

Employees' Responses to Perceived Organizational Injustice: Examining the Role of Psychological Capital

By

Syed Tahir Hussain Rizvi

A research thesis submitted to the Department of Management & Social Sciences,

Capital University of Science and Technology, Islamabad
in partial fulfillment of the requirements for the degree of

**DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES
(Management)**



**DEPARTMENT OF MANAGEMENT & SOCIAL SCIENCES
CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
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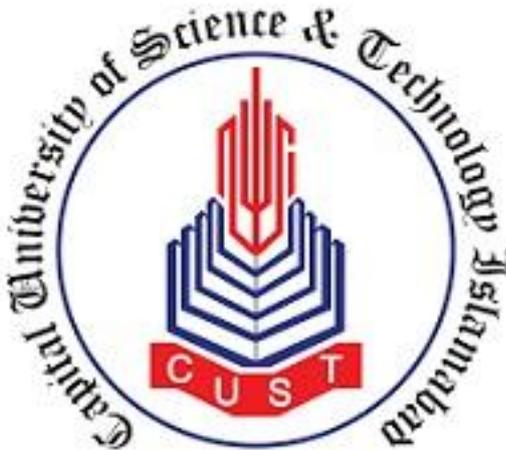
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Employees' Responses to Perceived Organizational Injustice: Examining the Role of Psychological Capital

Abstract

The present study examined the relationship of perceived organizational injustice (POI), delineated in four dimensions-perceived distributive injustice, perceived procedural injustice, perceived informational injustice and perceived interpersonal injustice with response variables namely exit, voice, loyalty, neglect and cynicism collectively called as EVLNC. The main assertion of the study is psychological capital, further delineated in hope, efficacy, resilience and optimism, which is to be studied as an intervening variable in the relationship between POI and EVLNC.

It was interesting to find out interrelationship between these variables to be malleable for making a positive contribution. It is pertinent to explore the configurational aspects of the relationships between the clusters of the variables that interplay in final workplace outcomes of the employees e.g. job satisfaction, employees' performance, employees' commitment, motivation.

The research has two fold objectives. First, to highlight the relationship between perceived organizational injustice and exit, voice, loyalty, neglect and cynicism (EVLNC) responses as an improvement over EVLN typology and to find out the relationship of each of the four dimensions of organizational injustice (distributive, procedural, informational and interpersonal injustice) and EVLNC responses, so that it can be concluded which type of organizational injustice influence employees' EVLNC responses more seriously than the other in a context not considered earlier and two, to examine the role of Positive Organizational Behaviours i.e. Psychological Capital (PsyCap) in the relationship between perceived organizational injustice and employee responses of EVLNC to enhance the predictive capacity of justice dimensions in explaining outcomes and to analyze the comparative and relative strength of PsyCap in the relationship between perceived organizational injustice and employees' responses with respect to all the four dimensions of organizational injustice (distributive, procedural, informational and interpersonal injustice) in different organizational settings.

The present research is quantitative and empirical in nature with descriptive and causal research design and based on the deductive methodology and adopted quantitative approach to interpret the findings.

Using structural equation modeling technique, the results of the study reveals that perceived distributive injustice, procedural injustice, interpersonal injustice and informational injustice causes an increase in exit, voice, neglect and cynicism responses while a decrease in loyalty response. Psychological Capital was found a strong moderator of these relationship and weakened these relationships.

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Acronyms

Words

EVLN	-----	Exit, Voice, loyalty and Neglect
OCB	-----	Organizational Citizenship Behaviour
OC	-----	Organizational Cynicism
EVLNC	-----	Exit, Voice, loyalty, Neglect and Cynicism
PsyCap.	-----	Psychological Capital
POB	-----	Positive Organizational Behaviour
CWB	-----	Counterproductive Work Behaviour
OMB	-----	Organizational Misbehavior
OJ	-----	Organizational justice
OIJ	-----	Organizational Injustice
POIJ	-----	Perceived Organizational Injustice
PDIJ	-----	Perceived Distributive Injustice
PIJ	-----	Perceived Procedural Injustice
PIIJ	-----	Perceived Interactional Injustice
PIpIJ	-----	Perceived Interpersonal Injustice
PIfIJ	-----	Perceived Informational Injustice
RTI	-----	Responses to Injustice
E	-----	Exit
V	-----	Voice
L	-----	Loyalty
N	-----	Neglect
C	-----	Cynicism
SEM	-----	Structural Equation Modeling
RMSEA	-----	Root Mean Squared Error of Approximation
SRMSR	-----	Standard Root Mean Square Residual

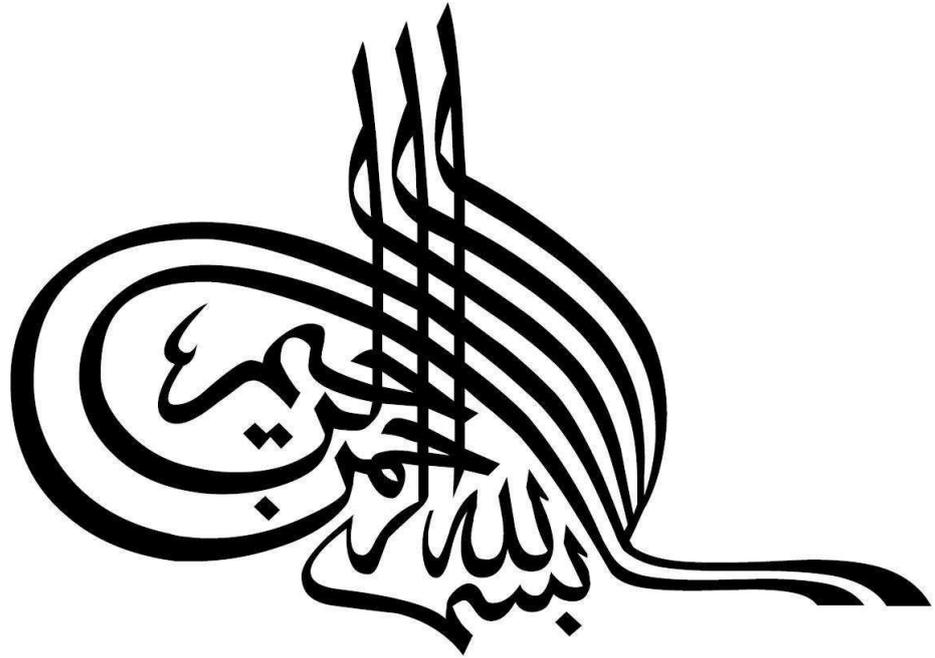
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*In the name of Allah,
the Most Beneficent,
the Most Merciful*

Employees' Responses to
Perceived Organizational Injustice:
Examining the Role of Psychological Capital

(PhD Thesis)

By

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CHAPTER 1

INTRODUCTION

This part of the thesis consists of the background of the thesis, problem statement, question to be investigated, the objectives of the research, brief description of the construct of the research i.e. four dimensions of organizational justice- distributive justice, procedural justice, interpersonal justice and informational justice as independent variables, whereas exit, voice, loyalty, neglect and cynicism responses as dependent variables and psychological capital (PsyCap) as intervening variable. It also includes the theoretical framework of the research, objectives of the study and its managerial implications. The chapter also justifies and signifies the rational of the study.

1.1 Background

Fairness or justice is a fundamental concept in human social interaction. Organizations always make efforts to achieve sustainable growth and development by maintaining smooth social interaction with its employees. However, where the competition for achieving success is very tough, it becomes very important for managers to find out innovative approaches and discover new strategies for winning this competition. (Coffman & Gonzalez Molina, 2002). It is also very important for the organizations to ensure the establishment of an atmosphere where employees perceive fairness and interact positively and constructively.

Fairness and justice at the workplace is vital (Ambrose, 2002). Whether this is related to assigning tasks to employees, allocating rewards and benefit among

employees or social interaction between supervisor and workers, justice perception has to be ensured (Coetzee, 2005).

Normally, workers want fair and respectful treatment in the organization. They prefer that not only their rewards and compensations are in accordance with their efforts but also prefer that the procedure for delegating these rewards must also be fair. In other words, rewards distribution, consistent and unbiased procedure for this distribution (Thibaut & Walker, 1975; Leventhal, 1980; Greenberg, 1986) and respectful interpersonal interaction between workers and supervisors (Bies & Moag, 1986; Greenberg 1993; Colquitt, Wesson, Porter & Ng, 2001; Judge & Colquitt, 2004) are the factors of perception of fairness and justice in the organization.

Perception of justice and fairness in human interaction is an important element for effective working condition at the workplace (Cropanzano, Bowen, & Gilliland, 2007).

From the social perspective, organizational justice stems out of people's perception, i.e. an event or act is just or unjust because someone perceives it to be so (Fortin, 2008). The emphasis on the perceived side of organization justice "refers to this fact that presence or absence of justice across the mental and perceived phenomenological space is highlighted (Golparvar & Nadi, 2010). It is the belief of the employees that whether their organization treats them fairly or not (Khosorowshahi, S., & Nejad, 2014). That is why terms justice and fairness as well as injustice and unfairness are commonly used interchangeably (Cropanzano, Byrne, Bobocel, & Rupp, 2001; Hillebrandt, A., & Barclay, 2013).

Four categories of organizational justice have been identified in the

organizational justice research, namely, distributive justice, procedural justice, interpersonal justice and informational justice. Distributive justice is the perception of fairness in the reward allocation, procedural justice is the perception of justice regarding the procedures of reward allocating decisions, interpersonal justice is the perception of fairness in the supervisor's treatment with the employees and informational justice is the fairness in the quantum and appropriateness of information supervisors share with the employees (Colquitt, 2001; Cohen, Charash & Spector, 2001).

Fairness is important for all the organizations from two aspects, a positive aspect and a negative aspect. Its positive aspect is that when justice prevails and results in positive outcomes, like satisfaction at workplace, high performance, employees' commitment towards organization, organizational citizenship behavior, but when it does not prevail it is negative because of its negative consequences like, low performance, withdrawal (i.e. absenteeism, turnover) and counterproductive work behavior.

Research in this area has confirmed that perception of justice positively affects employee behaviors and attitudes. Their commitment to job and organizational citizenship behavior increases (Colquitt et al., 2001; Williams et al., 2002; Wat and Shaffer, 2005). Their performance at workplace increases (Colquitt et al., 2001) and they feel satisfied with their jobs (Colquitt et al., 2001). They are satisfied with the performance evaluation procedures (Parake, 2005) and exhibit psychological empowerment. They show high organizational trust (Wat and Shaffer, 2005), have high commitment to the job and possess team loyalty (Murphy et al., 2006). Whereas,

perception of injustice negatively affects employee attitudes and behaviors. Their workplace aggression increases (Baron and Richardson, 1994), they exhibit organizational misbehavior (Vardi & Wiener, 1996), feel anger and disrespect (Miller 2001), they show counterproductive work behavior (Spector & Fox, 2002). Employees' organizational citizenship behavior decrease, intention protest and inclination to commit crime increases (Skita and Bravo, 2005). Injustice perception also adversely affect employees' health (Elovainio, Kivimaki, & Vahtera, 2002), e.g. their "psychiatric disorders" increases (Kivimaki, Elovainio, Virtanen, & Stansfeld, 2003) and their absences due to sickness increases (Kivimaki et al., 2007).

The outcomes associated with the perception of injustice discussed above are the result of employee attitudinal or behavioral responses to injustice and also create harmful consequences for the organization, like increase in cost due to burnout, turnover, absenteeism and low productivity (Cohen, Charash and Spector, 2001; Tepper, 2001; Colquitt et al., 2001; Elovainio, Kivimaki and Vahtera. 2002; Janssen, 2004)

Employees respond to organizational injustice in a number of ways, which bear adverse impact on the organizational performance. The type of employees' response and its intensity to influence the system depends upon extent of perception, probability its future extension, personal capacity of employees to respond, the intention to retaliate, and ability to confront the problematic situation when responding to injustice (Coetzee, 2005).

Organizations are required to ensure justice and fairness in all the affairs of the organization related to the reward determination, process of reward determination

performance evaluations, or the employee relation with the supervisor. Though environment of justice may help them to avert harmful consequence of responses to injustice but organizations often fail to maintain the perception justice in the organization. Therefore, under the perception of injustice, unhappy and unsatisfied workers may develop complaints against their organization and respond in a number of ways, including frequent search for alternative job opportunities leading to high turnover.

A large proportion of employed workers are found to apply for a parallel job in any job opening in their effort to find fairness at their workplace so that they can perform with full commitment and satisfaction. In addition, an increasing tendency among employees is observed of finding a third party intervention. Such employees are prone to file legal suits against their own organization in the quest for terminating injustice and achieving the justice form any external source.

Organizations claim that they try achieve fair and just workplace environment in all the organizational dealings, whether it is related to allocation of rewards to the employees, procedures leading to allocation and distribution of rewards, or it is related to interpersonal affairs of employees with the management.

Though organization try to maintain the justice and fairness under moral motive or economic motive but, unfortunately, they often fail to make their employees satisfied with respect to organization's efforts to establish fairness in the organizations. On the other hand, employees make justice judgments under the fear of exploitation by the organization and very often perceive organizational injustice.

1.2 Justification of Research (Gap Analysis)

Organizational justice concept was first introduced and developed by French in 1964. It was used to explain employees' perception of fairness in the organization (Chen et al., 2015) and the literature starting with one form of organizational justice-distributive justice later identified procedural justice and ultimately came up with the identification of third form of organizational justice the interactional justice and by the end of 2012 the literature recognized the decomposition of interactional justice into interpersonal and informational justice i.e. four dimension of organizational justice (Colquitt et al.,2012).

Distributive justice is about ensuring the principles of equity, equality and need as can be explained briefly through Aristotle's dictum that "all men wish to be treated like all other (equality), like some other people (equity) and like no other person - need" (Mathur, 2013).

Procedural justice is concerned with the decisions and process of decision for allocating outcomes in accordance with one's expectations ((Mathur, 2013). Specific criteria that must be followed to ensure fair procedures are: consistency, bias suppression, accuracy and correctability, representativeness and ethicality (Leventhal, 1980). Procedural justice affects the employees' thinking about the fairness of the organization as a whole.

Interactional justice is the combination of interpersonal factors and the sharing of information factor that govern the procedures, separately recognized as interpersonal justice and informational justice (Cropanzano et al., 2007). Interpersonal justice and informational justice deals with fair interpersonal treatment in the

organization and relevant information sharing in such a way that avoid any sort of negativity (Mathur, 2013). Interpersonal and informational justice ensure fairness through four principles namely, truthfulness, justification, respect and propriety (Bies and Moag., 1986).

As distributive, procedural, interpersonal and informational justice focuses on outcomes, procedures, interpersonal treatment and relevant information sharing respectively these are mainly related to either cognitive, affective or behavioral reactions of particular outcomes (Cohen-Charash, 2001).

Equity theory and social exchange theory provides an important theoretical connection between organizational justice and individual responses in an organizational setting (Homans, 1961). The theory asserts that if an individual perceive balance and fairness in the reciprocal exchange of contribution and return, he will try to strengthen the exchange relation by a constructive and pro-social response (voice or loyalty) but if he perceives the exchange relation as unfair, the tendency of a pro-social and constructive response will diminish and the tendency of anti-social, destructive response (exit, neglect or cynicism) will increase.

In current literature it was found that organizational justice was studied in relation to job satisfaction, employee performance, job commitment, organizational citizenship behavior, performance evaluation, psychological empowerment, psychological contract breach, workplace aggression, job stress, counterproductive work behavior, work sabotage and deviant behaviors.

In very few earlier studies organizational justice has been studied in relation to EVLN (Exit, Voice, Loyalty and Neglect) typology of responses and many of them

addressed only two or at the most three dimensions of organizational justice like Daly and Geyer (1994), Hagedoorn, Buunk and Van de Vliert (1998), Van Yperen, Hagedoorn, Zweers, and Postma, (2000) and (Liljegren, Nordlund, & Ekberg, 2008).

There are studies that investigated the relationship between organizational justice in relation to only turnover intentions (intention to exit) like the study of Begley, Lee and Hui (2006) and that of Pare and Tremblay (2007), Olkkonen and Lipponer (2006), and Chen, Lam, Naumann and Schaubroeck (2005).

On the other hand, exit, voice, loyalty and neglect (EVLN) typology is the most famous conceptual framework for understanding employees' response strategies in relation to romantic involvement (Rusbult, Zembrodt, and Gunn, 1982), employee supervisor relationship (Thomas and Pekerti, 2003) and alliances (Tjemkes, 2010), (Furrer et al., 2012). EVLN has also been extended to include cynicism as fifth response and has been investigated in relation to adverse organizational circumstances. Naus et al (2007) has studied EVLNC responses in relation to adverse organizational condition and measuring role conflict as the proxy of adverse condition and concluded that in addition to EVLN response, cynicism is another possible response that have an organizational significance.

Studies focusing on the perception of justice from all the four dimension of justice in relation to EVLNC response typology are very rare.

Further, various studies have highlighted the importance of understanding organizational justice (Cohen, Charash and Spector, 2001) but very few studies are found that focused on assessing the relationship between organizational injustice and

its consequences specific to exit, voice, loyalty, neglect and cynicism responses of the employees (Naus, F., Van Iterson, A., & Rose, R. 2007).

It is essential to investigate effect of employees' perception about organizational injustice from all the four dimensions of distributive, procedural, informational and interpersonal injustice and its consequent impact on employee's EVLNC responses. Such relational studies do not exist as such or these are rare in the current literature.

Most of the researchers use the term justice when discussing fairness in the workplace, although some recent researchers have suggested that it is preferable to talk about the psychology of injustice than about that of justice (De Cremer & Ruiters, 2003). This slight shift in terminology is because the richness of the organizational justice construct comes more in discussing injustice than justice and unfairness than fairness (Bies, 2001) and also that individuals tend to be more strongly affected by unfair events than by fair events (Folger, 1984; Folger & Cropanzano, 1998; Judge & Colquitt, 2004). Hence discussing injustice instead of justice will make more logical sense to the reader. Further, justice scholars assume that people's response to injustice is different from their response to justice (Colquitt et al, 2014; Organ, 1990) and argue that justice is often overlooked in the presence of injustice where injustice comes out to be stronger driver of response and reaction (Cropanzano et al, 2011). Indeed, most of the scholars widely utilized measure to assess justice that focused on the adherence to rules of justice (Colquitt et al., 2014), whereas to measure the injustice the focus would be on assessing the violation of justice rules. The notion that perception of justice rule violation is a stronger driver of response and reaction than perception of

justice rule adherence, has given rise to an interesting challenge to the justice literature (Colquitt et al, 2014). Thus, the present study discusses injustice, rather than justice.

It has been interesting to know that how employees' perception about organizational injustice can be transformed into a positive state of mind which can reduce the intensity of employees' responses like exit, voice, neglect and cynicism and increase the level of loyalty.

Broaden and build theory of emotion states that "an individual's experience of positive emotion tends to broaden their momentary thought-action repertoire and build their enduring personal resources (Fredrickson, 2004). Positive emotions play a vital role for individuals to adopt broader ways of thinking responding and behaving in the presence of positive resource capacity PsyCap (Setar, S.B., Buitendach, J.H., & Kanengoni, H., 2015). That is why studies are found in literature identifying PsyCap as buffering and mitigating the impact of negative emotion and attitudes (Shukla and Raj, 2015). There is no such study found that focused on how employees' positive psychological resource capacities called psychological Capital or (PsyCap) with the positive dimensions of hope, efficacy, resilience and optimism (HERO), affect the negative emotions and mood when employees feel themselves in adverse unfair working condition and respond with EVLNC. Positive psychology suggests that such responses are influenced by employees' positive psychological resource capacities (PsyCap) giving rise to the need for studying how employees' positive psychological resource capacities (PsyCap) affect employees' responses to organization injustice. PsyCap was found to be a strong moderator in the relationship between negative

effect of job stress and workplace incivility (Robert, Scherer and Bowyer, 2011).

PsyCap was investigated as playing a moderating role in the relationship between emotional labour and job satisfaction/burnout (Cheung, Tang and Tang., 2011).

Therefore, the objective of the present research is to study four factor model of perceived organizational injustice -perceived distributive injustice (PDIJ), perceived procedural injustice (PPIJ), perceived interpersonal injustice (PIpIJ) and perceived informational injustice (PIfIJ) in relation to five factor response model of exit, voice, loyalty, neglect and cynicism (EVLNC). The main assertion of the study is psychological capital, further delineated in hope, efficacy, resilience and optimism, which is to be studied as an intervening variable in the relationship between POI and EVLNC.

It was interesting to find out interrelationship between these variables to be malleable for making a positive contribution. It is pertinent to explore the configurational aspects of the relationships between the clusters of the variables that interplay in final workplace outcomes of the employees e.g. job satisfaction, employees' performance, employees' commitment, motivation.

1.3 Statement of the Problem

Under the perception of injustice, unsatisfied employees are likely to develop grievances against their organizations and come up with responses not favorable for the employees and even for the organization. Employees may respond in a number of different ways when they perceive injustice in the organization leaving a varying impact on the organization. They frequently look for alternative job opportunities leading to high turnover or intention to turnover. Employees raise their voice for

ensuring justice and fairness in the organization creating a potential atmosphere of conflict with the management, or may become cynical at their workplace or try to compensate injustice through putting less effort in their jobs than they are required, withdrawal from or neglect on the workplace. Previous researches have pointed out that response to adverse or unpleasant workplace circumstances like perception of injustice, include mainly exit, voice, loyalty and neglect responses. Some other studies have included cynicism as an active response to the adverse conditions. Thus employees may respond to an adverse organizational circumstances in five different ways- exit response, voice response, loyalty response neglect response and cynicism response (EVLNC). These responses can adversely affect ultimate job outcomes (Naus et al., 2007).

The situation that arises in the organization due to these response of the employees is neither suitable for them nor favorable for their organizations. Under the perception of injustice employees involve in misconduct, misbehavior (Vardi and Wiener, 1996), whistleblowing and conflict with the management. Employees may face different health and psychiatric disorder like stress (Kivimaki, Elovainio, Virtanen, & Stansfeld, 2003).

1.4 Research Questions

Following are the two research questions of this study:

- 1 What is the relationship of perceived organizational injustice (distributive, procedural, interpersonal and informational) and employees' EVLNC (exit, voice, loyalty, neglect and cynicism) response?

- 2 How psychological capital (PsyCap) affects the relationship between perceived organizational injustice (distributive, procedural, interpersonal and informational) and employees' EVLNC response?

1.5 Research Objectives

The research has two fold objectives:

- 1- To find out the relationship of all of the four dimensions of organizational injustice (distributive, procedural, informational and interpersonal injustice) and expande model of EVLNC (exit, voice, loyalty, neglect and cynicism) responses so that it can be investigated which type of organizational injustice influence employees' EVLNC responses more seriously than other in a context not considered earlier.
- 2- To examine the role of PsyCap in the relationship between perceived organizational injustice and employee responses of EVLNC to enhance the predictive capacity of justice dimensions in explaining outcomes and to analyze the comparative and relative strength of PsyCap in the relationship between perceived organizational injustice and employees' responses with respect to all the four dimensions of organizational injustice (distributive, procedural, informational and interpersonal injustice) in different organizational settings.

This study has addressed the following research questions to accomplish the research objectives:

1. What is the effect of perceived distributive injustice (PDI) on EVLNC response of employees?

2. What is the effect of perceived procedural injustice (PPI) on EVLNC response of employees?
3. What is the effect of perceived interpersonal injustice (PIpI) on EVLNC response of employees?
4. What is the effect of perceived informational injustice (PIfI) on EVLNC response of employees?
5. How 'PsyCap' affects the relationship between perceived distributive injustice and EVLNC response of employees?
6. How 'PsyCap' affects the relationship between perceived procedural injustice and EVLNC response of employees?
7. How 'PsyCap' affects the relationship between perceived interpersonal injustice and EVLNC response of employees?
8. How 'PsyCap' affects the relationship between perceived informational injustice and EVLNC response of employees?

1.6 Description of the Constructs

The description of the construct of this research is conceptually important to understand the research framework. These are briefly explained here at this stage.

1.6.1 Organizational Justice

The term Organization justice was used for the first time in 1964 to describe fairness issues related to personnel management (French 1964), however Greenberg used the term organizational justice to specify people's perception of justice and fairness (Greenberg, 1987). Historically organizational justice is categorized as distributive justice, procedural justice and interactional justice (Colquitt et al. 2005)

but later researches introduced a fourth dimension of organizational justice by splitting interactional justice into interpersonal and informational justice (Colquitt et al. 2005).

1.6.2 Distributive justice

Distributive justice refers to the perceived fairness of outcome distribution, typically include pay, benefits and rewards (Adams 1965; Leventhal 1976a). If this distribution is in accordance with the 'equity theory' it is perceived to be fair. According to the equity theory people generally match the ratio of their contributions (inputs) towards the organization and return they receive from the organization (outcomes) with the ratio of someone else. If these ratios are unequal, it leads to perceived inequality and gives rise to two possibilities. A man who feels that his ratio of inputs to outcomes is lower than the ideally required ratio or just ratio he feels himself guilty of being over paid. Whereas a man who observes that his ratio of inputs to outcomes is higher he gets angry over being underpaid. Such guilty and angry people attempt to come out of this unhappy state of inequity by different approaches. One, they alter their inputs (contribution) or outcomes (returns) through cognitive distortion of either inputs (contribution) or outcomes (returns). Two, by terminating the exchange relationship. Three, by changing the reference of comparison and four, by changing the inputs or outcomes of the others (Fortin, 2008).

1.6.3 Procedural Justice

Procedural justice is referred to as the fairness in procedures leading to outcome distribution. Procedural justice establishes the role of process control (i.e. the ability to express one's opinion during the procedure) and decision control (i.e. the

ability to influence the outcome). Thibaut and Walker investigated that those procedures were to be accepted as fair if there was sufficient space available for process control during outcome decision (Thibaut & Walker, 1975) and evaluation of outcomes with accurate procedures (Crawshaw et al, 2013).

1.6.4 Interactional justice

Interactional justice is referred to as people's perception of fairness about the treatment of the organizational procedure when these procedures are applied (Fortin, 2008). Greenberg (2000) suggested to split interactional justice into two types: interpersonal justice and informational justice, which are considered as the two dimensions of interactional justice (Colquitt, 2001).

1.6.5 Interpersonal Justice

Interpersonal Justice refers to the nature and quality of interpersonal treatment that reflected by respect and sensitive during interaction (Greenberg, 1998). Respect, politeness and honesty lead to increase the perception of justice (Colquitt et al. 2001), whereas deception, violation of privacy, derogatory remarks and disrespect lead to perception of unfairness or injustice (Roch and Shanok 2006).

1.6.6 Informational Justice

Informational justice refers to the quality and volume of information delivered by the organization to his employees the outcome (rewards) determination and procedures adopted during the reward determination (Colquitt 2001, Greenberg 1990). Adequacy, sincerity and clarity of communication regarding a procedure and decision are the significant elements for ensuring informational justice (Fortin 2008).

This means receiving the truthful and candid information with adequate justification (Eib 2015).

Despite difference of opinion among scholars about the dimensions of organizational justice, this study used the four factor model to validate the four distinct justice dimension model given by Colquitt (2001).

1.7 Organizational Justice Verses Injustice

Most researchers use the term justice when discussing fairness in the workplace, although some recent researchers have suggested that it is preferable to talk about the psychology of injustice than about that of justice (De Cremer & Ruiter, 2003). This slight shift in terminology is because the richness of the organizational justice construct comes more in discussing injustice than justice and unfairness than fairness (Bies, 2001) and also that individuals tend to be more strongly affected by unfair events than by fair events (Folger, 1984; Folger & Cropanzano, 1998; Judge & Colquitt, 2004). Hence discussing injustice instead of justice will make more logical sense to the reader. Thus, the present study discusses injustice, rather than justice

1.7 Employees' EVLNC Responses

Turnly and Feldman (1999) has identified that peoples may respond to any dissatisfied situation with either exit, voice, loyalty or neglect. This framework of employee responses can also be applied to explain the responses of such employees who are dissatisfied as a result of perception of injustice and unfairness in the organization.

EVLN typology has undergone through various developments, modifications and extension with respect types and dimensions. There are studies that has clarified

these concepts through expository framework (Farrell 1983 and Rusbult & al 1988). Considering types, distinction was made between actual exit and desire to exit, aggressive voice, considerate voice and constructive or prosocial voice, active loyalty and passive loyalty, fatal neglect and mild neglect and addition of cynicism in EVLN typology.

If considering the dimensions of these response, they are classified as active or passive, negative or positive, behavioral or cognitive (attitudinal), constructive or destructive, economic or psychological (Grima & Glaymann 2012).

- Exit response is identified as negative, active and destructive meaning that under this response employee leaves the organization or shows the intention to turnover.
- Voice response is identified as positive, active and constructive. This means that under voice response employee files a grievance to the management for improving the situation.
- Loyalty response is identified as positive, passive and constructive which mean that under this response employee ignores perceived injustice or keeps silence and weights with patience for situation to improve by itself.
- Neglect response is identified as negative, passive and destructive. This means that employee reduces his efforts in the organizational jobs and loose interest in work. Later, Rusbult suggested that there is another possible response to injustice which is entirely different response and can be differentiated from the above mentioned EVLN responses (Naus et al., 2007). According to Fon Naus EVLN model of responses may be extended to include organizational cynicism (OC). This unique response can be

defined as “negative attitude towards employing organization”, consisting of three different dimensions: first, a belief that organization does not care about honesty (lacks integrity); second, negative impressions of the organization (negative affects toward the organization); and third, disapproving behaviors (i.e. the inclination of expressing critical and disparaging behavior toward the organization) that are consistent with these beliefs and affects” (Dean et al., 1998).

Cynicism is such a response which that may have significant implications both for employees and the organization, because it seems to be associated with many negative outcomes, like apathy (absence of emotion), resignation (giving up), alienation (disaffection), distrust of others, hopelessness, suspicion, contempt (disrespect with intense dislike), false belief (disillusionment), and open disrespect (scornfulness), with low job performance, interpersonal clash and conflict, non-attendance or absenteeism, exhaustion or burnout and turnover intentions or job turnovers (Andersson, 1996; Andersson & Bateman, 1997; Dean et al, 1998; Abraham, 2000a;).

Therefore, past researches have concluded that organizational cynicism is an undesirable response to adverse or unpleasant workplace circumstances, and it is a different type of response which appears in unfavorable situations at workplace. Thus it can be concluded that employees may respond to an adverse organizational environment in five different ways i.e. exit, voice, loyalty, neglect and cynicism (EVLNC) and that can affect ultimately job outcomes (Naus et al., 2007).

The present study has highlighted the relationship between organizational injustice and employee responses of EVLNC as an improvement over EVLN

typology for further evaluation and validation of the finding of (Naus et al. 2007). In the literature of EVLNC has been discussed as behavioral and cognitive responses. Behavioral responses are directly observable but cognitive responses are not directly observable (Grima & Glaymann 2012).

Present study focused on only following aspects of EVLNC:

- Behavioral aspect of exit response i.e. intention to leave-negative, passive and destructive
- Behavioral aspect of voice response i.e. discussing the situation with the management- positive, active and constructive
- Behavioral aspect of loyalty response i.e. patiently and silently waiting for improvement-positive, passive and constructive
- Behavioral aspect of neglect response i.e. withdrawing the effort and loose interest in work-negative, active and destructive
- Behavioral aspect of response with cynicism i.e. losing confidence and trust in the organization and being always critical towards the organization-negative, active and destructive.

Therefore, present research investigated the relationship of each of the four dimensions of organizational injustice and EVLNC responses in the local context, to find out which type of organizational injustice has a stroger impact on employees' EVLNC responses in a context not considered earlier.

At the same time relation between perception of organizational injustice and employee responses is influenced by a number of factors that may be personal factors like personality trait, equity sensitivity, locus of control, or situational factors like

opportunity of alternate job, and organizational factors like organizational support and trust.

Studies in the literature are found which had focused the relationship between the perceived organizational injustice and the ultimate job outcomes considering some intervening situational factors (e.g. alternative job opportunity), personal factors (like personality trait, equity sensitivity) or organizational factors (e.g. organizational support, organizational climate) and even health factors -such as stress, but no studies were found which examined the role of the state-like factors like positive organizational behavior as intervening factors in the relationship between perceived organizational injustice and EVLNC responses.

1.9 Psychological Capital

Psychological Capital (PsyCap) is one of the emerging concepts of positive organization psychology and positive organizational behavior (POB) which has gained a lot of attention from the positive psychologists and organizational behavior practitioners in the recent years. It is defined as “an individual’s positive psychological state of development”. This psychological state of development can have four characters: first is efficacy i.e. confidence for taking on and putting in the necessary effort to be successful at any tough and difficult tasks. Second is the optimism i.e. making a positive ascription to succeed now and in future. Third is hope i.e. persistent toward goals and, redefining and redirecting the paths, if necessary, to achieve goals for success. And fourth one is resilience i.e. when weighed down by problems and adversity, sustaining and bouncing back and even beyond to get success. (Luthans, Youssef, & Avolio, 2007) Simply, Psychological Capital is

interpreted as “who you are” and “how you can develop yourself for positive organizational behavior” (Avolio & Luthans, 2006). It is different from human capital (which represent “what you know”), social capital (representing “who you know”), and financial capital (i.e. “what you have”) (Luthans et al., 2004)

Positive psychological capital has been described as a higher-order construct made up of the above capacities. It was suggested that “the whole (PsyCap) may be greater than the sum of its parts (hope, efficacy, resilience and optimism-HERO)” (Luthans, Youssef, et al., 2007). PsyCap is positive and uniquely related to the field of organizational behavior that it is theory and research-based, measurable, state-like or open to development, and related to positive work outcomes (Luthans, 2002).

These criteria serve to identify PsyCap as a distinctive construct, especially in comparison to some of the similar areas including positive organizational scholarship-POS (Cameron et al., 2003) and positively oriented traits, such as core-self-evaluation-CSE (Judge & Bono, 2001) and the Big Five (Barrick & Mount, 1991). PsyCap as a valid, higher-order construct is evidence of the conceptual independence of the four included constructs, as well as the theoretical commonalities that tie them together. Luthans, Avolio, et al., (2007). described the underlying commonality among the constructs as the “positive appraisal of circumstances and probability for success based on motivated effort and perseverance”. Stated differently, they viewed the common denominator as being represented by a core factor of internalized agency, motivation, perseverance, and success expectancies (Avey et al., 2010).

However, the extent and nature of these influences, mechanisms, and processes varies across the four constructs, making each capacity’s contribution

unique. Law, Wong, and Mobley (1998) suggested that a second-order factor made up of four constructs, such as PsyCap, is best thought of as being composed of the shared variance between each component. In a recent empirical study, Luthans, Avolio, et al., (2007) found preliminary support for PsyCap as a higher-order core construct comprised of self-efficacy, hope, optimism, and resilience, and demonstrated that this higher order factor was a better predictor of job performance and satisfaction than the four individual components.

There is no such research that focused on the direct or interactive effect of psychological factor like psychological resource capacity- Psychological Capital of the employees on the EVLNC responses of perceived organizational injustice, which may alter ultimate workplace outcomes

Therefore, this research has also examined the role of PsyCap in the relationship between perceived organizational injustice and employees' EVLNC responses for understanding the predictive capacity of justice dimensions in explaining outcome.

1.10 Significance of the Study

This study has not only literary contribution and contextual contributions but also managerial implication.

1.10.1 Literary Contributions

The present research has contributed to the existing literature in two areas of organizational behavior, one- the organizational justice and responses to the organizational justice and two- positive organizational behavior- psychological capital.

1.10.2 Contextual Contribution

The current research has been completed in a culture of high power distance with risk averter population of a developing country like Pakistan (Hofstede Cultural Dimension Index, 2011; Latif, 2015) where the economy is growing with respect to some of the socio-economic indicators, like GDP, per capita income and literacy rate. but at the same time, the economy is facing high unemployment, heavy debt burden and decrease in the profitability of the businesses. Further, the context of the study is very interesting from the socioeconomic perspective. Pakistan is a country with medical facilities ratio in terms of doctors is about 1000 persons per doctor, one hospital bed for about 1600 persons, spends 0.4 % of GDP on health and about 2.0 % on education but has nuclear capability. It is the sixth largest country with a population of 192million including 51.5 % male and 48.5% female, 25th largest country in terms of purchasing power parity, 38th largest country in terms of nominal GDP (\$882 billion) and has a rank of 132 in terms of GDP per capita of \$1550 with a very high percentage of undocumented economy of about 36% of its overall economy (Economic Survey of Pakistan 2016), and is ranked at 147 with respect to human development index 2016 (HDR 2015). Pakistan is one of the developing countries and is included in Next Eleven group-the countries that have the potentials to grow and become one of the large economies in 21st century, whereas the literacy rate of the country is 61.5% as declared by PSLM (Pakistan Social and Living Standard Measurement).

Pakistan is located in such part of subcontinent that has always been highly attractive for super powers like USA, USSR and Britain due to its unique geopolitical

and strategic position. The country is a bridge between South Asia and South West Asia while China finds way to Indian Ocean and Arabian Sea through Silk Road and through new China Pak Economic Corridor (CPEC) using Great Gwadar port for its exports to Europe and Middle East.

US interests in the region is to closely watch and restrict fast growing China, contain nuclear Iran, gradually democratize a terrorist Afghanistan and also to get benefit from a very big market of India. It is evident that US has two main interests; Security in the region and Business with India and China while Pakistan is important as it has been playing a role of front line state against terrorism and has close ties with Saudi Arabia, Iran and China (Noel, 2015). Despite the decades of war and social instability, the country has been able to manage a GDP growth rate 4.3%, an inflation rate of 4.8% and 1.92% population growth rate. Its foreign exchange reserves grew at US\$ 17.8 billion as on April 2015 with about Rs.17.0 billion public debts that comprises of about 62% of GDP. Pakistan has remarkable young age structure, which puts a considerable stress on the economy. and worsen both the economic and social situation. The size of the labour force is about 60.1 million with an unemployment rate of 6.0%(GoP Economic Survey of Pakistan 2016).

The services sector plays a vital role in sustaining the growth of Pakistan's economy. With a share of 59 percent in GDP, and a growth of 4.95 percent it provides about 44 percent employed labour force. Therefore, the results of the study about organizational injustice, employees' response and PsyCap moderation in such cultural and economic context has provided a unique contextual contribution to the justice literature.

Further, one of the important contribution of this research is that the instrument used was translated using translation and back translation method to make it fully understandable for the local respondents.

1.10.3 Managerial Implications

The concept of organizational justice (OJ) has gained attentions form the human resources management personnel and organizational behavior practitioners in recent years. This study is expected to develop a better understanding about the organizational justice as explained in the organizational behavior literature.

Moreover,

1. This research has confirmed the impact of four dimensions of organizational injustice on exit, voice, loyalty, neglect and cynicism (EVLNC) response of employees. It is important because all the organizational and employee work outcomes are influenced by these responses.
2. Distributive, procedural, interpersonal and informational injustices are the dimensions of injustice the employee may perceive in an organizational setting. Their responses and ultimate outcomes may differ and differ to different extent. The injustice control or injustice management policy of the organizations involves the study of the individual employee behavior. This study will help the managers to take corrective measures regarding each type of organizational injustice.
3. The study has contributed to the justice literature by studying the moderating effect of Psychological Capital (PsyCap) on the relationship between three aspects of organizational injustice and five dimensions of the employees'

responses (EVLNC). This will provide a ground for the organizations to inculcate the positive organizational behaviors among the employees and improve their psychological capital so that the adverse effects of perceived organizational injustice can be controlled.

4. Looking at the employee responses and resultant attitudes an employee monitoring mechanism can be maintained that can enable the managers to act preemptively to control the possible outcomes.
5. The outcome of the study will help the managers during recruitment process to identify and prioritize the applicant possessing higher Psychological Capital.
6. In Pakistan it is found that the legal suits from employees of public and private organizations have increased by a substantial percentage. This tendency among employees can be controlled by PCI (Psychological Capital Intervention) training which may increase employees' level of PsyCap and employees may refrain from pursuing legal proceedings against their organizations for achieving justice.
7. In Pakistan there is high tendency among employed workers of searching and applying for parallel/alternative jobs. This trend would be effectively changed through enhancing the PsyCap and reducing recruitment costs.
8. In Pakistan number of employees criticizing their organizations and looking for third party intervention like Federal Ombudsman, Federal Services Tribunal (FST), Supreme Court (SC) to rescue them from organizational injustice, is increasing as a result of organizational injustice perceived by them. This would also be reduced through developing PsyCap.

CHAPTER 2

RIVIEW OF THE LITERATURE

This chapter provides a detail review of conceptual development of research variables in the past studies which highlighted the existence of the relationship between organizational justice and various other dependent variables including many contextual and situational variables.

2.1 Organizational Justice

Organizational justice has become a core issue for the managers who are concerned with fair interaction with the workers and with maintaining an atmosphere of fair interpersonal relations among the employees but also devising a fair performance based compensation system at workplace. Employees want to be treated fairly by their supervisors and by other representatives of the organization (Eib 2015). Fair treatment at the workplace is essential for effectively working together (Cropanzano, Bowen, & Gilliland, 2007).

Mainly managers are responsible for the fair treatment among employees from different aspects of justice (distributive, procedural and interactional). This objective becomes complicated and hard to achieve for mangers due to the perceived injustice at the workplace. Different dimensions of justice become more important when people define and perceive fairness in their own desirable manner. Different perspective of justice and fairness prevails as a result of difference of focus, focus on outcomes, focus on procedures or focus on motives.

2.2 Definition of organizational justice

Organizational justice may be defined as, “people’s perception such that an act is just because someone perceive it to be just” (Fortin 2008). From the philosophical and ethical perspective various normative rules prevailing in the social system decide what is just or unjust (Colquitt et al. 2001), whereas organizational justice is an area of psychological investigation focusing on the perception of fairness at workplace, precisely it is the psychology of justice applied to organizational settings (Cropanzano & Byrne 2001).

2.3 Types of Organizational Justice

Scholars have been interested in identifying factors for maintaining fairness in the organizations including personnel selection, employee disputes, wage negotiations and conflict resolutions. Gave rise to the development of various approaches and dimensions of organizational justice.

In the first phase of justice research scholars kept their focus on fairness of decision about outcomes. They observed that individuals were concerned about outcome allocations. They compare the ratio of their outcome (received rewards) to inputs (their efforts) to the ratio of some relevant person. If the ratios are same the individual feels equity and perceive justice. (Homans, 1961; Adams, 1965). In literature this is termed as distributive justice (Colquitt & Shaw, 2005).

In the second phase, studies were conducted to identify the fairness of decision making process. Researchers recognized that individuals perceived fairness in procedures if they possess control over i.e. they could show their concern and

influence the decision about outcome (Thibaut and Walker, 1975; Leventhal, 1980).

In literature this is termed as procedural justice (Colquitt & Shaw, 2005).

In the third phase, studies observed that the decision events have three aspects: first a decision, second a procedure and third and interpersonal interaction through which decisions are implemented (Bies and Moag, 1986). The fairness of the interpersonal interaction is termed as interactional justice (Colquitt & Shaw, 2005).

Further, subsequent studies argued that if relevant authorities communicated to all the concerned individuals the details of the procedures and justified these procedures respectfully and properly it is termed as interpersonal justice (Greenberg, 1993). When this communication about the procedures are accompanied with honesty and truthfulness, it is termed as informational justice (Colquitt & Shaw, 2005).

2.4 Dimensions of Organizational Justice

Organizational justice framework discussed above helps us in examining people's perception about different aspects of workplace justice (Fortin 2008). Initially researchers conceptualized justice that look at the content — the fairness of the outcome (distributive justice) and then added another dimension that examined the process and procedures used during the decisions of outcomes (procedural justice) and as a result of further expansion of research third dimension was added. This dimension was about the quality of interpersonal interaction and appropriateness of communication of decisions and procedures, called as interpersonal justice. Fourth dimension was included considering the adequacy and sufficiency of information about these procedures. This dimension is called as informational justice. (Fortin 2008). Since distributive, procedural, interpersonal justice and informational justice

play a role in an individual's view about fairness of treatment, they all form part of organizational justice.

2.4.1 Distributive justice

Distributive justice refers to the perceived fairness of outcome distribution, typically include pay, benefits and rewards (Adams 1965; Leventhal 1976). If the distribution of pay benefits and rewards is perceived as fair, it is in accordance with 'equity theory' where people compare their own input (contribution)/outcome (return) ratio. If the ratios are unequal, this leads to perceived inequality. A person who perceives his own ratios to be lower than the ideal or just ratio feels guilty while a person who perceives his ratios to be higher feels angry. People attempt to come out of this unhappy state of inequity by different approaches. They alter their inputs (contribution) or outcomes (returns) through cognitive distortion of inputs (contribution) or outcomes (returns), by terminating the exchange relationship or by changing the reference of comparison, or by changing the inputs or outcomes of the others (Fortin, 2008).

Historically, equity theory of Adam's (1965) was excessively used by the scholars for describing justice issue. According to the equity theory, employees compare the ratio of their work outcomes i.e. rewards and their work inputs i.e. their contribution towards the work with the ratio of fellow worker. If this comparison comes out unequal, the worker whose ratio of outcome and inputs is higher is considered as overpaid and if this ratio is lower he is considered to be underpaid.

The equity theory pointed out that comparatively low reward is taken as unfair and unjust and would produce discontent and negative emotion among the workers

which would then motivate them to take action for reducing this discrepancy between their ratio and that of their coworker (Cropanzano, 1993). Studies are found in the literature which investigated employee's attitudes and behaviors in an environment of perceived injustice.

Organizations are supposed to take into consideration any sort of justice violation at the workplace because violation of justice may cause employees negative response. Many studies have investigated that the perception of injustice may also generate indirect negative consequences like decrease in job satisfaction (Bateman & Organ, 1983), tendency of employee theft (Greenberg, 1990), decrease in trust and loyalty towards leader (Deluga, 1994), negative citizenship behavior (Morrison, 1994). On the other hand, fairness in dealing with the employees enhances job satisfaction decrease the events of employee theft, improves the employee- supervisor relation and support the organizational citizenship behavior.

Normally employees in an organization consider three main justice rules for determining outcome justice: equity rule (contributions), the need rule (needs), the equality rule i.e. equal opportunity (Coetzee 2005).

2.4.2 Procedural Justice

Procedural justice refers to procedures and processes adopted during the outcomes and rewards decisions. This established the role of process control (ability to express one's opinion during the procedure) and decision control (the ability to influence the outcome). Thibaut and Walker investigated that those procedures were to be accepted as fair if there was sufficient space available for process control during

outcome decision (Thibaut & Walker, 1975) and evaluation of outcomes with accurate procedures (Crawshaw et al, 2013).

Distribution of outcomes (distributive justice) and process control during outcome decision are equally important for the individuals (Ivancevich and Matteson, 2002). Procedural justice is also defined as, “fairness issues concerning the methods, mechanism and processes used to determine the outcomes” Folger and Cropanzano, 1998).

According to Thibaut and Walker employees judge fairness of procedures by:

- i- Process control i.e. the extent of control the have over the procedures used to make the decisions about outcome and
- ii- Decision control i.e. the extent of control the have over influencing the decision.

In fact, employees want to have a feeling that they are involved in the decisions very relevant to them and have the opportunity to influence these decisions. Later on studies, have suggested that employees perceive procedures justice when they feel they have process control and decision control.

2.4.3 Interactional justice

The third dimension of justice is referred to as people’s perception of fairness about “the nature and quality of interpersonal treatment people expect when procedures are applied” in the organization. (Fortin, 2008) and focuses on “the significance of truth, regards and rationalizing the mutual understanding” (Bies, 1987; Tyler & Bies, 1990). This dimension is interactional justice.

Despite organization's efforts for maintaining an environment of fair treatment but employees of the organization may perceive some of the interpersonal treatments to be unfair and some others to be fair (Folger & Cropanzano, 1998).

In fact, interactional justice is referred to as the human behavior in the organizational practices in relation with communication between source and target of justice, including courtesy, truthfulness and regards (Bies & Moag, 1986; Tyler & Bies, 1990).

Interactional Justice is seen as one of the most important element of justice in any organization because of its impact on individual's feelings, perceptions and consequent responses, attitudes and behaviors. It was pointed out that employees' attitude and conduct may be improved through fair interactions (Bies & Moag, 1986; Colquitt et al., 2001). Research has also confirmed the presence of a positive relationship between interpersonal justice and workers' trust level (Colquitt, 2001).

