

Investigating the Role of Organizational Pessimism and Injustice in Explaining Counter Productive Behaviors

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Abstract: Now a days citizen behaviors in the organizations of world have been declined, meanwhile counterproductive behaviors are increasing. Counterproductive behaviors include a wide range of behaviors such as flippancy, abuse and theft while counterproductive behaviors have been increasing in employees' organizational life seriously. The aim of performing this research is to investigate the impact of organizational pessimism and organizational injustice on employees' counterproductive behaviors in a public hospital. This is an applied research in respect of goal, and it is descriptive and analytical in respect of nature. To test research hypotheses, and to obtain the results, Lisrel 8.5 Software and conformity factor analysis model have been used. The results obtained from testing hypotheses of this research showed that employees' organizational pessimism increase causes their counterproductive behaviors increase in a public hospital. Organizational injustice increase causes employees' counterproductive behaviors increase. Organizational injustice increase also causes employees' organizational pessimism increase in a public hospital. Employees' organizational pessimism and organizational injustice cause employees' counterproductive behaviors increase in public hospitals.

Key words: Organizational pessimism, organizational injustice, counterproductive behaviors, hospital, Iran

INTRODUCTION

The study of unethical behaviors of the employees of organizations and industries, compared with the study of positive behaviors, focused on efficiency and productivity, has shorter history. Although, certain types of negative and unethical behaviors in workplaces have been studied before, the scientific and systematic study of such behaviors has begun in recent years. Researchers have shown that civic and citizen behaviors in the organizations are decreasing, while the hostile and counterproductive behaviors are increasing. Counter productive behaviors include a various range of behaviors such as impoliteness, indifference, theft and other aggressive behaviors. The fact is that counter productive behaviors are increasing in employees' organizational life. However, counterproductive behaviors and interactions in the workplace is very problematic, because those who intend to commit counterproductive behaviors repeatedly are in contact and interaction with their targeted people and would cause the incidence of many negative interactions in the organization (Kisamore *et al.*, 2010).

Counterproductive and deviant behavior is a common problem that exists in almost all organizations, particularly in less developed and developing countries. Counterproductive behaviors cause the organization to witness productivity decrease, costs increase, incomplete and inadequate work and destruction and damage to the position and reputation of the organization (Nasir and Bashir, 2012).

Various researches have shown that organizational pessimism impacts on various factors that can greatly impact on the success of an organization. Those who are pessimist about the organization would less probably show meta-role and citizen behaviors of themselves and have less commitment to the organization and pacing with the organizational changes and do not support the decisions of organization either. Many organizational leaders have also found out that pessimistic attitudes are great problem for them and the organization and perform many efforts to reduce pessimism in their organization (Fitz Gerald, 2002).

Many empirical evidences also imply the important role of justice in employees' measures and relationships in the organization. Many researchers believe that if the

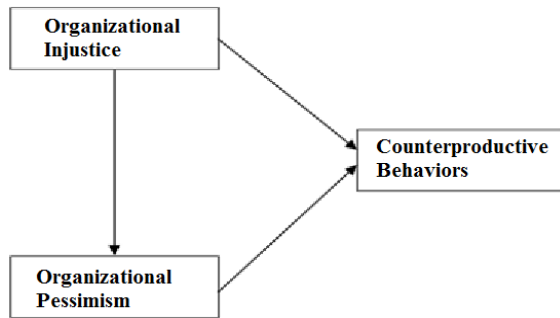


Fig. 1: Research conceptual model and framework

employees perceive organizational decisions and management measures as biased and injustice, they more likely feel resentment, outrage, and even anger. Instances of reaction to perceived injustice include the positive relationship of injustice and absence, theft and hostility feeling (James, 2005).

In this research it will be tried to investigate the impact of organizational pessimism and organizational injustice on counterproductive behaviors of the employees of public hospital by using the research conceptual framework and model (Fig. 1). Since, it seems that in public hospitals the highest factor impacting on employees' organizational pessimism increase is injustice towards the employees, that this factor will have direct impact on employees' performance and negligence.

