

Organizational Justice and Employees Personality Traits as
Determinants of Counterproductive Work Behavior among Employees
of Ethiopian Sugar Corporation

By

Melkamu Aynalem

A Thesis submitted in Partial Fulfillment of the Requirements for the Master of Arts Degree in
Social Psychology, Addis Ababa University, College of Education and Behavioral Studies,
School of Psychology

Addis Ababa University

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Advisor: YekoyeAlem Desie (PhD)

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Studies, School of Psychology

YekoyeAlem Desie (PhD)

(Advisor, Name)

Signature

Date

Abebaw Minaye (PhD)

(Head, School of Psychology, Name)

Signature

Date

Habtamu Wondimu (Professor)

(Internal Examiner, Name)

Signature

Date

Dejene Nigussie (PhD)

(External Examiner, Name)

Signature

Date

Addis Ababa University

Addis Ababa, Ethiopia

June 2020

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Abstract

Counterproductive work behavior is a common phenomenon in every organization. The objective of the current study was to examine the relationship between the Big Five personality traits, dimensions of organizational justice (perceived distributive, procedural, and interactional justice), and five dimensions of counterproductive work behavior (sabotage, withdrawal, production deviance, theft, and abuse). 115 participants from the Ethiopian Sugar Corporation Addis Ababa Head Office took part in the study. The participants were selected using simple random sampling technique. Data were collected using the Spector et al. (2006) counterproductive measure, Niehoff and Moorman (1993) organizational justice measure, and Oliver P. John and Sanjay Srivastava (1999) big five personality traits measures. The Pearson product moment correlation coefficient and stepwise regression were employed as methods of data analysis. A weak relationship was found between the big five personality traits, organizational justice, and CWB. Conscientiousness and distributive justice strongly predicted the overall CWB. but, the prediction of distributive justice was not statistically significant.

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Abbreviations

BPT	Big five Personality Traits
CWB	Counterproductive Work Behavior
CWB-I	Counterproductive Work Behavior-Individual
CWB-O	Counterproductive Work Behavior-Organization
ESC	Ethiopian Sugar Corporation
O	Organizational Justice
SPSS	Statistical Package for Social Science

Chapter One

Introduction

1.1. Background

Every organization needs a qualified and satisfied employee for different positions to achieve the intended goal of the organization. Employees overall quality also considered as important contributors for the productivity of organizations. Concerning the behavior of employees, different organizational literatures examined the relationship of employee's personality traits, the perceived organizational justice, and counterproductive work behavior in the context of western countries. In this paper, I have focused on the relationship of counterproductive work behavior with personality traits and organizational justice. Sackett & De Vore (2001) defined the term counterproductive work behavior as the behavior that negatively affects the rules and norms of the organization by the participation of the employee in the opposite of the regulation of the particular organizations. According to Fox and Spector (2005), counterproductive work behavior ranges from severe, purposeful violence to uncertain incidence of purposeful carelessness.

The term counterproductive work behavior has sometimes used as deviant workplace behavior, organizational misbehavior, antisocial behavior, and dysfunctional workplace behavior, employee vice, organizational retaliation behavior, workplace deviance, counterproductive work behavior and aggression in workplace by some researchers in different articles (Peterson, 2002). All above mentioned behaviors are defined as maladaptive behaviors and have undesirable consequences to the organization and other active members of organization. In the current research, I have used the term counterproductive work behavior which have been used by many scholars (e.g. Burned and Pope, 2007).

Kevin et. Al. (2010) was defined counterproductive work behavior as a complaint which committed by employees to seek attention, to make a compensation, and to express their frustration in a particular decision of the organization. Vardi and Weitz (2004) mentioned that counterproductive work behavior can be defined as a purposeful behavior or action which prepared by the member of the organization that violet the basic organizational working behaviors. Vardi and Weitz (2004) also stated that some counterproductive work behavior aims to contribute a positive outcome to organizations and employees and in general have negative consequences.

Some findings shown that counterproductive work behavior (CWB) is directly related to individual's characteristics rather than their job performance. Relating to their unique character's employees have an unrestricted choice to make a decision to participate in such form of counterproductive work behavior (Mount et al., 2006). Similarly, Kelloway et. Al. (2010) stated that the type of jobs and perceptions towards the organizational procedures on their salaries have a great role to develop employee's negative behavior. It reflects the perceived procedural and distributive dimensions of organizational justice.

Nasir and Bashir (2012) stated that one of the most considerable behavior in many organization is deviant behavior especially in developed and developing nations. It decreases the productivity and increase the cost, and damages the overall works. Counterproductive work behavior can be seen in every organization. It might harm the organization aggressively or passively (Burned and Pope, 2007). The aggressive behavior can be expressed through deviance of productions and materials as well as negative relationships with other coworkers. The passive behavior is the behaviors which consist of rejecting instructions and commands, and turn over. The purpose of all negative behaviors is damaging the product of the organization and harming its employees (Fox, Spector, & Miles, 2001). The social exchange theory which developed by sociologist George Homans (1961) argues that the relationship of peoples depends of their shared exchanges. Individuals calculate the cost and the benefit to start relationship with other individuals. Counterproductive work behavior may be understood within the framework of social exchange theory (SET). It focuses on the cost-benefit analysis of employees.

Penney et al. (2011) classified the factors that affect counterproductive work behavior into two categories. The first one is called internal factor and it can be personality traits of employees. As some previous literatures examined, employee's personality traits play vital role in increasing or decreasing their negative behaviors against other employees and the organizational legitimacy. The second factor is called external factor. The external factor of counterproductive work behavior can be categorized into organizational principles and related comporments. The evaluation of their work environment, expression of emotions, and ability to regulate one's emotion and perception of an employee's towards their environment can be affected by their personality traits. According to Spector (2010), personality traits shows individual's ability to make a critical decision to participate in counterproductive work behavior.

Bennet and Robinson (2000) suggested two dimensions of counterproductive work behavior which are organizational counterproductive work behavior and interpersonal counterproductive work behavior. Behaviors which are included in organizational counterproductive behavior are breaking rules, exploitation and damaging materials of the organization and shows less attention for the work environments. The interpersonal counterproductive work behavior also included aggressive behaviors which aims to abuse members of the organization. Contrary, the most cited scholars Specter, Fox, Penney, Bruursema, Goh, and Kessler (2006) classified counterproductive work behavior (CWB) into five forms of deviant behaviors. The five dimensions are presented below.

Abuse: it is a negative behavior which includes physical and psychological violence's that targets employees of the organization. It is considered as aggressive form of behavior. The dimension of abuse also included behaviors of making bullying, negative attitudes, pay no attention to other employee's interest, or discouragement of other work and ability. In this form of CWB, the target of the behavior is focus on other employees in the organization. It consists of behaviors which are directed to harm other individuals who have active membership.

Production Deviance: it refers to deliberately performing slowly to decrease the productivity of the organization. It is a purposeful behavior which manifest in performing incorrectly and working less than their responsibilities in the organization. They might decrease their performance in their task and refuses to follow instructions and directions. It can be considered as aggressive form of behavior. Because, production deviance form of counterproductive work behavior targets to harm the productivity of the organization than co-workers.

Sabotage: It is a behavior directed towards equipment of the organization. It includes misuse of the physical materials and deliberately damaging the work setting.

Theft: it is a negative behavior which manifests in stole something belonging to your employer, and working slowly than the given schedule to get extra-time payment. Theft mainly reflects the inappropriate behaviors of employees.

Withdrawal: it is another form of counterproductive work behavior which characterizes in decreasing performances by isolating themselves from work setting than the organization expectations. The authors considered withdrawal as passive behavior. It includes behaviors of

absenteeism and taking their working hour for personal purposes without the permission of the organization.

The second issue of the current research is the big five personality traits. Many previous literatures were discussed on the role of personality traits on employee's counterproductive work behavior. The current study used the model of big five personality traits. Personality trait is a characteristic of an individual's which manifest in a consistent pattern of thinking, feeling, or behaving in different environments (Christopher, 2018). Hough and Dilchert (2010) argue that the Big Five Personality model is the commonly used model for understanding individual's personality in their work settings. This big five personality models have five dimensions which are called agreeableness, neuroticism, conscientiousness, openness to experience, and extroversion.

Chang & Smithikrai (2010) defines agreeableness as a characteristic of one's desire to take parts with others, conscientiousness is related to impulse control and it includes behaviors such as behaving with rationalization, well-behaved, responsible, and self-controlled. Extraversion is described by sociable behaviors and interests in being with others, and interactive behaviors, and openness to experience can be defined as individual's interest or openness to new experiences. The fifth personality trait which is called neuroticism is a trait which characterized in consistent behavior and a trend to experience negative behaviors.

Agreeable individuals are characterized by supportive and empathetic behaviors for other people. They are not distrustful and opposite towards others (Kozako, Safin, & Rahim, 2013). Highly agreeable persons are believing good, tender-minded, and forgiving. In the research of Berry et al. (2007), by measuring the three traits of personality, they concluded that agreeableness, neuroticism, and conscientiousness have strongly correlated with counterproductive work behavior. The study also was revealed that interpersonal deviant behavior was strongly correlated with agreeableness trait. These results indicate that individuals high in agreeableness are less likely to engage in counterproductive behaviors directed at individuals than at organization. Because, employees who have high level of traits in agreeableness and conscientiousness are more likely to follow and respect the legitimacy of the organization rather than their interest (Cropanzano & Mitchell, 2005).

Salgado (2002) was found positive relationships of neuroticism with some specific CWBs such as withdrawal and accidents. Employees with low level of agreeableness also have a tendency to show negative behaviors against other employees (Berry et al., 2007). It is directly related to abusive behaviors targeted active employees of the organization. According to Saucier & Simonds (2006), conscientiousness is a needed character from peoples. Low level of conscientiousness cause employee's weak performance and it leads employees to odd behaviors which considered as counterproductive work behavior.

Layth and Zulkarnain (2016) found that the opposite trait of neuroticism which is called emotional stability was significantly and positively correlated with counterproductive work behavior than agreeableness and conscientiousness personalities. The study also revealed that negative workplace behaviors which targets the organization was positively correlated with low level of conscientiousness. Individuals with low conscientiousness trait of personality has a tendency to engage in destructive behaviors which affects the effectiveness of the organization than other coworkers. Low level of conscientiousness trait can cause employees work performance and lead to undesirable behaviors in the organization (Saucier & Simonds, 2006).

The third variable of the study is called organizational justice. It is the well-known variables in organizational literatures. Now a day, the concept of organizational justice is becoming important issue in organizational researches. In many previous literatures, the organizational justice contains three dimensions which are called procedural (the process of resource allocation), distributive (outcome distribution), and interactional (reflects employee's relationship with their coworkers and manager) (Cropanzano et al., 2001). The three dimensions of organizational justice have been accepted by different scholars (E.g. Colquitt, 2001 and Cohen-Carash and Specter, 2001). Organizational justice was introduced by Greenberg (1987) in the first time to describe the perception of employees concerning the organization. The perception of fairness or justice in the organization includes perceptions in equal opportunities between employees and perceptions which related to distribution of resources such as salary, promotion, as well as fairness in processes of decision making (Tabibnia, Satpute, & Lieberman, 2008). Folger & Konovsky (1989) argues that the unfair treatments among employees causes their deviant behaviors and leads them to look for other jobs. On the other hand, perceived organizational justice and employee's satisfaction was strongly correlated each other (Colquitt et al., 2001).

Employees perception of distributive injustice occurs when their performances and organizational rewards are not equivalent (Colquitt, Greenberg, & Zapata-Phelan, 2005). Fox et al. (2001) found that distributive justice was shown significant relationship with counterproductive work behavior particularly behaviors targets to harm the organization. Perceived fairness in distribution of resources and outcomes increases harmful behaviors in work setting.

He, Zhu and Zheng (2013) defined procedural justice as unbiased practices of the organization relating to salaries, promotion, and other methods of resource allocation. The procedural justice shown strong and negative correlation with counterproductive work behavior which targets both co-workers and the organization. It implies that employee's low perception of procedural injustice can decrease their counterproductive work behaviors. The perception of employees being equally treated in the outcomes of the organization can reduce the negative response of individual's. In addition, the role of procedural and interactional justice is high in employee's reaction to situations. When employees develop high perception regarding the unfair outcome distribution in the organization, their involvements in different activities and job performance will be increased in the cause of distributive injustice.

The study of Fox et al. (2001) supports the role of procedural and distributive injustice on employee's negative behavior. Procedural and distributive injustice was strongly and negatively correlated with negative behaviors. Cohen-Charash & Spector (2001) discusses that the perception of unfair distribution in the organization increases the tendency to respond negatively and aggressively towards the particular situation which considered as the cause of the unfair distribution.

