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## **Negative Emotions Between Procedural and Interactional Justice Perceptions and Employee Deviations: Testing Traditionality as Moderator**

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### **Abstract**

This study firstly aimed to understand the negative emotion as mediator between the injustice perception and deviance behaviour, using framework of cognitive appraisal theory and affective event theory (AET), secondly, it examined the role of traditionality as moderator. In total, 341 useful questionnaires were gathered from employees and their peers from five companies. Hierarchical regression model and total effect moderation model using bootstrap were applied to test the hypotheses. The results show that: (1) negative emotions served as mediator among the relationship of procedural and interactional justice with employee deviance (2) traditionality has significant moderating influences in the relationship between organizational injustice and workplace deviation; (3) the combined effects of negative emotions as mediator between the organizational justice and the employee deviance and the moderation of traditionality was tested through total effect moderation model. It was found that moderation occurred mainly in the second stage, that is, the effect of

negative emotions on employee deviance is significant. The moderator effect was not significant in the first stage of the mediation process.

**Key words:**

Organizational justice; negative emotions; affective events theory; traditionality; employee deviance

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## 1. Introduction

Employee Deviation in the workplace, a negative behaviour, is generally considered harmful for both employees and organizations. Employee Deviance carries huge Economic and psychological costs to the organization and its employees. Western scholars pointed out that nearly 75% of the employee had been involved in deviant behaviours such as theft, destruction and other similar

acts; US retail faces each year, the direct economic losses caused by employee theft are as high as 15 million dollars (Hollinger & Davis, 2001), and the future Price is difficult to estimate. Since the 1990s, employees deviant behaviour have emerged the line to become one of the hot areas of concern for academia. At the moment, the existing research is in context of advanced countries, while in Pakistan it is still in the early stages. Many scholars in their recent studies have pointed out that the injustice perception is the most important cause of employee deviant behaviour and tried to gain a deep understanding of the negative employee behaviours in Pakistani organizational context (Nasir & Bashir, 2012; Dar, 2017).

Pakistan is a developing country with problems like low Literacy rate and higher poverty and is evident of diverse types of employee deviance, for example, fraud, theft, work slowly, excessive breaks, shows favoritism, verbal abuse, leg-pulling, etc. Because of all such behaviours organizations suffer in the form of increased costs, reduced productivity, inefficient work and organization's declining situation and reputation. Pakistani experience of both public and private organizations, are commonly infected with employee deviance (Nasir & Bashir, 2012; Khan et al. 2015). But little attempts have been made to answer the questions like what this deviant behaviour actually is? What are the possible reasons behind the occurrence of such behaviour? Why does the employee or employer tend to behave differently? What are the causes causing such deviant behaviour? To overcome employee deviance, one must find out the reasons for such actions. This study tries to answer the above and other important questions. This study is being done to explore the factors that lead to employee deviance in the Pakistani organizations. The study emphasizes the causes of deviant behaviour among employees that affect the overall productivity of the organization. This study could be crucial for leaders to recognize and control the painful problem of deviant behaviour in the workplace.

Today Pakistan is in a period of economic restructuring (Hussain, 2004) and facing pressures of international institutions to reform and adopt new practices (Saeed, et al., 2015), on the other hand, Pakistan People long tradition of accumulation of customary ideas and cultural background that makes them different from Western cultures. Pakistan is an important economy because of its distinct and diversified cultural and ethnic profile, its large population, its nuclear power, its strategic geographical location, its eventful social and political history, and its rich institutional and religious context. Pakistani enterprises have pan-

family culture, according to the findings of Islam, (2004) there is a high power distance in Pakistani culture. In organizational situations, employees show great respect for authority. Title, rank and status have a lot of weight. Subordinates who are more concerned about their manager will either favor an autocratic / paternalistic leadership or reject that manager. Pakistan is a collectivist culture and in such cultures employees have dependency on the organization for education opportunities, good physical health and skill utilization. In collectivist cultures, the employment relations are morally grounded and the team management is crucial, with personal relationships governing the task. Trust is the critical requirement for effective teamwork. In collectivist cultures, organizations are importantly establishing links concerning personal and professional life. From an organizational perspective, it shows the extent to which employees favor structured or unstructured organizations. It reveals employees risk taking propensity and attitudes towards change and innovation. Their highly hierarchical structures with centralized power, which have been discussed before, are used as the main means of coordination and resolution of conflicts. Hierarchy is used to reduce uncertainty. Perhaps the most important aspect is the emphasis on formal rules and regulations. Each department is burdened with a variety of rules, regulations and procedures that result in unnecessary delays in decision-making and service delivery. Ironically, the tendency to avoid uncertainty and the collectivist orientation (see above) lead to a paradoxical situation. Cultural norms continue to hinder women's access to education in general and to higher education in particular. The gender-specific differentiation of roles assigns women to the domestic area, (i.e. early marriage, child care and housework). In such contexts the maintenance of group harmony and the authority to be competent aggressive emotional and behavioural responses to perceived social injustices unacceptable (see Beugré, 2007, Khilji, 2002a). So justice perceptions are more important concern for the Pakistani organizations. Prior research shows that if employee feels injustice at workplace he is more inclined to display negative behaviours at workplace (). Hence, to from the perspective of organizational justice it is more important to study the deviant behaviour of employees at workplace to understand its mechanism in modern Pakistani organizations have become more significant.

Although Western scholars have thoroughly researched the impact of organizational injustice on the employee performance and workplace deviant behaviours. But the reasons why injustice leads to negative behaviour of

employees may be patchy or incomplete, and how badly injustice impact the employees' consciousness and emotion about the organization (Douglas et al., 2008; Spencer & Rupp, 2009), thus creating a feeling of injustice to the organization, negative effects of the process and intermediate mechanism is the need to pay attention. Western Studies discussed the impact of the organizational injustice on employee deviation behaviour and its underlying mechanism that generally stressed employees in the past. The assessment is based on the determination of further behavioural responses (ElAkremi et al., 2010). The behaviour of employees is not only based on rational processing of the results, but also involves the emotional considerations (Ashkanasy & Humphrey, 2011; Miner & Glomb, 2010), while from emotional perspective this concept has not gained the reasonable attention of scholars (Barsky, Kaplan, & Beal, 2011). The actual organizational procedures likely to be controlled because after being treated unfairly, employees often experience a variety of negative emotions (Judge, Scott & Illies, 2006; Murphy & Tyler, 2008; Schweitzer & Gibson, 2008; Barclay & Skarlicki, 2009), and such negative emotions if not rationally suppress. The prevailing procedures may further affect performance (Spencer & Rupp, 2009; Janssen, Lam, & Huang, 2010). Formerly Weiss, Suckow and Cropanzano (1999) also concluded that "many justice Research clearly or implicitly assumes that emotions of employee are necessarily important in the mechanism of work behaviour." Therefore, this study selected the emotional point of view and effective event theory, to explore the influences of injustice perception on employee deviation in the organization. Second, in the Pakistani cultural setting, the emotional employee behaviour cannot ignore the influence of culture on the organizations. The cultural relations is extremely changed in the modern society, the work and family environment of diverse stage have mutual impact. Relative to the past, increasingly advocating the personality of the people having traditional thinking patterns may have greater individual differences, especially is the current trend into the labor market, that are Attitude and behavioural responses may have greater individual differences.

