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# Moderating Role of Personality in Interactional Justice, and Counterproductive Work Behavior in Police Officers"

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## *Abstract*

*This research aims to investigate relationship in Interactional Justice, Personality and Counterproductive Work Behavior. It was hypothesized that an association would exist among Interactional Justice (Interpersonal and Informational Justice), Personality (Extraversion, Conscientiousness, Agreeableness, Neuroticism and Openness to Experience) and Counterproductive Work Behavior. The sample consisted of police officers (n=209) selected from Lahore using non-probability purposive sampling technique. In addition to demographic information sheet, Organizational Justice Measure (Colquitt, 2001), The Big Five Inventory (BFI-10) (Rammstedt & John, 2007) and Counterproductive Work Behavior Checklist (Spector, 2006) were used to assess the relationship. The data were analyzed using Pearson Product Moment correlation and hierarchal multiple regression analysis using SPSS version 20. The present study indicated that Interactional Justice i.e., (Interpersonal & Informational Justice) had a negative correlation with Counterproductive Work Behavior. Extraversion and Neuroticism had positive while Conscientiousness, Agreeableness and Openness to Experience had a negative correlation with Counterproductive Work Behavior. Moreover, according to moderation analysis Personality trait i.e., Conscientiousness acts as a moderator with Interactional Justice (i.e., Interpersonal and Informational Justice) for Counterproductive Work Behavior. This study would be helpful and beneficial in the field of organizational psychology and in all industrial fields, in understanding the concern of employees regarding Interactional Justice (Interpersonal & Informational Justice), Personality Traits*

*(Extraversion, Conscientiousness, Agreeableness, Neuroticism and Openness to Experience) and Counterproductive Work Behavior which would otherwise increase the employee's determination and ultimately benefit the organization.*

*Keywords: Interactional justice, interpersonal justice, informational justice, personality, organizational commitment and police officers.*

## **1 INTRODUCTION**

Organizations are increasingly interested in measures assessing CWBs, in addition to discerning how certain personality traits may increase the likelihood of committing these behaviors. Employees counterproductive job conduct (CWB) is all too prevalent in organizations and is damaging and harmful to an organization's health. These divergent behaviors have severe adverse effects on an organization's general productivity, effectiveness, and profitability (Nasir and Bashir, 2012). Studies have shown that at least once (Penney, 2002) 95% of staff have involved in some type of CWB. The attention provided to CWB by institutional scientists is not surprising considering the incidence and financial effect of CWB. These behaviors are not only expensive to the organisation, but also detrimental to the development of the employee. Contemporary study has been carried out to evaluate the effect on counterproductive job habits of personality traits and justice, and important linkages have been discovered. Personality, on the other side, is "the vibrant organisation within the person of those psychophysical structures that determine their distinctive adaptations to their surroundings" (Allport, 1937). The sort of personality of an individual can be a predictor of several variables related to work, i.e. work satisfaction, mood / attitude and behaviors. Thus, an individual's sort of personality affects the manner he / she performs at his / her workplace (Cullen & Sackett, 2003). Employees can participate in a broad range of organizational misconduct. Such counterproductivity costs billions of employers globally annually (Ones, 2002). The extent to which organisations have real, psychological and societal expenses can be better grasped when one considers the variety of distinct ways in which staff can misbehave. Under a particular umbrella of organisational misconduct, various types of organisational rule-breaking, disobedience, misconduct, wrongdoing, and transgression are subsumed. The main theme is that CWB's strong determinants are personality traits and interactional justice. Contemporary study has concentrated on two primary classifications of background factors: individual differences and organisational responses (Bennett &

Robinson, 2003). Individual study on difference has conceptualized deviant behavior as a reflection of distinct personality traits (low consciousness) or examined how personality traits moderate the relationship of other factors to deviance (Cullen & Sackett, 2003)

## **1.1 Interactional justice**

Justice or equity relates to the concept that an action or choice is morally correct, which can be characterized by ethics, religion, justice, equity, or law. Through a multitude of contexts, people are naturally attentive to the justice of occurrences and circumstances in their daily life (Tabibnia, Satpute & Lieberman 2008). Greenberg (1987) launched the notion of organizational justice as to how a worker assesses the organization's behavior and the resulting attitude and behavior of the worker. (E.g., if a company makes half of the employees redundant, a worker may feel injustice as a result of a shift in attitude and a fall in productivity). The conceptualization of organizational justice as a multidimensional structure. The three proposed components are distributive, procedural, interactional (i.e., interpersonal, and informational) justice. The conceptualization of distributive justice is the fairness connected with decision results and resource distribution. The distributed results or resources may be tangible (e.g., pay) or intangible (e.g., praise). Distributive justice perceptions can be fostered if results are considered to be applied similarly (Adams, 1965). Procedural justice is described as the procedures leading to results being fair. When people think they have a voice in the system or the method includes features such as consistency, precision, ethicality, and absence of bias, then procedural justice is improved (Leventhal, 1980). Sociologist Schermerhorn defines interactional justice as the degree to which dignity and respect treat the individuals impacted by the judgment. It relates to the therapy an employee receives when choices are made and can be encouraged by offering explanations for choices and delivering sensitive and respectful news (Bies & Moag, 1986). Interpersonal justice represents the degree to which officials and third parties engaged in implementing processes or determining results treat individuals with politeness, dignity, and regard. It is the norm for how staff in the workplace relate to each other. This not only determines how executives treat their team members, but also how they communicate with each other (Greenberg, 1990).

### **1.1.1 Types of Interactional Justice**

Greenberg (1993) proposed two-dimensional conceptualization of interactional justice, i.e., information justice and interpersonal injustice.

*1.1.1.1 Informational justice.* It refers to the accuracy and quality of the information received. Information justice refers to the social aspect of procedural justice, thereby focusing more on the information received by individuals as to why certain procedures have been carried out (Colquitt et al. 2001).

*1.1.1.2 Interpersonal justice.* It defines the quality of interpersonal relationships (e.g., dignity and respect, truthfulness and property), especially between members of the hierarchy and their subordinates. Interpersonal justice relates to the personal element of distributive justice and is aligned with the laws of regard, politeness, dignity and property as Bies and Moag (1986) proposed. Researchers have recognized interactional justice as having a prominent part in the development of CWB among the normal types of perceptions of justice (Nadistic, 2008).