Interactional justice also important as other forms of justice. It reflects the fair treatment of employees within the organization including treating with respect and dignity as well as providing adequate information's regarding what decisions were made in the organization (E. G. Lambert et al., 2010). Colquitt, Conlon, Wesson, Porter, & Ng, (2001) mentioned that interactional justice has two dimensions; informational and interpersonal justice which focuses on the relationship between employees within the organization. The perception of interactional justice can be developed when employees make relationships with others and exchange information with respect and dignity. Informational justice refers to sharing information's appropriately and providing clear

explanations for things, while Interpersonal justice refers to respecting each other and other behaviors which related to interpersonal relationships.

Colquitt (2001) indicated that employees evaluate fairness within the organization using the three dimensions of justice. Rationalization, truthfulness, respect, and appropriateness are basic ideas which measures the interactional justice. when employees evaluate the clarifications or the mentioned reasons that were used in the processes, they want to understand the reasons behind the decision by comparing with other decisions that were made for others. When the supervisor provides sufficient information regarding procedures that were used in the organization (e.g. informational justice) then employees might develop perception of procedural justice by evaluating the supervisor's behavior. Studies suggest that the dimensions of organizational justice which are called procedural and interpersonal justice have significant contributions on employee's negative behavior in their workplace, while the distributive justice was not significantly associated with counterproductive work behavior (O'Neill, Lewis and Carswell, 2011). Negative correlation was also observed between interactional justice and counterproductive work behavior in the study of Liu and Ding (2012). It implies that the higher perception of justice in fair treatment of employees decreases employee's tendency to participate in deviant behaviors.

The equity theory of Adams (1965) argues that employees need to evaluate the outcomes or rewards that they received from the organization with their performance and their level of involvement in a particular activity by comparing with others. Unjust treatment increases the employee's perception of inequality between employees and it motivates the employee to isolate themselves from the organization as well as terminating their relationships with the particular person who compared with them. It can be done through restoring balances by cognitively altering specific inputs or outputs. Fox, Spector & Miles (2001) mentioned that organizational deviant behaviors are determined by the perceived organizational injustice and stressors, where interpersonal deviant behavior determined by interpersonal conflicts. On the other hand, employees those who satisfied in the organization increases their commitment to work for the benefit of the organization than participating in behaviors which harms the organization particularly counterproductive work behavior.

Meier & Spector (2013) indicates that situational antecedents of counterproductive work behavior indicate some aspects of injustice which contributes to working and behaving inappropriately.

Previous organizational literature was considered perception of injustice as important predictor of counterproductive work behavior (Aquino, Lewis, & Bradfield, 1999). In particular, the higher perception of unfairness in distributions of outcomes and unfair interactional justice have a greater role to increase undesirable's behaviors of employee's in the organization including counterproductive work behavior.

1.2. Statement of the Problem

Now a day, the issue of workplace behavior has received much attention across the world and related researches were conducted in different settings. The relationship between personality traits and counterproductive work behavior and organizational injustice and counterproductive work behavior have been examined by different scholars previously. However, the issues were examined by different authors the findings have shown inconsistency regarding the relationship between personality traits, organizational injustice, and counterproductive work behavior. For example, the research of Kozako et al. (2013) found that agreeableness had a negative relationship with both organizational (CWB-O) and interpersonal (CWB-I) counterproductive work behavior. It implies that individuals who have high agreeableness personality trait have a tendency to show less counterproductive work behavior towards the organizations and other employees. On the other hand, the study of Li-Chen Lim et Al. (2016) mentioned that the personality traits of agreeableness, conscientiousness and openness to experience have no significant relationship with counterproductive work behavior. Moreover, the big five personality traits were strongly related to counterproductive work behavior which targets active individuals in the organization, except for conscientiousness (Intan et al. 2013). This was contradicted with the study that made by Bolton (2010) which showed that there was a relationship between conscientiousness and counterproductive work behavior against individual.

As we have seen in above statement, many previous literatures were focused on the two dimensions of counterproductive work behavior which developed by Bennet and Robinson (2000) rather than the five dimensions and it included interpersonal and organizational deviant behavior. The issue needs further investigation to explore the five dimensions of CWB. According to Mount, Illies and Johnson (2006), all forms of counterproductive work behavior are pervasive and costly both the organizations and to employees. Although the issues received much attention across the world the correlation of organizational injustice and personality traits with counterproductive work behavior

are not much issue in Ethiopia. The number of published articles can be evidence for this action. And also from the five forms of counterproductive work behavior absenteeism and turn over have been extensively researched while extreme negative behaviors like sabotage, theft, and production deviance have received relatively less attention.

As stated above, several researches were conducted on the issue of counterproductive work behavior, personality traits, and organizational injustice in the context of western and different African countries. There is a lack of empirical research on the relationship between organizational injustice, the big five personality traits, and counterproductive work behavior in Ethiopia context. This is the reason why I wanted to investigate the issues using contextualized measures. In some way, Asteway Belachew (2014) has conducted a thesis which focused on the assessment of natures of deviant workplace behavior among employees of three private banks in Ethiopia. The study was exploratory and descriptive study. It mainly focused on the nature and availability of counterproductive work behavior. The result found that counterproductive work behavior was observed among employees and he stated that the cause of the observed negative behaviors was unfair treatments of employees. In his study, he didn't examine the mutual relationship between the injustice and counterproductive work behavior.

The organizational justice also examined by Belete (2018) and Bizuayehu (2019) to assess its relationship with other variables among employees of business sectors. the role of personality traits and organizational injustice on five dimensions of counterproductive work behavior were not examined. They have used each variable alone with other variables. Identifying the antecedents of counterproductive work behavior is important in order to reducing such behaviors. It will benefit the organization to remove the unfavorable conditions of the work environment and to enhance the psychological health of employees by providing the necessary or fair mechanism during all activities.

Finally, the issue of counterproductive work behavior is one of the most studied concepts worldwide. Because, the prevalence of the problem in different countries including USA, UK, Australia, South Korea, and China has received attention in their literatures. So, it need much attention to examine its root cause through different researches and to work towards reducing its effects on employee's overall satisfaction with their membership in the organization as well as organizational productivity.

1.3. Research Questions

1. Is there a statistically significant relationship between the Big Five Personality traits and five dimensions of counterproductive work behavior?
2. Is there a statistically significant relationship between the three dimensions of organizational justice and employees counterproductive work behavior?
3. Which personality traits (from the “Big Five Personality” traits) of Ethiopian Sugar Corporation employees predict the overall CWB?
4. Which dimension of organizational justice predicts the overall CWB?

1.4. Objectives

The general objective of the current study is to examine the relationship between perceived organizational justice, personality traits, and counterproductive work behavior.

Specific Objectives

- To assess the personality traits of ESC employees.
- To assess employee’s perception of organizational justice based on the three dimensions.
- To assess the five dimensions of counterproductive work behavior in employees of ESC.
- To examine the relationship between big five personality traits and five dimensions of counterproductive work behaviors.
- To examine the relationship between the three dimensions of organizational justice and five dimensions of counterproductive work behavior.

1.5. Significance of the Study

The current study aims to examine the possible relationships between the three dimensions’ organizational justice and employee’s personality traits in counterproductive work behavior. The current study has two important contributions. First, it helps us to understand the effect of organizational injustice or unfair procedures, interactions, and distribution of resources in the organization concerning active members of the organization. Second, the current research will contribute for the future researchers to understand the workability of studied variables in Ethiopian

context. Moreover, the major importance of the current research is fulfilling the gap of publications in the area of counterproductive work behavior with its predictors in the context of Ethiopia.

1.6. Scope of the Study

This study focuses on the relationship of the five dimensions of counterproductive work behavior with big five personality traits and the three dimensions of organizational justice. The personality traits and dimensions of organizational justices were the independent variables and the counterproductive work behavior was dependent variable. In this study, the researcher mainly focused on the three dimensions of organizational justice. These are procedural, distributive and interactional justice. The five dimension of counterproductive work behavior were examined rather than the two dimensions which proposed by some scholars. The current research is targeted the Ethiopian Sugar Corporation employees those who work in Addis Ababa city Head office.

1.7. Operational Definitions

Personality Traits: a consistent pattern of behaviors and other personal characters which consisted of the five traits (agreeableness, openness to experience, conscientiousness, neuroticism, extraversion) in work setting among employees of Ethiopian sugar corporation as measured by Oliver P. John and Sanjay Srivastava (1999).

Counterproductive Work Behavior: refers to a negative behavior among employees of the Ethiopian Sugar Corporation which consists of the five dimensions (sabotage, withdrawal, production deviance, theft, and abuse) which targets to harm the organization and other co-workers as measured by Spector et al. (2006)

Organizational justice: it refers to employee's perception of fairness in distribution of salary and outcomes, procedure and interpersonal relationship between employees and manager in the organization as measured by Niehoff and Moorman (1993).

1.8. Limitations

The present study has some limitations which related to the sample size and the issues which were examined. The number of participant was small. I didn't use a large sample size due to the limited number of total population and the lack of willingness of participants to participate in the study. The study needs further investigation in large sample size across different organizations. The study

used self-report and Likert scale measures to collect the relevant information's. it might limit the respondents from providing detail information's regarding their perceived justice and other relevant data's. the researcher didn't collect information's in open ended questions.

The other limitation of the current study was the measures that used to collect information's. all measures were translated by the researcher and it might have some limitations in order to reflect the original languages in the target language (Amharic language). Finally, the regression analysis was employed for only the relationship between the independent variables (personality traits and organizational justice) and overall counterproductive work behavior. The dimensions of CWB were not examined. This is another limitation which needs further investigation.

Chapter Two

Review of Related Literature

An Overview

In this chapter, previous literatures which are related to personality traits, organizational justice, and counterproductive work behavior are reviewed from several articles by the researcher. As the main objective of the study, this chapter discusses on the relationship of the five dimensions of counterproductive work behavior with big five personality traits and three dimensions of organizational justice. Some theories which supports the study also are presented in accordance with their roles in the variables relationship.

2.1. Organizational Justice

2.1.1. Definition of Organizational Justice

I have used the perceived organizational justice in this paper to examine its relationship with the five dimensions of counterproductive work behavior. Organizational justice is one of the most studied and sensitive concepts in organizational settings. The term organizational justice can be defined as employee's perception of fairness and evaluations regarding the appropriateness of workplace outcomes or processes (Greenberg & Colquitt, 2005). The concept directly related to employees perceived fairness rather than the actual organizational outcomes. According to Hollensbe, Khazanchi, & Masterson (2008), employees can develop perception of organizational justice based on two conditions. The first condition is related to the general attractiveness which resulted in the random organizational events and the second conditions is employee's evaluations regarding the particular organizational components including leaders and co-workers. Ambrose, Seabright, and Schminke (2002) showed in their study that employees tend to be engaged in more serious form of sabotage behavior when they perceive or experience some dimensions of injustice in the organization.

As the definition of organizational justice indicates, employees can develop perception of justice or injustice regarding the procedures, outcomes and treatments of a particular organization. The perception of injustice that employees developed changes their behaviors into harmful and unethical one's. These reactions are basically considered as restoring of the perceived organizational justices. Contrary, when employees perceive fair treatments, they will respond

positively and increases their motive to work more for the benefit of the organization (Bakhshi, et.al., 2009). Previous literatures have classified justice into three dimensions which are called procedural justice, interactional justice, and distributive justice. These three dimensions of justice are explained below.

Distributive Justice

The employee's perception about the fairness of outcomes and related issues can be categorized in distributive justice. Noruzy et al. (2011) stated that the distributive justice includes the perception of fair distribution in resources, payments, and other forms of distributions within the organization. Following the above stated statements, we can conclude that distributive justice mainly focus on the results or outcomes of the organization which provided for employees. Adams (1965) supposed that employees evaluate the outcomes they have received from the organization by comparing with other similar employees within the organization. Then, employees perceived distributive injustice become high when the outcomes and their inputs are unequal. According to the equity theory, the level of performances of employee's will be modified following their perceptions. The organizational justice improves employee's performance by increasing their interest to work in the legitimacy of the organization rather than working by their interests (McCain et al., 2010). In the study of Fox et. al. (2001), significant correlation was observed between distributive justice and counterproductive work behavior. It implies that the perceived justice towards organizational distribution of resources can decrease the tendency to participate in such forms of deviant behaviors which aim to harm both the organization and its members.