Later, researchers proposed to split interactional justice into two main elements, Interpersonal justice and Informational justice (Greenberg 1993). Greenberg suggested that interpersonal justice and informational are two distinct components of interactional justice. Further support for the distinct dimensions of organization justice comes from Colquitt's study which developed and validated four dimensions of organizational justice (Colquitt, 2001).

2.4.4 Interpersonal Justice

Interpersonal justice refers to the nature and quality of interpersonal treatment, respect and sensitive interaction between supervisor and workers (Greenberg, 1998). Politeness, respect and honesty of the relation lead to enhance perception of

interpersonal justice (Colquitt et al. 2001), whereas deception, violation of privacy, derogatory remarks and disrespect lead to perception of unfairness or injustice (Roch and Shanok 2006).

Interpersonal justice refers to the social aspect of distributive justice and aligns itself with the respect, politeness, dignity and propriety rules as suggested by Bies and Moag (1986) or respect, sensitivity and the quality of interpersonal treatment (Greenberg 1993).

2.4.5 Informational Justice

Informational justice is referred to as the quality and volume of information supervisors share with the employees related to the procedures of reward decisions and (Greenberg, 1993; Colquitt, 2001). Adequacy, sincerity and clarity of communication related to a decision are essential elements of informational justice (Fortin 2008). This depends upon receiving truthful, candid information with adequate justification (Eib 2015).

Informational justice refers to the social aspect of procedural justice, thus focusing more on the information people receive regarding why certain procedures were conducted (Colquitt et al. 2001).

Despite difference of opinion among scholars on the dimensionality of organizational justice, this study used the four factor model to validate the four distinct justice dimension model given by Colquitt (2001).

Following figure explains types of justice and their interrelatedness.

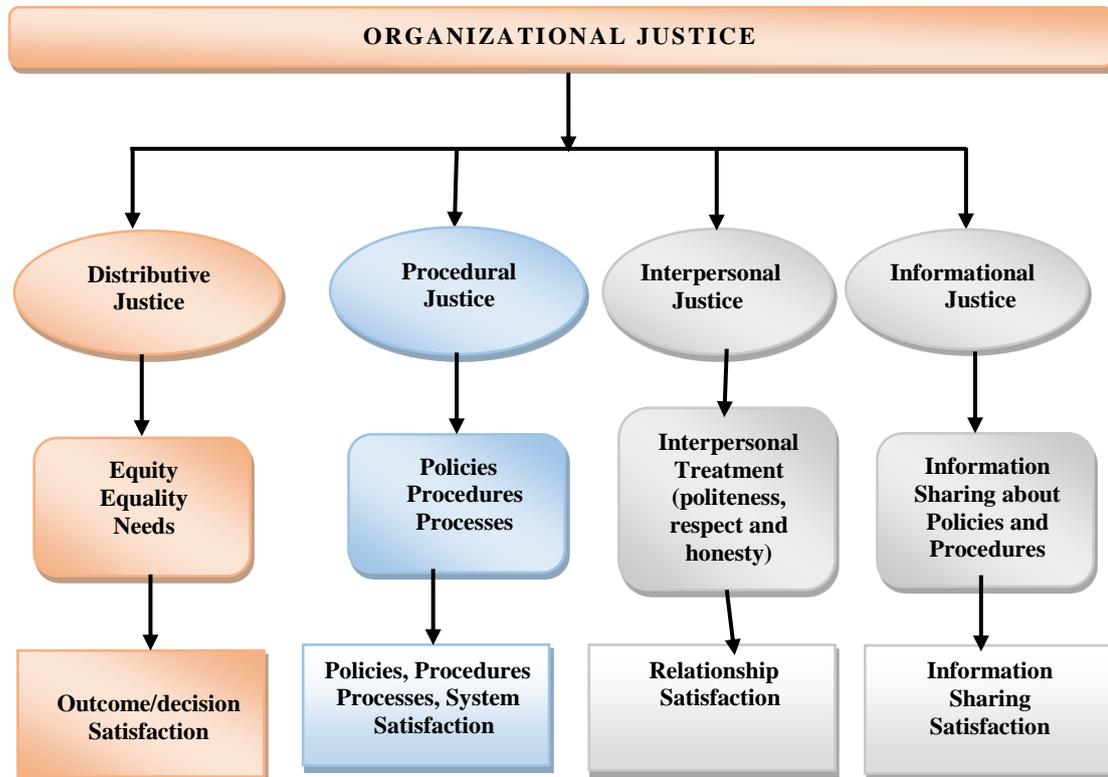


Figure 2.1 Types of organizational Justice (Adopted from: Mariette Coetsee, 2005)

The Figure 2.1 above represents four facets of organizational justice.

Establishing Principle of equity and equality of needs gives rise to the perception of distributive justice that lead to outcome or decision satisfaction. Policies, procedures and processes that give a feeling of process and decision control give rise confidence over and satisfaction from the policies’, processes, procedures and system that lead to perception of procedural justice. The quality of interpersonal treatment determined by politeness, respect and honesty of the in charge to the employees gives rise to relationship satisfaction and leads to perception of interpersonal justice. Truthful, candid and clear information about the policies and procedures about the distribution

of outcomes and rewards shared by the supervisors gives rise to information sharing satisfaction and lead to perception of informational justice

2.5 Organizational Justice Verses Injustice

Most of the researchers use the term justice when discussing fairness in the workplace, although some recent researchers have suggested that it is more appropriate to talk about the psychology of injustice than about that of justice (De Cremer & Ruiters, 2003). This slight shift in terminology is because the richness of the organizational justice construct comes more in discussing injustice than justice (Bies, 2001) and employees tend to be more strongly affected by unfair events than by fair events (Folger, 1984; Folger & Cropanzano, 1998; Judge & Colquitt, 2004). Hence discussing injustice instead of justice will make more logical sense to the reader. Further, justice scholars assume that people's response to injustice is different from their response to justice (Colquitt et al, 2014; Organ, 1990) and argue that justice is often overlooked in the presence of injustice where injustice comes out to be stronger driver of response and reaction (Cropanzano et al, 2011). Indeed, most of the scholars widely utilized measure to assess justice that focused on the adherence to rules of justice (Colquitt et al, 2014), whereas to measure the injustice the focus would be on assessing the violation of justice rules. The notion that perception of justice rule violation is a stronger driver of response and reaction than perception of justice rule adherence, has given rise to an interesting challenge to the justice literature (Colquitt et al, 2014). Thus, the present study focused on injustice, rather than justice.

2.6 Importance of Organizational Justice

Research and literature on organizational justice provide sufficient evidences for why justice is important for employees at workplace (Ambrose & Schminke, 2002; Crawshaw, Cropanzano, Bell & Nadisic, 2013; Cropanzano, Byrne, et al., 2001; Greenberg 2001). The organizational justice literature distinguishes between three aspects of justice motives: instrumental motive, relational motive and deontic motive (Cropanzano, Byrne, et al., 2001; Cropanzano, Rupp, Mohler & Schminke, 2001, Fortin 2008). These aspects are not exclusive of one another (Eib 2015) but researchers argue that individuals and employees are interested in obtaining fairness and justice considering these aspects (Cropanzano, Rupp, et al., 2001).

2.6.1 Instrumental Motive

This means that individual are worried about justice because it provides a mechanism to control and ensure the predictability and favorability of their outcomes and rewards (Tyler, 1987). Employees care about fairness for reasons of self-interest to ensure personal economic gains (Cropanzano, Rupp et al., 2001). Accordingly, employees may prefer organizations that are fair in distributing pays, promotions and resources (Eib 2015).

2.6.2 Relational Motive

Relational motive proposes that individual care about justice and fairness because fair treatment reflects identity, status and worth of an individual within a group.

Employees see this as sign of dignity and self-esteem from receiving fairness in an

organizational setting which in turn satisfies their need for inclusion and belonging (Cropanzano, Rupp, et al., 2001; Tyler & Blader, 2005).

2.6.3 Deontic Motive

Deontic motive or moral virtue motive suggests that individuals care about fairness because it is right thing to do (Folger 1998, Folger & Cropanzano, 2001). According to this motive, justice is a fundamental need and desire of people to respect human worth and dignity. When confronted with unfair treatment or injustice individuals are not only inclined to act under instrumental concerns and relational concerns but also under deontic concerns. Feeling of unfairness or perception of injustice would trigger strong emotion such as moral outrage or deontic anger (Eib 2015).

There is a recent debate on the conceptual difference between justice and injustice (Cojuharenco & Patient, 2013) and between justice and fairness (Goldman & Cropanzano, 2014), the terms justice/ injustice and fairness /unfairness are interchangeably used in the organizational behavior studies.

2.7 (a) Responding to Organizational Injustice

Individuals may respond in a number of different ways to a perceived injustice, with varying degrees of impact on the organization. A number of factors can influence the decision to act on a perceived injustice, including the extent of its impact, perceptions of past and likely future injustices, and personal dispositions such as a desire for retribution and the tendency to confront or avoid problem situations (Coetzee, 2005).

When employees perceive injustice and unfairness they feel bitterness which is bad and damaging for both individuals and the organization. No doubt some of them may get small benefits from such unfair environment but they would be very few but most of them suffer loss in such situations. Therefore, organizations should try to control injustice in the organization by observing the responses of employees through making proper guidelines of policies and procedures for ensuring fair decision. Otherwise employees go into naming and blaming activities.

Naming is the initial identification of fairness or unfairness of an outcome, procedure or system. If unfairness is detected employee act to respond the unfairness and the intensity of the response depends upon the degree of identified unfairness or injustice (Coetzee, 2005). Sometimes this situation gives way to formation of group in the organization and support others in identifying and labelling the perceived injustice like discrimination, abuse, exploitation and unfair treatment and transform perceived injustice into grievance and then attributing blame to any one of three distinct entities: person, procedure or system (Coetzee, 2005).

2.7-b Acting on Injustice

When employees are confirmed about injustice and fix the blame to person, procedure or system, they decide what and how to respond to it. Their resultant response and its intensity depends upon many factors.

2.8 Factors influencing a person's need to act on an injustice

Two factors are most important in this regard. One, the impact of the injustice on the perceiver; and two, the level of concern for limiting future injustice.

1.9 (a) -The impact of the Injustice

Perceived magnitude of injustice and the degree of responsibility of a person creating injustice will determine the need and intensity of response from the perceiver. An unfairly treated employee will have to act on the injustice because:

- Injustice has been perceived (magnitude of injustice) and the person responsible for this injustice has been identified (the manager -person responsible).
- Discrepancy in the standard was confirmed (deviation from the procedures).

2.9 (b) – Level of Concern in Limiting Future Injustice

The second factor to influence a person's need to act on an unfair event is the impression that if unfair event is left unattended, unfairness and injustice will persist. Therefore, for restricting injustice to the present level, requires a need to react and respond.

2.10 Factors influencing the Choice of Action

Further, when employees perceive injustice and they have to decide what to do, their decision to respond depends upon the cost of response and the benefit of response. Conflicts, resentment, retaliation, loss of reputation, loss of opportunities, sense of failure, strained interpersonal relationship and victimization will represent the cost of respond and the benefit would be the revision of procedures, practices and systems.

Keeping in mind these factors employees generally deal with injustice in one the four possible ways; accept injustice and continue with it, change their behaviors to

eliminate injustice, rationalize the injustice by renaming and redefining or quit the situation to avoid confrontation and continued injustice (Sheppard et al., 1992)

2.11 Benefits of Justice for the Organization and Employees

Employees perceiving justice in the organization respond in such a way that is beneficial to the organization. Organizations where employees perceive high level of perceived organizational justice there is low turnover, and low turn-over intention (Daily & Kirk 1992), low absenteeism (Lam, Schaubroek, and Aryee, 2002), high customer satisfaction (Simon & Roberson, 2003), high organizational commitment (Folger & Konovsky, 1989), high level of OCB (Fassina, Jones & Uggerslev, 2008), and low level of employee theft (Greenberg, 1990).

Organizational justice brings benefits to employees as well. When any authority figure behave in a fairly manner, strong messages are sent to the environment that the organization value employees who work for them (Lind & Tyler, 1988). This message is very important for employees who already wish to be accepted and valued and their feeling of self-worth increases (Lind & Tyler, 1992), lower feelings of discrimination (Cropanzano, Slaughter, & Bachiochi, 2005), high pay satisfaction (Folger, Konovsky, 1989), low level of stress (Judge and Colquitt, 2004) and improved physical and mental health (Greenberg 2014).

2.12 Economic and Psychological Impact of Organizational Injustice

Organizational justice is relevant from economic and psychological perspective. The perception and experience of injustice in the organization by the employees can lead to counter productive work behaviors (Nerdinger, 2000, 2007),

attempts to harm the interests of the organization (Bies & Tripp, 2005); Colquitt et al., 2001; Greenberg, 1990; Marcus & Schuler, 2004).

Counterproductive work behaviors include theft, damage to the properties of the organization, misuse of sensitive information, waste of labour time and other resources, absenteeism and intentional low quality of work. All such reactions are thought as a result of violation of fairness (Jiranek & Kals, 2012).

The damage caused in commercial enterprise by such counterproductive work behaviors is estimated between two to three billion dollars (Murphy 1993). Whereas another study in Germany reports an estimated loss of income of fifty billion Euros arising of dismissal, conflict at workplace and sick leave (DisselKamp 2004).

Further, the relationship between perception of fairness and health has been empirically investigated (Robbins et al., 2012) and the health related global cost of work place stress and associated health issues due to adverse conditions at workplace including injustice has been estimated to be 2.5 trillion USD in 2010 representing a serious social challenge (Eib, Schwarz and Blom, 2015).

2.13 Nature of Employees' Responses to Injustice

Justice in an organization is important from two aspects (a) a positive aspect and (b) a negative aspect. Positive aspect of justice is that when perception of justice prevails and negative aspect is that when injustice is perceived. Different outcomes are usually attached to organizational justice and injustice, and therefore, these are either positive or negative. Positive outcomes are the outcomes of perceived justice and negative outcomes are the outcomes of perceived injustice. Outcome of perceived justice normally consist of workplace satisfaction, high performance, organizational

commitment, employees' organizational citizenship behaviors whereas outcome related to perception of injustice are employees' withdrawal behaviors (i.e., absenteeism, turnover), employees' counterproductive work behavior (e.g., employee theft) (Colquitt et al, 2001; Cohen-Charash & Spector, 2001).

Research in this area has confirmed that employees' perception of justice in the organization positively affects their attitudes and behaviors. They express high job commitment and organizational citizenship behaviors (Colquitt et al., 2001; Williams et al., 2002; Wat and Shaffer, 2005; Daileyl, 1992), high job satisfaction and high performance (Alexander, 1987; Colquitt et al., 2001), satisfaction with performance appraisal system (Pareke, 2005), high organizational trust and psychological empowerment (Wat and Shaffer, 2005) and high commitment to the organization, social behavior and team loyalty (Murphy et al., 2006).

Whereas, employees' perception of injustice negatively affects their attitudes and behaviors. Their workplace aggression increases (Baron and Richardson, 1994), they involve in organizational misbehavior (Vardi and Wiener, 1996), they feel anger and disrespect (Miller, 2001), their level of counterproductive work behavior increases (Spector and Fox, 2002), their organizational citizenship behavior tends to be low, intention to commit crime and protest increases (Skitka and Bravo, 2005)

Research has also identified that the perception of injustice affects employees' health. Perception of the lack of justice (i.e. perception of injustice) causes psychiatric disorder (Kivimaki, Elovainio, Virtanen and Stansfeld, 2003), decline in self-rated health status (Elovainio, Kivimaki and Vahtera, 2005) and absence due to sickness (Kivimaki et al., 2007)

Negative employee outcomes also result in harmful consequences for the organizations as well. These harmful consequences may include resultant cost of burnout, turnover, absenteeism and low productivity (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Tepper, 2001; Elovainio, Kivimaki, & Vahtera, 2002; Janssen, 2004).

2.14 EVLNC Response Model

The study of employees' responses to dissatisfied or adverse working condition is an important element of the organizational behavior. (Rusbult & al., 1988). There are studies in literature of organizational behavior highlighting a variety of consequences in a dissatisfied working environment (Hirschman 1970; Rusbult & al., 1982; Good et al., 1996; Netemeyer et al., 1996; Dulac et al., 2008).

Hirschman proposed a theory to generally explain individual responses and behaviors to different events in social systems such as organizations, companies and countries. This general theory of Hirschman has been applied to a wide range of different scientific settings (Rusbult, Zembrodt, & Gunn, 1982; Sverke & Hellgren, 2001).

According to Hirschman theory, employees have two option to respond to an adverse situation, exit or voice. When employee terminate or intend to terminate the relationship with the organization by leaving or intending to leave the job, is termed as exit. Whereas, voice is a response when employees try to effectively act to influence the system or environment by complaining to the management about the problematic issues.

Rusbult defined voice response as ‘active and constructive effort to improve conditions’, a form of voice also referred to as pro-social voice (Van Dyne et al.) i.e. relatively- more constructive rather aggressive voice, which is, less constructive (Hagedorn et al., 1988)

Later, Rusbult introduced two more responses neglect and loyalty and arranged all these four responses into a two-dimensional framework:

- i- Constructive or destructive dimension and
- ii- Active or passive dimension.

Neglect is a response that represent withdrawal behavior of the employee when one reduces one’s effort and contribution to the organization while, loyalty is response that shows sacrifice and attachment to the organization (Hirschman 1970; Grima & Glaymann 2012).

The ‘voice’ and ‘loyalty’ responses are considered as constructive behaviors, because their purpose is to regain satisfactory working conditions and better organizational relations. Exit and neglect are considered to be relatively destructive responses, because the objective of these responses is to reduce or even terminate the relationship between the organization and the employee.

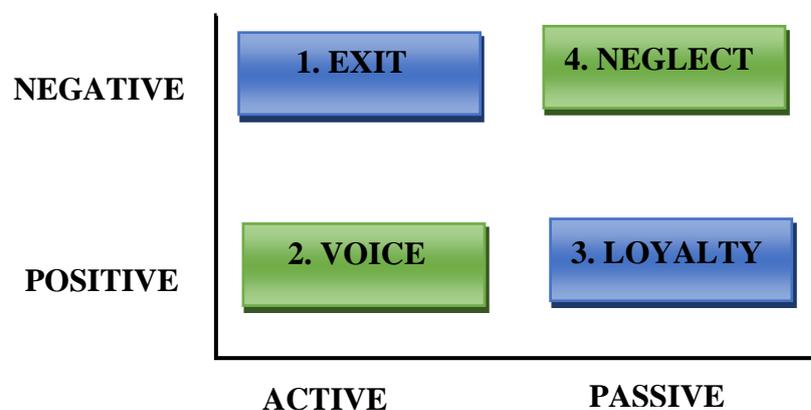


Figure 2.2 Two dimensional representation of Employees' Responses

Similarly, Exit and voice are categorized as active behaviors, as these imply active actions whereas neglect and loyalty responses are considered relatively passive responses because these imply inactive and patient reflections (Figure 2.2).

Various studies have highlighted a number of consequences of dissatisfaction at the workplace (Grima & Glaymann 2012). In the light of the theories of negative emotions and cognitive reappraisal, Davis Blake et al. (2003) concluded that exit, voice, loyalty and neglect (EVLN) model is a useful model and an integrative approach to focus on the consequences of employee's dissatisfaction that can arise as a result of perception of injustice at the workplace.

Other theorist also supported Hirschman EVLN framework for explaining employee responses to adverse situation. Rusbult, Zembrodt and Gunn (1982) also proposed a similar two dimensional model for explaining the employee responses to dissatisfaction. Hsiung discussed employees' behavioral options of EVLN under problematic working conditions (Hsiung, 2012).

There may be various factors that determine the responses to injustice, but for managers and the organization it is very important to know these determinants for developing a functional organization (Hirschman, 1970). The organization can become successful in dealing with the injustice and the responses to injustice if they make efforts to minimize the events of perceived injustice and in addition develop a system where the undesired responses to injustice like the one which are active and

destructive or passive a destructive (exit, neglect) can be channelized and effectively managed (Hirschman, 1970). Whereas organization may get benefit from employee's active and constructive or passive constructive responses by allowing them to share their concerns and feedback with the management such that organization may change their procedures and practices that are creating perception of injustice.

2.15 Expanding the EVLN Respond Model with Organizational Cynicism

Rusbult *et al.* (1988) argued that EVLN response model may be used as a general framework, where scholars may include other type of responses to injustice and disappointment. Rusbult extended this model of EVLN responses including one more distinct response-organizational cynicism (OC).

Cynicism is a behavioral response which may have significant implications both for employees and the organization, because it seems to be associated with many negative outcomes, like apathy (absence of emotion), resignation (giving up), alienation (disaffection), distrust of others, hopelessness, suspicion, contempt (disrespect with intense dislike), false belief (disillusionment), and open disrespect (scornfulness), with low job performance, interpersonal clash and conflict, non-attendance or absenteeism, exhaustion or burnout and turnover intentions or job turnovers (Andersson, 1996; Andersson & Bateman, 1997; Dean et al, 1998; Abraham, 2000).

Fons Naus also mentioned that there is another possible behavioral response to injustice which is entirely different response and can be identified to be different from above mentioned EVLN responses (Naus et al., 2007). Fon Naus that EVLN model of

responses may be extended to include organizational cynicism (OC). This unique response can be stated as “a negative attitude toward employing organization, consisting of three different dimensions: first, a belief that the organization lacks integrity; second, negative affect toward the organization; and third, tendencies to disparaging and critical behavior toward the organization that are consistent with these beliefs and affect” (Dean et al., 1998).

Researchers have concluded that although organizational cynicism appears to be unfavorable response to unfavorable work situation, cynical people are also inclined to care about their organization. Therefore, cynicism is a different type of response which appears in an unfavorable situation at workplace.

Another reason to include cynicism in the EVLN response model is its “frequency and prevalence”. Research has identified that 43 percent of workers in America are cynical (Kanter and Mirvis, 1989) while Bommer et al. (2005) concluded that, worker’s cynical behavior has increased in view of the recent business scandals in USA. Therefore, Cynicism may be included in the EVLN response model on the strong evidence of “consequences and occurrence (Naus et al., 2007.)

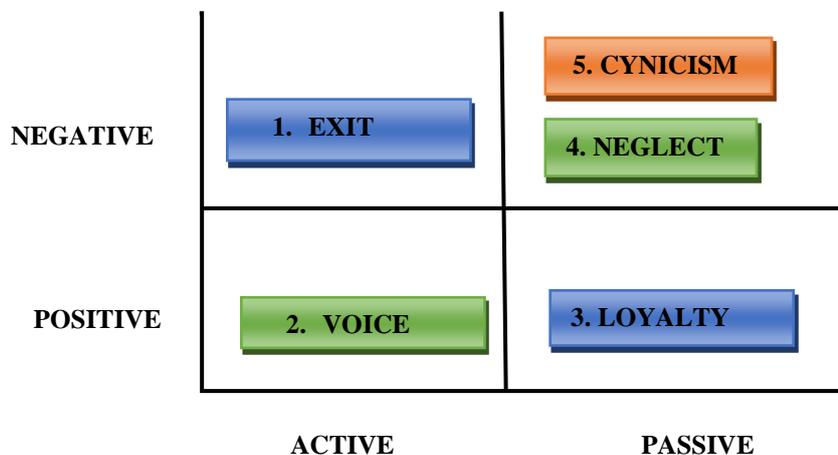


Figure 2.3 inclusion of Cynicism in two dimensional representations of Employees' Responses

Thus it can be concluded that employees may react to unfavorable organizational situations in five different ways-EVLNC- that may affect ultimately job outcomes (Naus et al., 2007), as depicted by the figure 2.3 above. It has been demonstrated through confirmatory factor analysis that organizational cynicism (negative and passive) is a differently identified response from EVLN -exit, voice, loyalty and neglect (Naus et al., 2007).

The present study has highlighted the relationship between organizational injustice and employee responses of EVLNC as an improvement over EVLN typology for further evaluation and validation of the finding of Naus et al. There is another dimension of EVLNC behavioral and cognitive. Behavioral responses are directly observable but cognitive responses are not directly observable (Grima & Glaymann 2012).

Present study only focused on varying aspects of EVLNC as follows:

- Behavioral aspect of exit response i.e. intention to leave considered as negative, passive and destructive
- Behavioral aspect of voice response i.e. discussing the situation with the management considered as positive, active and constructive

- Behavioral aspect of loyalty response i.e. patiently and silently waiting for improvement considered as positive, passive and constructive
- Behavioral aspect of neglect response i.e. withdrawing the effort and loose interest in work considered as negative, active and destructive
- Behavioral aspect of response with cynicism i.e. losing confidence and trust in the organization and being always critical towards the organization considered as negative, active and destructive.

Therefore, at the second stage, the present research focused on the relationship of each of the four dimensions of organizational injustice and EVLNC responses in the local context, so that it can be concluded which type of organizational injustice influence employees' EVLNC responses more seriously than other in a context not considered earlier.

2.16 Theoretical Support

2.16.1 Equity Theory

Equity theory explains basis of perception of fairness about reward distribution in the organization, that typically includes pay and benefits. (Adams 1965; Leventhal 1976). If this distribution is in accordance with the 'equity theory' it is perceived to be fair. According to the equity theory people generally match the ratio of their contributions (inputs) towards the organization and return they receive from the organization (outcomes) with the ratio of someone else. If these ratios are unequal, it leads to perceived inequality and gives rise to two possibilities. A man who feels that his ratio of inputs to outcomes is lower than the ideally required ratio or just ratio he feels himself guilty of being over paid (Adams 1965; Leventhal 1976). Whereas a

man who observes that his ratio of inputs to outcomes is higher he gets angry over being underpaid. Such guilty and angry people attempt to come out of this unhappy state of inequity by different approaches. One, they alter their inputs (contribution) or outcomes (returns) through cognitive distortion of either inputs (contribution) or outcomes (returns). Two, by terminating the exchange relationship. Three, by changing the reference of comparison and four, by changing the inputs or outcomes of the others (Fortin, 2008). Therefore, in the first case employees are likely to respond with reduce their efforts at workplace-i.e. withdrawal or neglect response. In second situation they are likely to leave the organization or start making effort to quit i.e. exit or intention to exit response. In the third case they justify the prevailing inequity and hope for the situation to improve- loyalty response. In fourth situation they raise voice for the increase in their rewards- voice response. It is likely that in case none of the four response strategy works they may lose trust in the organization and likely to become cynical- response with cynicism.

2.16.2 Social Exchange Theory

Social exchange theory provides an important theoretical connection between organizational justice and individual responses in an organizational setting (Homans, 1961). The basic assumption of social exchange theory is that human relationship develops over a period of time into mutual commitments and these commitments are influenced by various exchange principles. The most influential principle is the principle of reciprocity. Research has categorized reciprocity into three different types namely; i) reciprocity related to interdependent exchange, ii) reciprocity as a general belief (i.e. people get according to what they deserve and ultimately they will get a

fair share and iii) reciprocity as a cultural norm and individual orientation (Cropanzano & Mitchell 2005).

The resources like money, status, services and information can be exchanged in a reciprocal relationship. Reciprocity in social exchange are central in organization justice principle, such that if an individual feels a lack of balance in the exchange, he will perceive this exchange situation as unfair (Homans, 1961).

Further, the theory asserts that if an individual perceive balance and fairness in the reciprocal exchange of contribution and return, he will try to strengthen the exchange relation by a constructive and pro-social response (voice or loyalty) but if he perceives the exchange relation as unfair, the tendency of a pro-social and constructive response will diminish and the tendency of anti-social, destructive response (exit, neglect or cynicism) will increase.

2.16.3 Reactive Content Theories

Reactive Content Theories describe how individuals respond to an unjust situation, decisions or relationships. These theories explain that people respond to unfair dealings by showing various depressing and negative emotions such as resentment, anger, dissatisfaction, disappointment and unhappiness (Folger, 1984). They attempt to remove the inequity and try to restore inequity, by engaging themselves in retaliatory behavior or restore psychological equity by justifying the injustice or leaving the organization.

2.16.4 Affect Control Theory

This theory provides an important aspect for understanding employees' likely responses to organizational injustice (Craver & Scheier, 1982: Wiener, 1948). ACT

states that employees start displaying an attitudinal or behavioral response whenever they perceive discrepancy between what they were expecting from their organizations and what they actually receive. Employees believe that such difference creates an imbalance in the relationships involving social exchange between themselves and their organizations. Therefore, employees try to eliminate the imbalance, or at least reduce such imbalances.

2.16.5 Cognitive Dissonance Theory

It makes a similar prediction from a slightly different dimension (Festinger, 1957). When employees face an irregularity between their attitudes and behaviours, they desire to resolve that discrepancy by changing either the attitude or the behavior, looking at the situational constraints.

Earlier studies have also provided the support for argument that a high degree of perception in organizational justice is associated with the constructive and pro-organizational responses like voice and loyalty whereas, a high degree of perception in organizational injustice is related to responses like neglect or exit may it be intention to turnover or actual turnover (Lee et al., 2012).

2.16.6 Cognitive Appraisal Model

Cognitive appraisal model argues that when there is an event of unfairness individuals first mentally imagine its possible impact on them, if they cognitively evaluate it as a stressor, then this will cause stress to them. Lazarus and Folkman (1984) suggest that cognitive appraisal takes place in two stages: first stage is primary

appraisal when the individual considers the extent to which he or she could be harmed by that unfair event and a second stage of appraisal when he or she considers different strategies to avoid or minimize the harm. Organizational injustice could constitute a feeling of interactional unfairness according to the cognitive appraisal model (Greenberg, 2004).

2.16.7 Referent Cognition Theory

Referent cognition (RC) theory explains that, when an individual faces a relative deprivation, the result is anger and resentment. The extent of anger depends upon three conditions: (1) referent outcome, (2) expectation for future outcome, and (3) justification. High referent outcome, low expectation for future outcome, and low justification for the event maximize the feeling of resentment (Folger, 1986; Allyn, 1987). The effects of these three RCT components have been proved by several empirical studies in a laboratory environment (Colquitt, Greenberg, & Zapata-Phelan, 2005).

2.16.8 Fairness Theory

Folger and Cropanzano (2001) developed fairness theory as an improvement to the RCT. Fairness theory focuses on the counterfactual thinking of an individual when that individual is faced with a negative event or perceives unfair treatment. Many of the empirical studies have confirmed the validity of fairness theory with respect to the employees' responses to fairness/unfairness (Colquitt, Greenberg, & Zapata-Phelan, 2005).

Obtaining the support from all the theories stated above, the theoretical framework is based on the equity theory and social exchange theories as these

theories provides the best reasons for responses in an unfair exchange in the organization.

2.17 Theoretical Framework (Research Model)

Present research examined, at the first stage, four dimensions of perceived organizational injustice in relation to employees' five factor response strategy - EVLNC that can be shown as below in figure 2.4:

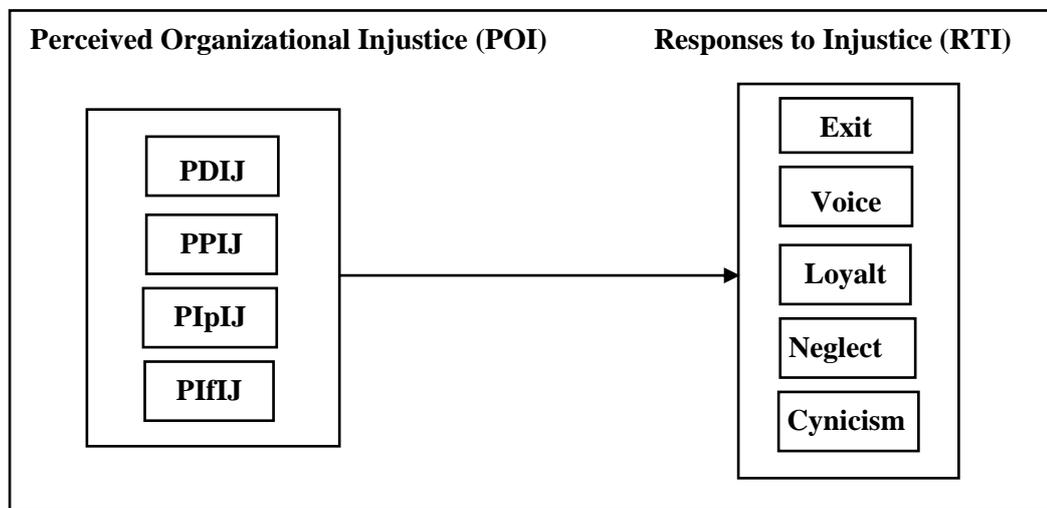


Figure 2.4 Theoretical Framework

In the next phase of the research role of psychological capital-hope, optimism, resilience and self-efficacy constituting the positive Organizational behaviour (POB) in the relationship between organizational injustice and employees' responses was examined.

Psychological Capital or PsyCap is “an individual’s positive psychological state of development characterized by: (1) preserving towards goals, and where necessary, redirecting paths to goals (hope); having confidence (self-efficacy) to take

on and put in the necessary effort to succeed at challenging tasks; (3) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success; and (4) making a positive attribution (optimism), (Luthans et al., 2007). PsyCap is regarded as such a positive psychological state that they are changeable and can be developed within individuals at any time during the progression of their life (Lewis, 2011). There is evidence in the literature to believe that PsyCap is state-like in nature and open to development (Newman et al., 2014).

Therefore, PsyCap is placed along a continuum between transient state that are momentary and very changeable, and 'hard -wired' trait which are very stable and difficult to change (Luthans, Avolio, et al., 2007; Walumbwa et al., 2011). In addition, broaden and build theory of emotion states that "an individual's experience of positive emotion tends to broaden their momentary thought-action repertoire and build their enduring personal resources (Fredrickson, 2005). Positive emotions play a vital role for individuals to adopt broader ways of thinking responding and behaving in the presence of positive resource capacity PsyCap (Setar, S.B., Buitendach, J.H., & Kanengoni, H., 2015). That is why studies are found in literature identifying PsyCap as buffering and mitigating the impact of negative emotion and attitudes (Shukla and Raj, 2015). Similarly, PsyCap was found to be a strong moderator in the relationship between negative effect of job stress and workplace incivility (Robert, Scherer and Bowyer, 2011). PsyCap was investigated as playing a moderating role in the relationship between emotional labour and job satisfaction/burnout (Cheung, Tang and Tang., 2011). In the same way PsyCap was found a moderator in the relationship

between organizational politics and both job performance and job satisfaction (Abbas, Raja, Darr and Bouckennooghe, 2014; Abbas & Raja, 2014).

Therefore, in the presence of strong theoretical literary evidences, this study investigated the moderating role of PsyCap in the relation between perceived organizational injustice (POIJ) and employees' responses to injustice (RTI).

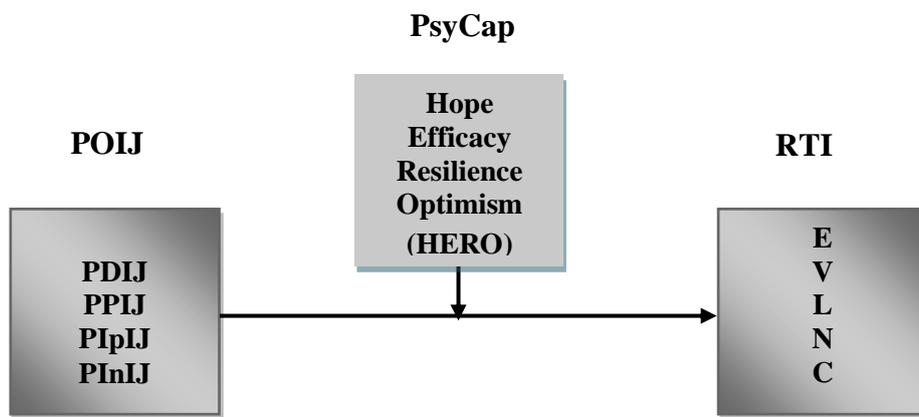


Figure 2.5 Research Model

The integrated four factor model of organizational injustice- PDIJ, PPIJ, PIpIJ, PifIJ- and their impact on employee responses of EVLNC may be represented as follows.

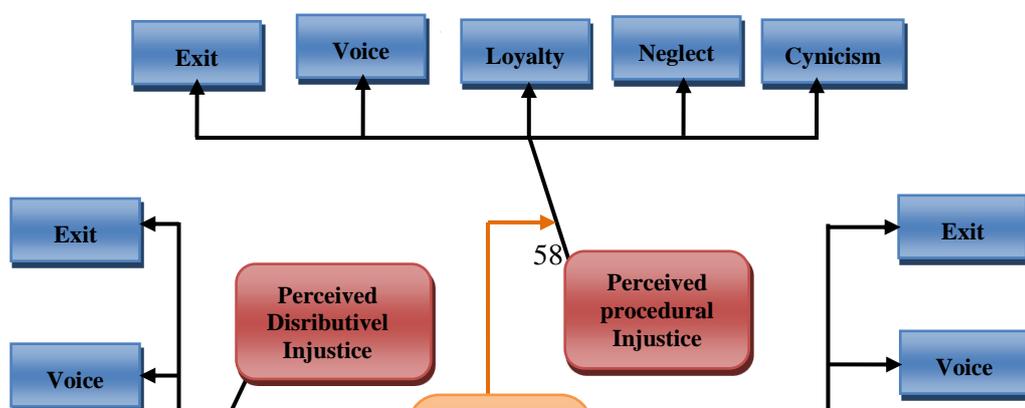


Figure 2.6 Integrated Research Model

Figure 2.6 above explains the research model of the study. Perception of distributive, procedural, interpersonal and informational injustice influence employees' exit, voice, loyalty, neglect and cynical responses and PsyCap moderates the relationship between each facet of organizational injustice and EVLN&C responses.

2.18 Hypotheses Development

Distributive justice refers to the perceived fairness of outcome distribution, typically include pay, benefits and rewards (Adams 1965; Leventhal 1976). Equity Theory (Adams, 1965) and social exchange theory provide well established and widely used framework to explain the relationship between perception of organizational injustice and its outcomes. In the perspective of equity and social exchange theories, if an individual perceive balance and fairness in the reciprocal exchange of contribution and return, he will try to strengthen the exchange relation by a constructive and pro-social response (voice or loyalty) but if he perceives the exchange relation as unfair, the tendency of a pro-social and constructive response will diminish and the tendency of anti-social, destructive response (exit, neglect or cynicism) will increase.

Therefore, it is expected that perceived distributive injustice (PDI) would have a significant and positive impact on exit, voice, neglect and cynical responses while it would have a significant and negative impact on loyalty response.

Hypothesis 1: Perceived Distributive Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.

Sub hypotheses of main hypothesis 1 can be described as follows:

Hypothesis 1a: Perceived Distributive Injustice significantly and positively influences the Exit response.

Hypothesis 1b: Perceived Distributive Injustice significantly and positively influences the Voice response.

Hypothesis 1c: Perceived Distributive Injustice significantly and negatively influences the Loyalty response.

Hypothesis 1d: Perceived Distributive Injustice significantly and positively influences the Neglect response.

Hypothesis 1e: Perceived Distributive Injustice significantly and positively influences the Cynical response.

In the model given below Perceived Distributive Injustice PDIJ is independent variable and Exit, Voice, Loyalty, Neglect and Cynicism are dependent variables.

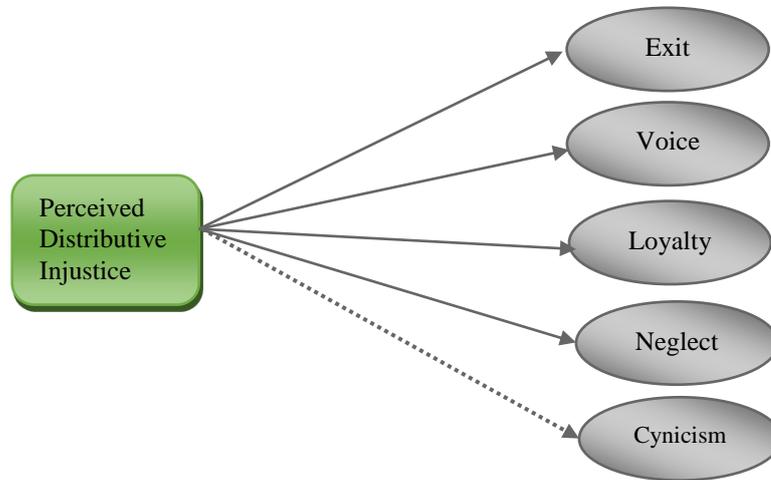


Figure 2.7 Model 1, Independent Variable-PDIJ and Dependent Variables EVLN &C.

Procedural justice refers to procedures and processes adopted during the outcomes and rewards decisions. Equity and social exchange theories focus on how individuals act in response to unjust situations, procedures, decisions or relations causing inequity to them. Reactive Control Theory focuses on how individuals act in response to unjust situations, decisions or relations These theories explain that when people perceive injustice in procedures for deciding outcome distribution they realize inconsistency in application, bias in procedures, inaccuracy of information used, no correctability of error, no representativeness on decision criteria and immorality and

unethicality in procedures (Levethal, 1976). They feel that they have lost process control and decision control which will lead to inequity in distribution of outcomes. Such unfair procedures lead to depressing and negative emotions such as resentment, anger, dissatisfaction, disappointment and unhappiness (Folger, 1984). Under such emotions and in an attempt to restore perceived inequity with respect to procedures, employees will seek amendments and engage in retaliatory behavior or restore psychological equity by justifying the injustice or leaving the organization. Therefore, if they perceive they will try to strengthen their relation by a constructive and pro-social response (voice or loyalty), but when they perceive procedural inequity and unfairness in the procedures, the tendency of a pro-social and constructive response will diminish and the tendency of anti-social, destructive response (exit, neglect or cynicism) will increase.

Therefore, it is expected that perceived procedural injustice (PPIJ) would have a significant and positive impact on exit, voice, neglect and cynical responses while it would have a significant and negative impact on loyalty response.

Hypothesis 2: Perceived Procedural Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.

Sub hypotheses of main hypothesis 2 can be described as follows:

Hypothesis 2a: Perceived Procedural Injustice significantly and positively influences the Exit response.

Hypothesis 2b: Perceived Procedural Injustice significantly and positively influences the Voice response.

Hypothesis 2c: Perceived Procedural Injustice significantly and negatively

influences the Loyalty response.

Hypothesis 2d: Perceived Procedural Injustice significantly and positively influences the Neglect response.

Hypothesis 2e: Perceived Procedural Injustice significantly and positively influences the Cynical response.

In the following model PPIJ is independent variable and Exit, Voice, Loyalty, Neglect and Cynicism are dependent variables.

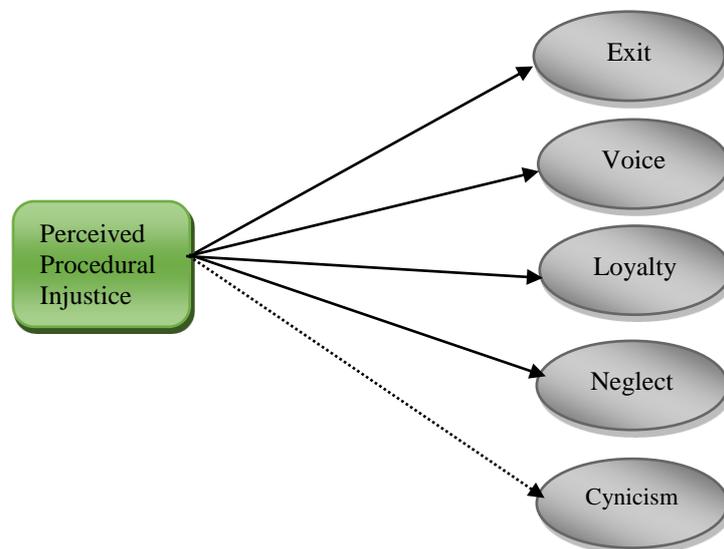


Figure 2.8 Model 2, Independent Variable-PPIJ and Dependent Variables EVLN&C.

Interpersonal justice refers to the social aspect of distributive justice and aligns itself with the respect, politeness, dignity and propriety rules as suggested by Bies and Moag (1986) or respect, sensitivity and the quality of interpersonal treatment Greenberg1993).

In the light of equity and social exchange theories, disrespect, rudeness and

degradation could constitute a feeling of unfairness in interpersonal interaction and insecurity in distribution of outcomes. Equity and social exchange theories focus on how individuals act in response to unjust situations, procedures, decisions or relations causing inequity to them. According to these theories, when people perceive injustice in interpersonal treatment they feel no respect, dignity, politeness and propriety rules as pointed out by Bies and Moag (1986) which can drag them to depressing and negative emotions such as resentment, anger, dissatisfaction, disappointment and unhappiness (Folger, 1984). Under such emotions and in an attempt improve the status of interpersonal treatment, employees will seek amendments in the interpersonal treatment within the organization and engage in retaliatory behavior. Cognitive appraisal model argues that when there is an event of unfairness individuals first mentally imagine its possible impact on them, if they cognitively evaluate it as a stressor, then this will cause stress to them. The theory suggest that cognitive appraisal takes place in two stages: first stage is primary appraisal when the individual considers the extent to which he or she could be harmed by that unfair event and a second stage of appraisal when he or she considers different strategies to avoid or minimize the harm. Organizational injustice could constitute a feeling of interactional unfairness according to the cognitive appraisal model. Therefore, when they perceive interpersonal justice, they will try to strengthen their relation by a constructive and pro-social response (voice or loyalty), but when they perceive interpersonal unfairness in the organization, the tendency of a pro-social and constructive response will diminish and the tendency of anti-social, destructive response (exit, neglect or cynicism) will increase.

Therefore, it is expected that perceived interpersonal injustice (PIpIJ) would have a significant and positive impact on exit, voice, neglect and cynical responses while it would have a significant and negative impact on loyalty response.

Hypothesis 3: Perceived Interpersonal Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.

Sub hypotheses of main hypothesis 3 can be described as follows:

Hypothesis 3a: Perceived Interpersonal Injustice significantly and positively influences the Exit response.

Hypothesis 3b: Perceived Interpersonal Injustice significantly and positively influences the Voice response.

Hypothesis 3c: Perceived Interpersonal Injustice significantly and negatively influences the Loyalty response.

Hypothesis 3d: Perceived Interpersonal Injustice significantly and positively influences the Neglect response.

Hypothesis 3e: Perceived Interpersonal Injustice significantly and positively influences the Cynical response.

In the following model PIpIJ is independent variable and Exit, Voice, Loyalty,

Neglect and Cynicism are dependent variables.

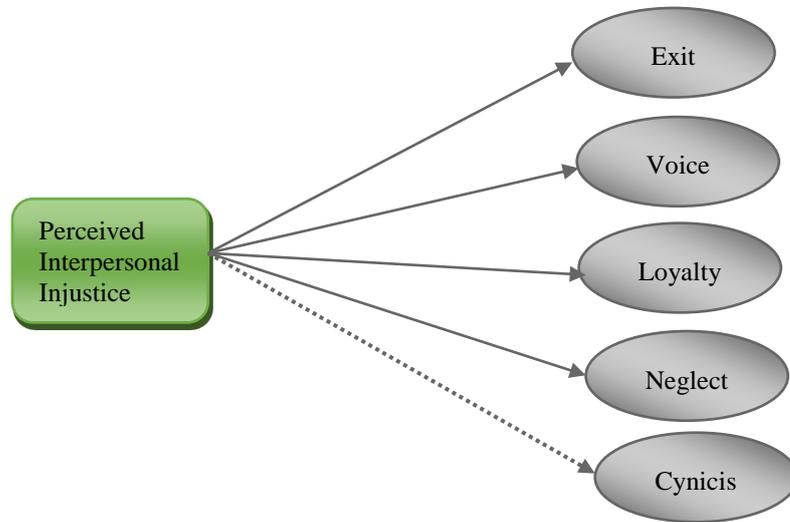


Figure 2.9 Model 3, Independent Variable-PIpIJ and Dependent Variables EVLN &C.

Informational justice refers to the social aspect of procedural justice, thus focusing more on the information people receive regarding why certain procedures were conducted (Colquitt et al. 2001). This dimension of organizational justice represents the quality and volume of information supervisors share with the employees related to the procedures of reward decisions and (Greenberg, 1993; Colquitt, 2001). Adequacy, sincerity and clarity of communication related to a decision are essential elements of informational justice (Fortin 2008). This depends upon receiving truthful, candid information with adequate justification (Eib 2015).

