “any intentional behavior on the part of an organizational member viewed by the organization as contrary to its legitimate interest”. These behaviors prove harmful for the organizations and also for its members. Researchers study these behaviors, as they bring severe consequences for the organization's well-being. Rotundo and Sacket (2002) also defined CWB as “voluntary behavior that harm the well-being of the organization”. They include occurrence of events like loss of productivity, increased insurance costs, property damage or increase in employee turnover (Penney & Spector, 2005). These behaviors include theft, sabotage, workplace aggression (Wu & LeBreton, 2011) absenteeism, verbal abuse, physical abuse (Penny & Spector, 2002) withholding efforts (Holtz & Harold, 2013) avoidance of responsibility, aggression towards others (Yan et al., 2014) and now cyber loafing and workplace bullying are also included in CWB (Hunter, 2014). Mainly the important characteristics of CWB are that it is voluntary, violates significant organizational rules and norms, and prove harmful for the organization and its members (Hunter, 2014).

Mount et al., (2006) state that CWB are discretionary behaviors meaning that individuals perform these behaviors by choice. This shows that they may face such circumstances or events due to which they choose to behave aggressively at work. Mostly environmental variables are taken into consideration in CWB literature (Penney & Spector, 2005). Mount et al.,

(2006) state that the annual economic losses to American business from employee theft are estimated to range from \$15 billion to \$25 billion per year whereas approximately 30 percent of all business failures are attributable to employee theft as mentioned in Society for Human Resource Management (SHRM) Report. Due to its harmful and costly effects a lot of researchers take these behaviors into consideration and try to find why these behaviors are adapted by the employees.

Many researchers focus towards the antecedents and consequences of CWB. Both personal and situational factors are taken into consideration as antecedents. According to Sackett and Devore (2001) the main categories of antecedents of CWB are personality variables, job characteristics, work group characteristics, organizational culture, control system and injustice. All these antecedents appeared in the literature previously as well. A wide range of moderating and mediating variables are also focused in relation to CWB. These variables include demographic characteristics, security control, organizational culture, leadership, career variables etc. (Hunter, 2013).

In order to measure CWB, researchers present different models and scales. Neuman and Barron (1988) present a three factor model of workplace aggression which involves thirty three variables to measure deviant actions at work. Aquino et al., (1999) develop a model to measure deviance which includes thirty five variables. Spector et al., (2006) categorize CWB under four dimensions. Then different researchers presented their subscales or measures in order to measure CWB in different times. Mostly the scale developed by Bennet and Robinson (2000) is used widely by researchers whereas other scales are also used depending upon the need of research. This scale is an example of self-rate strategy (Hunter, 2013) and measure CWB at both interpersonal and organizational levels.

Researchers believe CWB an important topic of discussion because it is prevalent in all organizations and proves expensive for them. CWB is categorized into different dimensions by researchers. Broadly, it is categorized in *two dimensions*: interpersonal CWB i.e. *CWB-I* and organizational CWB i.e. *CWB-O* by Robison and Bennet (1995). According to them the deviance an individual directed towards organization is different from the deviance directed towards the other individual (Bennet & Robinson, 2000).

CWB-O refers to behaviors that directs toward organizations. Researchers categories behaviors like theft, withholding effort, violating organizational rules and regulations and abusing break times as CWB-O (Parks & Mount, 2005; Oh et al., 2014). According to literature, CWB-O is not performed in interpersonal settings and mostly performed using secret methods

so it is not highly observable by others (Oh et al., 2014). In this way we can say that as these behaviors are not highly observable so it may be not easy to cop up with them and organizations need to give extra attention in order to observe and deal with these behaviors.

CWB-I is linked with the interpersonal behaviors of employees with each other. Researchers include behaviors like making fun of someone at work, being rude with someone or playing mean pranks on others and discourtesy as CWB-I (Mount & Parks, 2005; Oh et al., 2014). These behaviors include from gossip to insult, or even threaten others (Hung et al., 2009). CWB directed toward other individuals reduce overall performance level at victim as well as for the executioner level (Hershcovis & Barling, 2010). CWB-I perform in interpersonal settings are highly observable at least by the victim of the behavior (Oh et al., 2014). CWB-I is more highly predicted by interpersonal construct e.g. interpersonal conflict or interpersonal agreeableness (Ho, 2012). So, according to researchers these behaviors are highly observable than CWB-O.

Both types of CWB are distinct from each other so we study them separately in order to overcome the consequences related to these behaviors.

## **2.2 ABERRANT PERSONALITY DIMENSIONS**

*Aberrant personality dimensions* refer to personality characteristics that do not necessarily lead to clinically impaired functioning like personality disorders, but they may affect daily functioning at work (Wille et al., 2013). Paulhus and Williams (2002) present the term dark triad which consists of three socially perverse personality traits narcissism, Machiavellianism and psychopathy. Dark triad also known as maladaptive or aberrant personalities refers to “Individuals having these traits are callous, selfish and malicious in their interpersonal dealings”. Dark triad overlook the other potentially relevant aberrant personality traits so, alternatively aberrant or maladaptive personality traits is used, that acknowledge negative consequences only, provides a broader aspect (Wille et al., 2013) and also a broader view. Besides being callous, selfish and malicious people’s personality may also cause them to behave in other discernable manner (Wille et al., 2013). All three traits of dark triad fall under hostility factor of maladaptive personality (Guenole, 2014).

Paulhus and Williams (2002) find that dark triad personality traits share emotional coldness, aggressiveness and self-promotion. Dark triad personalities provide unique details about dark side of human nature from organizational perspective (Jonason et al., 2014). They state that organizations

often want to punish and get rid of employees showing aberrant traits at work. People with these aberrant traits often indulge in manipulation and exploitation of others (Porter et al., 2014).

The review of literature on three aberrant personality's narcissism, Machiavellianism and psychopathy is as follows.

### **2.2.1 Narcissism**

The study of narcissism has encountered rejuvenation of empirical and theoretical investigation (Campbell et al., 2000). *Narcissism* is defined as “the tendency to have inflated, grandiose views of one’s self, especially in comparison to others” (Emmons, 1987). It refers to have self-entitlement and exploitive tendencies towards others, an urge for appreciation, non empathetic, and strongly motivated to maintain the perception of themselves as superior (Raskin & Terry, 1988). Narcissism refers to have self-entitlement usually (Raskin et al., 1991). In psychology narcissism is termed as a clinical disorder whereas in social science literature, its non clinical importance is emphasized. Personality psychologists consider tepid display of narcissism as personality type not actually a personality disorder (Rhodewalt & Peterson, 2009). Organizations often pertain some narcissist characteristics in employees. Yet narcissism is considered as one of the important concept in psychology and conceptualized by researchers as an important component of aberrant personalities (Wu & LeBreton, 2011) still relatively less empirical work has been done on it in organizational behavior (Wille et al., 2013).

Narcissists exhibit sense of empowerment and require special treatment even if they don’t deserve it (Wille et al., 2013). Narcissists are impressed by themselves although they are interpersonally insensitive (Paulhus, 1998). It is also argue that narcissist experience negative emotions than usual such as anger, aggression and frustration. According to Lau and Marsee (2013) narcissism is a multidimensional construct and divides into two factors adaptive and maladaptive. Maladaptive narcissism relates with active aggression whereas adaptive narcissism has negative relation with depression and anxiety (Berry et al., 2007; Raskin & Terry, 1998; Washburn et al., 2004).

One of the most commonly and frequently used measure of narcissism is Narcissistic Personality Inventory (NPI) which includes items related to leadership and dominance, grandiose exhibitionism, and sense of entitlement (O’Boyle et al., 2012). Narcissists attribute success to themselves even when they are not even responsible of it (Rhodewalt & Morf, 1998). Mostly narcissists are not able to maintain their interpersonal relations well; they don’t

trust others and at times also behave arrogantly with others (Morf & Rhodewalt, 2001). They also state that narcissists are unwilling to reciprocate the favors of others and are merciless and interpersonally crooked. They do self enhancement across context and use a number of different strategies and tactics for this (Campbell et al., 2000). Narcissists react aggressively when their self-esteem is threatened or hurt (Grijelva & Newman, 2014). The dominating view of narcissism is that like other personality traits it is constant and persistent, and still susceptible to situation (Michel & Bowling, 2013). So, in light of all these traits we assume that narcissism is an important personality trait that needs to be taken in consideration with reference to CWB.

### **2.2.2 Machiavellianism**

*Machiavellianism* refers to “the strategy of social conduct, involves in manipulating others for personal gain, usually against other’s self-interest” (Wilson et al., 1996). People with Machiavellian traits focus on practical and obtainable goals, they lack affect and are not concern about other individuals (Lau & Marsee, 2013). Machiavellian individuals are manipulative and portray themselves cool to others (Chris & Geis, 1970). They are callous and can engage in unethical behavior. Individuals with Machiavellianism trait are distrustful of human nature, lack affect and also believe that “end can justify means” (Lau & Marsee, 2013). Individuals high in Machiavellianism are good liars than those low in Machiavellianism and can easily control their outward apprehension (Geis & Moon, 1981). They manipulate things in order to gain advantage for themselves. So, Machiavellians are least bother about other people and focus towards their achievement and are less sensitive towards the consequences instead they are far more concern about their own self-image and goals. Researchers argue that Machiavellians do whatever they want to as they believe that end can justify means (Wu & LeBreton, 2011), it shows that irrespective of ways they are more concern about their success.

Researchers classify individuals that are high in Machiavellianism as high Machs and others as low Machs. High Machs manipulate more, persuade more, more aggressive towards others, more suspicious and are more associated with antisocial behaviors than low Machs (Tang & Tang, 2010). Recent studies indicate that high Machs are quiet disruptive for the effective functioning of the organizations (Dahling et al., 2009; O’Boyle et al., 2012). Research shows that Machiavellians are economically gracious, less cooperative, have lower job satisfaction and high turnover (Fehr et al., 1992; Sakalaki et al., 2007; Wilson et al., 1996). However, high Machs are not always dishonest and mendacious towards the organizations but they typically

activate their negative traits when they believe results can bring personal benefits to them (Dahling et al., 2009).

Recently Machiavellianism classifies into four dimensions: distrust in others, desire for control, desire for status and amoral manipulation (Dahling et al., 2009). Mach employees may try to apply their control and status, and manage their distrust and vulnerability by engaging themselves in social undermining behaviors that allow them to hinder the success co-workers and promote their own welfare (Greenbaum et al., 2014). In general it shows that high Machs are more indulge in unethical activities than low Machs (Christie & Geis, 1970; Dahling et al., 2009; Wrightsman, 1991). To measure Machiavellianism mostly the researchers use MACH-IV scale developed by Christie and Geis (1970). Machiavellianism can be considered as advantageous and disadvantageous both, advantageous in form of gains achieved by exploiting others and disadvantageous by retaliation and avoidance by others (Wilson et al., 1996).

