PERCEIVED EMOTIONAL INTELLIGENCE, ORGANIZATIONAL JUSTICE, AND COUNTERPRODUCTIVE WORK BEHAVIORS AMONG GOVERNMENT EMPLOYEES

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DEDICATION

I wholeheartedly dedicate my thesis to my beloved parents, my siblings, my husband, and my friends for supporting me throughout my research!

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ABSTRACT

The goal of the current study was to study the association of emotional intelligence, organizational justice, and counterproductive work behaviors among government employees. Total *(N=250)* employees participated in this study among which 51.4 % *(n=128)* were men employees and 48.6% *(n=121)* were women employees. Three scales were used in this study i.e., Self-Report Measure of Emotional Intelligence (Khan & Kamal, 2010), Organizational Justice Scale (Rasul, 2022), and Counterproductive work behaviors Scale (Rasul, 2021). Quantitative cross sectional research design was employed for this research. The study findings showed that emotional intelligence and organizational justice have a significant and negative relationship with the counterproductive work behaviors of the government employees. Moreover, Emotional intelligence is significantly and positively correlated with its subscales (emotional self-regulation, emotional self-awareness, and interpersonal skills); organizational justice, and its subscales (distributive justice, procedural justice, and interactional justice). Furthermore, Emotional intelligence has significant negative relationship with the counterproductive work behaviors and with its subscales (dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviors, and antisocial behaviors. Furthermore, the mediating role of organizational justice between emotional intelligence and counterproductive work behaviors was studied. Results depicted emotional intelligence and perceived organization justice are significantly and positively correlated. Organizational justice and counterproductive work behaviors of government employees are significantly and negatively correlated. However, the indirect effect of organizational justice was found to be negatively significant between emotional intelligence and counterproductive work behaviors of government employees. Group differences across various demographics were also studied showing that men exhibited higher emotional intelligence than women. The results showed that gender differences on organizational justice and counterproductive work behaviors of government employees are not significant.

Table of Contents

LIST OF TABLES

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.1 Background

Counterproductive work behaviors have become a topic of great attention for the researchers as it has been highlighted as a critical problem in organizations and is responsible for significant losses every year (An & Gao, 2016). People tend to interchange positive attitude towards organization and outcomes (such as justice perception, supervisor's support, salary increment) with positive behaviors i.e., hard work, loyalty towards organization, objective acquisition (Mengstie, 2020). In this manner, association of perceived organizational justice and counterproductive work behavior is established and tend to respond negatively to bad events such as perceived unfairness, breakdown of a psychological contract, unfair pay by acting negatively such as being unproductive and taking revenge (Dirican, 2016). Apart from this, there are some factors that might serve as a barrier to prevent the formation of counterproductive work behaviors, emotional intelligence is one of these factors (Keskin, 2016).

Emotional intelligence is crucial for human resources in any organization or business (Dong et al., 2022). A person's ability to manage conflict and establish orderly working environments can help them to avoid counterproductive work behaviors (Karimi et al., 2021). Employees with low emotional intelligence may struggle to resolve conflicts and make sensible judgements, which will have a detrimental effect on their productivity (Maulana & Pujotomo, 2016). Individuals with high emotional intelligence exhibit low counterproductive work behaviors (Adhikari, 2020).

The counterproductive work behaviors are organizational dysfunctional acts that are harmful to the organization's reputation and interest and possibly destructive to both the organization and its personnel (Alghazo et al., 2018). Theft, sabotage, workplace aggressiveness, and tardiness are examples of these behaviors (Sypniewska, 2020). Counterproductive work behavior is also a manifestation of employee unhappiness with the organization as a result of perceived injustice (Emami, 2014). Employees who perceive that they have been treated unfairly have greater probability to seek retaliation through counterproductive work behaviors, because these behaviors can alleviate their dissatisfaction (De Clercq et al., 2021). In addition to being ineffective, counterproductive work behaviors have adverse effect on operations of an organization or a company and its bottom line (Huang et al., 2021).

Researches have been conducted to examine several instances of workplace deviation in Pakistan, including employee tardiness and early departure, theft of company property, and taking extended lunch breaks (Bashir et al., 2012; Habib et al., 2022; Sarmad, 2021). These behaviors are associated with perceived organizational injustice (Qin & Zhang, 2022). When employees within an organization sense unfairness, they react to it through engaging in counterproductive work behaviors (Zhu & Zhang, 2021). Reduced organizational performance and employee's engagement in counterproductive work behaviors might be a result of poor organizational justice. The length of time people spend at their work causes workplaces to become a second home for their employees. They are frequently inclined to spending more of their time at the office than at home. Therefore, it is important that employers or management offer favorable working conditions and assure fair and reasonable treatment for their employees (Deconick, 2010).

The aim of the study is to examine the correlation of emotional intelligence and counterproductive work behaviors. Moreover, how perception of organizational justice

impacts the workers or employees within an organization to engage in counterproductive work behaviors. The employees studied in this research are government employees because limited studies are conducted on public sector employees.

1.1.1 Emotional Intelligence

Emotional intelligence (EI), which measures people's capacity for self-regulation. It refers to an individual's talents and skills that determine their ability to deal with external challenges. It is the ability to comprehend and understand one's own emotions also the emotions of others and utilizing this knowledge to guide or assist behavior (Salovey & Mayer, 1990).

Goleman (1995) is credited with popularizing the idea of Emotional Intelligence. Self-regulation, self-awareness, empathy, motivation, and social skills are factors that Goleman's mixed model of emotional intelligence (Channell & Channell, 2023). Employee perceptions of workplace experiences are thought to be heavily influenced by emotional intelligence (Tischler et al., 2002). Individuals with strong emotional intelligence will be able to overcome conflict and create regulated working circumstances, resulting in greater perception of organizational justice (Devonish, 2016). Low emotional intelligence, on the other hand, will have a negative influence on employees since individuals inside organizations are less likely to make logical judgements and are unable to deal with conflict effectively that results in involvement of employees in counterproductive work behaviors (Sarmad, 2021). Employees who are emotionally intelligent are able to comprehend, understand and control their emotions and, also the emotions of other individuals. Therefore, these individuals are less inclined towards engaging themselves in counterproductive work behaviors (Shafique & Naz, 2023). People who are unable to organize some level of emotional control experience internal

conflicts that impair their ability to focus on their task and think clearly and cause them to indulge themselves in the activities that are harmful to the organization i.e., counterproductive work behaviors (Shkoler & Tziner, 2017).

Individuals who lack and exhibit low emotional intelligence not only develop unproductive activities within an organization but these individuals also develop and engage in antisocial behaviors at their workplace (Gomez & Breso, 2020) and emotional intelligence and negative behaviors at work have a causal relationship (Huajiang, 2020). Employees' emotional stability will have a negative impact on the emergence of unproductive work behaviors (Parissa et al., 2022). Therefore, the employees lacking emotional intelligence are more likely to experience emotions which might lead to counterproductive work behaviors (Sloan, 2021).

1.1.2 Organizational Justice

One of the most well-known organizational elements in the context of job performance models examined so far is organizational justice (Shkoler et al., 2021). It refers to the employee's perception of actions of their respective organization and extent to which it impacts their behaviors at work and, how much do employees believe that workplace policies, interactions, and decisions are fair, just and equitable (Mohsenikabir, 2021). It is a state-based perception where workers believe or feel that they are given suitable, just, and respectful treatment, adequate and correct information, reasonable privileges, and rewards (Nyadoi, 2021). Employees experience emotional reactions when organizations fail to uphold their rights, especially when jobs are insured (Wiseman & Stillwell, 2022). As a result, they engage in unproductive behavior at work in an effort to get back at the organization (Amzulescu & Butucescu, 2021).

Previous studies (Abbas & Wu, 2021; Hussain & Khan, 2018; & Lee & Rhee, 2023) suggest that when employees believe that the organization is treating them unfairly where they are not being rewarded in line with their own personal contributions to organization, when there is inequitable procedures or policies, when they don't receive respectful treatment and the company is keeping important details from them, then the employees feel negative emotions and undesirable feelings towards the organization (Zakiy, 2022). As a result of this, negative feelings will eventually manifest as counterproductive work behaviors (Adugna et al., 2022). Employees' dissatisfaction regarding low organizational justice may therefore be a key psychological process that generates organizational fairness judgements which in turn leads to counterproductive work behaviors (Zain-Ul-Abedeen et al., 2022). The appraisal theory's theoretical framework facilitates understanding how humans track and assess environmental events and then act accordingly (Biçkes et al., 2019). People will exhibit negative emotional reactions like anger or fear and resentment when they regard events as endangering their welfare (Mastana et al., 2023). Accordingly, when workers believe that the organization is treating them unfairly, they will experience unpleasant feelings and eventually get involved in counterproductive work behaviors (Badar, 2021).

The elements of organizational justice are procedural, distributive, and interactional justice. Procedural justice is the fairness regarding organizational procedures and their results, whereas distributive justice is the perception regarding distribution and allocation of reimbursement amounts among employees (Sheeraz et al., 2021). Interactional justice is the fair treatment received from an organization and how an organization treats its employees or workers. (Roy et al., 2012). Interactional Justice has two auxiliary dimensions including interpersonal justice and informational justice. The informational justice is the acquisition of accepting adequate data and social inclusion

between supervisor and employee and interpersonal justice is described as the impartial respect and dignity one receives from their boss (Nidhi & Kumari, 2016). By examining the bias in organizational settings, which is really regarded as unfair by the employees, studies validated the categorization of organizational justice into the above mentioned three domains (Lee & Ha, 2021). Employees participate less in counterproductive work behavior and perform better if they are treated properly and have high perception of organizational justice (Nemteanu & Dabija, 2021). When workers are treated equitably, the risk of indulging in unproductive Work practices is also decreased. (Flaviok et al., 2019).

Distributive Justice

Distributive justice is the equitable allocation of resources and rewards (Shkoler et al., 2021). The judgements of fairness of results in relation to the contributions of the person and others are connected to distributive justice (Subramanian et al., 2022). It is related to how people feel that contributions from both the person and other people contributed equally to the outcomes (Loriaux, 2006). Distributive justice is more closely tied to partnerships that have economic rewards and where both parties have agreed upon clear-cut obligations and duties (Nuzula, 2020). Distributive justice has a direct impact on individual outcomes. For example, if a worker believes that their input is equivalent to the results (pay, perks, acknowledgement), they are more likely to believe in distributive justice. In contrast, an employee is more likely to sense distributive inequity if they believe their efforts are inconsistent with the results they are obtaining (Lavelle et al., 2018).

