

## **The Impact of Organizational Justice on the Counterproductive Work Behavior (CWB): A Field Study Conducted in the Jordan Customs Department (JCD)**

**Dr. Saleh Ibrahim Sulaiman Al-A'wasa**

The Jordan Customs Department (JCD)

Head of the Department

Amman, Jordan

### **Abstract**

*The present study aimed at identifying the impact of the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice) on the counterproductive work behavior towards the organization and individuals. The researcher selected a random sample that consists from (340) employees. He also designed a questionnaire for collecting the required data. The researcher used descriptive statistical methods and conducted the multiple and simple regression analysis. That was done to analyze the collected data and test the study's hypotheses. It was concluded that there is a negative relationship of moderate strength between the organizational justice dimensions and the counterproductive work behavior. The researcher recommends avoiding overlooking the top level management due to the significance of achieving organizational justice at the workplace. He also recommends holding training programs for promoting awareness among employees about the negative consequences resulting from counterproductive work behavior*

**Keywords:** Organizational justice, the counterproductive work behavior (CWB)

### **1. Introduction**

Organizational justice is considered one of the issues that have been receiving increasing attention by many researchers during the third millennium. It has been receiving such attention due to its positive impact on the organization's effectiveness and its significant impact on organizations and individuals. For instance, having a poor level of organizational justice can lead to a decline in the organizational performance level. It also affects the organization's performance level and employees' performance efficiency (Deconick, 2010).

Several studies concluded that the employees' feelings of being treated equally and fairly by their supervisors shall turn their attitudes into being positive. Such feelings shall positively affect those employees' behaviors and acts and promote a sense of trust within them towards the management. Such feelings shall represent an incentive that encourages those employees to cooperate with their supervisors. Such feelings shall also raise those employees' job performance level. Thus, the organization's performance levels shall increase. However, in case the employees feel that the organizational justice is absent, there shall be negative consequence. For instance, the employees' job satisfaction, commitment and job loyalty levels shall decrease. Thus, the organization's overall performance shall decrease in turn. In addition, those employees will not have any sense of altruism to help each other nor show willingness to cooperate with one another. They shall also display counterproductive work behaviors (CWB) (Saleem & Gopinath, 2015, Monanu et al.,2015, Chernyat-Hai & Tziner,2014, Priesmath et al.,2013, and Ansari et al., 2013).

The counterproductive work behavior is considered a negative phenomenon that has been spreading much in business organizations. This kind of behavior negatively affects people's performance in business organizations. Such behavior reduces people's work motivation, performance, and productivity levels. Thus, it shall negatively affect the overall performance of business organization (Bunk and Magley, 2013).

### **1.1 Problem Statement**

Countries' success in achieving their goal can be attributed to the capability of their governmental institutions to carry out the tasks assigned to them successfully. It can be also attributed to the capability of their governmental institutions to identify the factors affecting employees' performance, productivity and efficiency levels.

Identifying such factors shall be positively reflected on the effectiveness and overall performance levels of those governmental institutions (Monanu et al., 2015).

In Jordan, the Jordan Customs Department (JCD) is considered one of the most significant institutions on the social and economic levels. It has gained such significance due to its role in supporting the national economy through providing the state's treasury with significant amounts of revenues. Such amounts of revenues constitute a significant percentage of the gross national income (GNI). If the Jordanian governmental institutions want to succeed, they must provide the human element with more attention and achieve a balance between the inputs and outputs. They must also achieve justice in the way they deal with employees. They should also increase their employees' recognition for the organizational justice dimensions in all the areas related to promotions, performance assessment, workload, distribution of bonuses and etc...

## **1.2. Significance of the Study**

Thus, the present study is considered significant due to the major significance of organizational justice in the Jordanian governmental institutions. The present study is considered significant because numerous researchers have confirmed that poor organizational justice can negatively affect individuals and organizations. In addition, the study is considered significant because it deals with recent managerial concepts that the contemporary literature deals with (i.e. the counterproductive work behavior). However, the Arab research did not deal with it. The researcher also believes that the study's results shall be reflecting the needs of the Jordanian governmental institutions concerning their actual practices. Such needs may include the need to make changes and modifications on their organizational environment. That is needed because many studies indicated that the organizational environment significantly affects the spread of counterproductive work behavior.

