

Examination the relationship between organizational justice and reducing counterproductive work behavior of staff

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Abstract

Perceiving that how people judge about justice in their organization and how respond perceived justice or injustice has high significance for organizations about perceiving their organizational behavior because feeling of injustice or unfair confrontation leads to occurrence of negative consequences like compensation and behaviors such as leaving company, inattention, aggression .that is called counterproductive work behavior. Therefore regarding the importance of the subject, current research is going to consider the relationship between two variables of organizational justice and occurrence of counterproductive work behavior. Method of research regarding goal is applied and regarding collection of descriptive data it is correlation type. In this direction ,Staff of saderat bank in Guilan province (Iran) include 752 staff were chosen as statistical society and by using Cochran formula sample volume was determined 254 people. Required data of research were collected through questionnaire and were considered through two software of Spss(simple and multivariable linear regression test) and Lisrel(direction analysis). Findings of research denote negative and meaningful relationship between perception of organizational justice and counterproductive work behavior. Also in consideration of the relationship between dimensions of justice and counterproductive work behavior all considering relationship were negative and meaningful.

Key words: counterproductive work behavior, organizational justice, Saderat bank, Guilan province

Introduction

One problem of current organizations is behavior such as low laboring, aggression, bullying, stubborn, intimidation and malice. These behaviors affect both performance of organizations and interpersonal relationship and spirit of cooperation of staff. Occurrence of such behaviors can forbid function of organization (Ball et al, 1994) and leads to decrease of income or undermining its credibility and it will have some consequences. Because distributing such behaviors among staff of organizations that should be trusted by people, distrust people and disorders general functions of these organizations. Therefore it is necessary to find the stem of such behaviors to control

factors creating them and strengthen factors of occurrence of counterproductive work behavior, efficiency and effectiveness of an organization. Identification of factors of occurrence of such behavior like theft of organization's resource, imposing personal and irrelevant cost with work, aggression toward cooperation and managers, not recognizing authority of managers, violating regulations of an organization(Jelinek and Ahearne)¹ and other behavior that threatens physical resources, human resources and credit of organizations, helps managers to avoid them. Therefore in transformational and varied current condition of organizations for achieving more efficiency

¹ Jelinek and Ahearne,2006

and finally achieving their determined goals they are forced to pay sufficient attention to their human resources. Perhaps it is attitude of people that affects their efficiency and performance more than anything (Cropanzano and Amvros, 134:2001) ¹. When people have positive attitude toward work, management, unit or total organization in which they were working, theory motivation for doing better work will become more and the opposite of this case happens. In case of having negative attitude counterproductive work behavior occurs generally. Spector and Fox² define counterproductive work behavior (CWB)³ like behavior that damages organization or its other members, such as damaging potential actions. A sample of such behaviors are: avoiding work, incorrect doing of duties, physical offence, expressing verbal hostility(insult),vandalism and theft. Some actions such as aggression and hostility, are directly done against people, whereas other actions like incorrect doing of duties or sabotage, are done directly against the organization. Some actions such as theft may be against people and organizations (Gholipour et al, 2007). Behaviors are rooted from attitude of people and attitude of people are affected by their perceptions toward degree of observing justice on an organization (cole et al, 20:2004)⁴. It means that they are sensitive toward perceived equality of decisions of devoting resources like level of payment to a person(distributive justice), procedures based on which decisions of distribution have been done(procedural justice)equality in behavior with people along implementing procedures(interactional justice) and show reaction toward it(Colquitt et al, 86:2002)⁵.Organizational justice is an idiom that is used for describing the role of justice

that has direct relationship with job situation. Especially in organizational justice it is identified that which methods should be used for behaving with staff to feel that they are confronted fairly (Taami and Shokrkon, 83:2006). When staff perceive justice in their working and organizational atmosphere and observe its symptom directly or indirectly, a good sense is created inside them and this feeling is appeared in their behavior and actions and occurrence of this counterproductive behavior is transferred to others(Ashjae, 36:2009).

