



RESEARCH PAPER

Assessing the Mediating Influence of Work Stressors on the Linkage between Narcissism and Counterproductive Work Behavior

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ABSTRACT

The aim of the current research is to analyze the set of conditions under which narcissism highly affects counterproductive work behavior. Specifically, the study analyzes the role of work stressors to establish the strong relationship between narcissism and counterproductive work behavior. Using sample data from administrative staff of public and private sector universities, the study found support that narcissism has a significant impact on counterproductive work behavior directly and in the presence of work stressors. It is also evident that the work stressors partially mediate the relationship between narcissism and counterproductive work behavior. Counterproductive work behavior is a most painful situation for today's workplace, and the results of this study help managers in understanding employees' behavior in the presence of work stressors. On the basis of the findings, managers will be able to craft administrative policies to avoid work stressors that induce negative emotions and consequently counterproductive work behavior.

KEYWORDS Counterproductive Work Behavior, Narcissism, Organizational Constraint

Introduction

The counterproductive work behaviors (CWB) are the deviant behaviors of the employees by which they are intended to harm their organization or organization members working in it (Carpenter et al., 2021). Such deviant behaviors of employees are disparaging for any organization and its stakeholders (Sypniewska, 2020; Cohen, 2018) in the form of dissatisfaction, low productivity, anxiety, depression and tendency to quit (Meurs, Fox, Kessler, & Spector, 2013). Presently, there has been a growing interest of researchers towards explaining and handling counterproductive work behavior (CWB) at workplace (Spector, 2011). Previous studies have explored that the CWB as threat to the survival of an organization as it results in social and economic loss. Global businesses suffered huge economic losses due to fraudulent activities of the employees US\$2.9 trillion (Moon, Lee, Lee, Choi, & Sung, 2016). Furthermore, conflicts at workplace and bullying which hinders the smooth functioning of an organization, is also associated with counterproductive work behavior (Fatima, 2016). According to existing body of knowledge, such harmful behaviors may range from minor to severe effects for the organizations (Bolton & Robinson, 2010). Although previous researchers (Banks, & McDaniel, 2015) have incorporated different theoretical basis to explain CWB and their control, still they do believe that such behaviors are harmful not only to the organizations and but also to the people associated with the organization (Bowling & Burns, 2015; Khan, Hussain & Akash, 2023).

Due to the harmful effects of the CWB, this area has become a topic of great interest to the organizations and researchers alike. To avoid the negative consequences of CWB, much devotion has been put into enlightening its precursors from both environmental as well as individual domain (Palmer, Komarraju, Carter, & Karau, 2017; Thibault, & Kelloway, 2020). Like, CWB are believed to occur as a response to stressful work environment, strong

work stressors and negative emotions (Spector & Fox, 2005; Bolton & Robinson, 2010). While many defined that personality traits such as conscientiousness, emotional instability and agreeableness can also have a substantial relation with CWB (Kundi & Badar, 2021). While, traditional researchers have focused CWB from the point of view of equity theory and theories of aggression (Spector, 1978), present researchers have explored it from the point of view of presence of frustrators and stressors at workplace as well (Pletzer, 2021). Till now, various forms of CWB have been associated to Machiavellianism, however, one of the personality traits e.g. narcissism has yet remained an ignored area while talking about CWB. Counterproductive work behavior inflicts considerable costs on organizations. Therefore, both practitioners and academics show keen interest in understanding its antecedents and narcissism is one of the antecedents of CWB (Chambers, Hayes, & Reckers, 2024).

Many studies have explored personality traits and counterproductive work behavior but there is rare work is done on narcissism specifically. Narcissist is a person who is equipped with selfishness, lack of empathy and with a need for self-admiration. According to literature, single narcissist employee may smear the atmosphere of the whole organization (Chambers et al., 2024). Consistent with previous studies, a quantitative analysis observed the linkages of Narcissism, Machiavellianism and Psychopathy collectively known as Dark Triad (DT) personality traits with organizational factors. The important outcome of this study indicated that there exists a significantly positive relationship between narcissism and counterproductive work behavior (Banks, McCauley, Gardner, & Guler, 2016). Thus, among all these personality traits i.e., narcissism seems to have most promising relationship with counterproductive work behavior (Amir, Bilal & Khan, 2023; Chambers et al., 2024).