## **2. Literature Review**

### **2.1 The meaning of the expression (organizational justice):**

The expression (organizational justice) is considered one of the most significant components of the social and psychological environments of organizations. It is also considered one of the determinants of the organizational behavior due to its significant direct relationship with a broad range of organizational variables. Such variables include: performance, productivity, organizational citizenship behavior, job loyalty, job satisfaction, and morale. These organizational variables have a crucial impact on the organizations' development, success and ability to achieve the organization's goals efficiently and effectively. These organizational variables have such an impact because they reflect the employee's assessment for the way he's treated by his supervisor on the human and professional levels (Saleem & Gopinath, 2015).

The basics and foundations of organizational justice stem out from the theory of equity proposed by Adams (1963). Through the latter theory, he suggests that employees tend to assess the justice level through comparing the inputs they provide to their jobs with the outcomes they receive from those jobs. Also he believes that they assess the justice level at the workplace through comparing their input-output ratio with their colleagues' counterpart ratios.

Mark (2003), Byrne (2003), Elovainio et al.(2005), Karriker & Williams (2009), and Rupp (2011) suggest that organizational justice refers to the way in which the employee assesses the fairness of his supervisor in treating him on the human and professional levels. As for Tatum & Eberlin (2008), and Nadiri & Tanova (2010), they suggest that organizational justice refers to the extent of the employees' recognition for the extent of fairness in treating them at their workplaces which results from the predominant relationship between the organization and its employees and the impact of that on several organizational outcomes. Beuqre (2002), Ishak & Alam (2009), Chernyak-Hal & Tziner (2014) suggest that the organizational justice is the value gained from the employees' recognition for the integrity, and objectivity of the organization's existing procedures.

In the light of the aforementioned, the researcher of the present study provides a definition for the expression (organizational justice). He defines it as being the employees' human recognition and sense for the fairness of the organizational returns distribution among them in comparison with their contributions as a part of achieving integrity of the organizational procedures and the objectivity of decisions. Such decisions may involve the decisions related to the distribution of bonuses. The researcher also defines organizational justice as treating the employees by the organization according to the efforts they have exerted in order to achieve the goals of the employees and the organization.

## **2.2. The organizational justice dimensions**

Many researchers believe that the organizational justice consists from the following three elements:

### **2.2.1 The distributive justice:**

This dimension is derived from the ideas of the theory of equity proposed by Adams (1963). The latter theory provides a description for the process of achieving equality between the organization's employees (Jeanne et al.,2012). Greenberg & Baron (2009) suggest that the distributive justice is one of the organizational justice forms that focuses on making employees believe that they have received amounts of money (i.e. wages and others) that equal the outcomes of their works. Noruzy et al.(2011) believe that the distributive justice involves the fair distribution of resources, and employees' behavior and beliefs about the fairness of the wages and recourses given to them. In the light of the aforementioned, it can be concluded that the distributive justice focuses on the outcomes. Thus, the researcher of the present study defines it as being the employees' recognition for the fairness of the outputs they have received.

### **2.2.2 The procedural justice**

The procedural justice is concerned with the fairness of the procedures adopted by the organization for taking the decisions that concern its employees. Such decisions may involve promotions, performance assessment, distribution of bonuses and etc... (Roch & Shanock, 2006). Folger & Cropanzano (2001) suggest that procedural justice refers to fairness-related issues that concern the methods, mechanisms and operations used for assessing the outcomes. Greenberg and Baron (2009) deal with the significance of the procedural justice. The latter researchers suggest that fairness and equality do not lie in the outcomes of operations only, but they also lie in the fairness of the operation's procedures

### **2.2.3The interactional justice:**

The interactional justice refers to the employees' perceptions about the fairness of the treatment they receive through the application of organizational procedures (Isalam & Sadaqar,2011). Jeanne et al.(2012) suggest that the distributive justice involves two kinds of justice (i.e. personal relationship justice and information justice). The personal relationship justice describes the extent of respect and appreciation that the employees get from their supervisors. As for the information justice, it refers to the extent of accuracy and quality of the received information. Greenberg & Baron (2009) suggest that the distributive justice refers to the employees' perceptions for the extent of fairness of the way of treating them by the top management