Literature review

Organizational justice

Studying justice in organizations started with works of Adamz about hypothesis of equality (Adamz⁶, 1963; 1965:422-436). That emphasized unfair consequences; perception of staff about fairly distribution of consequences is distributive justice. Studying procedural justice(perceiving fair process through which consequences are determined) was started fallowing study of distributive justice and findings of research showed processes through which rewards are determined have importance to the degree of distributing rewards. Adamz in this work emphasized perceived justice of consequences that is the same distributive justice(cohen-charash and spector⁷,279:2001). Then researchers paid attention to equality of perceived understanding of decisions of devoting resources like payment level to a person and devoting budget to a section. The result of theory of equality was distributive justice that includes devoting or distributing resources. Other researchers showed that people accept a definite limit of inequality if they perceive that procedures based on which distribution decisions have been done, it was fair. Procedural justice was created for describing this phenomenon (cropanzano

¹ Cropanzano and Amvros

² Spector and Fox

³ Counterproductive work behaviour

⁴ Cole et al

⁵ Colquitt et al

⁶ Adamz

⁷ Cohen-charash and spector

and folger¹,1991:37). Besides distributive and procedural justice the third form of justice states that the quality of interpersonal behavior during approving organizational process and distribution of organizational result, is as an important helper of perception of equality (Bies and Shapiro², 210:1987). This dimension of organizational justice is called interactional justice. Interactional justice is another type of justice that conceptually is different from procedural justice and points out social action of the procedure. People are sensitive toward the quality of confronting them in personal reciprocal relations and also structural aspects about decision-making (Rezaeian, 59:2005). Thereafter intractional justice was studied based on perceived justice of interpersonal relations with organizational procedures and quality of communications (Bies and Moag³, 43:1986). And finally informational justice was defined this type of justice concentrates on explanations that are provided for people to transfer information about applying procedures in an special method or the way of distributing consequences to an especial methods (Colcoitt, 2001).

Counterproductive work behavior

Deviant behavior (organizational anti-citizen) is a deliberate and intentional behavior with the feature of violating rules and regulations of an organization that provides the field of damaging people (Bennett and Robinson⁴, 2000,350). Deviant behavior in work environment are called behaviors that are done deliberately by members of an organization and conflict with the goal and interest of an organization (Gruys and Sackett⁵,2003).

Dimension of counterproductive work behavior in current research includes the following cases:

- abuse of others
- deviation of production and sabotage
- theft
- leaving work place (Fox and spector, 2006)

A) Abuse of others: includes harmful behaviors toward college and others that causes physical or mental damage resulted from threat, nasty comments, neglecting a person and or attenuation of abilities of a person in work. Such behaviors are direct form of aggression and are done with hostile motives. Stressing work environment leads to abuse in setting that such behaviors are considered acceptable or at least unacceptable.

B) Deviation of production and sabotage: some researchers showed that sabotage can be done as a response to anger and hostile feelings and for tool purposes. For example such actions gets attention toward a problem, affects organizational change, receive acceptance of peers, or be competitive excellence on fellows. For example: destruction of their chance as a way for enhancing you.

C) Theft: the main type of organizational deviations is theft. Studies have shown that more than two third staff will do such behaviors. Existence of such behaviors in an organization is costly and harmful for the organization. Some researchers suggested that theft can be a form of assault to an organization and an attempt for damaging. They have listed the potential reasons of this behavior as unknowing incorrect the action of theft, lack of self-control, injustice, personality, and features of work environment, population features and stress. However there main and important reasons for theft: economic needs, job dissatisfaction and injustice. In between injustice perhaps has got the most attention and most researches have proved an obvious relationship between perceiving injustice and theft. Although injustice may be considered as stressing factor that affects

¹ Cropanzano and folger

² Bies and shapiro

³ Bies and Moag

⁴ Bennett and robinson

⁵ Gruys and Sackett

theft through anger and other negative emotions, there is the possibility that injustice should be used as a factor for showing theft positive. It means that they can be done as a reason for legal acquiring like stockholders' equity and achieving considered economic goals.