Previously, studies on counterproductive work behaviors attempted to find out possible situational and environmental antecedents associated with CWB of organizational performance (Devonish, & Greenidge, 2010; Ariani, 2013; Bauer et al., 2018; Philippaers, Cuyper, & Forrier, 2019) based on the equity theory and theory of aggression. Likewise, anger is linked positively with aggressive CWB (Braun, Aydin, Frey, & Peus, 2015) and there is negative relationship between conscientiousness, mindfulness and honesty-humility (Baloch, et al., 2017; Fida et al, 2016; & Akash et al., 2023). The researchers like Liu & Berry (2013) turned their investigation towards the influence of personality traits on CWB and worked on Big Five personality traits to see the impact on CWB.

According to social exchange theory, the individuals with DT traits may involve in less deviant behavior if higher level of organizational support is perceived by them (Palmer et al., 2017). O'Boyle, Forsyth, Banks, Story, & White, (2015) in their meta-analysis concluded that narcissism has relatively strong relationship with CWB than psychopathy and Machiavellianism which have weak and moderate relationship respectively. They further added that culture and authority have weak moderating roles in these relationships (Khan et al., 2023). Consistent with this meta-analysis, Carpenter et al., (2021) confirmed that strong predictor of CWB is narcissism among other DT traits. It is also said that in collectivist culture the link between narcissism and CWB become weakens but there is no strong evidence against it. Though there are many researches who tries to find out the relationship between DT and CWB but it is still unclear as many factors are involved in it. This trend grasps the attention towards the narcissist personalities which become the most appealing concept and gained attention as a determinant which develops CWB (Breuer, & Elson, 2017; Khan, Bashir & Amir, 2023).

Previous studies mostly emphasized on direct relationship between CWB and narcissism and mainly ignored the impact of mediators and moderators in their relationship (Cohen, 2016). It is possible that the link between narcissism and CWB is more indirect than direct and organizational factors may have influence on this relationship. To fill this gap, this research has been conducted in setting of Pakistan to investigate the mediating role of work stressors in the relationship of narcissism and counterproductive work behavior. Since,

narcissist has played an important role in impacting CWB by ignoring moral norms and approving behaviors that may harm others for their own benefit (Dahling, Whitaker, & Levy, 2009), existing studies in this respect have directed the positive linkage between narcissism and CWB (Kundi & Badar, 2021; Khan et al., 2021; Khan, Akash, Ghafoor & Bilal, 2023, and Chambers, 2024). Since narcissist employees accelerates the CWB within an organization, the study determines work stressors exacerbates this relation on the basis that that such employees will then be more likely to experience emotional exhaustion and consequently engage in more CWB. So, it can be assumed that work stressors mediate the relation between narcissism and CWB.

This research contributes to literature in many ways, first this study is designed to investigate the interactive relationship of personality traits i.e. narcissism and organizational factors on CWB (Khan, Akhter & Bhutta, 2020). Specifically, it might be assumed that employees high in narcissism are at risk more than other people to perceive certain work stressors. Secondly, it summarizes and proposes potential reasons of why narcissists involve in CWB and these reasons will lead towards the suggestions that what an organization should do to reduce CWB among its narcissist’s employees. Thirdly, a model of CWB developed by Spector & Jex (1998) suggests that the emotions are substantially significant in developing response against work stressors. In this study role of work stressors as a mediator between the relationship of narcissism and CWB can be studied more intensely.

Fourthly, as the administration staff in higher education institutions are more likely to face with high level of role conflict by their leaders, they become depressed and exhausted from dealing with different requirements and expectations. So, this study sheds light on the narcissist behavior and outcomes for administrative staff in higher education institutions. Lastly, most of the studies on narcissism have been conducted on leaders but as narcissism is becoming common among people like an epidemic, there is a need to do more work on personality traits and employee behavior rather than leaders only. Contribution of this study in this regard is also worth noting.

