

# How Interactional Justice within Organisations Impacts Counterproductive Work Behaviours and Self-Efficacy in the Presence of Performance Appraisal Satisfaction

Marjan Miharja<sup>a</sup>, Rian Sacıpto<sup>b</sup>, Quyen Le Hoang Thuy To Nguyen<sup>c\*</sup>, Phong Thanh Nguyen<sup>d</sup>, Trisadini Prasastinah Usanti<sup>e</sup>, <sup>a</sup>Sekolah Tinggi Ilmu Hukum IBLAM, <sup>b</sup>Program Doktor Ilmu Hukum Unissula, <sup>c</sup>Office of Cooperation and Research Management, Ho Chi Minh City Open University, Vietnam, <sup>d</sup>Department of Project Management, Ho Chi Minh City Open University, Vietnam, <sup>e</sup>Universitas Airlangga, Email: <sup>a</sup>[marjan83miharja@gmail.com](mailto:marjan83miharja@gmail.com), <sup>b</sup>[rian.sacıpto@gmail.com](mailto:rian.sacıpto@gmail.com), <sup>c\*</sup>[quyen.nlhtt@ou.edu.vn](mailto:quyen.nlhtt@ou.edu.vn), [phong.nt@ou.edu.vn](mailto:phong.nt@ou.edu.vn), [trisadini@fh.unair.ac.id](mailto:trisadini@fh.unair.ac.id)

The aim of the current study is to examine how interactional justice impacts on counter productive work behaviour and self-efficacy and how performance appraisal satisfaction mediates the relationship between interactional justice, self-efficacy and counterproductive work behaviour. In the present economy, the data collected is from the telecommunication industry which creates higher market share within the industry. Moreover, fast mobile networks are now the most efficient way for Indonesians to catch up with more developed countries and provide coverage in even less populated regions. The deductive approach is used under for this study. The research is quantitative in nature as it provides factual data on numerical figure bases that can be easily evaluated and free from any type of the ambiguities. Similarly, the study is cross sectional. The self-administered questionnaire is used for collecting data from respondents. A simple random sampling technique is used under in study for data collection from 300 telecommunication employees. A total of 300 questionnaires are distributed out of which 270 questionnaires were collected from employees. The smart PLS is used in this study for analysing the relationship among variables. The study correlates among variables. The study's primary concern is to identify the relationship between variables such as interactional justice,

counterproductive work behaviour, self-efficacy and performance appraisal satisfaction. The study finding reveals that all hypotheses which show that interactional justice has a significant relationship between interactional justice, counterproductive work behaviour, self-efficacy and performance appraisal satisfaction have been accepted. Moreover, there are limited studies available regarding telecommunication in the human resource management department of Asian economies. Regardless, human resource management practices are not properly followed in developing countries.

**Key words:** *Interactional justice, counterproductive work behaviours, self-efficacy, performance appraisal satisfaction, telecommunication, Indonesia.*

## Introduction

HRM has become an essential department within Organisations. It is considered to be influential within organisational strategy. HRM helps the organisation to achieve success by defining policies and helping business leaders in a way that will enable the organisation to be successful. Within this strategic direction human resource management is considered to be an area that aligns human resources with the future directions of the organisation. It is relevant to note that as a result of the complexities of human behaviour and macro structural concerns, excellence, philosophy, norms, dedication and alignment of future needs continue to be ongoing issues (CIPD, 2012). Recently the role of HRM in performance improvement has been acknowledged. It has been argued that HRM practices can contribute to organisational performance by enhancing employee satisfaction . One of the most studied HR practices is performance appraisal and it is considered to be as essential part of any HRM system (Shrivastava & Purang, 2011). The existence, attainment and competitiveness of an organisation is dependent on the dedication of its members which is ultimately dependent to a large extent on the satisfaction of employees regarding the appraisal systems (Abdulkadir, Isiaka, & Adedoyin, 2012). Companies have begun to rely on human assets including the knowledge, competencies and abilities of employees as source of competitiveness. Performance evaluation is one of the essential practices in each organisation and performance appraisal is considered to be a vital process for improving the performance of both i.e. employees and organisations.

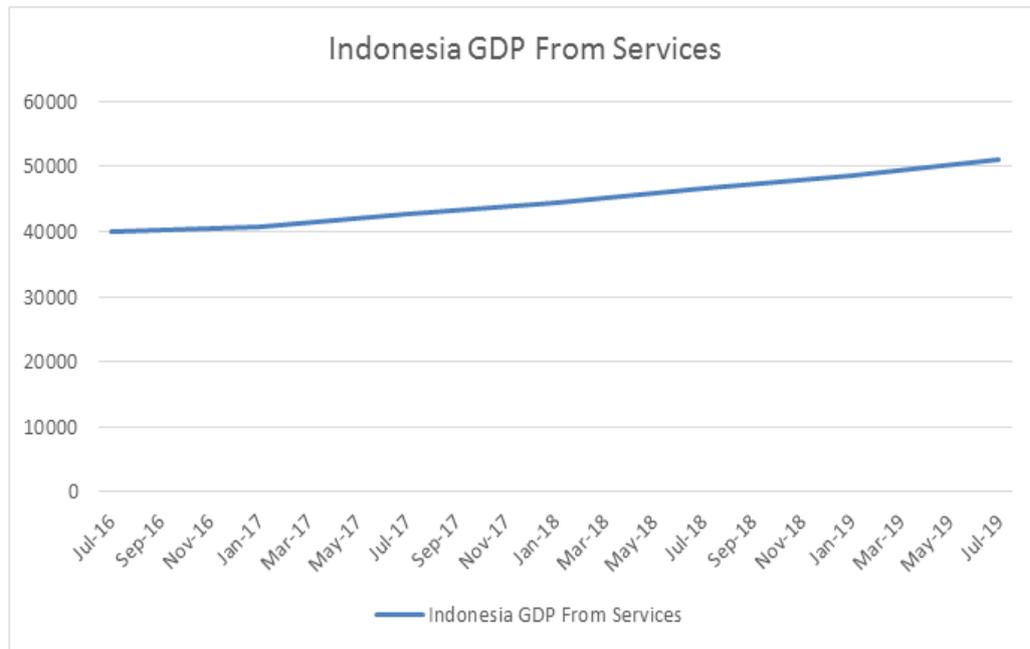
Performance has been defined as what we expect from individual or group of individuals to deliver within a given period of time. The prospective outcome of performance could be specified in terms of the effects or hard work and jobs effectiveness with consideration to circumstances which are necessary to deliver. Employee success within an organisation is influenced by a number of factors. The essential factor for development and support of effective employee is to assess their performance value by through feedback and