According to equity and social exchange theories, unclear, inadequate and untruthful communication and information sharing from the supervisors generate a feeling of discrimination which give rise to negative emotion and fear of inequity in distribution of outcomes. Cognitive appraisal model argues that when there is an

event of unfairness individuals first mentally imagine its possible impact on them, if they cognitively evaluate it as a stressor, then this will cause stress to them. The theory suggest that cognitive appraisal takes place in two stages: first stage is primary appraisal when the individual considers the extent to which he or she could be harmed by that unfair event and a second stage of appraisal when he or she considers different strategies to avoid or minimize the harm. Organizational injustice could constitute a feeling of interactional unfairness according to the cognitive appraisal model. Therefore, it is expected that perceived informational injustice (PIfIJ) would have a significant and positive impact on exit, voice, neglect and cynical responses while it would have a significant and negative impact on loyalty response.

Hypothesis 4: Perceived Informational Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.

Sub hypotheses of main hypothesis 4 may be described as follows:

Hypothesis 4a: Perceived Informational Injustice significantly and positively influences the Exit response.

Hypothesis 4b: Perceived Informational Injustice significantly and positively influences the Voice response.

Hypothesis 4c: Perceived Informational Injustice significantly and negatively influences the Loyalty response.

Hypothesis 4d: Perceived Informational Injustice significantly and positively influences the Neglect response.

Hypothesis 4e: Perceived Informational Injustice significantly and positively influences the Cynical response.

In the following model Perceived Informational Injustice (PIfI) is independent variable and Exit, Voice, Loyalty, Neglect and Cynicism are dependent variables.

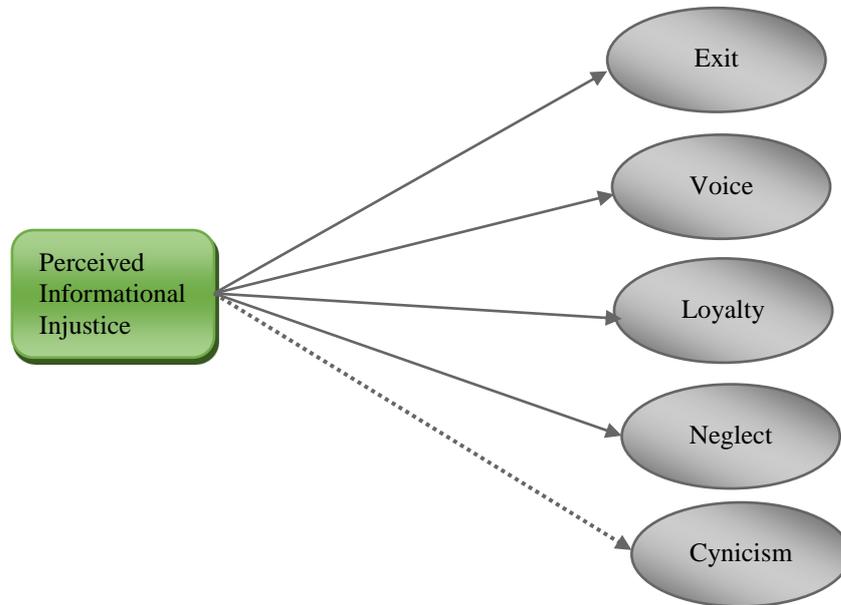


Figure 2.10 Model 4, Independent Variable-PIfIJ and Dependent Variables EVLNC.

A hypothetical relationship between perceived distributive injustice, procedural injustice, interpersonal injustice, informational injustice and employees' responses that was investigated through this research is given below:

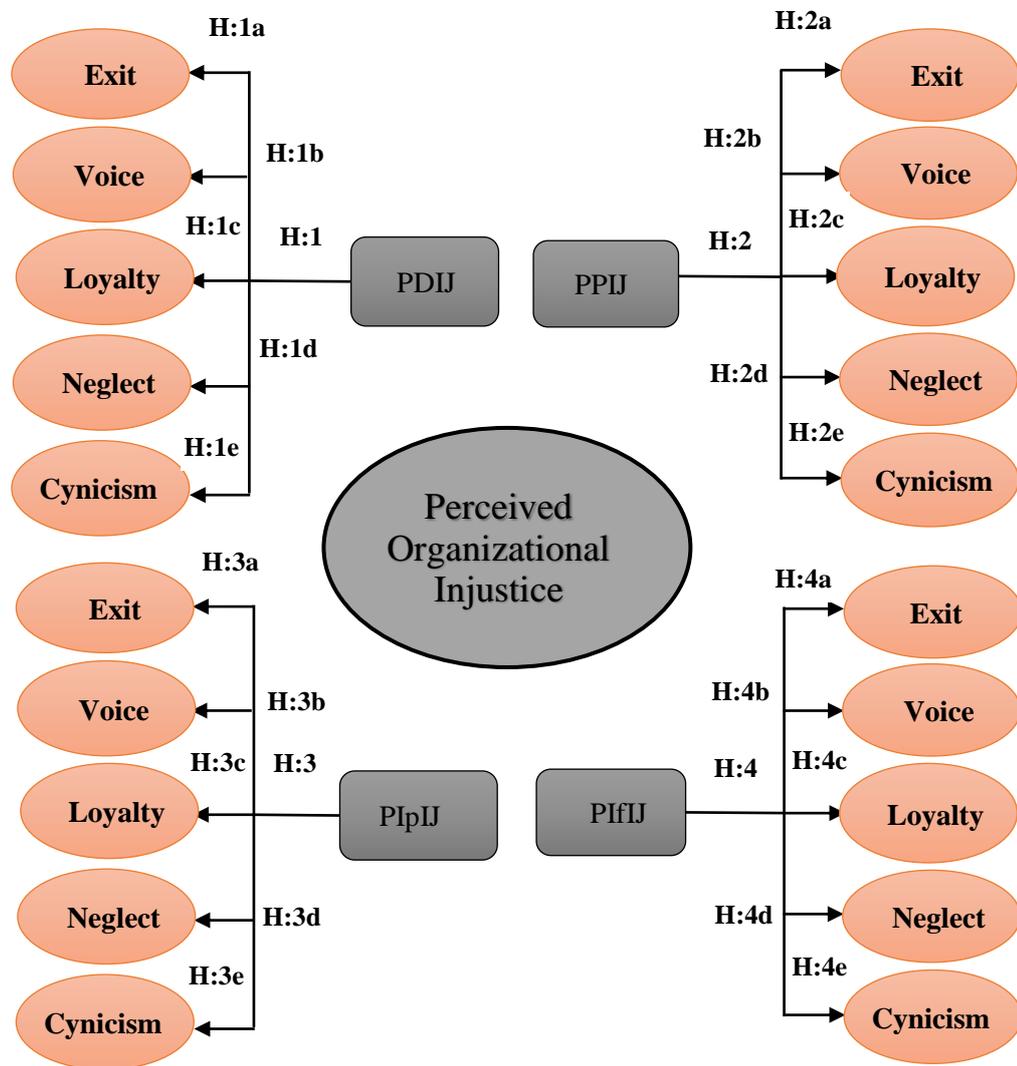


Figure 2.11 A Research Model Containing Hypothesis Related to Direct Relation of PDIJ, PPIJ, PIpIJ and PIfIJ

Hypothesis #	Hypotheses
H:1	Perceived Distributive Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.
H:1a	Perceived Distributive Injustice significantly and positively influences Exit response.
H:1b	Perceived Distributive Injustice significantly and positively influences Voice response.
H:1c	Perceived Distributive Injustice significantly and negatively influences Loyalty response.
H:1d	Perceived Distributive Injustice significantly and positively influences neglect response.
H:1e	Perceived Distributive Injustice significantly and positively influences neglect response.
H:2	Perceived Procedural Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.
H:2a	Perceived Procedural Injustice significantly and positively influences Exit response.
H:2b	Perceived Procedural Injustice significantly and positively influences Voice response.
H:2c	Perceived Procedural Injustice significantly and negatively influences Loyalty response.
H:2d	Perceived Procedural Injustice significantly and positively influences neglect response.
H:2e	Perceived Procedural Injustice significantly and positively influences neglect response.
H:3	Perceived Interpersonal Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.
H:3a	Perceived Interpersonal Injustice significantly and positively influences Exit response.
H:3b	Perceived Interpersonal Injustice significantly and positively influences Voice response.
H:3c	Perceived Interpersonal Injustice significantly and negatively influences Loyalty response.
H:3d	Perceived Interpersonal Injustice significantly and positively influences neglect response.
H:3e	Perceived Interpersonal Injustice significantly and positively influences neglect response.
H:4	Perceived Information Injustice significantly influences the EVLN and C (exit, voice, loyalty, neglect and cynical) responses.
H:4a	Perceived Informational Injustice significantly and positively influences Exit response.
H:4b	Perceived Informational Injustice significantly and positively influences Voice response.
H:4c	Perceived Informational Injustice significantly and negatively influences Loyalty response.
H:4d	Perceived Informational Injustice significantly and positively influences neglect response.
H:4e	Perceived Informational Injustice significantly and positively influences neglect response.

Table 2.1 Hypothesized Relationship between four dimensions of Organizational Injustice and Employees' EVLNC Responses

2.19 Psychological Capital (PsyCap)

As stated earlier, one of the emerging concepts of positive organizational behavior (POB) is psychological capital or PsyCap which has gained a lot of attention from the positive psychologists and organizational behavior practitioners. It can be defined as: “an individual’s positive psychological state of development”. This psychological state of development can have four characters: first is hope i.e. persevering toward goals and, when necessary, redefining and redirecting the paths to achieve goals to succeed. Second is efficacy i.e. showing confidence to take on and put in the necessary effort to succeed at any difficult and challenging task. Third is resilience i.e. when weighed down by problems and adversity, sustaining and bouncing back and even beyond to get success. And fourth one is optimism i.e. making a positive ascription to succeed now and in future-**HERO** (Luthans, Youssef, & Avolio, 2007, p. 3)

Simply, Psychological Capital having components of HERO can be interpreted as “who you are” and “what you can become in terms of positive development” (Avolio & Luthans, 2006). And it is different from human capital (“what you know”), social capital (“who you know”), and financial capital (“what you have”) (Luthans et al., 2004).

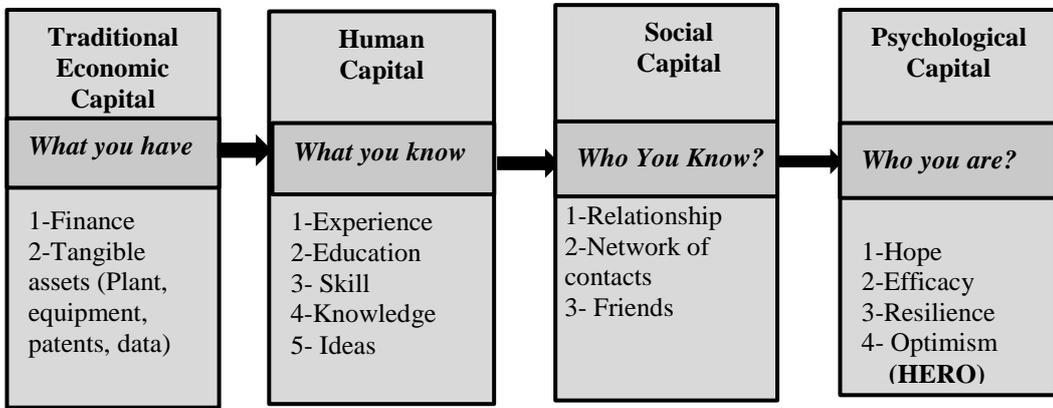


Figure 2.11 Difference between Economic, Human, social and Psychological Capital

There are studies in the literature which concluded a positive relationship between psychological capital and desirable and positive employee behaviors and attitudes (e.g. job satisfaction, job commitment, OCB) and negatively related to undesirable employee behaviours and attitudes (like CWBs). There are researches which argued a positive relationship between PsyCap and employee performance as described below.

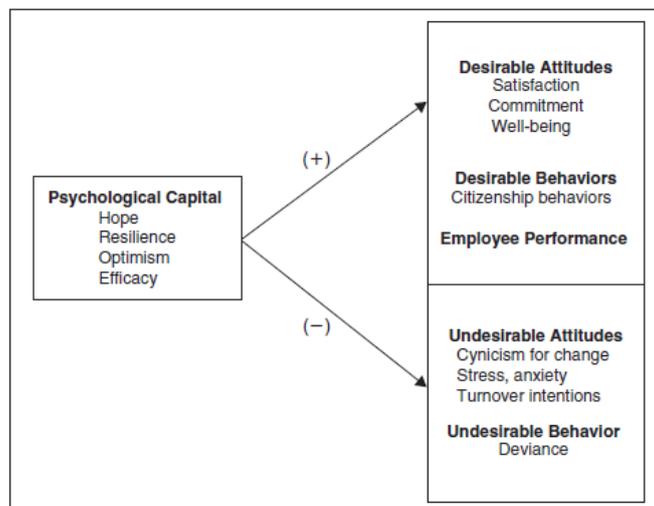


Figure 2.12 Impact of PsyCap on Employees' Attitude (Avey, Reichard, Luthans, Mhatre, 2011)

Additional research has also provided support for the relationship between PsyCap and job performance (Luthans et al., 2005; Luthans, Avey, Clapp-Smith, & Li, 2008; Luthans, Norman, Avolio, & Avey, 2008) and for the relationship between PsyCap and job satisfaction (Luthans, Norman, et al., 2008). Furthermore, studies have shown that it is positively related to employee well-being (Avey, Luthans, Smith, et al., 2010), organizational citizenship behavior (Avey, Luthans, et al., 2008; Avey, Luthans, et al., 2010), emotional engagement (Avey, Wernsing, & Luthans, 2008), authentic leadership (Jensen & Luthans, 2006), and organizational commitment (Luthans & Jensen, 2005; Luthans, Norman, et al., 2008). It has also been shown to be a critical resource in helping employees cope with stressful events or conditions at work (Avey, Luthans, & Jensen, 2009), and is negatively related to organizational cynicism, intentions to quit, and counterproductive work behavior (Avey, Luthans, et al., 2010). Thus, the ever-growing wealth of research on PsyCap demonstrates its usefulness in the area of organizational behavior, as it has been shown to be related to numerous employee attitudinal, behavioral, and performance outcomes.

2.20 Theoretical Support

2.20.1 Positive Emotion Theory (PET)

An important linkage for the theoretical foundation for PsyCap compatible with psychological resource theories comes from positive psychologist Barbara Fredrickson's (1998, 2001) who broadened -and-built the theory of positive emotions.

She concluded that the basic research on positivity, builds out not only intellectual resources (e.g., problem solving and creativity), physical resources (e.g., coordination, coping with stress, and cardiovascular health), and social resources (e.g., relationships, networks, and friends), but it is also important for the theoretical understanding of psychological resources called as psychological capital (Fredrickson, 2001; Isen, 1987).

Studies on positive emotions suggest that “individuals and groups of people operate at more optimal levels of cognitive and emotional functioning when reporting higher levels of positive emotions (Fredrickson & Losada, 2005). Research also suggests a powerful link between cognitions and emotions (Lazarus, 1993) supporting the underlying idea that positivity in general, and positive emotions and cognitions in particular, support theoretical explanation and better understanding of psychological capital and its resultant effect on employees’ responses exhibited under the perception of organizational injustice.

2.20.2 Cognitive Mediation Theory

This theory states that emotions must have some cognitive intentionality. The understanding of an emotional situation involves conscious or unconscious cognitive activity that may or may not take the form of conceptual processing (Lazarus, 1991, 1993, 2006). Lazarus argues that emotion is disturbance that occurs in a specific order.

Cognitive appraisal (cognitive assessment of the event), Physiological changes (start of biological changes due to cognitive reaction) and action (feeling emotion and selection of choice how to react).

2.20.3 Affective Event Theory

The theory looks at the causes, structure and consequences of emotional experience especially in the workplace (Weiss and Cropanzano 1996). The theory suggests that emotions are influenced and caused by events which in turn influence attitudes and behaviours

2.20.4 Emotion Regulation Theory

Emotion regulation refers to the process by which individuals influence which emotion they have when they have them, and how they experience and express them (Gross 1998). Although individuals often try to decrease negative emotion but Individuals increase, maintain, and decrease negative and positive emotions (Parrott, 1993). The attempt of emotion regulation may be conscious or unconscious. Whether it be on a conscious or unconscious level, individuals have the ability to control their emotions and react only in ways they deem to be appropriate in a specific social setting.

2.20.5 Relative Deprivation Theory (RDT)

According to RDT individual pay more attention to relative deprivation or achievement level, i.e. relative to some standard, for assessing justice in the organization. Therefore, the perception of injustice is based on the feeling of overall discontent of the individual employee (Applegryn and Bornman, 1996). When the feeling of discontent is high perception of injustice is also high and vice versa.

2.20.6 Judgment of justice Theory (JJT).

According to JTT employees' judgment of fairness may be based on the combinations of various rules, contribution rule, equity rule, needs rule, allocation procedure rule depending upon the circumstances. If the combination of these rule seem to fulfill equity, needs and equality norms then judgment will be in favor of justice otherwise it will be judged as injustice (Collela, 2001).

2.20.7 The Cognitive Model

In addition to research on emotions by Fredrickson & Losada (2005) possible intervention of PsyCap can be anticipated on the basis of Beugr's study. The cognitive model of injustice-related aggression presented by D. Beugr (2005) given below explains a step by step sequential actions and reaction process. It explains that whenever there is perceived injustice, there will not be an immediate response to it but the response follows a sequence of cognitive steps starting from the occurrence of a particular event to the display of a response. The model points out seven steps of cognitive analysis before a response is shown.

In first stage a particular event, such as the distribution of an outcome or an interpersonal encounter with a supervisor or a colleague occurs which may activate a process of judgment about fairness. The occurrence of this particular event is followed by a judgment of fairness or unfairness in stage 2. The evaluation depends on the individual's value system. If the event is perceived as fair, no negative response is expressed. However, if the incident is evaluated as unfair, the individual cognitively measures the magnitude of unfairness of the event in stage 3.

Measuring the magnitude and scale of the perceived injustice is vital because it would decide whether the individual should follow further action or forgive the harm-

doer. If the magnitude and scale of the unfair event is perceived as low, the affected individual would forgive the harm-doer. But when the magnitude is perceived high, the individual moves to a blame attribution stage in stage 4. "Individual factors, such as negative affectivity, hostile attribution bias, sinister attribution error and dysphoric thinking may influence the third and fourth stages" (D. Beugr, 2005). Positive organization behavior of the employee may also affect the third and fourth stage in the same manner.

If an affected individual of a perceived injustice considers that the injustice has risen intentionally from the offender, he or she may develop negative reaction-inducing cognitions (stage 5). Negative cognitions are taken as a negative approach that an individual plan to act. When a person experiences an unfair incident, he or she may cognitively analyze the event, thinking that why it happened, what was the real intention of the offender and what type of response actions to take (if any). In fact, attribution of blame may initiate revenge cognitions (Bies *et al.*, 1997; Bradfield and Aquino, 1999). When the affected person holds an internal offender responsible for the injustice he may be more likely motivated to look for revenge (Bies *et al.*, 1997). However, if the blame attribution is external which is beyond the control of the individual he may not develop any negative cognition. On the other hand, if it appears to be internal the reactive negative response is opted after thinking about self-capabilities and potentials.

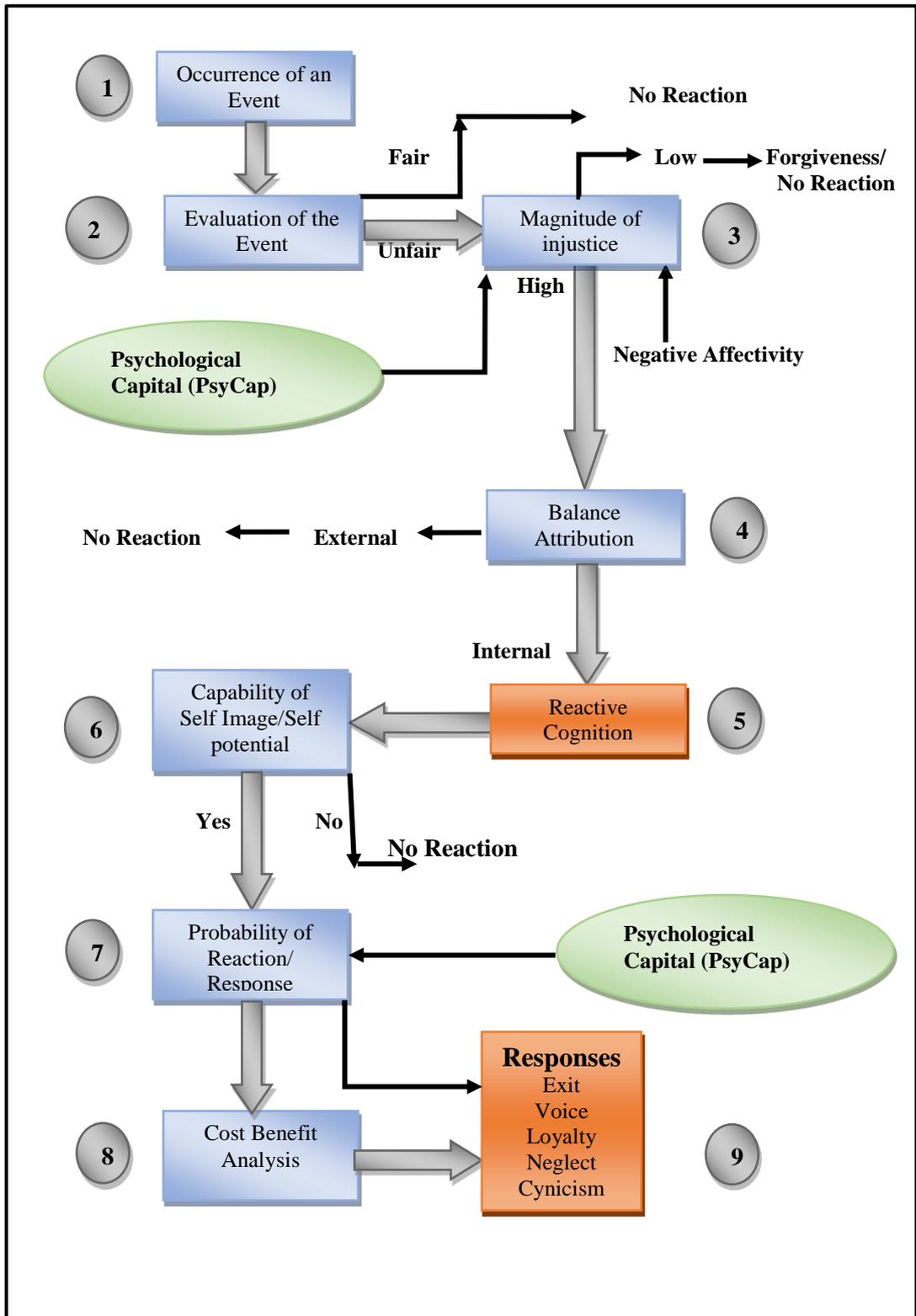


Figure 2.13 Cognitive Model (Adopted from Constant D. Beugré 2005)

2.21 Moderating Effect of Psychological Capital

Looking through the D. Beugré's cognitive the victim of injustice will be influenced positively and his aggressive cognition may be reversed altogether and expectedly moderate the relationship between the perception of organizational injustice and its consequent responses.

Positive psychologist Csikszentmihalyi Kersting (2003) noted that such psychological capital "is developed through a pattern of investment of psychic resources that results in obtaining experiential rewards from the present moment while also increasing the likelihood of future benefit.

Psychological capital (PsyCap) is conceptualized as, "an individual's positive psychological state of development that comprises four positive psychological resources: self- efficacy, optimism, hope and resilience" (Luthans et al., 2007).

Self -efficacy is regarded as, a person's belief in one's ability to perform competently for what is attempted" (Wood and Wood, 1996). It is a state of self-belief (Lewis, 2011) and if considered in organizational perspective, self- efficacy is regarded as "employee conviction or confidence about his or her ability to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context" (Stajkovic & Luthans, 1998). This implies that an individual having high level of self-efficacy would perform task with greater confidence with greater likelihood of success (Sarah et al., 2015).

While Optimism is considered as “a mood or attitude associated with an interpretation about social or material and is regarded as socially desirable to his/her advantage, or for his/her pleasure” (Tiger, 1971). Optimism is an attributional style in which individuals regard positive events as being caused by internal factors whereas negative events are viewed as occurring due to external factor (Sarah et al., 2015). This implies that highly optimistic people are likely to exhibit high levels of commitment towards organization (Peterson, 2000) and could lead to high performance (Luthans & Youssef, 2004).

Hope is defined as, “a state of mind explaining a positive emotional state based on interactively derived sense of successful goal directed energy-agency and planning to meet goals-pathways (Lewis, 2011). This implies that individuals having high level of hope are capable of foreseeing possible obstacles in the way of achieving their goals and act on a contingent strategic plan out of many alternative pathways (Snyder, 2000; Sarah et al., 2015). This means that hope enables to effectively plan and set goals for future and adopt alternative plan to succeed (Snyder, 2000; Sarah et al., 2015).

Resiliency, is defined as a PsyCap component that shows a capacity to “bounce back” from adversity, uncertainty, conflict, failure, progress, increased responsibility or even positive change’ (Luthans (2002, p. 702).

Common characteristics of resilient individuals include a staunch acceptance of reality, a deep belief in the meaningfulness of life and an ability to adapt and improvise in the face of significant change (Coutu, 2002). Resilience can be

developed through individuals being repeatedly exposed to increasingly difficult situations and learning from these situations in a productive way (Lewis, 2011).

PsyCap is regarded as such a positive psychological state that they are changeable and can be developed within individuals at any time during the progression of their life (Lewis, 2011). There is evidence in the literature to believe that PsyCap is state-like in nature and open to development (Newman et al., 2013).

Therefore, PsyCap is considered as a second order construct and represent a combination self-efficacy, optimism, hope and resilience and is placed along a continuum between transient state that are momentary and very changeable, and ‘hard-wired’ trait which are very stable and difficult to change (Luthans, Avolio, et al., 2007; Walumbwa et al., 2011).

In the presence of broaden and build theory of emotion, which states that “an individual’s experience of positive emotion tends to broaden their momentary thought-action repertoire and build their enduring personal resources (Fredrickson, 2004). Positive emotions play a vital role for individuals to adopt broader ways of thinking responding and behaving in the presence of positive resource capacity PsyCap (Setar, S.B., Buitendach, J.H., & Kanengoni, H., 2015). That is why studies are found in literature identifying PsyCap as buffering and mitigating the impact of negative emotion and attitudes (Shukla and Raj, 2015). Similarly, PsyCap was found to be a strong moderator in the relationship between negative effect of job stress and workplace incivility (Robert, Scherer and Bowyer, 2011). PsyCap was investigated as playing a moderating role in the relationship between emotional labour and job satisfaction/burnout (Cheung, Tang and Tang., 2011). In the same way PsyCap was

found a moderator in the relationship between organizational politics and both job performance and job satisfaction (Abbas, Raja, Darr and Bouckennooghe., 2013).

Further, according to psychological resource theory (PRT), cognitive appraisal of a situation depends upon the level of positive psychological resource capacity- PsyCap. Employees' PsyCap level expectedly reinforce the ability to appraise the situations and circumstances more positively and in a manner that would enhance their psychological well-being.

Research has proved that PsyCap is positively related to positive emotion and positive emotions are in turn related to employee attitudes and behaviours relevant to workplace conditions (Avey et al., 2008).

This helps us to hypothesize that PsyCap will moderate the relationship between all the four dimensions of perceived organizational injustice and employees' EVLNC responses (Avey et al., 2010). Therefore,

Hypothesis 5: PsyCap moderates the relationship between distributive injustice and employees' EVLN and C responses.

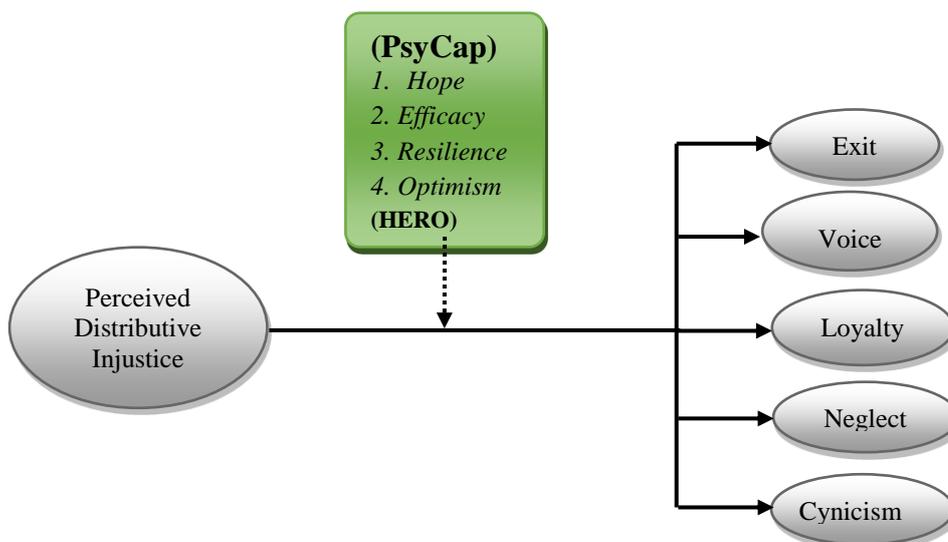


Figure 2.14 Moderation of PsyCap into the Relation between PDIJ and EVLNC

Sub hypotheses of main hypothesis 5 may be described as follows:

Hypothesis 5a: PsyCap significantly moderates the relation between Perceived Distributive Injustice and Exit response.

Hypothesis 5b: PsyCap significantly moderates the relation between Perceived Distributive Injustice and Voice response.

Hypothesis 5c: PsyCap significantly moderates the relation between Perceived Distributive Injustice and Loyalty response.

Hypothesis 5d: PsyCap significantly moderates the relation between Perceived Distributive Injustice and Neglect response.

Hypothesis 5e: PsyCap significantly moderates the relation between Perceived Distributive Injustice and Cynicism response.

Similarly,

Hypothesis 6: PsyCap moderates the relationship between procedural injustice and employees' EVLN and C responses.

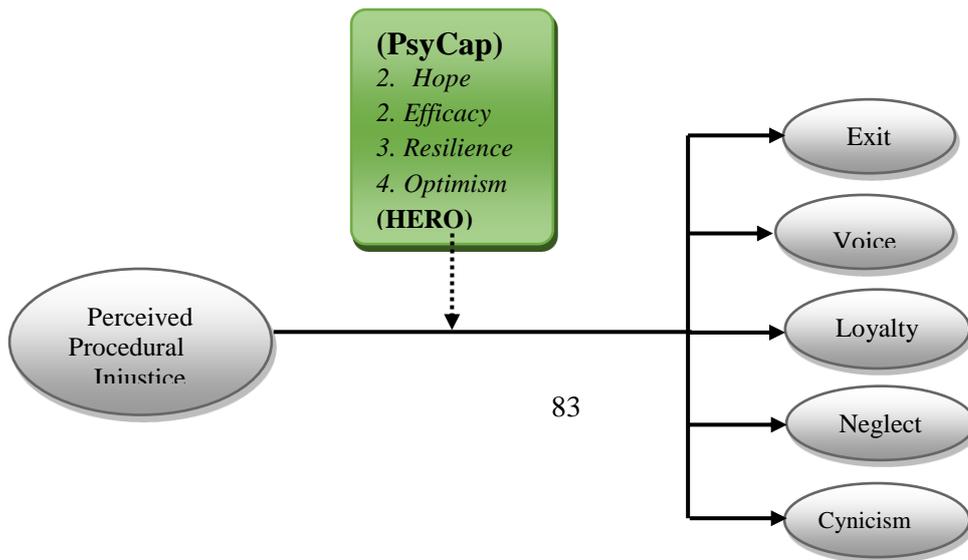


Figure 2.15 Moderation of PsyCap into the Relation between PPIJ and EVLNC

Sub hypotheses of main hypothesis 6 may be described as follows:

Hypothesis 6a: PsyCap significantly moderates the relation between Perceived Procedural Injustice and Exit response.

Hypothesis 6b: PsyCap significantly moderates the relation between Perceived Procedural Injustice and Voice response.

Hypothesis 6c: PsyCap significantly moderates the relation between Perceived Procedural Injustice and Loyalty response.

Hypothesis 6d: PsyCap significantly moderates the relation between Perceived Procedural Injustice and Neglect response.

Hypothesis 6e: PsyCap significantly moderates the relation between Perceived Procedural Injustice and Cynicism response.

On the basis of the theoretical basis we can develop Hypothesis 7 as:

Hypothesis 7: PsyCap moderates the relationship between interpersonal injustice and employees' EVLN and C responses.

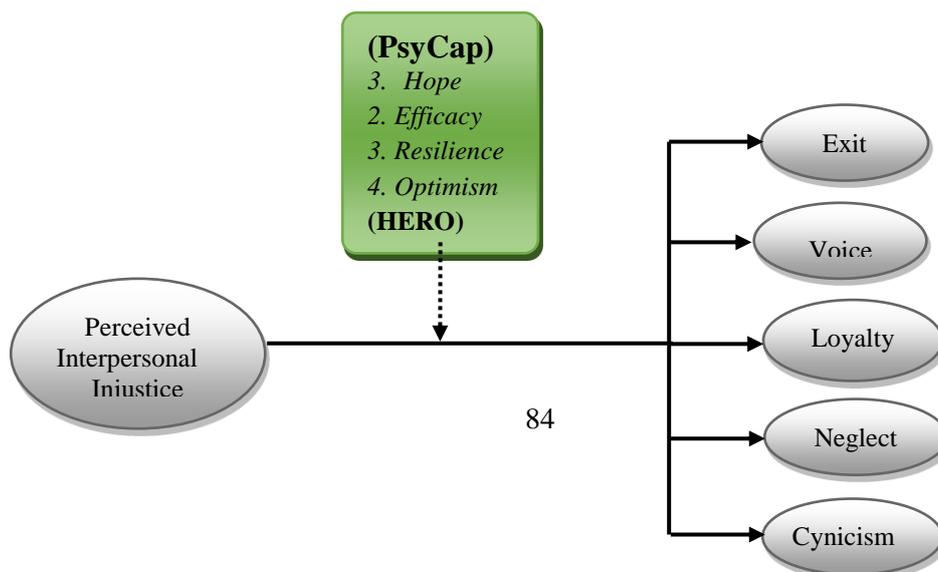


Figure 2.16 Moderation of PsyCap into the Relation between PIpIJ and EVLNC

sub hypotheses of main hypothesis 7 may be described as.

Hypothesis 7a: PsyCap significantly moderates the relation between Perceived Interpersonal Injustice and Exit response.

Hypothesis 7b: PsyCap significantly moderates the relation between Perceived Interpersonal Injustice and Voice response.

Hypothesis 7c: PsyCap significantly moderates the relation between Perceived Interpersonal Injustice and Loyalty response.

Hypothesis 7d: PsyCap significantly moderates the relation between Perceived Interpersonal Injustice and Neglect response.

Hypothesis 7e: PsyCap significantly moderates the relation between Perceived Interpersonal Injustice and Cynicism response.

The discussion above helps us to hypothesize that,

Hypothesis 8: PsyCap moderates the relationship between informational injustice and employees' EVLNC responses.

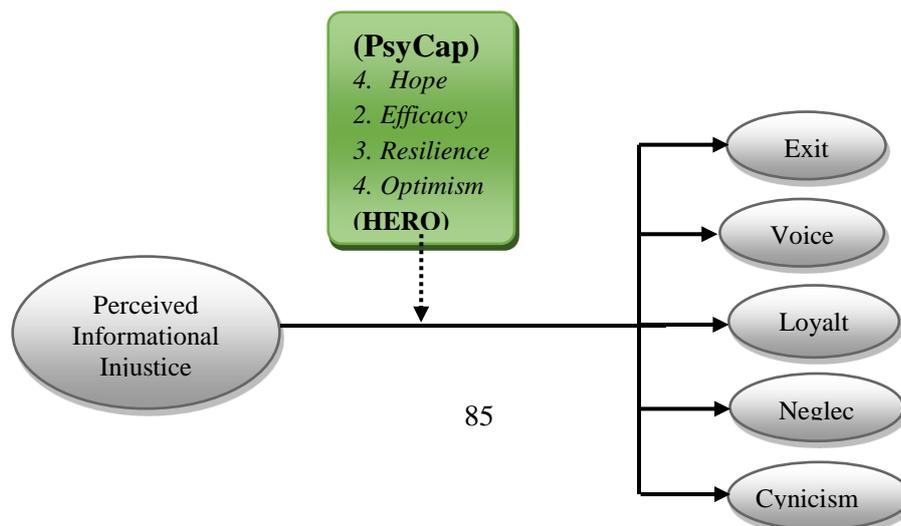


Figure 2.17 Moderation of PsyCap into the Relation between PIJIJ and EVLNC

Sub hypotheses of main hypothesis 8 may be described as:

Hypothesis 8a: PsyCap significantly moderates the relation between Perceived Informational Injustice and Exit response.

Hypothesis 8b: PsyCap significantly moderates the relation between Perceived Informational Injustice and Voice response.

Hypothesis 8c: PsyCap significantly moderates the relation between Perceived Informational Injustice and Loyalty response.

Hypothesis 8d: PsyCap significantly moderates the relation between Perceived Informational Injustice and Neglect response.

Hypothesis 8e: PsyCap significantly moderates the relation between Perceived Informational Injustice and Cynicism response.

The hypothesized summary of the relationship between dependent variables (responses to injustice- RTI) and independent variables (organizational injustice, OI) and the moderating effect of Psychological Capital (PsyCap) can be represented as follows:

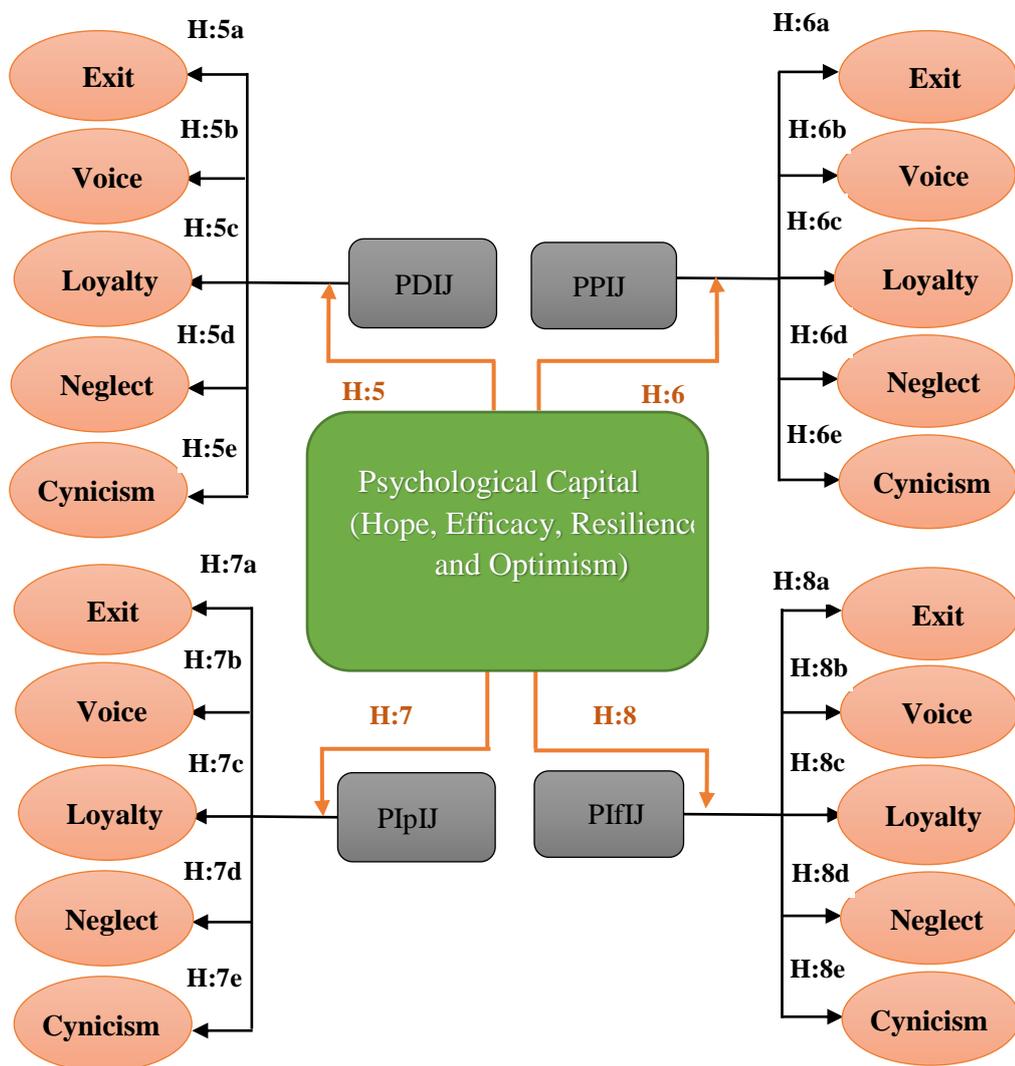


Figure 2.17-A Research Model Containing Hypothesis related to PsyCap Moderation

The figure 2.17-A depicts all the hypotheses of PsyCap moderation on the relationship between four facets of organizational injustice and EVLN&C responses.

Hypothesis #	Hypotheses
H:5	PsyCap Moderates the relationship between Perceived Distributive Injustice and EVLN & C (exit, voice, loyalty, neglect and cynical) responses.
H:5a	PsyCap Moderates the relationship between Perceived Distributive Injustice and Exit response.
H:5b	PsyCap Moderates the relationship between Perceived Distributive Injustice and Voice response.
H:5c	PsyCap Moderates the relationship between Perceived Distributive Injustice and Loyalty response.
H:5d	PsyCap Moderates the relationship between Perceived Distributive Injustice and Neglect response.
H:5e	PsyCap Moderates the relationship between Perceived Distributive Injustice and Cynical response.
H:6	PsyCap Moderates the relationship between Perceived Procedural Injustice and EVLN & C (exit, voice, loyalty, neglect and cynical) responses.
H:6a	PsyCap Moderates the relationship between Perceived Procedural Injustice and Exit response.
H:6b	PsyCap Moderates the relationship between Perceived Procedural Injustice and Voice response.
H:6c	PsyCap Moderates the relationship between Perceived Procedural Injustice and Loyalty response.
H:6d	PsyCap Moderates the relationship between Perceived Procedural Injustice and Neglect response.
H:6e	PsyCap Moderates the relationship between Perceived Procedural Injustice and Cynical response.
H:7	PsyCap Moderates the relationship between Perceived Interpersonal Injustice and EVLN & C (exit, voice, loyalty, neglect and cynical) responses.
H:7a	PsyCap Moderates the relationship between Perceived Interpersonal Injustice and Exit response.
H:7b	PsyCap Moderates the relationship between Perceived Interpersonal Injustice and Voice response.
H:7c	PsyCap Moderates the relationship between Perceived Interpersonal Injustice and Loyalty response.
H:7d	PsyCap Moderates the relationship between Perceived Interpersonal Injustice and Neglect response.
H:7e	PsyCap Moderates the relationship between Perceived Interpersonal Injustice and Cynical response.
H:8	PsyCap Moderates the relationship between Perceived Informational Injustice and EVLN & C (exit, voice, loyalty, neglect and cynical) responses.
H:8a	PsyCap Moderates the relationship between Perceived Informational Injustice and Exit response.
H:8b	PsyCap Moderates the relationship between Perceived Informational Injustice and Voice response.
H:8c	PsyCap Moderates the relationship between Perceived Informational Injustice and Loyalty response.
H:8d	PsyCap Moderates the relationship between Perceived Informational Injustice and Neglect response.
H:8e	PsyCap Moderates the relationship between Perceived Informational Injustice and Cynical response.

Table 2.2 Summary of the hypotheses showing Moderating Effect of PsyCap on the Relationship between four dimensions of Organizational Injustice and Employees' EVLNC Responses

In this chapter previous contribution on the subject in the form of literature review was highlighted and theoretical foundation was explored for developing hypotheses. Hypothesized relationships were presented in research model and were summarized in tables.

CHAPTER 3 METHODOLOGY

This chapter explains how this research was conducted i.e. research design, methodology and sample of the research, description of instrument, the steps followed during the data analysis and the standard and accepted values for the model consistency and the goodness of fit for each measurement and structural model.

3.1 Research Design

Starting with the ontological research question (i.e. what is the form and nature of reality), this study moved on to positivist epistemology (i.e. what is the basic belief about knowledge or in other words what can be known) and then considered the methodological question i.e. how can the researcher go about finding out whatever she/he believes can be known (Guba and Lincoln, 1994). study is based on the deductive methodology and adopted quantitative approach to interpret the findings

This study adopted the positivist research design under following assumptions (Ramanatha. 2008; Smith et al. (2008)):

- 1- The observer must be independent
- 2- Human interests should be irrelevant
- 3- Must demonstrate causality
- 4- Research progress is through hypotheses and deduction
- 5- Concepts need to be operationalized and can be measured
- 6- Unit of analysis should be reduced to simplest term-individual
- 7- Generalizations should be through statistical inferences

8- Large number of samples should be selected

The present study followed these steps: 1) Research purpose i.e. testing hypotheses through specific research questions, 2) Approach i.e. measures and test, 3) Data Collection Approach i.e. structured response on provided categories, 4) Research Independence i.e. uninvolved researcher observer and results are objective, 5) Sample i.e. large sample to produce generalized results and Research design used i.e. Descriptive and causal research design

3.2 Methodology and Sample

The present research is quantitative and empirical in nature. It will contribute to the existing research two areas of organizational behaviour, one- the organizational justice and responses to the organizational justice and two- positive organizational behaviour- psychological capital. The quantitative data was obtained from the relevant respondents using self- administered questionnaires by the researcher or his representative and then the hypotheses of the study were tested to find out any causal relationship between the study variables. This research is a cross sectional field study which usually depends on survey strategy (Easterby Smith et al., 2002; Robson, 2002).

The population of the research comprised of the employees of a variety of occupational groups and organizations from the services sector so that participation and representation of wide range of individuals and variety of jobs can be ensured. The respondents of the research were the employees of banks- both national and international -working in Pakistan, universities, national and multinational

telecommunication companies, healthcare services sector and engineering services of private and public sector of Pakistan.

The services sector of Pakistan plays a vital role in sustaining the growth of Pakistan's economy. With a share of 59 percent in GDP, and a growth of 4.95 percent it provides about 44 percent employed labour force (Economic Survey of Pakistan 2016).

The sectors were selected on the basis of two important reasons; 1) a large number of employees are engaged in these sectors contributing significantly in the economic and social development of the country, 2) diversified sample can effectively generalize the findings. Therefore, the results of the study about organizational injustice, employees' response and PsyCap moderation in such cultural and economic context has provided a unique contextual contribution to the justice literature.

Quota sampling was used (about 200 samples from each sector) and the respondent were approached from three levels of management- lower, middle and higher. Every respondent participated voluntarily and after informing them about the importance and implications of the research and after obtaining his/her informed consent and ensuring complete confidentiality of the responses provided by them. They were requested to respond honestly and confidently to the best of their capacities

A pilot study was conducted at the start of the study for testing construct and instrument reliability. The initial results of the pilot study have suggested that the instrument would have to be slightly modified and translated for better and convenient understanding of the local respondents. There are various established methods of

translation of an instrument and using a translated instrument are found in literature (Maneesriwongul, 2004). When a sufficient number of bilingual subjects is available, back-translation can be combined with a bilingual technique (Maneesriwongul, 2004).

This study used translation-back translation method for a translated version of the instrument into Urdu, but used the source/ original version of the instrument for obtaining the responses of the respondents and used the target language version (Urdu) just for a convenient understanding of the bilingual subjects. All the respondents of the study were qualified enough to understand English and Urdu. The translated version was used to supplement the original version. Therefore, the reliability test was carried out for only the original instrument.