### **2.2.3 Psychopathy**

Cleckley (1941) is widely acknowledged to describe the construct of psychopathy formally (Stevens et al., 2012). The construct is developed originally for clinical purposes in order to diagnose antisocial individuals (Ashton et al., 2000) but now it is also taken into consideration for non-clinical purposes (Williams & Paulhus, 2004). *Psychopathy* is marked as a lack of concern for people as well as for self-regulatory mechanism, impetuous, egocentric, and lack of guilt even when their actions harm other's well-being (O'Boyle et al., 2012). Psychopaths neglect social norms and rights of others in order to attain their personal goals (Chiaburu et al., 2013). They gain satisfaction from harming others and use these tactics to achieve their own personal goals (Wu & LeBreton, 2011).

Researchers classify psychopaths as primary and secondary psychopaths. *Primary psychopaths* indulge more in volitional activities; less concerned about emotional bindings and include in self-centered, pathological lying, extraordinary charisma, manipulation and lack of genuineness (Ashton et al., 2000). Individuals that are high in psychopathy are extremely charming, manipulative and narcissistic (Lau and Marsee, 2012). *Secondary psychopaths*, on the other hand, involve in socially deviant characteristics including impetuous behavior, substance abuse, parasitic lifestyle and delinquent (Ashton et al., 2000).

Psychopathy is measured by using Psychopathy Check List known as (*PCL*) developed by Hare in (1980) which was widely used, then Hare in (1991) revise this scale known as Psychopathy Check List-Revise commonly known as (*PCL-R*) which is considered as a “gold standard” to measure psychopathy (Cooke et al., 2001; Williams & Paulhus, 2004). Another widely use self-report measure is Levenson Self-Report Psychopathy Scale known as (*LSRP*) developed by (Levenson et al., 1995) and is designed explicitly to assess psychopathy in alignment with the two factor structure of the *PCL-R* (Bernard, 2014; Cooke et al; 2007; Hare, 1991; Latzman et al., 2014; Penny et al., 2011).

### **2.3 COUNTERPRODUCTIVE WORK BEHAVIOR AND NARCISSISM**

According to Michel and Bowling (2013) narcissism is an important construct in social and personality literature and recently got attention in psychology and organizational behavior as well. Grijelva and Newman (2014) state that both narcissism and CWB emphasize on the negative side of the human nature so they believe narcissism could tap the variance of CWB more accurately. According to them, in the aberrant personality dimensions narcissism is the most important trait and provides the promising insight in predicting CWB. Because of the negativity associated with narcissism it may predict intuitively that narcissism is associated with CWB or deviant actions (Grijalva & Newman, 2014). The interaction of narcissism with CWB-O and CWB-I is as follows:

Narcissist in order to maintain their self-esteem and dominance are more likely to involve in activities that are harmful for the well-being of organization and its stakeholders therefore may indulge themselves in CWB-O. Michel and Bowling (2013) work on the effects of narcissism on job satisfaction, organizational commitment and CWB and also the moderating effect of dispositional aggression on the relationship between narcissism and CWB. They state that the role of narcissism with respect to job satisfaction, organizational commitment and CWB provides an insight to further explore the impact of narcissism and aggression on the workplace. So, putting together all these arguments we predict that:

*H<sub>1a</sub>: Narcissism is positively related to CWB-O.*

Penny and Spector (2002) states that narcissist are more antagonistic and have aggressive tendencies. This shows that narcissist people shows aggressive tendencies more than usual especially when they believe that things are not

going according to their desire and may get involve in interpersonal counterproductive activities. People with high level of narcissism believe that they are best in everything and react aggressively when their self-esteem is hurt (Burton & Hoobler, 2011). Narcissist wants to maintain their superiority; so they may violate norms and regulations to engage in CWB-I in order to attain their personal benefits.

James et al., (2013) explore the moderating role of narcissism on the relationship between interpersonal conflict at work and CWB. They believe that narcissism is an important predictor of work behavior and more research should be conducted on its potential facets. We somehow address this gap by studying further the narcissist personality trait and its impact on negative workplace behaviors. Putting together all these arguments we suggest that:

*H<sub>1b</sub>: Narcissism is positively related to CWB-I.*

## **2.4 COUNTERPRODUCTIVE WORK BEHAVIOR AND MACHIAVELLIANISM**

Chris and Geis (1970) find that Machiavellian individuals are manipulative and portray themselves cool to others. They are callous and can engage in unethical behavior. Individuals with Machiavellianism trait are distrustful of human nature, lack affect and also believe that “end can justify means” (Lau & Marsee, 2013).

Tang and Tang (2010) study Machiavellianism as mediator between intrinsic religiosity and unethical behavior. They find that high Machs are less ethical and are positively related to unethical behaviors. Further high Machs are more indulge in unethical behaviors when confronted with such situations and very ambitious in achieving their goals, so we argue that this aberrant personality dimension is related to CWB and need investigation. The interaction of Machiavellianism with CWB-O and CWB-I is as follows:

O’Boyle et al., (2012) state that Machiavellianism is also associated with positive aspects of workplace as their manipulation characteristic allows Machiavellians to fulfill their goals which in turn prove beneficial for the organization at times. In relation to CWB they argue that Machiavellians are less concern about the fair social exchange requirements and thus are more likely to engage in interpersonal as well as organizational CWB.

Wu and LeBreton (2011) conceptually study Machiavellianism and state that individuals with high Machiavellianism are more suspected to engage in

CWB if they do not achieve their respective goals within time. So, in light of all these arguments we predict that:

*H<sub>2a</sub>: Machiavellianism is positively related to CWB-O.*

Individuals high in Machiavellianism are good liars than those low in Machiavellianism and can easily control their outward apprehension (Geis & Moon, 1981). They manipulate things in order to gain advantage for themselves. Machiavellians are least bother about other people and are more focus towards their achievement and are less sensitive towards the consequences instead they are far more concern about their own self-image and goals. Researchers argue that Machiavellians do whatever they want to as they believe that end can justify means (Wu & LeBreton, 2011), it shows that irrespective of ways they are more concern about their success and that is why may indulge themselves in CWB-I. In light of all these arguments we suggest that:

*H<sub>2b</sub>: Machiavellianism is positively related to CWB-I.*

## **2.5 COUNTERPRODUCTIVE WORK BEHAVIOR AND PSYCHOPATHY**

Psychopaths are also categorize as primary and secondary, where secondary psychopaths are considered more emotional and hence less involve in directly detectable deviance activities whereas primary psychopaths are not emotional and face less anxiety while engaging in such deliberate activities (Wu & LeBreton, 2011), which shows that primary psychopaths do not feel emotional while engaging in CWB activities. Arbuckle and Cunningham (2012) studies everyday psychopath behaviors and find that they relate to everyday anti-social activities and also examine the behavior of psychopaths in group activities to find how they behave with the group members and state that the lack of concern for the other people in psychopaths is not because of their lack of ability but actually because of their lack of motivation to help others. Boddy (2014) work on corporate psychopath leaders and discuss the processes through which they embrace CWB in employees. They find that frequency of CWB increases in the presence of corporate psychopath leaders. The interaction of psychopathy with CWB-O and CWB-I is as follows:

Caponecchia et al., (2012) work on workplace bullying which is negative workplace behavior in relation to workplace psychopath and find that psychopaths exist in almost all organizations and they should treat with caution in order to avoid their negative personality traits. Caponecchia et al.,

(2012) studies how people use the label of Psychopathy and also the behavioral criteria relevant to psychopathy at work. They argue that the notion that psychopaths exist at every workplace becomes very common that even people who are not psychopaths may also be labeled as psychopaths and get into trouble. Generalizability about Psychopathy characteristics may help in avoiding such issues.

Boddy (2006) examines organizational psychopaths and finds that they are tremendous in lying and manipulation, get amazing success from their ruthless tactics and does not bother about anyone who came in their success way. They are not concerned about others' well-being and more focused at their own goals. Previously researchers emphasize on criminal psychopaths but now they are more concerned about organizational psychopaths (Boddy, 2006). So, putting together all these arguments we suggest that:

*H<sub>3a</sub>: Psychopathy is positively related to CWB-O.*

Wu and Lebreton (2011) find that psychopaths gain satisfaction by harming others and also use this manoeuvre for the achievement of their goals. As harming others give satisfaction to psychopaths so they may indulge in deviant activities in order to irritate others and gain satisfaction.

Other studies also indicate a significant relationship between psychopathy and negative behaviors including bullying, violation of laws and anti-authority attitude or behaviors (Mullins & Nelson, 2006; Williams et al., 2007). This lack of concern for others and of social norms in psychopaths might result into CWB-I. Stevens et al., (2012) study the relationship between Psychopathy and unethical behaviors with the mediating role of moral disengagement. They suggest that individuals with psychopathic traits are more indulgent towards unethical behaviors than the normal ones whereas moral disengagement facilitates unethical choices as a mechanism through which this process occurs. So, this shows that psychopaths are related to CWB-I.

Bernard (2013) examines the relationship between individual differences in motivation and border line personality disorder including psychopathy and maladjustment. He states that knowing the level of motivation in individual's personality disorders will help further to know the level of psychopathy in them and the extent to which they may involve themselves in volitional activities. It will eventually help to avoid these kinds of situations or allow making treatment of these individuals if needed. O'Boyle et al., (2012) state that psychopaths' behavior are not in alignment with social exchange principles which shows lack of responsibility and create ordinary job performance. This lack of responsibility toward others also allows them to engage in CWB e.g.

bullying, theft or sabotage. The meta analysis conducted by O’Boyle et al., (2012) shows negative relation of psychopath with job performance and positive relation of psychopathy with CWB. So, in accordance to all these arguments we suggest that:

*H<sub>3b</sub>: Psychopathy is positively related to CWB-I.*

## **2.6 ORGANIZATIONAL JUSTICE**

The term justice or fairness is an important social construct to consider for the researches, from last three decades (Colquitt, 2001). A number of studies discuss the role of organizational justice on employee’s performance. *Organizational justice* is an important factor in predicting employee’s behavior at work. Greenberg (1990) refers organizational justice as “the perception of fairness within organization’s settings”. Cropanzano et al., (2001) state that individuals are concerned with justice because it is in their best economic interest and it also affirms their identity within valued group. Fair treatment affects employees in different ways (Colquitt et al., 2006). It also reduces the uncertainty associated with future decisions and outcomes, shows that authorities are trustworthy which also increase the legitimacy of the organization (Colquitt et al., 2006; Lind, 2001; Tyler & Lind, 1992). Fairness adds value to work morally as well as ethically (Cropanzano et al., 2001).