In a nutshell, the objectives of this study are to identify the relationship of Narcissism with Counterproductive work behavior in administrative setting of higher education institutes. Along with it the study also determines either work stressors have effect on counterproductive work behavior. At the last this study analyzes if work stressors like organizational constraints, interpersonal conflicts and workload act as a mediator between narcissism and Counterproductive work behavior.

Theoretical Framework and Hypothesis Development

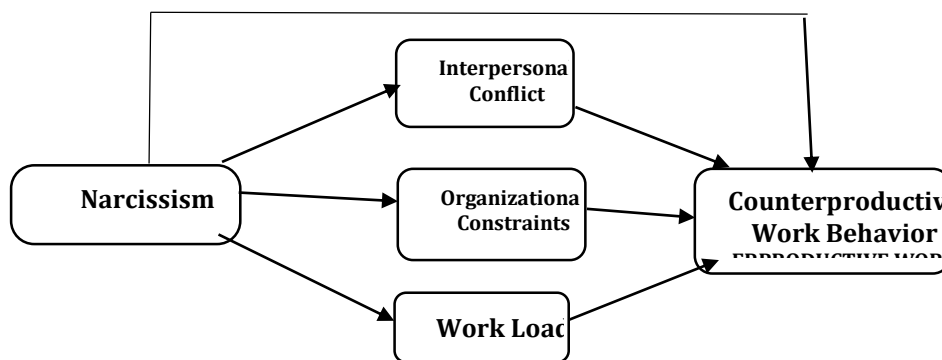


Fig.1: Theoretical Framework

Narcissism and Counterproductive Work Behavior:

The individuals who exhibit higher level of aggression either implicit or explicit is likely to demonstrate more CWB than others. Furthermore, narcissistic individuals react more antagonistically towards competitors as compared to individuals who score low on narcissism (Jonason, & Webster, 2012). This is also backed by the theory of threatened egotism and aggression (Penney& Spector, 2002). According to this theory, high self-esteem results in hypersensitivity towards the situations where one's self esteem is threatened and in return negative emotions like anger, hostility, fear is experienced by the individual resultantly CWB occur as an aggressive outburst of these emotions. Aggression is usually caused by high self-esteem and ego which is an event that threatens the views of self. Narcissism is associated with aggression in many studies especially as a reaction to threaten self-esteem (Li, Sun, Ho, You, Shaver, & Wang, 2016; Khan, Akhter & Bhutta, 2020). This does not mean that everyone with high self-esteem will show aggressive behavior instead only those with high self-esteem and vulnerable to ego threat will demonstrate the aggressive acts. When angry, narcissistic people don't hesitate to be a part of awfully violent and gruesome acts (Hsi, 2017 and Akash, Khan & Shear, 2023). So, we can say that the significant relationship between narcissism and CWB may partially be explained by the lashing out of narcissist on its organization or colleagues due to the triggering of negative emotions when their self-esteem is threatened. On the basis of these researches, the relation of narcissism and CWB can be hypothesized as follow:

H₁: There exists a positive relationship between narcissism and counterproductive work behavior.

Work Stressors as a Mediator (WS)

Work stressors can be defined as the destructive physical as well as emotional reactions that occur when the requirements from the work do not match employees 'capabilities, resources, or needs of the worker. Stressor-emotion model suggests that personality plays an important role in perception of a situation and behavior. Emotional state of a person affects how an individual perceives a situation. So, there is a high chance that when a person is in a negative emotional state any environmental event encountered is perceived as a stressor as compared to person in positive emotional state (Spector & Jex, 1998). So, we can say that there is a difference between environmental stressor and perceived stressor; people with negative emotions perceive stressors which in actual may not be taken as stressor by others. As narcissists are high on trait anger (Yam, Klotz, & Reynolds, 2017; Khan, Hussain, & Akash, 2023) the relation between narcissism and work stressors can be hypothesized as:

H₂: There is a positive relationship between narcissism and work stressors.

The perceived stressors are major cause of CWB. Hence, we can say that,

H₃: There exists a positive relationship between work stressors and Counterproductive work behaviors.