## **1.2 Personality**

Personality is described as the distinctive set of biological and environmental variables evolving behaviors, cognitions, and mental patterns. While the definition of personality is not usually agreed upon, most theories concentrate on motivation and psychological relations with one's surroundings. Personality relates to variations between individuals in distinctive patterns of thinking, sensation and behavior. The research of personality focuses on two wide fields: one is the knowledge of specific personality features, such as sociability or irritability, of individual differences. The other is understanding how the whole of a person's different components come together. Trait-based theories of personality, like those described by Raymond Cattell, describe personality as the characteristics that predict the conduct of a person. On the other side, by studying and practices, more behavioral methods describe character.

**1.2.1 Personality Traits.** The five factors have been defined as openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, often represented by the acronyms OCEAN or CANOE.

*1.2.1.1. Openness to experience.* Art appreciation, emotion, adventure, uncommon thoughts, curiosity, and experience diversity. Openness represents the level of intellectual curiosity, creativity, and a preference for a person's novelty and diversity. It is also defined as the extent

to which an individual is imaginative or autonomous and represents a personal preference over a rigid routine for a multitude of operations.

*1.2.1.2 Conscientiousness.* Tendency to be organized and reliable, demonstrate self-discipline, behave responsibly, strive for accomplishment, and prefer scheduled conduct rather than spontaneous behavior. High awareness is often regarded as stubborn and concentrated. Low awareness is linked to flexibility and spontaneity but can also appear as sloppiness and absence of reliability.

*1.2.1.3 Extraversion.* Energy, surgery, assertiveness, sociability, and the inclination to seek other people's enterprise stimulation, and talkatively. High extraversion is often regarded as being attentive and dominant. Low extraversion creates a reserved, reflective character that can be viewed as being aloof or absorbed by itself. In social environments, extroverted individuals may seem more dominant than introverted individuals in this environment.

*1.2.1.4 Agreeableness.* Tendency to be sympathetic and cooperative with others rather than suspicious and antagonistic. It is also a measure of one's self-confident and helpful nature and whether or not an individual is usually well-tempered. High acceptance is often perceived as naive or submissive. Personalities of low agreement are often competitive or difficult individuals, which can be regarded as arguing or untrustworthy.

*1.2.1.5 Neuroticism.* Tendency to be susceptible to stress in psychology. Neuroticism is the characteristic of personality linked to the emotional stability of individuals and their tendency to experience adverse feelings (Kozako et al., 2013). It can be defined by characteristics including self-awareness, tension and impulsiveness. The tendency to readily experience unpleasant feelings like anger, anxiety, depression, and vulnerability. Neuroticism also relates to the degree of emotional stability and control of impulses and is sometimes referred to as "emotional stability" by its low pole.

### **1.3 Counterproductive Work Behaviors**

Counterproductive behavior (CB) may be described as operations that break one's concentration, limiting their general efficacy. People who are distracted create more mistakes, even lethal ones. Counterproductive job behaviors were described as "voluntary acts that damage organizations or individuals in organizations or are designed to hurt them" (Spector & Fox, 2005). As proposed by Spector et al., 2006, CWB can be categorized into five

dimensions, including abuse, deviance from manufacturing, sabotage, robbery and withdrawal. This conduct can be in many ways, such as aggression, deviance, retaliation, and vengeance (Sackett and DeVore, 2001; Spector and Fox, 2005; Vardi and Weitz, 2004) stated that CWB can vary from minor to severe offense in severity. Counterproductive behaviors of job are expensive for people and organizations (Bennett & Robinson, 2003). Such behaviors are described as "dysfunctional" because they almost invariably, but not necessarily, violate significant organizational standards and damage organizations in various ways that are applicable to their objectives, workers, processes, productivity and profitability. There is broad acceptance of two-dimensional CWBs, as proposed by Bennett and Robinson (2000): i) counterproductive organizational behavior (CWB-O) ii) counterproductive interpersonal behavior (CWB-I). CWB-Os are seen as deliberate actions to hurt the organisation, such as stealing items from the workplace, sabotage, and absence of care for the workplace. CWB-Is are seen as deliberate actions against individuals in the workplace (colleagues, bosses, subordinates, vendors, clients), also with the purpose of harming them, such as stealing from colleagues, gossiping, harassing, physically and verbally assaulting, delaying the assignment of harming colleagues. CWBs can be affected by situational variables such as work features and staff perception of payment for the organization's operations (Kelloway, Francis, Prosser, & Cameron, 2010). Individual features such as personality traits can also affect the efficiency of employees and the expression of such behaviors (Colbert et al., 2004; Jensen & Patel, 2011; Mount et al., 2006; Salgado, 2002).

**1.3.1 Types of Counterproductive Work Behaviors.** A number of researchers have identified two distinct types of CWB and/or relationships between CWB and individual and organizational variables (Buss, 1961; Conlon, Meyer, & Nowakowski, 2005).

*1.3.1.1. Active Counterproductive Work Behaviors.* (e.g., theft, aggression, sabotage)

*1.3.1.2. Passive Counterproductive Work Behaviors.* (e.g., withdrawal behaviors, incivility)

In this study, these two kinds of CWB have been explored. Several empirical studies have been performed confirming that perceptions of low interactional justice are linked to verbal violence aimed at coworkers or superiors and a decline in staff engagement.

### **Objectives of the study.**

Objectives of the study are given as under:

1. The objective of the present research was to determine counterproductive work behavior as cause of informational justice in police officers.
2. To determine counterproductive work behavior as cause of interpersonal justice in police officers.
3. To investigate the influence of personality traits on interactional justice and counterproductive work behavior in police officers.
4. To assess the impact of personality traits and interactional justice on counterproductive behavior in police officers.

The present research begins with an examination of the literature relating interactional justice and personality with counterproductive work behavior in police officers. Second, it highlights the conceptual framework which includes the explanation of the conceptual model, determinants and hypotheses. Third, it discusses the methodology used. Fourth, it highlights the inferential statistical analyses which include Pearson's correlation, hierarchical regression analyses and moderation. Finally, conclusions and implications of the study are provided, and a set of future research directions is examined.