D) Leaving workplace: leaving includes behaviors that limits the time of working to what is less required by organization. These behaviors includes absence, coming late to work or coming back soon and considering rest longer than allowed limit. Among different forms of such behavior absence has got the highest attention. Recent researches have shown that absence can occur by different reasons. Johns introduces factors of health, mental disorders, stress, social norm, and culture, management of conflict and work and personal differences as potential reasons. Paper of conflict between work and family reminds us that leaving work place may in fact be a tool for confronting challenges of work and non-work obligations. Leaving workplace conflicts other forms of counterproductive behavior because it is an attempt for avoiding a situation instead of damaging organization directly. The person may tend to escape stressing factors. Injustice, dissatisfaction of conditions that inspire negative emotions, do such action (fox and spector, 2006).

The role of organizational justice at occurrence of counterproductive work behavior

The importance of perceptions of staff about the degree of meeting justice in an organization and its effect on attitude and behavior of people is to the degree that affects attitude and perception of staff toward the degree of meeting justice in an organization on their behavior and performance in this form that if staff have positive attitude and perception of the degree of observing justice in the organization indicate productive and positive behavior and if they don't have positive attitude of the degree of observing

justice in the organization they indicate counterproductive behavior. In current research organizational justice has been considered as independent variable and counterproductive behavior was considered as dependent variable and the main goal of research is considering perceptions of staff about degree of observing justice (distributive, procedural, interactional and informational justice) in an organization and its effect on their performance and that in observing justice causes occurrence of counterproductive behavior. Undoubtedly the ability of managing the phenomenon of counterproductive behavior in an organization is the most important skill of management that managers need it. If staff of an organization shows counterproductive work behavior undoubtedly that organization faces problem in achieving its main goals and utilization and profitability of an organization decreases. One factor that causes counterproductive behavior is in observing organizational justice. Perceiving injustice has destructive effects on spirit of staff because it overshadows attempt of human resource and motivation of staff. Injustice and unfair distribution of achievements and outputs of organization, weakens spirit of staff and reduces their attempt spirit and activity. Therefore observing justice is the secret of constant survival of development of organization and staff (seyed javadin et al, 70:2008). Researches shows that perception of staff about unfairness in an organization plays important role at occurrence of deviational behavior. Cohen and Spector in a meta-analysis showed that there is strong relationship between deviational behaviors and different forms of justice. Researches shows that in a process of social exchange, unfair behaviors by organization leads to compensation actions by staff that occurs as deviational behavior in work (De lara and Tacoronte¹,2007). Kennedy ,Homant and

¹ De lara and tacoronte

Homant¹(2004) stated that if people believe that the reason of not promoting is unfairness of their supervisors and inequity at procedures of organization, these people tend to direct their anger toward the source of this injustice and therefore show counterproductive work behavior. Therefore achieving proper identification of the way of affecting dimensions of organizational justice on counterproductive work behavior enables managers to enact more proper action in the direction of developing feeling of justice in organizations. In financial organizations like banks regarding special job sensitivity that exist if the phenomenon of counterproductive behavior happens it will have destructive effect on performance of institute and profitability of bank and can challenge bank at reaching goals and profitability and causes problems for achieving those goals(Kennedy et al, 2004). Therefore it is suggested by identification of counterproductive work behavior in organizations and implementing arrangement to be able to prevent its occurrence and organization achieve his organizational goal and profitability better and more and cause welfare and job satisfaction of staff.

Research conceptual model

Theoretical framework of research is the relationship between independent and dependent variable that each is? Variable of organizational justice is considered as independent variable and counterproductive work behavior is dependent variable. Distributive justice and procedural justice and interactional justice and informational justice are considered as control variables.