Employees who believe they are not being treated properly by their employer will experience stressful situations at their workplace and will react by experiencing a negative emotional response as a result of it (Chakraborty & Chlup, 2016). This reaction

accompanies dissatisfaction regarding organization will manifest as counterproductive work behaviors (Qin & Zhang, 2022b). Therefore, distributive justice is closely related to personal results, employees would choose this aspect of organizational justice perception (Moliner et al., 2008). Particularly, Employees emotions and counterproductive work behaviors are directly impacted by beliefs of distributive fairness (Crawshaw et al., 2013).

Procedural Justice

Procedural justice refers to a method of assessing the fairness of the methods used to decide on distribution of reward within an organization. The fairness and impartiality of the formal rules or processes that are applied in decision-making and to determine results is known as procedural justice (Siswanti, 2020). The execution of organizational policies is linked to procedural justice. Employees will exhibit negative behavioral consequences when they see inequities in the organization's rules and practices, which will eventually result in counterproductive work behaviors (Wu et al., 2012).

Interactional Justice

This form of organizational justice entails how social interactions and relationships are handled while following organizational processes (Crawshaw et al., 2013). It is the treatment provided to the employees while carrying out organizational operations (Li et al., 2022). When the employee is given access to the quality information, they have a greater probability to perceive interactional Justice (Rogelberg, 2007). Employees are more likely to experience interactional injustice when an organization fires workers without providing any explanation of the underlying circumstances (Roy et al., 2012). Therefore, the degree of interpersonal treatment people receives when rules are followed, and rewards are given out is known as interactional fairness (Abdullah, 2021). Interactional Justice is studied in two domains namely, informational, and interpersonal

Justice. Informational justice refers to giving adequate justifications for decisions and practices regarding organizational procedures and openly discussing them with the employees (Naidu et al., 2014).

Employees have a greater probability to experience informational Justice when communication channel is clear and transparent regarding policies, processes, and other organizational matter. On the other hand, Interpersonal Justice means treating employees with respect while avoiding offensive or improper statements when interacting with them. Employees feel that interpersonal justice is achieved when they are treated with respect and regard by the organization (Au & Leung, 2015). Employees who are treated with respect have a higher degree of dedication and devotion; on the other hand, when a supervisor treats them abusively, they may also act aggressively. While an employee is more likely to sense interactional unfairness if they are mistreated or not given respect and courtesy (Lee & Ha, 2021). According to recent research (Siswanti et al., 2020), any stressful situations at workplace, such as interpersonal unfairness, will cause an employee to have a negative emotional response before it prompts a future counterproductive work behavior.

1.1.3 Counterproductive work behaviors

Counterproductive work behaviors are intended behaviors exhibited by employees that are harmful to organization, its employees (Gruys & Sackett, 2013). Counterproductive work behavior is a separate voluntary activity disregarding important organizational norms and the wellbeing of the organization and its employee. There are a variety of additional conceptualizations of counterproductive behavior including deviant behavior, workplace retaliation, antisocial behavior and organizational aggression (Burt,

2012). The level of counterproductive work behavior spans from making fun of someone and being absent to theft and fraud (Leblanc & Barling, 2004).

These behaviors are pervasive in both public and private sectors, and its effects have been detrimental to workers, stakeholders, organizations, communities. To reduce the likelihood of these counterproductive work behaviors, researchers, practitioners, and governments all have an interest in finding its causes and underlying factors (Mehmood et al., 2022). There are several variables that might indicate counterproductive work behaviors of the employees. Individual factors like employee age and work experience of employees are among them, and workplace stresses like challenging working circumstances or perceived organizational injustice (Chernyak & Tziner, 2014). These counterproductive work behaviors can result in either psychological or physical abuse at the workplace and are frequently connected to negative emotions like disdain, jealously, and wrath. Negative emotions increase the tendency of a worker to engage in counterproductive work behaviors. For instance, if they are upset, they may incite others to be angry as well, which might escalate unproductive work behaviors. (Samanta & Kallou, 2020).

1.2 Research Objectives

- To find out the association of emotional intelligence, organizational justice, and counterproductive work behaviors of government employees.
- To study the mediational effect of organizational justice in the relationship between emotional intelligence and counterproductive work behaviors among government employees.

- To investigate the mediating role of organizational justice to explain correlation between emotional self-regulation as a subfactor of emotional intelligence, and counterproductive work behaviors of government employees

- To investigate mediating role of organizational justice in the relationship between emotional self-awareness as a subfactor of emotional intelligence and counterproductive work behaviors among government employees

- To investigate the mediational effect of organizational justice to explain the association between interpersonal skills as a subfactor of emotional intelligence, and counterproductive work behaviors of government employees

- To find out the group differences on emotional intelligence, organizational justice, and counterproductive work behaviors across different demographics of government employees.

1.3 Research Hypotheses

1. There will be a positive relationship between perceived emotional intelligence (self-awareness self-regulation and interpersonal skills) and perceived organizational justice (Distributive, procedural and interactional) of government employees.

2. There will be a negative relationship between perceived emotional intelligence (self-awareness, self-regulation, and interpersonal skills) and counterproductive work behaviors of government employees.

3. There will be a negative relationship between perceived organizational justice and counterproductive work behaviors of government employees.

4. Organizational justice will mediate the association between emotional intelligence and counterproductive work behaviors of government employees.

5. Men will be high on emotional intelligence and organizational justice than women government employees.

6. Men will be high on counterproductive work behaviors than women government employees.

7. There will be high emotional intelligence and organizational justice in older employees than younger government employees.

8. There will be less counterproductive work behaviors in older employees as compared to younger government employees.

9. Employees with higher work experience will also be higher on emotional intelligence than employees with lesser work experience.

10. Employees with higher work experience will have lower counterproductive work behaviors than employees with lesser work experience.

1.4 Theoretical Framework

1.4.1 Organizational Support Theory

Organizational support theory emphasizes that employees repay the organization for its favors and the benefit that the organization offers to their employees (Hinojosa et al., 2016). Employees are more inclined to act positively when they sense strong levels of organizational support (Eisenberger et al., 2020). Such perceived organizational support would raise employees' sense of responsibility to aid the company in achieving its goals, their sense of affiliation with the company, and their anticipation that increased performance will be rewarded, enhanced organizational commitment, also decrease in withdrawal or counterproductive work behaviors like absenteeism and turnover are some behavioral effects of perceived organizational support (Li et al., 2022). Therefore, employees who perceive greater organizational support in terms of organizational justice

perception engage lesser in behaviors that are not in the favor of organizational like engaging in counterproductive work behaviors.

1.4.2 Self-Regulation theory

The theory holds emphasis over the capacity of people to control their ideas, emotions, and behaviors. Employees with greater levels of emotional intelligence could have stronger self-regulation abilities, enabling them to control their emotions and react to perceived injustice in a more positive way. Instead of using Counterproductive productive work behaviors, they are more inclined to participate in problem-solving or seek solutions and contribute positively towards their organization (De Stobbeleir et al., 2011). It can be concluded that employees who have high emotional intelligence have a greater perception of organizational justice and therefore, engage less in counterproductive work behaviors. Taking support from this theory, this study is planned to examine how emotional intelligence, organizational justice, and counterproductive work behaviors are correlated.

1.4.3 Affective Events Theory

The theory advocates the notion that people are sentimental and emotional beings. According to this theory, feelings affect our thoughts, opinions, and actions in any circumstance. Understanding affective events theory as an individual is crucial because it provides us with knowledge of what drives us and the kinds of surroundings that will make us content. Pleasant emotions lead to positive behaviors, whereas negative emotions have the opposite effect (Weiss & Beal, 2007). If the employee perceives organizational justice, it will lead to positive emotions that would result in less counterproductive work behaviors.

1.4.4 Psychological Contract Violation

Zhao et al. (2007) stated that counterproductive work behaviors emerge when there is a perceived violation of the psychological contract between employees and the firm. If employees perceive that the business or the employers have violated promises or failed to meet duties, they may retaliate by participating in actions that hurt the organization and its overall reputation. Thus, employees are more inclined to engage in counterproductive work behaviors if they believe they are being treated unfairly.

1.4.5 Referent Cognitions Theory

Den and Prooijen (2001) argued that rage and resentment develop when a person experiences relative deprivation. If the employee perceives that he has been treated unjustly as compared to his counterparts or subordinates (distributive justice), he retaliates by engaging in counterproductive work behaviors. If employee perceives discrimination in terms of rewards and privileges as compared to other employees, he retaliates this distributive injustice by engaging in counterproductive work behaviors.

1.4.6 Equity Theory

Employees sense of fairness serves as their primary source of motivation. Employees keep track of the inputs and outputs of their employment in a mental ledger, which they use to assess how their inputs and outputs compare to those of others. An effort, accomplishment, competence, training, and knowledge are examples of inputs; remuneration, benefits, and promotions are frequent examples of outputs. Employees are more prone to engage in unproductive work behaviors if they believe that their input-to-output ratio is unfair compared to that of their coworkers. This might lead to demotivation and thus, counterproductive work behaviors (Adams, 1968; Huseman et al., 1987; Tseng & Kuo, 2014; Lee et al., 2019). Therefore, if the employees feel that the efforts, they put

in are not justifying the outcomes or the rewards that they get from their organization, greater chances are that they react to this perceived injustice by engaging in counterproductive work behaviors. Based upon this literature and theoretical background given in this chapter the proposed conceptual model is presented here in Figure 1.

CHAPTER 2

LITERATURE REVIEW

Researchers have given counterproductive work behaviors and organizational justice perception and a lot of consideration, and it is generally accepted that both of these factors are correlated (Jiang et al., 2012). The more frequently employees engage in counterproductive work behaviors, the more they believe that there is distributive injustice (unfairness in the allocation of rewards like salary and compensation) and interactional injustice (disrespectful and exclusive treatment). Furthermore, Situational antecedents of counterproductive work behaviors suggest some element of injustice (for example, organizational restrictions that prohibit employees from accomplishing their jobs (Monanu et al., 2015). Research was conducted to examine the effect of organizational justice on counterproductive work behavior on employees of various age groups. Employee age was a substantial detriment to counterproductive work behavior prediction. The study findings reveal that age and counterproductive work behaviors have significant and negative relationships (Saleem & Gopinath, 2015). Employers that treat workers justly would result in employees reacting with discretion and positive work behavior resulting in lesser counterproductive work behaviors. Employers who encourage healthy relational values including integrity, honesty, and civility via fairness motivate

subordinates to exhibit commendable behavior at work in return (Komari & Sulistiowati, 2020).