## **2 LITERATURE REVIEW**

Following is the review of interactional justice and personality predicts counterproductive work behavior in police officers to explore the empirical evidence of relationships among the variables.

Jason, Colquitt, Brent, Scotta and John (2006) conducted a study that supported the prediction that three characteristics moderate the effects of procedural, interpersonal and distributive justice on task performance and counterproductive behavior. The moderating impacts of the three characteristics described more outcome variance than moderators based on the literature of justice (equity sensitivity, sensitivity to injustice) or the personality model of five factors. Taken together, the findings indicate that the three integrative theories can inform the search for impacts of justice based on personality. While organizational justice has been shown to have behavioral implications, the way people respond to fair and unfair therapy continues a surprising amount of variation. The research used three integrative

approaches in the fairness heuristic theory of justice literature, the theory of uncertainty leadership, and the theory of fairness to define personality traits that could explain such variability. From these theories, we recognized as prospective moderators, trust propensity, risk aversion, and morality (rooted in personality circumplex models).

Lim, Teh and Benjamin (2016) conducted a study to empirically explore a number of personality traits in one of Malaysia's Emergency Relief agencies in relation to counterproductive work behavior among volunteers. The findings showed that there are important beneficial associations with workplace deviance between the personality traits of extraversion and neuroticism. These results were consistent with previous research that personality characteristics (especially extraversion and neuroticism) were strongly correlated with interpersonal deviance and workplace deviance (Santos and Eger, 2014; Kozako et al., 2013), which stated that when they scored high in these personality characteristics, they were more probable to participate in deviant acts. The findings also disclosed that there is no important connection with workplace deviance between the personality traits of agreeability, awareness, and openness to experience, all these traits showed no significant correlation with counterproductive work behavior. These findings appear to contradict previous findings.

In 2005, Henle assessed the validity of a workplace deviance study interactional strategy. After monitoring for gender, age, and tenure, data gathered from 151 employed undergraduate learners provided some assistance to individuals through situation interactions. Interactions between interactional justice and the two personality characteristics were important, suggesting that only when staff are smaller in socialization or greater in impulsiveness, there is a connection between interactional justice and workplace deviance. Furthermore, findings suggested that the prediction of workplace deviance was improved by the inclusion of personality factors in relation to organizational justice.

In 2011, Lisa, Penney, Hunter and Perry performed a survey to explore how the connection between conscientiousness and CWB differs depending on the level of accessible private assets (i.e., emotional stability) and organizational resources (i.e. experienced work constraints). Results from two studies show that the adverse connection between conscientiousness and CWB among staff with low emotional stability is positive.

Smithikrai explored the extent to which situational strength moderates the relationship between personality traits and counterproductive work behavior (CWB) in 2008. It was



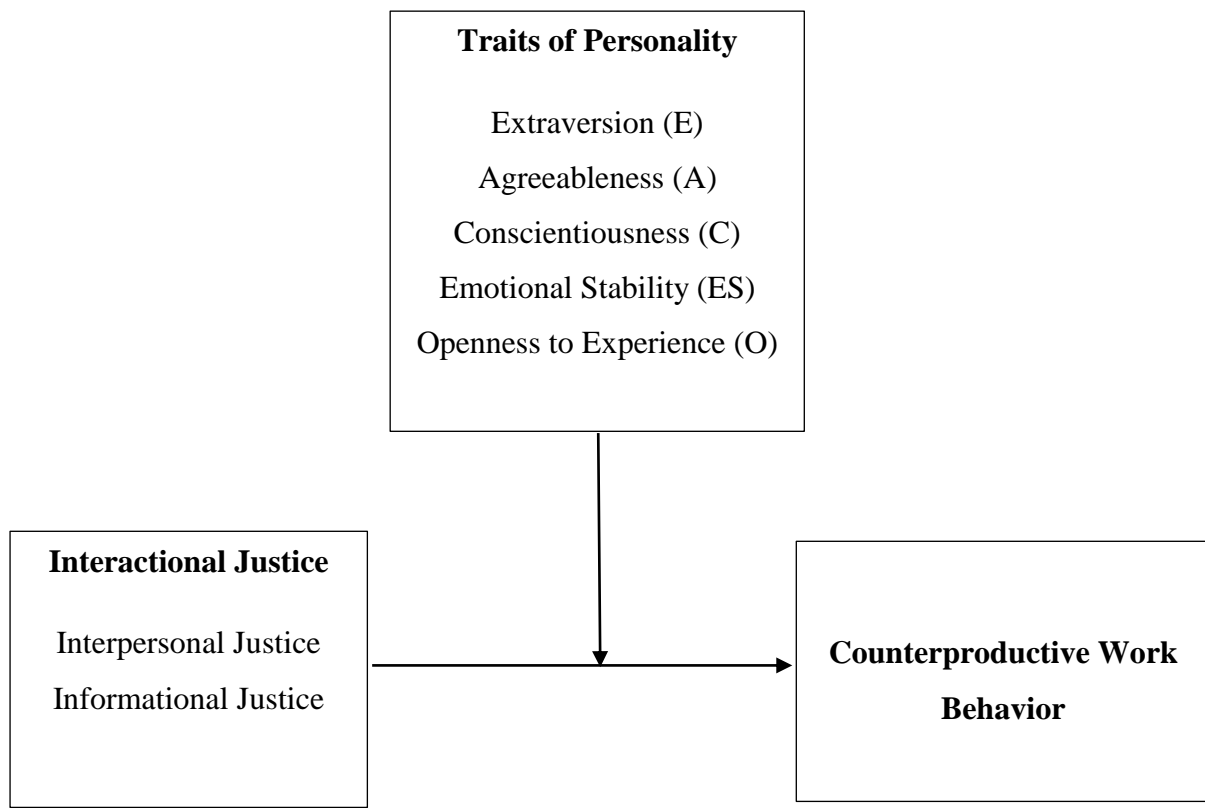
assumed that relationships between personality traits and CWB would differ in powerful and weak circumstances. Furthermore, in anticipating CWB, there would be an interaction between conscientiousness and agreeableness. The findings showed, as expected, that the impact of personality on CWB depended on situations' intensity. The findings also stated that, when acceptability is less, conscientiousness has a greater, adverse relationship with CWB only in a weak position.