performance appraisals (SHANODHINI & SRIVIDHYA, 2018). Furthermore, performance appraisal assesses the employee's value in order to make decisions and recommendations for further development.

The topic of fairness has attracted the attention of many people. Societal concerns relate to lack of bias and prudence towards the social order while fairness at the organisational level concerns specific managerial areas such as distribution and rewards which employ greater influence on the excellence and competitiveness of an organisation. People's views about fairness can be considered to be a cause of their behaviour within an organisation. It has been argued that one's view about fairness can drive positive feelings such as job satisfaction, OCB and so on. The theories of interactional and organisational justice have been simultaneously developed. Previously much research has been done on defining interactional justice and its dimensions, which has been proposed as it addresses the interaction between people's viewpoints about justice and employs that perception while the exercise of justice will be influenced by the executing person's behaviour and the way they are being treated (Bies, 1986). When we treat employees in inappropriate ways and provide unsatisfactory reasons for outcomes and processes in the work setting, the consequences include negative feelings about bias and dissatisfaction (Selvarajan & Cloninger, 2012). This study is designed within the Indonesian telecommunication industry as their employees are expected to work diligently and beyond their normal working hours. Therefore, employing employees who display negative behaviours will not have a positive effect. Telecommunication comes under the services sector; therefore figure 1 shows the contribution of services to Indonesian economy

**Figure 1.**



**Source:** *Trading Economies (2019)*

Counter productive work behaviours have been defined as undesired attitudes by employees that are exhibited to harm an organisation or its employees. These kinds of attitudes have been classified into five categories : abuse, disruption, withdrawal, deviance and deception. There are diverse kinds of ways in which employee can demonstrate his or her CBWs. Furthermore, conflict, restraints, viewpoints about justice within an organisation, job satisfaction and disruptive thoughts are some of the precursors for CWBs (Griffin & Lopez, 2005). CWBs are regarded as costly for organisations, resulting in a loss of billions of dollars as a result of low morale and the intention to leave. CWBs may lack strength and be unobjectionable but they reach their targets accompanied by low job satisfaction , job withdrawal and high levels of emotional stress (Cortina, 2001). Differences at both the individual and situational level can pursue CWBs dependent on the offender's view (Martinko, Gundlach, & Douglas, 2002). Rudely spoken and unspoken attitudes exhibited by supervisors towards employees are also considered to be antecedents of CWBs. More specifically, when employees consider their superiors to be harsh as they make negative remarks it will most likely cause CWBs.

There is notable growth in research about the topic of CWBs but not enough to completely understand its determinants. Conclusions made by various meta-analyses have strengthened this argument . A weak association was found to exist between personality indicators and CBWs (Salgado, 2002). It was also found that some personality traits (agreeableness, emotional stability) are negatively associated with CWBs (Berry, Carpenter, & Barratt,

2012). Integrity was also found to be related to CWBs (Van Iddekinge, et al. , 2012). These studies support the current study practice of interactional justice and counterproductive work behaviours. In the current scenario, organisations pay attention to job performance appraisal. Fairness of performance appraisal has a direct and positive impact on motivation, performance and reinforcement of desired behaviours by employees. According to employees, interactional justice is a vital aspect of fairness , associated with the human nature of an organisation which impacts on how they felt, thought and behaved. Research as identified that a number of organisational outcomes are associated with employees' points of view of employees about interactional justice and whether they are being treated respectfully and fairly by supervisors (Jacobs et al., 2014). It has been noted that when individuals are unsatisfied with appraisal it encourages conflicts and one way to confront r these conflicts is through the engagement of CWBs. It was concluded that when individuals are satisfied and free of conflict, they will not engage in CWBs and their self-efficacy will be at a higher level resulting in high performance (Fox, Spector, & Miles, 2001). According to research, when employees feel that their appraisal is based on fairness they will focus on enriching their performance (Selvarajan & Cloninger, 2012). It has also been argued that when an individual's self-efficacy is high, he or she will perform more effectively and efficiently and become less involved in counterproductive work behaviours as opposed to individuals with low self-efficacy. In short it was concluded that organisational success is positively affected by motivation, determination and enhanced performance of individuals within an organisation.