## **2.3 The counterproductive work behavior (CWB)**

During the third millennium, the expression (counterproductive work behavior) has been receiving much attention by the literature related to organizational behavior. Numerous researchers have been exerting major efforts to understand this behavior in order to take the necessary measures to reduce it (Fagbohungebe et al.,2012).This behavior involves a broad range of negative organizational behaviors of aggressive or negative nature. The ones of aggressive nature may involve: the acts of production deviance. The ones of negative nature may involve: withdrawal, offending colleagues, poor quality work and etc... (Khan, 2013). It should be noted that these negative organizational behaviors have negative direct impacts on employees and organizations. These impacts involve social, financial and psychological impacts, such as: low levels of production, commitment, job loyalty, job satisfaction. Such impacts also involve a rise in the rates of employees' turnover and absence from work (Rramshida & Manikandan, 2013)

Rramshida & Manikandan (2013), Berry et al.,(2012), and Yen & Teng (2012) suggest that the counterproductive work behavior is an intentional behavior carried out by one of the organization's members. They also suggest that this behavior violates the organizational standards and threatens the welfare of the organization, employees or both. Spector et al.(2006) believes that the counterproductive work behavior is an aggressive behavior that harms the organization and its employees. The latter researchers also suggest that there is a broad range of work conditions and organizational circumstances that promote negative responses and feelings within employees leading to increase their tendency to commit any counterproductive work behavior. Such work conditions and organizational circumstances may involve :( performance constraints, work pressure, and injustice).The latter researchers also believe that counterproductive work behaviors are associated with specific personal characteristics, such as: anger, anxiety and etc..

Krischer et al.(2010) suggest that the counterproductive work behavior is an intentional behavior carried out by the employees who are capable to harm the organization and its employees. The latter researchers propose five forms of the counterproductive work behavior. These forms are:(interpersonal abuse, sabotage, theft, production deviance and withdrawal). Idiakheua & Obetoh (2012) suggest that there are certain elements that constitute the counterproductive work behavior. These elements are: a) - The intention to harm (which can be present, absent or ambiguous); b)- Having a target (which can be represented in the organization, individuals, or both); c) - Persistence of the act (i.e. it may be single act or an act repeated over time); d)- The depth and intensity of the behavior. Zhen & Meixin (2012) suggest that the counterproductive work behavior is based on three main things. These things are: a)- The subject of the behavior (i.e. the employee); b)- The receptor of the behavior (i.e. the organization); c)- The nature of the behavior (i.e. harming the organization).

#### **2.4 The organizational justice and the counterproductive work behavior (CWB)**

In the light of the theory of equity proposed by Adams (1963), Folger & Cropanzo (2001) suggest that subjecting the employees to unjust (unequal) treatment shall not make them feel unsatisfied merely. In fact, they shall also develop feelings of anger towards the organization. Such feelings shall make them do certain acts, such as: (slow down, theft, and corruption). Dadi (2012) believes that violating the work contract on the psychological level shall lead to the occurrence of a group of negative behaviors, and negligence, and resistance to change. It shall also lead to a decrease in the employee's organizational loyalty level. The latter researcher suggests that the employee's response to such violation depends on the situational factors. Such factors may include: the availability of attractive job offers.

Priesmath et al.(2013) deal with the social learning theory proposed by Bandura (1977) and the social information processing theory proposed by Salancik & Pfeffer (1978). Priesmath et al (2013) state that such theories assume that the organization's employees observe and learn unfair behavior from others or interpret fairness-related cues in their environment that prompt corresponding future behavior. The latter researchers also suggest that if the employee is treated fairly, he shall display positive attitudes and high morale and feel proud of his work group. That shall lead him to have high levels of job loyalty, and belonging and display positive behaviors. The latter researchers also suggest that if the employee is treated unfairly, he shall display low levels of job loyalty, and belonging and be encouraged to display deviance acts (such as withdrawal) and acts that serve his own personal interests only.

Brimecombe (2013) suggests that the organizational justice concepts and values have a major impact on employees' behaviors and the procedures they carry out. The latter researcher also suggests that one of the major aspects of the organizational justice is represented in fighting against employees' sense of being treated unfairly. He also suggests that the using power cruelly or for controlling employees cruelly shall lead the oppressed work groups to form negative attitudes, carry out negative behaviors and develop feelings of self-hatred. It shall also lead to the occurrence of conflicts between employees.

Several studies have dealt with the relationship and impact between organizational justice and the counterproductive work behavior. Such studies include the study conducted by Jeanne et al. (2012). The latter researchers concluded that there is a statistically significant impact for interactional justice on the counterproductive work behavior. They also concluded that there is a statistically significant relationship between affectivity and interactional justice. As Ansari et al.(2013) concluded that there is a negative relationship between skills variety, and distributive justice from one hand and counterproductive work behavior from another hand. The latter researchers also suggest that there is a positive relationship between the organizational constraints and the counterproductive work behavior. They also concluded that there is a statistically significant relationship between personal factors and the counterproductive work behavior.