Workers frequently gauge the degree of justice by contrasting the contributions they make to their work with the results they obtain from it. Moreover, people evaluate the amount of justice at work by contrasting their input-output ratio with the corresponding ratios of their coworkers (Tatum & Eberlin, 2008). Employees who get assistance or support in a form of perceived organizational justice will feel obligated to reciprocate that assistance or support via work and loyalty instead of engaging in counterproductive work behaviors (Chiuchin et al., 2017). Another study that examined gender differences in perception of organizational justice was conducted. Employees in Lagos state were recruited for the study. The findings showed that employees' experiences related to organizational justice are significantly influenced by their gender, with men having a greater perception of justice than women (Okojide, 2020).

 Gender differences in counterproductive behaviors have shown that men are more involved in engaging in counterproductive work behaviors than female because these behaviors (falsifying documents, stealing, disclosing confidential information, using work time for personal activities, and disobeying instructions) involve transgressing organizational and ethical rules that men are less likely to do than women. Men are more sensitive to stresses, according to empirical data evaluating work stress theories, especially when they have high trait anger, hostile attribution bias, or poor agreeableness (Morgan et al., 2018).

Older workers respond less strongly to unjust treatment because they are better at controlling their emotions and concentrate more on the good parts of their connections with others (Fagbohungbe et al., 2012). The correlation between age and unproductive

work habits is negative. Older workers and those with longer tenure in their organizations exhibit somewhat lower level of counterproductive work behavior than do their younger colleagues and employees with shorter tenure (Rramshida & Manikandan, 2013). Gender, race, age, marital status, level of education, industry of employment, number of hours worked per week, number of years employed, and length of employment are all significantly correlated with counterproductive work behaviors (Eren & Demir, 2023).

Research examining effect of distributive justice on counterproductive work behaviors on Iran's Second Gas Transmission Operational Area. The results that counterproductive behavior and perceived organizational justice are significantly and negatively correlated (Ansari & Mazraeh, 2013). A study investigating the relationship of job employment length and perception of organizational justice. Findings showed that employees that have been employed for a longer period may grow tolerant to perceived injustices or may acquire a sense of entitlement, resulting in different perspectives from those of fresher employees (Jiang et al., 2012).

Employees having higher emotional intelligence are more effective in controlling negative emotions that results in lesser counterproductive work behaviors (Chernyak & Tziner 2014). A study was conducted on medical students from various medical universities of Pakistan to examine gender differences on emotional intelligence. Findings showed that male students had greater score for emotional intelligence than the female students (Ajmal et., al, 2017). A study that examined how work experience impacts emotional intelligence. Results of the study revealed that employees with full-time job experience exhibit higher emotional intelligence than those without full-time work experience (Shipley et al., 2017). A study was conducted on employees to investigate if and how the emotional intelligence of Chinese expatriates affects counterproductive behavior. The results of the study showed a mediating role of organizational justice to

explain the relationship between emotional intelligence and organizational justice (Khan, 2013).

A research was conducted to find out how perceived organizational justice (procedural, interpersonal, and distributive justice) functions as a mediator in explaining the relationship between compensatory needs (need for competence, relatedness and autonomy), counterproductive work behavior, and basic psychological needs. The study results indicated that organizational justice mediated relationship with counterproductive work behaviors and compensatory needs (Pratama & Parahyanti, 2019).

Conceptual Framework

Figure 1

Conceptual Framework for Emotional Intelligence, Organizational Justice, and Counterproductive Work Behaviors
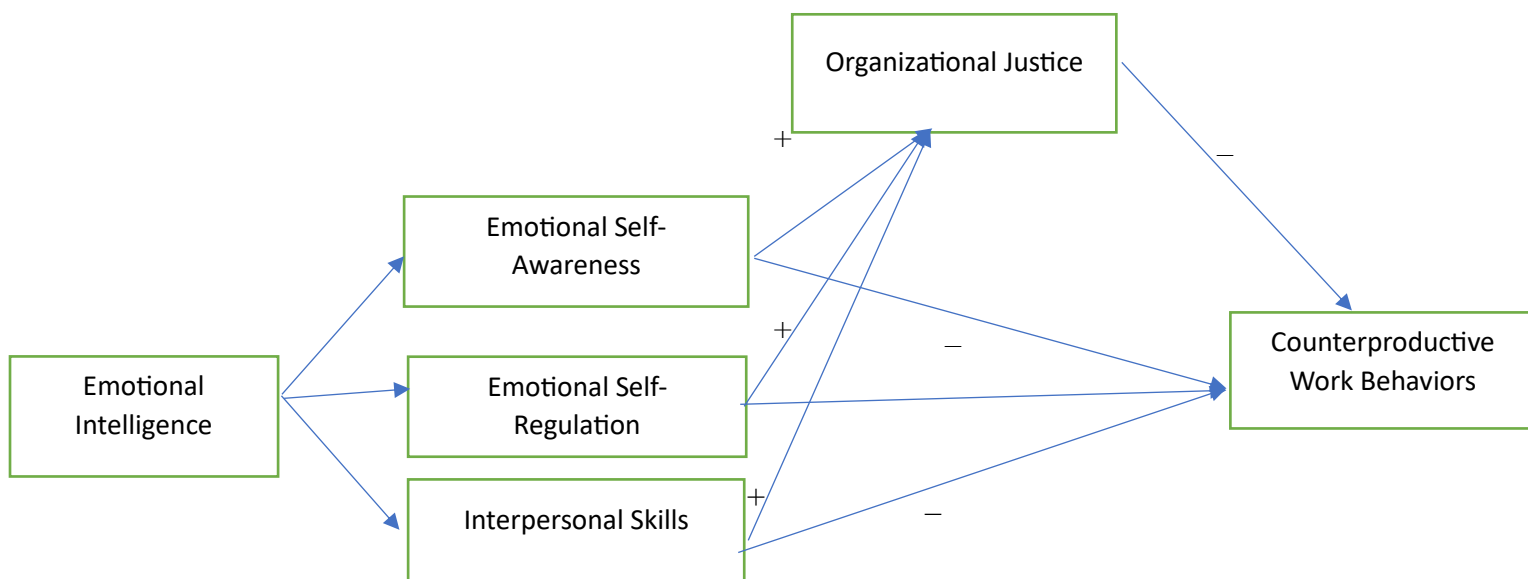
Figure 1 shows a negative association of emotional intelligence along with its subscales with counterproductive work behaviors (direct relationship), which means if the individual is emotionally intelligent, he participates lesser in counterproductive work behaviors. Figure 1 also depicts that organizational justice and counterproductive work behaviors are correlated negatively and that organizational justice and emotional intelligence are positively correlated. However, the indirect effect of organizational justice was found to be negatively significant between emotional intelligence and counterproductive work behaviors of government employees.

2.1 Rationale of the Study

The study attempts to study the association of perceived emotional intelligence, organizational justice, and counterproductive work behaviors of government employees. The rationale behind opting to study counterproductive work behaviors is that every organization faces serious difficulties like counterproductive work behaviors such theft, sabotage, and worker hostility.the literature cited in the introduction and literature review suggested that counterproductive work behaviors may have very detrimental effects on organizations like reduced productivity, decreased job satisfaction, more turnover, increased healthcare expenditures, and reputational harm might result from them.

The reason behind studying emotional intelligence is to get an in-depth knowledge about how emotional intelligence affects the employees participating in counterproductive work behaviors, since these behaviors not only harm organizations but also impact the well-being of individuals in the workplace. Limited studies are conducted in Pakistan that have studied emotional intelligence, organizational justice, and counterproductive work behaviors. Therefore, studying emotional intelligence alongside counterproductive work behaviors is important.

Employing government employees in this study is important because they are essential to the provision of public services and execution of legislative and administrative initiatives. Due to the distinctive socio-cultural setting, bureaucratic processes, and governance issues in Pakistan, research on the aforementioned elements is important. Human resource management and policies are underdeveloped. Also, government sectors `lack Research & Development (R & D) departments which can focus on employee emotional intelligence, counterproductive work behaviors. There are very limited studies conducted in Pakistan that focus on government personnels when studying counterproductive work behaviors and organizational justice. Therefore, the present study was planned to study the emotional intelligence, organizational justice, and counterproductive work behaviors of government employees.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

The current study is quantitative and employing cross sectional design.

3.2 Population and Sampling

The data was collected by utilizing self-report measures from government employees working in various sectors in Pakistan. The sample comprised of *(N=250)* public sector employees (men = 128) and (women = 120) with an age range of (22-59) years. Sample size was calculated through a software known as G power that came out (*N*= 225). Convenient sampling was used to collect the data. Government employees that participated in the study were from different government organizations of Pakistan working in Pakistan Telecommunication Authority (PTA), Pakistan Electronic Media Regulatory Authority (PEMRA), National Testing Service (NTS), National Defense University (NDU), Benazir Bhutto Hospital and Strategic Plans Division Force (SPD Force) having a working experience of 1-41 years that is affiliated with the present organization.

3.2.1 Inclusion Criteria of Participants

- Full-time working in the public sector of federal, provincial, or local government agencies.

3.2.2 Exclusion Criteria of Participants

- Employees having less than one year work experience were not selected.

3.3 Operational Definitions

3.3.1 Emotional Intelligence

Emotional intelligence of the employees is assessed using a Self-report measure of emotional intelligence scale (Khan & Kamal, 2010) examining its three subscales: emotional self-awareness, emotional self-regulation, and interpersonal skills. The total score on emotional intelligence is then computed by summing all the items. Higher scores represent higher emotional intelligence (Khan & Kamal, 2010).

3.3.1.1 Emotional self-regulation

It is the capacity to control emotions of oneself, to express them in a way that is both balanced and consistent, and to put off satisfaction (Khan & Kamal, 2010).

3.3.1.2 Emotional self-awareness

The capacity to understand one's own emotional states and responses (Khan & Kamal, 2010).

3.3.1.3 Interpersonal skills

A person's capacity to deal with emotional and social upheavals without retaliating or seeking retribution (Khan & Kamal, 2010).

3.3.2 Organizational Justice

Organizational Justice is measured by utilizing Organizational Justice Scale (Rasul, 2022) having total 20 items that examines justice using three subscales, namely Distributive, Procedural and Interactional. The total score is generated by taking a sum of all the items. Higher scores on organizational justice scale represents high perception of organizational justice of employees (Rasul. 2022).

3.3.3 Counterproductive Work Behaviors

Counterproductive work behaviors of employees within an organization are measured by using Counterproductive work behaviors scale (Rasul, 2021) that assess these behaviors on six subscales namely, Dysfunctional behaviors, Deviant behaviors, misuse of authority, aggressive behaviors, antisocial behaviors, and biased behaviors. High score on dysfunctional behaviors indicates high dysfunctional behaviors among government employees. High score on deviant behaviors indicates high deviant behaviors among government employees. High score on misuse of authority indicates high misuse of authority among government employees. High score on aggressive behaviors indicates high aggressive behaviors among government employees. High score on antisocial behaviors indicates high antisocial behaviors among government employees. The scale is comprised of 35 items that assess employees' counterproductive work behaviors. High score on biased behaviors indicates high biased behaviors among government employees High score on counterproductive work behavior scale represents high counterproductive work behaviors (Rasul, 2021).