¹ Kennedy ,Homant and Homant

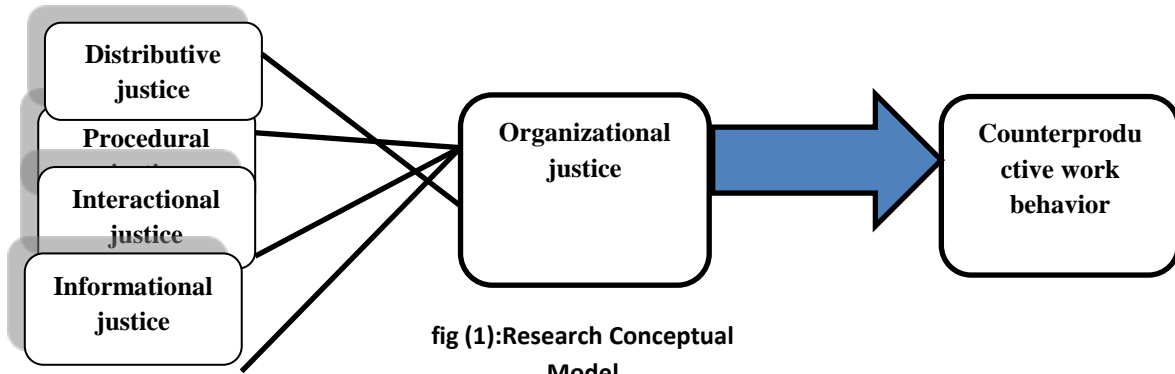


fig (1):Research Conceptual Model

Regarding above conceptual mc

Main hypothesis:

-There is meaningful relationship between perception of staff about organizational justice and their counterproductive work behavior in Saderat bank in Guilan province.

Subordinate hypothesis:

- there is meaningful relationship between distributive justice and their counterproductive work behavior in Saderat bank in Guilan province.
- There is meaningful relationship between procedural justice and their counterproductive work behavior in Saderat bank in Guilan province.
- There is meaningful relationship between interactional justice and their counterproductive work behavior in Saderat bank in Guilan province.
- There is meaningful relationship between informational justice and their counterproductive work behavior in Saderat bank in Guilan province.

Methodology

Since the goal of current research is determining experimental relationship about consideration of organizational justice and counterproductive work behavior, with regard to the goal it is applied and regarding the way of data collection it is descriptive and correlation type. Statistical society of this research includes all staff of Saderat bank including 752 staff in guilan province(iran). For determining sample volume Cochran formula has been benefited that regarding mentioned formula sample volume was estimated 254 staff:

$$n = \frac{NZ \left(\frac{\alpha}{2}\right)^2 \cdot p(1-p)}{(N-1)\epsilon^2 + Z\left(\frac{\alpha}{2}\right)^2 \cdot p(1-p)}$$

$$= \frac{752 (1.96)^2 \cdot (0.5)(0.5)}{(751)(0.05)^2 + (1.96)^2 (0.5).(0.5)} = 254.4912 \approx 254$$

For collecting necessary data questionnaire was used. Mentioned questionnaire included 44 questions that have been divided as below:

Table(1) combination of questions of questionnaire

Number of questions	Variable	Number of questions	variable
3 questions	Procedural justice	27 questions	Counterproductive work behavior
3 questions	Procedural justice	17	Organizational justice

	justice	questions	justice
3 questions	Informational justice	8 questions	Distributive justice

For assessing validity of questionnaire content method was used. Therefore a group of specialties and professors related to the subject of research were chosen among faculty member of Payam E Noor university of Rasht branch and their viewpoint was benefited for validity of content of mentioned questionnaire. After

implementing their viewpoint that was deliberately for facilitating perception of items by respondent validity of research was confirmed. Also reliability of tools was calculated by Spss software of cronbah alpha coefficient. Cronbach alpha of variables are:

Table(2)cronbach alpha coeficient

Alpha coefficient	Number of questions	variable	
.926	17	Procedural justice	Independent
.906	8	Distributive justice	
.879	3	Procedural justice	
.830	3	Interactional justice	
.810	3	Informational justice	
.971	27	Counterproductive work behavior	Dependent

Coefficient of obtained cronbach alpha denotes favorable reliability of research questionnaire.

For distribution of questionnaire firstly the society were divided into homogeneous parts, then independent purposeful random samples were extracted from separate subset. For distinguishing the way of distributing questionnaire defined districts by Sadrat bank was used. Therefore Sderat bank has divided its branches into 8 classification district.

Research findings

In this research collected data were presented in the form of descriptive and inferential statistics by two software of Spss 19 and Lisrel8. In descriptive statistics for distributing statistical sample regarding demography and dimensions of independent and independent variables amount of mean, standard deviation, variance and frequency and at inferential statistics simple and multiple regression test and also direction analysis were used. In selected sample 142 people (55.9%) female and 112 male(44.1%), 41 people(16.1%) between 20-30 years old, 101 people(39.8%) between

31-40 years; 93 people(36.6%) between 41-50 years and 19 people(7.5%) over 50years old; 16 people(6.3%) post-secondary,198 people(78%) B.A;36 people(14.2%) M.A and 4 people (1.6%0 Ph.D.) and 17 people(6.7%) less than 5 years of record. 36

people(14.2%) between 6-10 years, 89 people(35%) between 11-15;73 people(28.7%) between 16-20 and 39 people(15.4%0 have had job record of more than 20 years.

