

**RELATIONSHIP OF MACHIAVELLIAN LEADERSHIP TO COUNTERPRODUCTIVE
WORK BEHAVIOR WITH MEDIATING MECHANISM OF JUSTICE PERCEPTIONS:
EVIDENCE FROM TANNER SECTOR OF PAKISTAN**

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Abstract: *The study aims to evaluate the association between Machiavellian leadership and counterproductive work behavior (CWB) in Pakistan's tannery sector. In these relationships, the study also investigated the mediating role of perceptions of justice. Data from 353 respondents were gathered using self-administered questionnaires from Pakistan's tannery sector. Through structure equation modelling, data was analyzed and the hypothesized relationships were tested. The existence of Machiavellian leadership leading to CWB in the field of tanners was demonstrated by quantitative results. Justice perceptions mediate the relationship between the leadership of Machiavellian and the CWB. In order to reduce the effect of Machiavellian leadership behavior in the workplace to reduce CWB, Tanneries should conduct various training sessions. Future studies on horizontal violence and organizational politics can carry out destructive leadership.*

Key words: *Machiavellian leadership, CWB, Justice Perceptions, Tanners Sector*

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1. Introduction

The organizational research is substantially emphasizing the constructive behavior of employees at the workplace which includes, productivity, motivation, organizational commitment, and job satisfaction. Compared to the positive side of the organizational behavior, negative side has received much attention by the researchers. However, absenteeism has been investigated. The researchers began to assess these crucial employee conducts that have a significant influence on both the organization and the individual employee. There are many ways for staff to contribute to the value of the organization, but certain actions of the employees are adversely linked with the values and system of the organization or often become the source of serious harm to the organization. Contra productive work behavior (CWB) is the term that was coined for such behavior, and it is described as the deliberate conducts of organizational staff that looks opposing to the organization's legitimate interests (Spector et al., 2005). Machiavellian leaders are dishonest, manipulative and have a strange state of mind that is very different from morality. Likewise, they are willing to violate the laws and regulations that are detrimental to others to get what they want in the scenario. Accordingly, Machiavellianism includes destructive aspects of leadership behavior. As Machiavellianism is a destructive construct of leadership, in addition to nasty behavior, they fall into workplace mistreatment.

CWB is the outcome of organizational injustice and it is because organizations are social market places where different human behaviors work together to achieve organizational goals

(Mbaeze & Onyeneke 1997). Many behavioral results include CWB. Similarly, Moorman (1991) concluded that fair treatment among various employees is essential for organizations to prevent anti-social behavior that leads to the perception of organizational justice.

2. Literature Review and Hypotheses Development

2.1 Counterproductive Work Behavior

Counterproductive work conduct (CWB) is also referred to as workplace deviance, which substantially considered as the substantial aspect of job performance. In the same sense, Spector et al., (2005) has defined CWB as the wide range of particular actions which possibly have adverse consequences for both organizations and employees. This has not been confused with incivility or behaviors that possibly differ from the norms of an organization (Bunk & Magley, 2013). Similarly, Fox and Spector (1999) have reported that it is a volunteer behavior in which individuals involve in different kinds of destructive constructs which consequently harm the organization. From this perspective, it can state that this kinds of the conducts by employees possibly the source of lack of motivation, because absence of the motivation substantially linked with the organizational expectation and this adverse association possibly predict adverse consequences toward the organization norms (Kaplan, 1975). In line with this, Fox and Spector (2005) have reported that such kind of deviant behavior may lead toward the severe aggression, deliberate harmful conduct, and carelessness at the workplace. Similarly, in the manner of active

versus passive, CWB can be the organization, passive means to withdrawal, while active means to aggression, theft, and sabotage.

The target of respective conducts possibly different in the distinct ways such as organizational (CWB-O) or interpersonal (CWB-I). In this regard, the behavior will solely become harmful for the colleagues or organizations (Hershcovis et al., 2007). Though, the association of CWB-O and CWB-I was meta-analyzed by Dalal et al. (2005) and the results of their meta-analysis were reported that both paradigms are substantially associated to each other because $p=0.07$. However, the core findings of their study were reported both constructs are not associated to each other, even their separation is supported by the theoretical foundations. Therefore, it can state that CWB-I and CWB-O are two different constructs.

2.2 Machiavellian Leadership

In his book "The Prince" in the 16th century, Niccolò Machiavelli pioneered the concept of Machiavellianism, in this book he explained this concept as to how political leaders impact people to gain their benefits and stay in power, and this depends on their power to manipulate others (Judge et al., 2009). Christie and Geis (1970) explained on the basis of Machiavelli's political concept that Machiavellianism means to the traits of personality of the individual in which they envisioned to deceive others to achieve their advantages. Although several studies on Machiavellianism of this era have found that the study of Christie and Geis (1970) has been used to build their foundations. Machiavellianism as a "social behavior strategy which involves manipulating others for personal gain, often against the self-interest of the other". Although manipulators have found

that by intentionally deceiving others without thinking about the long-term consequences of their actions, they concentrate on achieving their short-term objectives (Kessler et al., 2010). In line with this every person can manipulate others, while some people are more capable of influencing others, and some people are less capable of manipulating others. Manipulation tactics are therefore used by individuals grounded on their ability to deceive others to achieve their gains (Fehr & Samsom, 2013). Similarly, it will be worth mentioning that leaders have a higher level of manipulative skills that tend to significantly affect their assistants, thus discouraging people from performing better just because of the leaders' negative behavior.