3.4 Procedure

Survey method was employed to collect data for this research. Initially, permission was granted from the respective authors of the scales that were used in this research. Government employees (N=250) participated in the present study. The participants were provided with consent form and demographic sheet before giving the questionnaires. Statistical Package for the Social Sciences (SPSS) is used to analyze and interpret the study data.

3.5 Research Ethics

Informed consent was taken from the respondents before participating in the research. Respondents were having a right to withdraw their participation in the research at any stage and participation is solely based on their willingness to participate in the study. Participants were communicated true purpose and objective of the research prior to their contribution in the study. Confidentiality and privacy of respondents was maintained and ensured.

3.6 Instruments

Three instruments, Self-Report Measure of Emotional Intelligence (Khan & Kamal, 2010), Organizational Justice Scale (Rasul, 2022), and Counterproductive work behavior scale (Rasul 2021) were used in the study. Prior to giving research questionnaires. Informed consent and demographic sheet were given to the respondents.

3.6.1 Informed Consent Form

A tailored informed consent form was developed in the Urdu language and, was presented to respondents prior to questionnaire booklet (Appendix A). Informed consent form served the purpose for ensuring the ethical rights of the participants of the study and maintaining confidentiality.

3.6.2 Demographic Sheet

A sheet entailing demographic information was tailored to obtain information about demographic characteristics of the study participants (Appendix B). The sheet comprised of personal (Age, gender, marital status, education) and organizational (Work experience, structure of organization, designation level, monthly income) characteristics of the study participants.

3.6.3 Self-Report Measure of Emotional Intelligence

It is an indigenous scale that measures emotional intelligence and is comprised of 60-items (Khan & Kamal, 2010).

The scale has three subscales, Emotional-Self-Regulation scale ((ESRS) having 27 items (1,2,3,4,5,12,13,14,15,16,23,24,25,26,27,34,35,36,37,44,45,46,49,50,51,54,57) with score ranging from 27 to 135, Emotional Self-Awareness Scale (ESAS) having 21 items (6,7,8,17,18,19,28,29,30,38,39,40,47,48,52,53,55,56,58,59,60) with score ranging from 21 to 105, and Interpersonal Skills Scale (ISS) consisting of 11 items (9,10,11,20,21,22,31,32,3341,42,43) with score ranging from 11 to 55. The scoring categories range from (1: Never; 2: Sometimes; 3: Neutral; 4: Often; 5: Always). The score ranges from 60-300. A higher score means higher emotional intelligence. Out of total 60 items of the scale, 37 statements are negatively worded (1,2,3,5,6,12,13,14,16,17,23,24,25,27,28,34,35,36,37,44,45,46,49,50,51,54,57) where ESRS consists of 24 negatively worded statements, 8 negatively worded statements are included in ESAS and ISS comprised of 1 statement that is negatively worded and the remaining 23 statements out of total 60 statements are worded positively(4,7,8,9,10,11,15,18,19,20,21,22,26,29,30,31,32,3338,39,40,42,43,48,53,56,59 . ESRS contains 3 statements that are positively worded, ESAS contains 13 positively worded statements and lastly, ISS contains 11 statements that are worded positively. Statements that are worded negatively are reversed scored. The alpha reliability of the scale is .95 (Khan & Kamal, 2010).

Emotional Self-Regulation

The first subscale of SRMEI contains 27 statements with an alpha reliability of .94 (Khan & Kamal, 2010). This subscale encompasses five facets of Emotional Intelligence

namely, Adaptability (9 items), emotional reactivity management (9 items), emotional stability (6 items), conscientiousness (3 items), and achievement drive (4 items). The score range of this subscale ranges from 27-135. The person scoring high on this subscale indicates that the person self-regulated person emotionally.

Emotional Self-Awareness

The second subscale of SRMEI contains 21 statements with an alpha reliability of .87 (Khan & Kamal, 2010). This subscale encompasses three facets of Emotional Intelligence namely, Self-awareness (9 items), Self-confidence (4 items), and perceived Self-Assessment (8 items). The score range of this subscale ranges from 21-105. The person scoring high on this subscale indicates that the person self-aware person emotionally.

Interpersonal Skills

The third subscale of SRMEI contains 12 statements with an alpha reliability of .74 (Khan & Kamal, 2010). This subscale encompasses three facets of Emotional Intelligence namely, Sociability (4 items), Empathy (4 items), and Communication (4 items), The score range of this subscale ranges from 12-60. The person scoring high on this subscale indicates that the person self-aware person emotionally. A person who scores well on this scale is seen to have high social skills and will be able to influence how others handle their emotions and will be able to speak with them directly and without reluctance about both happy and sad occurrences.

3.6.4 Organizational Justice Scale

The Urdu translated version of Organizational Justice Scale (OJS; Rasul, 2022) was used in the study. Originally, the scale was developed by (Niehoff & Moorman, 1993). The scale contains 20 items consisting of three subscales namely, Procedural Justice, Distributive Justice, and Interactional Justice. Items 1-5 assesses distributive Justice; item 6-11 examines procedural Justice and items 11-20 examine interactional Justice. The total composite score is computed by summing all the 20 items. Scoring categories range from (1: *Strongly agree*; 2: *Agree*; 3: *Neutral*; 4: *Disagree*; 5: *Strongly disagree*). The scores are interpreted in a way that high score on scale indicate that the individual's perception of organizational justice is high. The Cronbach alpha value for the scale is .95 (Rasul, 2022. The internal consistency for the subscales of Distributive Justice, Procedural Justice and Interactional Justice are .74, .85, and .92 respectively (Rasul, 2022).

3.6.5 Counterproductive Work Behavior Scale

Indigenous scale namely Counterproductive work behavior scale (CWBS; Rasul 2021) was used in this study. It is a 35-item questionnaire with scoring categories ranging from (1: *Never*; 2: *Sometimes*; 3: *Neutral*; 4: *Often*; 5: *Always*). It contains six subscales namely, Dysfunctional behaviors (Item 2,8,24,25,28,30), Misuse of authority (16,26,29,31,33,34), Deviant behaviors(1,3,4,5,6.7,9,10,27,32), Aggressive behaviors (15,19,20,21,22,23), Biased Behaviors(17,18,35), and Antisocial Behaviors(11,12,13,14). Scoring is composite scoring. Higher scores indicate higher counterproductive work behaviors.

CHAPTER 4

RESULTS

The aim of the study is to study the association of emotional intelligence, organizational justice, and counterproductive work behaviors among government employees. Data was analyzed using Statistical Package for Social Sciences Version 27 (SPSS 27.0.1). The analytical strategies used for the data analysis included Pearson Product Moment Correlation, Independent Sample T-Test, Analysis of Variance (ANOVA), and Mediation Analysis using the PROCESS by Hayes Version 4.3. The results of statistical analysis are illustrated below:

Table 1

Frequencies and Percentages of Demographic Characteristics of Sample (*N =250)*

Variables	*f*	*(%)*
Age in years		
22-30	91	36.4
31-40	90	36.0
41-59	69	27.6
Gender		
Male	128	51.4
Female	121	48.6
Education		
Intermediate	6	2.4
Bachelors	99	39.6
Masters	128	51.2
PhD	17	6.8
Marital status		
Married	163	65.2
Unmarried	87	34.8
Work Experience in years		
1-5	91	36.4
6-10	65	26.0
11-20	49	19.6
21-41	45	18.0
Monthly Income in rupees		
10000-50000	90	36.0
52000-100000	108	43.2
105000-220000	52	20.8
Designation Level		
BPS 6 – BPS 15	113	45.2
BPS 16 – BPS 20	137	54.8

Table 1 shows the frequencies and percentages of demographic variable of the data. Designation level BPS 16 and above represents officer cadres.

Table 2

Descriptive Statistics and Alpha Reliability of all the Scales and subscales (N=250)

Variables					Range	
	K	α	*M*	*SD*	*Actual*	*Potential*
Self-report Measure of Emotional intelligence	60	.91	232.09	24.95	60-300	163-288
Emotional Self-regulation Scale	27	.93	107.34	16.71	27-135	55-135
Emotional Self-Awareness Scale	21	.64	77.68	7.87	21-105	22-55
Interpersonal Skills Scale	12	.70	43.82	5.40	12-60	57-99
Organizational Justice Scale	20	.96	69.84	17.08	20-100	20-100
Distributive Justice Scale	5	.89	17.40	4.95	5-25	5-25
Procedural Justice Scale	6	.86	20.40	5.3	6-30	6-30
Interactional Justice Scale	10	.95	35.12	9.04	10-50	10-50
Counterproductive Work Behavior Scale	35	.96	53.09	20.44	35-175	35-127
Dysfunctional Behaviors Scale	6	.85	7.86	3.57	6-30	5-21
Misuse of Authority Scale	6	.88	8.66	3.97	6-30	6-23
Deviant Behaviors Scale	10	.88	17.24	6.48	10-50	10-38
Aggressive Behaviors Scale	6	.93	7.94	3.62	6-30	6-25
Biased Behaviors Scale	3	.77	4.98	2.58	3-15	3-15
Antisocial Behaviors Scale	4	.91	5.02	2.41	4-20	4-15

Table 2 shows the reliability and descriptive values for the instruments used for the measurement of study variables. The reliability values for the scales and sub-scales are in an acceptable range.