Performance appraisal is considered to be one of the most essential HR tools and a significant part of organisation. However, this process also contributes to employee dissatisfaction who consider it useless and discriminating. It has been indicated that justice within appraisal systems has emerged as vital issue faced by HR managers (Bretz Jr, Milkovich, & Read, 1992). Most organisations attempt to use a performance appraisal score to determine salary distribution , upgrades and other incentives; however some organisations try to determine how employee perception regarding the justice of performance appraisal can influence the behaviour and performance of employees (Swiercz, et al. , 2012). When we treat employees in inappropriate ways and provide unsatisfactory reasons for outcomes and processes within work settings, the consequences will be in form of negative feelings about bias and dissatisfaction. Such responses will lead to undesirable outcomes such as deception, vengeance and intention to resign (Brown, Hyatt, & Benson, 2010). More developed interactional justice can reduce negative or undesirable responses and are considered to be vital when providing feedback (Greenberg, 1990). The existence of CWBs the workplace has been an ongoing issue for most organisations as these behaviours are both negative and harmful; researchers have been dedicated to exploring factors that contribute to CWBs (Bivens, 2016). The nucleus aim of this study is to examine the impact of interaction justice on counter productive work behaviour and self-efficacy. The presence of performance

appraisal satisfaction also mediates the relationship between interactional justice, counterproductive work behaviours and self-efficacy. Hence, the present study addresses the following research objectives:

1. To explore the relationship between interactional justice and CWBs
2. To investigate the relationship between interactional justice and self-efficacy
3. To examine the extent to which performance appraisal mediates a relationship between interactional justice and CWBs
4. To explore the extent to which performance appraisal mediates the relationship between interactional justice and self-efficacy

The basic objective of this study is to discover how interactional justice within an organisation impacts on counterproductive work behaviours and self-efficacy in the presence of performance appraisal satisfaction. Hence, it addresses the following research questions:

1. What is the relationship between interactional justice and CWBs?
2. What is the relationship between interactional justice and self-efficacy?
3. To what extent does performance appraisal mediate a relationship between interactional justice and CWBs?
4. To what extent does performance appraisal mediate a relationship between interactional justice and self-efficacy?

After a brief discussion of all variables, the literature review presents the concepts of interactional justice, counterproductive work behaviour, self-efficacy and performance appraisal satisfaction. Furthermore, after in-depth discussion about variables, the study presents the research framework, methodology, study findings, discussion and future directions for research.

## **Literature Review**

### ***Interactional Justice***

There are three types of organisational justice; interactional, distributive and procedural (Greenberg, 1990). Distributive justice has been defined as the degree to which an employee thinks that there is equal distribution of outcomes, on the other hand procedural justice has been proposed as the degree to which an employee thinks that procedures are fair (Selvarajan & Cloninger, 2012). There are number of definitions that have been proposed for interactional justice. It has been suggested that it addresses the interaction among people and various viewpoints about justice while employing employee perception about justice and how it will influence a person's behaviour (Bies, 1986). It has been also been defined as a person's perceived fairness about the interpersonal treatment during organisational

processes and obtaining organisational resources (Roberson & Colquitt, 2005). There are two sub categories of interactional justice; interpersonal justice and informational justice (Greenberg, 1990). Interpersonal justice refers to the behaviours towards employees as courteous, well mannered, honest and gracious. Informational justice refers to actions that provide sufficient explanation regarding organisational decisions and processes (Patient & Skarlicki, 2010). In the presence of high levels of interactional justice, employees feel a sense of support from their superiors. When individuals in organisations are shown respect and provided with the required information regarding their tasks, employees are most likely to feel the support of supervisors. Furthermore, leaders should recognise interactional justice within the organisation as its results not only have a strong influence but also long-term effects (Jacobs et al., 2014).

### ***Counterproductive Work Behaviours***

Counter productive work behaviours have been defined as undesired attitudes exhibited by employees to harm an organisation or its employees (Smithikrai, 2008). CWBs have been defined as attitudes that are intentional and exhibited by employees to harm both the organisation and its employees. A number of titles are available to define CWBs such as organisational deviance (Berry et al., 2012) appalling behaviours (Griffin & Lopez, 2005) hostility and unfriendliness. CWBs may be of low strength and unobjectionable but they reach their targets accompanied by low job satisfaction, job withdrawal and high levels of emotional stress (Cortina, 2001). Differences at both an individual and situational level can affect CWBs dependent on the offender's views (Martinko et al., 2002). CWBs include a number of behaviours directed towards an organisation or individual. Damaging an organisation's property, intentionally doing improper work and having unofficial leaves are regarded as examples of CWB-O, on the other hand abusing and beating employees or insulting them is considered to be CWB-P (Fox et al., 2001).

### ***Self-Efficacy***

Self-efficacy is also considered to be influenced by performance appraisal feedback. Self-efficacy has been defined as the degree to which people believe themselves to be able to control their life events (Bandura, 1997). It is different from the general construct of self-esteem, which is regarded as people's assessment of their own worth, on the other hand self-efficacy is concerned with people's self-assurance in their ability to do certain jobs or indulge in attitudes (Lightsey Jr, et al, 2006). Self-efficacy is developed by one's own know-hows of people by observation of required behaviours identified through feedback (Bivens, 2016). It has been argued that self-efficacy is an uneven feature of the personality which is dynamic. (Bandura, 1986). When it relates to the work setting, self-efficacy included other people's evaluation of his or her ability (Gist and Mitchell 1992). of Job feedback

contributes to and motivates others' behaviour and is common in every organisation (Cohen & Abedallah, 2015).