Unjust treatment from the organization’s authority elicits feelings of anger, indignation and hostility (Folger, 1993; Liu & Ding, 2012). Those who believe that they are being treated unjustly may retaliate and punish those who they find responsible for injustice (Skarlicki et al., 1999). Unjust treatment decreases employee’s performance as well as the degree of cooperation among employees (Yarden et al., 2014). Therefore, organizational justice is considered an important construct in shaping employee’s behavior.

Organizational justice is classified into three dimensions i.e. Procedural justice, distributive justice and interactional justice. In the past, mostly researchers focus on the justice based on outcomes which is termed as distributive justice (Adams, 1965; Levanthal, 1976) but then process related to these outcomes has been taken into consideration which is referred as procedural justice (Greenberg, 1987). Interactional justice was taken into consideration when organizations start explaining their procedures and outcomes to employees and start treating them with respect and dignity (Colquitt, 2001). Many researchers argue that these dimensions are associated with number of employee behaviors (Colquitt et al., 2006).

### **2.6.1 Distributive Justice**

The concept of distributive justice was the first to develop in the academic research of justice (Folger & Greenberg, 1985). It refers to the perceived fairness of the consequences one get from social exchange and interaction (Nowakowski & Colon, 2005). Distributive justice examines the content and results (Folger & Greenberg, 1985). It judges whether results are proportional to cost (Homans, 1961), and expectations meet to reality (Colquitt, 2006). Distributive justice relates to personnel referenced outcomes e.g. pay satisfaction (Sweeney and McFarlin, 1993). It is usually related to equity theory which states that “rewards and resources can be distributed in accordance with recipient’s contribution” (Levanthal, 1967). So, it means that employees compare their ratio of input or effort to the received outcome and determine their cognition of justice or injustice (Ting. 2014). Distributive justice is termed as the fair distribution of resources e.g. performance ratings, pay raise etc. or about outcome orientation (Alvi and Abbasi, 2012). It checks the outcomes and outcome allocation norms (Lord & Brown, 2004).

### **2.6.2 Procedural Justice**

Procedural justice refers to perceived fairness related to the procedures through which outcome is received. Employee’s pay attention not only to the outcome but also to the processes through which these outcomes are received (Devonish & Greenidge, 2010). Procedural justice is related to perceived fairness of the decision making processes and is judged whether the processes are unbiased, accurate and consistent for all (Levanthal, 1980). It is basically an evaluation of the procedures through which decisions are made (Thibaut & Walker, 1975).

### **2.6.3 Interactional Justice**

Interactional justice refers to the perceive fairness of interpersonal treatment from those who are executing the fairness procedures and rewards. It is an important organizational justice dimension as it involve human element in organizations context (Devonish & Greenidge, 2010). Previously researchers study the two dimensions of justice distributive and procedural frequently (Moorman, 1991; Tyler & Bies, 1990). Some researchers also mix interactional justice with procedural justice and state that they are highly correlated (Mansour et al., 1998; Skarlicki & Latham, 1997) but now researchers accept it as a third and separate dimension of organizational justice

which emerges when authorities start getting sensitive about their employees (Aquino, 1995; Barling & Philips, 1993; Bies & Shapiro, 1987; Colquitt, 2001).

Greenberg (1993) presents two dimensions to interactional justice i.e. interpersonal and informational justice. He states that the sensitivity associated with interactional justice is best viewed as interpersonal aspect of distributive justice and the explanations related to interactional justice about the procedures provide informational justice which enable individual to accept the outcomes. Interpersonal justice refers to the quality of interpersonal interaction between superior authorities and subordinates and informational justice refers to quality and accuracy of information one's receive (Greenberg, 1993). According to researchers the elements of interactional justice are more pervasive in work environment (Roy et al., 2012).

## **2.7 INTERACTION OF ORGANIZATIONAL JUSTICE WITH ABERRANT PERSONALITIES**

Researchers suggest that both individual and situational factors affect CWB. Organizational justice including distributive, interactional and procedural justice is an important situational factor that affects employee's behavior at work (Priesemuth et al., 2013). An employee uses three components as a basis of fairness perception of organization as a whole i.e. distributive, procedural and interactional justice (Beugre and Baron, 2001). Researchers believe that justice perceptions relate to ethical and unethical forms of work behavior (Cropanzano & Stein 2009). It is also mention that any type of perceive injustice may lead employees to avoid cooperative behaviors (Lind, 2001).

Priesemuth et al., (2013) studies how overall justice climate (distributive, interactional and procedural) impact team deviance behaviors i.e. CWB in teams or groups and the structure of work. Researchers find that justice perceptions affect employee's group performance. They also state that within the justice literature very few studies emphasize on negative workplace behaviors. Khan et al., (2013) examine the mediating role of discrete emotions on the relationship between justice perception and CWB. They find that distributive justice relates to anger and sadness emotions which somehow provoke employees to engage in CWB. Distributive justice based on equity as the perceive fairness of the outcomes one get from the social exchange so if an individual perceive that they are not getting the same output in reward of their efforts they might show the reaction in form of CWB. Procedural justice relates to the means by which outcomes are distributed. Its focus is not on the

outcome rather it emphasizes on the procedures follow to distribute the outcomes so if employees perceive injustice in the procedures use for the allocation of reward they may get involve in CWB activities. Interactional justice is further categorized as informational and interpersonal justice by (Colquitt et al., 2001). The relationship between interactional justice and CWB with the mediating effect of negative emotions is studied by (Roy et al., 2012). They state that interactional justice plays an important role in predicting CWB also emotions like anger and fear of withdrawal mediate the relationship.

Jacobs et al., (2014) work on the role of affect, support and organizational justice in relation to unethical behaviors and performance appraisal and find that employees expect fair treatment from the organizations and state that any injustice can elicit unethical behavior in them. It shows that justice perception plays an important role in shaping employee's behavior at work. Harold and Holtz (2013) examine the effect of leadership and structure on employee's justice perception and counterproductive work behaviors. They find that interpersonal justice perceptions are more strongly related to effect of leadership and leadership is directly associated with employees CWB instead of indirectly. Their findings also suggest that structure is helpful in reducing CWB to a specific limit. So, leadership and structure both plays an important role in minimizing or maximizing CWB. Mingzheng et al., (2014) examines organizational justice on CWB in Chinese public servants. They believe that moral identity moderates the relationship between organizational justice and CWB. The results also suggest that moral identity will buffer the negative impact of injustice on employee's behavior and in order to decrease CWB, organizational justice perception should improve.

This shows that justice perception plays an important role in shaping employees behavior. Jones (2009) studies the relationship between how organizational justice including interactional justice, procedural justice and informational justice relate to CWB-O and CWB-S where desire of revenge mediates their relationship. The results indicate that both informational and interactional justice relates to one's supervisor CWB that is CWB-S and procedural justice will explain variance toward one's organizational CWB that is CWB-O whereas revenge motive that emerge as a result of injustice perception will mediate the relationship. This shows that these justice types relate to CWB activities. Burton and Hoobler (2011) states that interactional justice and narcissism plays an important role in employee's behavior to respond supervision abusive aggressively. Individuals respond aggressively and in turn may involve in CWB-O activities. Therefore we suggest that:

*H<sub>4a</sub>: The facets of organizational justice moderate the relationship between aberrant personality traits and CWB-O.*

Charash and Mueller (2007) study the exchange model of justice in organizations and find that envious people tend to be more persuaded towards interpersonal CWB (CWB-I). This shows that high level of envy in unfair situation will lead individuals to engage in counterproductive behaviors towards others. Moreover, *Trait activation theory* (Tett & Guterman, 2000) provides a useful insight to predict CWB with reference to aberrant personality traits and organizational justice moderating their relationship. The basic assumption of this theory is that “individuals are more likely to intimate their trait when they are presented to trait-relevant situational prompts” (Tett & Burnett, 2003). Trait activation theory emphasizes the importance of trait relevant situations which activate particular trait of an individual (Oh et al., 2013).

We argue that individuals with aberrant personality traits may get engage in CWB activities if they perceive situations of injustice in the organization. So, organizational injustice may activate the individual’s negative personality trait and emphasize them to indulge in volitional and harmful behaviors. So we suggest that:

*H<sub>4b</sub>: The facets of organizational justice moderate the relationship between aberrant personality traits and CWB-I.*

## **2.8 SUMMARY**

The above review of literature demonstrates that aberrant personality traits including narcissism, Machiavellianism and psychopathy are important predictors of CWB. De Fruyt and Salgado (2003) made a call for more research into aberrant personality in the workplace. Wu and LeBreton (2011) state that using big five factor model as a predictor of CWB is raising concerns of the predictive validity with reference to CWB and therefore researchers are more concern to explore the relationship beyond five factor model. They also studied the relationship between aberrant personality traits and CWB conceptually and state that more empirical research is needed in this regard.

Aberrant traits provide beneficial insight in predicting individual’s deviant behavior at work. Organizational justice is considered an important construct in shaping employee’s behavior. Unjust treatment from the organization’s authority elicits feelings of anger, indignation and hostility (Folger, 1993; Ding & Liu, 2012). So, from the review of literature we suggest that organizational injustice may activate the individual’s negative personality trait and emphasize them to indulge in volitional and harmful behaviors.

Review of the literature also suggests that trait activation theory (Tett & Guterman, 2000) provides a useful insight to predict CWB with reference to aberrant personality traits and organizational justice moderating their relationship. It emphasizes the importance of trait relevant situations which activate particular trait of an individual (Oh et al., 2013).

Finally, we specifically examines the relationship between aberrant personality dimensions (*narcissism, Machiavellianism and psychopathy*) and CWBs and moderating effect of three facets of organizational justice (*distributive, procedural and interactional*) on the relationship between aberrant personality dimensions and CWBs. It will contribute to the existing literature and provide subsequent evidence that aberrant personality traits are important predictor of CWB. The design and methodology of the study that is used to collect data in order to compute and analyze the results is presented in Chapter 3.

# CHAPTER 3

## RESEARCH METHODOLOGY

### 3.1 RESEARCH DESIGN ELEMENTS

Research design usually refer as a “blueprint” of the research objectives and research questions (Adams et al., 2007) and a master plan that basically administer the methods and procedures through which data will be collected and analyzed for the study. “The function of the research design is to ensure that the evidence obtained will allow us to answer the research question as accurate as possible” (Vaus, 2001).

The purpose of this study is *analytical* as it involves *hypothesis testing* in order to explain the nature of relationship between aberrant personality traits and CWB. The type of investigation is *correlational* as it identifies the important factors associated with CWB. The time horizon is *cross sectional* as data is collected at one point of time. Study settings are *non-contrived* i.e. natural environment setting with *minimum interference* of researcher.

The *unit of analysis* is (*individual*) MBA executive students work as employees and doing study at the same time. It has been witnessed that most of the studies involving aberrant personality traits or CWB take students as participants for their study whether undergraduates or Masters level who also do job. This will allow the researchers to gather data from employees working in multiple organizations and also respondents from multiple occupations (Greenbaum et al., 2014).