Table 3

Correlations among the scores on SRMEI, the Subscales, OJS, the Subscales, CWBS, and its subscales (N=250)

	Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	SRMEI	-	.921**	.856**	.445**	.425**	.385**	.395**	.379**	-.534**	-.520**	-.398**	-.558**	-.445**	-.361**	-.421**
2	ESRS		-	.648**	.127*	.454**	.428**	.424**	.397**	-.489**	-.513**	-.341**	-.571**	-.382**	-.279**	-.324**
3	ESAS			-	.457**	.343**	.308**	.295**	.321**	-.469**	-.413**	-.369**	-.422**	-.445**	-.391**	-.436**
4	ISS				-	0.004	-0.02	0.025	0.009	-.222**	-.156*	-.209**	-.137**	-.238**	-.225**	-.278**
5	OJS					-	.824**	.928**	.961**	-.328**	-.342**	-.296**	-.377**	-.203**	-.242**	-.145*
6	DJ						-	.659**	.665**	-.262**	-.281**	-.215**	-.325**	-.139*	-.192**	-.117*
7	PJ							-	.890**	-.310**	-.314**	-.281**	-.371**	-.187**	-.222**	-0.118
8	IJ								-	-.314**	-.325**	-.229**	-.336**	-.207**	-.242**	-.148*
9	CWBS									-	.922**	.919**	.877**	.900**	.709**	.860**
10	DB										-	.813**	.833**	.784**	.577**	.719**
11	MA											-	.701**	.860**	.651**	.794**
12	DeBT												-	.655**	.493**	.638**
13	AggB													-	.608**	.883**
14	Bbeh														-	.604**
15	AB															-

Note: **p<.01* SRMEI = Self-report measure of Emotional Intelligence; ESRS=Emotional Self-regulation scale; ESAS = Emotional Self-awareness Scale; ISS= Interpersonal skills scale; OJS = Organizational Justice Scale; DJ = Distributive Justice; PJ = Procedural Justice; IJ = Interactional Justice; CWBS= Counterproductive work behavior scale; DB = Dysfunctional behaviors; MA = Misuse of Authority; DeBT= Deviant behavior; AggB= Aggressive behavior; Bbeh= Biased Behaviours; AB= Antisocial Behaviors

Table 3 shows Pearson product moment correlation among study variables. These findings show that emotional intelligence has a positive and significant correlation with organizational justice. Emotional intelligence and counterproductive work behaviors of government employees are significantly and negatively correlated. Moreover, Organizational justice has significant negative correlation with counterproductive work behaviors of government employees. Emotional intelligence has a positive and significant correlation with its subscale's emotional self-regulation, emotional self-awareness, interpersonal skills. Also, Emotional intelligence has a positive and significant correlation with the subscales of organizational justice, procedural, distributive, and interactional justice. Emotional intelligence has significant negative correlation with and subscales of counterproductive work behaviors: dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours and antisocial behaviors.

Emotional self-regulation, as a subscale of emotional intelligence has a significant positive correlation with emotional self-awareness, interpersonal skills, organizational justice, distributive, procedural, and interactional justice. Moreover, emotional self-regulation has significant negative correlation with counterproductive work behaviors, dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors. Emotional self-awareness, as a subscale of emotional intelligence, has a significant positive correlation with interpersonal skills, organizational justice, procedural, distributive, and interactional justice. Results also showed that emotional self-regulation has significant negative correlation with counterproductive work behaviors, dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors. Interpersonal skill, as a subscale of emotional intelligence has significant negative correlation with counterproductive work behaviors, dysfunctional behaviors, misuse of

authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors.

Organizational justice has a significant positive correlation with distributive justice, procedural justice, and interactional justice and significant negative correlation with counterproductive work behaviors, dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors.

Distributive justice has a significant positive correlation with procedural justice, and interactional justice whereas it has significant negative correlation with counterproductive work behaviors, dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors. Interactional justice has significant negative correlation with counterproductive work behaviors, dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors of government employees. Counterproductive work behaviors have significant positive correlation with dysfunctional behaviors, misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors. Dysfunctional behavior has significant positive correlation with misuse of authority, deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors of government employees. Misuse of authority has significant positive correlation with deviant behaviors, aggressive behaviors, biased behaviours, and antisocial behaviors. Deviant behavior has significant positive aggressive behaviors, biased behaviours, and antisocial behaviors. Aggressive behavior has significant positive correlation with biased behaviours and antisocial behaviors. Lastly, Biased behavior has significant positive correlation with antisocial behaviors of government employees.

Table 4

Mediation Analysis for Organizational Justice between Emotional intelligence with Counterproductive work behaviours (N = 250)

	Consequent			
Predictor	Organizational Justice		Counterproductive work behaviors	
	β	*SE*	*β*	*SE*
Constant				
Emotional Intelligence	.43***	.03	-.39***	0.04
Emotional Self-Regulation	.46***	.05	-.52***	0.07
Emotional Self-awareness	.74***	.12	-1.04***	.15
Interpersonal Skills	.02	.20	-.83***	.22
Organizational Justice	-	-	-.14***	0.07
R²	.18		.29	

Note. *Coeff.* = Standardized regression coefficient.

***p<.001.

Table 4 shows mediation analysis for organizational justice between emotional intelligence and counterproductive work behaviors. It shows that emotional intelligence of employees significantly and positively predicts organizational justice while emotional intelligence is significant and negatively predicts counterproductive work behaviors. Table 4 also shows that organizational justice significantly and negatively predicts counterproductive work behaviors among government employees. Whereas organizational justice was found to be a significant predictor of counterproductive work behaviors of government employees. So, mediation was found to be significant. Moreover, emotional self-awareness as a subfactor of

emotional intelligence was found to be a positive significant predictor of organizational justice and negative significant predictor of counterproductive work behaviors of government employees. Emotional self-awareness, as a subfactor of emotional intelligence, was found to be a positive significant predictor of organizational justice and negative significant predictor of counterproductive work behaviors of government employees. Lastly, interpersonal skills was not found to be a significant predictor of organizational justice and counterproductive work behaviors of government employees.

Table 5

Indirect Effect of Organizational Justice between Emotional Intelligence with Counterproductive Work Behaviors (N = 250)

Predictor	β	BootSE	95% Boot CI	
			BootLL	BootUL
Emotional Intelligence	-.05	0.02	-0.09	-0.00
Emotional Self-Regulation	-.06	0.03	-.11	-.01
Emotional Self-awareness	-0.17	0.04	-0.26	-0.09
Interpersonal Skills	-.22	0.02	-.039	.035

Note. β = Standardized Indirect Effect; *BootSE* = Bootstrap Standard Error; *BootCI* = Bootstrap Confidence Interval

***p<.001.

Table 5 shows that organizational justice is a significant mediator for the relationship between emotional self-regulation and counterproductive work behaviors. Also, organizational justice is a significant mediator for the relationship between emotional self-awareness and counterproductive work behaviors.

Table 6

Independent Sample t test across Gender on Study Variables (N=250)

Variables	Men (n=128)		Women (n=121)		t(250)	p	Cohen's d
	M	*SD*	*M*	*SD*			
Emotional Intelligence	235.32	23.58	228.67	26.08	2.11	.036	0.26
Emotional Self-Regulation	109.50	15.62	105.07	17.63	2.09	.037	0.27
Interpersonal Skills	43.94	5.58	43.66	5.22	.41	.67	
Emotional Self-awareness	78.57	7.43	76.77	8.26	1.80	.073	
Organizational Justice	70.57	17.47	68.94	16.70	.75	.45	
Distributive Justice	17.65	5.11	17.06	4.75	.94	.34	
Procedural Justice	20.20	5.54	20.59	5.06	-.58	.56	
Interactional Justice	35.64	8.83	34.52	9.28	.97	.33	
Counterproductive Work Behaviors	52.60	20.12	53.52	20.92	-.35	.723	
Dysfunctional Behaviors Scale	7.78	3.49	7.90	3.65	-.24	.80	
Misuse of Authority Scale	8.67	3.90	8.63	4.09	.08	.93	
Deviant Behaviors Scale	16.98	6.68	17.51	6.31	-.64	.52	
Aggressive Behaviors Scale	7.81	3.45	8.06	3.81	-.55	.58	
Biased Behaviors Scale	5.04	2.61	4.90	2.56	.41	.67	
Antisocial Behaviors Scale	4.97	2.39	5.07	2.44	-.31	.75	

Table 6 shows that gender differences on emotional intelligence is significant that shows men exhibited higher emotional intelligence than women employees. Moreover, gender difference on emotional self-regulation as a subfactor of emotional intelligence, is significant that means men have high self-regulation than women employees. Gender difference on emotional self-awareness as a subfactor of emotional intelligence, is not significant. Gender difference on interpersonal skills as a subfactor of emotional intelligence, is not significant. Table 6 also showed that the gender differences on organizational justice and counterproductive work behaviors of government employees are not significant. Therefore, the hypothesis that there will be gender differences on perceived organizational justice and counterproductive work behaviors is not consistent with the results of current study.

Table 7

Means, Standard Deviation, and One-Way Analysis of Variance on Study Variables across Ages (N = 250)

Variables	22-30 (n = 91)		31-40 (n = 90)		41-59 (n = 69)		F	P	Post Hoc I-J	Mean Differences	95% CI LL	UL	η²
	M	*SD*	*M*	*SD*	*M*	*SD*							
Emotional Intelligence	225.32	27.08	233.93	25.89	238.62	17.94	6.19	.002	1< 2	8.60*	-17.17	-.033	.048
									1< 3	13.29*	4.09	22.49	
Emotional Self-Regulation	102.56	18.39	108.08	17.31	112.68	17.94	7.73	<.001	1<3	10.12*	3.99	16.24	.059
Emotional Self-Awareness	76.02	8.84	78.20	7.69	79.20	11.07	3.57	.029	2<3	3.18*	.24	6.11	.028
Interpersonal Skills	43.54	5.30	44.30	5.70	43.57	6.29	.53	.586					
Organizational Justice	65.52	17.26	69.97	18.35	75.34	5.16	6.79	.001	1<3	9.82*	3.53	16.10	.052
Distributive Justice	15.90	4.89	17.46	4.86	19.59	13.31	9.83	<.001	1<3	3.38*	2.58	5.12	.074
									2<3	1.82*	.01	3.63	
Procedural Justice	19.37	5.57	20.62	5.56	21.47	4.55	3.26	.040	1<3	2.10*	.12	4.08	.026
Interactional Justice	33.24	9.66	35.03	9.66	37.72	4.31	4.98	.008	1<3	4.48*	1.13	7.83	.039
Counterproductive Work Behaviors	56.68	22.27	52.20	20.14	49.53	6.65	2.56	.079					
Dysfunctional Behaviors Scale	8.39	3.94	7.65	3.45	7.42	17.67	1.70	.184					
Misuse of Authority Scale	9.53	4.59	8.12	3.67	8.21	3.15	3.53	.031	1<2	1.41*	.03	2.79	.028
Deviant Behaviors Scale	18.04	6.52	17.55	7.05	15.76	3.28	2.61	.075					
Aggressive Behaviors Scale	8.39	3.90	7.72	3.82	7.65	5.42	1.09	.336					
Biased Behaviors Scale	5.38	2.55	5.11	2.90	4.30	2.91	3.65	.027	1<3	1.08*	.11	2.04	.029
Antisocial Behaviors Scale	5.37	2.77	4.82	2.27	4.82	2.20	1.50	.223					

*p < .05

Table 7 shows One Way Analyses of Variance (ANOVA) of participant's ages for emotional intelligence, organizational justice, and counterproductive work behaviours. Results show that there is a significant difference between the age groups of the government employees on emotional intelligence and its subscales. Emotional intelligence is highest in the age group (41-59) in comparison to (31-40) and (22-30) age groups. Employees having age (31-40) years have high emotional intelligence as compared to years. employees having age of (22-30) years. Also, there is a significant difference between the age groups of the government employees on organizational justice and it's all subscales. Moreover, there is a s significant differences between the age groups of the government employees on subscales of counterproductive work behaviours: misuse of authority and biased behaviours.