### ***Performance Appraisal Satisfaction***

Performance appraisal is not a new term, it has been used excessively used as a managerial tool in businesses in the 1980's. Previously, it was not only applied in armed forces and senior managerial positions. However, appraisal became more widely used throughout the years. However, formal evaluation of appraisal originates from the 1800's when the soldiers were assessed by a General of the US army. At that time he used global ratings, according to which he described his men as having good or bad natures (Bellows & Estep, 1954). Performance appraisal became popular in industrial settings developed in and after 1950. 61% of organisations carried out frequent performance appraisals. Performance appraisal plays a vital part in modern day organisations. In accordance with a report by CIPD in 2009 81.3% of total organisations surveyed conducted performance appraisals within an organisation as an integral part of performance management (Farrell, 2013). Performance appraisal is regarded as most employed by the HR process in an organisation in which employee performance is assessed in terms of excellence and probability to complete goals and objectives (Jacobs et al., 2014). Appraisals objectives can be broadly divided into research about a person, administration and developmental and feedback (Cawley et al., 1998). Performance appraisal is mostly employed for research purposes, which may include authentication of studies about the success level of a training program (Khan & Wisner, 2019). It has been argued that a number of decisions are guided or directed on the basis of information provided by performance appraisals (Jacobs & Colleagues, 2014).

### ***Research Hypotheses***

***H1:*** *There is a significant relationship between interactional justice and CWBs.*

***H2:*** *There is a significant relationship between interactional justice and self-efficacy.*

***H3:*** *Performance appraisal satisfaction is significantly associated with counterproductive work behaviours.*

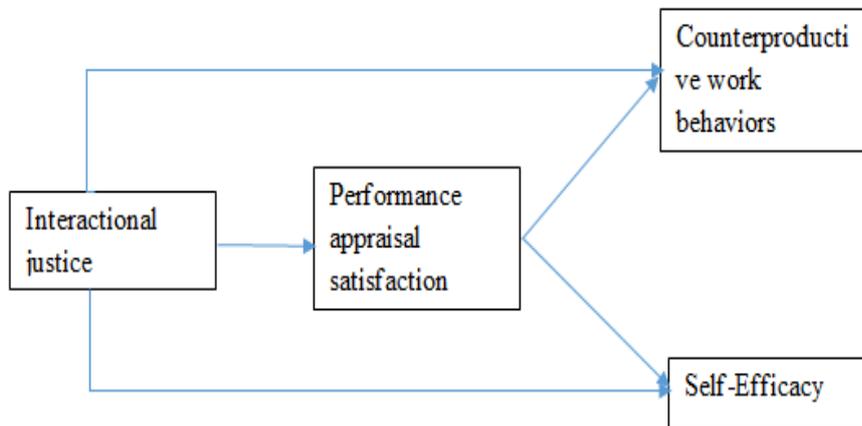
***H3:*** *Performance appraisal satisfaction is significantly associated with self-efficacy.*

***H1a:*** *There is significant mediation of performance appraisal satisfaction between relationship of interactional justice and CWBs.*

***H2a:*** *There is significant mediation of performance appraisal satisfaction between relationship of interactional justice and self-efficacy*

## Research Framework

Figure 2.



## Research Methodology

The study sample consists of telecommunication employees of Indonesia. Telecommunication has gained much importance as future generations have more know-how about latest systems. The data was collected from telecommunication employees from the top three telecommunication industries. Therefore, the study's unit of analysis consists of individuals. Data was collected from telecommunication employees about interactional justice, performance appraisal satisfaction, self-efficacy and counterproductive work behaviours. The current study described all study variables in detail. The nature of the study is cross-sectional, meaning that only one time data is collected from telecommunication employees. The study's population consists of telecommunication employees, and the sample is selected from a large population which represents the overall population.

There are many techniques available for selecting a sample from a large population. After using different techniques, the researcher can use one sample technique which represents the overall population. Furthermore, Kotrlík and Higgins (2001), examine one of the techniques for sample size which shows that the sample size must be at least 20% of the whole population. Even though the total number of populations is mostly restricted in such situations, it simplifies sample and data collection. The defined population number according to the (Krejcie & Morgan) table is used for selecting the sample size (Krejcie & Morgan, 1970). However, in the present study, the population was unlimited. Likewise, 200 to 400 respondents are sufficient for the sample size for the structural equation model (Oke, Ogunsami, & Ogunlana, 2012). On the basis of the above mentioned discussion, data was collected from 270 out of 300 telecommunication employees.

After deciding on the sample size, the next step is to consider is the sampling technique. Furthermore, there are several sampling techniques available in research; this study used the simple random sampling technique for data collection. The data was collected from telecommunication employees through administered questionnaires. The questionnaire was distributed through electronic mail, post mail, and face to face . It consists of two parts, part “1” relates to respondent demographics and part “2” consists of the entire variable related to this study. The scale was adopted from previous studies; the 5 point Likert scale is used in this study for collecting responses from employees and evaluating the relationship among variables. The **Six** item scale is employed for interactional justice, the scale adopted from the previous study. The **Four** item scale is adopted from the previous study for “performance appraisal satisfaction”. The **Five** item scale is also adopted from the previous study for “counterproductive work behaviours”. Furthermore, the **Five** item scale is used for “self-efficacy”. All scales are adopted from previous studies. The smart PLS is used for analysis. The next section discusses the study results .