### 3.2 STUDY VARIABLES

#### 3.2.1 Dependent Variable

The dependent variable of the study is organizational and interpersonal counterproductive work behavior. The operational definition of CWB refers to the volitional acts that harm or intended to harm organizations or people in the organizations (Penny & Spector, 2002). Robinson and Bennet (1995) identified a typology that CWB are directed either toward organization or at the members of the organization. So, CWB is studied at interpersonal and organizational level both.

### 3.2.2 Independent Variables

The independent variables of the study are aberrant personality traits which includes Narcissism, Machiavellianism and Psychopathy.

*Narcissism* refers to have self-entitlement and exploitive tendencies towards others, an urge for appreciation, non empathetic, and strongly motivated to maintain the perception of themselves as superior (Raskin & Terry, 1988).

*Machiavellianism* refers to the strategy of social conduct, involves in manipulating others for personal gain which is often against other's self-interest (Wilson et al., 1996).

*Psychopathy* is marked as a lack of concern for people as well as for self-regulatory mechanism, impetuous, egocentric, and lack of guilt even when their actions harm other's well-being (O'Boyle et al., 2012).

### 3.2.3 Moderating Variable

The moderating variable alters the strength of a relationship between dependent and independent variable. Here, organizational justice is considered as moderating variable, which moderates the relationship between CWB and aberrant personality traits. Organizational Justice is the perception of fairness within organization's settings (Greenberg, 1990). It has three dimensions procedural justice, distributive justice and interactional justice. *Distributive justice* refers to the perceived fairness of the consequences one get from social exchange and interaction (Nowakowski & Colon, 2005). *Procedural justice* refers to perceived fairness related to the procedures through which outcome is received (Devonish & Greenidge, 2010). *Interactional justice* refers to the perceive fairness of interpersonal treatment from those who are executing the fairness procedures and rewards (Devonish & Greenidge, 2010).

### 3.2.4 Control Variables

Participant's personal information may also affect their counterproductive behaviors or justice perception and personality traits, therefore personal characteristics including age, *formal education and organizational tenure* are taken as control variables.

### **3.3 POPULATION AND SAMPLE**

#### **3.3.1 Target Population**

Permanent employees working in any public or private organization is the population of this study. Executive MBA students working in Lahore are taken into consideration as the target population. They can suitably provide an overview from full time employees of multiple organizations also easily understand the language and the content of self-administered questionnaire by taking their work environment into consideration. Penny and Spector (2002) state that taking students as participants to measure CWB and personality traits pose no threat to the findings as they were no different from employees working in organizations.

#### **3.3.2 Sampling Design**

The 20 executive MBA programs in the target population consist of groups of heterogeneous elements i.e. students in term of gender, sector, age tenure etc. However, across groups these are homogenous. From the clusters of the 20 of executive MBA programs, 4 are selected through simple random sampling technique. Of the 4 sampled clusters of the executive MBA programs, 2 are from public universities and 2 from private universities. We have attempted census in the 4 sampled clusters of executive MBA programs.

#### **3.3.3 Actual Sample**

Researcher administered 170 questionnaires to the executive students in all the four selected institutes. 154 questionnaires were received back out of which 11 were not usable. 143 questionnaires were complete and usable in all respect. The response rate is about 93 percent which is good and acceptable in organizational studies research (Baruch et al., 2014; Baruch & Holtom, 2008).

### **3.4 DATA COLLECTION**

Primary data is collected through self-administered questionnaire from the MBA executive students working as employees in different organizations. It has been witnessed that most of the studies involving aberrant personality traits or CWB take students as participants for their study whether undergraduates or Masters level who also do job. This will allow the

researchers to gather data from employees working in multiple organizations and also respondents from multiple occupations (Greenbaum et al., 2014).

### **3.4.1 Instrument**

Primary data is collected through a self-administered questionnaire from MBA executive students. It is a very common and popular technique in social sciences in order to collect primary data. No situation or condition is manipulated any doubt or confusion regarding any measure or question is resolved on spot by the researcher and.

### **3.4.2 Development of Instrument**

A self-administered survey questionnaire attached in Annexure A is developed in order to collect data for the study. No translation of questionnaire is needed as English language is easily understandable to executive students. All the items in the questionnaire are measured by using five point Likert scale ranging from 1 to 5. Self-report measures are used to collect the data as Berry et al., (2012) state that CWB and personality traits are more clearly assessed through self-report measures instead of observer ratings.

The instrument consists of six parts. First two parts require personal and organizational information of the respondent. Personal information contains demographic characteristics including age, gender, work experience and education. Organizational information contains general information about the status, sector, age of organization and the working experience of the respondent in that particular organization. Only respondents who are working from at least minimum one year in the organization are considered relevant for the study.

Third part contains measures of CWB. First seven items measure CWB at interpersonal level whereas the next twelve items measure CWB at organizational level adapted from (Bennet & Robinson, 2000). Part four contains items to measure Machiavellianism. It consists of eight items adapted from (Dahling et al., 2009). Fifth part contains items to measure organizational justice. First four items represent to measure distributive justice, next four measures procedural justice and the last four item measures interactional justice. Sixth part contains items to measure narcissism and psychopathy both. The first fourteen items are used to measure narcissism personality trait adapted from (Raskin & Terry, 1998) and the next twelve items are used to measure Psychopathy adapted from (Hare, 1991). All the items are measured by using Likert scale ranging from 1 to 5 in order to maintain harmony and ease.

### **3.4.3 Pilot Study**

A pilot study is conducted in order to evaluate and figure out that the measures and terms used in the questionnaire are easily understandable and not vague to the respondents. Questionnaires are filled by other than sampled participants for pilot study. From the feedback of pilot study it is recognized that the items and terms used in the questionnaire are not difficult to understand to the respondents, as participants found no difficulty to solve them. So, no further amendments are made and the instrument is ready to use for administration purpose.

### **3.4.4 Administration Procedure**

At first, researcher selects four universities from the cluster of 20 universities in Lahore randomly, where executive MBA classes are taking place. Researcher coordinates with the teachers of respective institutes and visits 8 executive classes (2 each out of 4 universities); these 2 classes are selected on the basis of highest attendance in order to get representation of maximum students. Researcher distributes questionnaires personally during lecture break of 30 minutes. Students are asked to fill in the questionnaire only if they are permanent employees having at least one year of working experience in the present organization. They are also assured that their participation is voluntary and all information will be kept confidential and anonymous. Any ambiguity regarding any term or question was resolved on spot by the researcher. Total 170 questionnaires were distributed in all the selected institutes. Out of which 154 questionnaires were received back.

## **3.5 MEASUREMENT AND SCALES**

### **3.5.1 Narcissism**

Narcissism is measured by using NPI (Narcissist Personality Inventory) scale developed by Raskin and Terry (1988). It is the most common scale that usually used to measure self-report narcissism (Sherry et al., 2014; Ackerman et al., 2011). The scale consists of 40 items out of which we used 14 items. Items are chosen based on the factor loadings reported in Kubarych et al. (2004). Items are assessed on the basis of 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is “*I think I am a special person*”.

### **3.5.2 Machiavellianism**

Machiavellianism has been measured by using a scale developed by Dahling et al., (2009). 8 items are used and assessed by using 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is *“I am willing to be unethical if I believe it will help me succeed”*.

### **3.5.3 Psychopathy**

Psychopathy has been measured by using a PCL-R (Psychopathy Checklist-Revised) scale developed by Hare (1991). One of the most widely used method to measure psychopathy (Bernard, 2014; Lilienfeld & Widows, 2005). 12 items are used and assessed by using 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is *“I think I could beat a lie detector”*.

### **3.5.4 Counterproductive Work Behavior**

CWB is measured at individual and organizational level by using a scale developed by Bennet and Robinson (2000). CWB-O is measured by using 12 items. Sample item for CWB-O is *“Taken property from work without permission”*. For CWB-I 7 items are used. Sample item for CWB-I is *“Cursed at someone at work”*. Items are assessed on the basis of 5-point Likert scale ranging from 1 (Never) to 5 (Always).

### **3.5.5 Organizational Justice**

Organizational Justice is measured from the scales developed by Colquitt et al., (2001). 4 items are used for each justice dimension. Items are assessed on the basis of 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Sample item for procedural justice is *“Have those procedures been free of bias?”*, for distributive justice is *“Is your salary raise appropriate for the work you have completed?”*, and for interactional justice is *“In my department, information is provided in detail”*.

## CHAPTER 4

### DATA ANALYSIS AND RESULTS

#### 4.1 RESPONDENT CHARACTERISTICS

##### 4.1.1 Respondents Characteristics by Age and Gender

The respondent's demographic characteristics of the sample presents in Table 4.1. It shows that total 133 participants are there in the sample out of which 78.2% are single and 21.8% are married. Sample shows male dominance as there are 91.7% respondents are male and only 8.3% are females. It also shows that majority of the respondent's lies under the age of below 25 and 26-30 category and only 13.5% are above 30 years.

**Table 4.1**  
**Respondents Demographic Characteristics**

Variables	Category	Marital Status				Total	
		Single		Married			
		Freq	%	Freq	%	Freq	%
Age	Below 25	51	50.0	1	3.4	52	39.1
	26 – 30	46	45.1	17	58.6	63	47.4
	Above 30	7	6.9	11	37.9	18	13.5
Gender	Male	95	91.3	27	93.1	122	91.7
	Female	9	8.7	2	6.9	11	8.3
<b>Total</b>		<b>104</b>	<b>100</b>	<b>29</b>	<b>100</b>	<b>133</b>	<b>100</b>

Respondent's organizational characteristics are presented in Table 2. It shows that 76% of the respondents work in service sector and 24% work in public sector. 20.2% works in public sector and 79.8% works in private sector. It indicates that majority of the respondents belong to service and private sector.

**Table 4.2**  
**Respondents' Organizational Characteristics**

Variables	Category	Sector				Total	
		Services		Manufacturing			
		Freq	%	Freq	%	Freq	%
Status	Public	22	22.4	4	12.9	26	20.2
	Private	76	77.6	27	87.1	103	79.8
<b>Total</b>		<b>98</b>	<b>100</b>	<b>31</b>	<b>100</b>	<b>129</b>	<b>100</b>

## 4.2 DESCRIPTIVE STATISTICS

Descriptive statistics help to describe and summaries data in a meaningful way, it is comprised of mean and standard deviation of the variables. The descriptive statistics of the study variables are shown in Table 4.3. The mean for the organizational tenures is 3.19, for experience of the participants it is 5.10, for narcissism the mean value is 3.33, for Machiavellianism it is 3.25 and for psychopathy it is 1.93. The mean value for distributive justice is 2.93, for procedural justice is 2.99 and for interactional justice it is 3.43. Mean value for CWB-O is 3.00 and for CWB-I is 1.63. The standard deviation for all the variables are also shown in Table 4.3 which indicate that data of the study is not much disperse so, the results obtained from can be generalized.