The present research highlighted the likelihood of counterproductive work behavior and its relationship with interactional justice and personality in police officers as they face these issues in their working environment and there are not much past researches in Pakistan that are be conducted regarding these issues and it would be quite important as it cause negative working environment that could affect their working performance and commitment towards their work. Moreover, there are huge gaps that are needed to be filled as there is no literature for interactional justice, all of these variables have not been studied in police authorities neither in Pakistan nor these three variables have been studied in Pakistan altogether. A few researches have been found showing the literature between the relationship of personality and counterproductive work behavior.

### **3 The Conceptual Framework: The Conceptual Model and Hypotheses**

This section explores relationship of interactional justice and personality with counterproductive work behavior in police officers. The primary purpose of the research was to measure that interactional justice served in organizations and personality of officers can influence counterproductive work behavior. The proposed model, as shown in Figure 1, is based on three main constructs- (i) interactional justice, (ii) personality, (iii) counterproductive work behavior. The interactional justice is the independent variable, personality is moderating, and counterproductive work behavior is dependent variable. The conceptual framework shown here highlights the linkages between these main constructs.

### 3.1 The Conceptual Model



**Figure 1.** The conceptual model showing the relationship among Interactional justice, Personality and Counterproductive work behavior in police officers

#### Hypotheses

Following are the hypotheses of present study:

- 1 There is likely to be a negative relationship between Interpersonal justice and counterproductive work behavior in police officers.
- 2 There is likely to be a negative relationship between Informational justice and counterproductive work behavior in police officers.
- 3 There is likely to be a negative relationship among agreeableness, openness to experience, conscientiousness and counterproductive work behavior in police officers.
- 4 There is likely to be positive relationship among extraversion, neuroticism and counterproductive work behavior in police officers.

- 5 Interactional justice and Personality traits would predict counterproductive work behavior among police officers.
- 6 Personality Traits are likely to moderate the relationship between Interactional justice and counterproductive work behavior. (Moderation)

### 3 Research Methodology

This section highlights the research design and research sample.

#### 3.1 Research Design

The present research was conducted to assess the relationship among Interactional justice, Personality and Counterproductive work behavior in police officers. Correlational research design was used in the present study. Three questionnaires were administered. Interactional justice was evaluated using the four-dimensional metric developed by Colquitt in 2001, i.e., Organizational Justice measure. All judicial items were rated using a scale of the Likert type (1 = strong disagreement; 5 = strong agreement). The reliabilities of the scales were for interpersonal  $\alpha = .89$ , and informational  $\alpha = .85$ . The Big Five Inventory is a personality test consisting of ten items, the participant agrees with on the scale 1-5, where 1=disagree, 2=slightly disagree, 3=neutral, 4=slightly agree and 5=agree. It has been adapted from Rammstedt, & John, (2007). Total scores were used to calculate the results of each subscale. It consists of five personality dimensions: Extraversion (E), Agreeableness (A), Conscientiousness (C), Emotional Stability (ES)/ Neuroticism and Openness to Experience (O). Each dimension is measured by two descriptors, one of each pair is reverse-scored. The reliability test results show that the reliability coefficient (Cronbach's Alpha) for each factor of the personality traits was 0.77 (openness to experience), 0.72 (conscientiousness), 0.72 (extraversion), 0.71 (neuroticism) and 0.90 (agreeableness). A 32-item version of the Counterproductive Work Behavior checklist was used to measure counterproductive work behavior (Spector, 2006). The scale asks respondents how often they engage in different counterproductive job activities, such as deliberately wasting equipment or supplies from your employer. The writer of the scale reports that in previous studies the initial scale has reliability of 0.90. While it was possible to separate the initial measure from which the scale was transformed into interpersonal and organizational aspects, the adjusted scale preferred interpersonal CWB types. Regarding inclusion criteria only males were included. Police

officers working in the respective department from at least 2 years were included. Retired police officers or tenure less than 5 years and trainee candidates/workers were excluded as they could affect the results.

#### 4.1 Research Sample

The sample size was consisting of total 209 male police officers. This sample was recruited from different police stations of Lahore. Non-probability sampling technique was used in present research. Data was analyzed through statistical methods such as Descriptive statistics were taken to estimate mean and standard deviation of demographics (age (in years), Marital status (Married, Unmarried), family system (joint, nuclear), number of siblings and children, monthly income, overall work experience, working hours etc. Pearson product moment correlation was used to find relationship among Interactional justice, Personality and Counterproductive work behavior in police officers. Hierarchical regression, analysis was used for prediction and moderation analysis was applied.

### 5 Analysis and Results

The results of the current research are presented for Interactional justice, Personality and Counterproductive work behavior in police officers. The data analytic strategy began with reliability analysis using Cronbach's alphas for scales; descriptive statistics for the scales and demographic variables (the results are presented in table 4.1 & 3.1). In the second step, Pearson product moment correlation was computed to assess the relationship among demographics, Interactional justice, Personality and Counterproductive work behavior. In order to clarify the relationship between possible predictors and Counterproductive work behavior; regression analysis was conducted. Moderation analysis was also conducted to assess the relationship of Personality as moderator between Interactional justice and Counterproductive work behavior.

#### 5.1 Descriptive statistics

**Table 1** Demographic Characteristics of the Sample (N=209)

Characteristics	<i>f (%)</i>	<i>M (SD)</i>
Age		35.90(7.5)
Job Experience		12.78(8.45)
Working Hours		10.78(1.99)

Monthly Income	42607.8(32392.2)
Family Income	139376(85623.9)
Rank	
ASI	135(64.6)
SI	25(10.0)
Inspector	42(20.1)
DSP	07(5.3)
Family System	
Nuclear	45(21.5)
Joint	163(78.0)
Birth Order	
First	99(47.4)
Middle	83(39.7)
Last	23(11.0)
Marital Status	
Married	196(93.8)
Unmarried	13(6.2)

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## 5.2 Reliability Coefficients of the scales used in the study.