## Data Analysis

**Table 1:** Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpha	CR	AVE
<b>Counter Productive Work Behaviours</b>	CWB1	0.898	0.888	0.920	0.642
	CWB2	0.898			
	CWB3	0.819			
	CWB4	0.772			
	CWB5	0.877			
	CWB6	0.894			
	CWB7	0.222			
<b>Interactional Justice</b>	IJ1	0.701	0.885	0.907	0.522
	IJ2	0.757			
	IJ3	0.749			
	IJ4	0.711			
	IJ5	0.794			
	IJ6	0.742			
	IJ7	0.709			
	IJ8	0.644			
	IJ9	0.682			
<b>Performance Appraisal Satisfaction</b>	PAS1	0.703	0.893	0.914	0.542
	PAS2	0.751			
	PAS3	0.625			

	PAS4	0.761			
	PAS5	0.809			
	PAS6	0.797			
	PAS7	0.761			
	PAS8	0.761			
	PAS9	0.633			
<b>Self-Efficacy</b>	SE1	0.789	0.840	0.893	0.676
	SE2	0.830			
	SE3	0.844			
	SE4	0.826			

Table 1 shows the measurement model assessment values which are measured by performing the confirmatory factor analysis. Factor loading values each item is greater than 0.5 which means that there is no problem with the items. As per the findings reported in table 1, CR values for variables are greater than 0.8 which satisfies the first criterion of discriminant validity. In addition, table 1 shows that AVE values are greater than 0.5 which then fulfils the second parameter for convergent validity. Therefore, it can be stated that there is no issue with the measure of convergent validity .

### *Discriminant Validity*

**Table 2:** Fornell & Larcker's Criteria

	<b>CWB</b>	<b>IJ</b>	<b>PAS</b>	<b>SE</b>
CWB	0.801			
IJ	-0.419	0.722		
PAS	-0.616	0.651	0.736	
SE	-0.402	0.59	0.753	0.822

Table 2 shows discriminant validity according to Fornell & Larckers Criteria, according to which the variables correlation by itself should be greater than the correlation with other variables. The findings reported in table 2 satisfy the criterion. Therefore, discriminant validity is established.

**Table 3:** Cross Loadings

	<b>CWB</b>	<b>IJ</b>	<b>PAS</b>	<b>SE</b>
CWB1	<b>0.898</b>	-0.353	-0.552	-0.317
CWB2	<b>0.898</b>	-0.309	-0.485	-0.276
CWB3	<b>0.819</b>	-0.377	-0.516	-0.349
CWB4	<b>0.772</b>	-0.441	-0.56	-0.456

CWB5	<b>0.877</b>	-0.342	-0.556	-0.323
CWB6	<b>0.894</b>	-0.3	-0.471	-0.272
CWB7	<b>0.222</b>	-0.154	-0.183	-0.262
IJ1	-0.236	<b>0.701</b>	0.416	0.391
IJ2	-0.282	<b>0.757</b>	0.453	0.441
IJ3	-0.305	<b>0.749</b>	0.455	0.417
IJ4	-0.414	<b>0.711</b>	0.508	0.41
IJ5	-0.321	<b>0.794</b>	0.553	0.522
IJ6	-0.272	<b>0.742</b>	0.469	0.416
IJ7	-0.26	<b>0.709</b>	0.422	0.379
IJ8	-0.338	<b>0.644</b>	0.441	0.383
IJ9	-0.274	<b>0.682</b>	0.485	0.453
PAS1	-0.404	0.498	<b>0.703</b>	0.506
PAS2	-0.518	0.559	<b>0.751</b>	0.576
PAS3	-0.43	0.382	<b>0.625</b>	0.367
PAS4	-0.378	0.472	<b>0.761</b>	0.601
PAS5	-0.534	0.494	<b>0.809</b>	0.592
PAS6	-0.394	0.48	<b>0.797</b>	0.669
PAS7	-0.385	0.507	<b>0.761</b>	0.674
PAS8	-0.63	0.416	<b>0.761</b>	0.465
PAS9	-0.402	0.485	<b>0.633</b>	0.493
SE1	-0.338	0.452	0.598	<b>0.789</b>
SE2	-0.37	0.459	0.632	<b>0.83</b>
SE3	-0.304	0.526	0.631	<b>0.844</b>
SE4	-0.314	0.503	0.617	<b>0.826</b>