Individual differs in personality and values and are perceive unfairness differently from the organization. The ultimate impression of the outcome should have an impact on the earlier management practices of Pakistani organizations. The empirical results of the justice related problem are importantly concerned for the managers and results into different Behavioural damages (Farh et al., 1997; see also Wu Longzeng, Liu Jun, Liu Just, 2009). So the study of organizational justice causes deviation in employee behaviour.

The management processes must be joined into the local cultural characteristics with the individual characteristics that help to better interpret the feelings of organizational justice on occurrence of behavioural events. So the second important issue in this study is the analysis of tradition of organizational justice in employee deviation behaviour. Third, this study will test the mediation of negative emotions and employees' traditional regulatory role is placed under the same framework to discuss.

In the past, while studying the traditional regulatory effects, scholars frequently discuss the traditional effects of organizational decisions on employee outcomes. Because of the diverse cultural backgrounds of employees, follow different emotional rules, the individual will express the feelings of negative emotions, should be more due to individual cultural values are different, and displays different behavioural performance. In other words, regardless of whether employees are traditional, Organizational injustice will lead to unhappy emotions, but the displeasure will further lead to employees to show deviation from the behaviour vary from person to person. Therefore, this paper argues that the traditional regulatory role is mainly influence the negative emotions and have significant impact on employee deviation behaviour (ie, mediating variables → results change). Furthermore, this study examines the "moderated mediator effect model" that shows the mediating role of traditional regulatory and negative emotions by means of the "total effect adjustment model" (Edwards & Lambert, 2007).

In a more comprehensive examination of the negative effects of organizational injustice, how does tradition play a role in each path? The significance of this study is, on the one hand, the response of Western scholars to focus on employee emotions and emotional and justice areas of the integration of the voice, And thus in practice can help managers concerned about the adverse effects of procedures and interactional injustice on subordinate emotions; on the other hand, the mediation of negative emotions and moderation of traditionality at the same time into a model to help researchers clarify the specific stage of injustice mechanism.

## **2. Literature Review**

### *2.1. Organizational Justice and Employee Deviance*

Negative effects of organizational justice on employee deviance is well established in the past decade, a large number of empirical studies have shown that the organization's sense of injustice is one of the most important causes of negative behaviour, such as employee retaliation and deviation from behaviour (El Akremi et al. 2010; Holtz & Harold, in press). From the existing literature, scholars use social exchange theory to explain the relationship between the two (Jones, 2009; Thau, Aquino, & Wittek, 2007). Often employees see their relationship with the organization as a social exchange, the most fundamental problem in the exchange is the fear of being used by each other cannot achieve reciprocal exchange, the need to use the "reciprocity norms" to constrain each other's behaviour (Masterson, Lewis, Goldman, & Taylor, 2000; Thau et al., 2007). If employees feel that they are treated fairly, their employees trust the organization and reduce the anxiety that is being used, and thus more actively interact with the organization; If employees feel organized to be unfair, then undermine its social relations with the organization, then take the way employees to deviate from the way to restore justice and reduce their own losses (Cropanzano & Mitchell, 2005; Masterson et al., 2000). This study focuses on the impact of procedural and interactional justice on deviations which can be explained through cognitive appraisal theory;

### *2.1.1 Cognitive appraisal theory:*

Under the basic assumptions of this theory, individual's evaluation of work events is divided into initial evaluation (Primary appraisal) and secondary evaluation (Secondary appraisal), in which the initial evaluation is only concerned about whether the event is beneficial to their own; and sub-evaluation of the event have more sense of the analysis, emotional at this stage (Weiss & Cropanzano, 1996). In the context of organizational justice, people first evaluate the results of the distribution and make judgments on whether or not to achieve the desired level. Then, in the sub-evaluation, The process of assigning the results of the analysis of the meaning, in which the process of fair and interactional quality of the evaluation of the main reference information source (Brockner et al., 2007; Barclay, Skarlicki, & Pugh, 2005, p.632; Holmvall & Bobocel, 2008). According to Causal reasoning theory, Martinko, Gundlach and Douglas (2002) argue that even if two people make the same evaluation of the results, the attribution of the results is the most important factor in predicting employee deviations (p.42). Sweeney and McFarlin (1993) argue that there are differences in the descriptions of assignments, procedures, and interaction justice to different

outcome variables - The distribution of justice mainly predicts individual results, such as compensation or performance evaluation satisfaction, and procedural justice and interaction justice are mainly based on the results of organizational systems and supervisors, such as organizational citizenship behaviour and employee deviation behaviour. The Employee deviation behaviour as one (Dalal, 2005), the negative behaviour for the damaging role of the organization and the superior (El Akremi et al., 2010; Bennett & Robinson, 2000) (3) due to the constraints of the organization's reality, the full distribution of justice is difficult to achieve, but the procedures and interactional justice is in the control of managers through their own management practices (such as: the system of accomplishment and interaction justice is more advantages; (Wang Yan, Long Lirong, Zhou Hao, Zu Wei, 2007) and has a "repair effect" on the distribution of adverse outcomes (Barclay et al., 2005; Brockner et al., 2007), which has practical implications for guiding management practices. Barclay et al. (2005) found that procedural and interactional justice can reduce the harmful effects of damaging results, but in the case of procedural and interactional injustice, favorable distribution of results cannot reduce the negative impact of injustice. According to the theory of emotional cognitive evaluation, Krehbiel and Cropanzano (2000) found that when the procedure was unfair, the distribution of the results would cause anger and frustration. In the case of favorable distribution, procedural injustice can cause guilt and anxiety. In other words, regardless of whether the distribution results are favorable, procedural injustice has an impact on negative emotions. placed in the context of Pakistan, the significance of procedural and interactional justice is more prominent, Alvi and Abbasi (2012) argue that the interaction justice in Pakistani employees has a strong predictive effect on organizational variables, that is significantly stronger than the distribution of justice, indicating the Pakistan's human relations; Mahmood and Ahmad (2016) argued that personality is more important in interactional fairness and is more able to reflect the leadership and employee relationship resulting in a better predictive effects on outcome variables. Therefore, due to the importance of the results of distribution of favorable circumstances, this study emphasis on the impact of procedural justice and interactional perception on employee deviant behaviour. The following assumptions are made:

***Hypothesis 1:*** Procedural justice (H1a) and interactional justice (H1b) have a significant negative effect on employee deviant behaviour.