Procedural Justice

Procedural justice is a very important dimension of justice for the organization and it increases employee's commitment (Jafari et al., 2011). It includes the overall processes of promotion of employees. The process of decision making and behaviors of the managers who made the decision concerning employees who affected by the decision are also another important issues to understand procedural justice. the manager's attitude including honest and kindness towards employees who are the concern of the decision, the time interval of the response for decisions made about employees, and respecting the rules are considered as the major characteristics of employee's perception of procedural justice (Greenberg, 1990). Fox et. al. (2001) were found strong negative

correlations with organizational and interpersonal deviance behaviors. In general, the perception of fairness in the process of the organization decreases the likelihood of employees to engage in unwanted behaviors (Gallagher, 2009). The employees perceived fairness in the process decisions concerning their jobs and support can decrease counterproductive work behaviors in the organization which aims to harm both the organization and employees.

Interactional Justice

Interactional justice is the third dimension of justice and it is considered as important as distributive and procedural justices within organizations. Because, it refers to the employees' treatment with respect and dignity, and clear explanations about the decisions that were made. The ways the decisions were explained and the contents also another important issues (E. G. Lambert et al., 2010). Interactional justice refers to the perceived fairness of interpersonal treatment by the employee's manager. It concerned with confirming whether the employees are treated with dignity, sensitivity, and respect and manager's decisions are accurately communicated and explained to the employees (Colquitt et al., 2001). Bies (2005) mentioned that low perceived interactional justice has been identified as the strongest predictor of counterproductive work behavior.

Aquino et.al. (1999) were examined the relationship between interactional justice and interpersonal and organizational counterproductive work behavior. The result showed that interactional justice was strongly correlated with counterproductive work behaviors directed individuals than organizational deviance. Unequal treatments of managers towards all employees increases the tendency to commit unwanted behaviors against others.

2.1.2. Theories of Organizational Justice

Fairness Heuristic Theory

The fairness heuristic theory stated that individuals makes judgments regarding the fairness of procedures and outcomes by processing their past experiences of justice in a particular organization (Lind, 2001). The theory mentioned that previous justice experiences of employee's have an important role to develop cognitive based evaluation mechanisms. Employees relationship with others also contributes to develop justice perceptions. In addition, the current injustice

perception is not much important to participate in counterproductive work behaviors and employees do not have need of it. On the other hand, they collect information regarding the fair and unfair actions to make justice perceptions (Priesemuth, Arnaud, & Schminke, 2013), to use it in their later years, such as when they are planning whether to participate in counterproductive work behavior.

Equity Theory of Adams

The equity theory of justice was developed by Adams (1965). This theory was used by previous literatures to explain the employee's perception of justice in the organization. The current study was guided by Adams equity theory to describe the relationship organizational justice and dimensions of counterproductive work behavior. According to Equity Theory, employees need to evaluate the outcomes or rewards of the organization with their performance and their level of involvement in a particular activity when they compared with others. The theory indicates that unequal treatment increases the perception of inequality between employees and it motivates the employee to leave the organization and terminating relationships with the referent person by restoring balances by making changes in specific inputs or outputs. The equity theory described the perception of injustice in terms of the unbalanced input-output situations. Adams (1965) explained distributive injustice as unfair provision of resources between employees. It includes unfairness in salary, promotion, and other outcomes. The current study also examined the mutual relationship values of justices in procedures of decision making, interactions between employees and managers, and distributions of resources in work setting.

2.2. Personality Traits

2.2.1. Definition of Personality Traits

Previous literatures have been done regarding the role of personality characteristics on individual's behavior in organizational context or work setting. The childhood personality characteristics and the adulthood characteristics of a particular individual have a similarity. When individuals attempt to build his/her identity and personal characters there might be a change during adolescence and young adulthood periods (Wan, 2011). According to Spector (2010), individual's perception and evaluation of the environment, their internal or external reasons for an actions, their emotional

responses, and their ability to hide or prevent violent or counterproductive desires can be affected by their personality traits.

The big five personality traits are one of the major independent variable of the current study and the model which developed with five personality traits are the major theoretical frames of the study. The theory which is called “The Big Five Personality Traits” was developed by McCrae and Costa (1996). It is the model of personality trait organized by the five factors or dimensions consists of extraversion, agreeableness, conscientiousness, emotional Stability, and openness to experience.

Robbins & Judge (2009) has described each trait in which the trait of extraversion refers to individual’s ability in making relationship with others and participating in societal celebrations, agreeableness concerning to one’s nature to be comforted and supported with others, conscientiousness as a degree of dependability, neuroticism or emotional stability referring to the way individuals copes with emotions and stress, and openness to experience concerning to describe individual’s nature to learn and practice new things. It is directly related to being open to new experiences.

A meta-analysis of Salgado (2002) that conducted to examine the relationship between the Big Five personality characteristics and dimensions of CWBs. The result shown that conscientiousness was strongly predicted counterproductive work behavior particularly dimensions of theft, admissions of theft, disciplinary problems, substance abuse, property damage, organizational rule breaking, and other behaviors which considered as the opposite to organizational working procedures. The study also reported that agreeableness was significantly predicted the above mentioned components of counterproductive work behavior.

In another meta-analysis study of Dalal (2005), a moderately strong correlation was found between conscientiousness trait and workplace behavior that was harmful to both the organization and its members. Conscientiousness can be described as behaviors which is socially acceptable and characterized by task and goal oriented behavior including rationalization, postponing immediate satisfaction, following norms and rules, and planning, organizing and prioritizing tasks (Chang and Smithikrai, 2011). Chang and Smithikrai (2011) also mentioned that employees with

conscientious have a tendency to follow the rule of the organization and they are less likely to engage in negative behaviors which aims to harm the organization.

Mount et al. (2006) proposed that individuals with low conscientiousness trait have a tendency to engage in negative behaviors targeted the organization. Because, low level of conscientiousness trait is characterized in breaking rules of the organization, reducing their efforts in responsibilities which they have, and disrespecting their duties. Contrary, employees who have high conscientiousness trait are well organized, tend to be detailed, respects and follows organizational rules, and they are considered as individual who are expected to ignoring counterproductive work behaviors as well as responsible for what they have received to do. In similar studies, personality traits of extraversion, emotional stability, and openness to experience have not shown significant relationship with dimensions of counterproductive work behavior.

The study which conducted using 189 participants by Ana and Matea (2018) found the result which shows the correlation between personality traits and counterproductive work behavior. According to this result, agreeableness has a significant negative relationship with interpersonal deviance, organizational deviance and overall counterproductive work behavior. Conscientiousness also shown a significant negative correlation with interpersonal and organizational counterproductive work behaviors. In other words, these results indicate that individuals who have high level of conscientiousness are less likely to show deviant behaviors targeted the organization and its active employees/co-workers.

Berry, Ones, & Sackett (2007) found that some of the big five personality traits are highly correlated with counterproductive work behavior. For example, Employees who have a high level of emotional stability, conscientiousness or agreeableness are less likely to show counterproductive behaviors at work than employees those who have low levels of emotional stability, conscientiousness or agreeableness traits. Lee, Ashton, and Shin (2005) also shown that some forms of counterproductive work behavior were predicted by employee's personality traits. In their study, low level of extraversion and agreeableness personality traits were strongly correlated with organizational deviant behavior while low level of conscientiousness showed relationship with interpersonal deviant behaviors.

In addition, Personality traits of conscientiousness, emotional stability and agreeableness were moderates the relationship of employee's perception of work situation and counterproductive work behavior (Colbert, Mount, Harter, Witt, and Barrick, 2004). The correlation of employee's perceptions towards the work environment and deviance behaviors directed the organization was stronger for employees with conscientiousness and emotional stability, while perceived organizational support and interpersonal deviance was stronger for those with low agreeableness. In the study of Penney and Spector (2002), employees who have high levels of narcissism shows behavior of angry and they might express their emotions through CWB, especially when they perceive constraints in their work environment.

A Meta-analysis study of Berry et al. (2007) showed that agreeableness and conscientiousness were the strongest predictors of overall workplace deviance score where agreeableness predicted interpersonal deviance and conscientiousness predicted organizational deviance. Moreover, (Bolton et al. 2010) found that agreeableness, conscientiousness and extraversion were valid predictors of workplace deviance where agreeableness was a valid predictor of interpersonal deviance and conscientiousness predicted organizational deviance. These different empirical findings were reflected the workplace deviance behaviors in Asian context. For example, the study of Kozako et al. (2013) that conducted in Malaysia using Hotel industry employees was found that extraversion, agreeableness, neuroticism, and openness to experience were correlated with counterproductive work behaviors against employees. The results showed that the personality traits of extraversion and neuroticism have significant positive relationship with workplace deviance. Specifically, personality traits of extraversion and neuroticism were positively correlated with workplace deviant behaviors.

2.3. Counterproductive Work Behavior

2.3.1. Definition of Counterproductive Work Behavior

Now a day, many organizational researchers gave attention to negative organizational or workplace behaviors. The counterproductive work behavior can be used as deviance, aggression, antisocial behavior, and violence. Peterson (2002) has stated that the negative work place behavior and other forms of negative behaviors including organizational misbehavior, antisocial behavior, dysfunctional workplace behavior, employee vice, organizational retaliation behavior, workplace deviance, counterproductive work behavior and aggression in workplace have similarities in terms

of their characteristics and outcomes. All of the negative behaviors have similar meanings and functions in the organization. They might violate the rules of the organization and the interest of employees.

Fox et al. (2001) conducted a research to examine the role of organizational justice on counterproductive work behavior. The result revealed that employees want to examine the work environment and certain events which are considered as harmful to their welfare are defined as job stressors. In this case, the perceived unfair treatments between employees can be seen as a job stressor. The authors concluded that perception of organizational injustice leads them to show some forms of counterproductive work behavior. It implies that the perception of organizational injustice and CWB have a strong relationship particularly in organizational CWB.

According to research result which found by Bennet and Robinson (2000), the procedural and interactional justice was negatively correlated with interpersonal and organizational deviant behavior. The implication of the result was that individuals perceived justice in their fair treatment with others and fair procedural results can decrease employee's negative reactions against their co-workers and the organization. High level of perceived organizational justice contributes to develop a positive attitude and behaviors towards a particular issue. The study was conducted based on the two dimensions of counterproductive work behavior (interpersonal and organizational deviant behavior).

2.3.2. Theories of Counterproductive Work Behavior

Social Exchange Theory

The theory of Social Exchange was developed by sociologist George Homans (1961). The social exchange theory is the best theoretical background to understand the impacts of organizational justice or fair treatment within the organization on employee's reaction to the particular situations (Colquitt et al., 2013). The basic principle of this theory is employees mutual exchange. It is directly related to the cost-benefit analysis of individuals. Before starting the relationship, individuals tend to analyze the cost and benefits. It is important to describe the counterproductive work behavior using the social exchange theory.

The rewards which employees received previously from their employer have a greater role in their responses. They have a tendency to repeat their previous behaviors if they have received a reward

and the rewarded behavior will be continuously practiced (Homans, 1958). Lambert (2003) stated that employees have a tendency to compare their efforts or what they have worked and the outcomes which they have received from the organization. It is directly related with exchange principle which describes the tendency of individuals to appraise what they gave and received from others.

The Fraud Triangle Theory

This theory was developed by DePaul University researchers in Chicago which focused on common sense theory of employee illegal and misbehaviors (Terris, 1985). Other research findings have focused on the attitudinal component. But, this theory illustrates the nature of negative behaviors by giving its own assumptions. According to the fraud triangle theory, pressure (personal or organizational reasons which motivates employees to commit the prohibited actions in the organization), opportunity (the perceived opportunity which defined as important element for employees to engage in negative behaviors), and justification (making reasons for themselves concerning what they are doing and considering their behavior as appropriate or non-criminal) are the three forces which motivates individuals to engage in counterproductive work behavior. The tendency to engage in counterproductive work behavior will be increased when employees find themselves at the convergence of the three factors. The theory generally explains behavior which are considered as criminal and deviant in the workplace (Cressey, 1973).

2.4. Theoretical Framework of the Study

The theoretical framework of the current study is presented below. As the title of the study indicates, personality traits and organizational justice will be measured to know their relationships and/or prediction with employee's counterproductive work behavior. The big five personality traits and organizational justices are the independent variables which predict employee's counterproductive work behavior. In this paper, the researcher tried to present the framework of the relationship between each dimensions of independent variables and CWB (dependent variable).