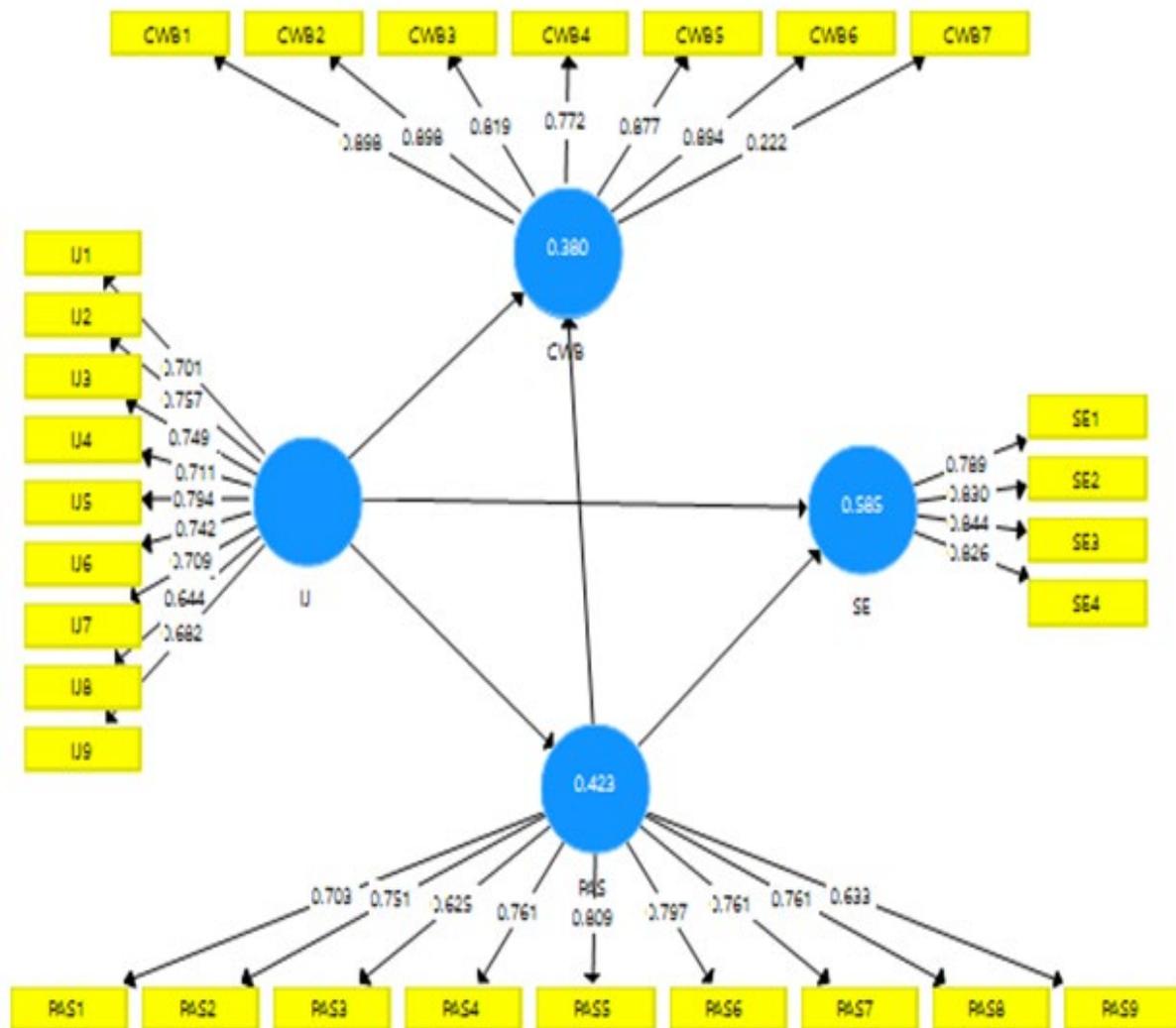
Table 3 highlights cross loading values of the constructs under study. As per the rule, loadings of a variable must be greater than other variables in the diagonal. The results are consistent with the parameters therefore, it re-affirms discriminant validity.

**Table 4:** Heterotrait-Monotrait Correlation Ratio

	CWB	IJ	PAS	SE
CWB				
IJ	0.471			
PAS	0.69	0.727		
SE	0.482	0.68	0.864	

Table 4 indicates HTMT values . HTMT value must be less than 0.90. All values are within range so there is no conflict with discriminant validity. Figure 3 shows the outcome of CFA:

**Figure 3.**



**Table 5:** Structural Equation Modelling

Hypothesis	Beta	SD	t value	p value
IJ -> CWB	-0.032	0.046	0.704	p>0.05
IJ -> PAS	0.651	0.024	27.034	p<0.05
IJ -> SE	0.173	0.031	5.508	p<0.05
PAS -> CWB	-0.595	0.042	14.333	p<0.05
PAS -> SE	0.641	0.029	21.992	p<0.05

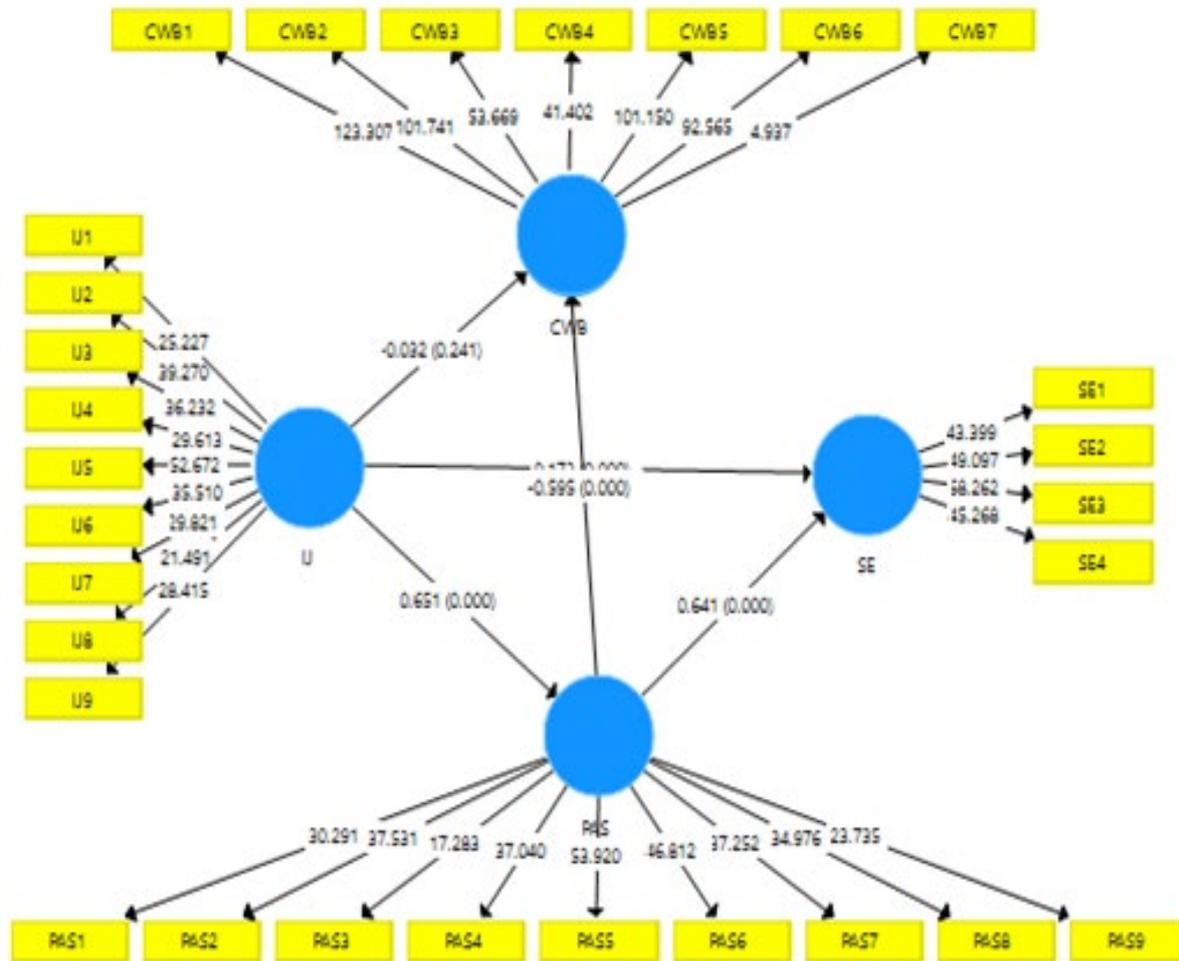
Table 5 highlights the values of direct relationships between variables. As per the findings reported, interactional justice is positively and significantly associated with performance appraisal satisfaction and self-efficacy valued at 0.651 and 0.173 respectively. However, the relationship between interactional justice and counter productive work behaviour is not significant, therefore the hypothesis is not accepted. In addition, performance appraisal satisfaction is significantly associated with counterproductive work behaviours and self-efficacy valued at -0.595 and 0.641 respectively. Therefore, the results support the research study model.