H1: There is positive association between Machiavellian leadership and CWB.

2.3 Justice Perceptions

From the last few decades, organizational justice in terms of justice perception have been considered as the widely researched field, and the researchers intended to demonstrate justice perception in the vast and comprehensive phenomenon (Ambrose, 2002). Similarly, Greenberg (1987) has first-time used the concept of organizational justice in order to illustrate how employees think about the procedures of their organization and what kinds of perceptions they have about their organizations. Though organizational justice substantially linked with the perception of the individual regarding organization behavior is fair to them or not (Ambrose, 2002). Therefore, it will be crucial to comment that organizational can be considered as the substantial predictor of individual's perceptions in terms of organizational justice.

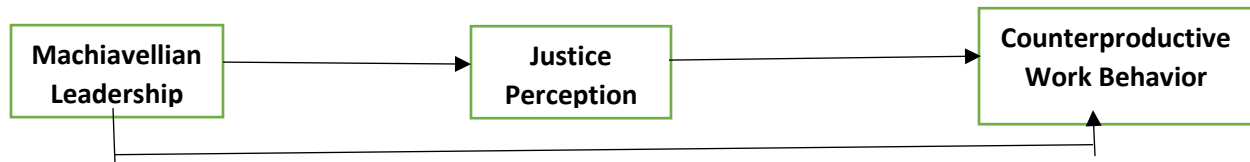
Organizational justice has been considered as the crucial factor which can be predicted through the perceptions of individuals. Therefore, it has been divided into four different factors such as “distributive justice, procedural justice, interactional justice and information justice”. The distributive justice has been considered as the fair treatment and address the primary targets of the employees which includes remuneration, promotion, and reward (Colquitt, 2008; Colquitt & Shaw, 2005). Furthermore, Folger and Cropanzano,

(1998) has stated that procedural justice addresses the primary issues of justice which includes methods, mechanism, and process within the organization. In contrast, interpersonal communication can be predicted and explained by the informational justice.

H2: Justice Perception negatively associate with Counterproductive work behavior.

H3: Justice Perception mediates the relationship of Machiavellian leadership and CWB.

Conceptual Model Development



3. Methodology

This study has spread self-administered survey questionnaire among the employees of Tanner sector of Pakistan. The tanner sector includes leather products and leather manufacturing. This sector has consistent importance because of rising contribution to the GDP such 5.4% and absence of the research studies. The Tanner industry have been considered as the second-largest exporting industry of Pakistan just after the textile industry. However, Pakistan Bureau of Statistics (2018) has indicated that the Tanner sector’s contribution in Pakistani economy is remarkable and it is substantially providing benefits to the country in terms of rising contribution to GDP and providing employment. It has contributed to the Pakistani GDP approximately US\$ 874 million in 2018, and it has expected that this contribution can be

increased by expanding the industry in more constructive ways.

For data collection, employees who worked in management staff (“Top, Middle and Frontline managers”) were carefully chosen. A total of 398 responses were received, out of which 45 were incomplete and invalid for data analysis, therefore, this study has selected 454 responses as valid and for data analysis, questionnaires comprising 88 percent of usable answers. In the measurement of variables, the Machiavellian leadership does whatever it is, leading to the idea of “the ends justify the means” (Deluga, 2001, p. 341). The Dahling et al (2009) developed seventeen item scales from one (strongly divergent) to five (strongly agreed). Justice perceptions were measured on the twenty-item scale given by Neihoff and Moorman (1993) from one to five (strictly unanimous). Counter-productive labor

behaviors, which reveal employee performance in jobs that adversely impair organizational efficiency (Lau, Au, & Ho, 2003) were measured by ten-point scale from one (in a strong disagreement) to 5 (strong consensus) developed by Spector, P.E (2010).

4. Results and Discussion

The descriptive analysis showed that minimum value is 13, while maximum value is 145, for respondents less than 20 or 20. Male respondents also have a majority of 297 respondents and a minority of 56. A majority of 212 respondents and a minority of 141 respondents are single respondents. The size of

the company thus demonstrates that the majority of employees have a value of 38.2 and a minimum of 2.5%. And employees show a majority of employees below 1 year worth 27.8% and a minority of employees over 10 years' worth 5.1. Employee positions show a majority of non-managers at a value of 54,4 percent while managers show a minority at a value of 45,6.