**Table 2** Reliability coefficients of the Scales used in the Present Study (N=209)

Variables	M	SD	k	Range		$\alpha$
				Actual	Potential	
Interactional Justice						
Interpersonal Justice	7.41	03.76	04	04-20	04-20	.91
Informational Justice	11.58	03.18	05	08-23	05-25	.57
Personality						
Extraversion (E)	5.56	01.97	02	02-10	02-10	.56
Agreeableness (A)	4.94	01.82	02	02-10	02-10	.62
Conscientiousness (C)	4.96	01.90	02	02-10	02-10	.71
Neuroticism (N)	4.80	01.92	02	02-10	02-10	.62
Openness to Experience (O)	5.04	01.89	02	02-10	02-10	.59
Counterproductive Work Behavior (CWB)	33.69	03.29	32	32-48	32-160	.83

Note. M=Mean; SD=Standard Deviation; k = No. of items;  $\alpha$  = Cronbach's alpha

All the reliabilities of the variables under study i.e., Interactional justice, Personality and Counterproductive work behavior are fairly good. Means and standard deviations also fall with the range, so all the scales are used in the main analysis.

## 5.3 Correlation Analysis

**Table 3** Correlations of Study Variables (N= 209)

Variables	2	3	4	5	6	7	8
1. Interpersonal Justice	.56**	-.34	.28	-.00	.18	.19	-.92**
2. Informational Justice		-.31	.27	-.01	.15	.17	-.90**
3. Extroversion			-.01	-.08	-.07	-.14*	.41*

4. Agreeableness	.07	.04	.06	-.42*
5. Conscientiousness		-.09	.05	-.12*
6. Neuroticism			-.04	.25*
7. Openness to experience				-.12
8. Counterproductive Work Behavior				

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Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .000$

It was hypothesized that there is likely to be a negative relationship between Interpersonal justice ( $M=7.41$ ,  $SD= 3.76$ ) and counterproductive work behavior ( $M=33.69$ ,  $SD=3.29$ ) also there is likely to be a negative relationship between Informational justice ( $M=11.58$ ,  $SD= 3.18$ ) and counterproductive work behavior in police officers. As shown in Table 4.2, the correlation results revealed that Interactional Justice i.e., (Interpersonal and Informational Justice) had a negative correlation with Counterproductive Work Behavior, it means that higher the Interactional Justice served in Police department lower would be the Counterproductive Work Behavior and vice versa.

It was also hypothesized that there is likely to be a negative relationship among Personality Traits i.e., Agreeableness ( $M=4.94$ ,  $SD=1.82$ ), Conscientiousness ( $M=4.96$ ,  $SD=1.90$ ) and Openness to Experience ( $M=5.04$ ,  $SD=1.89$ ) and Counterproductive Work Behavior in Police Officers. As shown in above table, Agreeableness and Conscientiousness also had a negative correlation with Counterproductive Work Behavior which indicates that higher the Agreeableness and Conscientiousness lower would be the Counterproductive Work Behavior in Police Officers and vice versa. Whereas Openness to experience showed no correlation with Counterproductive Work Behavior (CWB), It may be due to limited sample size or unequal selection of personality traits among sample size. While in other hypothesis stated that there would likely to be positive relationship between Extraversion ( $M= 5.56$ ,  $SD= 1.97$ ), Neuroticism ( $M=4.80$ ,  $SD=1.92$ ) and counterproductive work behavior and results showed that both Extroversion and Neuroticism had a positive correlation with Counterproductive Work Behavior which means that higher the Extroversion and Neuroticism traits among the Police Officers higher would be the Counterproductive Work Behavior and vice versa.

#### 5.4 Hierarchical Regression Analysis

**Table 4** Hierarchical Regression analysis for Personality and Incivility as a Predictor of Organizational Commitment (N=209)

Predictors	Counterproductive Work Behavior	
	$\Delta R^2$	$\beta$
Step 1	.19***	
Extroversion		.12
Agreeableness		-.01
Conscientiousness		-.28***
Neuroticism		.29***
Openness to experience		-.00
Step 2	.08*	
Interactional Justice		-.09*
Informational Justice		-.12*
Step 3	.04	
IPxE		.16
IPxA		-.15
IPxC		-.61*
IPxN		.41
IPxO		-.41
IFxE		.05
IFxA		-.22
IFxC		-.93*
IFxN		.46
IFxO		-.44
Total R <sup>2</sup>	.32***	



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

The results of table 4.3 revealed that after controlling moderator i.e. Personality Traits (Extraversion, Agreeableness, Openness to Experience, Conscientiousness and Neuroticism) in step no.1 and independent variable i.e. Interactional Justice (Interpersonal and Informational justice) in step no. 2 overall model explained 32% variance for Counterproductive Work Behavior. In model no.1  $F(5,203) = 9.32$ ,  $p < .001$ , Extraversion was found positive and Neuroticism was found positively significant predictor of Counterproductive Work Behavior, whereas Agreeableness and Openness to Experience were found negative, while Conscientiousness was found negative and significant predictor of Counterproductive Work Behavior. In Model no.2  $F(7,201) = 7.03$ ,  $p < .001$ , Interpersonal Justice and Informational justice were found negative predictor of Counterproductive Work Behavior. It was hypothesized that Personality Traits will likely to moderate the relationship between Interactional justice and counterproductive work behavior so in model no.3  $F(17,191) = 3.38$ ,  $p < .001$ , Interactional Justice and Conscientiousness showed negatively significant interaction also interaction of informational justice and Conscientiousness showed negatively significant interaction.

## 6 Discussion

Due to considerable increasing interest in researching background variables that can predict counterproductive behavior at job, this research attempted to contribute to gathering proof on the role of individual characteristics of such behaviors, especially personality factors. (Penney, 2002). The attention provided to counterproductive work behavior (CWB) by institutional scientists is not surprising considering the incidence and financial effect of CWB. The current research is one of the first attempts to clarify CWB's connection with interactional justice (interpersonal and informational justice) in police officers. While the purpose behind the action is the primary element that characterizes counterproductive work behavior, it is recognized that personality can possibly affect participation in such activities. More novel, this study builds on previous studies into the relationship between justice served in organizations, i.e., interpersonal and informational justice and counterproductive behavior of job. Sometimes counterproductive work behavior can be viewed as an innocent response to employers' unfair treatment.