Monanu et al.(2015) aimed at exploring the relationship between the organizational justice dimensions – (i.e. distributive, procedural, and interactional justice) – and the counterproductive work behavior dimensions (i.e. interpersonal abuse, sabotage, theft, production deviance and withdrawal). The latter researchers concluded that there is a statistically significant impact for the organizational justice dimensions on the counterproductive work behavior dimensions. Saleem & Gopinath (2015) aimed at exploring the impact of the organizational justice dimensions (i.e. distributive, procedural, and interactional justice) on the counterproductive work behavior dimensions (i.e. production deviance and withdrawal).

The latter researchers also aimed at identifying the impact of work pressure - as a mediating variable – on the relationship between the organizational justice and the counterproductive work behavior. They concluded that there is a statistically significant impact for the organizational justice dimensions on the counterproductive work behavior dimensions. They also concluded that there is a statistically significant impact for the work pressure - as a mediating variable – on the relationship between organizational justice and the counterproductive work behavior. The latter researchers also concluded that the distributive justice is the dimension that has the greatest impact on the counterproductive work behavior.

### 3. Research Methodology

#### 3.1 The study's population and sample

The study's population consists from all the employees working at the Jordan Customs Department (JCD). According to the records of its human resources department, the study's population consists from 3000 employees. The number of the study's population was identified through using the following equation (i.e. the Steven Thompson equation):

$$n = \frac{N \times p(1-p)}{\left[ \left[ N - 1 \times (d^2 \div z^2) \right] + p(1-p) \right]}$$

$$n = \frac{3000 \times 0.50(1-0.50)}{\left[ \left[ 3000 - 1 \times (0.50^2 \div 1.96^2) \right] + 0.50(1 - 0.50) \right]}$$

$$= \frac{750}{2.201} = 340$$

Whereas:

n= The number of the study's population

z= The standard score corresponding to the significance level of (0.95). This score is (1.96).

d= The ratio of the characteristic availability which is (0.05).

p= The ratio of the neutral characteristic availability which is (0.05).

The questionnaire forms were distributed to (340) employees. However, (269) of them were retrieved and all of them were analyzed statistically. Thus, the response rate is (79.11%).

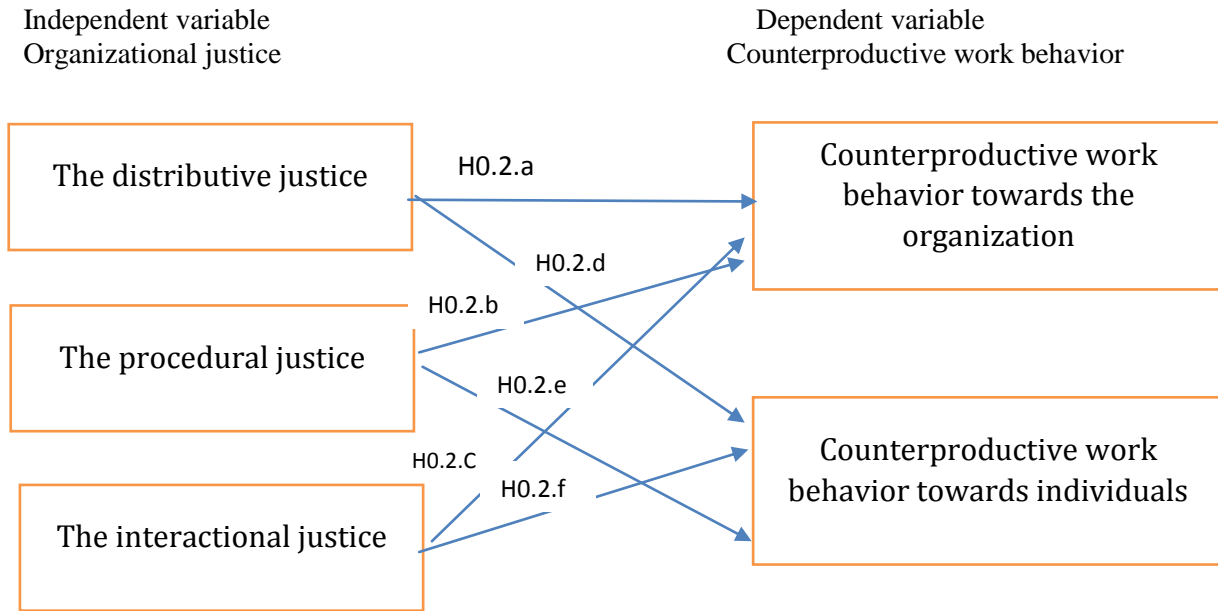
#### 3.2. The study's instrument:

The researcher used a questionnaire to collect the relevant data. He designed the questionnaire based on the study's questions and hypotheses. The study's questionnaire consists from the following parts:

**Part (1):** It includes information about the study's objectives. It also aims to collect the sample's demographic data, such as: gender, age, academic qualification and years of experience.

**Part (2):** It aims to measure the study's independent variable (i.e. organizational justice). To be specific, (5) statements were used to measure the distributive justice, 6 statements were used to measure the procedural justice and (7) statements were used to measure the interactional justice. That was done based on the questionnaires of Neihoff & Moorman (1993), Colquitt et al. (2001). **Part(3):** It aims to measure the study's dependent variable (i.e. the counterproductive work behavior). To be specific, (12) statements were used to measure the counterproductive work behavior towards the organization. In addition, (7) statements were used to measure the counterproductive work behavior towards individuals. That was done based on the questionnaire of Bennett & Robinson (2000). The questionnaires of those researchers were reworded and adapted for the population of the present study. The researcher of the present study adopted the five point Likert scale in order to identify the level of the respondent's attitude to each statement. Through applying this scale, five multiple choice answers were provided to each statement. These answers are: (strongly agree, agree, neutral, disagree, and strongly disagree). The scores of these answers are (5, 4, 3, 2, and 1) respectively

**3.3.The study’s model:**



The researcher developed the above model based on the models of the following researchers: (Jeanne et al. (2012), Ariani (2013), Ansari et al. (2013), Monanu et al. (2015), Saleem & Gopinath (2015), and Raman et al. (2016)).

**3.4.Variance Inflation Factor (VIF)**

The researcher of the present study calculated the values of the variance inflation factor (VIF). They were calculated to identify the multicollinearity existing between the study’s independent variables. The values of the variance inflation factor (VIF) for the distributive, procedural, and interactional justice are (1.73, 3.70, and 2.92) respectively. These values are less than 10. That means that there isn’t any multicollinearity problem between the study’s independent variables (Sekaran, 2003).

**3.5.Normality Distribution Test**

According to the rule of the Central Limit Theorem, it was concluded that the study’s data is distributed normally. The latter rule suggests that the data that exceeds (30) items is distributed normally. In addition, the values of the skewness and Kurtosis coefficients of the study’s variables are less than (2). That means that the study’s data is distributed normally (Sekaran, 2003). Table (1) below presents the results of the normality distribution test.

**Table (1): The results of the normality distribution test**

Variable	The skewness coefficients	The Kurtosis coefficients
Distributive justice (an independent variable)	0.533	0.438
The procedural justice (an independent variable)	0.543	0.077
The interactional justice (an independent variable)	0.290	0.632
The counterproductive work behavior towards he organization (a dependent variable)	0.835	1.548
The counterproductive work behavior towards individuals (a dependent variable)	1.085	1.626

**3.6.Statistical analysis:**

The present study used several statistical methods to analyze the study’s data and test the study’s hypotheses. For instance, the researcher calculated frequencies, arithmetic mean, standard deviation and Pearson correlation coefficient. The researcher also conducted the multiple and simple regression analysis in order to test the study’s hypotheses.

**3.7. The Reliability and Validity of the Study’s Instrument:**

In order to measure the reliability of the study’s instrument, the researcher calculated the value of the Cronbach's alpha coefficient. Table (2) presents the values of Cronbach's alpha coefficient (a) for each variable of the study’s variable. It also presents the Cronbach's alpha coefficient of the overall scale. All the values of the Cronbach's alpha coefficient of the variables far exceeds the value (0.60). That means that the study’s questionnaire is highly reliable (Sekaran, 2003).