Table(3) describing research variables

Informational justice	Interactional justice	Procedural justice	Distributive justice	Organizational justice	Counterproductive work behavior	
3.238	3.415	3.261	3.635	3.459	1.945	Mean
0.949	0.853	0.882	0.578	0.599	0.467	Standard deviation
0.900	0.728	0.778	0.334	0.359	0.219	Variance
254	254	254	254	254	254	number

It is observed that among dimensions of organizational justice distributive justice has the highest mean and informational justice has devoted the least mean of itself. In this research hypothesis have firstly been considered by regression test and then through direction analysis and structural

equation. Therefore firstly the result of regression test and then result of regression analysis are presented. Before entering the step of testing research hypothesis and regression test, normality of research variable were considered.(table 4).

Table(4) result of Kolmogorov-smirnov test

Sig	Variable
0.409	Organizational justice
0.144	Distributive justice
0.063	Procedural justice
0.054	Interpersonal justice
0.076	Informational justice
0.260	Counterproductive work behavior

*error level is 0.05.

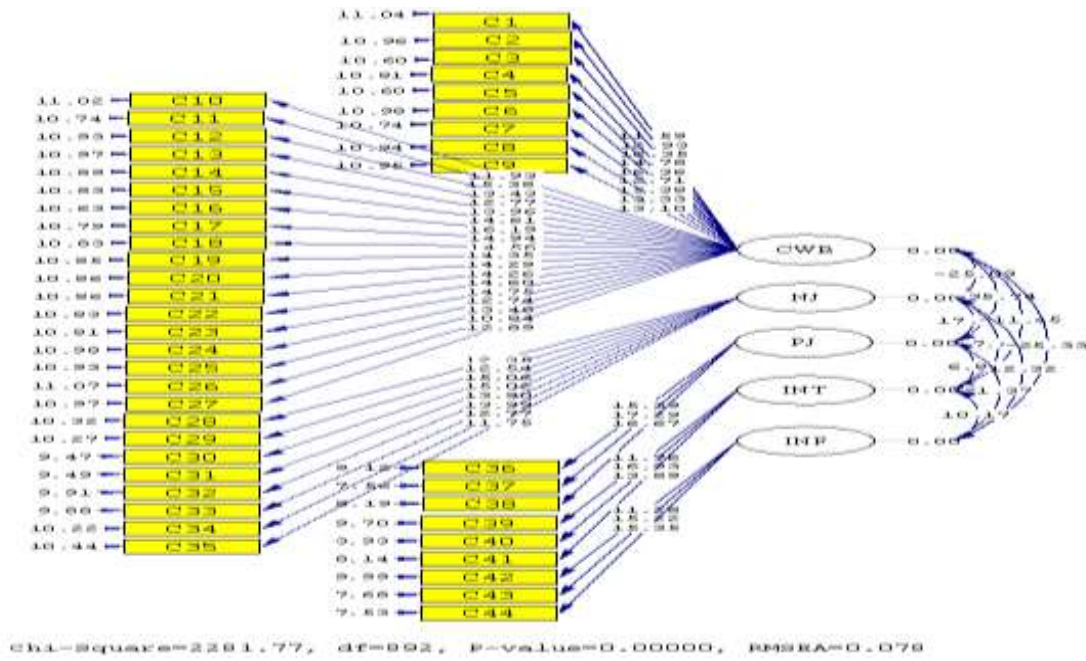
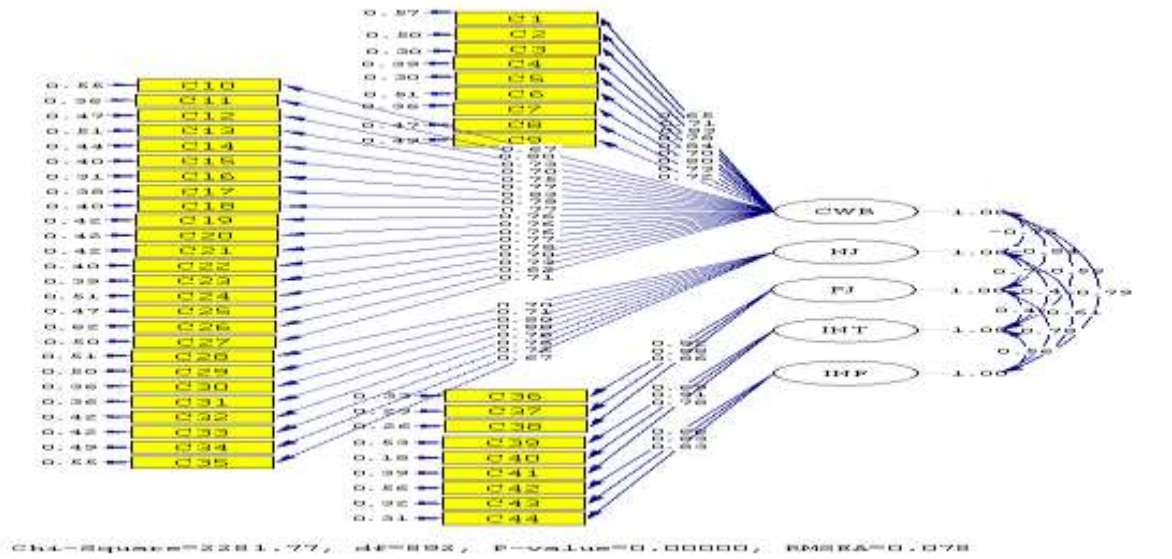
Table (4) shows that sig of all research variables follows normal distribution (sig >0.05).