## 2.2. *Negative emotion as mediator*

Emotional experience is an important part of organizational life, Watson, Clark and Tellegen (1988) describe negative emotions as a feeling of depression and anxiousness, the individual experience in the situation, including a variety of frustrating emotions such as anxiety, sadness and anger. In the past, researchers often regarded emotions as "by-products" outside of work and neglected. Recently, scholars have recognized that many situational factors are through responsive and emotional connections (Barsade & Gibson, 2007), and even Barsade and Gibson (2007) consider that at the beginning of the century was the "Age of Emotions and Emotions in Organizational Behaviour" (p.3), and studies of emotions and emotions penetrated many aspects of organizational research (Ashkanasy & Humphrey, 2011). Weiss and Cropanzano (1996) proposed "Affective Events Theory (AET)", they think that members of the organization in the work of the various events, will lead to individual emotional reactions, and that affect the employee's work attitude and behaviour. Emotional reaction has two ways of influencing behaviour: one is a direct impact on behaviour, that is, through emotional arousal directly lead to emotional attacks; the second is indirect way, indirectly affect the work by affecting the work of the line for. The theory has a unique role in explaining the working situation and the black box of the organization's attitude and behaviour. The core hypothesis of AET is that the emotional response acts as an intermediary between work events and behavioural outcomes (Weiss & Cropanzano, 1996), some scholars have validated the important role of negative emotions in transforming context factors to attitudes and behaviours in the causal chain (Wegge, van Dick, Fisher, West, & Dawson, 2006), such as Mayer, Thau, Workman, van Dijke and De Cremer (2012), found that negative emotions were the mediator variables that led unjustified supervision of employee behaviour. So according to AET can infer that negative emotions should also be mediating variables between organizational injustice and employee deviation behaviour. It is not difficult to understand that negative emotions are the most direct response when employees are treated unfairly, and the emotional experience is "hot and boiling", anger, hostility, shame and sin (Gibson & Callister, 2010; Weiss et al., 1999); Barsky and Kaplan (2007) have likened to the past emotional and organizational sense of the relationship between the conduct of the meta-analysis, and confirmed the negative emotions and procedures and interactional justice were significantly negative correlation. Negative emotions will further affect the different types of employee Work

behaviour, many studies have also found the influences of different types of negative emotions on work behaviour (Judge et al., 2006; Lee & Allen, 2002; Rodell & Judge, 2009). Thus, this study makes the following assumptions:

**Hypothesis 2:** Negative emotions are mediators between the relationship of procedural justice (H2a) and interactional justice (H2b) and employee deviance.

### 2.3. *Traditionality as Moderator:*

Gross, Richards, and John, (2006) defined emotion regulation as „all the processes that help to attain culturally appropriate (or functional) emotional experiences“. the traditional Pakistani character (Traditionality) refers to "the traditional society often have a set of organized cognitive attitude, ideas, values, temperament characteristics and behavioural will (Yang Guoshu, 2008)". The traditional description of Pakistani society is based on Islamic values. It should be noted that Islam emphasizes justice, harmony and generosity in the workplace (Ali & Amirshahi, 2002). From the perspective of Islam, greater acceptance, tolerance and willingness lies in faith and beliefs on Allah, will result in employees sacrifice more, use ethics and fair job performance in organizational settings (Barham et al., 2009). Thus, the philosophical foundation of HRM's Islamic model differs from those of Western thought (Ali, 2010) in that they are not contradictory to the principles that have been developed in the United States and Great Britain for high-performance workplaces (Ali, 2010). Therefore, the role of religion may encourage the use of highly productive human resource practices in indigenous institutions. Despite the traditional social and modern market-oriented norms in the work value system of Pakistani employees. The younger generation, in particular, is experiencing a shift in work-related values from the old social disposition of accepting and obeying authorities, powers and hierarchies to shifting more market-oriented democracies that focus on decentralization and autonomy. However, purely participatory human resources management is unlikely to be implemented in Pakistani organizations due to the influence of national culture. Although some Pakistani companies have begun to learn human resource management from multinational corporations, most of them are still using traditional methods to embed their national culture (Miah & Bird, 2007).

Traditionality is an important factor that restricts the important values of contemporary Pakistani behaviour. Therefore, in the field of organizational

management research, scholars regard it as an important adjustment variable between organizational context variables and employee performance results. Such as the early Farh (1997) explored the moderating role of traditionalism in Chinese context between the perception of organizational justice and the impact of organizational citizenship (OCB), and then explores the moderating role of traditionalism among organizational support (POS) and employee performance (Farh et al. 2007). The empirical study of Hui et al. (2004) also supports the moderation of traditionalism in the relationship of leader member exchange and OCB, and Chen and Aryee (2007) studied the traditionalism among self-esteem and in role performance. Recent studies on the topic have some accumulated findings (Zhou Hao, Long Lirong, 2012; Peng Zhenglong, Liang Dong, Zhao Hongdan, 2011; Wu Longzeng, 2009). In general, employees who hold different traditional values have different performance even when they are in the same organizational context. Therefore, in the context of organizational injustice, different traditional employees may have different responses. From the perspective of social exchange theory, the perception of justice / injustice represents the exchange of relationships between subordinates and supervisors. The attitude and behaviour of low-traditional employees to the organization or superior is determined by the exchange relationship with the organization (or superior), usually "how does the organization treat me?" Treatment of organizations "; and high traditional employee behaviour is more Will not be swirling for the exchange of relations, is always based on its perceived special role in the obligation to do, no matter how the organization treat themselves, always abide by their obligations for the next (Hui et al., 2004; Peng Zhenglong, 2011 ). Therefore, The same is the face of the organization (or superior Treatment, low-pass employees are more likely to reduce the deviations from investing The way of response, to reduce the negative reciprocity in order to achieve a reciprocal balance; and high traditional employee behaviour is not a sense of organizational justice to transfer, and thus less prone to deviation behaviour. This study proposes the following assumptions:

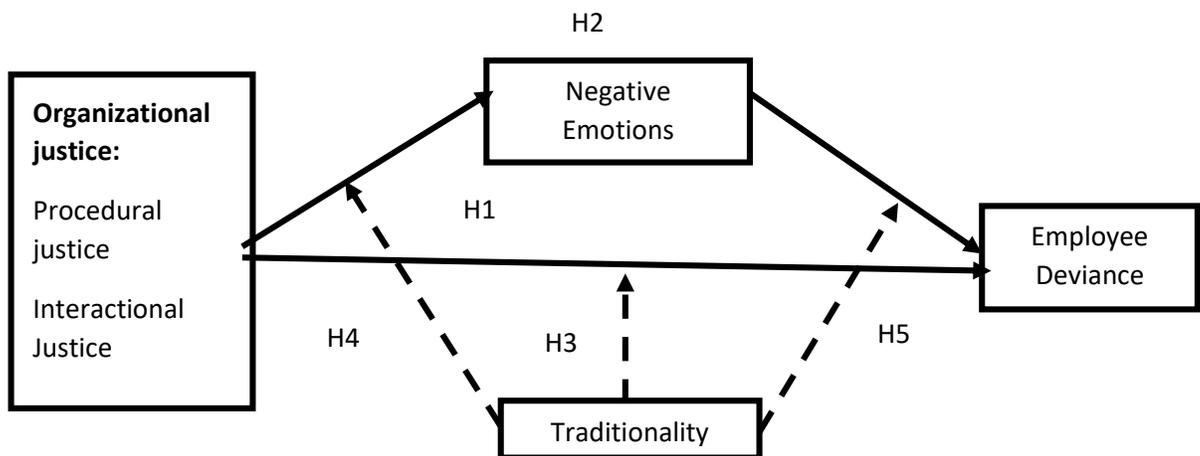
***Hypothesis 3:*** Employee's traditionalism moderates the organizational justice - the negative impact of the procedure (H3a) and the interaction justice (H3b) on employee deviance: employees on high-traditionalism, the negative relationship between organizational justice and employee deviance is weak; and for employees low on traditionalism, the negative relationship between organizational justice and employee deviation is strong.

In the past, scholars often studied the moderating role of traditionality in the total or mediating effects of previous variables (Wulong Zeng et al., 2009; Farh et al., 2007). However, if both moderating and mediating variables are taken into account, so where the traditionality plays a moderating role throughout the process? Will it play a moderating role for each stage? Does each phase adjust the same effect? The following will be analyzed.

First of all, in the first stage, the effect of organizational justice on negative emotions, this study suggests that the regulation of traditionality at this stage may be less or less significant. Because of neglect, encounter unfair treatment, be reprimanded and other negative events, no matter where the text The negative emotions such as anger and so on are the basic emotions of biology and evolutionary meaning, and thus have the universality of interculturalism (Wu Zongyou, Xu Weiling, Zheng Bo Xun, 2002). Through a cross-cultural comparative study of the United States, Kenya and Japan, it is found that even in two different cultures (collectivism and individualism), the anger experience of injustice is similar (Gibson & Callister, 2010). Barsky et al. (2011) argue that the injustice "deontic responses" mentioned in the theory of justice, such as anger, moral anger outrage), are naturally, hard to suppress spontaneous reactions. Recent evidence of neuroimaging also supports further support of emotional-related brain regions when people make judgments with justice (Moll et al., 2005). Therefore, this study suggests that the traditional may not be able to play a significant regulatory effect in the first stage. And for the second stage - that is, the negative emotions on the impact of employee deviation behaviour, in essence, this is the emotional restraint and regulation of the problem, its social context and the important impact of the background (Ekman, 1994). Because of the different rules of different cultures, the way people adjust against negative emotions in different cultural contexts should be consistent with the norms of their cultural environment (Sanchez-Burks et al., 2003). So the traditionality is likely to have a greater impact on the relationship between the two. Especially under the collectivist culture of Pakistan, in public places, angry, refused, conflict and other negative emotions are avoided (Elfenbein & Shirako, 2006), for example, encountered in the face of pressure The unfavorable situation of the system, though dissatisfied, but the traditional Pakistani behaviour, The strategy is usually to control the tone of speech, the expression of convergence emotions to restrain Impulsive, low to the authority of the first teach. The following assumptions are made in this paper:

**Hypothesis 4:** The traditionality in the second order plays a moderates the positive relationship among negative emotions and employee deviance. To the impact of the role: When the employee is low on traditionality, negative emotions of the employee have greater effect on deviation behaviour; and when the employee is high on traditionality, the effect of extreme emotions on employee deviation behaviour is less significant. In summary, this study intends to explore the situation in our organization, The Influence of Procedural Justice and Interaction Justice on Employee Deviation Effect and its internal mechanism. The research framework is shown in Figure 1.

**FIGURE 1: THEORETICAL FRAMEWORK**



### 3. Methodology

#### 3.1. Tools and Techniques:

The data was collected from Faisalabad, Lahore, Rawalpindi from 280 employees and their colleagues, the industry involved was manufacturing, banking, and education. To control the common method bias, and the peers were investigated about employee's deviance. Questionnaires are divided into two parts: A part (mainly including demographic variables, procedures and interactional perceptions of justice, negative emotions and traditionality) and part (B) includes dependent variable employee deviance). To ensure the validity, the study taken the few measures (1) participants with common working time more than 20 hours per week were selected (Mayer et al., 2012); 2) the

willingness to seriously complete the investigation of respondents was ensured; (3) clarified role of respondent in study; (4) The respondents were communicated about the content of the study (especially for the "employee deviance" peer reported) that the information will be kept confidential and will not be disclosed to their colleagues. Later on researcher invite the participants who meet the above requirements were asked to fill in the questionnaire A, and colleagues who understand each other's work were asked to fill the questionnaire B, about the deviance behaviour of their colleagues. As the content of the subject is more sensitive, each questionnaire has a description of the purpose of the study, confidential and anonymous terms, and sealed with a good envelope, and provides a new envelope and double-sided adhesive, the respondent will seal the answer sheet. A total of 448 questionnaires were issued, deletion of invalid questionnaires and no after matching the questionnaire, the final recovery of the matching questionnaire for the 341 sets, the effective recovery rate of 69.9%.

### *3.2. Measuring Tools*

#### *3.2.1. Measurement of perception of organizational justice:*

To measure the organizational justice Colquitt's scale was used to obtain better reliability and validity, the original scale consist on 06 questions of distributive justice 06 questions for interactional justice. In the formal study, the questionnaire Cronbach's ( $\alpha$ ) was 0.89 for (procedural justice) and 0.95 for (interactional justice), respectively, with good measurement attributes.

#### *3.2.2. Measurement of Traditionality:*

The traditionality was measured using scale of Farh et al. (1997) consisting on 05 questions, including "if the matter is no matter where the dispute should be the highest degree of justice, Cronbach's ( $\alpha$ ) for the study is 0.89.

#### *3.2.3. Measurement of Negative Emotions:*

To measure Negative emotions Watson et al. (1988) scale was used ranging from "1" (never) to "7" (always) respectively, Cronbach's  $\alpha$  was 0.92 for the study.

#### *3.2.4. Measurement of Employee Deviance:*

Employee Deviance was measured using the scale used by Thau et al. (2007), the scale was adapted from Bennett and Robinson (2000) The responses were gathered on a seven point Likert scale ranging from "never" to "always", respectively, The Cronbach's ( $\alpha$ ) for the study is 0.93.