**Table (2): The values of Cronbach's alpha coefficient for each variable of the study’s variables**

Variable	The distributive justice	The procedural justice	The interactional justice	the counterproductive work behavior towards the organization	the counterproductive work behavior towards individuals	The overall scale
a value	0.718	0.907	0.929	0.884	0.884	0.798

**4. Analysis of the Results**

**4.1 The characteristics of the study’s sample**

Frequencies and percentages were calculated for describing the characteristics of the study’s sample. It was concluded that the sample includes (247) males (92 %) and (22) females (8 %). That means that the Jordan Customs Department (JCD) aims to recruit males more than females. That is attributed to the nature of the work circumstances and conditions. For instance, the locations of the centers of the latter department on the borders make it necessary to recruit males more than females. It was concluded that (57%) of the respondents are less than 45 years old. It was also concluded that (72%) of the respondents hold more than (11) years of experience. That means that the Jordan Customs Department (JCD) aims to recruit young people. That is because young people are characterized with being energetic, active and motivated to work. They also embrace changes more than others. It was concluded that the 68 % of the respondents hold (BA, MA, and PhD) degrees. That means that the Jordan Customs Department (JCD) aims to recruit the ones who have high academic qualifications and many years of experience. It also means that the latter department tends to recruit employees who have sub-specialty in their major

**4.2 An Overview of All Fields Descriptive**

**Table (3): The arithmetic means and standard deviations of the study’s variables**

Variable	Arithmetic mean	Standard deviation
The distributive justice	3.54	0.711
The procedural justice	3.24	0.858
The interactional justice	3.21	0.853
The counterproductive work behavior towards the organization	2.36	0.702
The counterproductive work behavior towards individuals	2.24	0.772

The criterion that the researcher adopted for the classifying the arithmetic means is the following: **a-** (3.5 or more): high; **b-** (3.49 – 2.5): moderate; and **c-** (2.49 or less): low.

Based on table (3), it can be concluded that means of the organizational justice dimensions are close to one another. To be specific, the means of the (distributive, procedural, and interactional justice) are 3.54, 3.24, and 3.21 respectively. That means that the organizational justice level is moderate at the workplace at the Jordan Customs Department (JCD). As for the standard deviations of the organizational justice dimensions, they reflect that there is a high level of dispersion between the respondents’ attitudes. It was concluded that the highest levels of dispersion between the respondents’ attitudes are the ones that concern procedural and interactional justice. As for the level of dispersion between the respondents’ attitudes to distributive justice statements, it is lower than the dispersion of the procedural and interactional justice. It was concluded that the counterproductive work behavior is below average. For instance, the mean of the counterproductive work behavior towards the organization is (2.36). As for its standard deviation, it is (0.702). As for the mean of the counterproductive work behavior towards individuals, it is (2.24). Its standard deviation is (0.772). The latter level is considered below average.

That means that the counterproductive work behavior is moderate at the workplace at the Jordan Customs Department.

## 5. Hypotheses Results

### 5.1. Testing the first main hypothesis

**H0.1:** There isn't any statistically significant relationship between the organizational justice dimensions and the counterproductive work behavior dimensions at the Jordan Customs Department (JCD).

**Table (4): The Correlation Matrices between the study's variables**

The independent variable The dependent variable	The distributive justice	The procedural justice	The interactional justice
The counterproductive work behavior towards the organization	**0.420	**0.447	**0.367
The counterproductive work behavior towards individuals	**0.313	**0.475	**0.380

\*Sig < 0.05

Pearson correlation coefficient was calculated in order to test the hypothesis mentioned above. Through table (4), it can be concluded that the values of the correlation coefficient show that there is a negative relationship that is statistically significant at the significance level (Sig < 0.05) between the organizational justice dimensions and the counterproductive work behavior dimensions. The strength of this relationship is moderate

### 5.2. Testing the second main hypothesis:

**H0.2:** There isn't any statistically significant impact for the organizational justice dimensions on the counterproductive work behavior dimensions at the Jordan Customs Department (JCD)

**Table (5): The result of the testing the second main hypothesis**

Dimension	R	B	Beta	T	Sig.	Result
Constant		4.947		34.431	0.000	Statistically significant
Organizational justice	**0.483	0.470	0.783	9.021	0.000	Statistically significant
R	81.380					
R <sup>2</sup>	0.234					

\*Sig < 0.05

The multiple regression analysis was conducted in order to test the hypothesis mentioned above. Based on table (5), it can be concluded that the calculated F value is (81.380) which is statistically significant at the significance level of (Sig < 0.05). That means that the second null hypothesis (H0.2) is rejected. That means that there is a statistically significant impact for the organizational justice dimensions on the counterproductive work behavior dimensions. The strength of this impact is moderate. That is concluded because the value of R is (0.483) and the independent variable can interpret (23.4%) of the changes that occurred on the dependent variable.