Testing hypothesis

Before entering test step by path analysis through structural equation model for being

certain about accuracy of research measuring model, confirmatory factor

analysis was done.



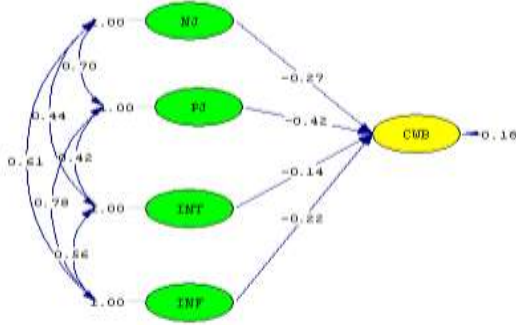
In factor analysis if amount of t statistics locates in range (-1.96 and +1.96) the considered item is

confirmed . in this case their factor load is paid attention. Factor load ,shows the degree of correlation

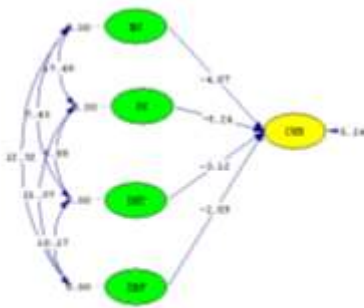
of its structure with related variable. Questions that have factor load higher than 0.5 are proper and structures having factor load less than 0.5 should be omitted due to low correlation with related variables. Therefore regarding result of factor analysis, all

questions of research are confirmed (table 1) and (2). Therefore the model was tested:

Result of testing model and coefficient of directions related to them has been presented in tables (3) and



Chi-Square=2281.77, df=892, P-value=0.00000, RMSEA=0.078



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Analysis of the model totality (overall fit indices)

Model fit index are root mean square error assessment(RMSEA), root mean square residual(RMR)¹, goodness of fit index(GFI)², normed fit index³(NFI),non-normed fit index(NNFI)⁴, comparative fit index(CFI)⁵,interactional fit index(IFI)⁶,Relative fit index(RFI)⁷ that obtained amount and their favorable amount are presented in table (5).