**Table 6:** Specific Indirect Effects

Hypothesis	Beta	SD	t value	p value
IJ -> PAS -> CWB	-0.387	0.03	13.029	p<0.05
IJ -> PAS -> SE	0.417	0.025	16.574	p<0.05

Table 6 showing the values of mediation of performance appraisal satisfaction between the relationships of independent and dependent variables. It found negative significant mediation between interactional justice and counterproductive work behaviours valued at -0.387, which means that when employees are observing interactional justice they will be less inclined towards counterproductive work behaviours. Furthermore, if employees are also satisfied with their performance appraisal they will be less inclined towards counterproductive work behaviours. In addition, performance appraisal satisfaction has also been found to significantly mediate association between interactional justice and self-efficacy. Therefore, when employees observe interactional justice and they are also satisfied with their own performance appraisal, their self-efficacy will tend to increase. All mediation hypotheses are accepted. Figure 4 below shows the outcome of structural equation modelling:

Figure 4.



## Conclusions and Future Recommendations

The core aim of this study is to examine the relationship of interactional justice with counterproductive work behaviours and self-efficacy. This study has also examined the mediation effect of performance appraisal satisfaction on interaction justice, counterproductive work behaviours and self-efficacy. All hypotheses of this study have been accepted and supported by previous research. Hypothesis H1 highlights the significant relationship between counter productive work behaviours (Bivens, 2016; Chang & Smithikrai, 2010; Smithikrai, 2008). CWBs have become an important topics among scholars not only due to theoretical reasons but also as a result of contemporary gossip . They are regarded as extremely costly attitudes in terms of causing harm to an organisation. In accordance with the views of Bivens, (2016), 15% of individuals considered for study have admitted that they have stolen something from employers at least once. It has been revealed that 33% to 75% of all individuals within organisations are engaged in deception,

misrepresentation, harm to the organisation and other employees. CWBs not only result a loss of billions to the organisation, they also have a negative impact on employees. For example, if an employee is being targeted it will increase low job satisfaction and high stress as well increasing the likelihood of resignation. It has become important for the well-being of leaders within organisations to understand who is engaged in such behaviour in order to avoid costs (Moore, 2012). Therefore, it is important to examine the impact of interactional justice on counterproductive work behaviours and self-efficacy, as counterproductive work behaviours also contribute towards low self-efficacy and job performance. Perceptions of injustice by the employee during performance appraisal can lead to the low self-efficacy. Hypothesis H2 is also accepted which shows the significant relationship between interactional justice and self-efficacy. Therefore, as organisations provide interactional justice to employees, their confidence level to perform increases. Performance appraisal satisfaction also plays a vital role in interactional justice, counterproductive work behaviour and self-efficacy. Hypotheses H3 and H4 are also accepted and the previous literature also support them (Bandura, 1977; Barrick & Mount, 1991; Ferry, 2018; Salgado, 2002; Swiercz et al., 2012). They indicate that when interactional justice is provided to employees, their counter productive work behaviour reduces and performance appraisal satisfaction is also boosted. At the same time, when interactional justice is provided to employees, their scale of self-efficacy increases and their performance appraisal satisfaction is enhanced. In order to create a competitive edge within organisations there is a need to improve human resource management functions. This study attempts to cover the gap considered to be a the hurdle in performance. It also considers other factors for enhancing individual performance however further factors such as employee engagement and demographical profile of telecommunication employees will also be considered in the future, for instance, a longitudinal study could be performed for deeper understanding. This study used cross-sectional and simple random sampling techniques due to the availability of limited resources.