Table (5) shows that calculated t value of the organizational justice is 9.021 which is statistically significant at the significance level of (Sig < 0.05). That means that there is a statistically significant impact for the organizational justice on the counterproductive work behavior. In addition, the Beta value is 0.470. This value is statistically significant at the significance level of (Sig < 0.05) and reflects the extent of impact of the organizational justice on the counterproductive work behavior. It can be noticed that the calculated T value is (9.021) which is statistically significant at the significance level of (Sig < 0.05).

### 5.3. Testing the sub-hypotheses related to the impact of the organizational justice dimensions on the counterproductive work behavior towards the organization

**H02.a:** There isn't any statistically significant impact for the distributive justice on the counterproductive work behavior dimensions towards the organization at the Jordan Customs Department (JCD).

**H0.2.b:** There isn't any statistically significant impact for the procedural justice on the counterproductive work behavior dimensions towards the organization at the Jordan Customs Department (JCD).



**H0.2.c:** There isn't any statistically significant impact for the interactional justice on the counterproductive work behavior dimensions towards the organization at the Jordan Customs Department (JCD).

**Table (6): The results of testing the sub-hypotheses related to the impact of the organizational justice dimensions on the counterproductive work behavior towards the organization**

		The dependent variable			
		The counterproductive work behavior towards the organization			
Hypothesis No.	The independent variable	F	Sig	R	R <sup>2</sup>
<b>H02.a</b>	The distributive justice	57.037	0.000	**0.420	0.176
<b>H0.2.b</b>	The procedural justice	66.676	0.000	**0.447	0.200
<b>H0.2.c</b>	The interactional justice	41.600	0.000	**0.367	0.135

\*Sig < 0.05

The simple regression analysis was conducted in order test the above sub-hypotheses (H02.a, H0.2.b and H0.2.c). Based on table (6), it can be concluded that the calculated F value of the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice) are 57.037, 66.676, and 41.600 respectively. They are considered statistically significant at the significance level of (Sig<0.05). Thus, the above sub-hypotheses (i.e. H02.a; H0.2.b; and H0.2.c) are rejected. That means that there is a statistically significant impact for all the organizational justice dimensions on the counterproductive work behavior towards the organization. The strength of this impact is moderate because the R value for the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice) are 0.420, 0.447, and 0.367 respectively. The independent variable (i.e. the distributive, procedural, and interactional justice) can interpret 17.6%, 20%, and 13.5% respectively of the changes that occurred on the dependent variable (i.e. counterproductive work behavior towards the organization).

**5.4. Testing the sub-hypotheses related to the impact of the organizational justice dimensions on the counterproductive work behavior towards individuals**

**H0.2.d:** There isn't any statistically significant impact for the distributive justice on the counterproductive work behavior dimensions towards individuals at the Jordan Customs Department (JCD).

**H0.2.e:** There isn't any statistically significant impact for the procedural justice on the counterproductive work behavior dimensions towards individuals at the Jordan Customs Department (JCD).

**H0.2.f:** There isn't any statistically significant impact for the interactional justice on the counterproductive work behavior dimensions towards individuals at the Jordan Customs Department (JCD).

**Table (7): The results of testing the sub-hypotheses related to the impact of the organizational justice dimensions on the counterproductive work behavior towards individuals**

		The dependent variable			
		The counterproductive work behavior towards individuals			
Hypothesis No.	The independent variable	F	Sig	R	R <sup>2</sup>
<b>H02.d</b>	The distributive justice	29.046	0.000	**0.313	0.098
<b>H0.2.e</b>	The procedural justice	77.899	0.000	**0.475	0.226
<b>H0.2.f</b>	The interactional justice	45.090	0.000	**0.380	0.144

\*Sig < 0.05

The simple regression analysis was conducted in order test the above sub-hypotheses (H02.a, H0.2.b, and H0.2.c). Based on table (7), it can be concluded that calculated F value of the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice) are 29.046, 77.899, and 45.090 respectively. They are considered statistically significant at the significance level of (Sig<0.05). Thus, the above null sub-hypotheses

(i.e. H02.d, H0.2.e, and H0.2.f) are rejected. That means that there is a statistically significant impact for the organizational justice dimensions on the counterproductive work behavior towards individuals.