### 3.2.5. Control variables:

Control variables In addition to demographic variables, previous studies have shown that the distributive justice is important factors, so this study has also been controlled. The scale of the Cronbach's  $\alpha$  is 0.95. The above variables were measured using a 7-point Likert scale. In addition, all the measurement tools used in this study were in English Language.

### 3.3. Statistical analysis

In this study, SPSS 17.0 and AMOS 18 were used for statistical analysis. First, the reliability and validity of the scale were tested using reliability analysis and confirmatory factor analysis. Using SPSS 17.0, the regression model examines the mediating role of negative emotions in the perception of organizational injustice against employee deviant behaviour; finally, using the "total effect measurement model" proposed by Edwards and Lambert (2007) On the mediating Role of negative emotions between Organizational Justice and employee deviation and Its effect at different stages.

## 4. Empirical Results

### 4.1 Confirmatory factor analysis results

In this study, we used AMOS 18 software to carry out confirmatory factor analysis on the five constructs of employee's own scale (distribution result is favorable, procedural justice, interactional justice, tradition and emotional state). The results show that the fitting of the five factors is the best ( $\chi^2 = 1776.8$ ,  $df = 687$ ,  $\chi^2 / df = 2.58$ ,  $CFI = 0.90$ ,  $IFI = 0.89$ ,  $RMSEA = 0.07$ ). And three factors ( $\chi^2 = 3341.40$ ,  $df = 696$ ,  $\chi^2 / df = 4.8$ ,  $CFI = 0.74$ ), the fitting index is poor ( $\chi^2 = 3341.40$ ,  $df = 696$ ,  $\chi^2 / df = 4.8$ ,  $CFI = 0.74$ ,  $RMSEA = 0.11$ ). So this indicates that the five factors have better discriminant validity.

### 4.2 Demographics:

From the sample composition, the mean age was 30.5 years (SD = 7.30); male accounted for 49.6%; 41.9% of employees were from the state-owned enterprises, 23.8% from the private sector; from the level of the subjects, 59.8% from the middle level, 19.1% were lower level managers; from academic perspective, high school and the subsequent accounted for 19.4%, graduation 14.4%, 45.5%, master and above accounted for 15.5%.

#### *4.3 Descriptive statistical analysis of variables:*

The results shown in Table-1 depicts that correlation coefficient between procedural and interactional justice and employee deviation behaviour is negative ( $r = -0.31, p < 0.005$ ;  $r = -0.32, p < 0.005$ ), and the negative emotion and employee deviance is positively correlated, matched with our hypothesis, and further statistical analysis can be conducted to test the causal relationship between variables.

**Table-1:** The average of the relevant variables, standard deviation and correlation coefficients

construct	M	SD	1	2	3	4	5	6
1 distributive Justice	2.65	1.06		(0.95)				
2 Procedural Justice	3.56	1.34	0.58**		(0.89)			
3 Interactional Justice	4.49	1.29	0.49**	0.60**		(0.95)		
4 Negative Emotions	2.62	1.08	□0.14**	□0.26**	□0.24**		(0.92)	
5 Traditionality	2.94	1.37	□0.03	□0.11	□0.10	0.04		(0.89)
6 Deviant Behaviour	2.03	0.92	□0.25**	□0.31**	□0.32**	0.19**	□0.16**	(0.93)

Note: \* represents  $p < 0.05$ ; \*\* represents  $p < 0.01$ ; \*\*\* represents  $p < 0.001$  (same below). The numbers in parentheses represents values of Cronbach's ( $\alpha$ ),  $N = 341$ .

## 4.4 Hypothesis Test

### 4.4.1 Negative emotions as mediator:

The regression results shown in Table 2. First, from the M2 columns represents values of regression coefficient, respectively, for the procedural justice ( $\beta = -0.16$ ,  $p < 0.05$ ) and interactional justice ( $\beta = -0.21$ ,  $p < 0.01$ ), which shows that there is a significant negative relationship between procedural justice and interactional justice on employee deviance, thus proving hypothesis 1.

Then according to Baron and Kenny (1986) method to test the role of mediation. Baron and Kenny (1986) argue that a three-step test is to be carried out: (1) a significant correlation between the independent variables (perception of procedural and interactional justice) and mediating variables (negative emotions); and the dependent variable (employee deviance). He further argued that the mediator variables significantly predict the dependent variables, and when the mediator variables enter the regression equation, the independent variables decrease the regression coefficients of the dependent variables. Wen Zhonglin, Hou Jie Tai and Zhang Lei (2005) presented a report that included Process tests and Sobel Test to testify the mediating effects. In this study, three equations were constructed using the hierarchical regression equation according to the mediation test standard. First, equation M1 represents that the perceived procedural justice and interactional justice have a significant role in predicting negative emotions ( $\beta = -0.19$ , ( $\beta = -0.13$ ,  $p < 0.1$ ). By second equation M2, it was found that the perceived procedural justice and interactional justice had a significant effect on the employee deviance ( $\beta = -0.16$ ,  $p < 0.05$ ;  $\beta = -0.21$ ,  $p < 0.001$ ); The positive effect of negative emotions on the outcome variable (employee deviance) was found to be significant ( $\beta = 0.12$ ,  $p < 0.05$ ).

**Table 2:** Hierarchical regression results

Variables	M1 : Negative Emotion		M2 : Daviant behaviour		M3 : Daviant behaviour	
	Step1	Step2	Step1	Step2	Step1	Step2
Control Variables:						
gender	0.04	0.05	-0.01	-0.01	-0.01	-0.01
age	-0.03	-0.05	-0.04	-0.06	-0.04	-0.05
income	-0.03	-0.03	-0.04	-0.04	-0.04	-0.04
Company size	-0.06	-0.06	-0.08	-0.08	-0.08	-0.07
Year of service	0.07	0.06	0.13	0.1	0.13	0.12
Position	-0.05	-0.02	0.02	0.0	0.02	0.05
Purposes of work	-0.14 <sup>†</sup>	0.05	-0.05	0.0	-0.05	0.04
Distributive justice	-0.11	-0.07	-0.25 <sup>***</sup>	-0.07	-0.25 <sup>***</sup>	-0.08
Argument :						
Procedural Justice		□0.19 <sup>†</sup>		□0.16 <sup>†</sup>		□0.14
Interactional Justice		□0.13 <sup>†</sup>		□0.21 <sup>***</sup>		□0.19 <sup>**</sup>
Mediation Variables :						
Negative Emotion						0.12 <sup>*</sup>
$\Delta R^2$	0.05	0.05	0.09	0.06	0.09	0.08
$\Delta F$	1.79	7.26 <sup>**</sup>	3.43 <sup>**</sup>	10.22 <sup>***</sup>	3.35 <sup>**</sup>	8.49 <sup>***</sup>
Total $R^2$	0.05	0.10	0.09	0.15	0.09	0.17
Adjusted $R^2$	0.02	0.06	0.06	0.12	0.06	0.13 <sup>†</sup>

Note: N = 341, the table presents a standardized beta coefficient; gender variables are 0 for women and 1 for men; † p < .10, \* p < .05, \*\* p < .01, \*\*\* p < .001.