This research offers extra proof of the relationship between personality traits and CWBs. It has been noted that the variables of consistency, consciousness and neuroticism correlated with CWB on a larger magnitude (Salgado, 2002; Berry et al, 2007; Pankaj & Patel 2011). To this end, the Big Five model's personality factors have been regarded. This decision was based on the finding that this model was the most commonly used to explore the function of individual features in distinct situations globally. Recognizing the constraints of this preliminary research is essential. First, the information is correlated, limiting the causality findings between perceptions of justice and counterproductive work behavior. Personality can affect the process of the CWB. It can influence the perceptions and environmental assessment of people, their attributions to causes of occurrences, their emotional reactions, and their capacity to inhibit aggressive and counterproductive impulses (Spector, 2010). Penney et al., 2011, also stated that personality is a key determinant of the workplace's individual conduct. The attitude-behavior theory endorsed the personality-CWB (Fishbein and Ajzen, 1975). Personality is "the vibrant organization within those psychophysical structures that determine their distinctive adaptations to their setting" (Allport, 1937, Barrick & Ryan, 2003). The sort of personality of an individual can be a predictor of several variables related to work, i.e. work satisfaction, deviance, mood / attitude and behaviors. Thus, an individual's sort of personality affects the manner he / she performs at his / her workplace (Cullen & Sackett, 2003). Employees can participate in a broad range of organizational misconduct. Such counterproductivity costs billions of employers globally annually (Ones, 2002). The extent to which organizations have real, psychological and societal expenses can be better grasped when one considers the variety of distinct ways in which staff can misbehave.

The objective of this research is to explore the connection between Interactional Justice, Personality and Counterproductive Work Behavior (CWB) in police officers. It was hypothesized that an adversely negative connection in police officers is likely to exist between interpersonal justice and counterproductive work behavior. There is likely to be a negative connection in police officers between informational justice and counterproductive work behavior. There is probable to be an adverse negative connection in police officers between agreeableness, open-mindedness, conscientiousness and counterproductive work behavior. It was also hypothesized that the connection between extraversion, neuroticism and counterproductive work behavior in police officers would probably be positive. Interactional

justice and personality traits among police officers would predict counterproductive work behavior. Personality traits are likely to reinforce the interactional justice connection with counterproductive work behavior. The hypothesis was tested using Pearson product moment correlation and regression analysis. The results of the current study are discussed with the prior review of the literature. The current results contribute to understanding counterproductive work behavior in several respects. It was hypothesized that there is likely to be a negative relationship between Interpersonal justice and counterproductive work behavior, also there is likely to be a negative relationship between Informational justice and counterproductive work behavior in police officers.

The correlation results revealed that Interactional Justice i.e., (Interpersonal and Informational Justice) had a negative correlation with Counterproductive Work Behavior, it means that higher the Interactional Justice served in Police department lower would be the Counterproductive Work Behavior and vice versa. Skarlicki and Folger discovered in 1997 that distributive, procedural, and interactional justice interacted to predict retaliation and counterproductive behavior in workplace. Negative affectivity and agreeableness were discovered to moderate the connection between perceptions of fairness, retaliation and counter production. Also in 2012, Rani, Garg and Rastogi performed a survey to determine the impact of perceived organizational justice on police workers' psychological well-being (life satisfaction) and work deviance. The sample consisted of 200 police staff including constables, sub-inspectors and officers from the circle. The findings indicate that perceived organizational justice has a beneficial relation to psychological well-being, resulting in satisfaction with life. In addition, regression analysis shows that the elements of institutional justice (distributive justice, procedural justice and interactional justice) are powerful predictors of the elements of psychological well-being (autonomy, cultural mastery, personal growth, beneficial interactions with others, purpose in life and self-acceptance) and counterproductive job behavior. To better comprehend the psychological needs of police staff, the research offers useful consequences for police practitioners, scientists and management body.

Interactional injustice is a significant predictor of Counterproductive Work Behavior, according to the literature (Fox et al., 2001; VanYperen et al., 2000). It discovered that employees who perceived low informational justice tend to show passive CWB, suggesting that people who think they do not have adequate access to data at job are

scared, leading to aversive behavior (For example, absenteeism and repeated breaks). These findings are compatible with prior findings and the cognitive theory of emotions assumptions (Fischer & Roseman, 2007; Frijda, 1986; Vlaeyen & Linton, 2000). Findings indicated that different procedures explain the connection between CWB and the two dimensions of interactional justice and each produces separate CWB. It was noted that by the perception of unfair interpersonal therapy more effective CWB was predicted. On the other side, the perception of not being well informed activates feelings that, in turn, can predict withdrawal responses, or passive CWB, in other words. These results can be interpreted as indicating that when individuals feel lacking adequate access to quality data, they may also fear being excluded by their peers, their supervisors, and the organization thus shows counterproductive behaviors (Lipiansky, 1993; (Khan et al. 2020; Iftikhar, et al. 2020; Ibrahim, et al. 2019; Rashid, et al. 2019; Bhatti et al. 2018; Khan et al. 2015; Qureshi et al. 2014; Rasli et al. 2015). Problems linked to bad access to data could be considered to involve more severe issues, which are viewed as threats in turn. The fear of being rejected by the community may lead to behaviors of withdrawal, not in terms of wanting others not to reject it, but in dismissing others beforehand.

Results told that both sub-types of interactional justice, i.e. interpersonal and informational justice, have shown important negative relationships with counterproductive job behavior, meaning that greater justice served in any smaller organization will be the CWB proportion in that department, which is also demonstrated by a research undertaken by Flaherty and Moss (2007). This research informs us that all counterproductive behaviors are caused by procedural, distributive, and interactional injustice. The impact of justice on these damaging acts decreased with increased team engagement, restricted coworker satisfaction, pronounced consent, and decreased neuroticism. Bies and Tripp (1998) showed that when confronted with a scenario of organizational unfairness, staff may embrace CWB (organizational retaliation) or positive behavior, such as making a conscious choice to forego rage, resentment, and the willingness to punish the individual responsible for the bias (Murphy, 1988).