The strength of this impact is moderate because the R value for the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice) are 0.313, 0.475, and 0.380 respectively. The independent variable (i.e. the distributive, procedural, and interactional justice) can interpret 9.8%, 22.6% and 14.4% respectively of the changes that occurred on the dependent variable (i.e. counterproductive work behavior towards the individuals)

## **6. Conclusion:**

The present study aimed at investigating the relationship between the organizational justice dimensions and the counterproductive work behavior. In order to fulfill the study's objectives, the researcher assessed and analyzed the organizational justice dimensions as they are currently. He also investigated their impact on the counterproductive work behavior of the employees working at the Jordan Customs Department (JCD). He also examined the ability of the organizational justice dimensions to interpret the changes in the latter behavior.

Based on the statistical analysis results that concern the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice), several results were concluded. For instance, it was concluded that the employees at the Jordan Customs Department (JCD) are aware about the significance of organizational justice. However, it was concluded that the management did not achieve the required level of level of organizational justice. For instance, it was concluded that the justice in the distribution of financial bonuses and rewards is not achieved in the latter department. That can be concluded because statement (4) shows the least mean which is (2.86). The latter statement states the following: (The financial incentive is distributed fairly among employees). The results indicated that the management of the Jordan Customs Department is not keen to identify the employee's motives. For instance, statement (7) shows a mean of (3.07). The latter statement states the following: (The manager is keen to identify the motives of employees before making any work related decision, whether such motive are financial or moral). The results indicated that the management of the Jordan Customs Department does not take into consideration the employee's personal interests and conditions when taking decisions related to their jobs. For instance, statement (16) shows a mean of (3.03). The latter statement states the following: (The manager takes into consideration the employee's personal interests and conditions when carrying out work-related procedures). The results indicated that the management of the Jordan Customs Department does not take into consideration the employees' opinions nor respond to their enquiries in relation to the decisions it takes which might affect their jobs. For instance, statement (15) shows a mean of (3.05). The latter statement states the following: (The manager discusses with me the consequences resulting from the decisions which might affect my job). In addition, statement (17) shows a mean of 3.08. The latter statement states the following: (The manager provides me with sufficient justifications for the decisions that have been made in relation to my job).

The researcher concluded several results based on the statistical analysis results that concern the counterproductive work behavior towards the organization and individuals at the Jordan Customs Department. For instance, it was concluded that the level of displaying a counterproductive work behavior by the employees at the latter department is moderate. For instance, it was concluded that some employees leave work before the end of the official working hours. Statement (23) shows a mean of (2.94). The latter statement states the following: (Some employees leave work before the end of the official working hours). The department's employees also criticize their work environment. That can be concluded through statement (24) that shows a mean of (3.19). The latter statement states the following: (I criticize my work environment). In addition, some employees show disrespect to their work colleagues and mock them. That can be concluded through statement (31) that shows a mean of (3.14). The latter statement states the following: (Some employees at the Jordan Customs Department show disrespect to their work colleagues). Statement (34) shows a mean of (3.16). The latter statement states the following: (Some employees mock their work colleagues). It was concluded that the inappropriateness of the workplace for the employees' potentials and capabilities shall make them frustrated and eliminate their sense of belonging and organizational loyalty. For instance, statement (29) shows a mean of (2.85). The latter statement states the following: (The inappropriateness of the work place for my potentials and capabilities shall make me frustrated and eliminate my sense of belonging and organizational loyalty). The values of Pearson correlation coefficient show that there is a negative relationship - of moderate strength - between the organizational justice dimensions and the counterproductive work behavior dimensions.

That reflects the significant role of organizational justice in the extent of displaying a counterproductive work behavior towards the organization, individuals or both. It was concluded that there is a statistically significant impact for the organizational justice dimensions (i.e. the distributive, procedural, and interactional justice) on the counterproductive work behavior dimensions towards the organization and individuals.

### **7. Recommendations:**

In the light of the aforementioned results, the researcher of the present study recommends avoiding the acts of overlooking the top level management due to the significance of the organizational justice and its major impact on the extent of displaying counterproductive work behaviors. The researcher also recommends increasing the organizational support provided by the management to the employees. He also recommends improving the work environment in the aim of creating positive work environment. He also recommends exerting more efforts by the management to achieve more justice and fairness in the distribution of financial bonuses and rewards. He also recommends establishing participatory relationships between the managers and employees through fulfilling their needs and establishing a fair work environment. He also recommends holding training programs for promoting awareness among employees about the negative consequences resulting from counterproductive work behavior in order to reduce such behaviors.

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