The results found to be suitable for further analysis, therefore the mediator variable was entered in the regression equation (M3) to find the mediation, and found (B = -0.14, ns), which shows that negative emotions play a fully mediating role between the relationship of procedural justice and employee deviance, thus supporting the hypothesis H2a. For perceived interactional justice, The Sobel test

1 is required for the first step of the test ( $\beta = -0.13, p < 0.10$ ). The mediator effect ( $Z = -2.03, p < 0.05$ ) is supported by the Z value obtained by Sobel. This shows that the mediating role of negative emotions between the relationship of perception of interactional justice and employee deviance established, thus proving the assumption H2b.

#### 4.4.2 Traditionality as a Moderator:

This study uses the "Total Effect Moderation Model" proposed by Edwards and Lambert (2007) "and" Moderated Regression Analysis "to integrate mediating and moderating effects into the same analytical architecture. The model assumes that the three paths of the mediation process (the predecessor, the mediator, the mediator, the outcome variable, the predecessor, the outcome variable) are likely to be affected by the adjustment variable, and the direct and indirect effects are combined to carry out the adjustment analysis. The model can be accurately identified in the mediation model Adjust the path, and test the adjustment effect of each path, but also estimate the indirect effect of passing through the mediating variable, and show the effect of the variable in the adjustment of different levels of the situation. In addition, the model can also be directly and indirect effects on the basis of moderation analysis, Further estimates of the adjustment of the total effect (direct effect + indirect effect) on the adjustment variable. This section will use the total effect adjustment model to explore whether the traditionality approach will adjust the following path: "Procedural / interactional justice  $\rightarrow$  negative emotions, negative emotions, employee deviations, and procedural / interactional justice  $\rightarrow$  employee deviation behaviour. According to Edward and Lambert (2007), this study first constructs the following two equations:

1.  $NA = a_0 + a_1 O_iJ + a_2 TR + a_3 (O_iJ \times TR) + e_m$
2.  $OD = b_0 + b_1 O_iJ + b_2 NA + b_3 TR + b_4 (O_iJ \times TR) + b_5 (NA \times TR) + e_y$

**Table 3:** The Parameter Estimation

<i>Argument</i>	ax5	az5	axz5	R <sup>2</sup>	b020	bx20	bm20	bz20	bxz20	bmz20	
Procedural Justice	□0.22**	□0.01	□0.01	0.07**	2.06**	□0.18***	0.11*	□0.13**	□0.10**	0.20**	2.62**
Interactional Justice	□0.20**	0.01	0.00	0.06**	2.06***	□0.21***	0.10**	□0.12*	□0.11**	0.21**	2.62**

Note: Prior to analysis, all variables were centered (shift the average to zero) (Aiken & West, 1991). ax5, az5, axz5 are regression coefficients of Equation 1, bx20, bm20, bz20, bxz20, bmz20 are regression coefficients of Equation 2 with \* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001.

**Table 4:** Simple Efficiency

Argument	Stage-1		Direct effect	Stage-2 Indirect effect	Total Effect
	First Stage	Second stage			
Procedural Justice					
Low Traditional	-0.21***	0.25***	-0.26***	-0.05***	-0.31***
<b>High Traditional</b>	-0.23***	-0.03	-0.10	0.01	-0.10
Coefficient of Difference	-0.03	-0.28***	0.15*	0.06**	0.21**
Interactional Justice					
Low Traditional	-0.20***	0.26***	-0.29***	-0.05***	-0.34***
<b>High Traditional</b>	-0.19**	-0.03	-0.14**	0.01	-0.13
Coefficient of Difference	0.01	-0.29***	0.15*	0.06**	0.21**

Note: (1) Prior to analysis, all variables were centered (shift the average to zero) (Aiken & West, 1991). The coefficient of difference is equal to the high group coefficient minus the low group coefficient. The number of significance is calculated according to the bootstrapping method, which is grouped according to Zhigh = mean + 1sd, Zlow = mean - 1sd, the traditionality high group threshold is 1.37, the low group threshold is -1.37. (2)\*p<0.05, \*\*p<0.01, \*\*\*p<0.001, N=341.

In the above equation,  $O_{ij}$  refers to different pre-dependent variables (ie, procedural justice and interaction justice). NA, TR and OD represent negative emotions, traditions and employee deviations. Where equation (1) represents the first stage effect, Equation (2) represents the second stage effect and direct effect. Then use the multiple regression equation to calculate the regression coefficients and the size of each effect (see Table 3), and use the Bootstrap (Bootstrap The difference between calculating the path coefficients and the indirect effects, the total effect and the difference. Taking the 341 samples in this study as the original sample, a total of 341 samples were randomly sampled from the original sample, The estimated values of 1000 groups for simple path coefficients, indirect effects and total effects were calculated. And then through the 1000 sets of estimates, derived "deviation correction confidence interval (Bias-Corrected Confidence Intervals ". Finally, the significance of the simple path coefficients, indirect effects, total effects, and differences can be determined from these confidence intervals (Edwards & Lambert, 2007; Li Rui, Ling Wen-cheng, Liu Shishun, 2009). And the coefficients, differences and significance of the first stage, the second stage, the direct effect, the indirect effect and the total effect of the low and high groups were obtained. The results are shown in Table 4.

It can be seen from Table 3 that  $\beta_{xz20}$  is a significant effect of adjusting the variable effect coefficient (procedural justice: 0.06,  $p < 0.05$ ; interaction justice: 0.05,  $p < 0.05$ ) for the direct effect of organizational justice on employee deviation behaviour This shows that the traditionality sense of organizational justice in the role of deviation from the behaviour of employees (Direct effect) of the regulatory effect is significant. Table 4 shows that there are significant differences in the overall effects of program and interaction justice on employee bias behaviour at different levels (0.21,  $p < 0.01$ ; 0.21,  $p < 0.01$ ), which illustrates the tradition of procedural and interactional sense of justice The effect of the overall effect on employee deviation behaviour is significant, thus supporting the hypothesis H3a and H3b. Further, in terms of the effect of the first stage (the effect of procedural justice on negative emotions), the less traditionality and (-0.03,  $p < 0.001$ ; -0.23,  $p < 0.001$ ), the difference between the two was not significant (-0.03, ns). But in the second stage (ie, negative emotions affect employee bias behaviour) (-0.28,  $p < 0.001$ ). The negative emotions of the employees with lower traditions had a significant positive effect on employee bias behaviour (0.25,  $p < 0.001$ ), while the difference between the low prevalence and the high population was significant traditionally high employees do not show