It was also hypothesized that there is likely to be a negative relationship among Personality Traits i.e., Agreeableness, Conscientiousness and Openness to Experience and Counterproductive Work Behavior in Police Officers. Results showed that Conscientiousness and Agreeableness also had a negative correlation with Counterproductive Work Behavior

which indicates that higher the Conscientiousness and Agreeableness lower would be the Counterproductive Work Behavior in Police Officers and vice versa. Whereas Openness to experience showed no correlation with Counterproductive Work Behavior (CWB), It may be due to limited sample size or unequal selection of personality traits among sample size. While in other hypothesis stated that there would likely to be positive relationship between Extraversion, Neuroticism and counterproductive work behavior and results showed that Extroversion and Neuroticism had a positive correlation with Counterproductive Work Behavior which means that higher the Extroversion and Neuroticism traits among the Police Officers higher would be the Counterproductive Work Behavior and vice versa.

First, the results of the zero order correlations indicate that Agreeableness and extraversion have important interactions with CWBs, which is usually compatible with Smithikrai's (2008) findings, which explored that to what extent the power of circumstances moderates the relationship between personality traits and counterproductive work behavior (CWB). The findings showed that the personality impact on CWB depended on situations' intensity. The findings also stated that, when acceptability is small, conscientiousness has a greater, negative relationship with CWB only in a weak position. Looking at the correlations across rating views, the findings indicate that Agreeableness best predicts interpersonal CWBs also demonstrated by prior studies by Bowling, Burns, Stewart and Gruys (2011) while examining the predictors of counterproductive work behavior (CWBs), favorable positive relationships have been identified for neuroticism and negative relationships for Agreeableness and Conscientiousness.

Agreeableness relates to features such as cooperative, soft-hearted, trusting, and caring. Employees with an elevated agreeableness ranking are likely to demonstrate less hostile or violent behavior towards each other during working hours, thus demonstrating adverse correlation with counterproductive work behavior. On the other hand, people with low results in agreeableness are self-centered, spiteful, and jealous of others. Convenience can thus decrease workers ' conflict and add to a healthy working environment. It was assumed in hypothesis that there is likely to be an adversely negative connection in police officers between agreeableness, openness to experience, Conscientiousness and counterproductive job conduct. Results were the same as hypothesized, which the literature also proves, as the research says Like extraversion, neuroticism is a prominent feature in personality psychology, as demonstrated by its presence in almost every measure of

personality (Costa and McCrae, 1988; Judge et al., 1999). The characteristic involves characteristics such as pessimism, excessive worry, low trust, and adverse emotional tendencies. Because of its essentially adverse nature, it has been asserted that high level people are more likely to "create adverse attitudes and behaviors towards their job" (Bozionelos, 2004).

Lim, Teh and Benjamin (2016) conducted a study to empirically explore a number of personality traits in one of Malaysia's Emergency Relief agencies in relation to counterproductive work behavior among volunteers. The findings showed that there are important beneficial associations with workplace deviance between the personality traits of extraversion and neuroticism. These results were consistent with previous research that personality characteristics (especially extraversion and neuroticism) were strongly correlated with interpersonal deviance and workplace deviance (Santos and Eger, 2014; Kozako et al., 2013), which stated that when they scored high in these personality characteristics, they were more probable to participate in deviant acts. The findings also disclosed that there is no important connection with workplace deviance between the personality traits of Agreeableness, Conscientiousness, and Openness to New Experience, all these traits showed no significant correlation with counterproductive work behavior. These findings appear to contradict previous findings.

It was hypothesized that Personality Traits will likely to moderate the relationship between Interactional justice and counterproductive work behavior. so, the results revealed that after controlling moderator i.e. Personality Traits (Extraversion, Agreeableness, Openness to Experience, Conscientiousness and Neuroticism) and independent variable i.e. Interactional Justice (Interpersonal and Informational justice) overall model explained 23% variance for Counterproductive Work Behavior. In model no.1, Extraversion was found positive, whereas Neuroticism was significantly positive. Agreeableness and Openness to Experience were found negative and Conscientiousness was found negative and significant predictor of Counterproductive Work Behavior. In Model no.2, Interpersonal Justice and Informational justice both were found negatively significant predictors of Counterproductive Work Behavior. Moreover, the results showed that personality traits act as moderators in the relationship between interactional justice and counterproductive work behaviour, as evidenced by a study by Jason, Colquitt, Brent, Scotta and John (2006) provided some support for predicting that these three characteristics moderate the impacts of procedural,

interpersonal and distributive justice on job performance and counterproductive behavior. The moderating impacts of the three characteristics described more outcome variance than moderators based on the literature on justice (equity sensitivity, sensitivity to injustice) or the personality model of five factors. Taken together, the findings indicate that the three integrative theories can inform the search for impacts of justice based on personality while organizational justice has been shown to have behavioral implications, the way people respond to fair and unfair therapy continues a surprising amount of variation.

In addition, in 2010, Bowling, Nathan, Eschleman and Kevin examined whether worker personality moderated the connection between job stressors and CWBs. Analyzing information from 726 adolescents working in a variety of occupations discovered that job stressors were more closely linked to CWBs among employees with low conscientiousness or elevated adverse affectivity (NA) than among employees with elevated conscientiousness or low affectivity (NA). However, for the moderating impacts of agreeableness, they discovered less coherent assistance.

In 2005, Henle assessed the validity of a workplace deviance study interactional strategy. After monitoring for gender, age, and tenure, data gathered from 151 employed undergraduate learners provided some assistance to individuals through situation interactions. Interactions between interactional justice and the two personality characteristics were important, suggesting that only when staff are smaller in socialization or greater in impulsiveness, there is a connection between interactional justice and workplace deviance. Furthermore, findings suggested that the prediction of workplace deviance was improved by the inclusion of personality factors in relation to organizational justice. Results showed that, along with Interactional Justice and Conscientiousness showed negatively significant interaction, Informational justice and Conscientiousness also showed negatively significant interaction. Which was proved by previous studies. Smithikrai explored the extent to which situational strength moderates the relationship between personality traits and counterproductive work behavior (CWB) in 2008. It was hypothesized that the relations between personality traits and CWB would vary across strong and weak situations. Furthermore, in anticipating CWB, there would be an interaction between conscientiousness and agreeableness. The findings showed, as expected, that the impact of personality on CWB depended on situations intensity. The findings also stated that, when acceptability is small, conscientiousness has a greater, adverse relationship with CWB only in a weak position.