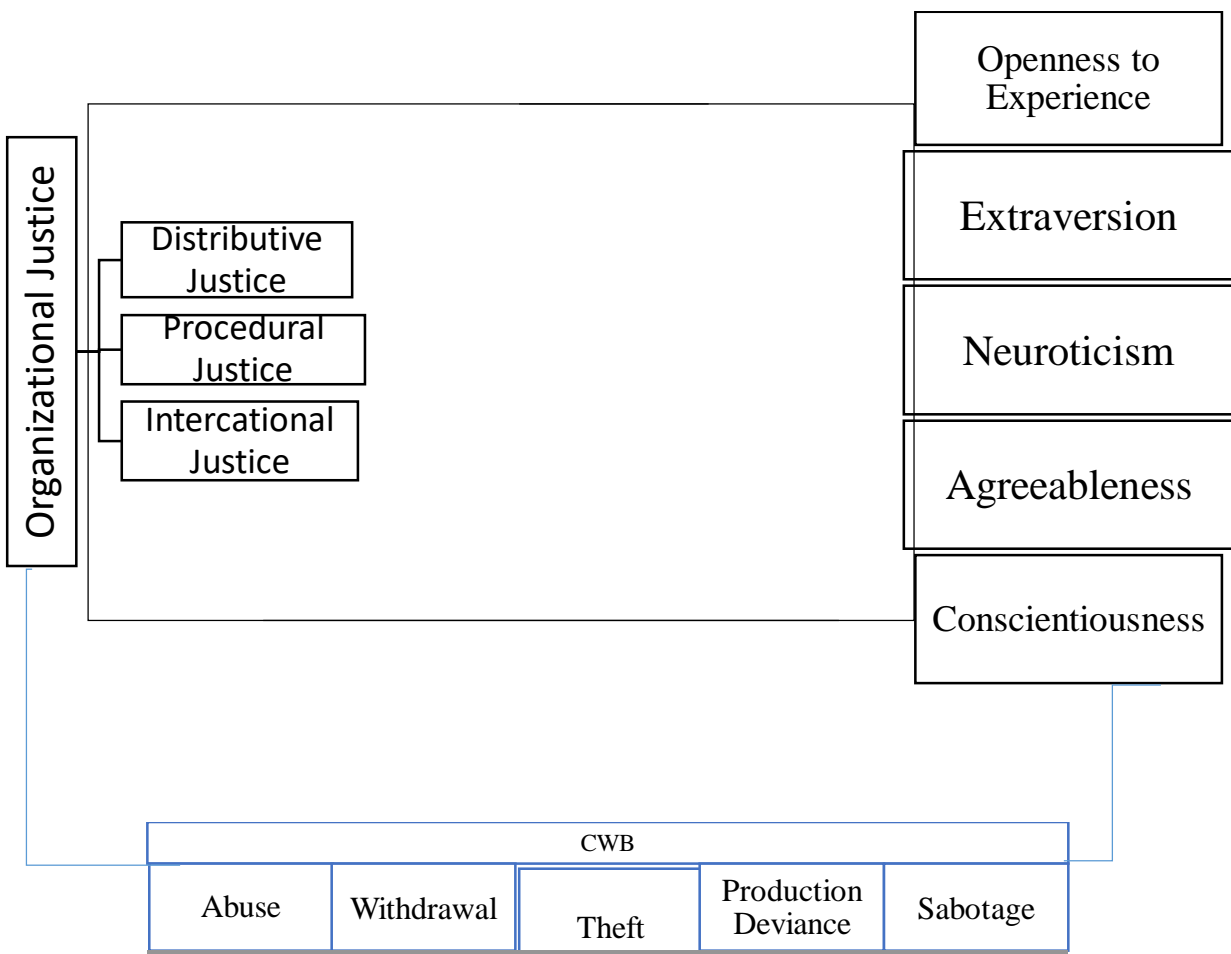


Figure 1: Theoretical Framework of the Study

Chapter Three

Methods

3.1. Research Design

To achieve the objective of the study, this study used a quantitative study design particularly a correlational study design. Correlational design systematically examines the relationship between two or more variables (Porter & Carter, 2000). In this research, the main variables are organizational justice, counterproductive work behavior, and personality traits.

3.2. Study Setting

This study was conducted among employees working in Ethiopian Sugar Corporation Addis Ababa city, head office. The Ethiopian Sugar Corporation was established in October 2010 by the council of minister's regulation No. 192/2010. Now a day, the corporation is under the supervision of Public Enterprises' Property and Administration Agency. The corporation has over 8 sugar producing factories in different regions of Ethiopia including Amhara, Afar, and Oromia regions. The head office of the corporation located at Addis Ababa around the Development Bank of Ethiopia. It controls and supervises the overall activities of all sugar factories.

3.3. Population and Participants

The target population for the study were all permanent employees of the Ethiopian Sugar Corporation who are working in Addis Ababa city Head office. The total population of this study consists of 300 employees and the majority of employees are males (190 males and 110 female employees). The organization has 17 departments in the head office that consists of a total of 300 permanents employees and also there are department heads in addition to the 17 departments. I chose the Ethiopian Sugar Corporation as a population based on the perceived previous organizational malfunctions and current reforms of the organization as well as the availability of employees of the corporation.

3.4. Samples and Sampling Procedures

The study participants were selected by probability sampling technique particularly in simple random sampling technique from each department of the Ethiopian Sugar Corporation. The major purpose of probability sampling is that it helps to generalize the results took from respondents to the population of samples represented. During the selection time, all the employees have received an equal chance and the student researcher selected participants to achieve the required sample size. To achieve this method, the researcher randomly assigned numbers to all employees and chosen assigned numbers randomly. The confidence level is 95% and the population of the current research is 300. The sample size was decided by the formula of Yamane (1967).

$$n = \frac{N}{1+N(e)^2} = n = \frac{300}{1+300(0.025)} = 171$$

Where:

n= required sample size

N= total population of the study

e= the acceptable sampling error

By using the formula 171 employees were selected. For the purpose of substitute uncompleted questionnaires with others completed, I have used additional participants that consists 10% of the total participants (a total of 17 participants). Finally, only 115 (72 male and 43 female employees) employees of Ethiopian Sugar Corporation in Head office were participated in the study due to the willingness of employees to participate in the study. I didn't include more 56 participants. Individuals those who are in managerial positions were not included in the study due to their lack of willingness to participate in the study.

The number of male and female participants also calculated through the following formula.

$$n = \frac{\text{number of selected employees} * \text{total sample size}}{\text{total employees}}$$

No.	Gender	Total population	Sample size	Total
1	Male	190	108	108.3

2	Female	110	62	62.7
			Total sample size	171

Ghuri and Grouhaug (2005) indicated that the simple random sampling technique gives an equal chance for all members of the selected population to be included in the study and they mentioned some disadvantages of using the simple random sampling technique. These disadvantages are related to unable to find the whole member of the population and high standard errors of estimations.

3.5. Measures

A questionnaires were used to collect the appropriate information from employees of Ethiopian Sugar Corporation. The instrument section has four major parts. The first section assesses the demographic characteristics of the participants. Second, the measure of the big five personality traits, third, organizational injustice, and finally, counterproductive behaviors.

Counterproductive Work Behavior

The measure of counterproductive work behavior developed by Spector et al. (2006) was used to examine the dimensions of employee’s counterproductive work behavior. The counterproductive work behavior measure has two different versions. The first version has 45 items and designed to assess the overall behaviors of participants and behaviors that targeted the organization versus the individual. The second version of the measure has 32 items and designed to examine the respondents’ dimensions of counterproductive work behaviors based on the five dimensions. In this study, I focused on the five dimensions of counterproductive work behavior and I have used the measure that consists of 32 items based on the research objectives.

The measure of CWB has 5 subscales of abuse (consists of undesirable behaviors targeted employees of the organization, item includes “Started or continued a damaging or harmful rumor at work?”), production deviance (deliberately working slowly and wrongly to decrease the productivity of the organization, item includes “purposely did your work incorrectly?”), sabotage (damaging equipment’s of the organization, sample item is Purposely wasted your employer’s materials/supplies?), theft (sample item is “Stolen something belonging to your employer?”), and

withdrawal (unacceptable absents and lateness, item includes “stayed home from work and said you were sick when you weren’t?”). The responses of respondents were made on a 5-point frequency scale which ranges from 1 (never) to 5 (every day). The Cronbach alpha of the original instrument of all dimensions are reported as; Abuse ($\alpha = 0.85$), Sabotage ($\alpha = 0.55$), Production Deviance ($\alpha = 0.63$), Theft ($\alpha = 0.63$) and Withdrawal ($\alpha = 0.64$). The total counterproductive work behavior internal reliability was 0.90 (Spector et al., 2006). In the current study each subscale was measured and presented as sabotage (.693), withdrawal (.661), production deviance (.568), theft (.628), and abuse (.866). The total Cronbach alpha of counterproductive work behavior was .854.

Organizational Justice

The organizational justice measure that developed by Niehoff and Moorman (1993) was used to measure the participant’s perceptions of organizational justice. The measure assesses the three dimensions of organizational justice including distributive injustice, procedural injustice, and interactional injustice. The items ranging from 1 (strongly disagree) to 5 (strongly agree). The measure has 20 items and there are subscales which measures procedural justice (6 items), distributive justice (5 items), and interactional justice (9 items). The internal reliability of the original scale was 0.93. The measure also used previously by Belete Kene (2018) in Ethiopia context with the original language and he found similar internal reliability (Cronbach alpha) results for each subscale as the original scale; distributive justice (.765), procedural justice (.750), and interactional justice (.935). sample items of the measure are “I consider my work load to be quite fair” (Distributive Justice), “My supervisor makes sure that all employee concerns are heard before Job decisions are made” (procedural justice), “Concerning decisions made about my job, my supervisor discusses with me the implications of the decisions” (interactional justice). In the current study, I have found good reliability as distributive justice (.742), procedural justice (.684), and interactional justice (.933). the total Cronbach alpha of organizational justice measure was .910.

Big Five Personality Traits

To assess the Big Five personality traits of the employees, the researcher used the big five inventory which was developed by Oliver P. John and Sanjay Srivastava (1999). The original inventory has 44 measuring five personality traits (openness to experience/10 item, conscientiousness/9 item, extraversion/8 item, agreeableness/9 item, and neuroticism/8 items). Each

items ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Item 2, 6, 8, 9, 18, 21, 23, 24, 31, 34, and 43, are reversely stated and I have changed them during the data entry. The measure items include “I see myself someone who Is original, comes up with new ideas” and “I see myself someone who makes plans and follows through with them”

In a research done by John and Srivastava (1999), the mean reliability of the big five personality traits was reported to be strongly positive (.83). Cronbach's alpha values also reported for the traits as 0.8 for extraversion, 0.6 for agreeableness, 0.75 for conscientiousness, 0.79 for neuroticism, and 0.82 for openness to experience. In the current study, I found a Cronbach alpha of .547, .623, .628, .563, .653 for extraversion, openness, conscientiousness, agreeableness, and neuroticism respectively. A total of .501 Cronbach alpha was also found. Due to weak Cronbach alpha results I have removed item 11, 16, 26 from extraversion, 35, 41, 44 from openness to experience, and item 12, 27, 37 from agreeableness. Finally, I have used 35 items of big five personality inventory to analyze the collected information's.

3.6. Validation and Pilot Study

Reliability and validity are frequently used psychometric qualities of one's tool. Reliability is the internal consistency of instruments. The Cronbach alpha which is less than 0.60 are stated as poor reliability, 0.70 are acceptable and over 0.80 are good reliability (Sekaran and Bougie, 2016). Cronbach, and Meehl (1955, as cited by Bizuayehu, 2019) defined validity as the extent to measure the concepts which are designed to measure. Validity is considered as the most basic concern for research measures. It refers to the measures degree to reflect the intended variable or concepts for which it designed to measure.

The organizational justice, Big Five personality inventory, and counterproductive work behavior measures are commonly used instruments in previous literatures. Similarly, researchers have found good internal consistency. For the purpose of examining the internal consistency (Cronbach alpha) of instruments the pilot study was conducted in two colleges of Addis Ababa University, College of Education and Behavioral studies and college of Social Science employees. The participants were 27 employees and their age ranged from 22 to 53. Male participants were 8 and females were 19 (29.6% of male and 70.4% of female employees). The participants were selected randomly

during the data collection from each college. They were received informed consent and detail information's regarding the purpose of the study before completing the questionnaires.

The questionnaires have four parts consists of demographic information, counterproductive work behavior, big five personality traits, and organizational justice measures. I have used a self-report method. The confidentiality of respondents was protected using identification numbers. The reliability of the questionnaires is presented below with their reliability results of the original instruments.