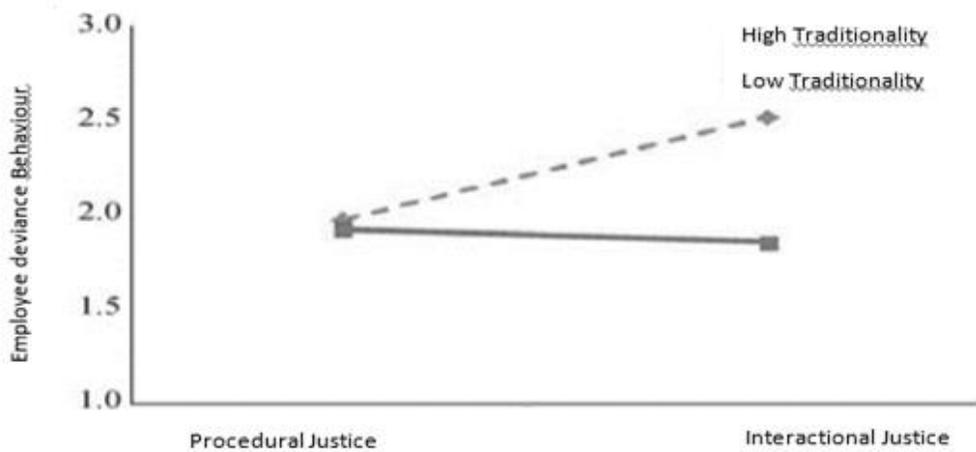
this relationship. (-0.26,  $p < 0.001$ ), and the relationship between the traditional and the traditional population is not significant; the indirect effect, the effect of procedural justice on the effect of employee deviation behaviour is significant (-0.26,  $p < 0.001$ ) Only the indirect effect of the low tradition is significant, and it is proved that the negative emotion is the mediator variable of the deviation of the employee's sense of justice. The result of the interaction sense as an independent variable is similar to the result of procedural justice, and the traditional adjustment effect is more significant in the second stage (-0.29,  $p < 0.001$ ), thus proving hypothesis 4. According to the method proposed by Edwards and Lambert (2007), a regulatory effect map is made to show more clearly the traditionality regulatory effect at all stages. Due to procedural justice and Interactional just effect map similar, here only show the procedural justice as an independent variable adjustment effect map (Figure 2 ~ 4).

Management practice or decision-making results of calm and sensible cognitive reactions while neglecting as a person's own, spontaneous emotional reaction. Organizational justice distinguished scholars De Cremer and van den Bos (2007) "Justice and Emotion: Towards a New Age of Justice" "Justice Field researchers should shoulder the responsibility to emotions and emotions Fair research to integrate, and in a variety of contexts for empirical research Study. (p.5) "This study is the response to this call and is used the theoretical framework of emotional events theory (AET) explores the negative emotions in the organization of justice (perception of procedural and interactional justice) deviated from the employee Role. In controlling the demographic variables, after the purpose and results are favorable, the results show that the negative emotions are Procedural justice and interactional justice on the employee deviance. This conclusion is related to the qualitative study of Barclay et al. (2005) the results are the same, but also once again prove that the mood in the transformation of work events to Employee performance played a role in the bridge. The negative emotions fully mediated the relationship between procedural justice and employee deviance, but the among the perception of interactional justice and employee deviance, it partially mediates. For both partial and full mediation, the difference can be justified as the perceived procedural justice carries more Information about procedures followed (Brockner et al., 2007; Holmvall & Bobocel, 2008), which is more relevant to emotional reactions (Wegge et al., 2006).

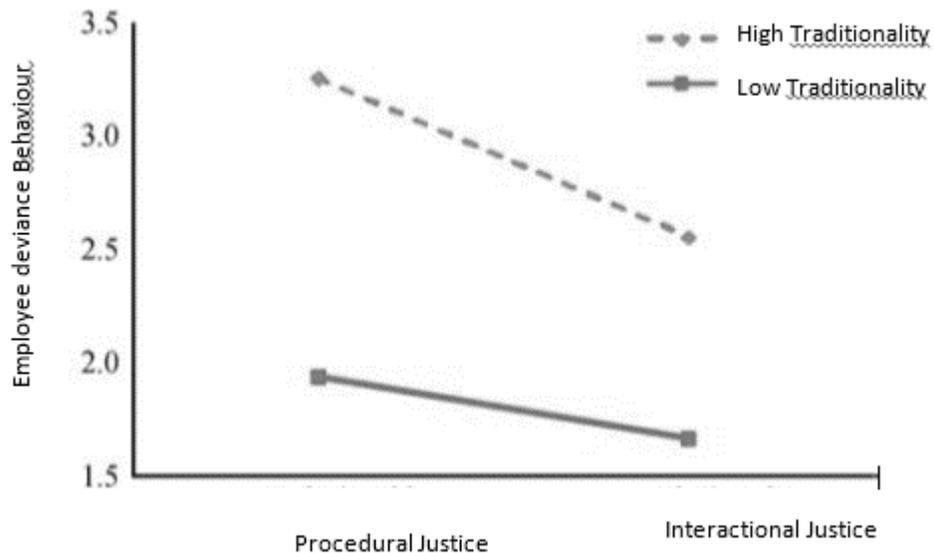
**Figure 2:** Pairs of traditionality map adjustment effect of the first stage



**Figure 3:** Traditionality regulation effect of the second stage



**Figure 4:** Traditionality effect on the regulation of the direct effect



## 5. Discussion

### 5.1. Results Discussion

based the previous literature of organizational justice perception on deviance behaviour of employees, the researchers are mainly concerned about the full or part of the mediation effect should be depending on the specific circumstances, They think that emotions are more likely to be accompanied by other mediators that together influence the behaviour of people. If there is an empirical study found that leader members exchange (Akremi et al., 2010), revenge desire (Jones, 2009) Motivational perception of the employee deviation behaviour the mediator variables, so some mediators may be more reasonable results.

This study further considers the traditional Pakistani cultural values, and analyzes the effect of organizational injustice on employee deviation behaviour from the perspective of contingency. First, this study supports the traditional nature of employee to regulate the negative impact of procedural and interactional injustice on employee bias behaviour. Even with the development of economy, Pakistan has embarked on the road of industrial and commercialization through reform

and opening up. Individuals in modern society still retain the shadow of traditional society in values, ideology and living habits. Pakistani people from the family life to learn the traditional values will be through the pan The process of familyization penetrates into the organizational context and reflects the various aspects of interaction between the organization and the employee, such as "supreme inferiority", unconditional acceptance of decision-making by the organization or superior (Khilji, 2004). Therefore, for the highly traditional employees, their behaviour and attitudes towards the authority are pre-established by the role of social relations, even if dissatisfied with the organization (or superior) in the procedural or interactional aspects of fairness, still abide by their own The obligation of the inferior man is not Conditions subject to the requirements of the upper authorities. While the low tradition of the process of injustice or unfair interaction, it will evaluate the exchange between the organizations is beneficial to their own and thus adjust their behaviour, which may participate in activities that damage the interests of the organization to achieve the balance of exchange.