¹ Root mean square residual
² Goodness of fit index
³ Normed fot index
⁴ Non-normed fit index
⁵ Comperative fit index
⁶ Interactional fit index
⁷ Relative fit index

Table(5) fit index of research model

IFI	CFI	NNFI	NFI	χ^2/df	RMSEA	index
0.97	0.97	0.97	0.96	2/55	0.08	amount
0.9 ≤ & ≤ 1	0.9 ≤ & ≤ 1	0.9 ≤ & ≤ 1	0.9 ≤ & ≤ 1	1 ≤ & ≤ 3	0 ≤ & ≤ 0.1	Favorable mode
90% obtained certainty distance for RMSEA				RMR	RFI	Index
0.05 ≤ & ≤ 0.08				0.05	0.96	Amount
Amount of RMSEA between is low and high limit				0 ≤ & ≤ 0.05	0.9 ≤ & ≤ 1	Favorable mode

mentioned amount in table(5) shows that measurement model regarding fitness is located in favorable situation and all index are in favorable range and model fitness with statistical society is correctly explaining. Therefore the result of testing hypothesis is considered.

Result of testing research hypothesis

For better showing the result of testing research hypothesis firstly direction coefficient and their meaningful amount and then direct effect of each variable on each other has been presented in the form of table (6), then the result of test of each hypothesis is presented.

Table(6) coefficient of directions in standard and non-standard mode and significance amount

Conclusion	t-value	Standard coefficient	Non-standard coefficient	Hypothesis
Confirmed	-4.87	-0.27	-0.24	Distributional justice → counterproductive
Confirmed	-5.24	-0.42	-0.37	Procedural justice → counterproductive behavior
Confirmed	-3.12	-0.14	-0.12	procedural justice → counterproductive behavior
Confirmed	-2.89	-0.22	-0.19	procedural justice → counterproductive behavior

As it is observed the result of analyzing model is in above form. Generally in testing direct analysis when the result of t statistic locates between (+1.96 and -1.96) the relationship between two variables in the direction is rejected and it is out of that range the relationship is accepted. Regarding chart of model in significance mode (table 4) it is observed that amount of t-value of all direct approach with counterproductive behavior is negative and meaningful and is located out of range (+1.96 and -1.96) therefore all directions are confirmed. Regarding chart (4) and also obtained structural equation of analysis are:

$$CWB = -0.24 * NJ - 0.37 * PJ - 0.12 * INT - 0.19 * INF$$

$$R^2 = 0.82$$

Regarding above equation it is observed that variables of distributive, procedural, interactional and informational justice explain 82% of counterproductive work behavior.

Analyzing result

Based on the result of testing main hypothesis based on existence of meaningful relationship between organizational justice and counterproductive work behavior, research hypothesis was confirmed at the level of 95 percent certainty

so perceptions of staff about organizational justice affected their counterproductive behavior in Saderat bank in Guilan province as by confirming diverse relationship between two variables, findings shows that 74.7 percent of changes of counterproductive work behavior is explained through organizational justice. In comparison of obtained result of above hypothesis with previous studies, above result corresponds with the result of study of Herscovis and Barling¹, (2009) Devonish and Greenidge²(2010), Ansari et al(2013), Salmani and Radmand(2008), Sheikhshiyani et al(2009), Esteberghi et al(2013)m Mahdad et al(2013). Because all in their studies confirmed the role of injustice at rules and improper structure and compensating services as important factor at tending toward deviational behavior.

Based on the result of testing first subordinate hypothesis beased on existence of meaningful relationship between perceptions of staff about distributive justice anf their counterproductive behavior in Saderat bank and confirming diverse relationship between two variables findings shows that 51.6% of changes of counterproductive work behavior is explained through distributive justice. In comparing obtained result with other studies about considering the effect of two mentioned variables, the above result corresponds with result of studies of Herscovis and Barling(2009), Donish and Greenberg(2010), Ansari et al(2013), Salmani and Radmand(2008), Sheikh Shiyani et al(2009), Esteberghi et al(2013), Mahdad et al(2013).

Based on the result of testing second subordinate hypothesis based on existence of meaningful relationship between perceptions of staff about procedural justice and their counterproductive behavior in Saderat bank in Guilan province, the findings showed that the relationship between two variables is diverse and 61.6 percent of changes of counterproductive work behaviors is explained through procedural justice. In comparing the obtained result, above result corresponds with the result of Herscovis Barling(2009)m Donish and Greenberg(2010), Ansari et al(2013), Salmani and Radmand(2008), Eteberghi et al(2013), Mahdad et al(2013).