Therefore, following the course of action adopted by Shiboaka et al. (2010) for translating the instrument into Japanese language, Ekberg (2008) for translating the instrument into Swedish language and Streicher (2007) for translating the instrument into German language, the instrument for this study was translated into Urdu using translation and back translation method after consulting experts from English language and Urdu language and seeking help from experts of psychology sociology and management sciences such that the translated version of the instrument would convey the true sense of the source language instrument into target language and would become fully understandable to the local bilingual respondents. It would be the future research direction to test the reliability of the source language (English) instrument and the target language (Urdu) translated version simultaneously in a bilingual subject.

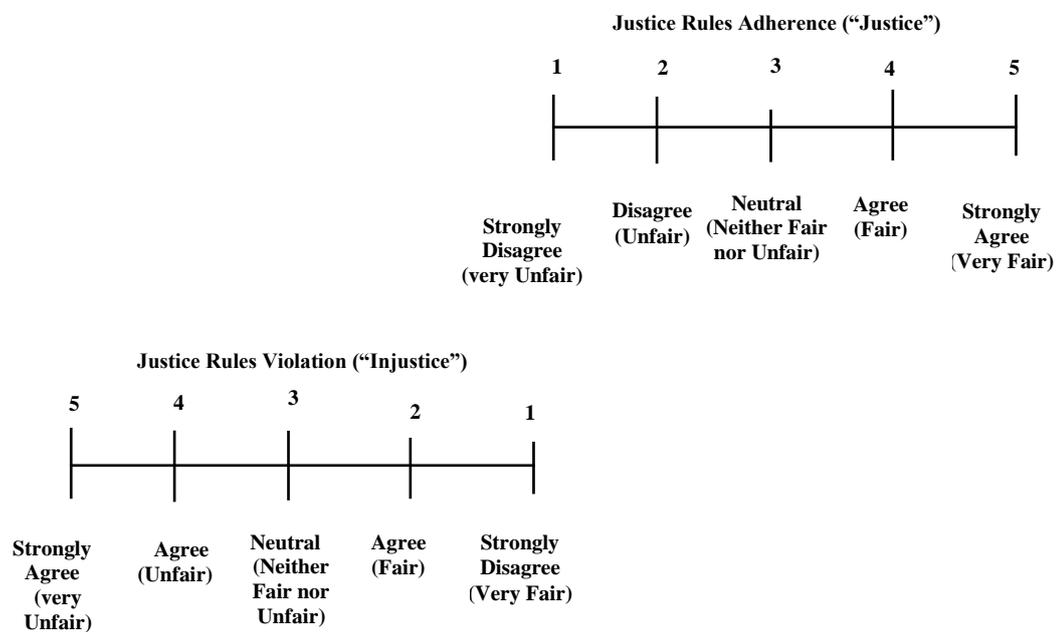
3.3 Measures and instruments of Independent Variables

3.3.1 Perception of Injustice: Perception of organizational injustice from all the four dimensions were measured using and modifying well- known justice measure introduced and validated by Colquitt et al. (2001) as was done by Johnson 2008. The original measure contains 20 items on a 5-point Likert scale from 1 (strongly disagree or very unfair) to 5 (strongly agree or very fair). This measure has an overall reliability of .92.

The instrument used by Colquitt (2001) was originally devised for measuring justice and not injustice. The scale on Colquitt's original instrument included 1 for 'to a small extent' and 5 for 'to a large extent'. This means the instrument was designed for measuring only justice and not injustice. Following the later researchers (Johnson, 2008) the current study revised the scale of the instrument as 1 for 'strongly disagree' and 5 for 'strongly agree'. Even then it became unclear that whether the respondents would use the low end of the scale to mean unfairness and injustice or instead they would mean low level of fairness and justice. Therefore, to overcome this problem the present study followed the course of research adopted by Jonson (2008) and fairness wording was added to the scales of the instrument and a description of what is fair and what is unfair was added so that the respondents may be clear of the intention of the instrument. For further clarity of the measure fairness is described as impartial, equitable, unprejudiced, decent and honest, while unfairness is described as biased, prejudice, discriminatory, inequitable and one-sided. All items were then reverse coded so that high score on the scale i.e. above 3 indicated perception of injustice, low

score on the scale i.e. less than 3 indicated justice and score 3 represented neither fair nor unfair (Johnson, 2008).

Recent research on injustice has pointed out that Justice and injustice are measured along justice rules adherence -Justice rule violation continuum. Justice rules adherence portion represents justice whereas, justice rules violation portion represents Injustice (Colquitt et al., 2014).



The responses on the justice adherence items of the traditional instrument are reverse coded to find out the responses about justice rules violation for measuring injustice.

3.3.2 Distributive injustice: Distributive injustice scale has four items based on well-known justice measure created and validated by Colquitt et al. (2001) and measures the degree to which employee rewards are thought to be in accordance with performance inputs. The distributive injustice scale started with the statement, “Following items refer to the compensations determined by your organization, like pay, bonus or reward”. A sample items of distributive injustice is, “My compensation level reflects the effort I put in work”. The items are in modified format as used in literature by other scholars like Moorman, McFarlin & Sweeny (Moorman, 1991; McFarlin & Sweeny, 1992). The reliability of this measure in their study was .89.

3.3.3 Procedural injustice: Procedural injustice scale has seven items based on Thibaut and Walker (1975) and Leventhal (1980) measures and validated by Colquitt et al (2001). The items measure the existence of six procedural rules. The procedural justice scale started with the statement, “Following items refer to the procedures used by your organization to arrive at the compensation like pay, bonus or rewards”. A sample item of the scale is, “I can influence my compensation level arrived at by those procedures in the organization”. This measure had a reliability of .85 in their studies.

3.3.4 Interpersonal injustice: Interpersonal justice scale has four items derived from the measure introduced by Bies and Moag (1986) and was validate by Colquitt et al. (2001). The items of interpersonal injustice measure the quality of interpersonal treatment of the individual by his supervisor. A sample item of the measure is, “He/She treats me with respect”. The reliability found in their study was .91.

3.3.5 Informational injustice: Informational injustice measure has five items derived from the scale used by Bie and Moag (1986) and validated by Colquitt et al. (2001). The scale measures the trust honesty appropriateness during informational sharing of supervisor with the employees. A sample item of the measure is, “He/she has been candid in his/her communication with me”. Their study had a reliability of .91 for this measure.

3.4 Measure and Instrument of Dependent Variables (Exit, Voice, Neglect, Loyalty and Cynicism)

Employee responses (EVLNC) were the dependent variable in this study. The responses were measured using the scale of Hagedoorn and colleagues (1999) exit, voice, loyalty and neglect and cynicism, as used by Faun Naus (2007). In this way the measure came out to be containing 26 items for measuring EVLNC responses on a seven point Likert scale from 1 (strongly disagree) to 7 (strongly agree). The respondents were slightly briefed about different situations that may happen in the organization when employees feel that the treatment of the managers is disrespectful or they feel that they are not being treated fairly and then they were asked about what would be their most likely response to these possible event of unfairness. The same method was used by Faun Naus (2007) for measuring the responses to the possible sources of dissatisfaction.

The exit has been conceptualized as a behavioural response and is measured as intention to leave in all such studies working with the EVLN response model therefore; in the present study too this conceptualization was followed. The measure for exit has five items and a sample item for measuring exit is, “I consider the

possibility to change my job”. The reliability of exit measure in the study of Hagedoorn and colleagues (1999) was .86.

The voice is conceptualized a pro-social voice as was considered in previous studies and was measured as behavioural aspect of voice. The measure for voice has five items and a sample item for measuring voice is, “I discuss problem with my supervisor and try to work out the solution together”. The reliability of exit measure in the study of Hagedoorn and colleagues (1999) was .92.

Loyalty was renamed as patience by Hagedoorn and colleagues, may not actually measure what a common man mean by loyalty (Withey & Cooper, 1989), but this conceptualization of loyalty has prevailed in the literature and as such adopted in this study too as a behavioural response. Loyalty measure has five items and a sample item is, “I trust the organization to solve the problem without my help”. The reliability of exit measure in the study of Hagedoorn and colleagues (1999) was .81.

Neglect was conceptualized as a withdrawing effort of employees and measured as a behavioural aspect of the response. The measure has five items and a sample item is, “I put less effort into my work than may be expected of me”. The reliability of exit measure in the study of Hagedoorn and colleagues (1999) was .85.

While measure of cynicism contains six items representing a behavioural expression of cynicism such as lack of trust, frustration, hopelessness, disillusionment, contempt, or scorn (Abraham, 2000). A sample item is, “I talk to my colleagues about my management’s incompetence”. The reliability of the measure in the study of Hagedroom and colleagues was 0.91.

3.5 Measure and instrument of Moderating Variables -Psychological Capital

All the constructs of psychological capital- hope, optimism, Resilience and efficacy were measured using PsyCap questionnaire (PCQ) developed by Luthans (Luthans, Youssef, and Avolio 2007); which has 24 items divides the response choices into a 6-point Likert-type scale (1 = *strongly disagree*, 2 = *disagree*, 3 = *somewhat disagree*, 4 = *somewhat agree*, 5 = *agree*, 6 = *strongly agree*).

The reliability for hope in PCQ was found to be .89 for 'hope' and a sample item for measuring hope is, "There are lots of ways around any problem". The reliability for efficacy was .87 and the sample item for 'efficacy' is, "I feel confident in analyzing a long-term problem to find a solution". The reliability of 'resilience' was .91 and the sample item for 'resilience' is, "I usually manage difficulties one way or another at work". The reliability for 'optimism' was .89 and the sample item for 'optimism' is, "When things are uncertain for me at work, I usually expect the best".

3.6 Reliability of the Instrument

	Construct	Measure	Reliability
1-	Organizational Injustice		
	i- Distributive Injustice- DI	4-items measure (extracted from Leventhal (1976) validated by Colquitt et al. (2001)	.89
	ii- Procedural Injustice -PI	7 –item measure validated by Colquitt et. al. (2001)	.85
	iii- Interpersonal Injustice - IpI	4- item measure validated by Colquitt et al. (2001)	.91
	iv- Informational Injustice -IfI	5- item measure validated by Colquitt et al. (2001)	.91
2-	Employees’ Responses		
	i- Exit- E	5-Item measure used by Hagedoorn and colleagues (1999) and modified and abbreviated by Naus 2007.	.86
	ii- Voice- V	5-Item measure used by Hagedoorn and colleagues (1999) and modified and abbreviated by Naus 2007	.92
	iii- Loyalty- L	5-Item measure used by Hagedoorn and colleagues (1999) and modified and abbreviated by Naus 2007	.81
	iv- Neglect-N	5-Item measure used by Hagedoorn and colleagues (1999) and modified and abbreviated by Naus 2007	.85
	v- Cynicism-C	6-Item measure used by Hagedoorn and colleagues (1999) and modified and abbreviated by Naus 2007	.91
3-	Psychological Capital-PsyCap		
	i- Hope- H	PsyCap questionnaire (PCQ)24-item,6-point scale (Luthan (Luthans, Youssef, and Avolio 2007)	.89
	ii- Efficacy- E		.87
	iii- Resilience-R		.91
	iv- Optimism- O		.89

Table 3.1 Reliability of the Instrument

The data was collected through questionnaire which was slightly modified according to the local conditions. The questionnaire was translated into local Language-Urdu using translation and back translation method after consulting and involving the experts of Urdu and English languages and the experts from

management sciences, psychology and sociology. The original questionnaire along with verified Urdu translation was used so that the questionnaire become fully understandable to the local respondents.

3.7 Analysis of the Data

The analysis of the data and hypotheses testing was conducted through Structural Equation modeling (SEM) technique using SPSS 23.0 and Amos 22.0 and 23.0. The analysis was undertaken in two steps. In the first step responses to perceived organizational injustice was measured and then in the second step the impact of psychological capital on the relationship between perceived organizational injustice and res EVLNC responses was estimated.

SEM technique has a unique advantage in the measurement of direct and indirect effects and performing the model test with multiple dependent variables and using several regression equations simultaneously (Mehdi et al., 2012).

The analysis of the data adopted a three-step rigorous approach as suggested by Mulaik (2000) and Scarpi (2006).

- 1- Common factor analysis to establish each latent variable
- 2- Confirmatory factor analysis to confirm the measurement model
- 3- Testing the structural model.

The goodness of model fit was ensured through using multiple indices like Relative Chi-Square (CMIN/ DF) Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), and Root Mean Square Error of Approximation (RMSEA).

3.7.1 Common Factor Analysis.

Common factor Analysis using SPSS 23.0 is helpful for selecting the suitable variable that actually explain the latent construct e.g. responses of the respondents to the questions regarding exit. Common factors for all the latent variables were ensured observing the values of communalities – Squared Multiple Correlations-and factor loadings. The results of factor loading and SMC during Common Factor Analysis are necessary (Cohen, 1988). During Common Factor Analysis factor loading, squared multiple correlation and Cronbach alphas were calculated.

3.7.2 Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis was conducted to analyze the strength and comprehensiveness of the constructs of the study as explained by its factors (Steenkamp and Baumgartner, 2000).

3.7.3 Testing the Structural Model

The direct and indirect effect of latent variables are studied through structural Equation Modeling (SEM). SEM is helpful in exploring the structural associations and correlations among dependent and independent variables for testing the hypotheses.

3.8 Analysis of Structural Model

During the Structural Model Analysis standardized regression weights and p-values are observed for the significance of the model along with the Structural Model fit indices like GFI, AGFI CFI and RMSEA.

	Fit Indices	Ranges	Acceptance Criteria
1	(Relative/Normal chi-square)	$1.0 > \text{CMIN/DF} < 5.0$	i- $1.0 > \text{CMIN/DF} \leq 3.0 \rightarrow$ Best Fit ii- $3.0 > \text{CMIN/DF} \leq 5.0 \rightarrow$ acceptable iii- $\text{CMIN/DF} > 5.0 \rightarrow$ Poor Fit
2	Goodness of Fit Index	$0.90 < \text{GFI} < 1.00$	i- $\text{GFI} \geq 0.95 \rightarrow$ Best Fit ii- $\text{GFI} \geq 0.90 \rightarrow$ acceptable
3	Adjusted Goodness of Fit Index	$0.80 < \text{AGFI} < 1.00$	i- $\text{AGFI} \geq 0.90 \rightarrow$ Best Fit ii- $\text{AGFI} \geq 0.80 \rightarrow$ acceptable
4	Comparative Fit Index	$0.90 < \text{CFI} < 1.00$	i- $\text{CFI} \geq 0.95 \rightarrow$ Best Fit ii- $\text{CFI} \geq 0.90 \rightarrow$ acceptable
5	Root Mean Square Error of Approximation	$0.01 < \text{RMSEA} < 1.00$	i- $\text{RMSEA} \leq 0.05 \rightarrow$ Best Fit ii- $0.06 \leq \text{RMSEA} \leq 0.09 \rightarrow$ acceptable iii- $\text{RMSEA} > 0.10 \rightarrow$ Poor Fit

Table 3.2 Goodness of Fit Statistics

The table 3.2 above represents all the standard values including their best fit range, acceptable fit range, and poor fit range, that were considered for the confirming the results of the analysis.

This chapter has explained how this research was conducted i.e. research design, methodology and sample of the research, description of instrument, the steps followed during the data analysis and the standard and accepted values for the model consistency and the goodness of fit for each measurement and structural model.

CHAPTER 4

DATA ANALYSIS AND RESULTS

This chapter provides a detailed description of the data analysis techniques used for testing the hypotheses and obtaining the results including preliminary data analysis containing monotone response test, reliability test, normality test, missing values test validity test, common method bias test and other measurement and structural or path models.

The current study aimed to investigate, through the structural equation modeling, the relationship of perceived distributive injustice (PDIJ), perceived procedural injustice (PPIJ), perceived interpersonal injustice (PIpIJ) and perceived informational injustice (PIfIJ) as independent variables with Exit, Voice, Loyalty, Neglect and Cynicism responses as dependent variables and then incorporating the intervening variable PsyCap- the core construct, comprising of HERO (hope, efficacy, resilience and optimism).

4.1 Methods

The data was collected through questionnaire which was slightly modified according to the local conditions. The questionnaire was translated into local Language-Urdu using translation and back translation method after consulting and involving the experts of Urdu and English languages and the experts from management sciences, psychology and sociology, so that the questionnaire become

fully understandable to the local respondents. A pilot study of 110 respondents was conducted before the main survey to obtain the reliability of the instrument. The reliability of the pilot sample was found to be .95 for distributive injustice, .96 for procedural injustice, .92 for interpersonal injustice, .95 for informational injustice, .96 for exit, .94 for voice, .90 for loyalty, .93 for neglect, .95 for cynicism, .95 for hope, .96 for efficacy, .95 for resilience and .95 for optimism.

Table 4.1	Reliability Statistics		
Construct	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
PDIJ	.945	.946	4
PPIJ	.962	.963	7
PipIJ	.913	.916	4
PifIJ	.943	.945	5
Exit	.955	.957	5
Voice	.937	.938	5
Loyalty	.899	.899	5
Neglect	.932	.933	5
Cynicism	.954	.954	6
Hope	.951	.953	6
Efficacy	.956	.958	6
Resilience	.951	.951	6
Optimism	.955	.956	6

Main survey was conducted after the reliability test of the pilot survey. Analysis of the data was conducted in two stages.

- 1- Preliminary Data Analysis (PDA) using MS Excel and SPSS 21
- 2- Analysis for Hypothesis testing using SEM through SPSS Amos 22

Structural equation modeling (SEM) was employed for main data analysis and hypotheses testing. The analysis of the results from the measurement model are

presented along with the details, analysis and results obtained from structural model testing. Descriptive statistics were calculated for the sample and variable description.

4.2 Demographic Composition of the Data

The data for the research was collected through personal contact with the respondents by the representative of the researcher. The sample of the data was stratified which was collected from five sectors (banking services, engineering services, health services, higher education and telecom service).

The respondents comprised of 195 (21%) from banking, 182 (20%) from engineering, 177 (about 20%) from health services, 177 (about 20%) from higher education and 174 (19%) from telecom services.

Demographic Variables		Frequencies	% of Total Sample	Mean	SD
1- Age					
i.	25-35	341	38	1.75	.655
ii.	36-45	456	50		
iii.	46 and above	108	12		
2- Gender					
i-	Male	769	85	1.15	.360
ii-	Female	136	15		
3- Marital Status					
i-	Unmarried	152	17	1.83	.372
ii-	Married	753	83		
4- Qualification					
i-	BA/ Bsc	196	22	2.01	.664
ii-	MA/MSc.	506	56		
iii-	MS/PhD	203	22		
5- Position level in organization					
i-	Lower Management	106	12	2.18	.621
ii-	Middle Management	529	58		
iii-	Upper Management	270	30		
6- Length of service					
i-	Less than 05 Years	216	24	1.94	.648
ii-	05-10 Years	524	58		
i-	More than 10 Years	165	18		
7- Sector					
i-	Banking	195	21	2.95	1.427
ii-	Engineering	182	20		
iii-	Health Services	177	20		
iv-	Higher Education	177	20		
v-	Telecom	174	19		

Table 4.2 Demographic Details of the Sample

Table 4.2 above represents that, Male respondents were 769 (85%) and female were 136 (15%), 152 (17%) were unmarried and 753 (83%) were married, 341 (38%)

fall between the age of 25-35, 456 (50%) between 36-40 and 108 (12%) above 46 years of age.

From a total of 905 respondents, 106 (12%) were engaged in lower management, 524 (58%) in middle management and 270 (30%) in upper management levels. 216 (24%) respondents had less than five years of service experience, 524 (58%) with five to ten years of service and 165 (18%) with more than ten years of service experience.

The respondents were having undergraduate degrees 196 (22%), graduate degrees 506 (56%) and post graduate degrees 203 (22%).

In short majority of the respondents were male 769 (85%), married 753 (83%), in the age group 36-45 i.e. 456 (50%), 506 (56%) having post graduate degree (MA/MSc.), engaged in middle management 529 (58%) with a service experience of 5-10 years 524 (58%).

4.3 Preliminary Data analysis

During preliminary data analysis (PDA) following data treatment tests were conducted for data cleaning:

- 1- Test for monotone response detection– to find out response cases with zero variance
- 2- Missing Values detection in data - to detect the responses with missing values
- 3- Test for normality- to find out any out lawyer values
- 4- Test for Reliability- to check the consistency and trustworthiness of the instrument

- 5- Test for Content Validity-to ensure the accuracy of the dimensions of each construct.
- 6- Test for Convergent and Discriminant validity- to establish that similar measures of the construct accurately measure a particular construct and that different measures of different constructs accurately measure different constructs.
- 7- Test for common method bias (CMB) was conducted to investigate the presence of any common method error that may inflate the results and reduce the validity of the results.

4.3.1 Test for Monotone Responses:

Monotone responses –responses that have no variance- were detected using formula VAR.S (G2:A12) in excel and SPSS. Monotone cases appear with 0 (zero) variance and are deleted. In the present dataset no monotone was found.

4.3.2 Missing Values:

Responses with missing values were identified using SPSS 22 and recoding missing value with 99. Test was run and missing values were found in the responses at serial no 585, 729 and 730. These responses were deleted (Saiydi Matroni, 2014.) as we had already sufficiently big data. The data was reduced from 908 to 905.

4.3.3 Test for Normality

The normality test was conducted through looking at skewness and Kurtosis values. Though the data was found negatively skewed but fell into the acceptable

range of normality as the skewness and kurtosis value for all the variables fell between -1 and +1 and -2 and +2 respectively (table 4.3 in Appendix I).

4.3.4 Test for Reliability

The reliability of the construct was judged through conducting reliability test and observing the Cronbach Alpha values of the constructs.

Construct	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
DIJ	.864	.864	4
PIJ	.867	.867	7
IpIJ	.856	.856	4
IfIJ	.886	.886	5
Exit	.817	.820	5
Voice	.891	.894	5
Loyalty	.861	.867	5
Neglect	.899	.901	5
Cynicism	.698	.719	6
Hope	.831	.836	6
Efficacy	.868	.870	6
Resilience	.732	.739	6
Optimism	.696	.701	6

Cronbach's Alpha based on standardized items for all the constructs were found to be greater than 0.7 thus confirming the data for further analysis (Table 4.4).

4.3.5 Content Validity

The content validity was ensured by calculating the Cronbach's Alpha if item deleted, using SPSS. Cronbach's Alpha if item deleted values were found to be greater than .7 ensuring item content validity (ICV).

Content validity values of all the items of organizational injustice (PDIJ, PPIJ, PIpIJ and PIfIJ) is above .7 (Table 4.5 Appendix I).

Content validity values of all the items of exit, voice, loyalty, neglect and cynicism (EVLNC) responses is above .7 (Table 4.6 Appendix I).

Content validity values of all the items of PsyCap (Hope, Efficacy, Resilience and Optimism-HERO) is above .7 (table 4.7 Appendix I).

4.3.6 Convergent and Discriminant validity

Convergent and discriminant validity test was done through factor analysis using SPSS. The KMO values greater than .7 and Bartlett's Test of Sphericity is significant and communalities of the items is greater than .5 good sign for convergent validity and Sample Adequacy (table 4.8 and 4.9 Appendix I)

For confirming the discriminant validity, pattern matrix of factor analysis was examined for each construct separately.

a- Perceived Organizational Injustice

Items loaded distinctly on each construct for perceived organizational Injustice and Item loadings on each construct was greater than .7 while average loading of items on the construct was also found greater than .7 extracting four factors (PDIJ = .92, PPIJ= .86, PIpIJ= .91, PIfIJ= .90) -(Table 4.10 Appendix I).

b- Employees' Responses

Items loaded distinctly on each construct of exit, voice, loyalty, neglect and cynicism responses. Item loadings on each construct was greater than .7 while average loading of items on the construct was also found greater than .7 extracting five factors

(Exit = .75, Voice= .84, Loyalty= .81, Neglect= .84, Cynicism= .68)- (Table 4.11 Appendix I).

c- Psychological Capital (PsyCap)-Hope, Efficacy, Resilience, Optimism

Items loaded distinctly on each construct of Hope, Efficacy, Resilience, and Optimism (HERO). Item loadings on each construct was greater than .6 while average loading of items on the construct was also found greater than .7 extracting four factors (hope = .64, efficacy= .76, resilience= .75, optimism= .69)- (Table 4.12 Appendix I).

4.3.7 Common Method Bias- Harman's single factor Test

Common method bias (CMB) is measurement error (Podsakoff, MacKenzie, Lee, and Podaskoff, 2003; Podaskoff, MacKenzie and Podaskoff, 2012) that threatens the validity of a conclusion drawn upon statistical results. This bias is observed via a presence of a systematic variance (Bagozzi & Yi, 1990) that can inflate a given relationship among variables (Doty & Glick, 1998) leading to unsound conclusions.

Harmans's single factor test was conducted selecting all independent variables to investigate the presence of any substantial CMB in the data.

The 36% variance explained by a single factor is less than 50% showing that CMB is not a major concern in this study (Table 4.13 Appendix I).

4.4 Correlation

Correlation matrix (Table 4.14) tells us about that mean, standard deviation and correlation between the constructs of the study.

Mean standard deviation of Perceived Procedural Injustice (PPIJ) is (M= 19.43, SD=

5.42), for Perceived Distributive Injustice (PDIJ) it is (M=15.80, SD=3.74), for Perceived Interpersonal Injustice (PIpIJ) it is (M= 14.06, SD= 3.50), for Perceived Informational Injustice (PIfIJ) it is (M= 16.31, SD= 4.45), for Exit (E) it is (M= 19.34, SD= 5.86), for Voice (V) it is (M= 22.46, SD= 6.26), for Loyalty (L) it is (M= 22.03, SD= 5.72), for Neglect (N) it is (M= 16.94, SD= 6.58), for Cynicism (C) it is (M= 22.50, SD= 5.28), for Hope (H) it is (M= 24.40, SD= 5.40), for Efficacy (E) it is (M= 23.18, SD= 6.12), for Resilience (R) it is (M= 22.94, SD= 5.10) and for Optimism (O) it is (M= 22.88, SD= 4.28).

	Mean	Std. D	P PIJ	P DIJ	P IPIJ	P IFIJ	E	V	L	N	C	H	E	R	O
PPIJ	3.89	1.08	1												
PDIJ	3.16	0.74	.58**	1											
PIPIJ	2.81	0.70	.28**	.04**	1										
PIFIJ	3.26	0.89	.20**	.24**	.28**	1									
E	2.76	0.84	.22**	.23**	.29**	.31**	1								
V	3.21	0.89	.11**	.26**	.23**	.17**	.10**	1							
L	3.15	0.82	-.21**	-.13**	-.55**	-.60**	-.09**	.27**	1						
N	2.42	0.94	.32**	.25**	.51**	.40**	.33**	-.14**	-.28**	1					
C	3.36	0.75	.13**	.23**	.20**	.20**	.46**	.14**	-.09**	.46**	1				
H	4.06	0.90	.23**	-.36**	.44**	.31**	-.12**	.47**	.43**	-.28**	-.23**	1			
E	3.86	1.02	.11**	-.32**	.35**	.23**	.12**	.55**	.32**	-.17**	.17**	.66**	1		
R	3.82	0.85	.12**	-.13**	.24**	.17**	.14**	.44**	.29**	-.13**	.15**	.62**	.59**	1	
O	3.81	0.71	.28**	.16**	.25**	.23**	-.11**	.43**	.36**	-.03**	.13**	.59**	.54**	.68**	1

*Table 4.14 Correlation Matrix (N = 905, ** = p < .05)*

PPIJ= Perceived Procedural Injustice, PDIJ= Perceived Distributive Injustice, PIPIJ= Perceived Interpersonal Injustice, PIFIJ=Perceived Informational Injustice, E= Exit, V=Voice, L=Loyalty, N= Neglect, C=Cynicism, H= Hope, E=Efficacy, R= Resilience, O=Optimism

A correlation value (r) higher than 0.10 shows high positive and significant correlation between independent variables (PDIJ, PPIJ, PIpIJ, PIfIJ) and EVNC at $p < .05$ and negative and significant correlation between independent variables (PDIJ, PPIJ, PIpIJ, PIfIJ) and Loyalty (L).

4.5 Tests of Measurement Models

In order to test the robustness of each constructs, the researcher employed Confirmatory factor analysis through SPSS AMOS. Although the constructs are adapted from established studies that have used properly validated scales. Still, to validate these scales in the particular context CFA is utilized.

4.5.1 Perceived Organizational Injustice

The data is normally distributed as the skewness values indicate that data is within the acceptable range of skewness which is +1 to -1. The unstandardized regression weights of all the items are significant at the 0.01 level of significance. Factors loadings for Perceived Distributive Injustice (PDIJ) were also found well as the standardized regression weights for all the items $dij1$, $dij2$, $dij3$, $dij4$ were greater than 0.5 (ranging from 0.73 to 0.84).

As far as the standardized regression weights of PPIJ are concerned all of the seven items have the values above 0.5 (from minimum value for $ppij1$.60 to maximum value of .75 for $ppij4$ and $ppij5$) and shows that all the items are loading well onto the extracted construct of Perceived Procedural Injustice (PPIJ). Whereas for Perceived Interpersonal Injustice (PIpIJ) these values range from 0.74 to 0.81 for all the four items indicating perfect loading. The items for the Perceived Informational Injustice (PIfIJ) range from 0.73 to 0.82 for all the five items.

Analysis of variance indicated that the R-square values of all items are significant and each item explains a high proportion of the variance in the dependent variable. The minimum R-square value is of ppij1 which is 0.337 while the maximum value is of ppij5 which is 0.564 for PPIJ, 0.520 and 0.740 for PDIJ, 0.567 and 0.611 for PIpIJ, 0.475 and 0.679 for PIfIJ (Table 4.15, page 112).

	$\chi^2(1)$	<i>P</i>	CMIN/ df ratio	NFI	RFI	GFI	CFI	RMSEA	<i>P close</i>
CFA of All Facets of Perceived Injustice (PDIJ, PPIJ, PIpIJ, PIfI)	7.29	000	5.17	0.92	0.90	0.91	0.92	0.074	000

Model Consistency and Goodness of Fit

Values all the baseline indicators of model fit during CFA are in the acceptable range. The values of NFI, RFI, TLI and CFI are above 0.9 which is the acceptable. The RMSEA value is 0.074 which is below 0.08, this is within the acceptable range for model fit.

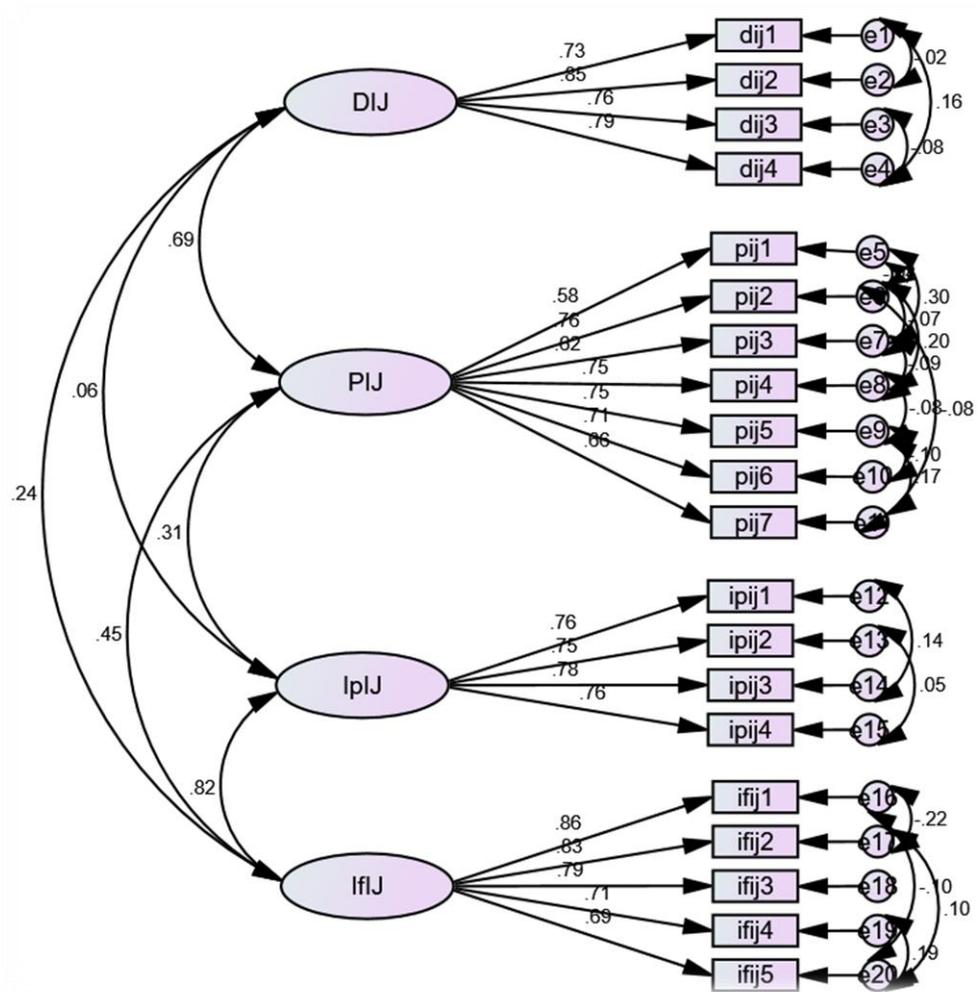


Figure 4.1 Confirmatory Factor Analysis (CFA) of PDIJ, PPIJ, PIpIJ and PIfIJ.

Factor	Components	β	R ²	Significance
DIJ				
	dij1	.760	.577	.000
	dij2	.837	.701	.000
	dij3	.726	.526	.000
	dij4	.814	.663	.000
PIJ				
	pij1	.601	.362	.000
	pij2	.762	.581	.000
	pij3	.629	.396	.000
	pij4	.748	.560	.000
	pij5	.753	.568	.000
	pij6	.686	.470	.000
	pij7	.672	.452	.000
IpIJ				
	ipij1	.784	.614	.000
	ipij2	.745	.555	.000
	ipij3	.806	.649	.000
	ipij4	.760	.578	.000
IfIJ				
	ifij1	.803	.644	.000
	ifij2	.825	.680	.000
	ifij3	.793	.629	.000
	ifij4	.745	.555	.000
	ifij5	.733	.537	.000

Table 4.15 Factor Loading during CFA of PDIJ, PPIJ, PIpIJ and PIfIJ

4.5.2 Exit, Voice, Loyalty, Neglect and Cynicism (EVLNC)

Factors loadings for exit, voice, loyalty, neglect and cynicism were found well as the standardized regression weights for all the items of these construct were greater than 0.5 (ranging from 0.483 to 0.959 for exit, 0.751 to 0.820 for voice, 0.645 to 0.848 for loyalty, 0.685 to 0.872 for neglect and 0.538 to 0.935 for cynicism).

Analysis of variance indicated that the R-square values of all items are significant and each item explains a high proportion of the variance in the dependent variable. (Table 4.16)

Looking at the model fit values, all the baseline indicators of model fit is in the acceptable range. The values of NFI, RFI, TLI and CFI are above 0.9 which is the

acceptable range. The RMSEA value is 0.08 which is around 0.08, this is within the acceptable range for model fit.

	$\chi^2(1)$	<i>P</i>	CMIN/ df ratio	NFI	RFI	GFI	CFI	RMSEA	<i>P</i> <i>close</i>
EVLN&C	7.35	0.18	5.36	0.92	0.82	0.91	0.92	0.08	000

Model Consistency and Goodness of Fit

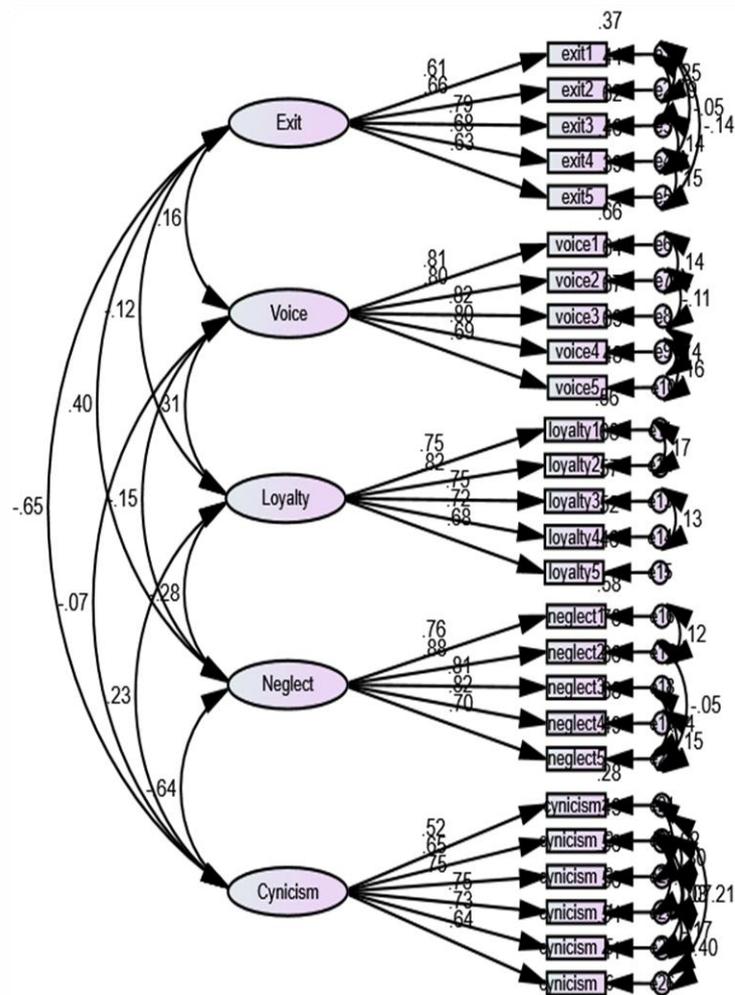


Figure 4.2 Confirmatory Factor Analysis (CFA) of EVLNC

Factor	Components	β	R ²	Significance
Exit				
	exit1	.568	.546	.000
	exit2	.697	.586	.000
	exit3	.838	.703	.000
	exit4	.693	.580	.000
	exit5	.666	.620	.000
Voice				
	voice1	.728	.679	.000
	voice2	.797	.630	.000
	voice3	.811	.658	.000
	voice4	.800	.641	.000
	voice5	.820	.533	.000
Loyalty				
	loyalty1	.652	.612	.000
	loyalty2	.736	.698	.000
	loyalty3	.763	.581	.000
	loyalty4	.839	.546	.000
	loyalty5	.755	.616	.000
Neglect				
	neglect1	.719	.592	.000
	neglect 2	.873	.763	.000
	neglect 3	.831	.690	.000
	neglect 4	.869	.687	.000
	neglect 5	.766	.513	.000
Cynicism				
	cynicism1	.731	.625	.000
	cynicism 2	.743	.550	.000
	cynicism 3	.760	.578	.000
	cynicism 4	.785	.615	.000
	cynicism 5	.656	.599	.000
	cynicism 6	.522	.526	.000

Table 4.16 Factor Loading during CFA of EVLNC

4.5.3 Psychological Capital

Factors loadings for core construct PsyCap were found well as the standardized regression weights for all the items of sub construct hope, efficacy, resilience and optimism (HERO) were greater than 0.5 (ranging from 0.435 to 0.736 for hope, 0.429 to 0.688 for efficacy, 0.031 to 0.695 for resilience, and 0.233 to 0.554 for optimism). Table 4.17 at page 117.

Analysis of variance indicated that the R-square values of all items are significant and each item explains a high proportion of the variance in the dependent variable. Looking at the model fit values, all the baseline indicators of model fit are in the acceptable range.

	$\chi^2(1)$	<i>P</i>	CMIN/ df ratio	NFI	RFI	GFI	CFI	RMSEA	<i>P</i> <i>close</i>
PsyCap (Hope, Efficacy, Resilience, Optimism)	8.47	0.23	4.78	0.92	0.87	0.93	0.92	0.079	000

Model Consistency and Goodness of Fit

The values of NFI, RFI, TLI and CFI are above 0.9 or close to 0.9, which is the acceptable range. The RMSEA value is 0.079 which is below 0.08, this is within the acceptable range for model fit.

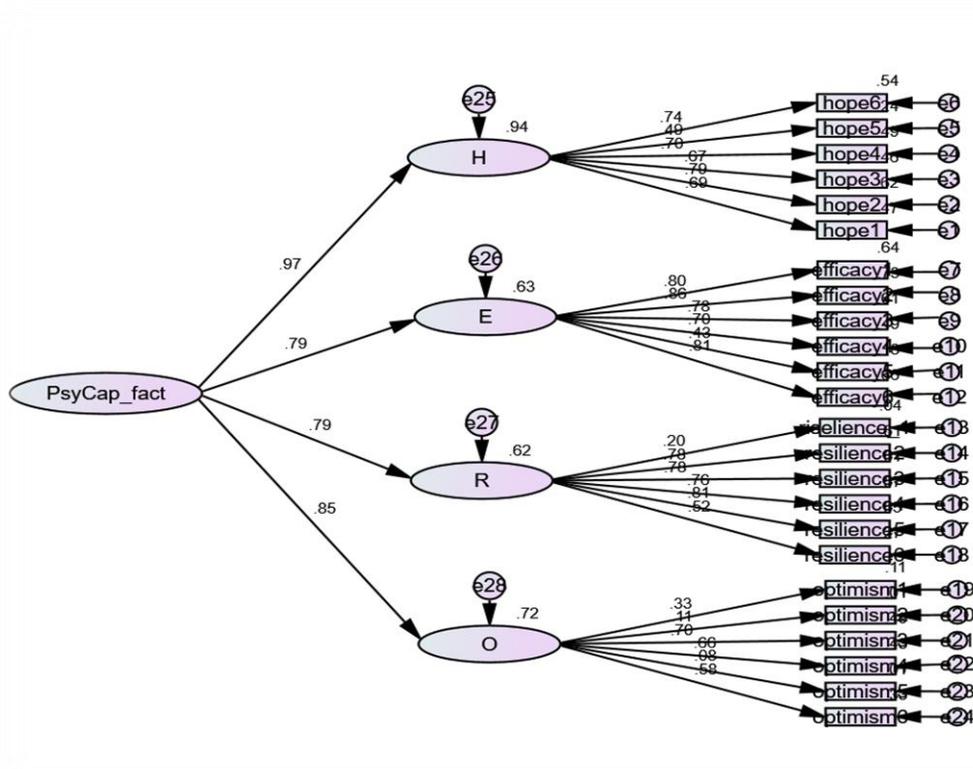


Figure 4.3 Confirmatory Factor Analysis (CFA) of Hope, Efficacy, Resilience, Optimism and 2nd order core construct PsyCap

Factor	Components	β	R ²	Significance
Hope				
	hope1	.739	.475	.000
	hope2	.490	.625	.000
	hope3	.762	.455	.000
	hope4	.670	.486	.000
	hope5	.696	.236	.000
	hope6	.601	.540	.000
Efficacy				
	efficacy1	.802	.643	.000
	efficacy 2	.957	.734	.000
	efficacy 3	.764	.614	.000
	efficacy 4	.797	.486	.000
	efficacy 5	.528	.183	.000
	efficacy 6	.615	.663	.000
Resilience				
	resilience1	.199	.040	.000
	Resilience 2	.708	.605	.000
	resilience 3	.700	.609	.000
	resilience 4	.757	.573	.000
	resilience 5	.807	.652	.000
	resilience 6	.516	.267	.000
Optimism				
	optimism1	.327	.107	.000
	optimism 2	.106	.011	.010
	optimism 3	.702	.493	.000
	optimism 4	.657	.431	.000
	optimism 5	.085	.007	.039
	optimism 6	.575	.331	.000
PsyCap				
	Hope	.969	.624	.000
	Efficacy	.791	.626	.000
	Resilience	.790	.720	.000
	Optimism	.849	.939	.000

Table 4.17 Factor Loading during CFA of Hope, Efficacy, Resilience, Optimism and 2nd order core construct PsyCap

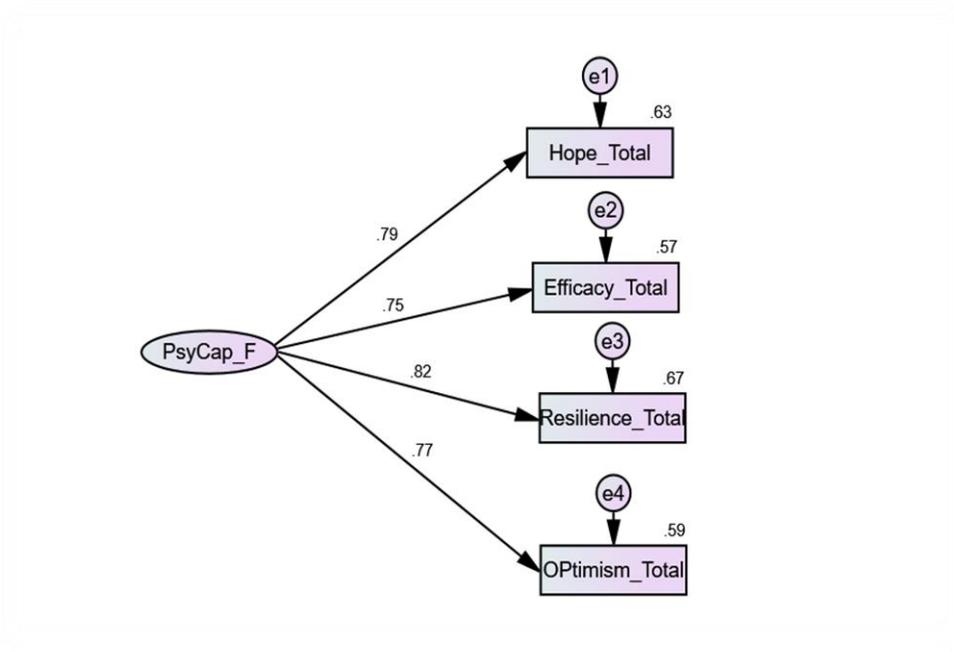


Figure 4.4 Confirmatory Factor Analysis (CFA) of 2nd order core construct PsyCap

4.6 Analysis of the Relation between Dependent and Independent Variables- Testing Hypotheses.

The fit of the hypothesized model was evaluated by multiple fit indices of the path analysis: A non-significant Chi-square value, a normed Chi-square (CMIN/df) ratio smaller than 5, a Comparative Fit Index (CFI) value greater than .95, and a Root Mean Square Error of Approximation (RMSEA) value less than .06 with a non-significant *p* value for the test of close fit were used as indicators of good model fit.

	χ^2 (1)	<i>P</i>	CMIN/df ratio	GFI	CFI	RMSEA	<i>P</i> close
PDIJ and EVLNC	7.779	.738	3.890	.845	.990	.057	.326
PPIJ and EVLNC	2.194	.139	2.194	.785	.998	.036	.511
PipIJ and EVLNC	1.990	.738	0.497	.716	.100	.000	.990
PifIJ and EVLNC	10.613	.014	3.544	.730	.986	.530	.350

Table 4.18 Model Consistency and Goodness of Fit

The above table shows the model consistencies and goodness of fit indices of all the four models representing direct relationships of PDIJ, PPIJ, PIPIJ and PIFIJ and EVLN&C responses, to be discussed in following pages.

4.6.1-a Perceived Distributive Injustice and Employees' EVLN&C Responses

The path model explaining the relationships between distributive injustice and expected outcomes fitted the data well, $\chi^2(1) = 7.779$, $p = .738$ (shows that the model is internally consistent), the CMIN/df ratio = 3.890, CFI = .990, RMSEA = .057 (90% CI = .019 -.101; P Close = .326).