Interpersonal Conflicts (IC)

Interpersonal conflicts in organizations can initiate because of differences in opinion among employees and due to the lack of trust among them. Interpersonal conflicts arise due to the narcissist impulsivity to react to the perceived situation when they feel their ego is threatened, they in turn involve in CWB. According to Foster & Campbell (2005), interpersonal conflicts among employees are correlated positively with the both CWB-I (Interpersonal CWB) and CWB-O (Organizational CWB). Moreover, results indicated that the correlation of conflict and interpersonal CWB is significantly greater than the correlation among conflict and organizational CWB. Since, IC can harm the working behavior of the

employees and can lead towards low productivity and ultimately CWB. So, it can be assumed that:

H₄: CWB is caused by interpersonal conflicts among employees and there is a relationship between narcissism and interpersonal conflicts.

Organizational Constraints (OC):

Organizational constraints are one of the major causes of CWB within the organizations. OC highlights the aspects of the immediate work environment that hinders the transformation of motivation and capabilities into effective performance. Narcissists take organizational constraints as distributive injustice when they perceive that their outcomes are unfair as compared to other coworkers (Adeoti, Shamsudin, & Wan, 2017; Ahmad, Khan & Cheema, 2022) which in return cause aggression leading towards CWB. According to the frustration-aggression hypothesis when an event obstructs the goals of an individual, it might lead to frustration and ultimately aggression (Spector, 2011). This aggression caused a sense of dissatisfaction which causes CWB. So, there is a need to understand that consequences of organizational constraints on the relationship of narcissism and CWB.

H₅: There exists a relationship between narcissism and CWB with mediating role of organizational constraints.

Workload (WL)

Job dissatisfaction is defined as the extent to which a person like or dislike his/her job (Spector, 2011). The one who dislike his job and is dissatisfied is likely to put fewer efforts in it and involves in destructive activities towards his company. Excessive workloads are one cause of job dissatisfaction, while rewards, relation with coworkers, job nature etc. can also lead towards dissatisfaction in job (Spector & Jex, 1998). Others researchers made their point by saying that dissatisfied employees actually show aggression against their organization to gain some control over their job (Mercado, Dilchert, Giordano, & Ones, 2018). On this basis, we can suggest that job dissatisfaction is linked with the aggression towards organization. In accordance with the theory of threatened egotism and aggression it can be proposed that whenever narcissist is confronted with any situation which he may perceive as a threat to his self-esteem, he will act aggressively due to lack of impulsive control. Before reacting, they even undermine the long-term consequences associated with CWB. The work stressors act as a threat to ego of narcissist or become a reason of aggression which in return causes CWB.

H₆: There exists a relation between narcissism and job dissatisfaction caused by workloads which leads towards CWB.

H₇: The work stressors mediate the relationship between narcissism and CWB.

Material and Methods

Participants

This research determines the relationship between narcissism and CWB in presence of work stressors. The target population of this study is the administrative staff working in public and private sector universities of the Punjab, Pakistan. The main reason behind the selection of administration staff is that literature strongly suggests that narcissists can be found at senior administration positions (Pounder & Young, 1996) and since now not much work have been done on administration staff of the Universities. Primary data collection sources and random sampling technique have been used to collect the data from administrative staff of the selected universities. 400 questionnaires were distributed among the respondents to measure their response for this particular research. Out of 400

questionnaires 15 were not returned, 16 were deleted during analysis due to missing data; total 369 usable questionnaires were left for analysis. Hence, the response rate or return rate was 92.25% which is considered good for analysis.

Instruments

To measure Narcissism, subscale of 9 items, Dark Triad of Personality (D3-Short) by Furnham, Richards, & Paulhus, (2013) was used. Counterproductive work behavior scaled by Bennett, and Robinson (2000), who consists of two parts a) organizational deviance having 12 items and b) interpersonal deviance having 7 items, was used to measure CWB. Interpersonal Conflict at Work Scale (ICAWS), Organizational Constraints Scale (OCS) and Workload Inventory (WI) by Spector & Jex (1998) was used to measure work stress of the employees. The total 48 items questionnaire was developed to explore the topic that was rated on 5-Points Likert Scale. The details of the measurement scales are given in table1.