Table 1: reliability results in the pilot study

Counter productive work behavior

Measures	Original instrument	Pilot study
CWB Total	.90	.865
Sabotage	.55	.606
Withdrawal	.64	.610
Production deviance	.63	.897
Theft	.63	.666
Abuse	.85	.813

Personality Traits

No. Measures	Original instrument	Pilot study
Big Five Personality traits Total	.83	.791
Extraversion	.80	.505
Openness to experience	.82	.825
Conscientiousness	.75	.728
Agreeableness	.60	.572
Neuroticism	.79	.723

Organizational justice

No. Measures	Original instrument results	Pilot study
Organizational Justice Total	.93	.906
Distributive Justice	.765	.645
Procedural Justice	.750	.746
Interactional Justice	.935	.914

As we have seen the above mentioned reliability results, the reliability of the pilot test was almost similar with the results of original instruments. But, I have found scores which lowered than the original scales like extraversion personality trait and distributive justice subscales. After the collection of the data, some of the big five personality inventory items were recoded using the SPSS version 22. The reversely encoded items were 6, 21, 31 (Extraversion), 2, 12, 27, 37 (Agreeableness), 8, 18, 23, 43 (Conscientiousness), 9, 24, 34 (Neuroticism), 35 and 41 (Openness to experience).

3.7. Data Collection

The English version of the three questionnaires were translated into local languages (Amharic). During the translation process, I have invited psychologists to evaluate the appropriateness of translated measures. Then, I asked a written letter from the school of psychology to the Human Resource Department of Ethiopian Sugar Corporation to request permission to conduct the study in the organization and I received permission from them to continue the study. Then, the department also gave me the lists of permanent employees in the head office. After selecting the needed participants based on their gender I have asked informed consent from the participants of each department to participate in the study. The study was conducted with one assistant researcher who supported during the distribution and collection of the questionnaires as well as assisting the participants in what they want to know more about the purpose of the current research and some technical issues regarding the understanding of items. The purpose of the study, method of responding for each items, confidentiality of the study, and other technical information's were provided.

Then, the researcher distributed all translated questionnaires of organizational justice, counterproductive work behavior, and the big five personality types. The researcher has given

general instructions regarding the questionnaires for those who agreed to participate in the study. It includes, how they respond for each statement and their rights during the completion of the questionnaires. Finally, I have collected the completed questionnaires from each respondent by examining its completion. In addition, the researcher gave codes for all completed questionnaires.

3.8. Method of Data Analysis

As the objective of the study, four types of statistical analysis were employed. First, Descriptive statistics were used to summarize data including frequency, percentage, mean, and standard deviation of demographic characteristics of respondents and each subscale of the three variables. Second, I have used the Pearson moment correlation coefficient to examine the relationship dimensions of counterproductive work behavior with organizational justice (distributive, procedural, and interactional justice) and the big five personality traits. It shows the strength of the relationships of variables. Three, the multiple linear regression was used to examine the predictions of the big five personality traits and dimensions of organizational justice on overall counterproductive work behavior. Finally, the collected quantitative data were analyzed using SPSS (statistical package for social science) version 22.

3.9. Ethical Considerations

Before conducting the data, I have asked the willingness of the organization to receive permission to conduct the study and I have provided informed consent to the participants to participate in the study. Only those who agreed to participate in the study were enrolled to complete the prepared questionnaires of the study. They have protected from any kind of psychological harms and they are not exposed to any harmful activities and procedures. The participants have also the right to withdraw from the study at any time if they are not interested to continue it. Confidentiality of the subject are maintained through securing the completed questionnaires of the participants using anonymous identifications. I have given codes to all questionnaires after the participants completed. Furthermore, the data have secured using the password by the researcher to protect them from unauthorized access.

Chapter Four

Results

4.1. Background Characteristics of Respondents

The total respondents were 115 (72 male and 43 female employees). 62.6% of participants were male and 37.4 were female employees. 38.3% of participants age ranges from 31-40, 27.8% of respondents age ranges from 20-30, 26.1% of respondents ranges from 41-50, and the rest 7.8% of respondents age were over 51 years. In terms of their academic background, 53.9% of respondents have completed Bachelor's degree, 8.7% of below Bachelor's degree, 12.2% of diploma, and 25.2% of respondents are Master's degree holders.

Table 2: demographic characteristics of respondents

Variables		Number	Percent
Male		72	62.6
Female		43	37.4
Age of Respondents	20 – 30	32	27.8
	31 – 40	44	38.3
	41 – 50	30	26.1
	>51	9	7.8
Educational Status	Below Diploma	10	8.7
	Diploma	14	12.2
	Bachelor's Degree	62	53.9
	Masters and Above	29	25.2
Work Experiences	Below 5 Years	27	23.5
	6 – 10	44	38.3
	11 – 15	19	16.5
	16 – 20	13	11.3
	Above 21	12	10.4

Majority of employees which consists of 38.3% have 6 to 10 years of work experience. Employees those who have less than 5 years of work experience are the second highest number by followed the first class in 23.5%. The 16%, 11.3%, and 10.4% of respondents have 11 to 15 years, 16 to 20 years, and above 21 years of work experiences respectively.

4.2. Mean and standard deviation of Variables

The descriptive statistics was employed to analyze the mean and standard deviation of all variables. The minimum and maximum response of each subscale also included. I have presented the results in the following table.

Table 3: descriptive results of variables

Descriptive Statistics						
	Number					
	of items	N	Mean	Std. Deviation	Minimum	Maximum
Sabotage	3	115	3.0609	.33211	3.00	6.00
Withdrawal	4	115	3.4348	.86987	3.00	6.00
Production deviance	3	115	3.4348	.86987	3.00	6.00
Theft	5	115	5.2522	.69891	5.00	10.00
Abuse	17	115	21.6348	6.04998	17.00	57.00
Extraversion	4	115	9.5826	3.38724	4.00	19.00
Openness	7	115	28.4696	3.97431	15.00	35.00
Conscientiousness	9	115	36.7913	5.21047	20.00	45.00
Agreeableness	6	115	26.5826	3.15390	16.00	30.00
Neuroticism	8	115	19.0261	5.75442	8.00	34.00
Distributive justice	5	115	14.8870	4.47756	5.00	25.00
Procedural justice	6	115	17.3043	4.75021	6.00	30.00
Interactional justice	9	115	27.4957	8.26573	9.00	45.00
Valid N (listwise)		115				

4.3. Pearson Moment Correlation Coefficient Results

4.3.1. Big five personality traits and CWB

The Pearson moment correlation coefficient results indicate that openness to experience ($r = -.115$, $p > 0.05$), Conscientiousness ($r = -.135$, $p > 0.05$), and agreeableness ($r = -.135$, $p > 0.05$) have shown negative, non-significant, and weak relationship with sabotage, while, extraversion was shown no relationship with sabotage ($r = -.079$, $p > 0.05$), and neuroticism was statistically significantly and positively correlated with sabotage ($r = .201$, $p < 0.05$). Traits of openness to experience ($r = -.146$, $p > 0.05$) and agreeableness ($r = -.170$, $p > 0.05$) have weak, non-significant, and negative relationship with withdrawal and production deviance while, conscientiousness ($r = -.231$, $p < 0.05$) shown negative, weak, and significant correlation with withdrawal and production deviance. Contrary, extraversion; non-significant and positive ($r = .151$, $p > 0.05$) and neuroticism ($r = .227$, $p < 0.05$) shown positive and statistically significant relationship with withdrawal and production deviance similarly.

Table 4: Bivariate correlation between the Big five personality traits and CWB

		Correlations									
		1	2	3	4	5	6	7	8	9	10
1	Extraversion	-									
2	Openness	-.218*	-								
		.019									
3	Conscientiousness	-.211*	.496**	-							
		.024	.000								
4	Agreeableness	-.260**	.606**	.560**	-						
		.005	.000	.000							
5	Neuroticism	-.055	-.248**	-.458**	-.218*	-					
		.561	.007	.000	.019						
6	Sabotage	-.079	-.115	-.135	-.135	.201*	-				
		.404	.221	.152	.151	.031					
7	Withdrawal	.151	-.146	-.231*	-.170	.227*	.393**	-			
		.106	.120	.013	.070	.015	.000				
8	Production deviance	.151	-.146	-.231*	-.170	.227*	.393**	1.000*	-		
		.106	.120	.013	.070	.015	.000	.000			
9	Theft	.160	.049	-.137	-.012	.096	-.029	.265**	.265**	-	

		.088	.606	.144	.903	.305	.759	.004	.004	
10	Abuse	.213*	.040	-.259**	-.124	.137	.050	.094	.094	.256*
		.023	.668	.005	.187	.145	.592	.319	.319	.006

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

The Big Five Personality traits of conscientiousness ($r = -.137, p > 0.05$) has negative, weak, and non-significant relationship with theft. No relationship was observed between agreeableness ($r = -.012, p > 0.05$) and theft, while, openness ($r = .049, p > 0.05$) and neuroticism ($r = .096, p > 0.05$) shown zero relationship between theft. Extraversion and theft shown weak, non-significant and positive relationship ($r = .160, p > 0.05$). The result also indicated that there is a negative and significant relationship between conscientiousness and abuse ($r = -.259, p < 0.01$), while non-significant and negative relationship was observed with agreeableness ($r = -.124, p > 0.05$) and abuse. Extraversion; significantly ($r = .213, p < 0.05$), and neuroticism ($r = .137, p > 0.05$) were positively and non-significantly correlated with abuse. In addition, I didn't found a relationship between openness to experience ($r = .040, p > 0.05$) and abuse.

4.3.2. Correlation of Organizational Justice and Counterproductive Work Behavior

The relationship between dimensions of organizational justice and dimensions of counterproductive work behavior was examined using Pearson moment correlation coefficient. The results of their mutual relationship are presented below.

Table 5: correlation of organizational justice and counterproductive work behavior

		Correlations							
		1	2	3	4	5	6	7	8
1	Sabotage	-							
2	Withdrawal	.393**	-						
		.000							
3	Production deviance	.393**	1.000**	-					
		.000	.000						
4	Theft	-.029	.265**	.265**	-				
		.759	.004	.004					
5	Abuse	.050	.094	.094	.256**	-			
		.592	.319	.319	.006				
6	Distributive justice	-.143	-.102	-.102	.023	.248**	-		

		.128	.277	.277	.806	.008		
7	Procedural justice	-.151	-.230*	-.230*	-.039	-.200*	.483**	-
		.108	.014	.014	.678	.032	.000	
8	Interactional justice	-.161	-.246**	-.246**	.019	-.217*	.397**	.732**
		.085	.008	.008	.839	.020	.000	.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

As presented in the above table, the result indicates that distributive justice has shown positive and significant relationship with abuse ($r = .248, p < 0.01$), while no relationship was observed with theft ($r = .023, p > 0.05$). distributive justice also negatively and non-significantly correlated with sabotage ($r = -.143, p > 0.05$), withdrawal ($r = -.102, p > 0.05$), and production deviance ($r = -.102, p > 0.05$). Procedural justice was negatively correlated with the four dimensions of counterproductive work behavior; sabotage ($r = -.151, p > 0.05$), production deviance and withdrawal ($r = -.230, p < 0.05$), and abuse ($r = -.200, p < 0.05$), and also no relationship was observed between procedural justice and theft ($r = -.039, p > 0.05$). its relationship with withdrawal, production deviance, and abuse are statistically significant and weak.

The third variable of organizational justice which is called interactional justice was negatively and non-significantly correlated with sabotage ($r = -.161, p > 0.05$), and significantly correlated with withdrawal ($r = -.246, p < 0.01$), production deviance ($r = -.246, p < 0.05$), and abuse ($r = -.217, p < 0.05$), while, interactional justice and theft shown no relationship ($r = .019, p > 0.05$).

4.4. Linear Regression Analysis

The multiple regression analysis was performed through linear regression analysis method to examine the role of both personality traits and organizational justice on overall counterproductive work behavior. The following table shows the result of BPT and CWB.

Table 6: Model summary of Personality traits and overall counterproductive work behavior

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378 ^a	.143	.104	7.50671

a. Predictors: (Constant), neuroticism, Extraversion, openness, Conscientiousness, agreeableness

The big five personality traits of employees (agreeableness, conscientiousness, neuroticism, openness, and extraversion) was examined to understand their prediction of counterproductive work behavior. The R square value of the predictor variables was 0.14. it implies that the big five personality traits were explained about 14.3% the variance of the outcome or overall counterproductive work

Table 7: ANOVA result of personality traits and CWB

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1024.952	5	204.990	3.638	.004 ^b
	Residual	6142.231	109	56.351		
	Total	7167.183	114			

a. Dependent Variable: CWB

b. Predictors: (Constant), neuroticism, Extraversion, openness, Conscientiousness, agreeableness

The result of ANOVA analysis shown that the significance level was 0.004 which is less than 0.05.