**Table 4.3**  
**Descriptive Statistics of Study Variables**

<b>S#</b>	<b>Variables</b>	<b>Mean</b>	<b>SD</b>
1	Org. Tenure	3.19	2.32
2	Total Experience	5.10	4.45
3	Narcissism	3.33	0.49
4	Machiavellianism	3.25	0.64
5	Psychopathy	1.93	0.76
6	Distributive Justice	2.93	0.93
7	Procedural Justice	2.99	0.84
8	Interactional Justice	3.43	0.74
9	CWB-O	1.88	0.59
10	CWB-I	1.63	0.52

## 4.3 RELIABILITY OF SCALES

Cronbach's alpha is used to determine the internal consistency and reliability of the variables, so in order to determine the internal consistency of the variables Cronbach's alpha scores are used. Nunnally (1978) indicated 0.7 to be an acceptable reliability coefficient but lower values are also sometimes used in the literature. So the data of all the variables in the study are reliable as it is greater than 0.7.

The aberrant personality trait (narcissism, Machiavellianism and psychopathy) shows 0.77, 0.72 and 0.76 value of reliability respectively. The facets of organizational justice including (distributive, procedural, and

interactional justice) show 0.93, 0.84 and 0.74 values of reliability respectively. CWB (O and I) shows 0.84 and 0.87 values of reliability. All the values indicate that the items have relatively acceptable internal consistency. The results of the reliability analysis are shown in Table 4.4.

**Table 4.4**  
**Reliability of Scales**

<b>S#</b>	<b>Variables</b>	<b>Items</b>	<b>Alpha</b>
1	Narcissism	14	0.77
2	Machiavellianism	8	0.72
3	Psychopathy	7	0.76
4	Distributive Justice	4	0.93
5	Procedural Justice	4	0.84
6	Interactional Justice	4	0.74
7	CWB-O	12	0.84
8	CWB-I	7	0.87

## **4.4 GROUP COMPARISONS**

### **4.4.1 Comparison by Status**

Group comparison of study variables for both public and private sector is presented in Table 4.5. The results shown that there is no significant difference between public and private sector participants in term of narcissism, psychopathy, organizational justice (distributive, procedural, and interactional justice) and CWB (O and I). Only the significant difference is shown in public and private sector participants with respect to Machiavellianism.

**Table 4.5**  
**Group Comparisons by Status**

<b>S#</b>	<b>Variables</b>	<b>Status</b>	<b>Mean</b>	<b>SD</b>	<b>P-value</b>
1	Machiavellianism	Public	3.00	0.68	*
		Private	3.31	0.61	
2	Narcissism	Public	3.42	0.41	ns
		Private	3.33	0.50	
3	Psychopathy	Public	1.78	0.76	ns
		Private	1.97	0.78	
4	Distributive Justice	Public	3.10	0.78	ns
		Private	2.87	0.96	
5	Procedural Justice	Public	3.02	0.71	ns
		Private	2.97	0.87	
6	Interactional Justice	Public	3.51	0.71	ns
		Private	3.38	0.76	
7	CWB-O	Public	1.88	0.65	ns
		Private	1.89	0.59	
8	CWB-I	Public	1.67	0.63	ns
		Private	1.64	0.56	

#### 4.4.2 Comparison by Sector

Group comparisons between the study variables and both service and manufacturing sector is shown in Table 4.6. The result shows that there is no significant relationship between service and manufacturing sector employees in term of narcissism, psychopathy, organizational justice (distributive, procedural, and interactional justice) and CWBO and CWB- I.

**Table 4.6**  
**Group Comparisons by Sector**

S#	Variables	Sector	Mean	SD	P-value
1	Machiavellianism	Services	3.25	0.63	ns
		Manufacturing	3.15	0.71	
2	Narcissism	Services	3.37	0.46	ns
		Manufacturing	3.23	0.45	
3	Psychopathy	Services	1.95	0.76	ns
		Manufacturing	1.70	0.60	
4	Distributive Justice	Services	2.91	0.94	ns
		Manufacturing	2.97	1.01	
5	Procedural Justice	Services	2.98	0.81	ns
		Manufacturing	3.03	0.96	
6	Interactional Justice	Services	3.40	0.77	ns
		Manufacturing	3.44	0.72	
7	CWB-O	Services	1.91	0.63	ns
		Manufacturing	1.69	0.46	
8	CWB-I	Services	1.60	0.54	ns
		Manufacturing	1.56	0.48	
* P < 0.05, ** P < 0.01					

#### 4.4.3 Comparison by Age Category

Group difference between all study variables and age is shown in Table 4.7. The participants of age category range (below 25) and (26-30) shows significant dissimilarity with respect to Machiavellianism and interactional justice. Whereas, participant's age category range (below 25) and (26-30) shows no significant difference in terms of other study variables including narcissism, psychopathy, organizational justice (distributive, procedural justice) and CWB-O and CWB-I.

**Table 4.7**  
**Group Comparisons by Age Category**

S#	Variables	Category	Mean	SD	P-value
1	Machiavellianism	Below 25	3.16	0.57	*
		26 – 30	3.42	0.61	
2	Narcissism	Below 25	3.44	0.49	ns
		26 – 30	3.34	0.51	
3	Psychopathy	Below 25	1.86	0.71	ns
		26 – 30	2.10	0.83	
4	Distributive Justice	Below 25	2.95	0.96	ns
		26 – 30	2.89	0.92	
5	Procedural Justice	Below 25	3.07	0.87	ns
		26 – 30	2.85	0.79	
6	Interactional Justice	Below 25	3.61	0.65	*
		26 – 30	3.23	0.77	
7	CWB-O	Below 25	1.90	0.65	ns
		26 – 30	1.98	0.58	
8	CWB-I	Below 25	1.58	0.50	ns
		26 – 30	1.78	0.64	
* P < 0.05, ** P < 0.01					

#### 4.5 CORRELATION MATRIX

The results of correlational analysis for all the variables of the study are shown in Table 4.8. The correlation values lies between  $\pm 1$  whereas 0 represents no relationship. An inspection of the bi-variate coefficients for the three dimensions of aberrant personality traits in the correlation matrix reveal that these are *well less than unity* (range 0.186-0.343) therefore, not linearly dependent. This simple measure rules out the chances of multi-co linearity (Montgomery, 2009). This may be mentioned here that being the formative dimensions of the same construct these are supposed to be correlated; this range is not much closer to zero either. So we are treating all these dimensions distinctly. Similarly in the case of organizational justice, all the three facets are treated distinctly because they also show no multi-co linearity with each other in the correlational matrix (range 0.349-0.564). The value for CWB-O and CWB-I are also not much linearly dependent so they are also measured distinctly.

The results of correctional matrix shows that there is no significant relationship of CWB-O with narcissism, but narcissism shows significant positive relationship with CWB-I as  $p < 0.01$  i.e. 0.234. The correlation

coefficient for Machiavellianism with respect to CWB-O and CWB-I both are 0.379 and 0.309 respectively, which shows significant and positive relation exists between Machiavellianism and CWB-O and CWB-I as expected in the hypothesis. The results also indicate significant and positive relationship of psychopathy with CWB-O and CWB-I, as their values for correlation coefficient are 0.301 and 0.401 ( $p < 0.01$ ). Distributive justice shows no significant and positive with CWB-O and CWB-I. The results indicate no significant relationship of procedural justice with CWB-O but it shows significant negative relationship of procedural justice with CWB-I i.e. -0.168 ( $p < 0.05$ ). The correlation coefficient for interactional justice with respect to CWB-I and CWB-O are -0.200 and -0.293 ( $p < 0.05$ ) respectively, which shows significant negative relation of interactional justice with CWB-O and CWB-I as expected in the hypothesis.

**Table 4.8**  
**Mean, Standard Deviation, Reliability and Correlations**

Variables	Mean	SD	Alpha	1	2	3	4	5	6	7	8	9	10
1. Age	1.74	0.68	-	1									
2. Formal Education	15.06	1.12	-	0.074	1								
3. Org. Tenure	3.19	2.32	-	0.404**	0.035	1							
4. Narcissism	5.10	4.45	0.77	-0.173*	0.080	-0.058	1						
5. Machiavellianism	3.33	0.50	0.72	-0.070	0.136	-0.028	0.186*	1					
6. Psychopathy	3.25	0.64	0.76	-0.063	0.084	-0.002	0.343**	0.343**	1				
7. Distributive Justice	1.93	0.76	0.93	-0.011	-0.096	0.089	0.044	0.067	0.027	1			
8. Procedural Justice	2.93	0.93	0.84	0.013	-0.159	-0.018	0.234**	-0.065	-0.070	0.369**	1		
9. Interactional Justice	3.00	0.84	0.74	-0.093	-0.025	0.005	0.257**	-0.117	-0.177*	0.349**	0.564**	1	
10. CWB-O	3.43	0.74	0.84	-0.152	0.130	-0.135	0.134	0.379**	0.301**	0.095	-0.130	-0.200*	1
11. CWB-I	0.00	0.00	0.87	-0.052	0.146	-0.050	0.234**	0.309**	0.401**	-0.001	-0.168*	-0.293**	0.618**

## 4.6 HYPOTHESIS TESTING

Hierarchical linear regression is used to test the hypothesis of the study. The use of this type of regression is to enter independent variables in a step wise manner to determine their effect on the dependent variable. It also allows determining the overall fit of the model and the relative contribution of each of the predictors to the total variance explained.

### 4.6.1 Aberrant Personality Traits and CWB-O

The three control variables *age*, *formal education* and *org tenure* are entered in order to view if any of them have any significant effect on the dependent variable in Model 1. None of the variable shows any significant effect on CWB-O. Overall the explanatory value is 6.7 percent. This shows that 6.7 percent variation in CWB-O is because of these control variables.

Machiavellianism is entered as an independent variable in Model 2. Results indicate that Machiavellianism affect CWB-O positively and significantly as (beta= 0.358,  $p < 0.01$ ). The total explanatory value is 18.9 percent which shows that both control variables and Machiavellianism can explain the variance in CWB-O up to 18.9 percent. Therefore, the study finds support for Hypothesis 2a.

**Table 4.9**  
**Hierarchical Linear Models for CWB-O**

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<i>Control</i>						
Age	-0.154	-0.097	-0.145	-0.144	-0.096	-0.086
Formal Education	0.143	0.097	0.125	0.120	0.086	0.097
Org. Tenure	-0.121	-0.104	-0.111	-0.111	-0.098	-0.121
Machiavellianism		0.358**			0.309**	0.337*
Narcissism			0.103		0.021	0.111
Psychopathy				0.234*	0.146	0.085
M X DJ						0.262*
M X PJ						-0.056
M X IJ						-0.251
R <sup>2</sup>	0.067	0.189	0.079	0.123	0.209	0.266

Narcissism is entered as an independent variable in the next Model. Results indicate that narcissism shows no significant effect on CWB-O as  $\beta = 0.103$  ( $p$  is not less than 0.01 and 0.05). The total explanatory value of the Model 3 is 7.9 percent which shows that control variables and narcissism can explain the variance in CWB-O up to 7.9 percent. Therefore the results find *no support for Hypothesis 1a*.