¹ Herscovis and Barling, (2009)

² Devonish and Greenidge(2010)

Regarding negative and meaningful relationship between perceptions of staff about procedural justice and their counterproductive work behavior in Saderat bank in Guilan province, findings shows that 27.5% of changes of counterproductive behavior is explained through procedural justice. Above result is at the same direction with the result of study of Herscovis Barling(2009), Donish and Greenberg(2010), Ansari et al(2013), Salmani and Radmand(2008), Sheikh shiyani et al(2009), Esteberghi et al(2013), Mahdad et al(2013).

-Finally confirming the last hypothesis it was distinguished that perception of informational justice affects counterproductive behavior as according the result 52.8% of changes of counterproductive behaviors through implemented informational justice is explained by manager and authorities of banks. He research that achieved similar result are research of Mesterson(2001), Herslovis Barling(2009), Donish and Greenberg(2010), Ansari et al(2013), Salmani and Radmand(2008), Sheikh shiyani et al(2009), Esteberghi et al(2013), Madad et al(2013).

Discussion and conclusion

Main hypothesis: Regarding confirmation of negative relationship between organizational justice and counterproductive work behavior base on increasing perceived organizational justice causes reduction of destructive and counterproductive behaviors it is suggested managers make strategies in the direction of increasing organizational justice as staff can perceive organizational justice because only in this case they can find positive attitude toward organization and their job and be loyal to positive created attitude to organization and know themselves committed to an organization and this feeling of unaware belonging in behaviors and their actions appears in beautiful form. Creating atmosphere of justice-oriented is the main duty of managers of organizations; because such atmosphere has high relationship with criteria of effectiveness of an organization. The nature and personality of healthy existential organizational personality has many effects on behaviors, actions of staff. Since staff in case show destructive and citizenship behavior that feels justice is observed in the organization. Only in this case hate is answered with love, anger with kindness, hostility with friendship and irritability with gentle and also manifest their viewpoint.

First subordinate hypothesis: Also regarding confirmation of diverse relationship of perception of distributive justice and counterproductive work behavior it is suggested to make necessary strategies in the direction of fairing redesigning jobs as duties and responsibility of people with paid wedge, making relationship between educational periods and right of people become proper.

Second subordinate hypothesis: Regarding confirmation of diverse relationship between procedural justice and counterproductive work behavior it is suggested in the direction of satisfaction of staff and for saving and creating procedural justice provide necessities of more clarity in organizational instruction and procedures and for implementing rules in the organizations pay attention to the justice in the direction of reliance in staff and reducing counterproductive behaviors because in belief of authorities such as Lombert(2003) perception of injustice in procedures sometimes causes resentment and anger of staff and occurrence of destructive behavior in the organization more than unfair consequences.

Third subordinate hypothesis: regarding negative relationship between procedural justice and destructive behavior it is advised managers and supervisors by good confrontation and proper interactions, respecting and giving importance to their existential value and identification of personality features of staff at equal organizational conditions, proper to job condition, do accurate and scientific selection and teach staff the values of organization and border between correct and deviational behavior and their consequences and reduce occurrence of counterproductive work behavior in them.

Fourth subordinate hypothesis: regarding negative relationship between informational justice and destructive behavior it is suggested managers and supervisors by accountability and informing about the way of decision-making and values of collected data by staff to them locate besides staff and by enhancing the sense of being useful and being productive decrease the field of occurrence of destructive behaviors.

-Finally it can be said that regarding organizational conditions and factors that manifest the field for occurrence of counterproductive work behavior such as observing justice at implementing rules, policies,

payments and necessary reforms at communicative structure for commitment and loyalty in staff, reducing compensational behaviors, modifying systems of compensating services and rewards through presenting correct and obvious criteria about payments, encouragement, useful competition, considering observance of ethical principles in payments and observing justice and constancy in evaluation of performance and system of reward and punishment, strengthening ethical atmosphere based on reliance and growing, sense of belonging and commitment of staff in plan of organizations.

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