Table 8

Means, Standard Deviation, and One-Way Analysis of Variance on Study Variables across Work experience (N = 250)

Variables	1-5 (n = 91)		6-10 (n = 65)		11-20 (n = 49)		21-41 (n=45)		F	p	Post Hoc I-J	Mean Differences	95% CI LL	UL	η²
	M	SD	M	SD	M	SD	M	SD							
Emotional Intelligence	224.23	27.81	233.12	25.58	237.04	22.21	241.13	14.50	6.00	<.001	1<3	12.81*	.21	4.6	.06
											1<4	16.90*	.89	5.9	
Emotional Self-Regulation	101.48	18.60	107.35	17.09	112.04	13.83	114.06	9.88	8.08	<.001	1<3	10.55*	.02	30.08	.09
											1<4	12.58*	.05	34.09	
Emotional Self-Awareness	75.80	8.92	77.64	7.87	79.20	7.17	79.88	5.21	3.62	.014	1<4	4.08*	-5.1	1.41	.01
Interpersonal Skills	43.71	5.87	44.81	5.97	42.69	4.60	43.86	4.08	1.46	.22					
Organizational Justice	62.90	18.34	70.84	17.81	74.57	14.32	77.26	9.75	10.1	<.001	1<2	7.94*	.44	8.12	.11
											1<3	11.67*	.98	13.87	
											1<4	14.36*	.12	15.98	
Distributive Justice	15.40	5.01	17.49	4.94	18.59	4.11	20.00	4.09	11.2	<.001	1<2	2.08*	.12	4.0	.12
											1<3	3.18*	1.04	5.32	
											1<4	4.59*	2.38	6.79	
Procedural Justice	18.37	5.92	21.16	5.13	21.97	4.41	21.68	3.72	7.81	<.001	1<2	2.79*	.48	5.10	.08
											1<3	3.60*	1.2	5.9	
											1<4	3.31*	.91	5.7	
Interactional Justice	31.97	9.89	35.53	9.60	37.18	7.60	38.64	5.20	7.81	<.001	1<3	5.20*	1.21	9.20	.08
											1<4	6.66*	2.55	10.77	
Counterproductive Work Behaviors	57.48	21.45	53.30	21.03	49.93	21.45	47.35	12.77	7.36	.03	1<4	10.12*	.60	19.65	.03
Dysfunctional Behaviors Scale	8.34	3.58	8.13	4.04	7.16	3.15	7.24	4.65	3.04	.15					
Misuse of Authority Scale	9.58	4.46	8.43	4.06	8.16	3.93	7.68	2.19	1.76	.03	1<4	1.89*	.03	3.74	.03
Deviant Behaviors Scale	18.60	6.21	17.50	6.98	16.26	7.21	15.15	4.65	2.91	.01	1<4	3.44*	.43	6.46	.02
Aggressive Behaviors Scale	8.50	4.15	8.00	3.66	7.48	3.70	7.24	1.83	3.93	.20					
Biased Behaviors Scale	5.49	2.48	4.92	2.39	4.79	3.37	4.26	1.82	1.55	.06	1<4	1.22*	.01	2.43	.04
Antisocial Behaviors Scale	5.48	2.70	4.89	2.35	4.81	2.61	4.51	1.29	2.47	.11					

*p < .05

Table 8 shows One Way Analyses of Variance (ANOVA) of participant's work experience for emotional intelligence, organizational justice, and counterproductive work behaviours. Results show that there is a significant difference between the work experiences of the government employees on emotional intelligence and its subscales. Emotional intelligence is highest in the employees having work experience of (21-41) years as compared to employees having work experience of (11-20) years, (6-10) years, and (1-5) years. Employees having (11-20) years' work experience have high emotional intelligence as compared to the employees having work experience of (6-10), and (1-5). Employees having work experience of (6-10) have high emotional intelligence than employees having work experience (1-5) years. Also, there is a significant difference between work experience of the government employees on organizational justice and across all its subscales. Moreover, there is a significant difference between work experience of the government employees on counterproductive work behaviour scale and its subscale: misuse of authority, deviant behaviours, and biased behaviour.

CHAPTER 5

DISCUSSION

The current study was aimed to investigate the relationship between emotional intelligence, organizational justice, and counterproductive work behaviors of government employees. Mediating role of organizational justice was also studied to explain the association between emotional intelligence and counterproductive work behaviors of government employees. Moreover, the goal of the current study was to determine group differences across demographics (gender, age, and work experience) of government employees.

The measuring instruments used in this study were Self-report Measure of Emotional Intelligence (Khan & Kamal, 2010), Organizational Justice Scale (Rasul, 2022) and Counterproductive Work Behavior Scale (Rasul, 2021). Table 2 shows that the reliability of all scales and subscales is good and high. All the measures were indigenously developed into Urdu language. Prior study also reported sound reliability evidence for Self-report Measure of Emotional Intelligence (Kalsoom & Kamal, 2018), Organizational justice scale (Rasul, 2022), and Counterproductive work behavior scale (Rasul, 2021). Based on inter-scale correlations (Table 3), all the scales and subscales were found valid. To test the hypotheses of the study, correlation analysis revealed negative relationship of emotional intelligence and counterproductive work behaviors if government employees, while there was a positive relationship of emotional intelligence and organizational justice. However, there was a negative relationship of organization justice and counterproductive work behaviors of government employees.

The proposed hypothesis 1 stated that there will be a positive association of perceived emotional intelligence and organizational justice among government employees. To test

hypothesis 1, Pearson Product Moment Correlation analysis was done to examine this relationship. Results depicted that there is a positive and significant association between emotional intelligence and organizational justice among government employees that is consistent with the proposed hypothesis of the study. It can be concluded that individuals with higher emotional intelligence have a greater perception of organizational justice. The present study finding has been supported by a study on public sector employees working in Pakistan International Airlines. Findings of the study showed that there is a significant and positive association of emotional intelligence and organizational justice (Khan, 2019). Another study revealed that emotional intelligence is positively correlated with organizational justice (Mustafa et al., 2022).

The proposed hypothesis 2 was that there will be a negative association of perceived emotional intelligence and counterproductive work behaviors of government employees. Results shown in Table 3 indicate that emotional intelligence and counterproductive work behaviors of government employees are significantly and negatively correlated. This study finding is consistent with the previous study conducted on government employees to explore the relationship between emotional intelligence and counterproductive work behaviors. The findings indicate that employees who have high scores on emotional intelligence exhibit a low tendency to engage in counterproductive work behaviors (Samanta & Kallou, 2020). Similar study was conducted that concluded that employees having high emotional intelligence scores suggests a reduced inclination to participate in unproductive behavior at work (Tziner et al., 2020).

The proposed hypothesis 3 suggested that there is a significant negative relationship between perceived organizational justice and counterproductive work behaviors of government employees. Table 3 illustrates that there is a significant negative relationship between perceived organizational justice and counterproductive work behaviors of government employees. This

means that the greater the perception of organizational justice among the employees, their engagement in counterproductive work behaviors would be decreased. Previous research (Nurmalaah, 2022) showed that showed significant negative relationship between the counterproductive work behaviors work and organizational justice. The results depicted that distributive justice clearly makes a difference in the decline of unproductive workplace behavior. Therefore, enhancing distributive justice can help to lessen unproductive workplace behavior. Similarly, a study was also conducted that showed that organizational justice has an insignificant positive relationship with counterproductive work behaviors of employees (Submitter, 2020).

The proposed hypothesis 4 stated that organizational justice will mediate the association of emotional intelligence and counterproductive work behaviors of government employees. Table 4 and 5 show the mediational effect of perceived organizational justice between perceived emotional intelligence and counterproductive work behaviors of government employees. Results illustrated that perceived organizational justice significantly mediated the relationship between emotional intelligence and counterproductive work behaviors of government employees. Results showed that emotional intelligence positively predict organizational justice and negatively predict counterproductive work behaviors of government employees. Previous research showed the mediating role of organizational justice in which mediating effect of organizational justice was studied to explain the relationship between employee's commitment to organization and turnover. The results stated that organizational justice plays a mediating role in relationship between the organizational commitment and employee turnover (Budomo, 2022).

Moreover, one of the aim of the current research was to find out the mediating effect of organizational justice between emotional self-regulation, a subscale of emotional intelligence, and counterproductive work behaviors of government employees. Results depicted that

organizational justice mediated significantly the association of emotional self-regulation and counterproductive work behaviors of government employees. Furthermore, another objective was to study the mediating role of organizational justice between emotional self-awareness, a subscale of emotional intelligence, and counterproductive work behaviors of government employees. Results depicted that organizational justice mediated significantly the association of emotional self-awareness and counterproductive work behaviors of government employees. Lastly, the aim was to find out the mediating role of organizational justice between interpersonal skills, a subscale of emotional intelligence, and the counterproductive work behaviors of government employees. Results showed that organizational justice did not mediate significantly the association of interpersonal skills and counterproductive work behaviors of government employees.

The proposed hypothesis 5 stated that men will be high on emotional intelligence and organizational justice than women government employees. Table 6 showed that males exhibited higher emotional intelligence, and this gender difference is significant. Similarly, prior research Ahmad (2009) showed that men and women differ significantly in their emotional intelligence. Table 6 also showed that there is a significant gender difference in emotional self-regulation where men showed higher emotional self-awareness and emotional self-regulation whereas gender difference in interpersonal skills was not significant. Table 6 also revealed that gender difference on perception of organizational justice is not significant, that shows that the findings are not consistent with the proposed hypothesis. Similar research was conducted to examine gender differences in emotional intelligence among children. The results concluded no gender differences on emotional intelligence among children (Mokhlesi & Patil, 2018).

The proposed hypothesis 6 stated that men will be high on counterproductive work behaviors than women government employees. Research findings suggested that gender

difference on counterproductive work behaviors is not significant. Thus, the results of the study do not support proposed hypothesis. Previous study Amrhein (2018) reported that counterproductive work behaviors are high in men than women.