Table 8: coefficient results of personality traits and CWB

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.723	9.531		4.692	.000
	Extraversion	.342	.219	.146	1.557	.122
	openness	.489	.230	.245	2.126	.036
	Conscientiousness	-.496	.184	-.326	-2.693	.008

agreeableness	-.185	.306	-.074	-.605	.546
neuroticism	.078	.140	.057	.559	.577

a. Dependent Variable: CWB

The beta value shows the strength of predictions of independent variables on criterion variable. behavior. The linear regression analysis result revealed that conscientiousness trait strongly predicted the overall counterproductive work behavior. The coefficients result shows that openness to experience ($\beta = .245, p < 0.05$) and conscientiousness ($\beta = -.326, p < 0.05$) were statistically significantly predicted overall counterproductive work behavior than other traits. It indicates that employees those who have high level of conscientiousness are less likely to show counterproductive work behavior. Particularly, from the five dimensions of personality traits, conscientiousness strongly predicted overall counterproductive work behavior by the beta value of .496. conscientiousness has strong predictive value of CWB means the more employees are experienced conscientious, the less they show counterproductive work behavior.

The second stronger predictor was openness by -.489. the beta value of conscientiousness and agreeableness were negative while positive values were observed from the rest of three independent variables. Contrary, the value of extraversion ($\beta = .146, p > 0.05$), agreeableness ($\beta = -.076, p > 0.05$), neuroticism ($\beta = .057, p > 0.05$) were not statistically significant.

Regression result of Organizational Justice and Counterproductive Work Behavior

Table 9: Model Summary of Organizational Justice and Overall Counterproductive Work Behavior.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319 ^a	.102	.077	7.61609

a. Predictors: (Constant), interactional justice, distributive justice, procedural justice

The linear regression analysis was also conducted using the three dimensions of organizational justice (procedural, distributive, and interactional justice) as independent and counterproductive

work behavior as dependent variables. The result show that interactional, procedural and distributive justice were contribute about 10.2% of variance in counterproductive work behavior ($R = .319, p < 0.05$).

Table 10: ANOVA result of organizational justice and CWB

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	728.650	3	242.883	4.187	.008 ^b
	Residual	6438.532	111	58.005		
	Total	7167.183	114			

a. Dependent Variable: CWBTOTAL

b. Predictors: (Constant), interactional justice, distributive justice, procedural justice

The ANOVA result shows the significance result of the regression fitness with the data. The p value was 0.008 which is less than 0.05.

Table 11: coefficient results of organizational injustice and CWB

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	50.531	3.040		16.622	.000
	Distributive justice	-.317	.182	-.179	-1.739	.085
	Procedural justice	-.076	.232	-.046	-.329	.743
	Interactional justice	-.155	.127	-.161	-1.216	.227

a. Dependent Variable: CWB

According to the coefficient result, distributive justice ($\beta = -.179, p > 0.05$), procedural justice ($\beta = -.046, p > 0.05$), and interactional justice ($\beta = -.161, p > 0.05$) didn't predict overall counterproductive work behavior significantly. It implies that overall counterproductive work

behavior didn't show statistically significant relationship with distributive, procedural, and interactional justice. The p value of distributive, procedural, and interactional justice were .085, .743, .227 respectively which is greater than 0.05. although not statistically significant, distributive justice was strongly predicted the overall counterproductive work behavior. It implies that higher perception of fairness in distribution of resources in the organization decreases employee's tendency to participate in counterproductive work behavior.

Chapter Five

Discussion

5.1. Big Five Personality Traits and CWB

The relationship between personality traits, organizational justice, and counterproductive work behavior were examined. In this section, the results of all variables are discussed with some previous literatures which are related to the current findings.

In the current research, the big five personality traits have shown a weak relationship with five dimensions of counterproductive work behavior except the trait of extraversion. In particular, openness, conscientiousness, and agreeableness has shown negative relationship with sabotage and extraversion shown no relationship with sabotage. High level of openness, conscientiousness, and agreeableness traits can decrease employee's engagement in behaviors which consists of damaging materials of the organization and misuse of equipment's. A meta-analysis of Berry et. Al. (2007) was found similar results which supports that employees who have a high level of emotional stability, conscientiousness or agreeableness are less likely to show counterproductive behaviors at work than employees those who have low levels of these traits. Contrary, Neuroticism shown a positive correlation with sabotage. A personality trait of high neuroticism can increase employee's behavior of damaging materials. In this case, personality traits which characterized in consistent behavior and which likely to show negative emotions increases employee's behaviors of damaging the equipment's and misuse of the organization materials.

Openness and agreeableness have negative relationship with withdrawal and production deviance. The form of withdrawal and production deviance were shown similar results in their relationship with the big five personality traits. Employees who show high openness to experience and agreeableness traits have weak tendency to be involved in damaging the productivity of the organization and withdrawal behaviors. On the other hand, extraversion and neuroticism shown positive relationship with withdrawal and production deviance similarly. It implies that individuals who have high level of extraversion and neuroticism have a tendency to show counterproductive work behavior and these behaviors particularly focus on affecting the organizations effectiveness rather than behaving negatively against their coworkers. In the study of Salgado (2002), similar result was found in that neuroticism was positively correlated with counterproductive work

behavior, particularly dimension of withdrawal. The result revealed that employees with higher level of neuroticism have a higher tendency to participate in undesirable behavior in work place including taking breaks without permission.

Conscientiousness have shown negative relationship with theft and zero relationship was observed between agreeableness and theft. Employees who have high conscientiousness traits of personality have a weak tendency to participate in stole materials which belongs to the organization and other employees as well as working slowly. Mount et al. (2006) was examined the relationship between conscientiousness and counterproductive work behaviors and the result supports the current finding in that employees with low conscientiousness might involve in counterproductive work behaviors particularly behaviors which is opposite to the legitimacy of the organization. Similar result was found in the study of Berry et. Al. (2007). They have found that employee who have high level of agreeableness and conscientiousness have a weak tendency to engage in negative behaviors in the organization. Theft has also shown positive relationship with extraversion. High level of extraversion trait can increase employee's theft behavior in work setting. Moreover, Openness to experience and neuroticism shown zero relationship with theft.

In addition, I found that employee's trait of conscientiousness decreases their negative behaviors which aims to harm active members of the organization. And also traits of extraversion, and neuroticism were positively correlated with abuse. The harmful behavior of employees which includes physical and psychological violence's which targets others will be increased when employees have high extraversion and neuroticism personality traits. This form of deviant behavior aims to mistreat other employees in the organization rather than attacking the organization itself. The correlation of extraversion was statistically significant and neuroticism was not significantly correlated. The result also revealed that no openness to experience and agreeableness traits of personality also shown zero relationship with abuse. The implication of this result indicates that employees who have openness personality trait were not considered as predictor of a form of abuse behavior which consists of physical and psychological violence's against others.

5.2. Organizational Justice and CWB

The results of the relationship between the three dimensions of organizational justice and five dimensions of counterproductive work behavior indicates that distributive justice has shown zero

relationship with theft and abuse. It also negatively correlated with sabotage, withdrawal, and production deviance. Employees high perception of justice in fairness of distributions in the organization contributes to decrease behaviors of damaging materials, absenteeism, and working in opposite of organizational productivity. But, the correlation was weak and not statistically significant. High level of distributive justice also decreases employee's behavior of sabotage, withdrawal, and production deviance. The result indicates that fairness of outcomes and other results in the organization have a greater impact on employee's deviant workplace behaviors. The equity theory of Adams (1965) supports the finding of the current study. It describes that employees have a tendency to evaluate their rewards or related issues by comparing with their effort.

Some of previous literatures are supported the current findings regarding the correlation of interactional justice and procedural justice with counterproductive work behaviors. Particularly, Procedural justice of the organization was negatively correlated with sabotage, withdrawal, production deviance, and abuse as well as theft and procedural injustice was not shown any relationship. The unfair process of decision making, resource allocation, and others procedure related perceptions have a greater role to decrease the four dimensions of counterproductive work behaviors. When employee's perception of procedural justice increased the tendency to participate in counterproductive work behavior will be decreased.

The previous study of Bennet and Robinson (2000) & Fox et. al. (2001) were found similar result which explained the negative relationship between procedural justice and both interpersonal and organizational deviant behavior. The third dimension of organizational justice (interactional justice) has shown negative correlation with sabotage, withdrawal, production deviance, and abuse. It also shown zero correlation with theft. Fair organizational justice particularly fair treatments of employees play a vital role in reducing the counterproductive work behavior except theft. In general, the results indicated that employee's perception of procedural, distributive, and interactional justice increases their reactions against a particular behavior which considered as the cause of the justice.

Regression Results of PT, OJ, and CWB

The Big Five Personality traits which consists of conscientiousness, agreeableness, openness to experience, neuroticism, and extraversion was examined to understand their level of prediction for the overall counterproductive work behavior. The multiple linear regression analysis was used to examine the level of prediction of each independent variable and to identify the stronger predictors. According to the result, conscientiousness significantly and strongly predicts the overall counterproductive work behavior than other traits. Employees who have high conscientiousness personality traits are less likely to be involved in negative behaviors which breaks the norm of the organization than employees those who have other traits. The second stronger predictor was openness to experience. In similar variables, Salgado (2002) was found that conscientiousness was strongly predicts behaviors which is harmful to the organization and other employees. Contrary, in his study, agreeableness was strongly predicted the overall counterproductive work behavior. In the current study, the prediction of extraversion, agreeableness, and neuroticism were not statistically significant.

The multiple linear regression result also revealed that procedural justice, distributive justice, and interactional justice didn't shown statistically significant predictions of overall counterproductive work behavior. The results can be defined as the distribution of resources and income, the relationship of employees with other co-workers and managers, and the processes of decision making in the organizations have no significant effects on employee's counterproductive work behavior. Contrary to the current study, interactional justice was strongly predicted in the study of Bies (2005). He found that the strong predictor of negative workplace behavior was employee's low perception of interactional justice. When employees perceive the organization is not treated them fairly as other employees they might develop negative behavior against others. Although their predictions were not statistically significant, distributive justice was the stronger predictor of overall counterproductive work behavior.

Chapter Six

Conclusions and Recommendations

6.1. Conclusions

In this research, the main variables were the Big Five Personality traits, organizational justice, and counterproductive work behavior. To examine the objectives of the study, the descriptive analysis was employed to describe the frequency and percentage of demographic characteristics of respondents.

The Pearson moment correlation coefficient and multiple linear regression also used. The result of the current study revealed that all of the correlation results of personality traits, organizational injustice and dimensions of counterproductive work behavior were weak. In particular, openness, conscientiousness, and agreeableness has shown negative relationship with sabotage. Neuroticism also shown a positive correlation with sabotage. Openness, conscientiousness, and agreeableness have negative relationship with withdrawal and production deviance. Contrary, extraversion and neuroticism shown positive relationship with withdrawal and production deviance similarly. Conscientiousness have shown negative relationship with theft. Theft has also shown positive relationship with extraversion and no relationship was observed between theft and openness, agreeableness, and neuroticism. In addition, extraversion, and neuroticism were positively correlated with abuse. On the other hand, I found zero relationship between openness to experience and abuse, conscientiousness and abuse, agreeableness and theft, and extraversion and sabotage.

The relationship between organizational justice and dimensions of counterproductive work behavior was also examined. the result indicates that distributive justice has shown negative relationships with sabotage, withdrawal, and production deviance. Distributive justice also shown positive relationship with theft and abuse. Procedural justice has shown negative relationship with sabotage, withdrawal, production deviance, and abuse. In addition, theft and procedural justice didn't show a relationship. The third dimension of organizational justice (interactional justice) has shown negative relationship with sabotage, withdrawal, production deviance, and abuse. It was also shown zero relationship with theft.

The linear regression result indicates that conscientiousness from big five personality traits was strongly predicted the overall counterproductive work behavior, while organizational justice has shown no significant impacts on CWB.

6.2. Recommendations

The following recommendations are designed to future researchers based on the findings of the study and its limitations.