	$\chi^2(1)$	<i>P</i>	CMIN/df ratio	GFI	CFI	RMSEA	<i>P close</i>
PDII and EVLNC	7.779	.738	3.890	.845	.990	.057	.326

Model Consistency and Goodness of Fit Perceived Distributive Injustice and Employees' EVLN&C Responses

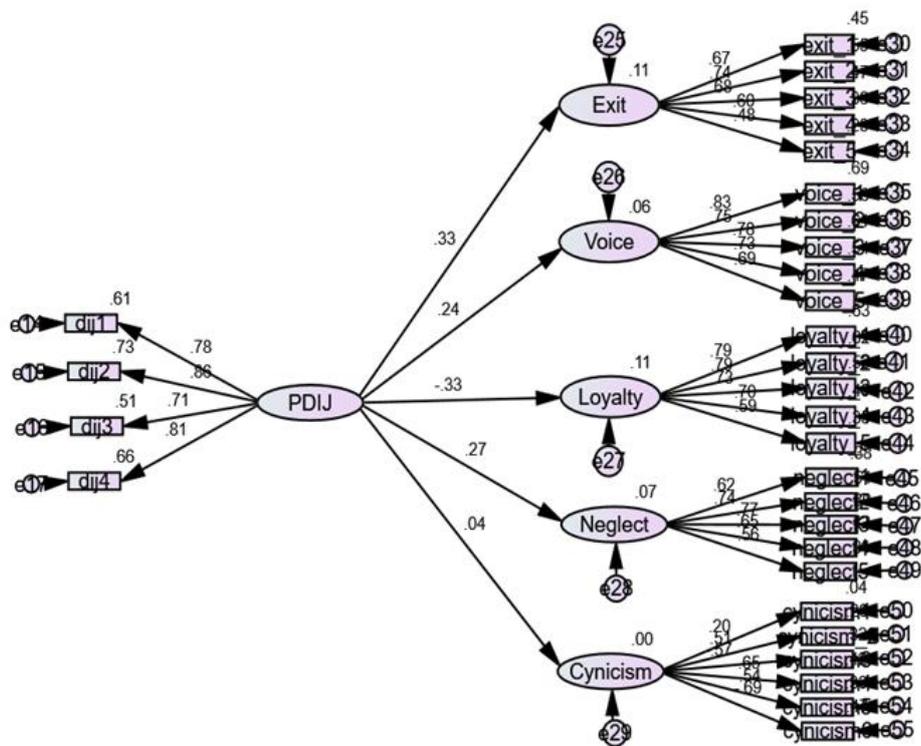


Figure 4.5 Path Diagram showing the relationship between PDIJ and EVLNC

Distributive injustice was found to be a significant and positive predictor of Exit ($\beta = .33$, $\rho < .05$, significant and positive predictor of Voice ($\beta = .24$, $\rho < .05$), significant and negative predictor of Loyalty ($\beta = -.33$, $\rho < .05$), significant and positive predictor of Neglect ($\beta = .27$, $\rho < .05$) and not a good predictor of Cynicism ($\beta = .04$, $\rho < .01$).

Overall, distributive injustice accounted for 11% of variance in Exit, 6% in Voice, 11% in Loyalty, 7% in Neglect, and 0% in Cynicism. (Table 4.19-A)

4.6.1-b Moderation of PsyCap on the Relationship Between Distributive Injustice and EVLN&C Responses.

For investigating the effect of PsyCap on the relationship between distributive injustice and employees' responses, Zhao and Cavusgil (2006) technique was adopted in this research. According to Zhao and Cavusgil (2006), a two-group model is useful because it could determine whether Psychological Capital moderates the relationship between perceived organizational injustice and EVLN responses. The sample was split into 2 groups according to the median score of PsyCap 3.94. The results indicate strong role of PsyCap.

In the low PsyCap model distributive injustice was found to be a significant and positive predictor of Exit ($\beta = .46, \rho < .03$), a significant and positive predictor of Voice ($\beta = .55, \rho < .05$), a significant and negative predictor of Loyalty ($\beta = -.64 \rho < .000$), a significant and negative predictor of Neglect ($\beta = -.12 \rho < .000$) and for Cynicism it is a significant and positive predictor ($\beta = .29 \rho < .000$). (Table 4.19-A)

Low PsyCap

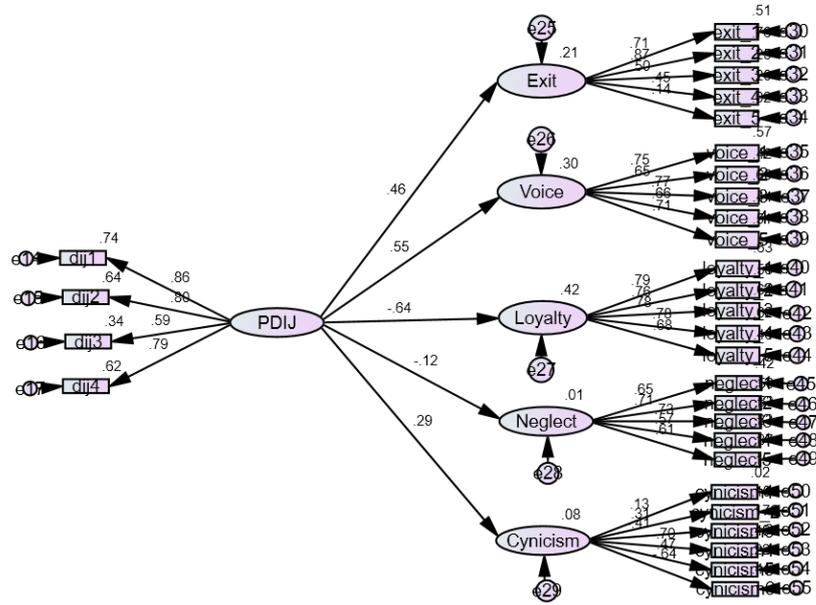


Figure 4.6 Path Diagram showing the effect of low PsyCap on the relationship between PDIJ and EVLNC

Overall, distributive injustice accounted for 21% of variance in Exit, 30% in Voice, 42% in Loyalty, 01% in Neglect, and 08% in Cynicism.

In case of high PsyCap model distributive injustice found to be a significant and positive predictor of Exit ($\beta = .31, \rho < .000$) – strong moderation of PsyCap, a significant and positive predictor of Voice ($\beta = .19, \rho < .000$) - strong moderation of PsyCap, a significant and negative predictor of Loyalty ($\beta = -.01, \rho < .050$) – strong moderation of PsyCap, a significant and positive predictor of Neglect ($\beta = .42, \rho < .000$)- strong moderation of PsyCap and a significant and negative predictor of cynicism ($\beta = -.03, \rho < .026$)- strong moderation of PsyCap.

High PsyCap

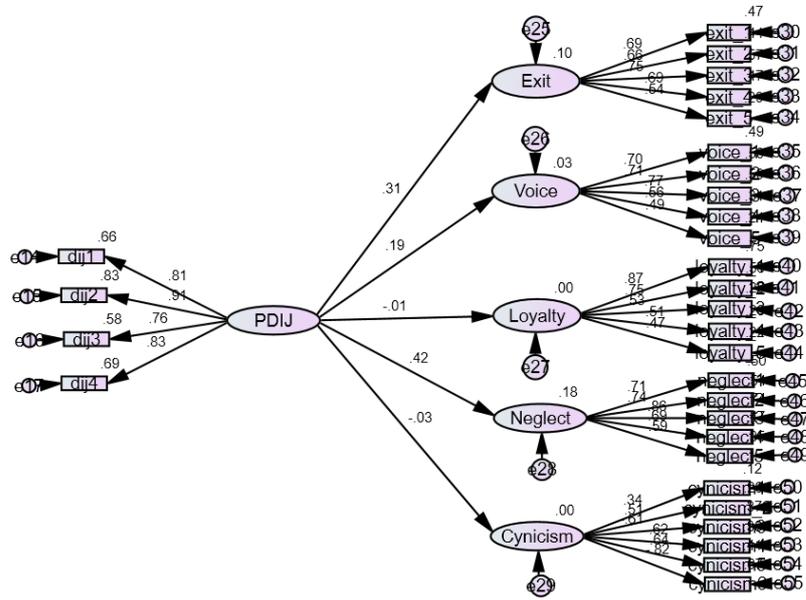


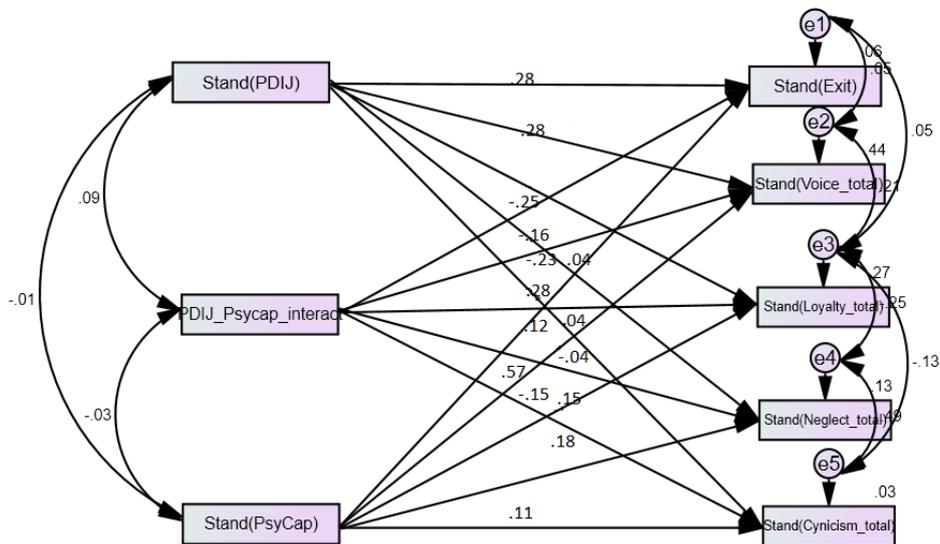
Figure 4.7 Path Diagram showing the effect of high PsyCap on the relationship between PDIJ and EVLNC

Overall, distributive injustice accounted for 10% of variance in Exit, 3% in Voice, 0% in Loyalty, 0% in Neglect, and 0.1% in Cynicism. (Table 4.19-A)

PDIJ	Direct (β)	Signi/ Insigni	Low PsyCap (β)	Signi/ Insigni	High PsyCap (β)	Signi/ Insigni	Moderation
Exit	.33	ρ < .05)	.46	ρ < .03)	.31	ρ < .00)	w
Voice	.24	ρ < .05)	.55	ρ < .05)	.19	ρ < .00)	w
Loyalty	-.33	ρ < .05)	-.64	ρ < .00)	.01	ρ < .05)	w
Neglect	.27	ρ < .05)	-.12	ρ < .00)	-.42	ρ < .00)	w
Cynicism	.04	ρ < .01)	.29	ρ < .00)	-.03	ρ < .02)	w.

Table 4.19 -A comparison of direct relation between Perceived Distributive Injustice and EVLNC and PsyCap Moderation.

For further confirmation of moderating impact of PsyCap on the relationship between PDIJ and EVLNC responses, moderation using interaction term was tested in SPSS Amos as proposed Dawson, J. F. (2014). In this method, first the variables of interest (PDIJ, E, V, L, N, C and PsyCap) are standardized in SPSS. Then interaction term was introduced as a product term of PDIJ and PsyCap. In final stage the model was built in AMOS and standardized values of the variables were inserted into the model and the model was run as under.

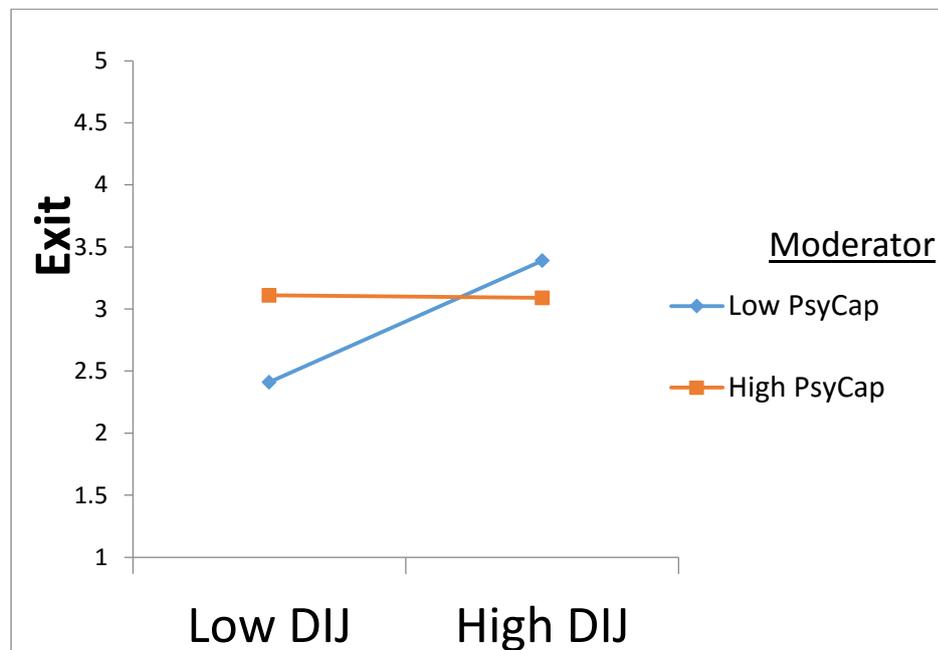


Moderation of PsyCap on the Relation between PDIJ and EVLNC through Interaction Term

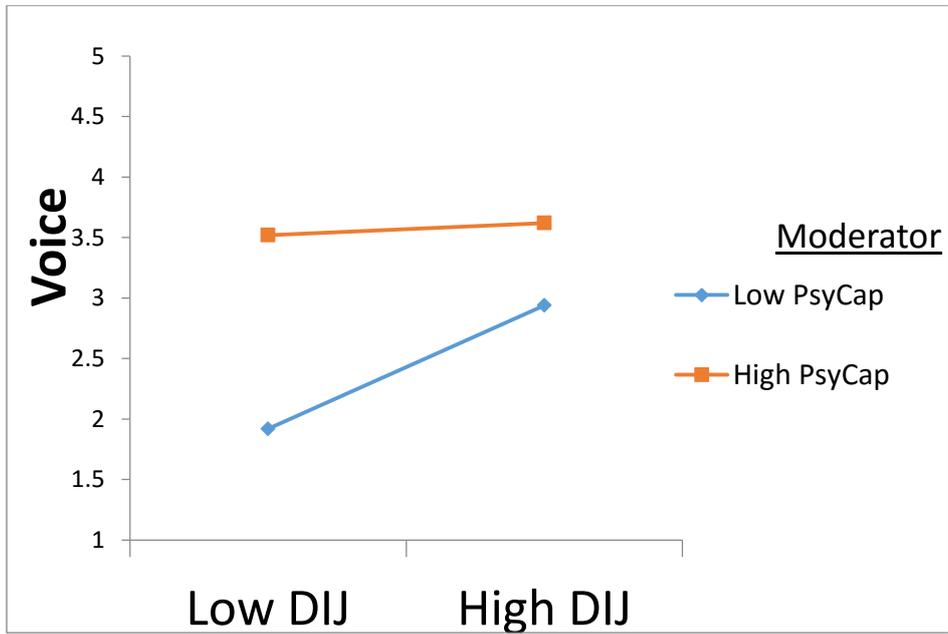
The unstandardized but significant values were used to draw the slope showing moderating effect of PsyCap using interaction plotter tool.

Variable names:					
Independent variable:	PDIJ	PDIJ	PDIJ	PDIJ	PDIJ
Moderator:	PsyCap	PsyCap	PsyCap	PsyCap	PsyCap
Dependent variable	Exit	Voice	Loyalty	Neglect	Cynicism
Unstandardized Regression Coefficients:					
Independent variable:	0..28	0..28	-0.16	0.04	0.04
Interaction:	-0.25	-0.23	0.28	-0.04	-0.15
Moderator:	0.12	0.57	0.02	0.18	0.11

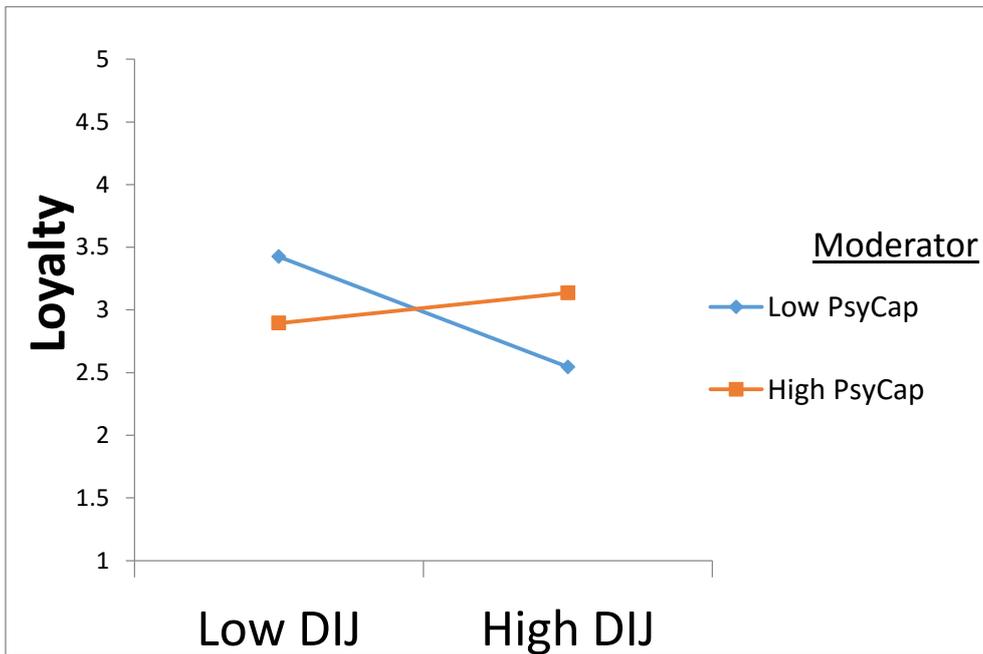
The change in slopes indicates the moderation of PsyCap.



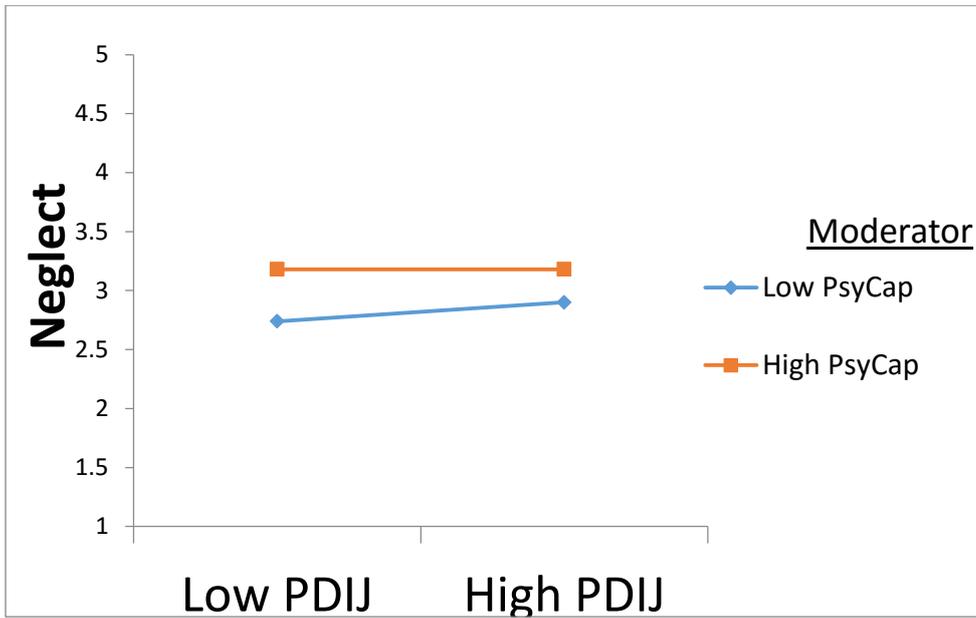
I-PsyCap Dampens Positive Relation between PDIJ and Exit Response



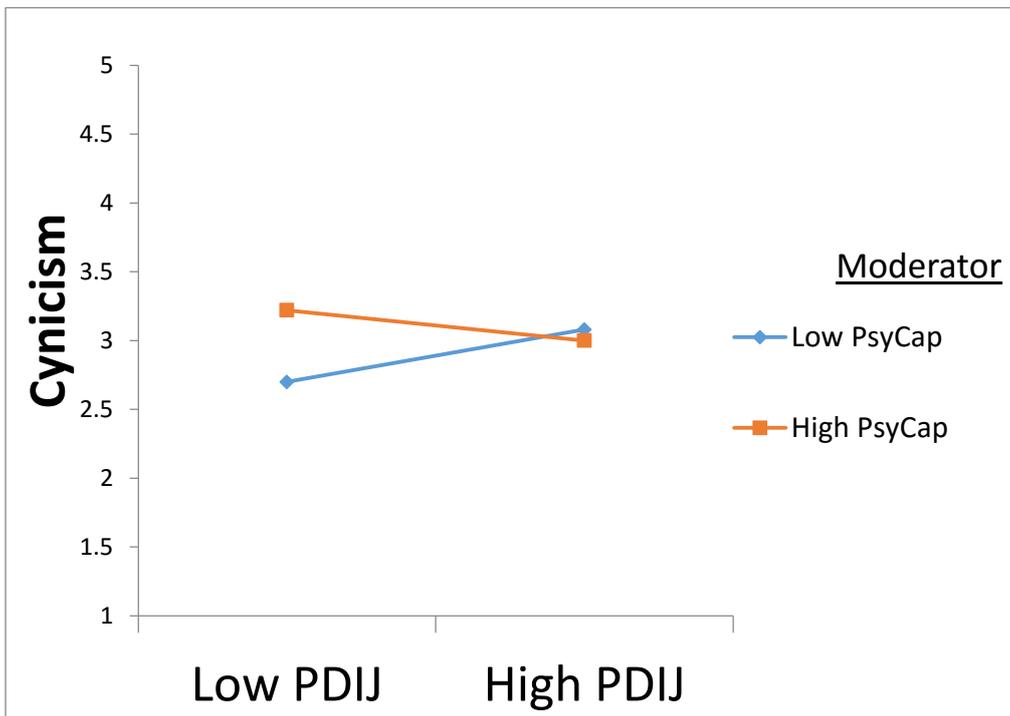
II-PsyCap Dampens Positive Relation between PDIJ and Voice Response



III-PsyCap Dampens Negative Relation between PDIJ and Loyalty Response



IV-PsyCap Dampens Positive Relation between PDIJ and Neglect Response



V-PsyCap Dampens Positive Relation between PDIJ and Cynical Response

4.6.2-a Perceived Procedural Injustice and Employees' EVLN&C Responses

The path model explaining the relationships between procedural injustice and expected outcomes fitted the data well, $\chi^2(1) = 2.194$, $p = .139$, the CMIN/df ratio = 2.194, GFI = .785, CFI = .998, RMSEA = .036 (90% CI = .000 - .104; P Close = .511).

	$\chi^2(1)$	<i>P</i>	CMIN/df ratio	GFI	CFI	RMSEA	<i>P close</i>
PPIJ and EVLNC	2.194	.139	2.194	.785	.998	.036	.511

Model Consistency and Goodness of Fit Perceived Procedural Injustice and Employees' EVLN&C Responses

Procedural injustice was found to be a significant and positive predictor of Exit ($\beta = .22$, $\rho < .05$), insignificant and negative predictor of Voice ($\beta = -.08$, $\rho < .12$), a significant and negative predictor of Loyalty ($\beta = -.23$, $\rho < .00$), a significant and positive predictor of Neglect ($\beta = .14$, $\rho < .05$) and insignificant and positive Cynicism ($\beta = .13$, $\rho < .15$). (Table 4.2-A on page 128).

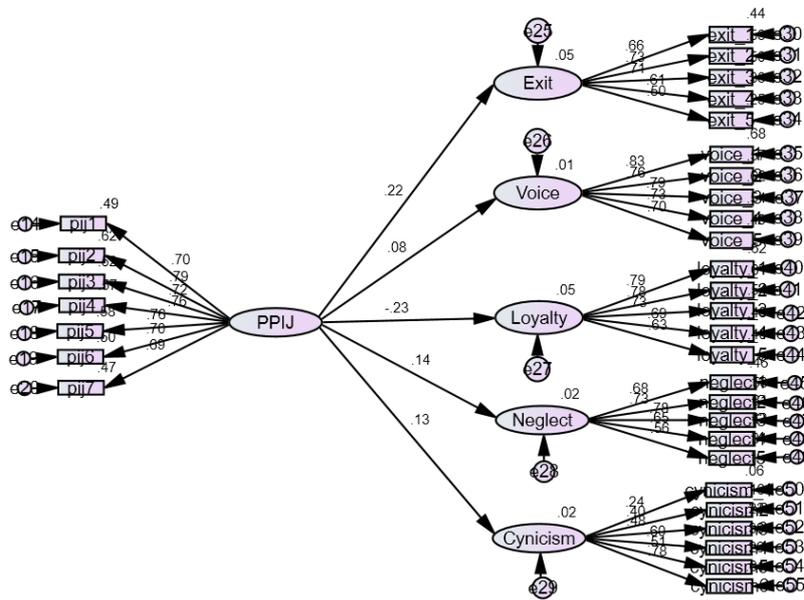


Figure 4.8 Path Diagram showing the relationship between PPIJ and EVLNC

Overall, procedural injustice accounted for 5% of variance in Exit, 1% in Voice, 5% in Loyalty, 2% in Neglect, and 2% in Cynicism.

4.6.2-b Moderation of PsyCap on the Relationship Between Procedural Injustice and EVLN&C Responses.

For investigating the effect of PsyCap on the relationship between procedural injustice and employees' EVLNC responses, Zhao and Cavusgil (2006) technique was adopted in this research. According to Zhao and Cavusgil (2006), a two-group model is useful because it could determine whether Psychological Capital moderates the relationship between perceived organizational injustice and EVLN responses. The

sample was split into 2 groups according to the median score of PsyCap 3.94. The results indicate strong role of PsyCap.

In the low PsyCap model procedural injustice was found to be a significant and positive predictor of Exit ($\beta = .27, \rho < .000$), a significant and positive predictor of Voice ($\beta = .11, \rho < .000$), a significant and negative predictor of Loyalty ($\beta = -.32, \rho < .000$), a significant and positive predictor of Neglect ($\beta = .36, \rho < .03$) and for Cynicism it is a significant and positive predictor ($\beta = .17, \rho < .000$). (Table 4.2-A on page 128).

Overall, procedural injustice accounted for 6% of variance in Exit, 4% in Voice, 8% in Loyalty, 5% in Neglect, and 5% in Cynicism.

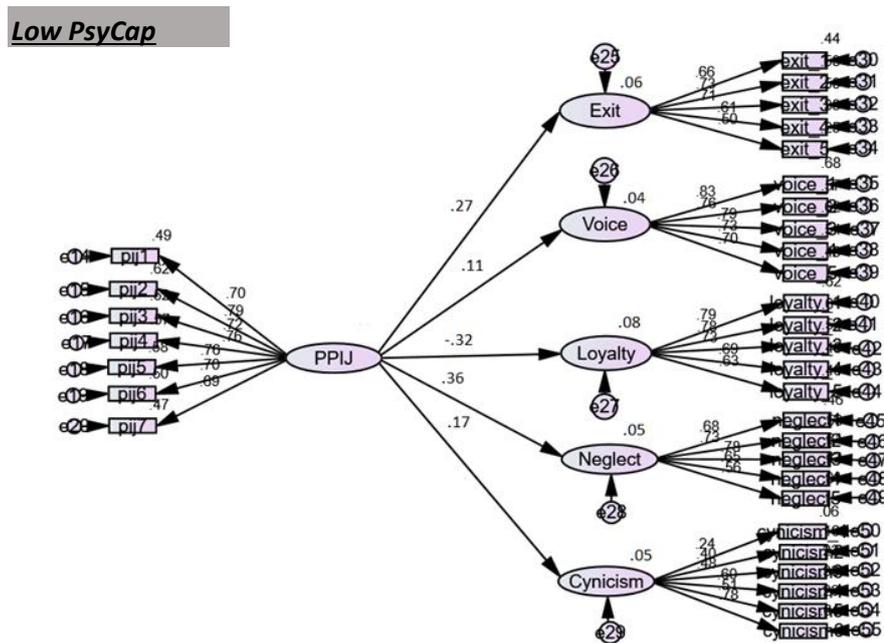


Figure 4.9 Path Diagram showing the effect of low PsyCap on the relationship between PPIJ and EVLNC

In case of high PsyCap model procedural injustice turned out to be a significant and positive predictor of Exit ($\beta = .19, \rho < .000$) – strong moderation of PsyCap, a significant and negative predictor of Voice ($\beta = -.06, \rho < .000$) - strong moderation of PsyCap, a significant and positive predictor of Loyalty ($\beta = .02, \rho < .017$) – strong moderation of PsyCap, a significant and positive predictor of Neglect ($\beta = .23, \rho < .050$)- significant moderation but for Cynicism it is an insignificant and negative predictor ($\beta = .15, \rho < .254$)- an insignificant result. (Table 4.2-A on page 128).

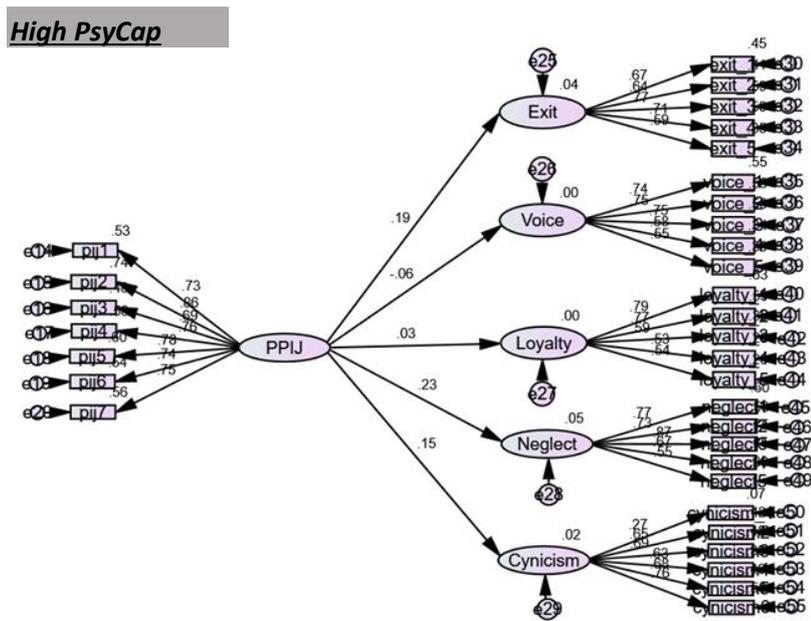


Figure 4.10 Path Diagram showing the effect of high PsyCap on the relationship between PPIJ and EVLNC

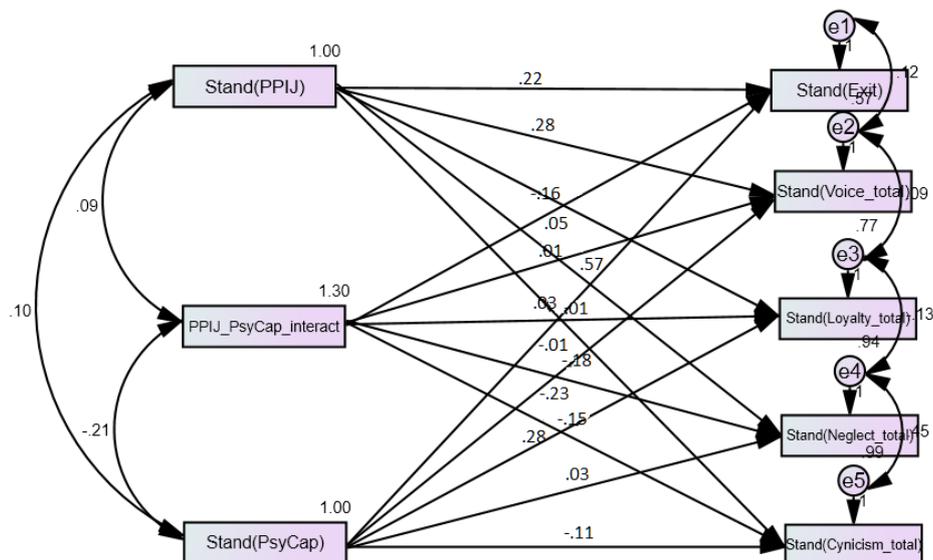
PPIJ	Direct (β)	Signi/ Insigni	Low PsyCap	Signi/ Insigni	High PsyCap	Signi/ Insigni	Moderation
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			(β)		(β)		
Exit	.22	(ρ < .00)	.27	ρ < .00)	.19	(ρ < .00)	w
Voice	-.08	(ρ < .12)	.11	ρ < .00)	-.06	(ρ < .00)	w
Loyalty	-.23	(ρ < .00)	-.32	ρ < .00)	-.03	(ρ < .017)	w
Neglect	.14	(ρ < .00)	.36	ρ < .03)	-.02	(ρ < .050)	w
Cynicism	.13	(ρ < .00)	.17	ρ < .00)	-.01	(ρ < .254)	insignifi cant

Table 4.20 -A comparison of direct relation between Perceived Procedural Injustice and EVLNC and PsyCap Moderation.

Overall, procedural injustice accounted for 4% of variance in Exit, 0% in Voice, 0% in Loyalty, 5% in Neglect, and 02% in Cynicism.

For further confirmation of moderating impact of PsyCap on the relationship between PPIJ and EVLNC responses, moderation using interaction term was tested in SPSS Amos as explained by Dawson, J. F. (2014). In this method, first the variables of interest (PPIJ, E, V, L, N, C and PsyCap) are standardized in SPSS. Then interaction term was introduced as a product term of PPIJ and PsyCap. In final stage the model was built in AMOS and the standardized values of the variables were inserted into the model and the model was run as under:

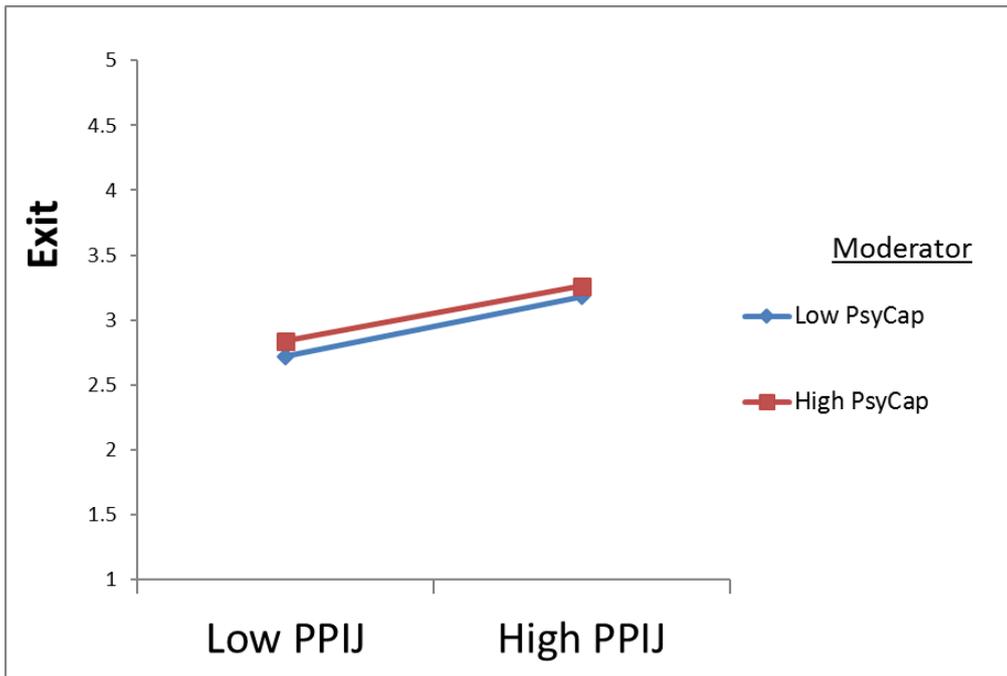


Moderation of PsyCap on the Relation between PPIJ and EVLNC through Interaction Term

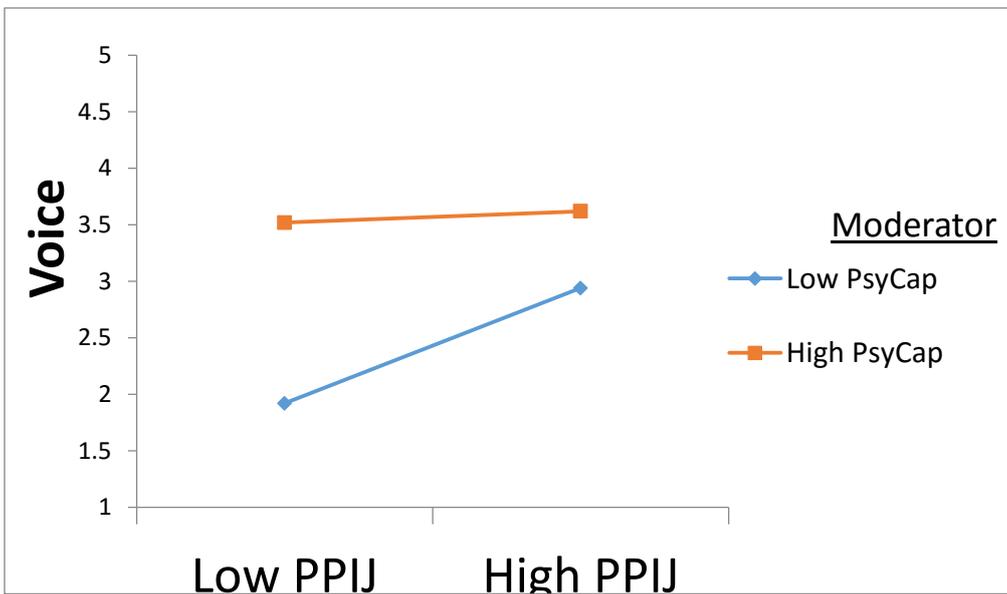
The unstandardized but significant values were used to draw the slope showing moderating effect of PsyCap using interaction plotter tool.

Variable names:					
Independent variable:	PPIJ	PPIJ	PPIJ	PPIJ	PPIJ
Moderator:	PsyCap	PsyCap	PsyCap	PsyCap	PsyCap
Dependent variable	Exit	Voice	Loyalty	Neglect	Cynicism
Unstandardized Regression Coefficients:					
Independent variable:	0..22	0..28	-0.16	0.01	0.03
Interaction:	-0.01	-0.23	0.28	-0.03	-0.15
Moderator:	0.05	0.57	0.015	-0.18	-0.11

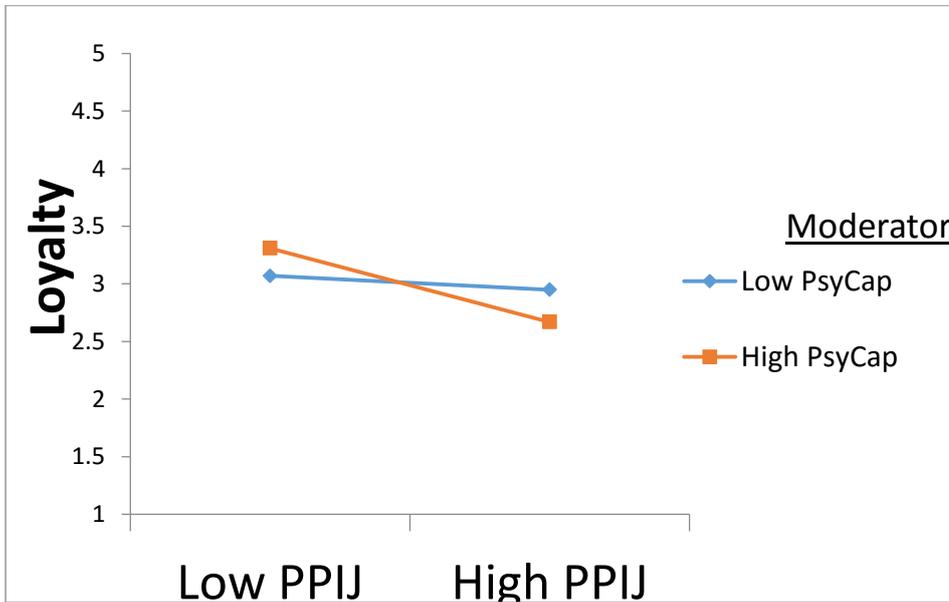
The change in slopes indicates the moderation of PsyCap.



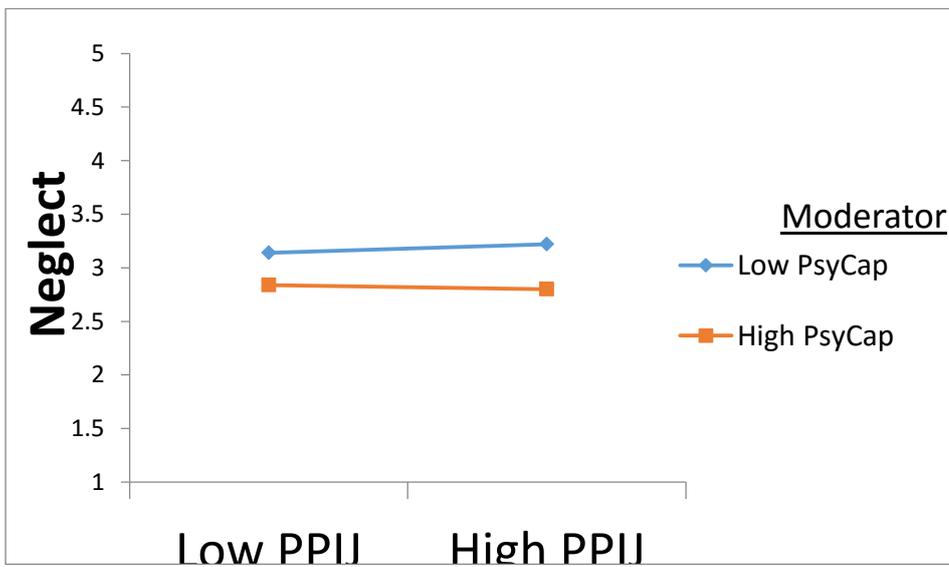
I-PsyCap Dampens Positive Relation between PPIJ and Exit Response



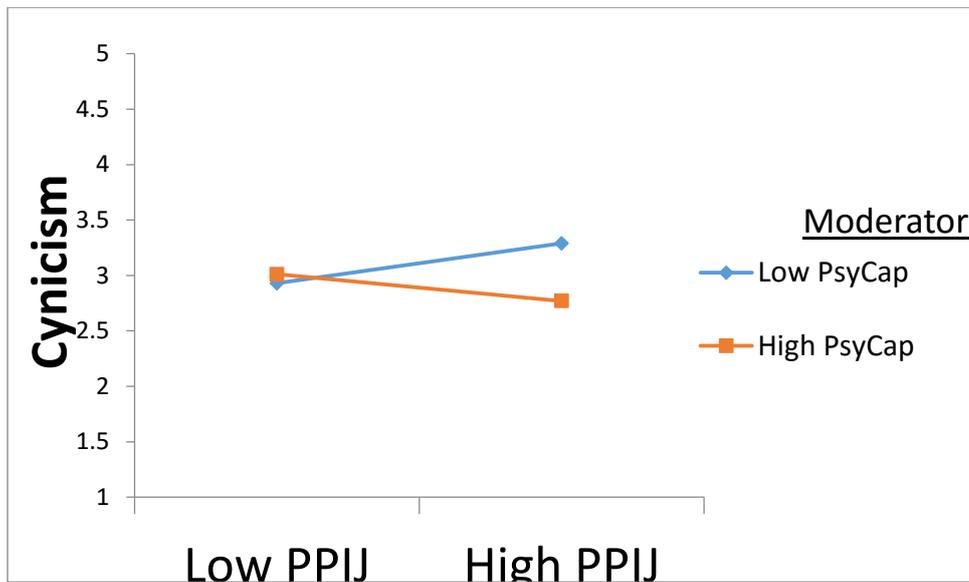
II-PsyCap Dampens Positive Relation between PPIJ and Voice Response



III-PsyCap Dampens Negative Relation between PPIJ and Loyalty Response



IV-PsyCap Dampens Positive Relation between PPIJ and Neglect Response



V-PsyCap Dampens Positive Relation between PPIJ and Cynical Response

4.6.3-a Perceived Interpersonal Injustice and Employees’ EVLN&C Responses

The path model examining the relationships between interpersonal injustice and expected outcomes fitted the data well, $\chi^2(1) = 1.990, p = .738$, the CMIN/df ratio = .497, GFI = .716, CFI = .1000, RMSEA = .000 (90 % CI = .000-.036; P Close = .990).

	$\chi^2(1)$	<i>P</i>	CMIN/df ratio	GFI	CFI	RMSEA	<i>P close</i>
PiPIJ and EVLNC	1.990	.738	0.497	.716	.100	.000	.990

Model Consistency and Goodness of Fit Perceived Interpersonal Injustice and Employees’ EVLN&C Responses

Interpersonal injustice was a significant and positive predictor of Exit ($\beta = .63, \rho < .005$), a negative and insignificant predictor of Voice ($\beta = -.24, \rho < .090$), and a significant and negative predictor of Loyalty ($\beta = -.42, \rho < .000$), significant and

positive predictor of Neglect ($\beta = .70, \rho < .000$), and a significant and positive predictor of Cynicism ($\beta = .83, \rho < .003$). (Table 4.21-A on Page 132).

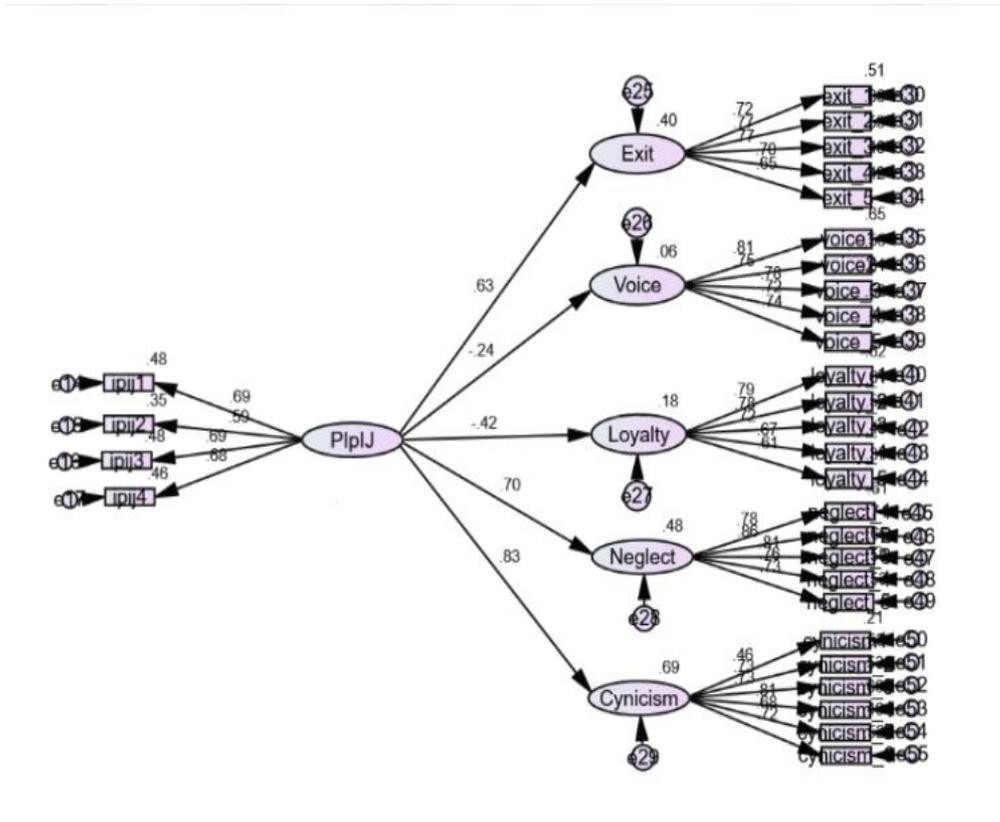


Figure 4.11 Path Diagram showing relationship between PIPJ and EVLNC

Overall, interpersonal injustice accounted for 40% of variance in Exit, 5% in Voice, 18% in Loyalty, 48% in Neglect, and 69% in Cynicism.

4.6.3-b Moderation of PsyCap on the Relationship Between Interpersonal Injustice and EVLN&C Responses.

For investigating the effect of PsyCap on the relationship between interpersonal injustice and employees' EVLNC responses, Zhao and Cavusgil (2006) technique was adopted in this research. According to Zhao and Cavusgil (2006), a two-group model is useful because it could determine whether Psychological Capital

moderates the relationship between perceived organizational injustice and EVLN responses. The sample was split into 2 groups according to the median score of PsyCap 3.94. The results indicate strong role of PsyCap.