The proposed hypothesis 7 stated that there will be high emotional intelligence and organizational justice in older employees than younger government employees. Table 7 showed that older employees exhibited high emotional intelligence than younger government employees. It means that emotional intelligence increases with age. Previous research (Chen et al., 2016) examined association of age with emotional intelligence. The results showed that in terms of understanding, facilitating, and managing emotions, older people performed better than young adults. Additionally, emotional regulation techniques like cognitive reappraisal (CR) were more commonly used by older individuals than by younger adults (Penttila, 2022). Moreover, Table 7 depicts that older government employees have high emotional self-awareness and emotional self-regulation (subfactors of emotional intelligence) as compared to the younger government employees. Furthermore, there was no significant age difference on interpersonal skills, a subfactor of emotional intelligence. Moreover, Table 7 showed that the perception regarding organizational justice is higher in older employees as compared to the younger government employees. Similarly, prior research (Bal et al., 2010) suggested that ageing affects employment. As the findings imply, older workers assess unfairness and unjust practices in a different way than younger workers, and they use their past interactions with the leader when deciding whether to stay. The most obvious organizational signal to respond upon for younger employees, who have had less time to establish a trust-based relationship with the organization, is procedural justice. Therefore, since younger employees spend less time in the organization, they are more sensitive and reactive to perceived injustice and unjust practices within the organization. Moreover, Table 7 showed that older employees have a higher

perception of distributive, procedural and interactional justice than younger government employees.

Proposed hypothesis 8 stated that there will be less counterproductive work behaviors in older employees as compared to younger government employees. The research findings suggested that older employees engage less in counterproductive work behaviors as compared to younger government employees. Thus, the research findings support the proposed hypothesis. Prior research (Pletzer 2021) revealed why elderly workers participate in less counterproductive work behaviors. The study concluded that employees that are older score higher on emotional intelligence that results in lower levels of counterproductive work behaviors. Moreover, misuse of authority, and biased behaviors are high in younger government employees as compared to the older government employees. There is no significant age difference on other facets of counterproductive work behaviors like antisocial behaviors, aggressive behaviors, deviant behaviors, and dysfunctional behaviors.

The proposed hypothesis 9 stated that employees with higher work experience will also be higher on emotional intelligence than employees with lesser work experience. The research findings (Table 8) revealed that employees with higher work experience exhibited higher emotional intelligence as compared to the government employees who had lesser work experience. Therefore, Prior study (Shipley et al., 2010) has also confirmed that emotional intelligence is positively correlated with the tenure or work experience of employees. Moreover, employees with greater work experience have high emotional self-regulation and emotional self-regulation. There is no significant difference on interpersonal subscale.

The proposed hypothesis 10 stated that employees with higher work experience will have lower counterproductive work behaviors than employees with lesser work experience. The results of the present study revealed that older employees engage less in counterproductive

work behaviors as compared to the younger government employees. The current study finding is supported by prior research (Sypniewska, 2020) that concluded that people with longer employment histories participate less in counterproductive work behaviors because they feel more a part of the company than 'newer' employees. This may also be the result of these people having stronger social networks and thus greater connections with other workers inside the company Furthermore, there was significant difference on biased behaviors, deviant behaviors, misuse of authority among government employees that depicts that government employees who had high work experience have less counterproductive work behaviors as mentioned above. There was no significant work experience difference on other subscales of counterproductive work behaviors that includes antisocial behaviors aggressive behaviors and dysfunctional behaviors.

5.1 Conclusion

The study concluded that emotional intelligence and counterproductive work behaviors of government employees are correlated negatively, while emotional intelligence and organizational justice have a positive association. However, there was a negative association of organization justice and counterproductive work behaviors of government employees. Findings also depicted that men exhibited high emotional intelligence as compared to women. There was no significant gender difference on perceived organizational justice and counterproductive work behaviors. Furthermore, older employees exhibited high emotional intelligence and a high perception of organizational justice. Facets of counterproductive work behavior like misuse of authority and biased behaviors were high in younger employees as compared to the older employees. Moreover, organizational justice mediated the relationship emotional intelligence and counterproductive work behaviors of government employees.

5.2 Limitations and Recommendations

A few limitations could be highlighted in the present study, as the sample size was small therefore, it could limit the generalizability of the study results on the overall governmental institutions of Pakistan. Future researchers should increase the sample size to increase the generalizability. Also, the questionnaires used in the study were self-report measures, future researchers are suggested to incorporate both qualitative and quantitative methods to be able to better understand the counterproductive work behaviors of government employees and its underlying factors.

5.3 Implications of the study

Results of the study will help the organizations and employers to get useful insights on how to manage and avoid counterproductive work behaviors by understanding perception of organizational injustice. The findings may be used by government organization in Pakistan to better understand employee's engagement in counterproductive work behaviors, which can have a beneficial impact on the public sector of Pakistan.

The outcomes drawn from the study can be very helpful in understanding the association of emotional intelligence, organizational justice, and counterproductive work behaviors. Based upon the findings of the study, awareness sessions should be conducted on emotional intelligence and counterproductive work behaviors that would be beneficial for both employees and organization.

Furthermore, the study participants were recruited from the government sectors of Islamabad. Therefore, this could be the constraint of the study that might affect generalizability of the results.

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Appendix A

INFORMED CONSENT FORM

میں صبا خالد، بحریہ یونیورسٹی اسلام آباد میں زیرِ تعلیم ہوں۔ میں ایک تحقیق کر رہی ہوں۔ میری تحریر کا عنوان ہے:

Emotional Intelligence, Organizational Justice and Counterproductive Work

Behavior of Working Individuals

اس تحقیق کے سلسلے میں آپ سے کچھ سوالنامے پُر کروائے جائیں گے۔ میں آپ کو اس بات کا یقین دلاتی ہوں کے آپ کی طرف سے دی گئی تمام معلومات کو صیغہ راز میں رکھا جائے گا اور اس فراہم کردہ معلومات کو صرف اور صرف تحقیقی مقاصد کے لیے استعمال کیا جائے گا۔ آپ جب چاہیں اس تحقیق سے دستبردار ہو سکتے ہیں۔ اگر آپ اس تحقیق میں مجھ سے تعاون کرنے پر رضامند ہیں تو اگلے صفحے پر موجود سوالات کا دیانتداری سے جواب دیں اور برائے مہربانی نیچے دی گئی جگہ پر دستخط کریں۔

دستخط: _____

تاریخ: _____

Appendix B

DEMOGRAPHIC SHEET

1. عمر: _____

2. جنس: مرد* عورت*

3. تعلیم کا معیار: ہائی سکول* انٹرمیڈیٹ* ڈگری Bachelor* ڈگری Master* PHD*

4. ازدواجی حیثیت (Marital Status): غیر شادی شدہ* شادی شدہ*

5. کام کا تجربہ (Work Experience in Years): _____

6. تنظیم کی ساخت (Structure of organization): سرکاری (Government)* نجی (Private)*

7. عہدہ (Designation level): _____

8. ماہانہ آمدنی (Monthly Income): _____

Appendix C

کبھی نہیں	بہت کم	کبھی کبھار	اکثر	ہمیشہ	سوالات	سریل نمبر
					لگتا ہے میری قسمت ہی خراب ہے۔	01
					غصے کی حالت میں اپنے آپ کو برا بھلا کہتا/ کہتی ہوں۔	02
					میرا بلاوجہ رونے کو دل چاہتا ہے	03
					میں بہت مستقل مزاج رہتا /رہتی ہوں	04
					اب مجھے وہ کام کرنے میں بھی مزہ نہیں آتا جو میں پہلے شوق سے کیا کرتا / کرتی تھی	05
					معلوم نہیں میں کیوں خوفزدہ ہو جاتا/ہو جاتی ہوں	06
					میں لوگوں کی امیدوں پر پورا اترنے کی کوشش کرتا/ کرتی ہوں	07
					میں اپنی پسند کے بارے میں پراعتماد ہوتا/ہوتی ہوں	08
					میں لوگوں سے اپنی مایوسی کی وجہ سے باخبر ہوتا/ہوتی ہوں	09
					کسی کو تکلیف میں دیکھ کر عملی طور پر مدد کرنے کی کوشش کرتا/ کرتی ہوں	10
					میں لوگوں سے دوستی کرنے میں پہل کرتا/ کرتی ہوں	11
					میں نے زندگی میں جتنی محنت کی اس کا صلہ مجھے نہیں ملا	12
					بحث کے دوران مجھے جلدی غصہ آجاتا ہے	13
					میری طبعیت میں بلاوجہ چڑاپن پیدا ہو جاتا ہے۔	14
					مجھے قانون کا احترام کرنا اچھا لگتا ہے	15
					بعض حالات میں پرامید رہنا مشکل ہوتا ہے	16
					مجھے اپنے احساسات کو سمجھنے میں مشکل پیش آتی ہے	17
					میرا رویہ لوگوں کے ساتھ ہمدردانہ ہوتا ہے	18
					میں اپنی شخصیت میں مثبت تبدیلی لانے کی کوشش کرتا/ کرتی ہے	19
					جب کوئی نہ چاہتے ہوئے میرا کام کرے تو مجھے فوراً پتہ چل جاتا ہے	20

کبھی	بہت کم	کبھی کبھار	اکثر	ہمیشہ	سوالات	سریل نمبر
					اپنے رویے میں دوسروں کی پسند ناپسند کا خیال رکھتا/رکھتی ہوں۔	21
					جب کوئی ہمت ہارے تو حوصلہ دینے کی کوشش کرتا/کرتی ہوں۔	22
					دوسروں کو آگے بڑھتا دیکھ کر اپنی کم مائیگی کا احساس مجھے مایوس کر دیتا	23
					غصے کی حالت میں میرا دل کسی چیز کو توڑنے کو چاہتا ہے۔	24
					میں بلاوجہ اپنے آپ کو غیر محفوظ تصور کرنے لگتا/لگتی ہوں۔	25
					میں اپنا کام بہت اچھے طریقے سے کرتا/کرتی ہوں۔	26
					مجھے لگتا ہے میں کتنی کوشش کر لوں کوئی کام ٹھیک سے نہیں ہو سکے گا	27
					معلوم نہیں میں جلدی میں کیوں رہتا/رہتی ہوں۔	28
					میرے خیال میں مجھے لوگوں سے زیادہ ملنا جلنا چاہیے۔	29
					مجھے پیار کا اظہار کرنے میں دقت محسوس ہوتی ہے۔	30
					میں دوسروں کی پریشانی میں پریشان ہو جاتا/جاتی ہوں۔	31
					جب تک اپنی غلطی کی معافی نہ مانگ لوں مجھے سکون نہیں ملتا۔	32
					دوسروں کی کامیابی پہ خوشی کا اظہار کرتا/کرتی ہوں۔	33
					مجھے لگتا ہے میں اپنی زندگی سے کچھ خاص حاصل نہیں کر سکا/سکی۔	34
					میں چھوٹوں کو مار پیٹ کر اپنا غصہ نکال لیتا/لیتی ہوں۔	35
					میں آسانی سے ہیجانی کیفیت کا شکار ہو جاتا/جاتی ہوں۔	36
					میری توجہ آسانی سے کام سے ہٹ جاتی ہے۔	37
					میں جانتا/جانتی ہوں میری طبیعت بے چین کیوں ہوتی ہے۔	38
					مجھے اپنی اداسی کا سبب معلوم ہوتا ہے۔	39
					مجھے اپنی ناپسندیدگی کا اظہار کرنا مشکل لگتا ہے۔	40