The reliability of data is necessary to examine certain useful data evidence before it is measured. The total reliability was 0.912, and the following table showed individual reliabilities:

Table 4.1 Reliability Analysis

Variables	Cronbach's Alpha	No. of Items
Mach	.923	16
CWB	.927	10
JP	.904	20

4.1 Correlation Analysis

The primary function of correlation analysis is to highlight the binary association between variables. The correlation analysis delivers the association degree and strength while the

causative impact of one variable is not determined by another variable. Machiavellianism and perceptions of justice relate positively to counterproductive labor ($r=.610, .202$ and $.419$ to $p<0.01$).

Table 4.2 Correlations Analysis (N=353)

Variables	1	2	3
CWB	1		
Mach	.610**	1	
JP	.202**	.419**	1

** P< 0.01 (2 tailed).

* P< 0.05 (2 tailed).

4.2 Structural Equation Modeling

Structural equation modelling (SEM) is a multivariate statistical process in which scientists use latent variables with multiple

indicators to test different theoretical models. The following table shows all variables with fit indexes for further analysis.

Table 4.3 Model Fit Summary

Model	CMIN/DF	RMR	GFI	CFI	AGFI	RMSEA	PCLOSE
Mach	.536	.050	.935	1.000	.850	.000	.913
CWB	.862	.046	.894	1.000	.882	.000	.647
JP	3.327	.023	.988	.994	.935	.080	.115

4.3 Structural Model

After verifying the fitness of measurement model, it would be important to analyze the structural model of this study. Though the structural model depicted that Machiavellian leadership have substantial association with

justice perception and CWB. The following table represented that the model is acceptable because the proposed associated are existed. It implies that Machiavellian leadership have substantial association with justice perception and CWB because $p < 0.001$.

Table 4.4 Model Fit Summary

Model	CMIN/DF	RMR	GFI	CFI	AGFI	RMSEA	PCLOSE
Proposed Model	3.74	.051	.910	.890	.840	.071	.823

Table 4.5 Standardized Regression Weights

Paths of Variables	Estimates	P-Value
JP <----- Mach	.235	***
CWB <----- Mach	.173	***
CWB <----- JP	-.002	***

*** $p < .001$

4.4 Mediation Analysis

The mediation study was analyses by means of SEM by bootstrapping, and a sampling technique was used to estimate standard errors in the distribution of samples and also establish a confidence interval. In order to obtain mediating results through bootstrapping (Bootstrap N=3000 with a 95 percent

confidence interval), the indirect, direct and total effect were evaluated using conceptual framework.

In mediation analyzes, Machiavellian leadership has a partial mediation impact with perceptions of justice and counterproductive work behavior since it has important paths (tab. 4.20).

Table 4.6 Inference for Mediation

Paths	Direct Beta without Mediation	Direct Beta with Mediation	Indirect Beta	Result
Machiavellian leadership-→justice perception-→counterproductive work behavior	.639***	.507***	.072***	Partial Mediation

*** p < .001,

Table 4.7 Summary of Hypotheses

Relational Hypotheses	Status
<i>H1</i> : There is positive association between Machiavellian leadership and CWB.	Supported
<i>H2</i> : Justice Perception negatively associate with Counterproductive work behavior.	Supported
<i>H3</i> : Justice Perception mediates the relationship of Machiavellian leadership and CWB.	Supported

5. Conclusion and Recommendations for Human Resource

This study aims to investigate the Machiavellian leadership in the tanner sector in Pakistan with a mediation mechanism for perceptions of justice. In the current study, there were three hypotheses and all hypotheses were supported. The Machiavellian leadership had a positive association with counterproductive work behavior. Justice conceptions have a mediation effect with counterproductive working behavior in Machiavellian leadership. Results show that the tannery industry has certain leadership complications as the study showed that Mach has leaders who are the source of CWB in organizations.

This study provides practitioners with new insights. Organizations move from one job to another. It is therefore vital to pay attention to

the behavior of the team leader. Organizations must identify the leaders of Machiavelli by reducing CWB in their workplace. An appropriate approach would be to implement a leadership/supervision training program that includes exchanging leadership roles, group discussions and lectures in classrooms that provide the effects of abusive supervision. These types of training sessions must involve identified abusive leaders. To achieve fruitful results, organizations must receive feedback before and after the session. Leaders should consider those staff working, because their assistants possibly consider different behavior of leaders in accordance with different events and times. Though at all times and in all situations, one leadership style may not be effective, leaders must understand its nature and style of communication with subordinates. Accordingly, subordinates expect their

leaders/supervisors to play an essential role in ethical behavior. Thus, managers should practice ethical conduct to improve employee performance in the workplace.

There is no doubt that counterproductive work behavior in organizational culture (CWB) exists and they want to minimize it. Senior management can do this when it comes to rules, procedures and policies. Tanning organizations should demonstrate several training sessions in order to minimize the impact of destructive leadership behavior, eventually reducing counterproductive work behavior in the tanner industry.

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