In the low PsyCap model interpersonal injustice was found to be a significant and positive predictor of Exit ($\beta = .36, \rho < .000$), a significant and positive predictor of Voice ($\beta = .48, \rho < .000$), a significant and negative predictor of Loyalty ($\beta = -.38, \rho < .000$), a significant and positive predictor of Neglect ($\beta = .68, \rho < .03$) and for Cynicism it is a significant and positive predictor ($\beta .59, \rho < .000$). (Table 4.21-A on Page 132).

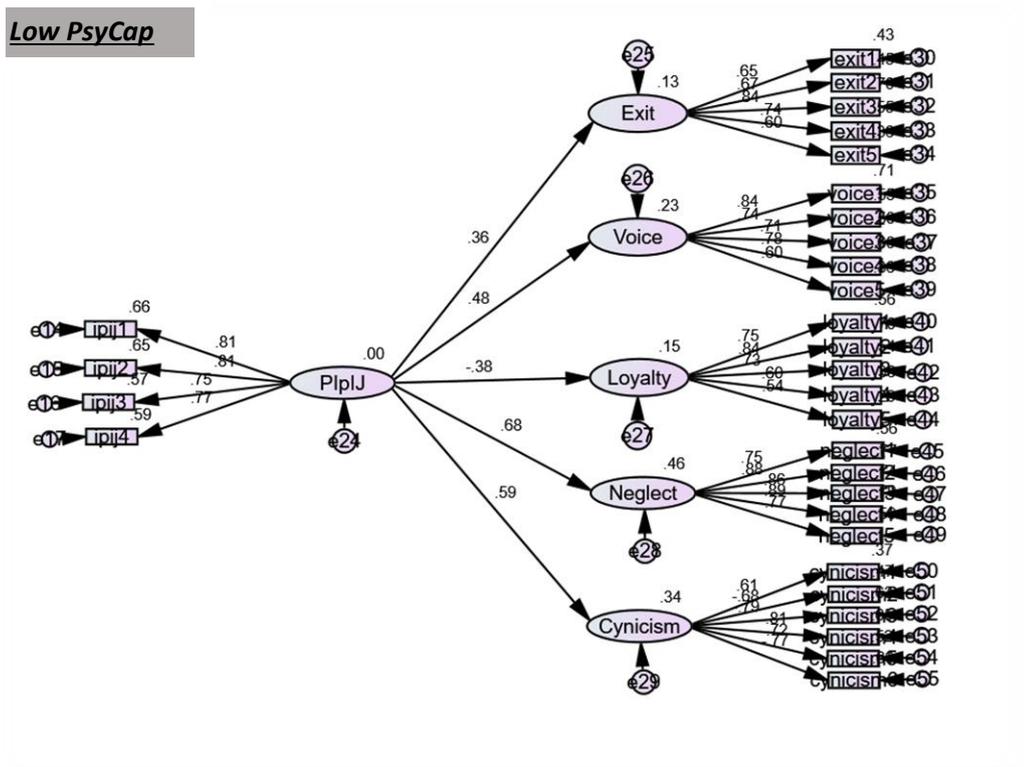


Figure 4.12 Path Diagram showing the effect of Low PsyCap on the relationship between PIPJ and EVLNC

Overall, interpersonal injustice accounted for 13% of variance in Exit, 23% in Voice, 15% in Loyalty, 46% in Neglect, and 34% in Cynicism.

In case of high PsyCap model Interpersonal injustice found to be a significant and positive predictor of Exit ($\beta = .33, \rho < .000$) – strong moderation of PsyCap, a significant and positive predictor of Voice ($\beta = .33, \rho < .000$) - strong moderation of PsyCap, a significant and negative predictor of Loyalty ($\beta = -.17, \rho < .000$) – strong moderation of PsyCap, a significant and positive predictor of Neglect ($\beta = .49, \rho < .000$)- significant moderation of PsyCap and a significant and positive predictor of cynicism ($\beta = .37, \rho < .006$)- a significant moderation of PsyCap. (Table 4.21-A on Page 132).

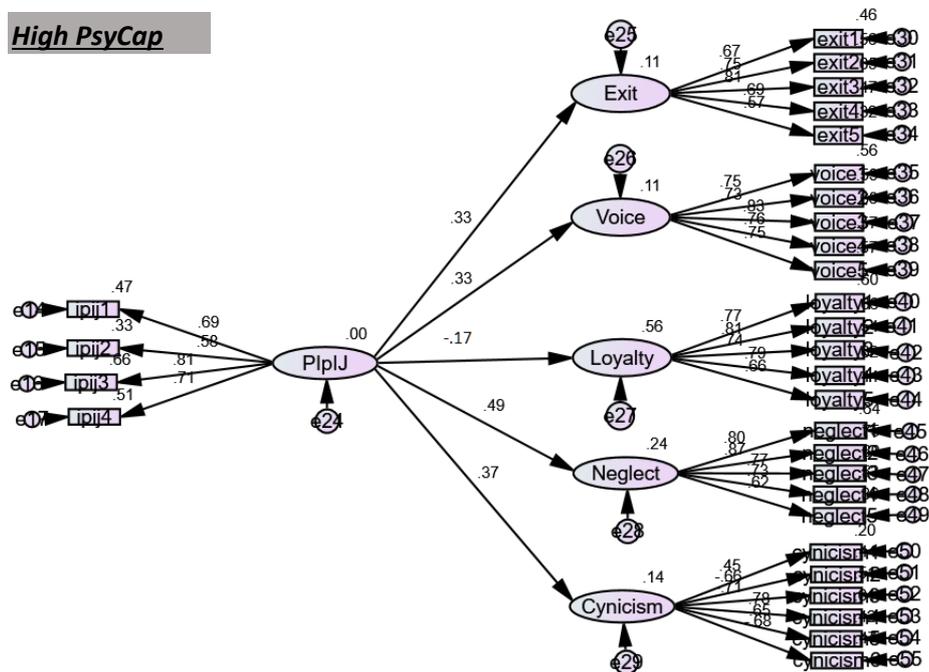


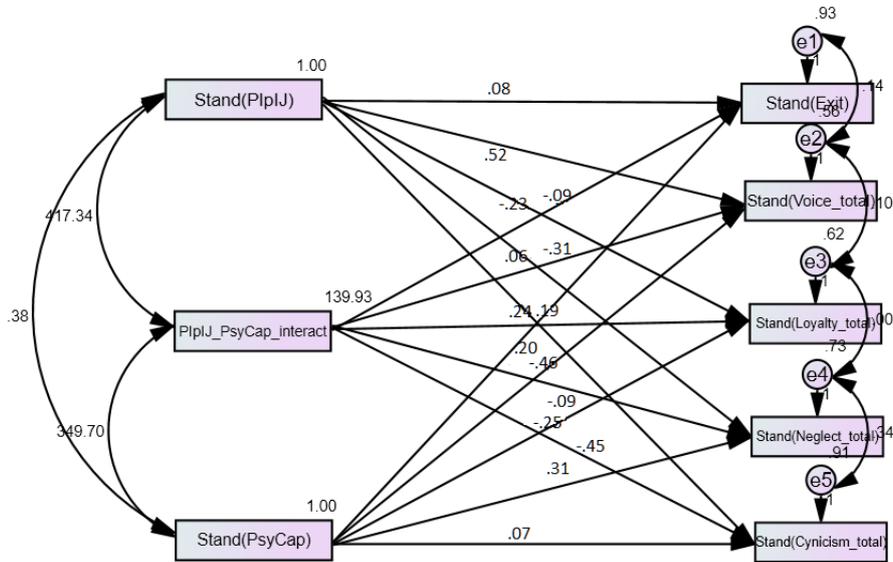
Figure 4.13 Path Diagram showing the effect of high PsyCap on the relationship between PIPJ and EVLNC

PIpIJ	Direct (β)	Signi/ Insigni	Low PsyCap (β)	Signi/ Insigni	High PsyCap (β)	Signi/ Insigni	Moderat ion
Exit	.63	$\rho < .050$)	.36	$P < .000$.33	$P < .000$.	w
Voice	-.24	$\rho < .090$)	.48	$P < .000$.33	$P < .000$	w
Loyalty	-.42	$\rho < .000$)	-.38	$P < .000$	-.17	$P < .000$	w
Neglect	.70	$\rho < .000$)	.68	$P < .030$.49	$P < .000$	w
Cynicism	.80	$\rho < .003$)	.59	$P < .000$.37	$P < .006$	w

Table 4.21 -A comparison of direct relation between Perceived Interpersonal Injustice and EVLNC and PsyCap Moderation.

Overall, interpersonal injustice accounted for 11% of variance in Exit, 11% in Voice, 56% in Loyalty, 24% in Neglect, and 14% in Cynicism.

For further confirmation of moderating impact of PsyCap on the relationship between PIpIJ and EVLNC responses, moderation using interaction term was tested in SPSS Amos as explained by Dawson, J. F. (2014). In this method, first the variables of interest (PIpIJ, E, V, L, N, C and PsyCap) are standardized in SPSS. Then interaction term was introduced as a product term of PIpIJ and PsyCap. In final stage the model was built in AMOS and the standardized values of the variables were inserted into the model and the model was run as under:

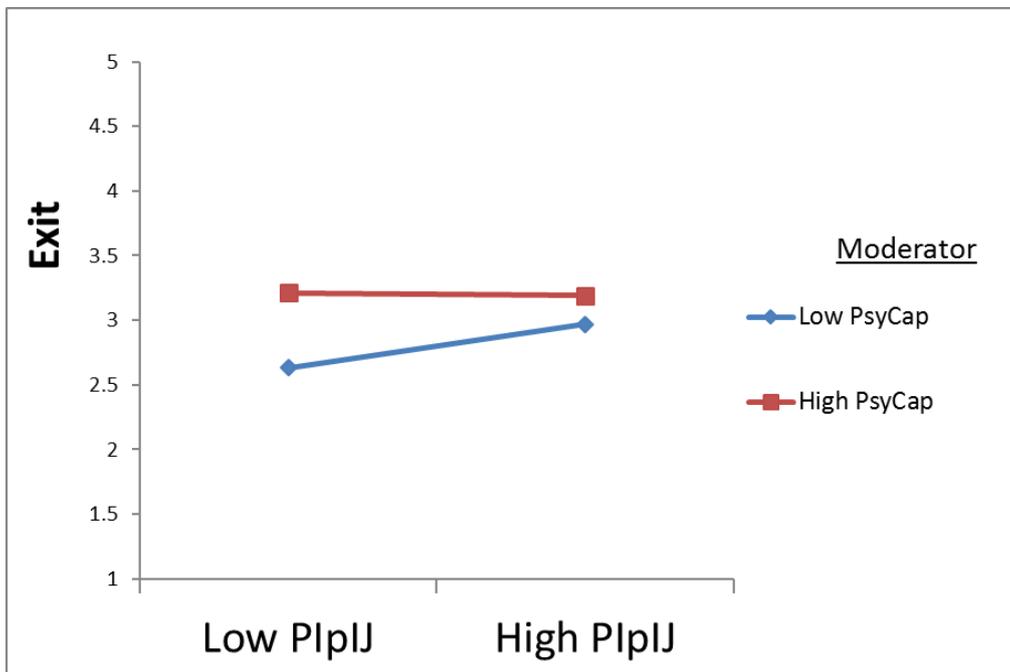


Moderation of PsyCap on the Relation between PiPlJ and EVLNC through Interaction Term

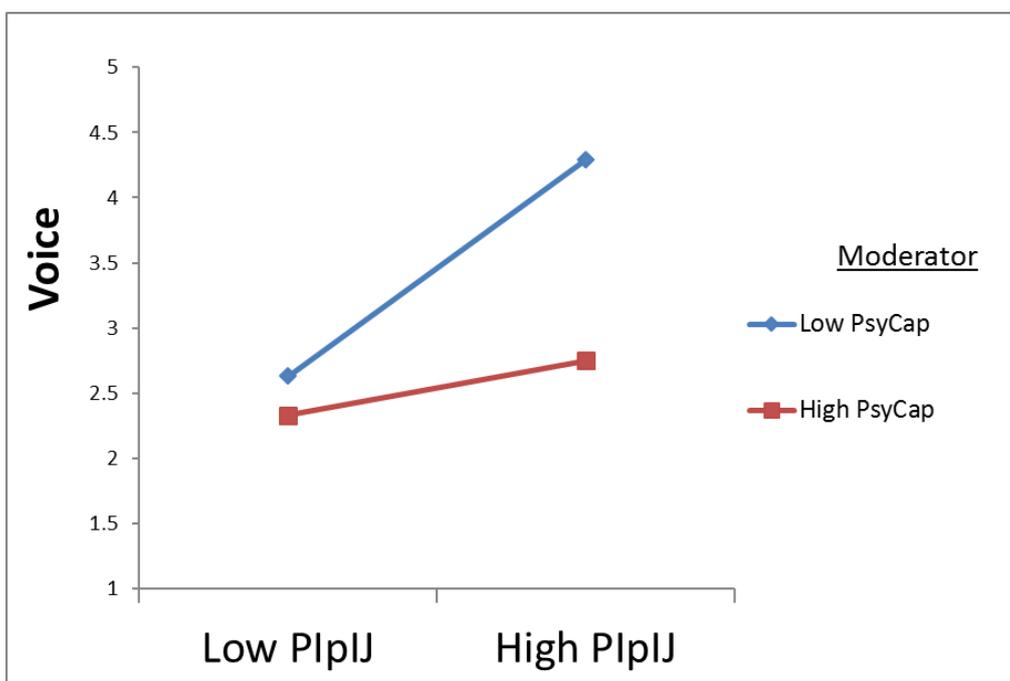
The unstandardized but significant values were used to draw the slope showing moderating effect of PsyCap using interaction plotter tool.

Variable names:					
Independent variable:	PiPlJ	PiPlJ	PiPlJ	PiPlJ	PiPlJ
Moderator:	PsyCap	PsyCap	PsyCap	PsyCap	PsyCap
Dependent variable	Exit	Voice	Loyalty	Neglect	Cynicism
Unstandardized Regression Coefficients:					
Independent variable:	0.08	0.52	-0.23	0.06	0.24
Interaction:	-0.09	-0.31	0.19	-0.09	-0.45
Moderator:	0.20	-0.46	-0.25	0.31	0.07

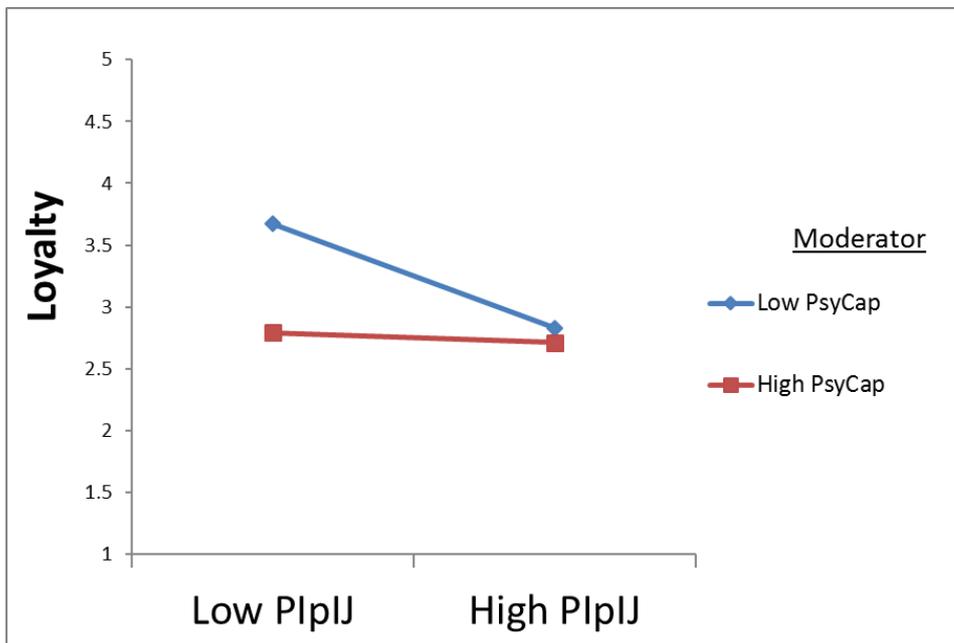
The change in slopes indicates the moderating effect of PsyCap.



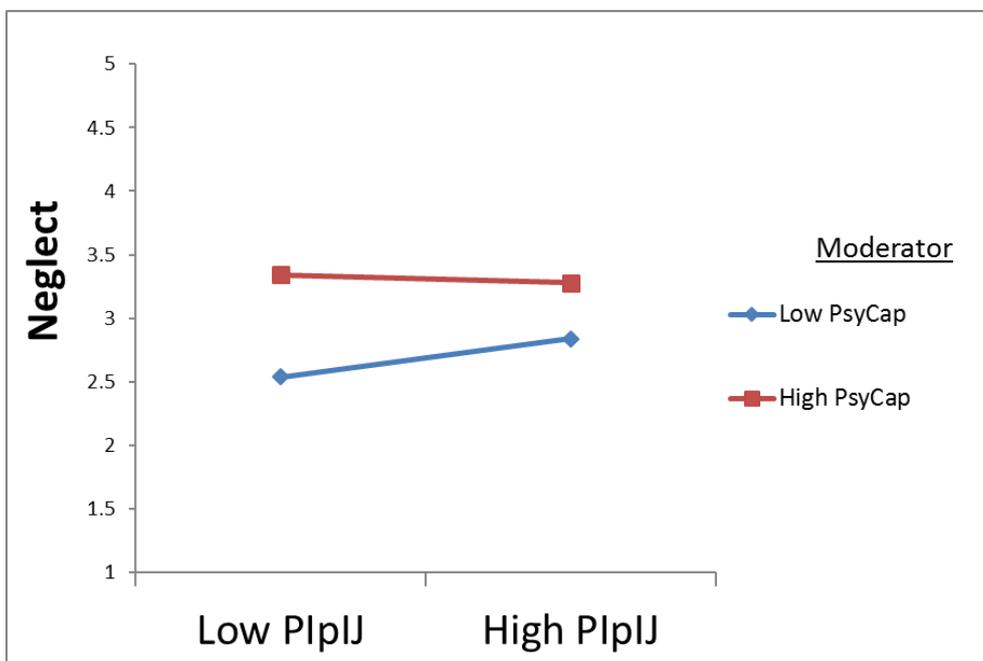
I-PsyCap Dampens Positive Relation between P1p1J and Exit Response



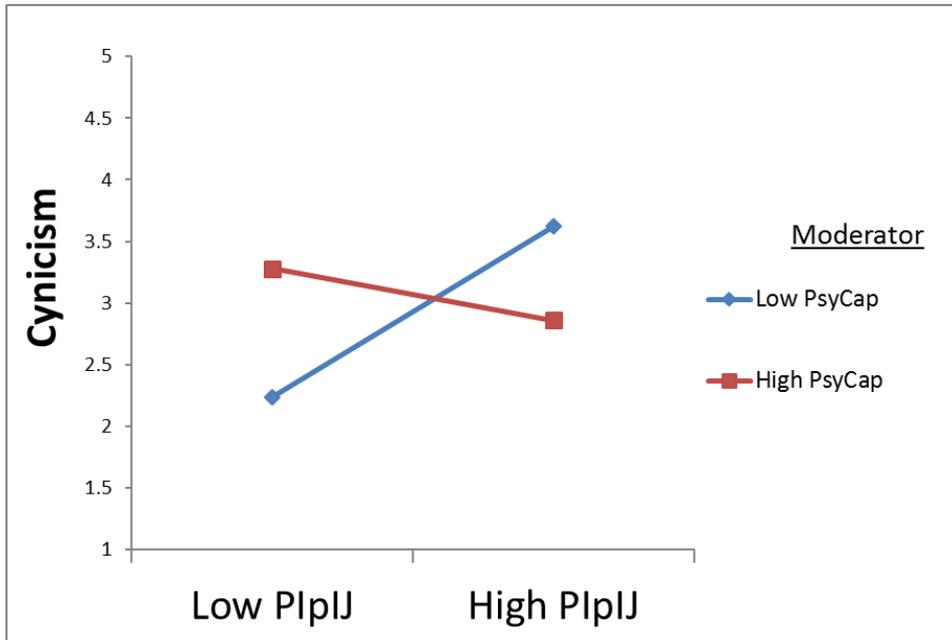
II-PsyCap Dampens Positive Relation between P1p1J and Voice Response



III-PsyCap Dampens Negative Relation between PIPJ and Loyalty Response



IV-PsyCap Dampens Positive Relation between PIPJ and Neglect Response



V-PsyCap Dampens Positive Relation between PIPJ and Cynical Response

4.6.4-a Perceived Informational Injustice and Employees' EVLN&C Responses

The path model explaining the relationships between procedural injustice and expected outcomes fitted the data well, $\chi^2(1) = 10.613, p = .014$, the CMIN/df ratio = 3.544, CFI = 0.986, RMSEA = .053 (90 % CI = .021-.089; P Close = .380).

	$\chi^2(1)$	<i>P</i>	CMIN/df ratio	GFI	CFI	RMSEA	<i>P close</i>
PIfIJ and EVLNC	10.613	.014	3.544	.730	.986	.530	.350

Model Consistency and Goodness of Fit Perceived Informational Injustice and Employees' EVLN&C Responses

Informational injustice was a significant and positive predictor of Exit ($\beta = .27, \rho < .002$), insignificant and negative predictor Voice ($\beta = -.03, \rho < .673$), and a significant and negative predictor of Loyalty ($\beta = -.58, \rho < .000$), significant and

positive predictor of Neglect ($\beta = .12, \rho < .000$), and significant and positive predictor of Cynicism ($\beta = .12, \rho < .000$). (Table 4.22-A on Page 136).

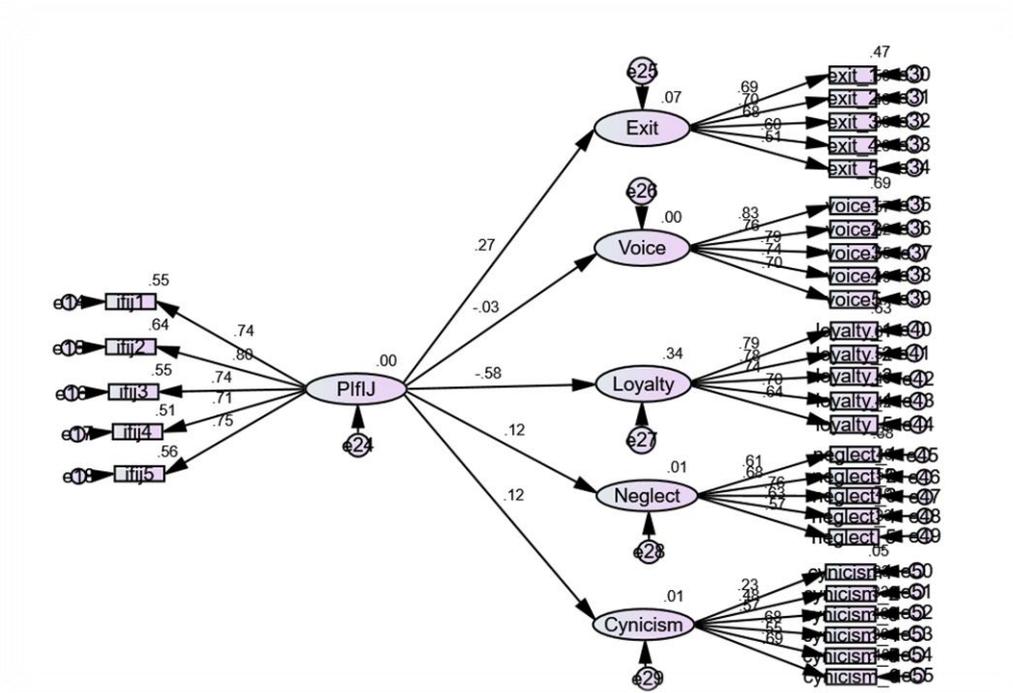


Figure 4.14 Path Diagram showing the relationship between PIFIJ and EVLNC

Overall, informational injustice accounted for 7% of variance in Exit, 0% in Voice, 34% in Loyalty, 1% in Neglect, and 2% in Cynicism.

4.6.4-b Moderation of PsyCap on the Relationship Between Informational Injustice and EVLN&C Responses.

For investigating the effect of PsyCap on the relationship between informational injustice and employees' EVLNC responses, Zhao and Cavusgil (2006) technique was adopted in this research. According to Zhao and Cavusgil (2006), a

two-group model is useful because it could determine whether Psychological Capital moderates the relationship between perceived organizational injustice and EVLN responses. The sample was split into 2 groups according to the median score of PsyCap 3.94. The results indicate strong role of PsyCap.

In the low PsyCap model informational injustice was found to be a significant and positive predictor of Exit ($\beta = .71$ $\rho < .000$), a negative and significant predictor of Voice ($\beta = -.63$ $\rho < .000$), a negative and significant predictor of Loyalty ($\beta = -.65$, $\rho < .017$), a significant and positive predictor of Neglect ($\beta = .45$ $\rho < .000$) and a positive and significant predictors of Cynicism ($\beta = .55$ $\rho < .000$). (Table 4.22-A on Page 136).

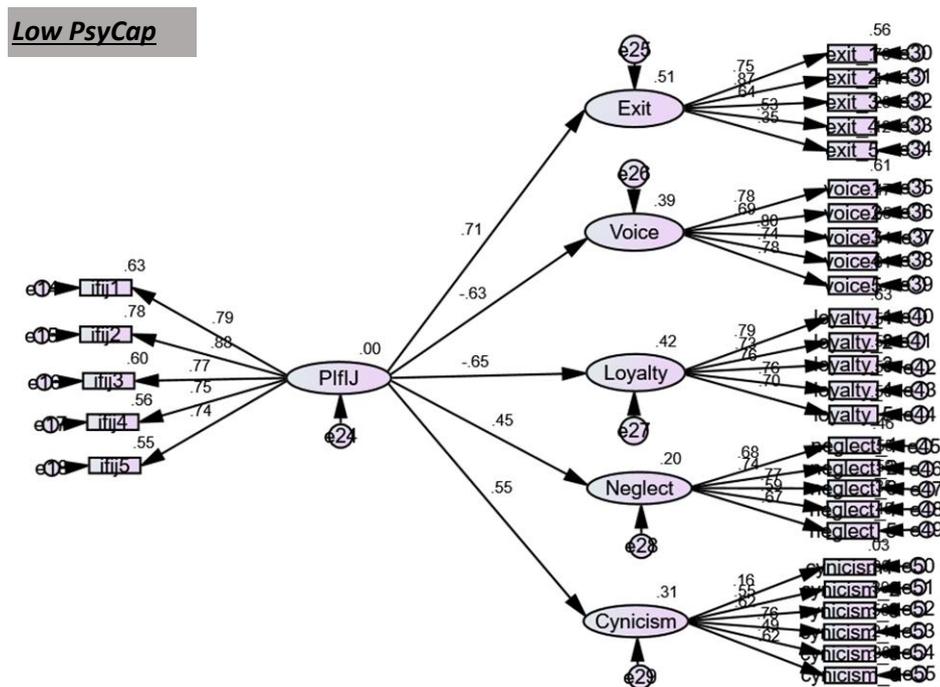


Figure 4.15 Path Diagram showing the effect of Low PsyCap on the relationship between PifIJ and EVLNC

Overall, informational injustice accounted for 10% of variance in Exit, 10% in Voice, 39% in Loyalty, 12% in Neglect, and 5% in Cynicism.

In case of high PsyCap model informational injustice found to be a significant and positive predictor of Exit ($\beta = .07, \rho < .000$) –showing strong PsyCap moderation , a significant and positive predictor of Voice ($\beta = .09, \rho < .000$) - strong moderation of PsyCap, a significant and negative predictor of Loyalty ($\beta = -.23 \rho < .000$) – strong moderation of PsyCap, a significant and positive predictor of Neglect ($\beta = .10 \rho < .006$)- a significant moderation of PsyCap and an insignificant and negative predictor of cynicism ($\beta = -.24 \rho < .640$)- an insignificant result. (Table 4.22-A on Page 136).

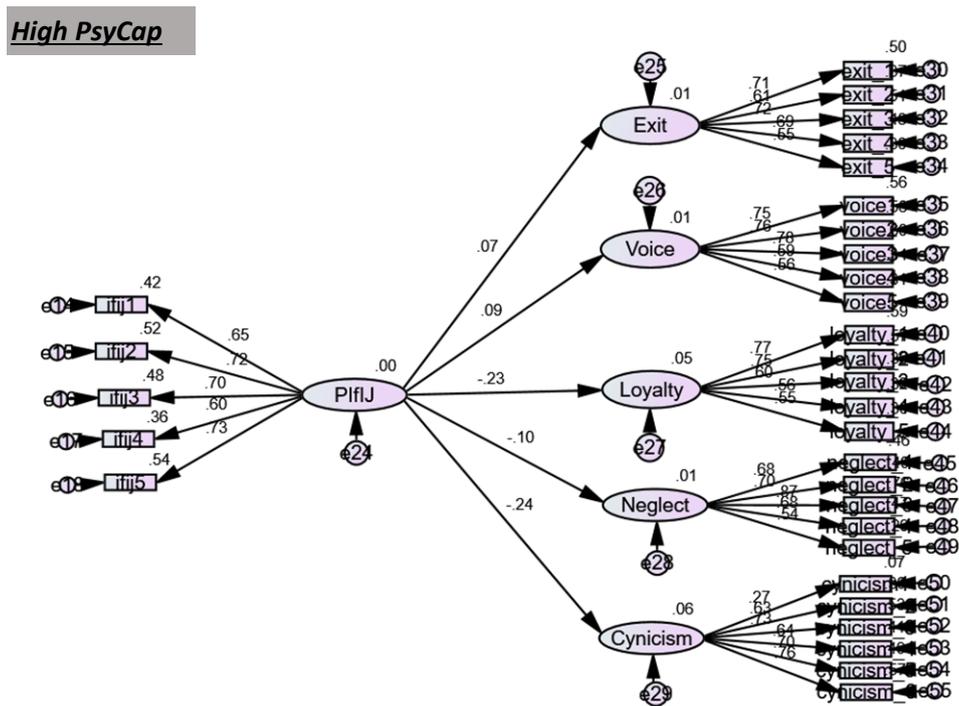


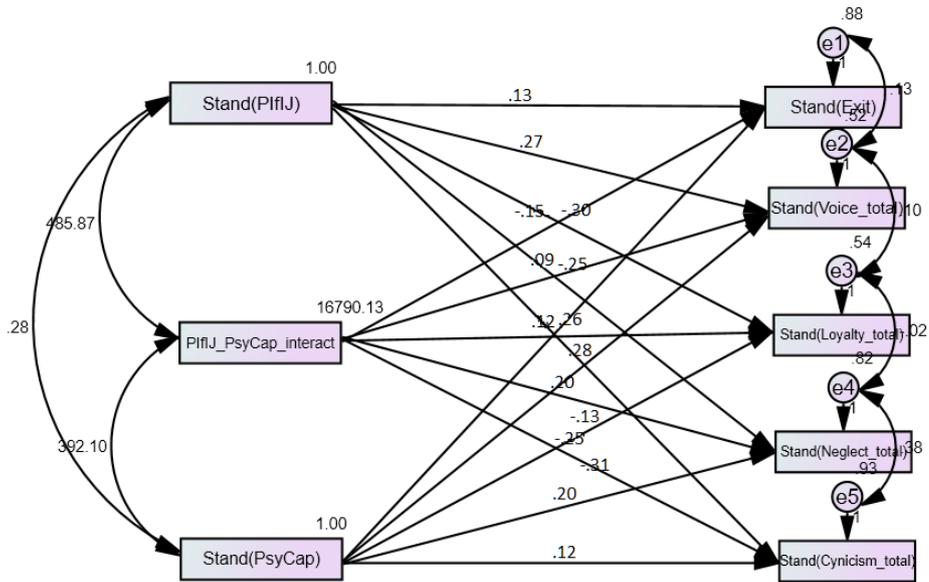
Figure 4.16 Path Diagram showing the effect of high PsyCap on the relationship between PIfIJ and EVLNC

PIfIJ	Direct (β)	Signi/ Insigni	Low PsyCap (β)	Signi/ Insigni	High PsyCap (β)	Signi/ Insigni	Moderation
Exit	.27	P<.000	.71	P<.000	.07	P<.000.	w
Voice	-.03	P<.673	.63	P<.000	.09	P<.000	w
Loyalty	-.58	P<.000	-.65	P<.017	-.23	P<.000	w
Neglect	.12	P<.000.	.45	P<.000	.10	P<.006	w
Cynicism	.12	P<.000	.55	P<.000	.24	P<.640	Insig.

Table 4.22 -A comparison of direct relation between Perceived Informational Injustice and EVLNC and PsyCap Moderation.

Overall, informational injustice accounted for 1% of variance in Exit, 1% in Voice, 5% in Loyalty, 1% in Neglect, and 6% in Cynicism.

For further confirmation of moderating impact of PsyCap on the relationship between PIfIJ and EVLNC responses, moderation using interaction term was tested in SPSS Amos as explained by Dawson, J. F. (2014). In this method, first the variables of interest (PIfIJ, E, V, L, N, C and PsyCap) are standardized in SPSS. Then interaction term was introduced as a product term of PIfIJ and PsyCap. In final stage the model was built in AMOS and the standardized values of the variables were inserted into the model and the model was run as under:

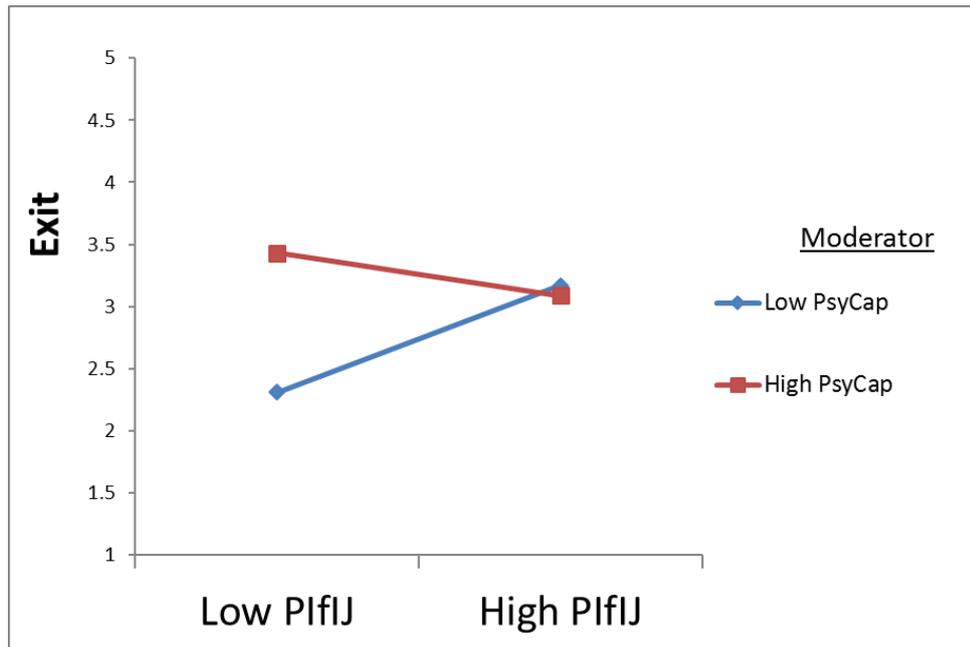


Moderation of PsyCap on the Relation between PfIJ and EVLNC through Interaction Term

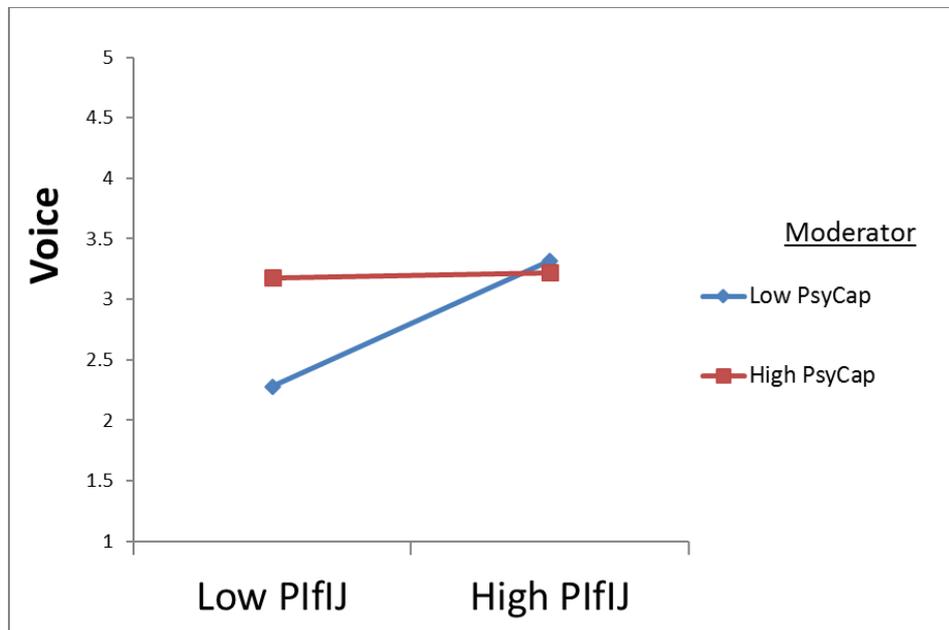
The unstandardized but significant values were used to draw the slope showing moderating effect of PsyCap using interaction plotter tool.

Variable names:					
Independent variable:	PfIJ	PfIJ	PfIJ	PfIJ	PfIJ
Moderator:	PsyCap	PsyCap	PsyCap	PsyCap	PsyCap
Dependent variable	Exit	Voice	Loyalty	Neglect	Cynicism
Unstandardized Regression Coefficients:					
Independent variable:	0.13	0.27	-0.15	0.09	0.12
Interaction:	-0.30	-0.25	0.28	-0.13	-0.31
Moderator:	0.26	0.20	-0.25	0.20	0.08

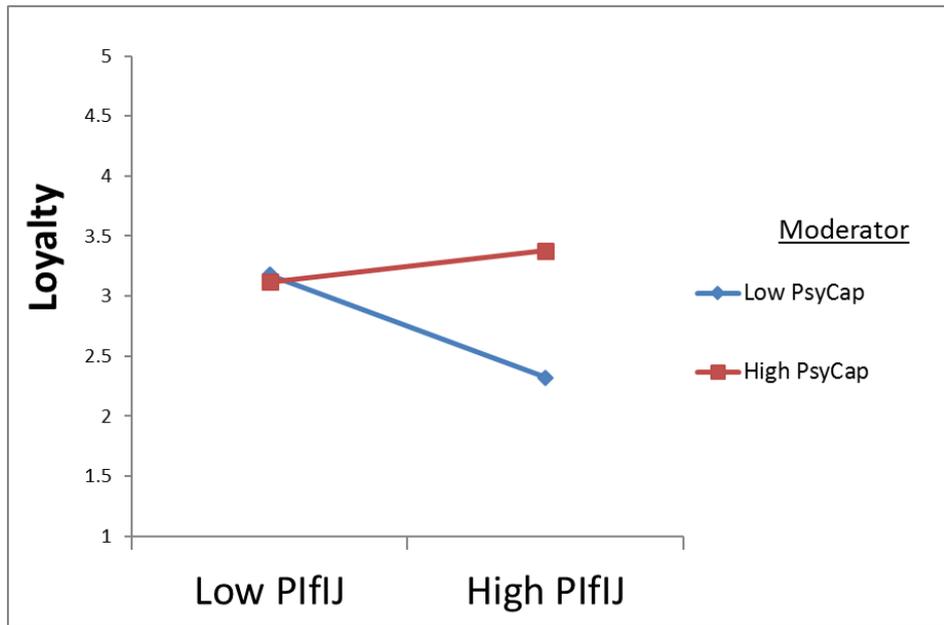
The change in slopes indicates the moderating effect of PsyCap.



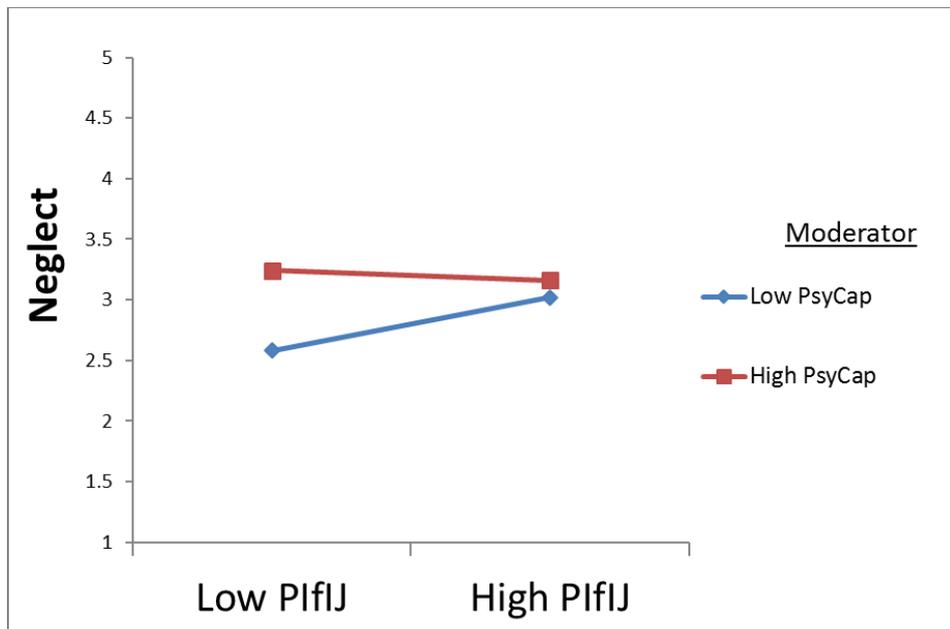
I-PsyCap Dampens the Positive Relationship between PifIJ and Exit Response



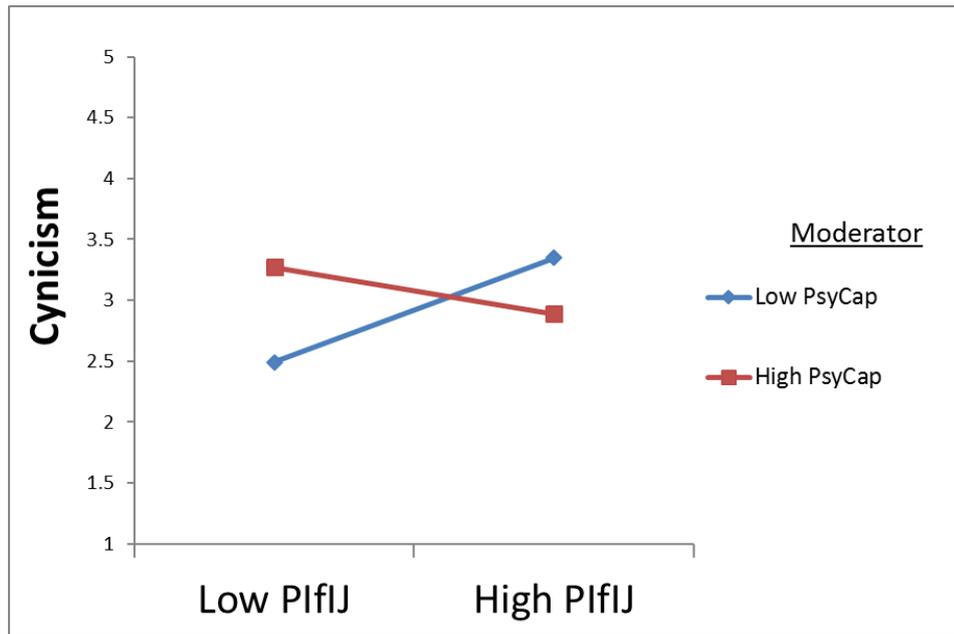
II-PsyCap Dampens the Positive Relationship between PifIJ and Voice Response



II-PsyCap Dampens the Negative Relationship between PifIJ and Loyalty Response



IV-PsyCap Dampens the Positive Relationship between PifIJ and Neglect Response



V-PsyCap Dampens the Positive Relationship between PifIJ and Cynical Response

4.7 Comparative Analysis of Direct Relation between four dimensions of organizational injustice and EVLNC.

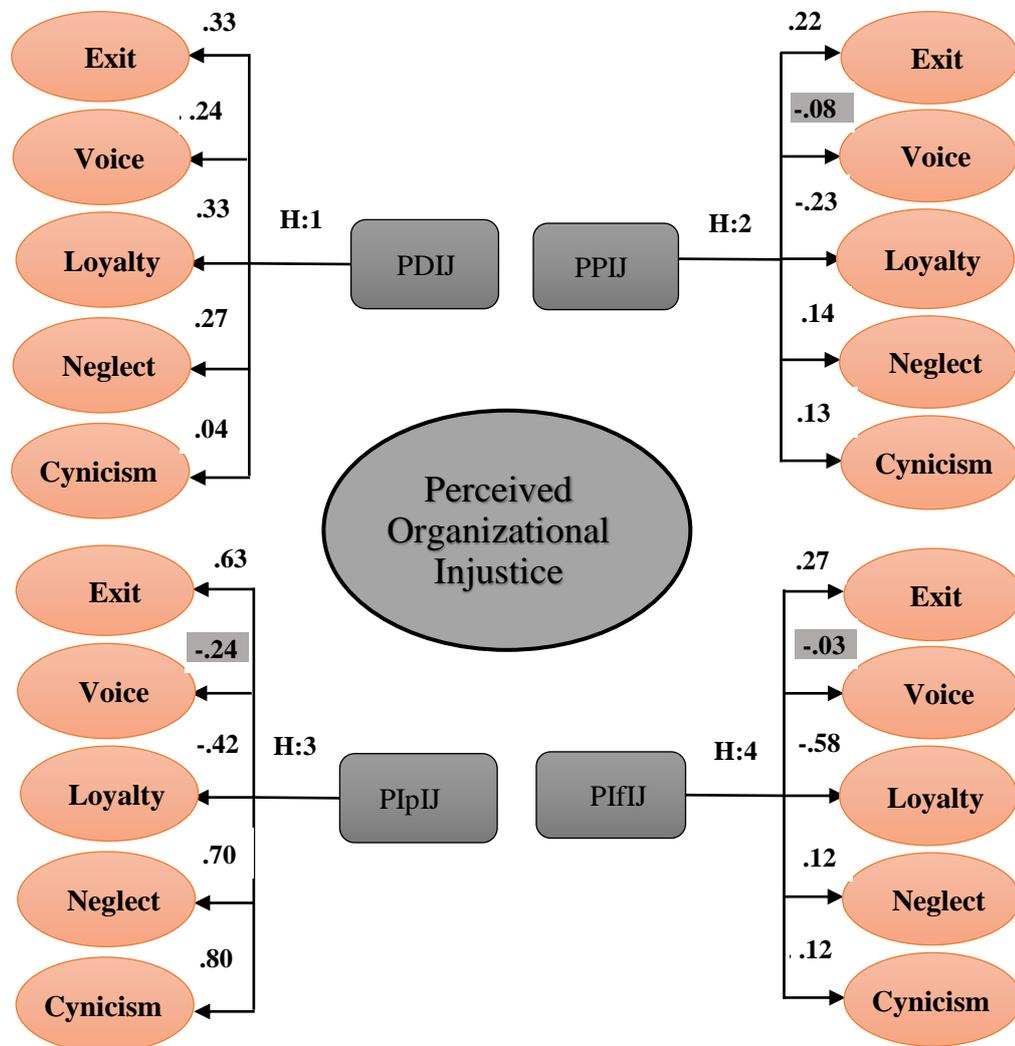
A comparative results of the effect of PDIJ, PPIJ, PIpIJ and PifIJ on EVLN&C responses can be presented as below in the Table 4.23-A.

	PDIJ	PPIJ	PIpIJ	PifIJ
Exit	$\beta = .33$ ($\rho < .000$)	$\beta = .22$ ($\rho < .000$)	$\beta = .63$ ($\rho < .050$)	$\beta = .27$ ($\rho < .000$)
Voice	$\beta = .24$ ($\rho < .000$)	$\beta = -.08$ ($\rho < .120$)	$\beta = -.24$ ($\rho < .090$)	$\beta = -.03$ ($\rho < .673$)
Loyalty	$\beta = -.33$ ($\rho < .000$)	$\beta = -.23$ ($\rho < .000$)	$\beta = -.42$ ($\rho < .000$)	$\beta = -.58$ ($\rho < .000$)
Neglect	$\beta = .27$ ($\rho < .000$)	$\beta = .14$ ($\rho < .000$)	$\beta = .70$ ($\rho < .000$)	$\beta = .12$ ($\rho < .000$)
Cynicism	$\beta = .04$ ($\rho < .000$)	$\beta = .13$ ($\rho < .000$)	$\beta = .80$ ($\rho < .003$)	$\beta = .12$ ($\rho < .000$)

Table 4.23 -A comparison of direct relation between PDIJ, PPIJ, PIpIJ, PifIJ and EVLNC.