## REFERENCES

- Abdulkadir, D. S., Isiaka, S. B., & Adedoyin, S. I. (2012). Effects of strategic performance appraisal, career planning and employee participation on organisational commitment: An empirical study. *International Business Research*, 5(4), 124.
- Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioural change. *Psychological review*, 84(2), 191.
- Bandura, A. (1986). Social foundations of thought and action. In D. F. Marks (Ed.), *The Health Psychology Reader*: SAGE Publications.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York, NY, US: W H Freeman/Times Books/ Henry Holt & Co.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel psychology*, 44(1), 1-26.
- Bellows, R. M., & Estep, M. F. (1954). Employment psychology: the interview.
- Berry, C. M., Carpenter, N. C., & Barratt, C. L. (2012). Do other-reports of counterproductive work behaviour provide an incremental contribution over self-reports? A meta-analytic comparison. *Journal of applied psychology*, 97(3), 613.
- Bies, R. J. (1986). Interactional justice: Communication criteria of fairness. *Research on negotiation in organisations*, 1, 43-55.
- Bivens, J. (2016). *The effects of interactional justice perceptions of performance appraisal feedback on appraisal satisfaction, counterproductive work behaviours, and self-efficacy*. Southern Illinois University at Edwardsville.
- Bretz Jr, R. D., Milkovich, G. T., & Read, W. (1992). The current state of performance appraisal research and practice: Concerns, directions, and implications. *Journal of management*, 18(2), 321-352.
- Brown, M., Hyatt, D., & Benson, J. (2010). Consequences of the performance appraisal experience. *Personnel review*, 39(3), 375-396.
- Chang, K., & Smithikrai, C. (2010). Counterproductive behaviour at work: an investigation into reduction strategies. *The International Journal of Human Resource Management*, 21(8), 1272-1288.
- CIPD, H. (2012). Profession Map—Our Professional Standards. *Chartered Institute of Personnel and Development*.

- Cohen, A., & Abedallah, M. (2015). The mediating role of burnout on the relationship of emotional intelligence and self-efficacy with OCB and performance. *Management Research Review*, 38(1), 2-28.
- Cortina, L. M. (2001). Assessing sexual harassment among Latinas: Development of an instrument. *Cultural Diversity and Ethnic Minority Psychology*, 7(2), 164.
- Farrell, A. (2013). *An investigation into Performance Appraisal effectiveness from the perception of Employees in an Irish Consumer Services Company*. Dublin, National College of Ireland.
- Ferry, A. J. (2018). *Understanding the antecedents of employee sustainability behaviours: Measuring and theorising self-and collective efficacy for sustainability*. University of Cape Town.
- Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behaviour (CWB) in response to job stressors and organisational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of vocational behaviour*, 59(3), 291-309.
- Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of management review*, 17(2), 183-211.
- Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of applied psychology*, 75(5), 561.
- Griffin, R. W., & Lopez, Y. P. (2005). "Bad behaviour" in organisations: A review and typology for future research. *Journal of management*, 31(6), 988-1005.
- Khan, H., & Wisner, J. D. (2019). Supply Chain Integration, Learning, and Agility: Effects on Performance. *Journal of Operations and Supply Chain Management*, 12(1), 14.
- Kotrlik, J., & Higgins, C. (2001). Organisational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19(1), 43.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Lightsey Jr, O. R., Burke, M., Ervin, A., Henderson, D., & Yee, C. (2006). Generalized self-efficacy, self-esteem, and negative affect. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 38(1), 72.
- Martinko, M. J., Gundlach, M. J., & Douglas, S. C. (2002). Toward an integrative theory of counterproductive workplace behaviour: A causal reasoning perspective. *International Journal of Selection and Assessment*, 10(1-2), 36-50.



- Moore, C. M. (2012). The role of school environment in teacher dissatisfaction among US public school teachers. *Sage Open*, 2(1), 2158244012438888.
- Oke, A. E., Ogunsami, D. R., & Ogunlana, S. (2012). Establishing a common ground for the use of structural equation modelling for construction related research studies. *Construction economics and building*, 12(3), 89-94.
- Patient, D. L., & Skarlicki, D. P. (2010). Increasing interpersonal and informational justice when communicating negative news: The role of the manager's empathic concern and moral development. *Journal of management*, 36(2), 555-578.
- Roberson, Q. M., & Colquitt, J. A. (2005). Shared and configural justice: A social network model of justice in teams. *Academy of Management review*, 30(3), 595-607.
- Salgado, J. F. (2002). The Big Five personality dimensions and counterproductive behaviours. *International journal of selection and assessment*, 10(1-2), 117-125.
- Selvarajan, T., & Cloninger, P. A. (2012). Can performance appraisals motivate employees to improve performance? A Mexican study. *The International Journal of Human Resource Management*, 23(15), 3063-3084.
- SHANODHINI, A., & SRIVIDHYA, D. (2018). A Study on Employee Performance Appraisal System in Educational.
- Shrivastava, A., & Purang, P. (2011). Employee perceptions of performance appraisals: a comparative study on Indian banks. *The International Journal of Human Resource Management*, 22(03), 632-647.
- Smithikrai, C. (2008). Moderating effect of situational strength on the relationship between personality traits and counterproductive work behaviour. *Asian Journal of Social Psychology*, 11(4), 253-263.
- Swiercz, P. M., Bryan, N. B., Eagle, B. W., Bizzotto, V., & Renn, R. W. (2012). Predicting employee attitudes and performance from perceptions of performance appraisal fairness. *Business Renaissance Quarterly*, 7(1).
- Trading Economies. (2019). Indonesia GDP From Services. Retrieved 31st October, 2019, from <https://tradingeconomics.com/indonesia/gdp-from-services>
- Van Iddekinge, C. H., Roth, P. L., Raymark, P. H., & Odle-Dusseau, H. N. (2012). The criterion-related validity of integrity tests: An updated meta-analysis. *Journal of applied psychology*, 97(3), 499.