In 2011, Lisa, Penney, Hunter and Perry performed a survey to explore how the connection between conscientiousness and CWB differs depending on the level of accessible private assets (i.e., emotional stability) and organizational resources (i.e. experienced work constraints). Results from two studies show that the negative connection between conscientiousness and CWB among staff with low emotional stability is positive. Neuroticism is the personality characteristic associated with a person's mental stability, this is one of the personality elements characterized by adverse emotions. It reflects feelings of distress, less trust, depression, anxiety, nervousness, helplessness, and a lot of concern about different life conditions. They are unsure about their own ability and ability to perform their responsibilities. This causes highly neurotic individuals to feel stressed and depressed in their work environment. By comparison, emotionally stable individuals can control their adverse emotions. Emotional stability can assist people face different cultures and tolerate them and get along with their numbers. This dimension shows the person's character that is more creative, imaginative and curious.

People who are more open-minded are ready, not stifled by tradition, to consider and adopt new ideas, suggestions and opinions from others, and are likely to be creative in generating solutions. They will act positively towards learning because they are curious about what is going on around them. A low rating in openness, on the other hand, relates to a tight mental focus and a familiarity preference. The strong mediating connection was between Agreeableness ' personality characteristic and CWBs, with Agreeableness having a moderately powerful connection with CWB. These results show that appropriate personality characteristics predict CWBs because they predispose staff to respond to their work position and experiences in certain respects, as reflected in their work attitude assessments but current research showed no significance prediction of counterproductive work behavior by Agreeableness, a personality trait.

The usefulness of personality traits, namely the Big Five, was assessed by Sanders (2010) as a means of selecting excellent police officers. This research examined a sample from eight non-urban police departments of 96 police officers. It has been discovered that age and attitude are stronger predictors of job performance measures than personality traits. A cynical working attitude linked negatively to job performance scores. Officer age has been discovered to have a non-linear connection to job performance. Policing performance measurement difficulties are discussed, as is the comparative significance of individual



officer personality versus organizational culture. The study expands police officer selection research and work performance and measurement problems. Farhadi, Fatimah, Nasir & Shahrazad (2012) performed a survey to examine the position of two population variables on deviant conduct in the workplace (gender and age). Data were gathered from 212 topics employed as civil servants in Malaysia using a questionnaire set that measures the factors studied. The findings showed that characteristics of personality predicted deviant behavior in the workplace. There were negative relationships with workplace deviance between agreeability and awareness. While the results of this study showed variations in workplace deviant behavior between topics of distinct age levels, it was unable to discover variations in workplace deviant behavior between topics of distinct gender.

Forero, Pujol, Olivares and Pueyo (2009) researched that police officers' performance depends mainly on employee arrangements and characteristics. Their results show that real job performance is affected by personality traits, but training tends to mediate this connection. Similarly, another study on personality and work performance using a sample of 269 staff disclosed that Honesty – Humility, Compatibility, and Consciousness had a performance-related connection (Johnson, Rowatt & Petrini, 2011). It was found that this research offered empirical assistance for the interactional justice, personality, and counterproductive job conduct relationship. Interpersonal and Informational Justice showed negative correlation with Counterproductive Work Behavior. Extroversion and Neuroticism showed positive correlation with Counterproductive Work Behavior whereas Agreeableness and Conscientiousness showed negative correlation with Counterproductive Work Behavior. Openness to Experience showed negative correlation but not substantial with counterproductive work behavior. Conscientiousness was negative predictor of Counterproductive Work Behavior while Neuroticism was positive predictor of Counterproductive Work Behavior. Interpersonal and Informational Justice both showed negative prediction for Counterproductive Work Behavior. Conscientiousness acted as a moderator with Interpersonal Justice for Counterproductive Work Behavior. Also, Conscientiousness acted as a moderator with Informational Justice for Counterproductive Work Behavior.

## **6.1 Implications**

- The study adds useful information regarding a very important topic to the literature.

- There are several practical implications for reducing Counterproductive work behaviors in organizations. CWB costs organizations enormous amounts of money every year in several ways.
- On the basis of this research, we suggest the Human Resource practitioners to take the results of this study into consideration before hiring employees; the finding could help them to save organization and its repute.
- Moreover, Human Resource practitioners should motivate the existing employees by improving justice sense, introducing some reward and training programs to make them productive.
- This study would also be helpful in the field of organizational psychology and in all organizational fields, would be beneficial in understanding the concerns of employees regarding personality, interactional justice and counterproductive work behavior to benefit the organization.
- The research opens the door to a more thorough understanding of the relationship between variables in a specific context and new ideas have indeed emerged as a result of the present research.
- Further studies can be conducted on this research, strengthening its reliability.

## **6.2 Limitations**

- Officers were not comfortable and somewhat unwilling to fill out the questionnaires because they believed that demographic information had private issues such as socio-economic status, work designation, etc.
- Only measures for self-reporting have been used.
- Data was only collected from one city that reduced the study's generalizability.
- This research included a limited number of respondents that impeded external validity and should increase the sample size for future studies.
- Observations of conduct have not been produced.

## **6.3 Suggestions**

- Study contributed to the area of organizational justice, building a knowledge base and testing a comprehensive model with a Pakistani sample. In reviewing the literature pertaining to interactional justice, most studies were conducted in western contexts. Therefore, a systematic investigation of interactional justice and its components should be done here in Pakistan.
- Qualitative data should also be included to decrease the bias and longitudinal studies should also be carried out.
- Other cities should also be included to increase the generalizability.
- There can be difference in results for the sample of other police departments and areas, such as remote areas of Pakistan. These confounding's should be considered in future studies.
- Psychological training programs should also be conducted to increase the interactional justice and decrease counterproductive work behaviors and turnover intentions.
- Moreover, situational variables may also influence personality, interactional justice and CWB relationships and would be useful for future researcher to examine.

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