Table 4.23-A shows that:

- 1- Perceived Distributive Injustice proved to be a significant and positive predictor of Exit, voice, neglect and cynicism and but significant and negative predictor of Loyalty. Thus hypotheses H:1 (and H:1a, H:1b, H:1c, H:1d, H:1e) accepted.
- 2- Perceived Procedural Injustice is significant and positive predictor of Exit, Neglect and Cynicism but significant and negative predictor of Loyalty. Perceived Procedural Injustice is insignificant predictor of voice. Thus hypotheses H:2 accepted, though H:2b not supported.
- 3- Perceived Interpersonal Injustice is significant and positive predictor of Exit, Neglect and Cynicism but significant and negative predictor of Loyalty. Perceived Interpersonal Injustice is insignificant predictor of voice. Thus hypotheses H:3 accepted, though H:3b not supported.
- 4- Perceived Informational Injustice is significant and positive predictor of Exit, Neglect and Cynicism but significant and negative predictor of Loyalty. Perceived Informational Injustice is insignificant predictor of voice. Thus hypotheses H:4 accepted, though H:4b not supported.



A Graphical Comparison of Direct relation between PDIJ, PPIJ, PIpIJ, PIfIJ and EVLN&C.

4.8 Moderating effects of Psychological Capital

The results of the test are summarized in Table 4.24-A below. The SEM analysis and Zhao and Cavusgil (2006) technique of evaluating moderator effect was adopted in this research.

According to Zhao and Cavusgil (2006), a two-group model is used because it could determine whether Psychological Capital moderates the correlation between perceived organizational injustice and EVLN. The sample was split into 2 groups according to the median score of PsyCap 3.94.

A two group AMOS model was used subsequently so that it could be determined whether or not there was any significant difference in beta coefficients of high PsyCap group and the low PsyCap group.

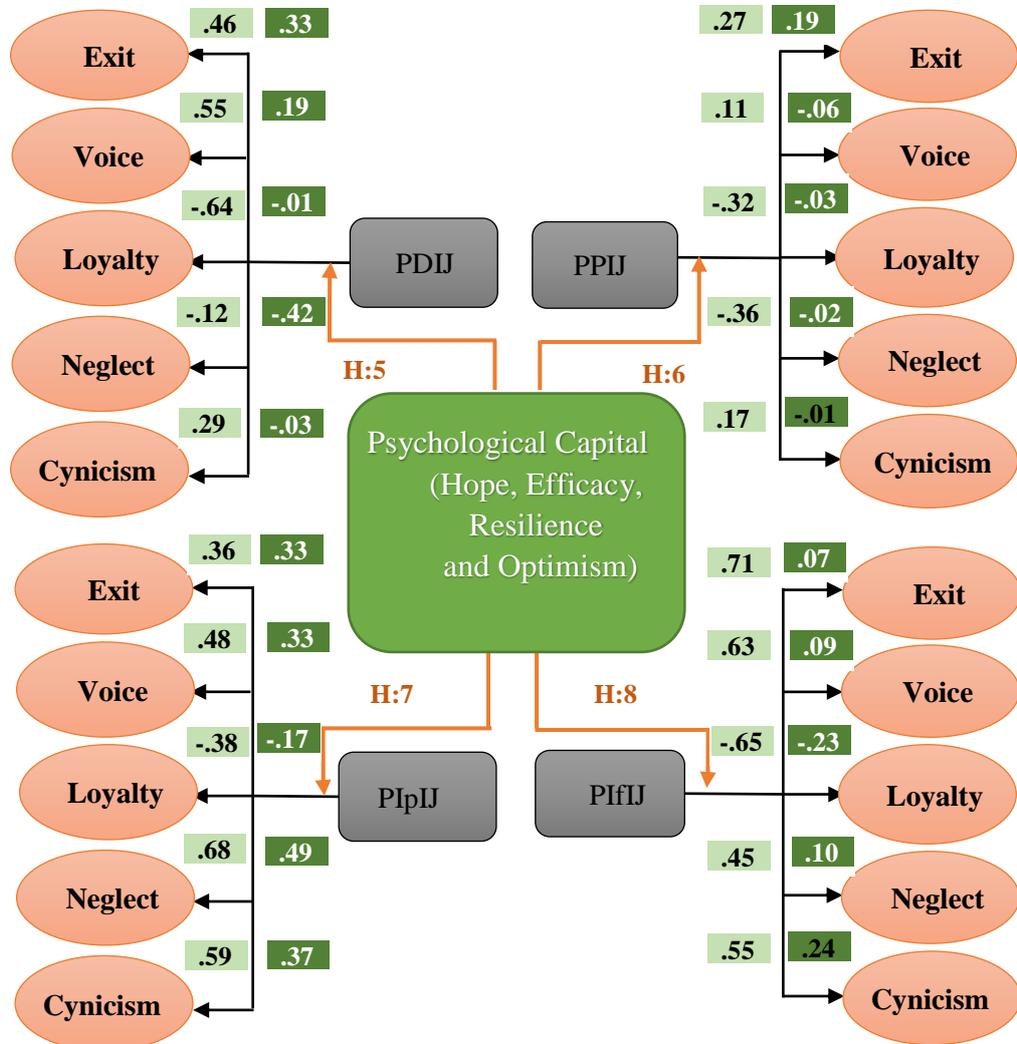
Response	PDIJ			PPIJ			PIpIJ			PIfIJ		
	Dir.	L PsyCap	H PsyCap	Dir.	L PsyCap	H PsyCap	Dir.	L PsyCap	H PsyCap	Dir.	L PsyCap	H PsyCap
Exit	.33 ($\rho < .00$)	.46 ($\rho < .03$)	.31 ($\rho < .00$)	.22 ($\rho < .00$)	.27 ($\rho < .00$)	.19 ($\rho < .00$)	.63 ($\rho < .05$)	.36 ($\rho < .00$)	.33 ($\rho < .00$)	.27 ($\rho < .00$)	.71 ($\rho < .00$)	.07 ($\rho < .00$)
Voice	.24 ($\rho < .00$)	.55 ($\rho < .05$)	.19 ($\rho < .00$)	-.08 ($\rho < .12$)	.11 ($\rho < .00$)	-.06 ($\rho < .00$)	-.24 ($\rho < .09$)	.48 ($\rho < .00$)	.33 ($\rho < .00$)	-.03 ($\rho < .67$)	.63 ($\rho < .00$)	.09 ($\rho < .00$)
Loyalty	-.33 ($\rho < .00$)	-.64 ($\rho < .00$)	.01 ($\rho < .05$)	-.23 ($\rho < .00$)	-.32 ($\rho < .00$)	-.03 ($\rho < .017$)	-.42 ($\rho < .00$)	-.38 ($\rho < .00$)	-.17 ($\rho < .00$)	-.58 ($\rho < .00$)	-.65 ($\rho < .017$)	-.23 ($\rho < .00$)
Neglect	.27 ($\rho < .00$)	-.12 ($\rho < .00$)	-.42 ($\rho < .00$)	.14 ($\rho < .00$)	-.36 ($\rho < .03$)	-.02 ($\rho < .05$)	.70 ($\rho < .00$)	.68 ($\rho < .030$)	.49 ($\rho < .00$)	.12 ($\rho < .00$)	.45 ($\rho < .00$)	.10 ($\rho < .00$)
Cynicism	.04 ($\rho < .00$)	.29 ($\rho < .00$)	-.03 ($\rho < .03$)	.13 ($\rho < .00$)	.17 ($\rho < .00$)	-.01 ($\rho < .25$)	.80 ($\rho < .003$)	.59 ($\rho < .00$)	.37 ($\rho < .00$)	.12 ($\rho < .00$)	.55 ($\rho < .00$)	.24 ($\rho < .64$)

Table 4.24 -A comparison of direct relation between PDIJ, PPIJ, PIpIJ, PIfIJ and EVLNC and PsyCap Moderation.

For further confirmation of moderating impact of PsyCap on the relationship between PDIJ, PPIJ, PIpIJ and PIfIJ and EVLNC responses, moderation using interaction term was tested in SPSS Amos as explained by Dawson, J. F. (2014).

1. PsyCap significantly weakens the relation between PDIJ and Exit, Voice, Loyalty, neglect and Cynicism. Thus hypotheses H:5 accepted.

2. PsyCap significantly weakens the relation between PPIJ and Exit, Voice and Loyalty and Neglect. Whereas the PsyCap moderation of the relationship between PPIJ and Cynicism is insignificant. Thus hypotheses H:6 partially accepted (because H:6a, H:6b, H:6c and H:6d are accepted but H:6e not supported).
3. PsyCap significantly weakens the relation between PIPIJ and Exit, Voice, Loyalty, Neglect and Cynicism. Thus hypotheses H:7 accepted.
4. PsyCap significantly weakens the relation between PIFIJ and Exit, Voice, Loyalty and Neglect. Whereas the PsyCap moderation of the relationship between PIFIJ and Cynicism is insignificant. Thus hypotheses H:8 partially accepted (because H:8a, H:8b, H:8c and H:8d are accepted but H:8e not supported).



A Graphical Comparison of Moderating Effect of PsyCap on the relation between PDIJ, PPIJ, PIpIJ, PIfIJ and EVLN&C.

4.9 Summary of the Results of the hypotheses

H	Hypotheses	Result (β)	Result
H:1	PDIJ significantly influences employees' EVLN&C responses.		H:1 accepted
H:1a	PDIJ significantly and positively influences employees' Exit response.	.33 ($\rho < .00$)	H:1a accepted
H:1b	PDIJ significantly and positively influences employees' Voice response.	.24 ($\rho < .00$)	H:1b accepted
H:1c	PDIJ significantly and <u>negatively</u> influences employees' Loyalty response.	-.33 ($\rho < .00$)	H:1c accepted
H:1d	PDIJ significantly and positively influences employees' Neglect response.	.27 ($\rho < .00$)	H:1d accepted
H:1e	PDIJ significantly and positively influences employees' Cynical response.	.04 ($\rho < .00$)	H:1e accepted
H:2	PPIJ significantly influences employees' EVLN&C responses.		H:2 Partially accepted
H:2a	PPIJ significantly and positively influences employees' Exit response.	.22 ($\rho < .00$)	H:2a accepted
H:2b	PPIJ significantly and positively influences employees' Voice response.	-.08 ($\rho < .12$)	H:2b not accepted
H:2c	PPIJ significantly and <u>negatively</u> influences employees' Loyalty response.	-.23 ($\rho < .00$)	H:2c accepted
H:2d	PPIJ significantly and positively influences employees' Neglect response.	.14 ($\rho < .00$)	H:2d accepted
H:2e	PPIJ significantly and positively influences employees' Cynical response.	.13 ($\rho < .00$)	H:2e accepted
H:3	PIpIJ significantly influences employees' EVLN&C responses.		H:3 Partially accepted
H:3a	PIpIJ significantly and positively influences employees' Exit response.	.63 ($\rho < .05$)	H:3a accepted
H:3b	PIpIJ significantly and positively influences employees' Voice response.	-.24 ($\rho < .09$)	H: 3b not accepted
H:3c	PIpIJ significantly and <u>negatively</u> influences employees' Loyalty response.	-.42 ($\rho < .00$)	H:3c accepted
H:3d	PIpIJ significantly and positively influences employees' Neglect response.	.70 ($\rho < .00$)	H:3d accepted
H:3e	PIpIJ significantly and positively influences employees' Cynical response.	.80 ($\rho < .003$)	H:3e accepted
H:4	PIfIJ significantly influences employees' EVLN&C responses.		H:4 Partially accepted
H:4a	PIfIJ significantly and positively influences employees' Exit response.	.27 ($\rho < .00$)	H:4a accepted
H:4b	PIfIJ significantly and positively influences employees' Voice response.	-.03 ($\rho < .67$)	H: 4b not accepted
H:4c	PIfIJ significantly and <u>negatively</u> influences employees' Loyalty response.	-.58 ($\rho < .00$)	H:4c accepted
H:4d	PIfIJ significantly and positively influences employees' Neglect response.	.12 ($\rho < .00$)	H:4d accepted
H:4e	PIfIJ significantly and positively influences employees' Cynical response.	.12 ($\rho < .00$)	H:4e accepted

H	Hypotheses	(β)		Result
		L	H	
H:5	PsyCap significantly moderates the relation between PDIJ and Employees' EVLN&C response			H:5 Accepted
H:5a	PsyCap significantly moderates the relation between PDIJ and Exit response	.46 ($\rho < .03$)	.31 ($\rho < .00$)	H:5a accepted
H:5b	PsyCap significantly moderates the relation between PDIJ and Voice response	.55 ($\rho < .05$)	.19 ($\rho < .00$)	H:5b accepted
H:5c	PsyCap significantly moderates the relation between PDIJ and Loyalty response	-.64 ($\rho < .00$)	.01 ($\rho < .05$)	H:5c accepted
H:5d	PsyCap significantly moderates the relation between PDIJ and Neglect response	-.12 ($\rho < .00$)	-.42 ($\rho < .00$)	H:5d accepted
H:5e	PsyCap significantly moderates the relation between PDIJ and Cynical response	.29 ($\rho < .00$)	-.03 ($\rho < .03$)	H:5e accepted
H:6	PsyCap significantly moderates the relation between PPIJ and Employees' EVLN&C response			H:6 Accepted
H:6a	PsyCap significantly moderates the relation between PPIJ and Exit response	.27 ($\rho < .00$)	.19 ($\rho < .00$)	H:6a accepted
H:5b	PsyCap significantly moderates the relation between PPIJ and Voice response	.11 ($\rho < .00$)	-.06 ($\rho < .00$)	H:6b accepted
H:5c	PsyCap significantly moderates the relation between PPIJ and Loyalty response	-.32 ($\rho < .00$)	-.03 ($\rho < .017$)	H:6c accepted
H:5d	PsyCap significantly moderates the relation between PPIJ and Neglect response	-.36 ($\rho < .03$)	-.02 ($\rho < .05$)	H:6d accepted
H:5e	PsyCap significantly moderates the relation between PPIJ and Cynical response	.17 ($\rho < .00$)	-.01 ($\rho < .25$)	H:6e not accepted
H:7	PsyCap significantly moderates the relation between PIPJ and Employees' EVLN&C response			H:7 accepted
H:7a	PsyCap significantly moderates the relation between PIPJ and Exit response	.36 ($\rho < .00$)	.33 ($\rho < .00$)	H:7a accepted
H:7b	PsyCap significantly moderates the relation between PIPJ and Voice response	.48 ($\rho < .00$)	.33 ($\rho < .00$)	H:7b accepted
H:7c	PsyCap significantly moderates the relation between PIPJ and Loyalty response	-.38 ($\rho < .00$)	-.17 ($\rho < .00$)	H:7c accepted
H:7d	PsyCap significantly moderates the relation between PIPJ and Neglect response	.68 ($\rho < .030$)	.49 ($\rho < .00$)	H:7d accepted
H:7e	PsyCap significantly moderates the relation between PIPJ and Cynical response	.59 ($\rho < .00$)	.37 ($\rho < .00$)	H:7e accepted
H:8	PsyCap significantly moderates the relation between PIFJ and Employees' EVLN&C response			H:8 Accepted
H:8a	PsyCap significantly moderates the relation between PIFJ and Exit response	.71 ($\rho < .00$)	.07 ($\rho < .00$)	H:8a accepted
H:8b	PsyCap significantly moderates the relation between PIFJ and Voice response	.63 ($\rho < .00$)	.09 ($\rho < .00$)	H:8b accepted
H:8c	PsyCap significantly moderates the relation between PIFJ and Loyalty response	-.65 ($\rho < .01$)	-.23 ($\rho < .00$)	H:8c accepted
H:8d	PsyCap significantly moderates the relation between PIFJ and Neglect response	.45 ($\rho < .00$)	.10 ($\rho < .00$)	H:8d accepted
H:8e	PsyCap significantly moderates the relation between PIFJ and Cynical response	.55 ($\rho < .00$)	.24 ($\rho < .64$)	H:8e not accepted

Table 4.25 –Summary of the accepted and rejected Hypotheses.

4.10 An Integrated Approach to Organizational Injustice

Though the collective effect of organizational injustice was not in the domain of this study, it was included in the study to make the research more elaborative and comparative in nature. Perceived Organizational Injustice is significant and positive predictor of Exit, voice, Neglect and Cynicism but a significant and negative predictor of Loyalty.

4.10-a Perceived Organizational Injustice and Employee Responses

The path model explaining the relationships between organizational injustice and expected outcomes fitted the data well, $\chi^2(1) = 7.639$, $p = .16$, the CMIN/df ratio = 7.355, CFI = 0.764, RMSEA = .064 (90 % CI = .021-.089; P Close = .369).

	$\chi^2(1)$	P	CMIN/df ratio	GFI	CFI	RMSEA	$P\ close$
PfIJ and EVLNC	7.63	.16	3.544	7.355	.764	.064	.350

Model Consistency and Goodness of Fit Perceived Organizational Injustice and Employees' EVLN&C Responses

Organizational injustice was a significant and positive predictor of Exit ($\beta = .39$, $p < .000$), Voice ($\beta = .23$, $p < .000$), a significant and negative predictor of Loyalty ($\beta = -.69$, $p < .000$), significant and positive predictor of Neglect ($\beta = .54$, $p < .000$), and significant and positive predictor of Cynicism ($\beta = .45$, $p < .000$). (Table 4.26, Page 148).

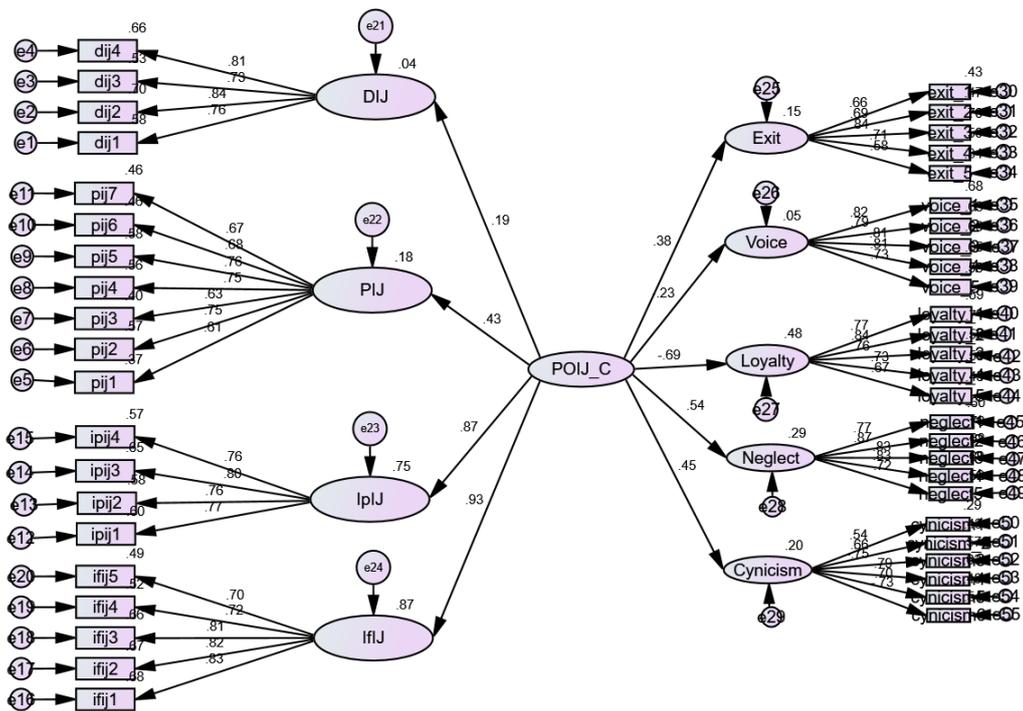


Figure 4.17 Path Diagram showing the relationship between Integrated POIJ and EVLNC

Overall, organizational injustice accounted for 15% of variance in Exit, 05% in Voice, 48% in Loyalty, 29% in Neglect, and 20% in Cynicism.

4.10-b Perceived Organizational Injustice, Employee Responses and PsyCap Moderation

For investigating the effect of PsyCap on the relationship between perceived organizational injustice and employees' EVLNC responses, Zhao and Cavusgil (2006) technique was adopted in this research. According to Zhao and Cavusgil (2006), a two-group model is useful because it could determine whether Psychological Capital moderates the relationship between perceived organizational injustice and EVLN responses. The sample was split into 2 groups according to the median score of PsyCap 3.94. The results indicate strong role of PsyCap. (Table 4.26, Page 148).

In the low PsyCap model perceived organizational injustice was found to be a significant and positive predictor of Exit ($\beta = .46 \rho < .000$), a positive and significant predictor of Voice ($\beta = .45 \rho < .000$), a negative and significant predictor of Loyalty ($\beta = -.75, \rho < .017$), a significant and positive predictor of Neglect ($\beta = .44 \rho < .000$) and a positive and significant predictors of Cynicism ($\beta = .52 \rho < .000$).

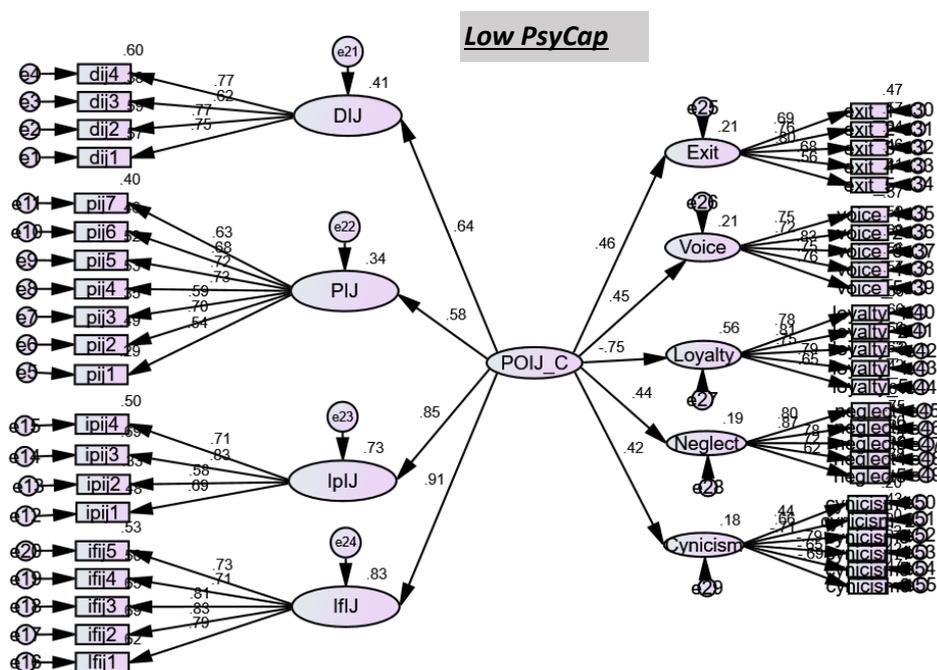


Figure 4.18 Path Diagram showing the effect of Low PsyCap on the relationship between Integrated POIJ and EVLNC

Overall, organizational injustice accounted for 21% of variance in Exit, 21% in Voice, 56% in Loyalty, 19% in Neglect, and 18% in Cynicism.

In case of high PsyCap model organizational injustice found to be a significant and negative predictor of Exit ($\beta = -.47, \rho < .000$) –showing strong PsyCap moderation , a significant and positive predictor of Voice ($\beta = .16, \rho < .000$) - strong

moderation of PsyCap, a significant and negative predictor of Loyalty ($\beta = -.52$ $\rho < .000$) – strong moderation of PsyCap, a significant and positive predictor of Neglect ($\beta = .18$ $\rho < .000$)- a significant moderation, and a significant and negative predictor of cynicism ($\beta = -.04$ $\rho < .006$)- a significant moderation of PsyCap. (Table 4.26, Page 148).

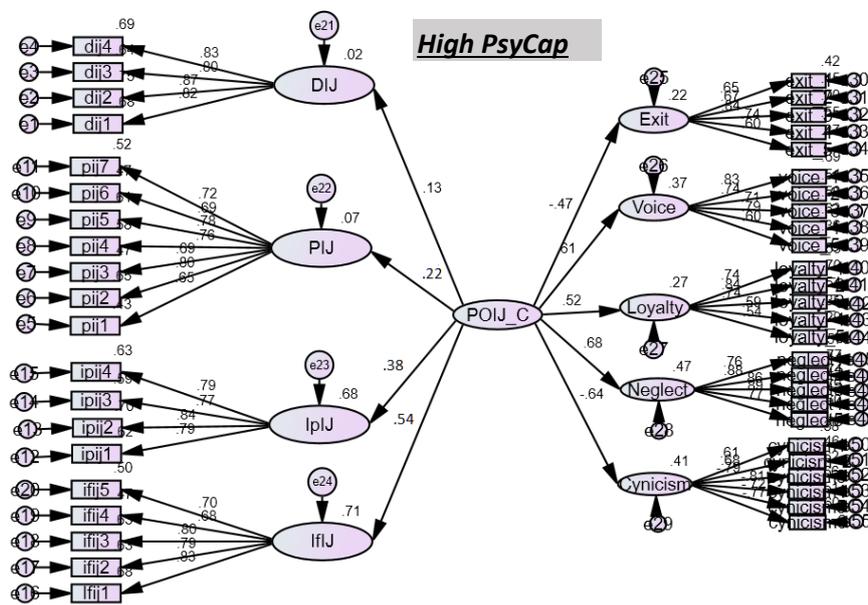


Figure 4.19 Path Diagram showing the effect of High PsyCap on the relationship between Integrated POIJ and EVLNC

Overall, organizational injustice accounted for 22% of variance in Exit, 37% in Voice, 27% in Loyalty, 47% in Neglect, and 41% in Cynicism.

POIJ	Direct	Low PsyCap	High PsyCap	Moderation
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	(β)	(β)	(β)	
Exit	.39, (P<.000)	.46, (P<.000)	-.47, (P<.000)	w
Voice	.23, (P<.000)	.45, (P<.000)	.16, (P<.000)	w
Loyalty	-.69, (P<.000)	-.75, (P<.017)	-.52 (P<.000)	w
Neglect	.54, (P<.000)	.44, (P<.000)	.18, (P<.000)	w
Cynicism	.45, (P<.000)	.52, (P<.000)	-.04, (P<.006)	w

Table 4.16 Integrated Perceived Organizational Injustice EVLNC and PsyCap Moderation

The Table 4.26 above shows that collective measure of organizational injustice has a significant and positive impact on exit, voice, neglect and cynicism response and significant and negative impact on loyalty response, whereas PsyCap significantly weakens the relationship between perceived organizational injustice and exit, voice, loyalty, neglect and cynicism responses.

This chapter included the interpretation of the SEM analysis carried out on SPSS Amos, about all the hypothesis developed in chapter 2.

CHAPTER 5

DISCUSSION AND CONCLUSION

The objectives of this research-work were to investigate the nature of the relationship between all the four dimensions of perceived organizational injustice and employee EVLNC responses i.e. to find out how perceived distributed injustice, procedural injustice, interpersonal injustice and perceived informational injustice is related to exit, voice, loyalty, neglect and cynicism responses of workers in an organizational settings and to know that how psychological capital affects these relations.

5.1 Major Findings- overview

The current research used cross sectional research design with self-reported data set from the employees. The research used a comprehensive survey based on a sample size of 904 respondents from the population of services sectors including banking service, engineering services, health services, higher education and telecom services of Pakistan. This study has investigated and confirmed that perceived distributive injustice, procedural injustice, interpersonal injustice and informational injustice are significant predictors of exit, voice, loyalty, neglect and cynicism responses. It also examined the moderating role of positive psychological resource capacity i.e. psychological capital – PsyCap.

5.2 Summary of Reliability and Validity Results

The research started with conducting a pilot study of 110 respondents to check the reliability of the instrument that was translated into Urdu for the first time to make it fully understandable to local respondents. The analysis of the reliability statistics was found to be acceptable (.95 for distributive injustice, .96 for procedural injustice, .92 for interpersonal injustice, .95 for informational injustice, .96 for exit, .94 for voice, .90 for loyalty, .93 for neglect, .95 for cynicism, .95 for hope, .96 for efficacy, .95 for resilience and .95 for optimism.

Analysis of the main survey was carried out in two stages. First, preliminary data analysis (PDA) and second, hypothesis testing through structural equation modeling. During PDA test for monotone responses was run, no monotone responses were identified as such. Using SPSS 22 responses with missing values were located in the data and were deleted. The normality of the data set was checked observing the skewness and kurtosis values of all the variable. The data was found to be negatively skewed and the values for the variable fell between -1 and +1, and between -2 and +2 respectively. Reliability of the instrument was established by examining the Cronbach Alpha that was above .7 for every construct. Similarly, content validity was ensured through calculating the item content validity (ICV) for each item of the construct and it was found to be above for all the items of different constructs. Whereas the convergent and discriminant validity was established through the item loading and average item loading on each construct through conduct principle component analysis and using goodness of fit of the model and model consistency during confirmatory factor analysis (CFA). Presence of any common method bias was ruled out through

conducting Harman's single factor test, as variance explained by a single factor was found to be 36% which is less than 50%.

5.3 Hypothesis Testing Through SEM

In order to test the hypothesized relationship between independent and dependent variables analysis was conducted using structural equation modeling (SEM) technique. The relationship between perceived distributive injustice (PDIJ) and exit, voice, loyalty, neglect and cynicism (EVLNC) responses, perceived procedural injustice (PPIJ) and exit, voice, loyalty, neglect and cynicism (EVLNC) responses, perceived interpersonal injustice (PIpIJ) and exit, voice, loyalty, neglect and cynicism (EVLNC) responses, perceived informational injustice (PIfIJ) and exit, voice, loyalty, neglect and cynicism (EVLNC) responses were studied separately. Whereas, Zhao and Cavusgil (2006) technique was used to study the moderating effect of psychological capital (PsyCap) on the direct relationship of different dimensions of perceived injustice and employees' EVLNC responses.

5.3.1 The Perception of Distributive Injustice and EVLNC

The results of this empirical study has indicated that perception of distributive injustice has a positive impact on exit, voice, neglect and cynicism responses and negative impact on loyalty response. Perception of distributive injustice has a highest impact on exit and loyalty response ($\beta = .33$ and $\beta = -.33$) than on other responses, voice, neglect and cynicism ($\beta = .24$, $\beta = .27$ and $\beta = .04$ respectively). This shows that employees are relatively more responsive towards cognitive response-exit than behavioral response with respect to distributive injustice. A culture of high power distance where the effort from the employees to improve the situation through voice

instrument seems unlikely and employees are more inclined towards intention to turn over. The tendency of patiently and silently waiting for the unfair situation to improve itself (loyalty) decreases sharply as the perception of injustice increases. Although passive and destructive/negative responses of neglect and cynicism were identified as a result of perceived distributive injustice, employees exhibited lower response in terms of cynicism compared to neglect response.

The perception of distributive injustice can be explained on the basis of instrumental approach to organizational justice along with the deontological model of justice. The instrumental approach uses two theoretical frameworks: economic rationality theory and social exchange theory (Ruppel et al., 2002). According to economic rationality theory human beings tend to maximize their self-interest by logically comparing costs and benefits to obtain an estimate of value. Therefore, individuals care about justice because fair systems provide guarantee to obtain valued economic gains (Crawshaw et al., 2013). This is very similar to Adam's equity theory which assumes that justice is a comparative calculation of one's inputs and rewards from a decision making system (Moliner et al., 2013). If valued economic gains are estimated to be less than the estimated benefit, self-interest is damaged and perception of injustice arises. While deontological model which is also termed as moral virtue model implies that people are not only concerned about fairness to protect their self-interest but also expect fairness because it is a moral obligation to be fair to all others- a motive for moral virtue rather than a selfish motive.

At the same time tendency to respond in some specific form can be explained on the basis of cognitive appraisal process where employees do not think distributive

justice as a threat during primary appraisal, so their initial response is being cynical but when they perceive distributive injustice a threat during secondary appraisal they respond intensely with neglect and withdrawals. This confirms and validates previous researches about employees' responses to dissatisfied and adverse workplace conditions. The empirical results lead to accept the hypothesis H:1 i.e. perceived organizational injustice significantly influences employees' exit, voice, loyalty, neglect and cynical responses.

The sequential tendency of EVLNC responses to perception of distributive injustice cannot be confirmed through this research but it can be realized that under the perception of distributive injustice, if employees do not perceive it as a threat during primary cognitive appraisal then they are not emotionally inclined to respond strongly. This carries a probability according to the findings of this study. On the other hand, if their perception towards distributive injustice is high and they take it as a threat to valued gains or moral uprightness then there arise strong negative emotions that lead them to more negative and destructive responses.

The results of the study have also confirmed the moderating role of psychological capital. (PsyCap). PsyCap appeared as a strong moderator of the relation between perception of distributive injustice and exit, voice, loyalty, neglect and cynicism responses. PsyCap has significantly weakened exit, voice, loyalty, neglect and cynicism responses. This moderation can be explained on the basis of cognitive appraisal theory, cognitive mediation theory (Lazarus, 1991, 1993, 2006) and affective event theory (Weiss and Cropanzano 1996). According to these theories primary cognitive appraisal of an event has a simple positive or negative relevance

with the person's well-being which in turn leads to a significant attenuation of the emotional reaction. The secondary appraisal is translated into some specific emotion which determines a person's ultimate attitude and behavior. In fact, a series of multiple appraisals, reappraisal, cognitive changes and emotional regulations occur from event perception to generation of emotion at the work place as explained in the work of Gross (1998, 2001, 2006). The nature of emotion- its intensity and positivity/negativity- depends upon various factors like, individual differences, personality orientation, locus of control or persons positive psychological resource capacity. Employees with high level of positive psychological resource capacity are likely to generate emotion that lead either to positive response or a moderated/weak negative response. Therefore, responses of the employees having high hope, high optimism, high resilience and high efficacy-high PsyCap will be moderated in an unfair exchange transaction in the organization. This is why the present study has demonstrated that in case of respondents with low PsyCap exit, voice, neglect and cynicism responses are high but low level of loyalty whereas respondents with high PsyCap showed low level of exit, voice, neglect and cynicism responses but high level of loyalty, thus explaining a strong moderating role of PsyCap. Thus empirical results of the study lead to accept the hypothesis H:5 i.e. Psychological Capital significantly moderates (weakens) the relationship between organizational injustice and employees' exit, voice, loyalty, neglect and cynical responses.

5.3.2 The Perception of Procedural Injustice and EVLNC

This study has indicated that perception of procedural injustice has a positive impact on employees' exit, voice, neglect and cynicism responses and negative impact on loyalty response. Perception of procedural injustice has a highest impact on exit and loyalty response ($\beta = .22$ and $\beta = -.23$), while it has a relatively low impact on other responses, voice, neglect and cynicism ($\beta = .08$, $\beta = .14$ and $\beta = .13$ respectively). This shows that employees are relatively more responsive towards cognitive responses than behavioral responses with respect to procedural injustice. A culture of high power distance where the effort from the employees to improve the situation through voice instrument seems unlikely, employees are more inclined towards intention to turn over. Moreover, voice response in case of procedural injustice appears insignificant also ($p < .12$). The tendency of patiently and silently waiting for the unfair situation to improve itself (loyalty response) decreases sharply as the perception of injustice is high. Although passive and destructive/negative responses of neglect and cynicism were identified as a result of perceived procedural injustice, employees are less responsive in terms of response with cynicism compared to response with neglect.

The perception of procedural injustice can be explained on the basis of interpersonal and relational models of organizational justice along with the deontological model of justice. Interpersonal view of organizational justice integrates the social identity theory and contemporary social exchange theory. Interpersonal or relational model argues that fair procedures are important because they give individuals a sense of acceptance by a desirable social group- the organization (Crawshaw et al., 2013). Contemporary social exchange theory emphasizes that fair

procedures ensures relational and economics needs and develop interpersonal associations (Cropanzano and Rupp, 2002). While deontological model which is also termed as moral virtue model implies that people are not only concerned about fairness to protect their self-interest but also expect fairness because it is a moral obligation to be fair to all others- a motive for moral virtue rather than a selfish motive.

The response tendency of procedural injustice can be explained on the basis of cognitive appraisal process where employees does not think procedural injustice as a threat during primary appraisal, so their initial response is cynical but when they perceive procedural injustice a threat during secondary appraisal their responses are intense in terms of neglect/withdrawals from work. This confirms and validates the previous researches about the employees' responses to dissatisfied and adverse workplace conditions. Empirical result lead to accept the hypothesis H:2 i.e. in terms of perceived procedural injustice significantly influences the employees' exit, loyalty, neglect and cynical responses but the result of sub hypothesis H:2b i.e. perceived procedural injustice significantly influences the employees' voice response, was found insignificant and was rejected. That may be due to an unlikely behavior of voice in a high power distance culture.

The sequential tendency of employees' EVLNC responses to perception of procedural injustice cannot be confirmed through this research but it can be realized that under the perception of procedural injustice, if employees do not perceive it as a threat during primary cognitive appraisal then they are not emotionally inclined to respond strongly. This carries a probability according to the findings of this study. On

the other hand, if their perception towards procedural injustice is high and they take it as a threat to valued gains or moral uprightness then there arise strong negative emotions that lead them to more negative and destructive responses.

The study result has also confirmed the moderating role of psychological capital (PsyCap). PsyCap appeared as a strong moderator of the relation between perception of procedural injustice and exit, voice, loyalty, neglect and cynicism. PsyCap has significantly weakened exit, voice, loyalty, neglect and cynicism responses. This moderation can be explained on the basis of cognitive appraisal theory, cognitive mediation theory (Lazarus, 1991, 1993, 2006) and affective event theory (Weiss and Cropanzano 1996) as has already been explained.

According to these theories primary cognitive appraisal of an event has a simple positive or negative relevance with the person's well-being which in turn leads to a significant attenuation of the emotional reaction. The secondary appraisal is translated into some specific emotion which determines a person's ultimate attitude and behavior. In fact, a series of multiple appraisals, reappraisal, cognitive changes and emotional regulations occur from event perception to generation of emotion at the work place as explained in the work of Gross (1998, 2001, 2006). The nature of emotion- its intensity and positivity/negativity- depends upon various factors like, individual differences, personality orientation, locus of control or persons positive psychological resource capacity. Employees with high level of positive psychological resource capacity are likely to generate emotion that lead either to positive response or a moderated/weak negative response. Therefore, responses of the employees

having high hope, high optimism, high resilience and high efficacy-high PsyCap will be moderated in unfair procedures of social exchange transaction in the organization.

This is why the present study has demonstrated that in case of respondents with low PsyCap exit, voice, neglect and cynicism responses are high but low level of loyalty whereas respondents with high PsyCap showed low level of exit, voice, neglect and cynicism responses but high level of loyalty, except that the moderation of PsyCap becomes statistically insignificant for cynicism response ($p < .254$), though explaining a strong moderating role of PsyCap. Therefore, the result lead to accept the hypothesis H:6 i.e. psychological capital moderates (weakens) the relationship between perceived procedural injustice and employees' exit, voice, loyalty, neglect and cynical responses, but sub hypotheses H:6e was not accepted dues to its statistical insignificance.

5.3.3 The Perception of Interpersonal Injustice and EVLNC

The present research has also demonstrated that perception of interpersonal injustice has a positive impact on exit, voice, neglect and cynicism responses and negative impact on loyalty response. Perception of interpersonal injustice has a relatively higher impact on cynicism, neglect and exit ($\beta = .83$, $\beta = .70$, $\beta = .63$ respectively) than on loyalty and voice responses ($\beta = -.42$ and $\beta = -.24$). It is clear that employees' cognitive and behavioral responses are quite high with respect to interpersonal injustice, while voice response to interpersonal injustice becomes insignificant ($p < .09$). A culture of high power distance where the effort from the employees to improve the situation through voice instrument seems unlikely, employees' loyalty decrease sharply and they are more inclined towards intension to

turn over (exit), withdraw their effort (neglect) or lose trust in the organization and become cynical (cynicism). The perception of interpersonal injustice can be explained on the basis of interpersonal and relational models of organizational justice along with the deontological model of justice. Interpersonal view of organizational justice integrates the social identity theory and contemporary social exchange theory. Interpersonal or relational model argues that fair procedures are important because they give individuals a sense of acceptance by a desirable social group- the organization (Crawshaw et al., 2013).

Contemporary social exchange theory emphasizes that fair procedures ensure relational and economic needs and develop interpersonal associations (Cropanzano and Rupp, 2002). While deontological model which is also termed as moral virtue model implies that people are not only concerned about fairness to protect their self-interest but also expect fairness because it is a moral obligation to be fair to all others- a motive for moral virtue rather than a selfish motive.

The tendency of EVLNC responses may be explained on the basis of cognitive appraisal process where employees do not think interpersonal injustice as a threat during primary appraisal, so their initial response is a decrease in loyalty but when they perceive interpersonal injustice a threat during secondary appraisal they respond intensely with the neglect and withdrawals and intention to leave. This confirms and validates the previous researches about the employees' responses to dissatisfied and adverse workplace conditions.

The sequential tendency of employees' EVLNC responses cannot be confirmed through this research but it can be realized that under the perception of

interpersonal injustice if employees' do not perceive it a threat during primary cognition this perception does not make them emotionally inclined to respond intensely and there is a probability that their response is less negative but when their perception towards interpersonal injustice is high and they take it as a threat to them or very harmful for them, there arise strong negative emotions that lead them to intense negative and destructive responses. Thus empirical result lead to accept the hypothesis H:3 i.e. perceive interpersonal injustice significantly influences employees' exit, loyalty, neglect and cynical responses but sub hypothesis H:3b is not accepted for its statistical insignificance ($p < .09$). This may be due to the fact that in a culture of high power distance where the effort from the employees to improve the situation through voice instrument seems unlikely.

The study result has confirmed the moderating role of psychological capital. PsyCap appeared in this study as a strong moderator of the relation between perception of interpersonal injustice and exit, voice, loyalty, neglect and cynicism. PsyCap has significantly weakened exit, voice, loyalty, neglect and cynicism responses. This moderation may be explained on the basis of cognitive appraisal theory, cognitive mediation theory (Lazarus, 1991, 1993, 2006) and affective event theory (Weiss and Cropanzano 1996) as has already been explained. According to these theories primary cognitive appraisal of an event has a simple positive or negative relevance with the person's well-being which in turn leads to a significant attenuation of the emotional reaction. The secondary appraisal is translated into some specific emotion which determines a person's ultimate attitude and behavior. In fact, a series of multiple appraisals, reappraisal, cognitive changes and emotional regulations

occur from event perception to generation of emotion at the work place as explained in the work of Gross (1998, 2001, 2006). The nature of emotion- its intensity and positivity/negativity- depends upon various factors like, individual differences, personality orientation, locus of control or persons positive psychological resource capacity. Employees with high level of positive psychological resource capacity are likely to generate emotion that lead either to positive response or a moderated/weak negative response. Therefore, responses of the employees having high hope, high optimism, high resilience and high efficacy-high PsyCap will be moderated in unfair interpersonal interactions in the organization.

This is why the present study has demonstrated that in case of respondents with low PsyCap exit, voice, neglect and cynicism responses are high but low level of loyalty whereas respondents with high PsyCap showed low level of exit, voice, neglect and cynicism responses but high level of loyalty, thus explaining a strong moderating role of PsyCap. Therefore, empirical result of this research lead to accept the hypothesis H:7 i.e. psychological capital significantly moderates (weakens) the relationship between perceived interpersonal injustice and employees' exit, voice, loyalty, neglect and cynical responses.

5.3.4 The Perception of Informational Injustice and EVLNC

The present research has also demonstrated that perception of informational injustice has a positive impact on exit, voice, neglect and cynicism responses and negative impact on loyalty response. Perception of informational injustice has a higher impact on loyalty and exit ($\beta = -.58$, $\beta = .27$ respectively) than voice, neglect and cynicism responses. It is clear that employees' behavioral responses are quite

high with respect to informational injustice, while voice response to informational injustice becomes insignificant ($p < .67$). A culture of high power distance where the effort from the employees to improve the situation through voice instrument seems unlikely, employees' loyalty decrease sharply and they are more inclined towards intention to turn over (exit), withdraw their effort (neglect) or loose trust in the organization and become critical (cynicism).

The perception of informational injustice can be explained on the basis of interpersonal and relational models of organizational justice along with the deontological model of justice. Interpersonal view of organizational justice integrates the social identity theory contemporary social exchange theory. Interpersonal or relational model argues that fair procedures are important because they give individuals a sense of acceptance by a desirable social group- the organization (Crawshaw et al., 2013). Contemporary social exchange theory emphasizes that fair procedures ensures relational and economics needs and develop interpersonal associations (Cropanzano and Rupp, 2002). While deontological model which is also termed as moral virtue model implies that people are not only concerned about fairness to protect their self -interest but also expect fairness because it is a moral obligation to be fair to all others- a motive for moral virtue rather than a selfish motive.

The tendency of employees' responses to informational injustice may be explained on the basis of cognitive appraisal process where employees do not think information injustice as a threat during primary appraisal, so their initial response is a decrease in loyalty but when they perceive interpersonal injustice a threat during

secondary appraisal they respond intensely with the neglect and withdrawals and intention to leave. This confirms and validates the previous researches about the employees' responses to dissatisfied and adverse workplace conditions.

The sequential tendency of employees' EVLNC responses cannot be confirmed through this research but it can be realized that under the perception of informational injustice, if employees' do not perceive it a threat during primary cognition this perception does not make them emotionally inclined to respond intensely, there is a probability that their response is less negative but when their perception towards informational injustice is high and they take it as a threat to them or very harmful for them, there arise strong negative emotions that lead them to intense negative and destructive responses. Thus empirical result lead to accept the hypothesis H:4 i.e. perceived informational injustice significantly influences the relationship between employees' exit, loyalty, neglect and cynical responses, but sub hypothesis H:4b is not accepted for its statistical insignificance ($p < .67$), which may be due to the fact that in a culture of high power distance where the effort from the employees to improve the situation through voice instrument seems unlikely.

The study result has confirmed the moderating role of psychological capital. PsyCap appeared in this study as a strong moderator of the relation between perception of informational injustice and exit, voice, loyalty, neglect and cynicism. PsyCap has significantly weakened exit, voice, loyalty, neglect responses but insignificantly moderates the cynicism response ($p < .54$). PsyCap moderation may be explained on the basis of cognitive appraisal theory, cognitive mediation theory (Lazarus, 1991, 1993, 2006) and affective event theory (Weiss and Cropanzano 1996)

as has already been explained. According to these theories primary cognitive appraisal of an event has a simple positive or negative relevance with the person's well-being which in turn leads to a significant attenuation of the emotional reaction. The secondary appraisal is translated into some specific emotion which determines a person's ultimate attitude and behavior. In fact, a series of multiple appraisals, reappraisal, cognitive changes and emotional regulations occur from event perception to generation of emotion at the work place as explained in the work of Gross (1998, 2001, 2006). The nature of emotion- its intensity and positivity/negativity- depends upon various factors like, individual differences, personality orientation, locus of control or persons positive psychological resource capacity. Employees with high level of positive psychological resource capacity are likely to generate emotion that lead either to positive response or a moderated/weak negative response. Therefore, responses of the employees having high hope, high optimism, high resilience and high efficacy-high PsyCap will be moderated in unfair interpersonal treatment related to information access in the organization.

This is why the present study has demonstrated that in case of respondents with low PsyCap exit, voice, neglect and cynicism responses are high but low level of loyalty whereas respondents with high PsyCap showed low level of exit, voice, neglect and cynicism responses but high level of loyalty, except that the moderation of PsyCap becomes statistically insignificant for cynicism response ($p < .648$). Thus, empirical result of this research lead to accept the hypothesis H:8 i.e. psychological capital moderates the relationship between perceived informational injustice and

employees' EVLN&C responses, but sub hypothesis H:8e is not accepted as the moderation of PsyCap becomes statistically insignificant for cynical response.