More importantly, this study integrates the mediating role of negative emotions and the traditional regulatory role into a model in order to explore the regulatory effect of tradition on the whole mediation model from a more complete perspective, and to examine the traditions of employees more precisely In what kind of work With the stage to play a regulatory role. Through the analysis of the total effect adjustment model, the results support hypothesis 4, that is, the traditionality regulatory role is mainly played in the second stage - negative emotions on the impact of employee deviation behaviour stage. The findings support negative emotions such as anxiety and anger the senses are the basic emotions of biology and evolutionary meaning, and thus are not influenced by cultural factors. On the expression and expression of personal emotions, we must pay much attention to the great role played by the introduction and enlightenment of culture. Individuals in Pakistani society tend to be disadvantaged because they adjust their emotional expression, especially for the negative emotions such as anger to try to exercise restraint, which is conducive to the maintenance of relations. Therefore, in the daily work and life, the traditional Pakistani performance for the displeasure of the suppression and Tolerance, and Islamic values also gives this self-pressure System, the process of inhibition of moral legitimacy and inevitability (Ali and D, 2006). Therefore, individuals who hold different traditional values will have a negative feeling by expressing their own negative emotions by deviating from behaviour different. In fact, highly

traditional employees often have negative emotions but restrained expression, from the perspective of Western psychology is emotional disorder (Emotional Dissonance) one of the performance. Emotional disorder refers to the external emotional expression and internal feelings of the conflict and separation, Related research and more attention to the role of special positions (such as service providers) to discuss, in fact, from the social and cultural level to look - that the norm as a part of culture, when the individual in accordance with the way the culture expected to express emotions, But does not meet their true feelings of emotion, it will fall into the dilemma of emotional disorders. Especially in the Pakistani business organizations, the continuation of the "section" (emotional expression to moderate, unbiased, not insignificant), "familial relationship" (children must show respect for their parents, Obedience, and reasonable conduct and attitude), and "obedience to authority" (where the next person is obliged to obey the demands of the superior and to show unconditional loyalty), is manifested in the emotional norm, Believes, must be based on the rules of the emotions in culture to regulate external emotional performance (Khilji, 2001;2004).

## 5.2. *Theoretical and practical significance*

The theoretical contribution of this paper is as follows: (1) for the study of organizational justice, this article enriches the mediation mechanism between organizational justice and employee workplace deviation. In the past, scholars paid more attention to the mediatory mechanism related to social exchange, and this article from the perspective of employee sentiment, concerned about the negative emotions in the transformation of employees to organize the sense of injustice to deviate from the intermediary role. The AET model is of great significance to further explore the mechanism of individual emotional response in the working environment. The conclusion of this study is another evidence of AET. (2) This study also enriches the organization the traditionality is an important variable to adjust the relationship between the two, and further, this article found that for the tradition of higher groups, social exchange theory of the lower explanatory power, which also To the social exchange theory provides a possibility Of the border. (3) In this paper, the mechanism of organizational justice and employee deviation behaviour is investigated through the total effect adjustment model. Compared with the original method of mediating the role or mediation, we can examine the mediatory variables and Context variables of the

integrated role of the process, and further found that the traditionality role of employee to adjust the specific stage of regulation.

This article also has some practical significance: Pakistani organizations in different cultural values assault with each other, the organization of unfair phenomenon occurs a higher probability. In addition to helping management practitioners correctly understand the important role of organizational justice, they can also guide How does the organization correctly and effectively manage employee emotions after an unfair event, thereby reducing the probability of negative behaviour of the employee: (1) For areas of common generality (such as coastal areas), there should be a greater focus on employee justice and Employee emotional problems to reduce the occurrence not conducive to the probability of organizational behaviour, and in the practice of Western management theory (2) in the event of an important and equitable event (such as year-end allocation, promotion, etc.), the leadership in addition to the implementation process in the process of focusing on control procedures and interactional justice, after the need to continue to focus on Employee emotional reaction, good employee mood, and Grooming work.

### 5.3. *Limitations and Prospects*

This study takes the cross-sectional data at the same time point, and it is difficult to reveal the causal relationship. Future research can be further excavated using longitudinal research design. In order to control the effect of homologous bias, this study collects data by means of self-report and colleague evaluation. In the case of the study sample, there are multiple sets of samples from the same organization in the valid sample, which may lead to nested data problems, although the inspection and control, in the future sampling should try to avoid such problems. In the case of negative emotions, this study takes the form of retroactive self-test, and this measurement is likely to be affected by more factors, so in the future study proposed the use of the West Experience Sampling Method in the AET study paradigm, real-time recording of emotional emotions by means of electronic devices (Ashkanasy & Humphrey, 2011) to meet the assertion that AET's "emotional response fluctuates over time". In addition, the negative emotions in the sense of justice on the impact of the results of the variables, play a part or complete intermediary role, the future study can be further explored, Such as the individual differences in the employee (eg, cognitive closure needs) and situational factors (such as time pressure, Douglas et al., 2008); a more

detailed division of negative emotions or discussion of certain specific emotions (eg, anger, Gibson & Callister, 2010); and consider the specific form of employee bias behaviour (Weiss et al., 1999). In terms of regulatory effect, this paper only considers the traditionality regulatory role, do other variables that reflect cultural differences also play a similar role? Such as "Power Distance" is a cultural variable similar to the traditionality, Farh et al. (2007) compared traditions and rights the role of force in the role of organizational support in the role of the regulation of the role of employee, and found that although the two are similar cultural variables but the role is different. Future researchers can further explore the difference between power distance and traditional way of action. Or the power distance may be in the first stage - The role of the sense of injustice in the negative emotions played a regulatory role? Future research can be incorporated into both the power distance and the traditional considerations and compare their different regulatory effects.

#### *5.4. Findings*

The main conclusions of this study are as follows: procedural and interactional Perception of justice is the influencing factor of employee deviation behaviour, and through negative emotions. The effect of the employee should be affected by the deviation of the employee; The effect of interactional justice on the total effect of employee bias behaviour has Adjust the effect; the tradition of the employee on the program and the sense of interaction to the negative The effect of emotional regulation is not significant, while the negative emotions on the employee Deviation behaviour has a significant effect of regulation.

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