Table1
Detail of Measurement Scales

Variables	Dimensions	Items	Relation	Source
Narcissism	-	9	-	Paulhus(2013)
WS*	Interpersonal conflicts	4	Positive	Spector,& Jex (1998)
	Organizational constraints	11		
	Workloads	5		
CWB	Organizational Deviance	12	Positive	Bennett & Robinson (2000)
	Interpersonal Deviance	7		

*Work Stressors

Procedure

For the aim of the current study, prior permissions for the use of selected scales were obtained from their authors. The administrative staff, ranging from Clerks to Deputy Registrar, was chosen to be part of this research. Universities from Punjab were selected based on convenience, but the ratio of public and private institutions was maintained.

Results and Discussion

Descriptive statistics of the respondents are given from table 2. Table2 shows that out of 369 respondents' 180 (48.8%) were from public sector universities and 189 (51.2%) from private sector. Among these, 216 (58.5%) respondents were male while 189 (41.5%) were female respondents.

Table2
Demographic Statistics

		Frequency	Percent	Valid Percent	Cum %
Organization Type	Public	180	48.8	48.8	48.8
	Private	189	51.2	51.2	100.0
Gender	Male	216	58.5	58.5	58.5
	Female	153	41.5	41.5	100.0
Age	Below 25	91	24.7	24.7	24.7
	25-30	153	41.5	41.5	66.2
	31-35	85	23.0	23.0	89.2
	36-40	30	8.1	8.1	97.3
	Above 40	10	2.7	2.7	100.0
Marital Status	Single	135	35.6	36.5	36.5
	Married	222	60.2	60.2	96.7

Divorced	9	2.4	2.4	99.1
Widow	3	0.9	0.9	100.0

Majority respondents were from age bracket of 25-30 (41.5%) and below 25 were 24.7%. Whereas, marital status of the respondents is concerned, 60.2% respondents were found to be married and 35.65% of the respondents were single, only 3% falls in other categories of divorced and widow etc. in such case, 50.9% of married respondents worked in public sector universities while 52.6% of single employees were present in private sector universities.

Bartlett’s Test and Kaiser-Meyer-Olkin (KMO) test was conducted to check sample adequacy. The value of KMO lies between .8 and 1 shows that sample is adequate for factor analysis. The reliability statistics measured by using Cronbach Alpha. All the items are found to be relatively consistent and reliable. Cronbach Alpha of overall all items is .958 which shows a higher level of internal consistency of instrument which is a good sign. The reliability and convergent and discriminate validity of the estimates have been confirmed. Convergent validity of the constructs is supported as AVE is greater than .50. AVE exceeds square of the correlation coefficient between constructs demonstrates the discriminate validity. Thus, all constructs have both convergent and discriminate validity. In the proposed model, variables (NARC, CWB, OC, IC, QW) were correlated with each other and the strongest relationship was found among dependent variable and mediator (unreported). Overall, there exists a positive correlation among the variables. All the correlations are significant at .01 levels (two tailed).

Table 3
Composite Reliability

Variables	No. of items	CR	AVE	ASV	Cronbach Alpha
CWB	19	.959	.553	.290	.959
Narcissism	9	.876	.542	.241	.823
Quantitative workload	5	.862	.557	.205	.862
Interpersonal Conflict	4	.815	.526	.230	.813
Organizational constraints	11	.919	.534	.251	.920

Table 4
Correlation Matrix

Variables	CWB	NARC	QWL	IC	OC
CWB	1				
Narcissism	.544	1			
Quantitative workload	.539	.426	1		
Interpersonal Conflict	.477	.556	.465	1	
Organizational Constraints	.558	.547	.322	.423	1

Table 5 shows the estimates and Standardized Regression Weights of empirical model. It is clear from the table that the relationship between all variables are significant as p- value is .000 which means mediation is present and relationship among variables is significant.