Psychopathy is entered as an independent variable in Model 4. Results indicate that psychopathy affect CWB-O positively and significantly as  $\beta = 0.234$  ( $p < 0.05$ ). The total explanatory value of the Model 4 is 12.3 percent which shows that control variables and psychopathy can explain the variance in CWB-O up to 12.3 percent. So, overall the study finds *support for Hypothesis 3a*.

All three independent variables of the study are entered in order to determine their combined affect on the dependent variable CWB-O in Model 5. From the results it can be seen that only Machiavellianism shows significant affect on CWB-O when the overall affect of the independent variables on dependent variable is tested. The  $\beta$  value for Machiavellianism is 0.309 which is significant as ( $p < 0.01$ ) but for narcissism  $\beta = 0.021$  and for psychopathy  $\beta = 0.146$  both are not significant. The total explanatory value of the Model 5 is 20.9 percent which shows that all three independent variables that are Machiavellianism, narcissism and psychopathy and control variables can explain the variance in CWB-O up to 20.9 percent.

The moderating role of the facets of organizational justice i.e. distributive justice, procedural justice and interactional justice are tested in Model 6. All three facets of organizational justice are entered in Model 6 but there interaction is only tested with one independent variable i.e. Machiavellianism which shows significant affect on CWB-O as compare to the other two independent variables narcissism and psychopathy. The results shows that distributive justice shows significant and positive effect on the relationship between Machiavellianism and CWB-O as  $\beta = 0.262$  ( $p < 0.05$ ). The results shows negative but no significant affect of procedural and interactional justice as  $\beta = -0.056$  and 0.251 respectively.

The total explanatory value of the Model 6 is 26.6 percent which shows that all three facets of organizational justice variables moderate the relationship Machiavellianism, narcissism and psychopathy can explain the variance in CWB-O up to 20.9 percent. The model also shows that only procedural justice moderates significantly and positively the relation between Machiavellianism and CWB-O other two facets did not moderate the relationship significantly. Therefore it shows *partial support to Hypothesis 4a*.

#### 4.6.2 Aberrant Personality Traits and CWB-I

The three control variables *age*, *formal education* and *org tenure* are entered in Model 1 in Table 4.10. None of the variable shows any significant effect on CWB-I. Overall explanatory value of the model is 3.4 percent. This shows that 3.4 percent variation in CWB-I is because of these control variables.

Machiavellianism is entered as an independent variable in Model 2. Results indicate that Machiavellianism affect CWB-I positively and significantly as  $\beta = 0.232$  ( $p < 0.05$ ). The total explanatory value of the Model 2 is 8.6 percent which shows that Machiavellianism and control variables can explain the variance in CWB-I up to 8.6 percent. Therefore, the study finds *support for Hypothesis 2b*.

**Table 4.10**  
**Hierarchical Linear Models for CWB-I**

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<i>Control</i>						
Age	-0.148	-0.111	-0.135	-0.121	-0.102	-0.089
Formal Education	0.130	0.100	0.114	0.100	0.086	0.075
Org. Tenure	0.058	0.069	0.068	0.072	0.077	0.050
Machiavellianism		0.232*			0.132	0.049
Narcissism			0.109		0.004	0.162
Psychopathy				0.376**	0.340*	0.752**
P X DJ						0.255
P X PJ						-0.202
P X IJ						-0.568*
R <sup>2</sup>	0.034	0.086	0.047	0.175	0.191	0.304

Narcissism is entered as an independent variable in the next Model. Results indicate that narcissism shows significant and positive effect on CWB-I as  $\beta = 0.376$  ( $p < 0.01$ ). The total explanatory value of the Model 3 is 17.5 percent which shows that narcissism and control variables can explain the variance in CWB-I up to 17.5 percent. Therefore, the study finds *support for Hypothesis 1b*.

Psychopathy is entered as an independent variable in Model 4. Results indicate that psychopathy affect CWB-I positively and significantly as  $\beta = 0.340$  ( $p < 0.05$ ). The total explanatory value of the Model 4 is 19.1 percent which shows that psychopathy and control variables can explain the variance in CWB-I up to 19.1 percent. So, overall the study finds *support for Hypothesis 3b*.

All three independent variables of the study are entered in order to determine their combined affect on the dependent variable CWB-I in Model 5. From the results it can be seen that only psychopathy shows significant affect on CWB-I when the overall affect of the independent variables on dependent variable is tested. The  $\beta$  value for psychopathy is 0.340 which is significant as ( $p < 0.05$ ) but for narcissism  $\beta=0.004$  and for Machiavellianism  $\beta = 0.132$  both are not significant. The total explanatory value of the Model 5 is 19.1 percent which shows that all three independent variables that are Machiavellianism, narcissism and psychopathy and the control variables can explain the variance in CWB-I up to 19.1 percent.

The moderating role of the facets of organizational justice i.e. distributive justice, procedural justice and interactional justice are tested in Model 6. All three facets of organizational justice are entered in Model 6 but there interaction is only tested with one independent variable i.e. psychopathy which shows significant affect on CWB-I as compare to the other two independent variables narcissism and Machiavellianism. The results shows that only interactional justice has significant and negative effect on the relationship between Machiavellianism and CWB-I as  $\beta = -0.568$  ( $p < 0.01$ ). The results shows no significant moderating affect of distributive and procedural justice as  $\beta = 0.255$  and  $-0.202$  respectively. The total explanatory value of the Model 6 is 30.4 percent which shows that all three facets of organizational justice variables moderate the relationship between Machiavellianism, narcissism and psychopathy can explain the variance in CWB-I up to 30.4 percent. The model also shows that only interactional justice moderates significantly and negatively the relation between psychopathy and CWB-I other two facets did not moderate the relationship significantly. So, it *shows partial support to Hypothesis 4b*.

#### **4.7 SUMMARY OF THE RESULTS**

Results of the hypothesis are shown in Table 4.11.  $H_{1a}$  which states that narcissism is positively related to CWB-O is not supported whereas  $H_{1b}$ ,  $H_{2a}$ ,  $H_{2b}$ ,  $H_{3a}$ , and  $H_{3b}$  are all supported. Moreover,  $H_{4a}$  and  $H_{4b}$  are partially supported which means that all three facets of organizational justice did not

moderate the relationship of all three aberrant personalities and CWBs but some facets do. Like distributive justice moderate the relationship between Machiavellianism and CWB-O; whereas interactional justice moderate the relationship between psychopathy and CWB-I. Procedural justice has no moderating role in the relationship between any of the aberrant personality and CWBs.

**Table 4.11**  
**Results of the Hypothesis**

<b>Hypothesis</b>	<b>Description</b>	<b>Results</b>
H <sub>1a</sub>	Narcissism is positively related to CWB-O	Not supported
H <sub>1b</sub>	Narcissism is positively related to CWB-I	Supported
H <sub>2a</sub>	Machiavellianism is positively related to CWB-O.	Supported
H <sub>2b</sub>	Machiavellianism is positively related to CWB-I	Supported
H <sub>3a</sub>	Psychopathy is positively related to CWB-O	Supported
H <sub>3b</sub>	Psychopathy is positively related to CWB-I	Supported
H <sub>4a</sub>	The facets of organizational justice moderates the relationship between Narcissism, Machiavellianism and Psychopathy and CWB-O	Partially supported
H <sub>4b</sub>	The facets of organizational justice moderates the relationship between Narcissism, Machiavellianism and Psychopathy and CWB-I	Partially supported

# CHAPTER 5

## DISCUSSION AND CONCLUSION

### 5.1 DISCUSSIONS ON RESULTS

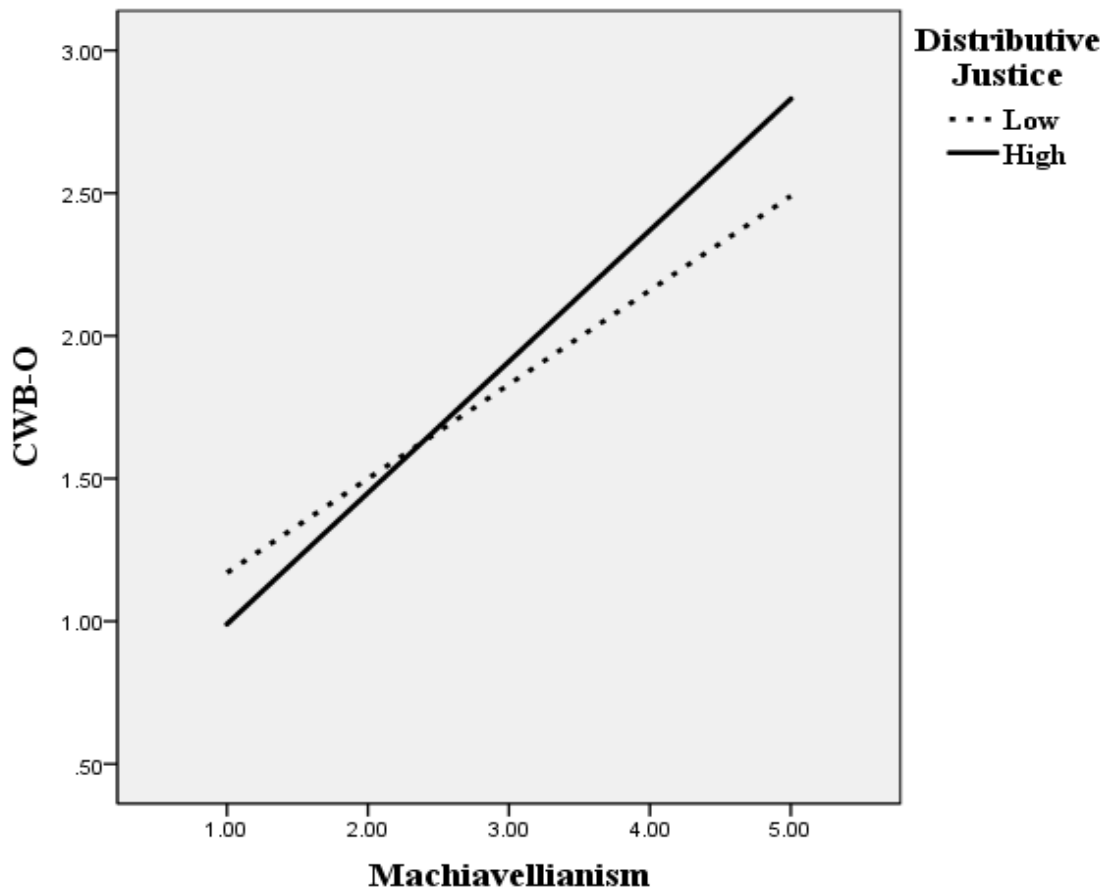
The role of aberrant personality traits in generating CWB-O and CWB-I and how facets of organizational justice moderate this relationship have been investigated in this study. The discussion on the results is as follows.