- Future researchers should use culturally sensitive instruments which measures employee's personality traits, perceived organizational justice, and counterproductive work behavior. The current study used the translated instruments, but it has some limitations in order to reflect the original items in target language. Developing standardized personality traits, organizational justice and counterproductive work behavior measures in Ethiopian context is also critical issue for future.
- The current study examined the predictive value of the dimensions of organizational justice and big five personality traits on the overall counterproductive work behavior. It is better to examine the value of employee's personality traits and dimensions of organizational justice on the five dimensions of counterproductive work behavior. The five dimensions of counterproductive work behavior were not examined in the multiple linear regression analysis.
- The issues need further study in different governmental and private sectors with a large participates. the current study was conducted in small sample.
- It is better to examine the gender differences of counterproductive work behavior and employee's personality traits.
- Every organization should hire employees using standardized personality tests to identify their personality traits and career paths. It is very important to be focused on the holistic development of candidate employees.
- It will be important if organizational justice and employee's personality traits are able to measured and analyzed by professionals for the purpose of making positive outcomes in the intended organization in Ethiopia.
- Organizations should give attention for the perceived justice and injustice of their employees for the productivity of the organization. It has a great role in order to harm the

working legitimacy of the organization and employees perceived justice will contribute to positive outcomes. It is also important to assess or monitor the overall perceptions of employees towards procedural, interactional, and distributive elements of justice in the organization.

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Appendix

Addis Ababa University
College of Education and Behavioral Studies
School of Psychology

1. Demographic Information

Dear Participants, first of all, I would like to appreciate your willingness to participate in the study. My name is Melkamu Aynalem. Currently, I am working my thesis to fulfill for the partial requirements of Masters of Arts Degree in Social Psychology at Addis Ababa University. The title of the research is “organizational injustice and personality traits as determinant factors for counterproductive work behavior”. The objective of the study is to examine the relationship between organizational injustice, personality traits and counterproductive work behavior.

Please note that the data gathered will be held strictly confidential!

Please tick the appropriate answer for the following questions which are related to your personal information's.

Age: 20-30 30-40 40 and above

Sex: Male Female

Educational status: Below Diploma Diploma

 Bachelor's Degree Graduate Level

Position in the organization: _____

Period of service in the present organization: 1-3 years -5 years above 5 years

No need of writing your name!

Thank you!

2. Counterproductive Work Behavior (CWB)

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Instruction: The following inventory is designed to provide information about the level of your counterproductive work behavior. Please show your level of agreement by ticking (√) in one of the boxes in the table against.

A rating of 1=Never, 2= Once or twice 3= Once or twice per month 4= Once or twice per week 5= every day.

How often have you done each of the following things on your present job?						
No.	Statements	Alternatives				
		1	2	3	4	5
Sabotage						
1	Purposely wasted your employer's materials/supplies	1	2	3	4	5
2	Purposely damaged a piece of equipment or property	1	2	3	4	5
3	Purposely dirtied or littered your place of work	1	2	3	4	5
Withdrawal						
4	Came to work late without permission	1	2	3	4	5
5	Stayed home from work and said you were sick when you weren't	1	2	3	4	5
6	Taken a longer break than you were allowed to take	1	2	3	4	5
7	Left work earlier than you were allowed to	1	2	3	4	5
Production deviance						
8	Purposely did your work incorrectly	1	2	3	4	5
9	Purposely worked slowly when things needed to get done	1	2	3	4	5
10	Purposely failed to follow instructions	1	2	3	4	5
Theft						
11	Stolen something belonging to your employer	1	2	3	4	5

12	Took supplies or tools home without permission	1	2	3	4	5
13	Put in to be paid for more hours than you worked	1	2	3	4	5
14	Took money from your employer without permission	1	2	3	4	5
15	Stole something belonging to someone at work	1	2	3	4	5
Abuse						
16	Started or continued a damaging or harmful rumor at work	1	2	3	4	5
17	Been nasty or rude to a client or customer	1	2	3	4	5
18	Insulted someone about their job performance	1	2	3	4	5
19	Made fun of someone's personal life	1	2	3	4	5
20	Ignored someone at work	1	2	3	4	5
21	Blamed someone at work for error you made	1	2	3	4	5
22	Started an argument with someone at work	1	2	3	4	5
23	Verbally abused someone at work	1	2	3	4	5
24	Made an obscene gesture (the finger) to someone at work	1	2	3	4	5
25	Threatened someone at work with violence	1	2	3	4	5
26	Threatened someone at work, but not physically	1	2	3	4	5
27	Said something obscene to someone at work to make them feel bad	1	2	3	4	5
28	Did something to make someone at work look bad	1	2	3	4	5
29	Played a mean prank to embarrass someone at work	1	2	3	4	5
30	Looked at someone at work's private mail/property without Permission	1	2	3	4	5
31	Hit or pushed someone at work	1	2	3	4	5
32	Insulted or made fun of someone at work	1	2	3	4	5

3. Personality Traits

Instruction: Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

- 1- strongly disagree
- 2- disagree a little
- 3- neither agree nor disagree
- 4- agree a little
- 5- strongly agree

I see Myself as Someone Who...						
No.	Statements	Response				
1	Is talkative	1	2	3	4	5
2	Tends to find fault with others	1	2	3	4	5
3	Does a thorough job	1	2	3	4	5
4	Is depressed, blue	1	2	3	4	5
5	Is original, comes up with new ideas	1	2	3	4	5
6	Is reserved	1	2	3	4	5
7	Is helpful and unselfish with others	1	2	3	4	5
8	Can be somewhat careless	1	2	3	4	5
9	Is relaxed, handles stress well	1	2	3	4	5
10	Is curious about many different things	1	2	3	4	5
11	Is a reliable worker	1	2	3	4	5
12	Can be tense	1	2	3	4	5
13	Is ingenious, a deep thinker	1	2	3	4	5
14	Has a forgiving nature	1	2	3	4	5
15	Tends to be disorganized	1	2	3	4	5
16	Worries a lot	1	2	3	4	5

17	Has an active imagination	1	2	3	4	5
18	Tends to be quiet	1	2	3	4	5
19	Is generally trusting	1	2	3	4	5
20	Tends to be lazy	1	2	3	4	5
21	Is emotionally stable, not easily upset	1	2	3	4	5
22	Is inventive	1	2	3	4	5
23	Perseveres until the task is finished	1	2	3	4	5
24	Can be moody	1	2	3	4	5
25	Values artistic, aesthetic experiences	1	2	3	4	5
26	Is sometimes shy, inhibited	1	2	3	4	5
27	Is considerate and kind to almost everyone	1	2	3	4	5
28	Does things efficiently	1	2	3	4	5
29	Remains calm in tense situations	1	2	3	4	5
30	Is outgoing, sociable	1	2	3	4	5
31	Makes plans and follows through with them	1	2	3	4	5
32	Gets nervous easily	1	2	3	4	5
33	Likes to reflect, play with ideas	1	2	3	4	5
34	Likes to cooperate with others	1	2	3	4	5
35	Is easily distracted	1	2	3	4	5

4. Organizational Justice

Please express your level of agreement in the following questions by putting √ or X Mark in the appropriate cell.

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

No	Statements	Alternatives				
		1	2	3	4	5
Distributive Justice						
1	My work schedule is fair	1	2	3	4	5
2	I think that my level of pay is fair	1	2	3	4	5
3	I consider my work load to be quite fair	1	2	3	4	5
4	Overall the rewards I receive here quite fair	1	2	3	4	5
5	I feel that my job responsibilities are fair	1	2	3	4	5
Procedural Justice						
6	Job decisions are made by my supervisor in a biased manner	1	2	3	4	5
7	My supervisor makes sure that all employee concerns are heard before Job decisions are made	1	2	3	4	5
8	To make job decisions, my supervisor collects accurate and complete information	1	2	3	4	5
9	My supervisor clarifies decisions and provides additional information when requested by employees	1	2	3	4	5

10	All jobs decisions are applied consistently to all affected employees	1	2	3	4	5
11	Employees are allowed to challenge or appeal job decisions made by their supervisors	1	2	3	4	5
Interactional Justice						
12	When decisions are made about my job, my supervisor treats me with kindness and consideration	1	2	3	4	5
13	When decisions are made about my job, my supervisor treats me with respect and dignity	1	2	3	4	5
14	When decisions are made about my job, my supervisor is sensitive to my personal needs	1	2	3	4	5
15	When decisions are made about my job, my supervisor deals with me in a truthful manner	1	2	3	4	5
16	When decisions are made about my job, my supervisor shows concern for my right as employee	1	2	3	4	5
17	Concerning decisions made about my job, my supervisor discusses with me the implications of the decisions	1	2	3	4	5
18	My supervisor offers adequate justification for decisions made about my job	1	2	3	4	5
19	When making decisions about my job, my supervisor offers explanations that make sense to me	1	2	3	4	5
20	My supervisor explains very clearly any decisions made about my job	1	2	3	4	5

Appendix 2

Amharic Version

አዲስ አበባ ዩኒቨርሲቲ

የትምህርት እና ባህሪ ጥናት ኮሌጅ

የሳይኮሎጂ ትምህርት ቤት

5. የተሳታፊዎች መረጃ

ውድ ተሳታፊዎች፤ በመጀመሪያ በዚህ ጥናት ለመሳተፍ ፍቃደኛ በመሆንዎ ለመሰግንዎ እወዳለሁ። ስሜ መልካሙ ዓይናለም ይባላል። በአሁኑ ወቅት በአዲስ አበባ ዩኒቨርሲቲ የሁለተኛ ዲግሪዬን በማህበራዊ ሳይኮሎጂ እየተከታተልሁ ሲሆን የመመረቂያ ጽሁፌንም እየሰራሁ እገኛለሁ። የጥናቱ ርዕስም “Organizational Injustice and Personality Traits as Determinants of Counterproductive Work Behavior” ይሰኛል። የጥናቱ ዓላማም ድርጅታዊ ኢ-ፍትሃዊ አሰራሮች እና የሰራተኞች የስብዕና ዓይነት በድርጅት ውስጥ ከሚከሰቱ አሉታዊ የሆኑ እና ድርጅቱን እና ሌሎች ሰራተኞችን ሊጎዱ ከሚችሉ ባህሪዎች ጋር ያለውን ዝምድና ማጥናት ነው። በዚህ ጥናት የምትሞሏቸው ሁሉም መረጃዎች በሚስጥር የሚያዙ ይሆናል!

ለሚከተሉት የእርስዎን አጠቃላይ መረጃ ለሚጠይቁ ጥያቄዎች በተገቢው ምላሽ ፊት ለፊት በማክበብ መልሱ።

1. ዕድሜ: _____
2. ጾታ: ወንድ ሴት
3. የትምህርት ደረጃ:
 1. ከዲፕሎማ በታች
 2. ዲፕሎማ
 3. የመጀመሪያ ዲግሪ
 4. ማስተርስ እና በላይ
4. የስራ ክፍል: _____
5. የአገልግሎት ዓመት: _____

ስማችሁን መጻፍ አያስፈልግም!
አመሰግናለሁ!