5.3.5 Comparative Results of four Dimensions of Injustice

This research has also demonstrated that in comparison to other dimensions of organizational injustice interpersonal injustice and informational injustice (commonly aggregated as interactional injustice) has strongest impact on employees' EVLNC responses. The impact of distributive injustice on EVLNC responses is relatively stronger than the impact of procedural injustice. This explains the fact the employees are highly concerned with their respect, dignity and expect fair interpersonal treatment and also care about fairness in distribution of outcomes in the organization and when their expectations are not met they intensely respond with sharp decrease in loyalty towards organization, with high levels of neglect and cynicism or with exit. In fact, employees' perception of distributive injustice and interactional injustice is a result of a process of cognitive appraisal about their well-being causing psychological arousal of emotions that lead to intense representation of negative cognitive, attitudinal or behavioral responses like EVLNC. The current study has indicated that the intensity of these responses are moderated by the employees' positive psychological resource capacity (hope+ efficacy+ resilience+ optimism = HERO) representing core construct PsyCap (psychological capital).

5.4 Aggregate Organizational Injustice (Integration of Dimensions of Organizational Injustice)

The current study has also used an aggregated approach to organizational injustice in line with the views of many contemporary researchers, like Ambrose & Schminke (2009), Strahan & Cavanaugh (2014). These researchers are of the view that justice perception is heuristic experiences considering global assessments of fairness as opposed to a particular dimension of justice. This concept of aggregated or collective justice model is being considered in contemporary justice researches (Grabowski et al., 2015). The aggregate organizational justice may be defined as the perception of fairness of the exchanges taking place in the organization, be they social or economic and, involving the individuals, in his relation with superiors, subordinates, peers and the organization as a social system (Beugre, 1998). In essence this aggregate justice perception represents the total sum of the perception of all the distributive, procedural, interpersonal and informational justice in a workplace setting.

The current study highlighted that aggregate perception of organizational injustice has positive impact on exit, voice, neglect and cynicism responses but negative impact on loyalty response. The aggregate perception of organization injustice has a relatively strong impact on loyalty and neglect than on cynicism, exit and voice responses. Employees respond to a decrease in loyalty with highest response intensity ($\beta = -.69$) and respond with voice at the lowest response intensity ($\beta = .23$). The perception of aggregate injustice can be explained on the basis of relative deprivation theory (RDT) along with judgment of justice theory (JJT). According to RDT individual pay more attention to relative deprivation or

achievement level, i.e. relative to some standard, for assessing justice in the organization. Therefore, the perception of injustice is based on the feeling of overall discontent of the individual employee (Applegryn and Bornman, 1996). When the feeling of discontent is high perception of injustice is also high and vice versa. According to JTT employees' judgment of fairness may be based on the combinations of various rules, contribution rule, equity rule, needs rule, allocation procedure rule depending upon the circumstances. If the combination of these rule seem to fulfill equity, needs and equality norms then judgment will be in favor of justice otherwise it will be judged as injustice.

The tendency of employees' responses may be explained on the basis of cognitive appraisal process where employees do not think organizational injustice as a threat during primary appraisal, so their initial response is an attempt to raise voice for improving unfair situation –increase in voice response but when they perceive organizational injustice a threat during secondary appraisal they respond intensely with increase in neglect, neglect, exit or decrease in loyalty. This confirms and validates the previous researches about the employees' responses to dissatisfied and adverse workplace conditions.

The sequential tendency of employees' EVLNC responses to organizational injustice cannot be confirmed through this research but it can be realized that under the perception of organizational injustice, if employees' do not perceive it a threat during primary cognition this perception does not make them emotionally inclined to respond intensely, there is a probability that their response is less negative like raising voice but when their perception towards organizational injustice is high and they take

it as a threat to them or very harmful for them, there arise strong negative emotions that lead them to intense negative and destructive responses i.e. decrease in loyalty, increased neglect, cynicism and exit.

The study result has confirmed the moderating role of psychological capital. PsyCap appeared in this study as a strong moderator of the relation between perception of organizational injustice and exit, voice, loyalty, neglect and cynicism. PsyCap has significantly weakened exit, voice, loyalty, neglect and cynicism responses. PsyCap moderation may be explained on the basis of cognitive appraisal theory, cognitive mediation theory (Lazarus, 1991, 1993, 2006) and affective event theory (Weiss and Cropanzano 1996) as has already been explained. According to these theories primary cognitive appraisal of an event has a simple positive or negative relevance with the person's well-being which in turn leads to a significant attenuation of the emotional reaction. The secondary appraisal is translated into some specific emotion which determines a person's ultimate attitude and behavior. In fact, a series of multiple appraisals, reappraisal, cognitive changes and emotional regulations occur from event perception to generation of emotion at the work place as explained in the work of Gross (1998, 2001, 2006). The nature of emotion- its intensity and positivity/negativity- depends upon various factors like, individual differences, personality orientation, locus of control or persons positive psychological resource capacity. Employees with high level of positive psychological resource capacity are likely to generate emotion that lead either to positive response or a moderated/weak negative response. Therefore, responses of the employees having high hope, high

optimism, high resilience and high efficacy-high PsyCap will be moderated in unfair environment in the organization.

This is why the present study has demonstrated that in case of respondents with low PsyCap exit, voice, neglect and cynicism responses are high but low level of loyalty whereas respondents with high PsyCap showed low level of exit, voice, neglect and cynicism responses but high level of loyalty, thus explaining a strong moderating role of PsyCap.

5.5 Strengths of the Study

Most of the previous researches provided empirical evidences about the effect of two dimensions of organizational injustice (distributive and procedural) on employee's job satisfaction (Fields *et al.*, 2000; Lam *et al.*, 2002). Pareke (2005) argued that distributive and procedural justice influence employee's job satisfaction. Samad (2006) concluded that procedural and distributive justice affect job satisfaction. While Martinez-tur *et al.* (2006) concluded that distributive justice is the main determinant to predict customer satisfaction, followed by procedural, and interactional justice, respectively. Such studies considered three dimensions of organizational justice, but there are studies which have identified four dimensions of organizational justice, distributive, procedural and interactional justice further divided into interpersonal and informational justice (Cohen-Charash & Spector, 2001; Colquitt, 2001).

In literature, studies are found discussing the relationship of perceived organizational justice with employee job outcomes (job satisfaction, motivation, job performance) and organizational citizenship behaviour but there are very few

researches which studied the relationship of all the four dimensions of POI and EVLNC responses.

Previous studies used three dimensional approach to investigate organizational justice but present research has used the four dimensional approach to organization injustice and investigated the nature of impact of each of the dimension separately on each of the EVLNC responses. In addition, the study has validated and confirmed the inclusion of cynicism in EVLN model of responses.

Current study investigated EVLNC responses specifically in relation to all the four dimensions of injustice while previous researches examined EVLNC in relation to adverse or dissatisfied working conditions.

Another important aspect of the present study is that the study has used the contemporary approach of integrated perception of organizational justice for a further elaborated and comparative analysis.

Majority of the studies measured justice scale i.e. low justice =1 to high justice = 5, i.e. those studies measured justice while focusing on justice rules adherence continuum of justice construct whereas present study measured the injustice directly using the reverse coding method of the justice scale i.e. low injustice =1 to high injustice =5, thus focusing on the justice rules violation continuum of the justice construct.

The most important aspect of the present research examined the moderating role of positive organizational behavior –psychological capital (PsyCap) in the relation between four dimensions of organizational injustice and exit, vice, loyalty, neglect and cynicism responses.

In the current study common method bias (CMB) was tested and there was no remarkable CMB was identified as the value for common method variance came out to be 36% which is less than 50%.

5.6 Limitations of the Study and Future Research Directions

The present research is constrained by two factors. First, though this study had contributed to the existing research in two areas of organizational behaviour, the organizational justice and responses to the organizational justice and positive organizational behaviour- psychological capital yet it is a cross sectional field study, which usually depends on survey strategy (Easterby Smith et al., 2002; Robson, 2002).

The second constrained of the study is that though it used a relatively large sample of 904 respondents from five services sectors for generalization of the results of the current research but depended upon the convenient sampling method and self-reported and single source data collection method.

The current study focused on EVLNC responses to organizational injustice but there may be many more responses that are needed to be investigated in future research, like adaptation (accepting injustice painlessly without any objection) or opportunism (availing the opportunity to be the part of injustice and justifying to secure the personal benefits).

Future research on the subject may use longitudinal study model with random sampling technique and may also replicate in a different cultural setting to further validate and confirm the results of the present study.

Another important future direction of the research would be to validate and test Urdu version of the instrument independently as the translated Urdu version was used to supplement the original version for making the instrument conveniently understandable to the bilingual subjects.

The most important area for future research may be the identifying the more relevant addition of positive resource component along with hope, efficacy, resilience and optimism e.g. courage, wisdom, mindfulness, happiness, trust. But what I suggest is more important is the cosmological/ spiritual aspect of PsyCap that is to verify the antecedents of hope, efficacy, resilience and optimism. One of the antecedents may be the belief in ultimate justice system or trust in God. Because on the basis of preliminary discussions with different people a proposition may be drawn that involvement in spiritual or religious practices causes increase in an individual's mindfulness and positivity of a specific nature which may increase a person's hope, efficacy, resilience and optimism and ultimately may raise a person's positive psychological resource capacity PsyCap.

5.7 Literary and Theoretical Contributions

The present research has contributed to the existing literature in two areas of organizational behavior, one- the organizational justice and responses to the organizational justice and two- positive organizational behavior- psychological capital. The research on organizational justice is spread over about three decades and still the dimensions of organizational justice are under discussion from two- factor to three or four -factor models and recently to an aggregated justice perception model (Colquitt, 2012). The present research demonstrated validity of four-factor model and

aggregated one-factor model simultaneously but measuring the perception of injustice to make the perception of fairness more relevant to employees' responses. On the other hand, the literature on EVLN and EVLNC model is also very rich and has spread over about two decades and its relevant literature has recognized many behavioral options to problematic working situations, adverse working conditions environment of unfair perception. and has identified various antecedent variables which may influence employee responses (e.g. Farrell 1983; Withey and Cooper 1989; Naus et al. 2007).

However, the complex linkages between antecedent variables and behavioral options have not been fully clarified even by these extensive studies. To enhance the theoretical prediction, this study has suggested that mood and emotion play a vital role through cognitive appraisal, in predicting a particular type of response under the perception of injustice. Further, the tendencies of EVLNC responses and intensity is influenced by positive organizational behaviours, with psychological capital (PsyCap) as the main positive psychological resource capacity comprising of Hope, Efficacy, Resilience and Optimism (HERO).

5.8 Contextual Contribution

According to Acquah and Tukamushaba (2009), although organizational justice has been extensively studied in western economies and not much of what we know about organizational justice issues at the workplace in emerging economies comes of Asia. This research, therefore, examined the effect of perceived organization injustice on employee responses in an Asian emerging economy like economy of Pakistan. Pakistani society is unique society with power

distance index 55, uncertainty avoidance index 70, and masculinity index 50 on the Hofstede cultural dimension index, showing the tendency to accept the unequal distribution of power in organization and institutions, living with uncertainty and high assertive role of males in the society, self-centeredness, individual achievements, focusing on material success.

The current research has been completed in a culture of high power distance with risk averter population of a developing country like Pakistan (Hofstede Cultural Dimension Index, 2011; Latif, 2015) where the economy is growing with respect to some of the socio-economic indicators, like GDP, per capita income, literacy rate, but at the same time, the economy is facing high unemployment, heavy debt burden and decrease in the profitability of the businesses.

Further, the context of the study is very interesting from the socioeconomic perspective. Pakistan is a country with medical facilities ratio in terms of doctors is about 1000 persons per doctor, one hospital bed for about 1600 persons, spends 0.4 % of GDP on health and about 2.0 % on education but has nuclear capability. It is the sixth largest country with a population of 192million including 51.5 % male and 48.5% female, 25th largest country in terms of purchasing power parity, 38th largest country in terms of nominal GDP (\$882 billion) and has a rank of 132 in terms of GDP per capita of \$1550 with a very high percentage of undocumented economy of about 36% of its overall economy (Economic Survey of Pakistan 2016), and is ranked at 147 with respect to human development index 2016 (HDR 2015). Pakistan is one of the developing countries and is included in Next Eleven group-the countries that have the potentials to grow and become one of the large economies in 21st century,

whereas the literacy rate of the country is 61.5% as declared by PSLM (Pakistan Social and Living Standard Measurement).

Pakistan is located in such part of subcontinent that has always been highly attractive for super powers like USA, USSR and Britain due to its unique geopolitical and strategic position. The country is a bridge between South Asia and South West Asia while China finds way to Indian Ocean and Arabian Sea through Silk Road and through new China Pak Economic Corridor (CPEC) using Great Gwadar port for its exports to Europe and Middle East.

US interests in the region is to closely watch and restrict fast growing China, contain nuclear Iran, gradually democratize a terrorist Afghanistan and also to get benefit from a very big market of India. It is evident that US has two main interests; Security in the region and Business with India and China while Pakistan is important as it has been playing a role of front line state against terrorism and has close ties with Saudi Arabia, Iran and China (Noel, 2015). Despite the decades of war and social instability, the country has been able to manage a GDP growth rate 4.3%, an inflation rate of 4.8% and 1.92% population growth rate. Its foreign exchange reserves grew at US\$ 17.8 billion as on April 2015 with about Rs.17.0 billion public debts that comprises of about 62% of GDP. Pakistan has remarkable young age structure, which puts a considerable stress on the economy. and worsen both the economic and social situation. The size of the labour force is about 60.1 million with an unemployment rate of 6.0% (GoP Economic Survey of Pakistan 2016).

The services sector plays a vital role in sustaining the growth of Pakistan's economy. With a share of 59 percent in GDP, and a growth of 4.95 percent it provides

about 44 percent employed labour force. Therefore, the results of the study about organizational injustice, employees' response and PsyCap moderation in such cultural and economic context has provided a unique contextual contribution to the justice literature.

The current research has been completed in a culture of high power distance with risk averter population of a developing country like Pakistan, where the economy is growing with respect some of the socio-economic indicators, like GDP, per capita income, literacy rate, but at the same time the economy is facing high unemployment, heavy debt burden and decrease in the profitability of the businesses.

Therefore, the results of the study about organizational injustice, employees' response and PsyCap moderation in such cultural and economic context will provide a unique contextual contribution to the justice literature.

Further, one of the important contribution of this research is that the instrument used was translated into Urdu using translation and back translation method to make it fully understandable for the local respondents during this study and can be used for further validation of translated instrument as a future direction of research.

5.9 Managerial Implications

The concept of organizational justice (OJ) is important in organizational behavior (OB) and refers to perceptions of people about organizational fairness. The concept of OJ has gained attentions form the human resources management personnel and organizational behavior practitioners in recent years. This study is to be developed for understanding the organizational justice as explained in the

organizational behavior literature.

Moreover,

1. This research has confirmed the impact of four dimensions of organizational injustice on exit, voice, loyalty, neglect and cynicism (EVLNC) response of employees. It is important because all the organizational and employee work outcomes are influenced by these responses.
2. Distributive, procedural, interpersonal and informational injustices are the dimensions of injustice the employee may perceive, its responses and ultimate outcomes may differ and differ to different extent. The injustice control or injustice management policy of the organizations involves the study of the individual employee behavior. This study will help the managers to take corrective measures regarding each type of organizational injustice.
3. The study has contributed to the justice literature by studying the moderating effect of Psychological Capital (PsyCap) on the relationship between three aspects of organizational injustice and five dimensions of the employees' responses (EVLNC). This will provide a ground for the organizations to inculcate the positive organizational behaviours among the employees and improve their psychological capital so that the adverse effects of perceived organizational injustice can be controlled.
4. Looking at the employee responses and resultant attitudes an employee monitoring mechanism can be maintained that can enable the managers to act preemptively to control the possible outcomes.
5. The outcome of the study will help the managers during recruitment process to

identify and prioritize the applicant possessing higher Psychological Capital.

6. In Pakistan it is found that the legal suits from employees of public and private organizations have increased by a substantial percentage. Through proper training the psychological resource capacities (hope, optimism, resilience and self-efficacy) of employees perceiving injustice may be enhanced and employees may refrain from pursuing legal suits against their organizations.
7. In Pakistan there is high tendency among employed workers of searching and applying for parallel/alternative jobs. This trend would be effectively changed through enhancing the PsyCap and reducing recruitment costs.
8. In Pakistan number of employees criticizing their organizations and looking for third party intervention like Federal Ombudsman, Federal Services Tribunal (FST), Supreme Court (SC). to rescue them from organizational injustice, is increasing as a result of organizational injustice perceived by them. This would also be reduced through developing PsyCap.

5.10 Conclusion

Workers are the most important resource for the organization. Their skills and experience play an important role for the betterment of the organization (Acquaah and Tukamushaba, 2009). Although organizations require a number of resources for accomplishing the organizational goals, like financial, material and informational resources but human resource is the most important resource to obtain the organizational objectives (Hays et al., 2009). Thus it is very important that organizations manage effectively their human resources to achieve these organizational objectives (Hays et al., 2009). But an important aspect of human

resources, organizations normally do not consider is the impression of fairness and justice at workplace and eliminating the perception of injustice of the employees (Ponnu and Chuah, 2010).

Greenberg points out that despite knowing the benefits of fairness perception in the organization and harms of unfairness, managers usually are unaware of the level of justice/injustice perception and the justice-related problems (Greenberg, 2007), while implementation of justice rules and criteria may need a negotiation between managers and employees (Fischer, 2012). It is a reality that the use of justice rules and their implementation through criteria heavily depends upon the actual behavior of the managers or decision makers but the experience and perception of these implementations by the employees are very crucial. The evaluation of these implementations lead to employees' behavioral and attitudinal reactions and responses.

Therefore, it is pertinent to say that managers should be trained so that they can implement the justice rules and criteria boldly without any personal or situational discrimination, especially in those managerial tasks where there are potential risks of injustice like hiring, rewards system, performance appraisals, and conflict management (Cropanzano et al., 2007). They should be taught how they can use their power in accordance with normative principles such that it gives a message of respect, dignity, honesty and equity. all over the organization. Simultaneously, organizations should also arrange a psychological capital intervention (PCI) training program for the employees so that the attitudinal or behavioral responses and reactions to perception of injustice, if any, may be moderated through raising their PsyCap level.

This will lead to increase employees' loyalty with the organization, reduce the intention to turnover, decrease the neglect response and improve their cynical response in case of an environment where employees' perception of either distributive, procedural, interpersonal or informational injustice. This is the conclusion of this research and 'may be the right thing to do'.

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Appendix- I

Constructs	Skewness	Kurtosis
DIJ		
dij1	0.365	-0.587

dij2	-0.112	-1.067
dij3	0.144	-0.544
dij4	-0.072	0.939
PIJ		
pij1	0.523	-0.208
pij2	-0.031	-0.639
pij3	0.443	-0.493
pij4	-0.013	-0.439
pij5	0.043	-0.576
pij6	-0.057	-0.582
pij7	-0.067	-0.284
IpIJ		
ipij1	-0.0216	-0.603
ipij2	-0.58	-0.249
ipij3	-0.351	-0.611
ipij4	-0.497	-0.507
IfIJ		
ifij1	-0.228	-0.438
ifij2	-0.541	-0.457
ifij3	-0.345	-0.625
ifij4	-0.266	-0.571
ifij5	-0.386	-0.571
Exit		
exit1	0.156	-0.947
exit2	0.079	-0.323
exit3	0.014	-0.545
exit4	-0.122	-0.876
exit5	0.112	-0.683
Voice		
voice1	-0.388	-0.579
voice2	-0.337	-0.316
voice3	-0.666	-0.092
voice4	-0.403	-0.578
voice5	-0.754	-0.197
Loyalty		
loyalty1	-0.255	-0.561
loyalty2	-0.212	-0.808
loyalty3	-0.526	0.057
loyalty4	-0.583	-0.446
loyalty5	-0.499	-0.689
Neglect		
neglect1	0.377	-0.86
neglect2	0.253	-0.887
neglect3	0.098	-0.849

neglect4	0.098	-0.892
neglect5	-0.021	-0.931
Cynicism		
cynicism1	-0.069	-0.173
cynicism2	-0.091	-0.795
cynicism3	0.007	-0.548
cynicism4	0.089	-0.776
cynicism5	-0.179	-0.598
cynicism6	-0.003	-0.959
PsyCap- Hope		
hope1	-0.21	-0.922
hope2	-0.073	-0.548
hope3	-0.391	-0.425
hope4	-0.101	-0.88
hope5	0.386	0.382
hope6	-0.437	-0.556
PsyCap-Efficacy		
efficacy1	-0.012	-0.171
efficacy2	-0.479	-0.521
efficacy3	-0.254	-0.726
efficacy4	-0.222	-0.607
efficacy5	-0.145	-0.648
efficacy6	-0.614	-0.715
PsyCap-Resilience		
resilience1	-0.148	-0.771
resilience2	-0.336	-0.883
resilience3	-0.264	-0.61
resilience4	-0.279	-0.864
resilience5	-0.599	-0.357
resilience6	-0.285	-0.705
PsyCap-optimism		
optimism1	-0.104	-0.705
optimism2	0.078	-0.128
optimism3	-0.293	0.055
optimism4	-0.653	-0.165
optimism5	-0.182	-0.863
optimism6	-0.659	-0.356

Table 4.3 Normality of the constructs

	Cronbach's Alpha if Item Deleted
dij1	.892

dij2	.891
dij3	.891
dij4	.891
pij1	.890
pij2	.891
pij3	.891
pij4	.890
pij5	.890
pij6	.890
pij7	.890
ipij1	.890
ipij2	.889
ipij3	.890
ipij4	.890
ifij1	.890
ifij2	.889
ifij3	.890
ifij4	.889
ifij5	.890

Table 4.5 Content Validity of PDIJ, PPIJ, PIpIJ and PIfIJ,

	Cronbach's Alpha if Item Deleted
exit1	.892
exit2	.891
exit3	.892
exit4	.893
exit5	.893
voice1	.888
voice2	.888
voice3	.888
voice4	.888
voice5	.888
loyalty1	.889
loyalty2	.889
loyalty3	.889
loyalty4	.889
loyalty5	.887
neglect1	.894
neglect2	.893
neglect3	.893
neglect4	.893
neglect5	.894
cynicism1	.893
cynicism2	.890
cynicism3	.891
cynicism4	.892
cynicism5	.892
cynicism6	.893

Table 4.6 Content Validity EVLNC

	Cronbach's Alpha if Item Deleted
hope1	.889
hope2	.888
hope3	.888
hope4	.888
hope5	.889
hope6	.888
efficacy1	.887
efficacy2	.886
efficacy3	.887
efficacy4	.888
efficacy5	.889
efficacy6	.886
resilience1	.892
resilience2	.888
resilience3	.888
resilience4	.888
resilience5	.888
resilience6	.890
optimism1	.890
optimism2	.889
optimism3	.889
optimism4	.890
optimism5	.890
optimism6	.889

Table 4.7 Content Validity Hope, Efficacy, Resilience and Optimism (PsyCap)

Table 4.8 Measure of Sample Adequacy

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
	Approx. Chi-Square	42277.305
	df	2415
	Sig.	0.000

Table 4.9 Communalities

Communalities		
	Initial	Extraction
dij1	1.000	.715
dij2	1.000	.715
dij3	1.000	.668
dij4	1.000	.720
pij1	1.000	.678
pij2	1.000	.700
pij3	1.000	.727
pij4	1.000	.653
pij5	1.000	.668
pij6	1.000	.642
pij7	1.000	.619
ipij1	1.000	.705
ipij2	1.000	.696
ipij3	1.000	.668
ipij4	1.000	.704
ifij1	1.000	.748
ifij2	1.000	.743
ifij3	1.000	.699
ifij4	1.000	.690
ifij5	1.000	.678
exit1	1.000	.726
exit2	1.000	.721
exit3	1.000	.732
exit4	1.000	.734
exit5	1.000	.637
voice1	1.000	.763
voice2	1.000	.699
voice3	1.000	.728

voice4	1.000	.742
voice5	1.000	.709
loyalty1	1.000	.734
loyalty2	1.000	.761
loyalty3	1.000	.715
loyalty4	1.000	.684
loyalty5	1.000	.649
neglect1	1.000	.776
neglect2	1.000	.810
neglect3	1.000	.747
neglect4	1.000	.736
neglect5	1.000	.638
cynicism1	1.000	.540
cynicism2	1.000	.664
cynicism3	1.000	.714
cynicism4	1.000	.702
cynicism5	1.000	.696
cynicism6	1.000	.789
efficacy1	1.000	.731
efficacy2	1.000	.743
efficacy3	1.000	.701
efficacy4	1.000	.658
efficacy5	1.000	.617
efficacy6	1.000	.727
hope1	1.000	.635
hope2	1.000	.664
hope3	1.000	.623
hope4	1.000	.581
hope5	1.000	.501
hope6	1.000	.670
resilience1	1.000	.754
resilience2	1.000	.723
resilience3	1.000	.652
resilience4	1.000	.732
resilience5	1.000	.755
resilience6	1.000	.648
optimism1	1.000	.564
optimism2	1.000	.739
optimism3	1.000	.632
optimism4	1.000	.603

optimism5	1.000	.704
optimism6	1.000	.586
Extraction Method: Principal Component Analysis.		

Table 4.10 Principle Component Analysis (PDIJ, PPIJ, PipIJ and PifIJ)

Pattern Matrix

	Component			
	1	2	3	4
dij1	.831			
dij2	.860			
dij3	.791			
dij4	.871			
pij1		.683		
pij2		.781		
pij3		.711		
pij4		.764		
pij5		.802		
pij6		.730		
pij7		.732		
ipij1			.828	
ipij2			.773	
ipij3			.844	
ipij4			.842	
ifij1				.800
ifij2				.821
ifij3				.771
ifij4				.840
ifij5				.816

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser
Normalization.

Table 4.11 Principle Component Analysis (EVLNC)

Pattern Matrix					
	Component				
	1	2	3	4	5
exit1	.785				
exit2	.800				
exit3	.844				
exit4	.739				
exit5	.573				
voice1		.847			
voice2		.827			
voice3		.853			
voice4		.855			
voice5		.796			
loyalty1			.825		
loyalty2			.861		
loyalty3			.824		
loyalty4			.810		
loyalty5			.705		
neglect1				.819	
neglect2				.884	
neglect3				.866	
neglect4				.865	
neglect5				.763	
cynicism1					.512
cynicism2					.828
cynicism3					.833
cynicism4					.612
cynicism5					.716
cynicism6					.557

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization

Table 4.12 Principle Component Analysis (PsyCap)

Pattern Matrix				
	Component			
	1	2	3	4
hope1	.645			
hope2	.733			
hope3	.667			
hope4	.604			
hope5	.607			
hope6	.606			
efficacy1		.832		
efficacy2		.859		
efficacy3		.833		
efficacy4		.761		
efficacy5		.448		
efficacy6		.842		
resilience1			.689	
resilience2			.778	
resilience3			.759	
resilience4			.811	
resilience5			.832	
resilience6			.616	
optimism1				.797
optimism2				.547
optimism3				.614
optimism4				.782
optimism5				.685
optimism6				.727

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.

Table 4.13 CMB Test

Total Variance Explained					
Component	Initial Eigenvalues			% of Variance	Cumulative %
	Total	% of Variance	Cumulative %		
1	7.159	35.795	35.795	35.795	35.795
2	3.741	18.705	54.500		
3	1.354	6.770	61.270		
4	1.010	5.051	66.321		
5	.882	4.408	70.729		
6	.605	3.026	73.755		
7	.583	2.916	76.671		
8	.514	2.569	79.240		
9	.481	2.403	81.644		
10	.468	2.341	83.985		
11	.428	2.140	86.125		
12	.403	2.015	88.140		
13	.377	1.883	90.022		
14	.364	1.821	91.843		
15	.327	1.633	93.475		
16	.289	1.444	94.920		
17	.273	1.366	96.286		
18	.268	1.339	97.625		
19	.248	1.241	98.865		
20	.227	1.135	100.000		
Extraction Method: Principal Component Analysis.					

Appendix- II



Mohammad Ali Jinnah University Islamabad Campus

Perceived Organizational Justice, Employee Responses and Psychological Capital

INFORMED CONSENT

Dear Respondent:

I am a Research scholar at Mohammad Ali Jinnah University (MAJU) and conducting research for my Ph.D. in Management under supervision of Dr. Rauf I Azam (Mohammad Ali Jinnah University, Pakistan), Dr. John Hounker, and Dr. Barry Friedman (State University of New York at Oswego, USA). The present study investigates factors affecting the individuals' attitudes and behaviors in response to organizational justice with varying levels of Psychological Capital. **I will gladly appreciate if you contribute in this research by sparing some of your valuable time and completing the attached questionnaire.**

By participating in this study, you will increase your understanding of psychological research, and the results will contribute to organizational behavior literature. Your participation is voluntary, and you are free to discontinue participation at any time without penalty.

The questionnaire contains questions on various behaviors and management issues that employees' face in organizations. I have also requested you to provide some personal information. **However, please be assured that your responses will be treated as confidential and used solely for the purpose of academic research.**

Kindly read the instructions carefully and answer the questions candidly. There are no "trick" questions so, please answer the questions independently without consulting anyone. I request you to **answer all the questions even if they seem repetitive.**

If you have any questions about the research please contact me at 03005188841, or Dr. Rauf I Azam at 03215177496.

CONSENT

I have read the above statement about the purpose and nature of the study, and I freely consent to participate.

Participant's Signature

Date

Syed Tahir Rizvi

Supervisor

Rauf I Azam (PhD)

Professor & Director

University Institute of Management Sciences
PMAS - Arid Agriculture University Rawalpindi
Shamsabad, Murree Road, Rawalpindi
Tel (W): +92 (51) 929015

I-Demographic Information

Please fill in the blanks or tick the appropriate box where required.

1. Name: _____

2. Age: _____ Years

1 25-35	2 36-45	3 46 and above
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3. Gender:

1 Male	2 Female
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4. Marital Status:

1 Unmarried	2 Married
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5. Qualification (please mention the highest certificate/degree obtained):

1 (BA/B. Sc) or below	2 (MA/M.Sc.)	3 (MS/PhD)
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6. Designation: -----

7. Position level in the organization:

1 Lower Management	2 Middle Management	3 Higher Management
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8. Number of years of service in this organization: -----

1 Less than 5 years	2 5-10 years	3 More than 10 years
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9. Name of Organization: -----

10. Sector.

1 Banking	2 Engineering	3 Health Services	4 Higher Education	5 Tele Com.
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II-Instructions:

- Please use the rating scale below to describe how accurately each statement describes YOUR perception at your current job.
- Describe your perceptions as they generally are now, not as you wish them to be in the future.
- Please be as honest as possible.

Strongly Disagree Very Unfair نہایت غیر منصفانہ	Disagree Unfair غیر منصفانہ	Neutral Neither Fair nor Unfair کچھ نہیں کہہ سکتا	Agree Fair (منصفانہ)	Strongly Agree Very Fair (نہایت منصفانہ)
1	2	3	4	5

منصفانہ = Fair impartial, equitable, unprejudiced, decent, and honest

غیر منصفانہ = Unfair: biased, prejudiced, discriminatory, one-sided, and inequitable

Following items refer to the compensations **determined by your organization** like pay, bonus or rewards.

مندرجہ ذیل سوالات ادارے میں معاوضوں/تنخواہ کے تعین سے متعلق ہیں۔ اپنے اتفاق یا اختلاف کی نوعیت بتائیں۔

DIJ	My compensation level reflects the effort I put into my work. (R)	1	2	3	4	5
1.	میں جس محنت اور کاوش سے کام کرتا ہوں، مجھے ملنے والے معاوضہ کی سطح اس کے مطابق ہوتی					

	ہے۔					
2.	My compensation level is appropriate for the work I have completed. (R) میرا معاوضہ میرے مکمل کیے گئے کام کی مناسبت سے ہوتا ہے۔	1	2	3	4	5
3.	My compensation level reflects what I have contributed to the organization. (R) میں ادارے کی کارکردگی میں جو حصہ ادا کرتا ہوں، مجھے ملنے والے معاوضہ کی سطح اس کے مطابق ہوتی ہے۔	1	2	3	4	5
4.	My compensation level is justified, given my performance. (R) مجھے ملنے والے معاوضہ کی سطح میری کارکردگی کا مظہر ہے۔	1	2	3	4	5

Following items refer to the procedures used by **your organization** to arrive at the compensations.

مندرجہ ذیل سوالات آپ کے ادارے میں معاوضوں/تنخواہ کے تعین کے ضابطوں اور طریقہ کار سے متعلق ہیں۔ اپنا اتفاق یا اختلاف کی نوعیت بتائیں۔

PIJ 5.	I can express my view and feeling during those procedures in the organization. (R) مجھے ان طریقہ کار کے دوران اپنی رائے اور احساسات کے اظہار کی اجازت ہوتی ہے۔	1	2	3	4	5
6.	I can influence my compensation level arrived at by those procedures. (R) میں اپنے معاوضوں کو طے کرنے والے طریقہ کار پر اثر انداز ہو سکتا ہوں۔	1	2	3	4	5
7.	These procedures have been applied consistently. (R) کیا ان طریقہ کار کا اطلاق تسلسل سے (اور ہر ایک کے لئے یکساں معیار کے ساتھ) ہوتا ہے۔	1	2	3	4	5
8.	These procedures have been free of bias. (R) ان طریقہ کار پر غیر جانبداری سے عمل کیا جاتا ہے۔	1	2	3	4	5
9.	These procedures have been based on accurate information. (R) یہ طریقہ کار درست معلومات کی بنیاد پر وضع کیے جاتے ہیں۔	1	2	3	4	5
10	I have been able to appeal the compensation level arrived at by those procedures. (R) جو معاوضے متعین کیے گئے ہیں مجھے ان کے خلاف اپیل کرنے کی اختیار حاصل رہا ہے۔	1	2	3	4	5
11.	These procedures uphold ethical and moral standards. (R) یہ طریقہ کار اخلاقی معیارات پر پورے اترتے ہیں۔	1	2	3	4	5

Following items refer to **the authority figure who enacts the procedures in your organization and about his or her interpersonal treatment.**

مندرجہ ذیل سوالات ادارے میں فیصلہ صادر کرنے اور نافذ کرنے والی انچارج شخصیت کے آپ کے ساتھ سلوک اور رویہ کے بارے میں ہیں۔ اپنے اتفاق یا اختلاف کی نوعیت بتائیں۔

IpIJ 12.	He/she treats me in a polite manner. (R) وہ آپ سے شائستگی کا سلوک روا رکھتا/ رکھتی ہے۔	1	2	3	4	5
13.	He/she treats me with dignity. (R) وہ آپ کے وقار کا لحاظ رکھتا / رکھتی ہے۔	1	2	3	4	5
14.	He/she treats me with respect. (R) وہ آپ سے احترام سے پیش آتا / آتی ہے۔	1	2	3	4	5
15.	He/she refrains from improper remarks or comments. (R) وہ نامناسب ریمارکس اور گفتگو سے گریز کرتا / کرتی ہے۔	1	2	3	4	5
IfIJ 16.	He/she has been candid in (his/her) communications with me. وہ آپ کو معلومات کی فراہمی میں ایمانداری سے کام لیتا / لیتی ہے۔	1	2	3	4	5
17.	He/she explained the procedures thoroughly. (R) وہ آپ کیلئے ضابطوں کی مکمل طور پر وضاحت کرتا / کرتی ہے۔	1	2	3	4	5
18.	His/her explanations regarding the procedures were reasonable. (R) اسکی ضابطوں کے بارے میں وضاحت مناسب اور معقول (خاطر خواہ) ہوتی ہے۔	1	2	3	4	5

19.	He/she used to communicate details in a timely manner. (R) اسکی جانب سے آپ کو معلومات کی تفصیلات بروقت فراہم کی جاتی ہیں؟	1	2	3	4	5
20.	He/she seemed to tailor his/her communications to individuals' specific needs. (R) میرا خیال ہے کہ وہ افراد کی مخصوص ضروریات کے مطابق معلومات فراہم کرتا/کرتی ہے۔	1	2	3	4	5

Section III: You will read a series of items assessing your job-related attitudes and behaviors. Please indicate the applicability of each item to yourself using the response scale below:

ذیل میں ملازمت سے متعلق آپ کی سوچ اور رویوں کے بارے میں سوالات ہیں۔ اپنے مناسب رویے اور سوچ سے متعلق اختلاف/ اتفاق کی نوعیت بتائیں۔

Strongly Disagree (مکمل اختلاف)	Moderately Disagree (زیادہ اختلاف)	Disagree (تھوڑا سا اختلاف)	Indifferent (نہ اختلاف نہ اتفاق)	Agree (تھوڑا سا اتفاق)	Moderately Agree (زیادہ اتفاق)	Strongly Agree (مکمل اتفاق)
1	2	3	4	5	6	7

1.	I consider the possibility to change my jobs. میں کوئی دوسری ملازمت اختیار کرنے کے امکان پر غور کرتا رہتا / کرتی رہتی ہوں	1	2	3	4	5	6	7
2.	I intend to change employers. میں کسی دوسرے ادارہ میں نوکری کا ارادہ کرتا رہتا / کرتی رہتی ہوں۔	1	2	3	4	5	6	7
3.	I actively look for a job elsewhere within the same industry. میں سرگرمی سے موجودہ ملازمت جیسی ملازمت کی تلاش کرتا رہتا/ کرتی رہتی ہوں۔	1	2	3	4	5	6	7
4.	I look for job advertisements in the newspapers to which I could apply. میں اخبارات میں اپنی اہلیت کے مطابق ملازمت کے اشتہار دیکھتا رہتا / دیکھتی رہتی ہوں۔	1	2	3	4	5	6	7
5.	I intend to change my field of work. میں اپنے روزگار کے شعبہ کو بدلنے کا ارادہ کرتا رہتا / کرتی رہتی ہوں۔	1	2	3	4	5	6	7
6.	I try to work out solutions the organization might benefit from. میں ایسا حل تلاش کرنے کی کوشش کرتا رہتا / کرتی رہتی ہوں جس سے ادارہ فائدہ اٹھا سکے۔	1	2	3	4	5	6	7
7.	I come up with suggestions how to prevent these (problematic) circumstances. میں ایسی تجاویز پیش کرتا / کرتی ہوں جن کی روشنی میں ان (مشکل) حالات سے بچا جا سکے۔	1	2	3	4	5	6	7
8.	I try to work out a solution to the benefit of everyone. میں ایسا حل تلاش کرنے کی کوشش کرتا/کرتی ہوں جو ہر ایک کے مفاد میں ہو۔	1	2	3	4	5	6	7
9.	I discuss the problem with my superior and try to work out a solution together. میں مسائل کے بارے میں سینئر سے صلاح مشورہ کرتا/کرتی ہوں اور مل جل کر مسائل کا حل نکالنے کی کوشش کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
10.	I express my point of view, in work meetings for instance, to suggest improvement. میں کام سے متعلق میٹنگز میں بہتری کی تجاویز کیلئے اپنے نکتہ نظر کا اظہار کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
11.	I trust the decision-making process of the organization without my interference. میں اپنی شمولیت کے بغیر فیصلہ سازی کے عمل پر بھی بھروسہ کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
12.	I trust the organization to solve the problem without my help. میری مدد کے بغیر ادارہ مسائل حل کرتا ہے تو میں ادارہ پر اعتماد کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
13.	I remain confident that the situation will be taken care of, without me actively contributing to the decision-making process- میں پر اعتماد رہتا/رہتی ہوں کہ فیصلہ سازی میں میرے متحرک کردار کے بغیر ہی حالات بہتر ہو جائیں گے۔	1	2	3	4	5	6	7
14.	I assume that in the end everything will work out fine. میں تسلیم کر لیتا/کرتی ہوں کہ آخر کار سب کچھ ٹھیک ہو ہی جائے گا۔	1	2	3	4	5	6	7

15.	I optimistically wait for better times. میں بہتر وقت کا پُر امید کیے ساتھ انتظار کرتا رہتا/ کرتی رہتی ہوں۔	1	2	3	4	5	6	7
16.	I report in sick because I do not feel like working میرا کام میں دل نہیں لگتا اس لیے بیماری کی اطلاع بھیج دیتا/دیتی ہوں۔	1	2	3	4	5	6	7
17.	I come in late because I do not feel like working میرا کام میں دل نہیں لگتا اس لیے کام پر دیر سے آتا/آتی ہوں۔	1	2	3	4	5	6	7
18.	I put less effort into my work than may be expected of me. میں اپنے کام میں اتنی محنت نہیں کرتا/کرتی جتنی مجھ سے توقع کی جاتی ہے۔	1	2	3	4	5	6	7
19.	I every now and then do not put enough effort into my work. میں اپنے کام میں کبھی کبھار اتنی محنت نہیں کرتے/کرتی جتنی کرنی چاہیے۔	1	2	3	4	5	6	7
20.	I miss out on meetings because I do not feel like attending them. میں میٹنگز میں اسلئے شامل نہیں ہوتا/ہوتی کیونکہ مجھے میٹنگز میں شامل ہونا پسند نہیں۔	1	2	3	4	5	6	7
21.	I express my confidence in the sincerity of my organization. (R) میں اپنے ادارہ پر اعتماد اور خلوص کا اظہار کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
22.	I express the feeling that I am not taken seriously by the organization. میں اپنے اس احساس کا اظہار کرتا/کرتی ہوں کہ ادارہ مجھے اہمیت نہیں دیتا۔	1	2	3	4	5	6	7
23.	I use cynical humor to 'let off steam'. میں اپنی بھڑاس نکالنے کیلئے مایوس کن اور بھونڈا مذاق کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
24.	I withhold suggestions for improvements, because I think nothing is going to change anyway. میں بہتری کیلئے تجاویز نہیں دیتا/دیتی کیونکہ میرے خیال میں اسکا کوئی فائدہ نہیں۔	1	2	3	4	5	6	7
25.	I talk to my colleagues about my management's incompetence. میں اپنے ساتھیوں سے انتظامیہ کی نا اہلی کے بارے میں بات کرتا/کرتی ہوں۔	1	2	3	4	5	6	7
26.	I shrug my shoulders at what management requires me to do. انتظامیہ مجھ سے جو کام کروا نا چاہتی ہے میں کندھے جھٹک کر ایک طرف ہو جاتا/جاتی ہوں۔ (اسے اہمیت نہیں دیتا/دیتی اور نظر انداز کر دیتا/دیتی ہوں۔)	1	2	3	4	5	6	7

Section IV: You will read a series of items further assessing your job-related attitudes and behaviors. Please indicate the applicability of each item to yourself using the response scale below:

Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6

H 1.	If I should find myself in a jam at work, I could think of many ways to get out of it. جب میں ڈیوٹی پر کسی مشکل صورت حال میں پھنس جاؤں تو میں اس سے نکلنے کے کئی طریقے ڈھونڈ نکال سکتا/سکتی ہوں۔	1	2	3	4	5	6
2.	At the present time, I am energetically pursuing my work goals. فی الوقت میں بھر پور توانی کے ساتھ اپنے کام کے طے شدہ مقاصد کی جانب بڑھ رہا/رہی ہوں۔	1	2	3	4	5	6
3.	There are lots of ways around any problem. میں سمجھتا/سمجھتی ہوں کہ مسائل کے کئی حل موجود ہوتے ہیں۔	1	2	3	4	5	6
4.	Right now I see myself as being pretty successful at work. فی الوقت میں اپنے آپ کو اپنے کام میں کافی کامیاب تصور کرتا/کرتی ہوں۔	1	2	3	4	5	6
5.	I can think of many ways to reach my current work goals. میں اپنے کام کے طے شدہ مقاصد تک پہنچنے کے کئی طریقے نکال سکتا/سکتی ہوں۔	1	2	3	4	5	6
6.	At this time, I am meeting the work goals that I have set for myself. فی الوقت میں اپنے کام کے مقاصد، جو میں نے خود اپنے لیے متعین کیے ہیں، پورے کر رہا/رہی ہوں۔	1	2	3	4	5	6
E	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6

7.	میں بہت پرانے مسئلہ کے تجزیے اور اس کے حل کی تلاش میں خود اعتمادی محسوس کرتا ہوں۔								
8.	I feel confident in representing my work area in meetings with management. میں میٹنگز کے دوران اپنے کام کی نوعیت انتظار میں سامنے پیش کرنے میں خود اعتمادی محسوس کرتا/کرتی ہوں۔	1	2	3	4	5	6		
9.	I feel confident contributing to discussions about the organization's strategy. میں ادارے کی حکمت عملی کے بارے میں ہونے والی گفتگو میں حصہ لیتے ہوئے خود اعتمادی محسوس کرتا/کرتی ہوں۔	1	2	3	4	5	6		
10.	I feel confident helping to set targets/goals in my work area. میں اپنے کام سے متعلق اہداف اور مقاصد کو متعین کرنے کے دوران خود اعتمادی محسوس کرتا/کرتی ہوں۔	1	2	3	4	5	6		
11.	I feel confident contacting people outside the organization (e.g., suppliers, customers) to discuss problems. میں ادارے سے باہر افراد (جیسے کسٹمرز اور سپلائرز وغیرہ) سے رابطہ کر کے مسائل کے بارے میں بات چیت کرنے میں خود اعتمادی محسوس کرتا/کرتی ہوں۔	1	2	3	4	5	6		
12.	I feel confident presenting information to a group of colleagues. میں اپنے ساتھیوں کے گروپ کے سامنے معلومات پیش کرنے میں خود اعتمادی محسوس کرتا/کرتی ہوں۔	1	2	3	4	5	6		
R	When I have a setback at work, I have trouble recovering from it moving on. (R)								
13.	جب مجھے کام میں دھچکا لگتا ہے تو مجھے بحالی میں اور آگے بڑھنے میں دشواری ہوتی ہے۔	1	2	3	4	5	6		
14.	I usually manage difficulties one way or another at work. میں کسی نہ کسی طرح اپنے کام کی مشکلات پر قابو پا لیتا/لیتی ہوں۔	1	2	3	4	5	6		
15.	I can be "on my own," so to speak, at work if I have to. اگر ضرورت پڑے تو میں اپنے طور پر کام کر سکتا/سکتی ہوں۔	1	2	3	4	5	6		
16.	I usually take stressful things at work in stride. میں عام طور پر دباؤ والی ذمہ داریوں کو خندہ پیشانی سے قبول کر لیتا/کرتی ہوں۔	1	2	3	4	5	6		
17.	I can get through difficult times at work because I've experienced difficulty before. میں کام کے مشکل حالات سے نکل سکتا/سکتی ہوں کیونکہ مجھے ایسی مشکلات کا پہلے سے تجربہ ہے۔	1	2	3	4	5	6		
18.	I feel I can handle many things at a time at this job. میرا خیال ہے کہ میں کام کے دوران ایک ہی وقت میں کئی ذمہ داریاں سنبھال سکتا/سکتی ہوں۔	1	2	3	4	5	6		
O	When things are uncertain for me at work, I usually expect the best.								
19.	جب کام پر چیزیں میرے لیے غیر یقینی ہو جاتی ہیں تو میں عام طور پر بہترین نتائج کی توقع رکھتا/رکھتی ہوں۔	1	2	3	4	5	6		
20.	If something can go wrong for me work-wise, it will. (R) جب کبھی کام میں کچھ غلطی کا امکان ہو تو وہ غلطی میرے ہی کام میں ہو جاتی ہے۔	1	2	3	4	5	6		
21.	I always look on the bright side of things regarding my job. میں ہمیشہ اپنے کام سے متعلق چیزوں کے روشن پہلو کو سامنے رکھتا/رکھتی ہوں۔	1	2	3	4	5	6		
22.	I am optimistic about what will happen to me in the future as it pertains to work. میں کام سے متعلق مستقبل میں جو کچھ ہو سکتا ہے اس کے بارے میں بہتر امید رکھتا/رکھتی ہوں۔	1	2	3	4	5	6		
23.	In this job, things never work out the way I want them to. (R) میرے موجودہ کام میں چیزیں کبھی بھی میری مرضی کے مطابق واقع نہیں ہوتیں۔	1	2	3	4	5	6		
24.	I approach this job as if "every cloud has a silver lining." اپنی موجودہ جاب کے بارے میں میرا خیال ہے کہ ہر مشکل کے بعد آسانی ہوتی ہے۔	1	2	3	4	5	6		

Thank You Very Much for your time and cooperation in making this research more valid and valuable time.