Table 5
Estimates and Standardized Regression Weights

			β	p-value
MED_IC	<---	Narc	.501	***
MED_QW	<---	Narc	.617	***
MED_OC	<---	Narc	.461	***
CWB	<---	MED_IC	.302	***
CWB	<---	MED_QW	.156	.001

CWB	<---	MED_OC	.258	***
CWB	<---	Narc	.237	***

In research one of the important steps is to test hypothesis specifically proposed for this study whereas Structural equation modeling (SEM hereafter) helps to examine and check their truthfulness and trustworthiness. The regression model is as follows:

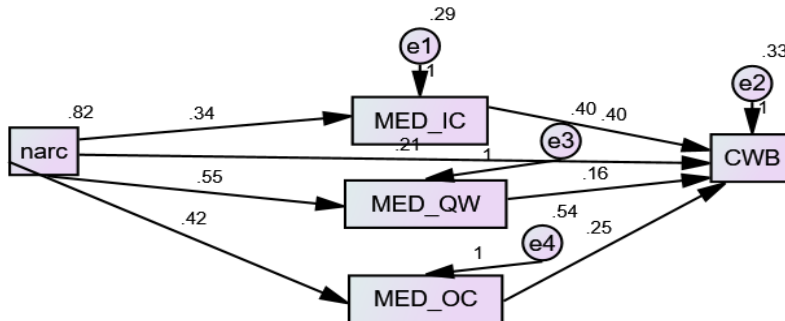


Fig 2. Standardized Regression Model

H_1 predicted that narcissism has a significant impact on counterproductive work behavior. The proposed model relevant to first hypothesis showed a positive and significant effect of narcissistic personality trait on CWB. So, H_1 was accepted ($\beta=.237$; $p<.001$). H_2 predicted that narcissism has a significant effect on work stressors. So, the structural model related to this hypothesis indicated a significant as well as positive impact on work stressors. So, H_2 is supported ($\beta=.617$, $\beta=.461$, $\beta=.501$; $p<.001$). H_3 predicted that work stressors have a significant impact on CWB. The proposed model relevant to third hypothesis indicates positive and significant effect of work stressors on counterproductive work behavior. So, H_3 is supported ($\beta=.302$, $\beta=.156$, $\beta=.258$; $p<.001$). Thus, hypothesis testing and its acceptance illustrates that variables of concern have positive and highly significant effect on each other.

H_4 predicts that interpersonal conflicts mediate the relationship between narcissism and CWB, whereas, H_5 predicts that organizational constraints mediate the relationship between narcissism and CWB. And H_6 predicts that workloads which cause job dissatisfaction mediate between narcissism and CWB. Finally, H_7 predicts that the work stressors mediate the relationship between narcissism and CWB. To check these hypotheses, the bootstrapping was conducted to test mediation. The results obtained after testing the hypothesis through bootstrapping method measures the indirect effects of construct on each other.

According to Pindek, & Spector (2016) presence of mediation variable through bootstrapping with bias corrected confidence estimates that confirmed Work stressors as a mediator. The presence of mediating construct has tested through bootstrapping of sample 2000 with bias corrected confidence (Simonet et. al., 2018). The two tailed significance examines the direct and indirect effect on variables on each other. H_4 has been tested by performing bootstrapping on standardized regression model.

The results in shows that IC has a significant impact on the relationship of narcissism and CWB i.e..001. Likewise, H_5 and H_6 have also been tested and results shows significant relationship and partial mediation is indicated. To check hypothesis 7 standard regression model was tested and results supported the partial mediation (Barren,& Kenny, 1986). Outcomes of bootstrapping illustrated that work stressors partially mediates the relationship between narcissism and CWB.