کبھی نہیں	بہت کم	کبھی کبھار	اکثر	ہمیشہ	سوالات	سریل نمبر
					لوگوں کے رویے میرے لیے ناقابلِ فہم ہوتے ہیں	41
					میں دوسروں کو تسلی دینے کی کوشش کرتا/ کرتی ہوں	42
					میں لوگوں کو آسانی سے اُن کی غلطیوں سے آگاہ کرتا رہتا/رہتی ہوں	43
					مجھے اپنی ذات میں تبدیلی لانے کی ضرورت محسوس نہیں ہوتی	44
					احساسِ محرومی سے بچنے کے لیے خواب و خیال کی دُنیا میں رہتا/رہتی ہوں	45
					پریشانی میں میرے ہاتھ کانپتے ہیں	46
					مجھے اپنے جذباتی ردِعمل پہ پچھتانا پڑتا ہے	47
					وقت پر کام کرنے کی سخت کوشش کرتا/ کرتی ہوں۔	48
					ہر نئی صورتحال میرے لیے پریشانی پیدا کرتی ہے	49
					لڑائی کے دوران گالیاں دینے سے میرے دل کا بوجھ ہلکا ہو جاتا ہے	50
					بغیر کسی خاص وجہ کے میں احساسِ گناہ کا شکار ہو جاتا/ جاتی ہوں	51
					میں جذباتی طور پر غیریقینی صورتحال کا شکار ہو جاتا/ جاتی ہوں۔	52
					مجھے جس بات پر غصہ آئے، آسانی سے لوگوں کو بتا دیتا/دیتی ہوں	53
					میرے لیے اپنے پُرانے خیالات کو بدلنا مشکل ہوتا ہے	54
					مجھے بلاوجہ چھوٹی چھوٹی باتوں پر غصہ آتا ہے۔	55
					میں اپنی بے چینی کی وجہ جاننے کی کوشش کرتا/ کرتی ہوں۔	56
					اپنی پسند اور ناپسند کو حالات کے مطابق بدلنا ممکن نہیں ہوتا۔	57
					میں اپنی پسند کے بارے میں یقین سے کچھ نہیں کہہ سکتا/ سکتی۔	58
					میں اپنے مزاج میں اچانک تبدیلی سے واقف ہوتا/ہوتی ہوں	59
					لوگ مجھ سے زیادہ میل جول رکھنا نہیں چاہتے۔	60

Appendix D

Organizational Justice Scale

یہ سوالنامہ آپ کی جاب سے متعلق آپ کے احساسات کی ترجمانی کرتا ہے۔ آپ کی نظر میں آپ کی جاب ادارے میں کس حد تک منصفانہ طریقہ کار اپنایا جاتا ہے۔ اپنے

... کا اظہار مندرجہ ذیل دیے گئے انتخابات/جوابات (Options) کے ذریعے کیجیے۔

بالکل متفق	متفق	غیر جانبدار	غیر متفق	بالکل غیر متفق	بیانات	نمبر شمار
					میرے کام کا شیڈول ول منصفانہ ہے۔	1
					میرے خیال میں میری تنخواۃ (کام کے حساب سے) منصفانہ ہے۔	2
					میرے نزدیک میرے کام کا بوجھ بالکل منصفانہ ہے۔	3
					مجموعی طور پر مجھے یہاں سے بالکل منصفانہ صلہ (تنخواہ/مراعات) ملتا ہے۔	4
					مجھے محسوس ہوتا ہے کہ میری جاب کی ذمہ داریاں منصفانہ ہیں۔	5
					اس کی طرف سے جاب سے متعلق فیصلے منصفانہ/غیر جانبدارانہ انداز میں کیے جاتے ہیں۔	6
					میرا باس اس بات کی یقین دہانی کرتا ہے کہ جاب سے متعلق فیصلے کرنے سے پہلے تمام ملازمین کے تحفظات سُن لیے جائیں۔	7
					جاب سے متعلق فیصلے کرنے کے لیے میرا باس مکمل اور درست معلومات اکٹھی کرتا ہے۔	8
					میرا باس ملازمین کی درخواست پر فیصلوں کی وضاحت اور اضافی معلومات فراہم کرتا ہے۔	9
					جاب سے متعلق تمام فیصلوں کا مسلسل اطلاق تمام متاثرہ ملازمین پر ہوتا ہے۔	10
					ملازمین کو اجازت ہے کہ وہ باس کے کئے گئے فیصلوں کے خلاف اپیل یا چیلنج کریں۔	11
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس میرا خیال رکھتا ہے اور رحم دلی سے پیش آتا ہے۔	12
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس مجھے سے عزت اور وقار سے پیش آتا ہے۔	13
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس میری ذاتی ضروریات کے بارے میں حساس ہوتا ہے	14
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس میرے ساتھ دیانتداری سے پیش آتا ہے۔	15
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس ادارے کے ملازم کے طور پر میرے حقوق کا خیال کرتا ہے۔	16
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس ان فیصلوں کے نتائج/اثرات کے بارے میں بات چیت/بحث کرتا ہے۔	17
					میری جاب سے متعلق کیے گئے فیصلوں میرا باس مناسب جواز/وضاحت پیش کرتا ہے۔	18
					میری جاب سے متعلق فیصلے کرتے وقت میرا باس معقول اور سمجھ میں آنے والی وضاحت پیش کرتا ہے۔	19
					میری جاب سے متعلق کیے گئے کسی بھی فیصلے کی بہت اچھی طرح وضاحت کرتا ہے۔	20

Appendix E

Counterproductive Work Behaviour Scale (CWBS)

ہدایات: آپ نے مندرجہ ذیل افعال اپنی حالیہ ملازمت پر کتنی دفعہ انجام دیے۔

کبھی نہیں	شاذو نادر	بعض اوقات	زیادہ تر	ہمیشہ	بیانات	نمبر شمار
					اپنا کام سست روی سے انجام دیا۔	1
					دی گئی ہدایات پر عمل پیرا نہیں ہوئے۔	2
					کام پر تاخیر سے پہنچے۔	3
					کام سے جلدی اُٹھ گئے۔	4
					دیے گئے دورانیہ سے طویل وقفہ کیا۔	5
					بیماری کا بہانہ بنا کر کام پر نہیں آئے۔	6
					طے شدہ ملاقات (Meeting) پر تاخیر سے پہنچے۔	7
					فارغ رہتے ہوئے مصروف دکھائی دینے کی کوشش کی۔	8
					اپنا کام کرنے کے بجائے غیر ضروری کاموں میں وقت ضائع کیا۔	9
					کام نہ کرنے کے لئے جان بوجھ کر غیر ضروری/نہ مناسب بہانے بنائے۔	10
					دفتر کے ساز و سامان کو نقصان پہنچایا۔	11
					آفس کے سامان کو بنا اجازت اپنے ذاتی استعمال میں لائے۔	12
					آفس میں کسی دوسرے کی چیز کو چرایا۔	13
					آفس کے آلات/مشینری کی خرابی کے اطلاع نہ دی تاکہ وہ مزید خراب ہو جائے۔	14
					اپنے ساتھ کے ملازمین کے کام میں دشواری/رکاوٹ ڈالی۔	15
					تعلقات/اثر و رسوخ کی بنا پر کسی کا کام ترجیحی بنیادوں پر کیا۔	16
					ادارے میں ملازمین کے کام سے متعلق جانب داری (Favoritism) سے فیصلے کیے۔	17
					اختیارات/طاقت کا استعمال جانب داری (Favoritism) سے کیا۔	18
					دوسرے ملازمین سے تلخ کلامی کی۔	19
					دوسرے ملازمین کا مزاق اُڑایا۔	20
					دوسرے ملازمین کے ساتھ لڑائی جھگڑا کیا۔	21
					دوسرے ملازمین کے کاموں میں دخل اندازی کی۔	22
					دوسرے ملازمین پر الزام تراشی کی۔	23

|					
				مشترکہ کاموں (Group Tasl) میں کام کا بعض بوجھ دوسروں پر ڈالا۔	24
				مشترکہ کاموں (Group Tasl) میں کم حصہ لینا۔	25
				ادارے کی حساس معلومات ادارے کے دوسرے ملازمین کے ساتھ شیئر (Share) کی۔	26
				اپنے کام سے بلاوجہ غیر حاضر ہے۔	27
				اپنے کے معیار (Standard) کو خراب کیا۔	28
				ادارے کے وسائل کا غلط استعمال کیا۔	29
				اپنا کام کرنے کے بجائے صرف خانہ پوری کی۔	30
				ادارے کے وسائل اپنی ذات / خاندان کے لئے کیا۔	31
				اپنا وقت خوش گپیوں میں ضائع کیا۔	32
				کسی سے تحفے کے طور پر کوئی چیز لی ہو۔	33
				تحفے کے طور پر لی گئی چیز کے باعث کارگزاری میں پر تی پڑا۔	34
				آپ کا اپنے جونیئر (Jonior) ملازمین کے ساتھ رویہ جانبدار ہے۔	35

Appendix F
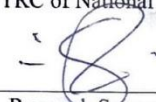
PERMISSION FORM
(For Research Only)

Applicant's Name _Saba Khalid_   Supervisor's Name _Dr. Saima Kalsoom_

Applicant's Email _Sabakhalid 5467 @gmail.com_

Institution/ Department _Department of professional psychology, BUIC_

Topic of Research _Emotional Intelligence, Organizational Justice and counterproductive work behaviors among government employees_

M.Sc. / M.Phil / M.S / Ph.D / Diploma _MS_

Test Required: (scale title, year, author) _Self report measure of emotional intelligence by Rizwana Alam Khan and Anila Kamal (2010)_
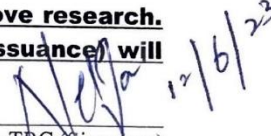
Undertaking

- This is hereby specified that the above mentioned information is correct.

- I applied for the above mentioned scale after consultation with my supervisor.

- I also understand that I have to follow the copy rights requirements of the National Institute of Psychology.

- This test / scale is the intellectual property of the National Institute of Psychology. No part of this test / scale may be reproduced or photocopied or disseminate or to republish without written permission from the National Institute of Psychology.

- I am also under obligation to share my data and research findings with the TRC of National Institute of Psychology.

_____
Research Supervisor

_____
Student

One time issuance of scale will only be valid for the above research. Usage of scale in other researches (without renewed issuance) will lead to legal action.

_____
Incharge TRC (Signature)
Test Resource Centre,
National Institute of Psychology, Quaid-i-Azam University

Appendix G

Appendix H