Our results find no support for H<sub>1a</sub> i.e. narcissism is positively related to CWB-O. We find support for H<sub>2a</sub> which states that narcissism is positively related to CWB-I. This finding is congruent with a notion that narcissists exploit and use others to increase or gain their own self-interest with little value of other's feelings (Morf & Rhodewalt, 2001). In order to maintain their own superiority and self-entitlement they engage in efforts which maintain their positive self-image even at the cost of other people. Other studies also predict that interpersonal nature of narcissism allows it to engage in more interpersonal counterproductive behaviors than organizational (Chatterjee & Hambrick, 2011; Resick et al., 2009; Wu & Lebreton, 2011) and our results support this assertion. Whereas, further research is needed to provide insight in order to explain the conflicting result of the relationship between CWB-O and narcissism.

The results also support the notion that Machiavellianism is positively related to CWB-I and CWB-O. This shows that individuals with Machiavellianism trait in order to maintain their status or control or to achieve their goals indulge themselves in interpersonal and organizational counterproductive activities; it might depend on the situation which activates their trait of being callous or manipulative. Results also suggest that psychopathy is positively associated with CWB-O and CWB-I as predicted. Psychopaths are hasty and impulsive, their limited intellectual skill do not allow them to evaluate the consequences of their behavior (O'Boyle et al., 2013) as mention earlier. Therefore, the result shows that both Machiavellianism and psychopathy shows similar positive relation with CWB-O and CWB-I.

Result shows that only distributive justice shows significant moderating effect on the relationship between Machiavellianism and CWB-O. The other two justice perceptions procedural and interactional justice shows no moderating effect on the relationship between Machiavellianism and CWB-O.

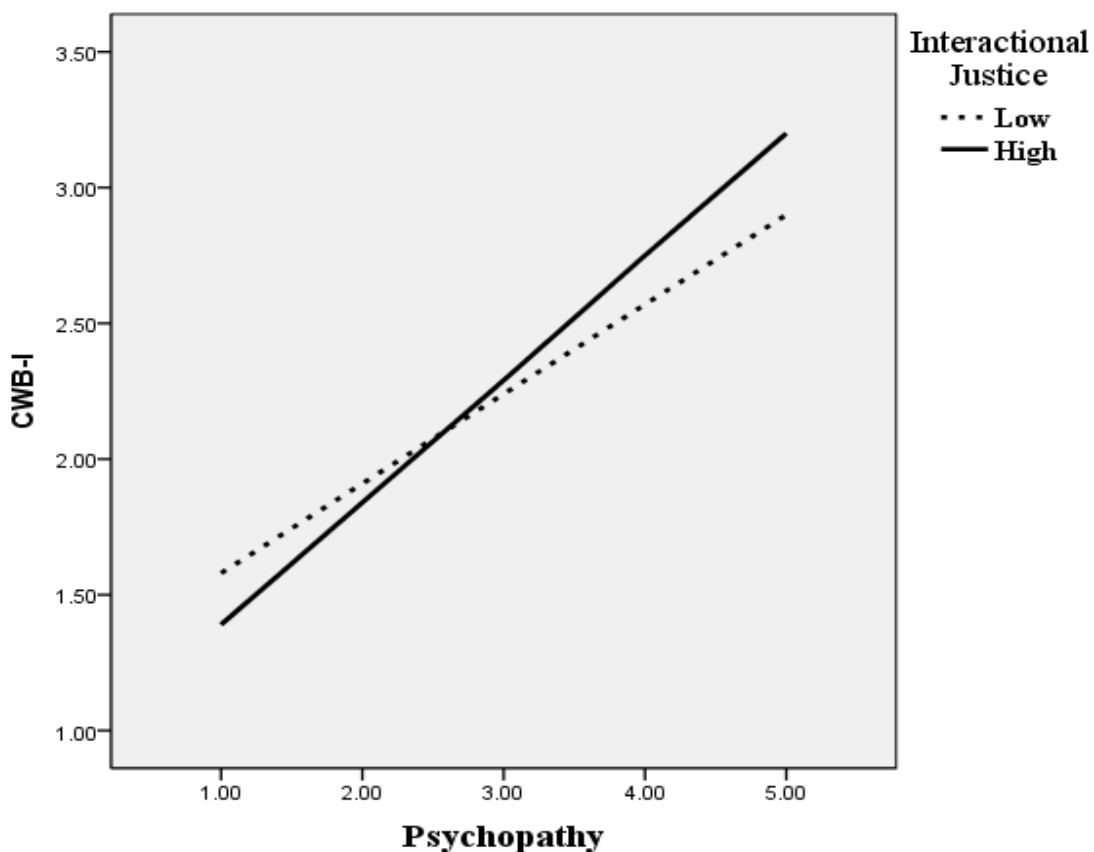
This might be possible because Machiavellians are goal oriented rather than people oriented so they are more concerned about the outcome they received, which refers to distributive justice. Furthermore, this moderation is in positive direction which means that if organizations maintain distributive justice then it is good for normal people but not for Machiavellians. This shows that as Machiavellians are not people sensitive and want to control and rule the situation, that's why when distributive justice exist in outcome or reward allocation that links to the equity theory which states that outcomes can be distributed in accordance with recipient's contribution Machiavellians found a problem. They find it difficult to accept the contribution of others or they don't believe that someone else can perform or put more effort as input than them. It also shows that Machiavellians willingly participate in unethical activities including deception, exploiting others and also not helpful for others in time of need these qualities also clarifies why Machiavellians involved in CWB-O when distributive justice exists in organizations.



**Fig. 2: Moderating Effect of Distributive Justice on the Relationship between Machiavellianism and CWB-O**

Figure 2 represents the moderating role of distributive justice on the relation between Machiavellianism and CWB-O. The slope indicates that Machiavellians involve in CWB-O more when there is high distributive justice rather than low.

Results indicate that interactional justice significantly and negatively moderates the relationship between psychopathy and CWB-I. Interactional justice is more closely related with interpersonal CWB than organizational CWB. The other two facets of justice i.e. distributive and procedural justice shows no significant moderating effect between psychopathy and CWB-I. It shows that interactional justice moderated the relationship between psychopathy and CWB-I in a way that if organizations maintain interactional justice it reduces psychopaths to indulge in CWB-I.



**Fig. 3: Moderating effect of Interactional Justice on the Relationship between Psychopathy and CWB-I**

Interactional justice is basically the treatment employees received in an organization when procedures are applied. The two dimensions of interactional justice are interpersonal and informational justice both are considered in the study. Interpersonal justice refers to the quality of interpersonal interaction between superior authorities and subordinates and informational justice refers

to quality and accuracy of information one's receive (Greenberg, 1993). Psychopaths are interpersonally deceitful, dishonest and their behaviors are irresponsible therefore they can indulge themselves in CWB-I but this can be controlled if organizations maintain interpersonal justice as they are more sensitive to the kind of treatment they receive when justice procedures are applied. So, according to the findings of the study both the interpersonal interaction of psychopaths with supervisor and subordinates and the quality of information they receive about the justice outcomes and procedures will help to reduce the CWB-I activities they might involve in.

Figure 3 represents the moderating role of interactional justice on the relation between psychopathy and CWB-I. The slope indicates that psychopaths involve in CWB-I more when there is low interactional justice rather than high. So, this suggests that perception of not being well informed may arise feeling of negative emotion in psychopaths like anger or fear in turn they involve in CWB-I activities.

## **5.2 IMPLICATIONS**

### **5.2.1 Theoretical Implications**

Our study has several *theoretical and practical* implications. The study shows that employees with aberrant personality traits show positive relation with both CWB-O and CWB-I except narcissism which shows negative relation with CWB-O. It shows that these negative traits of employees are also as important and need to take into consideration by the researchers and managers as they give importance to big five personality traits of employees. Second, CWB literature mainly investigated the effects of situational factors or role of positive personality traits on CWB. Our study emphasizes on the role of the negative personality traits on CWB in shaping the individuals' responses when they are treated unfairly in organizations.

### **5.2.2 Practical Implications**

The results also have important practical implications. It reveals that the presence of distributive justice in organizations allow Machiavellianism to indulge in CWB-O activities. It suggest that if organizations maintain distributive justice then it is good for normal people but not for Machiavellians. This shows that as Machiavellians are not people sensitive and want to control and rule the situation, that's why when distributive justice exist in outcome or reward allocation that links to the equity theory which states that

outcomes can be distributed in accordance with recipient's contribution Machiavellians find a problem. They find it difficult to accept the contribution of others or they don't believe that someone else can perform or put more effort as input than them. It also shows that Machiavellians willingly participate in unethical activities including deception, exploiting others and also not helpful for others in time of need these qualities also clarifies why Machiavellians involve in CWB-O when distributive justice exists in organizations so managers need to find ways to overcome the situation with this perspective.

The study also suggests that perception of not being well informed arise feeling of negative emotion in psychopaths in turn they involve in CWB-I activities. It shows if managers maintain interactional justice it reduces psychopaths to indulge in CWB-I. So, according to the findings of the study both the interpersonal interaction of psychopaths with supervisor and subordinates and the quality of information they receive about the justice outcomes and procedures will help to reduce the CWB-I activities they might involve in. Informing and interacting with psychopaths about the justice procedures and outcomes by the supervisor will eventually help them to control psychopaths from indulging into CWB-I activities and allow them to take benefit of their other qualities.

### **5.3 LIMITATIONS AND FUTURE DIRECTIONS**

Our study has several limitations which may also provide an insight for future research. First, self-report measures are used in the study as the other people are not much aware of the one's self personality, unethical behavior and justice perception. This is because people have not much insight of another's experience (Jacobs et al., 2014). These self-report measures may not express the real essence of person's unethical behavior because respondents may "fake good" because of social desirability. Therefore one might gather information about unethical behaviors or negative personality traits through peers or supervisor but these kinds of assessments have their own limitations. There is no clarity whether self-report measures provide better information about deviant activities or observer's rating (Bennett & Robinson, 2000) so further investigation is needed in this regard.

Our study is cross sectional which means data is collected at one point of time this raise concerns about the causality of the study as causality cannot be inferred in such studies (Podsakoff et al., 2014). These methodological limitations provide further future direction for the study as longitudinal research design will infer strong causality among the constructs. Also

assessing personality and behaviors at number of times provide more reliable results than at one time assessment (Hampson, 2011).