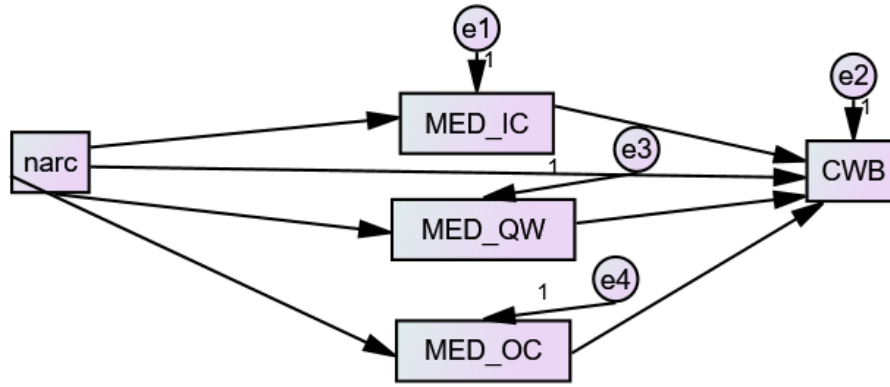


Fig 3. Model depicting Work stressors as a mediator

Table 6
Indirect Effects: two-tailed significance

	narc	MED_OC	MED_QW	MED_IC
MED_OC
MED_QW
MED_IC
CWB	.001

In this research all the constructs were found to have reliability and validity. The all three variables were found to have positive impact on narcissism and CWB. The work-stressors partially mediate the relationship between narcissism and CWB.

Conclusion

The goal of this study was to analyze the set of condition under which Narcissism highly effect on Counterproductive work behavior. We analyzed the role of work stressors to establish the strong relationship between N and CWB. We found general support for a positive effect of N on CWB through previous literature and this study emphasize on role of work stressor to further elaborate the relation. This study adds work stressors as a mediator between narcissistic personality trait and CWB on basis of fact that job constraints or stressors do not affect everyone in a same way, personality differences have their importance in perception of situation and also reaction to that certain situation. Some traits are seemed to be more affected by these constraints and react more violently than others. Negative perception of work environment due to negative emotions is positively related to CWB (Khan at al., 2011; Li Martin et al., 2016). Confirmatory factor analysis and SEM were performed to test the proposed hypothesis.

The previous researchers supported that there exists a relationship among DT personality traits and CWB but many researchers raised the point that there is some situation under which person with certain traits react in a deviant manner. Cohen (2016) provided list of moderators and mediators which may affect the relationship of narcissism and CWB. This study emphasized on the point raised in researches of Yam et al. (2017) and Jones, & Paulhus (2014) that there are conditions under which dark triad personality reacts in deviant manner and there is lack of theoretical models to explain the fact. The study proved three points as work stressors partially mediates the linkage between narcissism and CWB. The results previously discussed shows partial mediation which implies that Narcissism has direct effect on Counterproductive work behavior and it is also affected by working conditions under discussion i.e. IC, OC and WL

Furthermore, all the stressors are checked for their relationship with narcissism and CWB and all shows positive results which means that previous research which proposed that narcissism is high on trait anger (Hsi, 2017) and people high on trait anger is easily

provoked in unusual situations (Fatima, 2016) and take these situations as threat to their ego and are more prone to deviant behavior (Fida et al., 2016) is also proved and supported in this research work.

Table 7
Hypotheses Result

H ₁ : There exists a significantly positive relationship between narcissism and CWB.	Accepted
H ₂ : There is a positive relationship between narcissism and work stressors	Accepted
H ₃ : There exists a positive relationship between work stressors and CWB	Accepted
H ₄ : The work stressors mediates the relationship between narcissism and CWB	Accepted
H ₅ : CWB is caused by interpersonal conflicts among employees and there is a relationship between narcissism and interpersonal conflicts.	Accepted
H ₆ : There exists a relationship between narcissism and CWB with mediating role of organizational constraints.	Accepted
H ₇ : There exists a relation between narcissism and job dissatisfaction caused by workloads which leads towards CWB	Accepted

Recommendations

The findings and limitations of the current research present a number of promising opportunities for future result. The HRM practices which work effectively in dealing with different personalities to avoid CWB is required attention of future researchers. Moreover, generalizability of this research is questionable which can be cater by future researcher who have resources to conduct this on different organizational setups and across different countries with large sample. The impact of culture is also ignored in this research as it was conducted in collectivist culture, by conducting the same research on individualistic culture will clear the picture whether culture may change the results or has no effect on personality traits. The reciprocity of relationship of personality and culture has been proved in many researches, societal changes escalate or reduce narcissism along with demographics. But what social trends or demographics effect narcissism needs to be discussed in detail. The presence of procedural justice seems to satisfy employees in term of anger so it needs to be discussed in terms of personality traits of employees so that organizations may practice procedural justice to control CWB. Progressive understanding of the topic requires far more research to be conducted, particularly in the form based on longitudinal studies tracking people for a considerable time.

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