6. ልማትን የሚጎዳ የስራ ባህሪ

መመሪያ: የሚከተሉት ጥያቄዎች በድርጅት ውስጥ የሚከሰቱ አሉታዊ የሆኑ ባህሪዎችን የሚለኩ ሲሆን የምትስማሙበትን ምላሽ ከቀረቡት አማራጮች ውስጥ በሚወክሉት ቁጥር መልሱ። እባክዎ ለእያንዳንዱ ጥያቄዎች መልሶቻቸውን በማክበብ መልሱ።

- 1- በፍጹም
- 2- አንዴ ወይም ሁለት
- 3- በወር አንዴ ወይም ሁለት
- 4- በሳምንት አንዴ ወይም ሁለት
- 5- በየዕለቱ

የሚከተሉትን ድርጊቶች አሁን በምትሰሩት ስራ ላይ ምን ያህል ትፈጽሟቸዋለችሁ?						
ተ.ቁ	ዓረፍተ ነገሮች	አማራጮች				
1	ሆን ብዬ የቀጣሪዬን ንብረት አበላሽቻለሁ	1	2	3	4	5
2	ሆን ብዬ ንብረት ወይም ዕቃ ላይ ጉዳት አድርሻለሁ	1	2	3	4	5
3	ሆን ብዬ የስራ ቦታዬን አቆሽሻለሁ ወይም አልከስክሻለሁ	1	2	3	4	5
4	ያለፍቃድ ወደስራ አርፍጄ መጥቻለሁ	1	2	3	4	5
5	ከስራ ርቁ ቤት ሆኜ አውቃለሁ ለዚህም ሳያመኝ አሞኛል ብያለሁ	1	2	3	4	5
6	ከተፈቀደልኝ የእረፍት ጊዜ በላይ ረጅም የዕረፍት ጊዜ ወስጃለሁ	1	2	3	4	5
7	ከተፈቀደልኝ ሰዓት በፊት ቀድሜ ከስራ ወጥቻለሁ	1	2	3	4	5
8	ሆን ብዬ ስራዬን ትክክል ባልሆነ መንገድ ሰርቻለሁ	1	2	3	4	5
9	ስራዎች እንዲያልቁ በሚፈለግበት ጊዜ ሆን ብዬ ዘግይቼ ሰርቻለሁ	1	2	3	4	5
10	ሆን ብዬ ትዕዛዝ/መመሪያ አልተከተልሁም	1	2	3	4	5
11	የቀጣሪዬ የሆነን ነገር ወስጃለሁ	1	2	3	4	5
12	ያለፍቃድ ዕቃዎች ወደቤት ወስጃለሁ	1	2	3	4	5

13	ከሰራተኞች ሰዓት በላይ እንዲከፈለኝ አድርጌያለሁ	1	2	3	4	5
14	ያለፍቃድ ከቀጣሪዬ ገንዘብ ወስጃለሁ	1	2	3	4	5
15	በስራ ቦታ ላይ የሌላ ሰው የሆነን ነገር ወስጃለሁ	1	2	3	4	5
16	በስራ ቦታ ጎጂ የሆነ አሉባልታ ጀምራለሁ ወይም ቀጥዬያለሁ	1	2	3	4	5
17	ለባለጉዳይ ትህትና አላሳየሁም	1	2	3	4	5
18	ሰውን ስለስራ ብቃታቸው ሰድቤያለሁ	1	2	3	4	5
19	በሌላ ሰው የግል ህይወት ላይ ቀልጃለሁ	1	2	3	4	5
20	ሰውን በስራ ቦታ ላይ አግልያለሁ	1	2	3	4	5
21	ለሰራተኞች ስህተት ሌላ ሰውን ወቅሻለሁ	1	2	3	4	5
22	ከሌላ ሰው ጋር በስራ ቦታ ተከራክሬያለሁ	1	2	3	4	5
23	በስራ ቦታ ሌላን ሰው በቃል ጎድቻለሁ	1	2	3	4	5
24	በስራ ቦታ ለሌላ ሰው ጸያፍ የሆነ ምልክት በጣቴ አሳይቻለሁ	1	2	3	4	5
25	በስራ ቦታ ሌላን ሰው በሀይል አስፈራርቻለሁ	1	2	3	4	5
26	በስራ ቦታ ሌላን ሰው አካላዊ ባልሆነ መንገድ አስፈራርቻለሁ	1	2	3	4	5
27	በስራ ቦታ ላይ ሌላን ሰው መጥፎ ስሜት እንዲሰማቸው አስቀያሚ ንግግር ተናግራለሁ	1	2	3	4	5
28	ሌላ ሰው በስራ ቦታ ላይ መጥፎ እንዲመስል አድርጌያለሁ	1	2	3	4	5
29	በስራ ቦታ ላይ ሌላን ሰው ለማሰናከል/ ቅር ለማሰኘት መጠነኛ ቧልት ተጨውቻለሁ	1	2	3	4	5
30	ያለፍቃድ በስራ ቦታ ላይ የሌላን ሰው የስራ ግላዊ መልዕክት ወይም ንብረት ተመልክቻለሁ	1	2	3	4	5
31	በስራ ቦታ ሌላን ሰው ገፍቼያለሁ/መትቻለሁ	1	2	3	4	5
32	በስራ ቦታ ሌላን ሰው ሰድቤያለሁ/ቀልጄባለሁ	1	2	3	4	5

7. የስብሰባ ዓይነት መለኪያ

መመሪያ፡ ከዚህ በታች የተዘረዘሩት ባህሪያት የእናንተን የስብሰባ ዓይነት ለመለየት የቀረቡ ናቸው። ስለዚህ እኔን ይወክለኛል የምትሉትን ባህሪያት በፊት ለፊት ካለው ሰንጠረዥ ውስጥ ባለው ቁጥር በመተካት አስቀምጡት። እባክዎ ለእያንዳንዱ ጥያቄዎች መልሶቻቸውን በማክበብ መልሱ።

- 1- በጣም አልስማማም
- 2- በተወሰነ መልኩ አልስማማም
- 3- መወሰን አልችልም
- 4- በተወሰነ መልኩ እስማማለሁ
- 5- በጣም እስማማለሁ

ከዚህ በታች ከተዘረዘሩት ባህሪያት ውስጥ ራሳችሁን እንዴት ትገልጹታላችሁ						
ተ.ቁ	ዓ.ነገሮች	አማራጮች				
		1	2	3	4	5
1	ብዙ የሚያወራ ሰው	1	2	3	4	5
2	ከሌሎች ስህተትን እንደሚፈልግ ሰው	1	2	3	4	5
3	ስራዎችን በዝርዝር/በጥልቀት የሚሰራ ሰው	1	2	3	4	5
4	የሚተክዝ ወይም የሚደበር ሰው	1	2	3	4	5
5	አዳዲስ ሃሳቦችን የሚያፈልቅ እና የራሱን ስራ ይዞ የሚመጣ ሰው	1	2	3	4	5
6	ቁጥብ	1	2	3	4	5
7	ለመርዳት ዝግጁ እና ለእኔ ብቻ የማልል	1	2	3	4	5
8	የተወሰነ ግድየለሽ እንደሚሆን ሰው	1	2	3	4	5
9	ፈታ ያለና የሚገጥሙትን ውጥረቶች በደንብ እንደሚቆጣጠር	1	2	3	4	5
10	ስለበርካታ የተለያዩ ነገሮች ለማወቅ ጉጉ እንደሆንኩ	1	2	3	4	5
11	አስተማማኝ ሰራተኛ እንደሆንሁ	1	2	3	4	5
12	የሚጨነቅ ሰው	1	2	3	4	5
13	ብልህ እና በጥልቅ አሳቢ	1	2	3	4	5
14	ይቅርታ የማድረግ ተፈጥሮ እንዳለኝ	1	2	3	4	5
15	ዝርክርክ የመሆን አዝማሚያ እንዳለኝ	1	2	3	4	5

16	በብዛት የሚጨነቅ	1	2	3	4	5
17	ንቁ ዓይነት-ህሊና እንዳለው ሰው	1	2	3	4	5
18	ዝምተኛ የመሆን አዝማሚያ እንዳለኝ	1	2	3	4	5
19	አጠቃላይ ታማኝ እንደሆንሁ	1	2	3	4	5
20	እንደሚሰንፍ ሰው	1	2	3	4	5
21	በስሜት የተጋ እና በቶሎ የማይናደድ ሰው	1	2	3	4	5
22	የፈጠራ ሰው እንደሆንሁ	1	2	3	4	5
23	ስራ እስኪያልቅ ድረስ ተግባር እንደምሰራ	1	2	3	4	5
24	በቀላሉ ብስጭ እና እንደሚናደድ	1	2	3	4	5
25	ለጥበብ እና ስነ-ውበታዊ ልምድ ዋጋ እንደሚሰጥ	1	2	3	4	5
26	አንዳንድ አይን አፋር እንደሆንሁ	1	2	3	4	5
27	ለሰው አሳቢ እና በብዛት ለእያንዳንዱ ሰው ሩህሩህ እንደሆንሁ	1	2	3	4	5
28	ነገሮችን በብቃት እንደሚሰራ	1	2	3	4	5
29	በአስጨናቂ ሁኔታዎች ውስጥ ተረጋጅ እንደምቆይ	1	2	3	4	5
30	ተግባሩ እና ተጨዋች	1	2	3	4	5
31	እቅዶች የሚያወጣ እና ባወጣው እቅድ እንደሚመራ ሰው	1	2	3	4	5
32	በቶሎ እንደሚጨነቅ	1	2	3	4	5
33	በሃሳብ የሚጨውት እና ሃሳቡን የሚገልጽ	1	2	3	4	5
34	ከሌሎች ጋር መተባበር እንደሚወድ	1	2	3	4	5
35	በቀላሉ እንደሚረበሽ	1	2	3	4	5

8. ድርጅታዊ ፍትህ

መመሪያ፡ ከዚህ በታች ለቀረቡት እና ድርጅታዊ ፍትሃዊነትን ለሚለኩ ጥያቄዎች የእናንተን ስምምነት የሚገልጹ

ቁጥሮችን በማክበብ ግለጹ። እባክዎ ለእያንዳንዱ ጥያቄዎች መልሶቻቸውን በማክበብ መልሱ።

- 1- በጣም አልስማማም
- 2- አልስማማም
- 3- መወሰን አልችልም
- 4- እስማማለሁ
- 5- በጣም እስማማለሁ

ተ.ቁ	ዓረፍተ ነገሮች	አማራጮች				
		1	2	3	4	5
1	የስራ መርህ-ግብሬ ፍትሃዊ ነው	1	2	3	4	5
2	የደመወዝ ደረጃዬ ፍትሃዊ ነው ብዬ አስባለሁ	1	2	3	4	5
3	የስራ ጫናዬ የተመጣጠነ ነው ብዬ አስባለሁ	1	2	3	4	5
4	በአጠቃላይ የተቀበልኳቸው ሽልማቶች ሁሉ በጣም ፍትሃዊ ናቸው	1	2	3	4	5
5	የስራ ሃላፊነቶቼ ፍትሃዊ እንደሆኑ ይሰማኛል	1	2	3	4	5
6	የስራ ውሳኔዎች አድሎዓዊ በሆነ መልኩ በተቆጣጣሪዬ ተወስነዋል	1	2	3	4	5
7	የእኔ ተቆጣጣሪ የስራ ውሳኔዎች ከመወሰናቸው በፊት የሁሉም ሰራተኞች ሃሳብ መደመጡን እርግጠኛ ይሆናል	1	2	3	4	5
8	የሥራ ውሳኔዎችን ለመወሰን ተቆጣጣሪዬ ሙሉ እና ትክክለኛ የሆነ መረጃ ይሰበስባል	1	2	3	4	5
9	ሰራተኞች በሚጠይቁ ጊዜ ተቆጣጣሪዬ ውሳኔዎችን ያብራራል እንዲሁም ተጨማሪ መረጃዎችን ይሰጣል	1	2	3	4	5
10	ሁሉም የስራ ውሳኔዎች በሁሉም የሚመለከታቸው ሰራተኞች ላይ በተመሳሳይ መንገድ ተፈጽመዋል	1	2	3	4	5
11	ሰራተኞች በተቆጣጣሪያቸው በተወሰነው ውሳኔ ጉዳይ ይግባኝ እንዲጠይቁ ይፈቀዳል	1	2	3	4	5
12	የእኔን ስራ የሚመለከቱ ውሳኔዎች ሲወሰኑ ተቆጣጣሪዬ በርህራሄ እና በአሳቢነት ያደርጋል	1	2	3	4	5
13	የእኔን ስራ የሚመለከቱ ውሳኔዎች ሲወሰኑ ተቆጣጣሪዬ በአክብሮት ያደርጋል	1	2	3	4	5
14	የእኔን ስራ የሚመለከቱ ውሳኔዎች ሲወሰኑ ተቆጣጣሪዬ ለእኔ ግላዊ ፍላጎት ስሜት አለው	1	2	3	4	5
15	የእኔን ስራ የሚመለከቱ ውሳኔዎች ሲወሰኑ ተቆጣጣሪዬ ክእኔ ጋር በሀቀኝነት አኳኋን ስምምነት ያደርጋል	1	2	3	4	5
16	የእኔን ስራ የሚመለከቱ ውሳኔዎች ሲወሰኑ ተቆጣጣሪዬ እንደሰራተኛ ላለኝ መብት ቦታ ይሰጣል	1	2	3	4	5
17	ስለእኔ ስራ የሚወሰኑ ውሳኔዎች በሚመለከት ተቆጣጣሪዬ ስለውሳኔው አንድምታ ክእኔ ጋር ይወያያል	1	2	3	4	5
18	ስለእኔ ስራ በተወሰነ ውሳኔ ላይ ተቆጣጣሪዬ በቂ ምክንያት ያቀርብልኛል	1	2	3	4	5
19	ስለእኔ ስራ ውሳኔዎች ሲወሰኑ ተቆጣጣሪዬ ግልጽ የሆነ/የሚገባኝ ማብራሪያ ያቀርብልኛል	1	2	3	4	5
20	በእኔ ስራ የተወሰኑ ውሳኔዎችን በሚመለከት ተቆጣጣሪዬ በጣም ግልጽ በሆነ መልኩ ያብራራልኛል	1	2	3	4	5