Another limitation of the study is to use university students who work in different organizations instead of collecting data from particular organizations or in typical work setting. However, most of the studies involving aberrant personality traits or CWB take students as participants as it allow the researchers to gather data from employees of multiple organizations also respondents from multiple occupations (Greenbaum et al., 2014). Also Fox et al., 2001 find that there is no evidence that employed students respond differently from non students. Still in future researchers may test these results using sample of more representative of employee population.

Our results open a number of avenues for future research. Previously we find no study taking all three facets of organizational justice as moderators for the relationship between all three aberrant personality traits and CWB-O and CWB-I. So, we started a notion that future research could explore these relationships more rigorously and in depth through longitudinal research design and with more representative sample. The moderating hypothesis of the study are partially supported they also open ways for future research, researchers may find that why these results occur in this manner. The differences in predicted and actual results also pose an avenue for future research. Replication of results in a different context therefore is recommended.

CWB pose enormous threats to the organizations well-being as well as for their success so, further research is needed in order to find its consequences and also how these consequences should be handled in order to avoid the CWB activities. Justice perception plays an important role in predicting employees behavior and also negative personality traits which may somehow exists in many individuals and not that much visible to others, so more research is needed in order to study these behaviors in combination so that there synergetic effect provide deep understanding of the processes relating to CWB. Moreover to ensure greater Generalizabilty the study needs exploration and investigation in other areas as well.

In this study we focus CWB with respect to aberrant personality traits these aberrant personality traits may study in relation with other variables also. Like team and group variables or job satisfaction or dissatisfaction exploring hoe these negative personality traits will relate to these constructs.

## 5.4 CONTRIBUTIONS

Our study contributes in CWB literature as well as in aberrant personality traits. Due to severe consequences of CWB activities in organizations a number of researchers try to explore the reasons behind these behaviors. For this purpose, researchers try to find the causes associated with CWB. This study examines CWB from both interpersonal and organizational perspective allowing the managers to confront with them differently. Wu and Lebreton (2011) state that an empirical investigation is needed to explore the relationship of aberrant personality traits and CWB; this study explores this relation empirically. The interaction of aberrant personality traits and situational factors i.e. organizational justice related to CWB will add to the literature attempting to overcome the factors causing these negative behaviors.

Moreover we study three aberrant personality traits simultaneously and the moderating role of three facets of organizational justice. Previously many researchers study justice overall as one dimension but the results of the study shows that all three facets of justice have different impact on different personality traits. This somehow contribute in the justice literature with respect to CWB that both dimensions of CWB shows different relation with aberrant personality traits and not all justice facets moderate their relationship in similar manner.

This study will help to increase our understanding of why and how employees engage in volitional activities. It will eventually help the organizations to avoid such circumstances in order to overcome the negative consequences of CWB. As the results indicate that maintaining interactional justice is an important element for psychopaths to avoid CWB-I. Also a paradox situation occur in results showing that maintaining distributive justice will allow Machiavellians to indulge in CWB-O, an interesting finding which also need further investigation. Organizations need to cope up this situation wisely which should not harm the normal employees and also stop Machiavellians from CWB activities. The findings of the study advance our knowledge towards CWB, aberrant personality traits and organizational justice. It also provides empirical evidence on the relationship between aberrant personality traits and CWB and the moderating role of the facets of organizational justice.

Overall this study contributes to the CWB literature by expanding the search of antecedents of CWB to negative personality traits. It extends the justice literature as well by examining the moderating role of all its three facets independently on CWB and aberrant personality literature. Suggesting that all these negative traits and justice facets plays important role in predicting CWB.

## 5.5 CONCLUSION

At the end of the study we conclude that CWB is an important issue and need to be investigated with different aspects. This study suggests that CWB are the personal choice of an individual (Mount et al., 2006) and these behaviors are influenced by individual's personality traits rather than ability factors. Aberrant personality traits including narcissism, Machiavellianism and psychopathy are more useful in terms of predicting negative individual's behavior as both have negative consequences in common. The result of the study shows that all three aberrant personalities are positively related to both CWB-O and CWB-I except narcissism which shows no relation to CWB-O. In light of these findings organizations need to clearly distinguish between their employee personalities in order to cope with them accordingly. Employees with aberrant personality traits need to be taken care in order to take benefit of their special traits and also to avoid their negativity.

Although the results partially support the moderating hypothesis of the study but still it shows which facets of justice are able to moderate the relationship between CWB and aberrant personality traits and thus provide deep insight of the phenomenon. Keeping these findings in view researchers and practitioners both will be able to use justice as an important tactic to avoid CWB. This study allows the researcher to focus on the features of the aberrant personality employees and also understand how their justice perceptions shape their behaviors so that they can discourage them to indulge in CWB activities. As Hogan and Hogan (2001) state that aberrant personality individuals may at some level are beneficial for the workplace so this study somehow help the organizations to use these aberrant personality individuals for the organization's good by understanding how and why they involve in CWB and then try to cope up and avoid such situations.

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# ANNEXURE-A

## Survey Questionnaire (For Permanent Employees)

**Dear Sir/Madam!**

We are studying employee's personality and their behavior at work. Kindly choose only one option for the given statements. Your anonymity and personal identity will be strictly retained. The results will be used for research purposes only. Thank you very much for your precious time and cooperation.

<b>1. Personal Information:</b>	
a) Gender: ( ) Male ( ) Female	b) Marital status: ( ) Single ( ) Married
c) Formal Education (years):	d) Total Work Experience (years):
d) Age: ( ) Below 25 ( ) 26 - 30 ( ) 31- 35 ( ) 36- 40 ( ) 41- 45 ( ) Above 45	
<b>2. Organization Information</b>	
a) Status: ( ) Public ( ) Private	b) Sector: ( ) Service ( ) Manufacturing
c) Organization's Age (years):	d) Work experience in the Org. (years):

<b>3. Please use the following rating scale to indicate the extent to which each statement reflects your behavior at workplace (Please <u>mark only one</u> of the most appropriate box)</b>	Never	Sometimes	Often	Almost Always	Always
a) Taken property without company permission	1	2	3	4	5
b) Dragged out work in order to get overtime	1	2	3	4	5
c) Taken an additional or longer break than is acceptable in your workplace	1	2	3	4	5
d) Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
e) Spent time on personal matters while at work	1	2	3	4	5
f) Repeated a rumor or gossip about your boss or coworkers	1	2	3	4	5
g) Worked on a personal matter instead of working for your employer	1	2	3	4	5
h) Put little effort into your work	1	2	3	4	5
i) Intentionally worked slower than you could have worked	1	2	3	4	5
j) Damaged or sabotaged resources that someone needed	1	2	3	4	5
k) Repeatedly interrupted someone while he/she worked or spoke	1	2	3	4	5
l) Come to work late without making excuses	1	2	3	4	5
m) Made fun of someone at work	1	2	3	4	5
n) Acted rudely to someone	1	2	3	4	5
o) Started or continued a harmful rumor about someone	1	2	3	4	5
p) Made a religious, racial, or ethnic remark against someone	1	2	3	4	5
q) Insulted or made fun of someone	1	2	3	4	5
r) Made an obscene gesture or comment to someone	1	2	3	4	5
s) Threatened someone with physical violence	1	2	3	4	5

<b>4. Please indicate the extent to which you agree or disagree with the following statements.</b> (Please tick <u>only one</u> number)	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Hard to Decide</b>	<b>Agree</b>	<b>Strongly Agree</b>
a) I am willing to be unethical if I believe it will help me succeed	1	2	3	4	5
b) I am willing to sabotage the efforts of other people if they threaten my own goals	1	2	3	4	5
c) I like to give the orders in interpersonal situations	1	2	3	4	5
d) I enjoy being able to control the situation	1	2	3	4	5
e) Accumulating wealth is an important goal for me	1	2	3	4	5
f) I want to be rich and powerful someday	1	2	3	4	5
g) If I show any weakness at work, other people will take advantage of it	1	2	3	4	5
h) Other people are always planning ways to take advantage of the situation at my expense	1	2	3	4	5

<b>5. Please indicate the extent to which you agree or disagree with the following statements with reference to your organization or supervisor.</b> (Please tick <u>only one</u> number)	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Hard to Decide</b>	<b>Agree</b>	<b>Strongly Agree</b>
a) Is your salary raise appropriate for the work you have completed?	1	2	3	4	5
b) Is your salary raise justified, given your performance?	1	2	3	4	5
c) Is your salary raise reflects the effort you have put into your work?	1	2	3	4	5
d) Is your salary raise reflects what you have contributed to the organization?	1	2	3	4	5
e) Procedures been applied consistently?	1	2	3	4	5
f) Procedures been free of bias?	1	2	3	4	5
g) Procedures been based on accurate information?	1	2	3	4	5
h) Procedures upheld ethical and moral standards?	1	2	3	4	5
i) You have been treated in a polite manner?	1	2	3	4	5
j) You have been treated with dignity?	1	2	3	4	5
k) They have been candid in communications with you?	1	2	3	4	5
l) They have explained the procedures thoroughly?	1	2	3	4	5

<b>6. Please indicate the extent to which you agree with the following statements.</b> (Please tick <u>only one</u> number)	Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree
a) I would prefer to be a leader	1	2	3	4	5
b) I have a natural talent for influencing People	1	2	3	4	5
c) I rarely depend on anyone else to get things done	1	2	3	4	5
d) I like to take responsibility for making decisions	1	2	3	4	5
e) I am an extraordinary person	1	2	3	4	5
f) I know that I am good because everybody keeps telling me so	1	2	3	4	5
g) I like to be the center of attention	1	2	3	4	5
h) I can read people like a book	1	2	3	4	5
i) I can make anybody believe anything I want them to	1	2	3	4	5
j) I like to look at my body	1	2	3	4	5
k) I like to look at myself in the mirror	1	2	3	4	5
l) I like to display my body	1	2	3	4	5
m) I will never be satisfied until I get all that I deserve	1	2	3	4	5
n) I expect a great deal from other people	1	2	3	4	5
o) I find it easy to manipulate people	1	2	3	4	5
p) People can usually tell if I'm lying *	1	2	3	4	5
q) I don't think of myself as tricky or sly *	1	2	3	4	5
r) I have stolen a motor vehicle	1	2	3	4	5
s) I have been involved in delinquent gang activity	1	2	3	4	5
t) I have been arrested	1	2	3	4	5
u) Rules are made to be broken	1	2	3	4	5
v) I have often done something dangerous just for the thrill of it	1	2	3	4	5
w) I enjoy drinking and doing wild things	1	2	3	4	5
x) I am often rude to other people	1	2	3	4	5
y) My friends would probably say I am a kind person *	1	2	3	4	5
z) I am not afraid to step on others to get what I want	1	2	3	4	5