Counter productive behaviors concept: Counter productive behavior or destructive work behavior is “the intentional behavior that violates the organizational norms and threatens the health of organization or its employees, or both of them” (Colbert *et al.*, 2004). Deviation is an intentional act, because the employees do not have motivation for complying with norm expectations or they are motivated to violate these expectations.

Spector and Fox (2005) have raised that counterproductive behaviors at the most general and public level include offending behaviors and actions performed with the intention of damaging the organization and its stakeholders (such as clients, colleagues and supervisors) (Spector and Fox, 2005).

Researchers have defined such behaviors variously. Various researchers named these behaviors various titles such as organizational deviance, antisocial behavior, organizational misbehavior, dysfunctional behaviors, workplace aggression and workplace deviance. In spite of various and numerous titles, there are specific features that are common among all definitions (Gallagher, 2009).

Along with researches performed about destructive behaviors, this fact should be emphasized that almost different forms of destructive or counter productive

behaviors have positive correlation with each other. This finding has not only been observed in the studies and classification of managers and widespread self-report of supervisors but it has also been observed in the studies in which only one or several samples of counter productive behaviors have been measured. Actually, at public level all counterproductive actions and behaviors have the common feature of overriding the legitimate interests of an organization and they are potentially harmful for the members or the whole organization. Thus, the following conditions are essential to consider a behavior as a destructive work behavior.

The sample behavior should be an intentional measure or action (contrary to misfortune or unintentional) regardless of the sensible consequences of behavior. It should be regarded that in such conditions the underlying motivation behind the behavior is determinant. The behavior should be destructive potentially and predictably. In such conditions it is not essential that the behavior leads to undesirable result. Meaning that even if the behavior at the moment of committing does not have negative and undesirable consequences, it is not the reason that we do not consider the mentioned behavior as destructive. The third condition is that the behavior should be in contrast with legitimate interests and benefits of employees and organization, even if it is not more important than the legitimate benefits that brings for people and organization (Golparvar and Khaksar, 2008).

Types of deviated work behaviors: Typology of employees' deviated behaviors is useful for the development of systematic studies in this field and makes us enable to achieve a comprehensive theory about them. Many classifications have been done concerning deviated work behaviors that in one of the most major classifications, deviated work behaviors are divided into two groups of constructive or positive deviated work behaviors and destructive or negative deviated work behaviors:

Constructive deviated behaviors: Intentional behavior that by violating organizational norms helps the health of organization and its members and facilitates achieving organizational goals, such as creative behaviors in role, incompatibility and criticizing incompetent supervisors (Galperin and Burke, 2006).

Destructive deviated behaviors: Intentional behaviors such as theft, sabotage that by violating organizational norms threaten the health of organization and its members.

Typology of destructive or negative deviated work behaviors is different in respect of two dimensions of “interpersonal and organizational” and “serious and minor”. The result of these two dimensions is a two dimensional diagram that names deviated work behaviors in four quadrants: production deviance, property deviance, political deviance and personal deviance (Muafi, 2011).

Organizational pessimism: Pessimism is raised as a new paradigm of worker- employer relationship and it is resulted from various factors of long working hours, intense volume work, inefficient leadership and management and many other factors (Cartwright and Holmes, 2006). Generally, two important definitions have been offered about organizational pessimism that are mentioned below:

Andersson defines organizational pessimism as a general and specific attitude which is formed due to hopelessness, frustration, negative feelings and distrust about the organization (Kalagan and Aksu, 2010). Based on the theories such as Expectancy Theory, Attribution Theory, Social Exchange Theory and Social Motivation Theory, the organizational pessimism can be defined as.

Organizational pessimism is a negative attitude towards the organization: believing that the organization lacks honesty, negative feeling towards the organization and tendency towards disparaging and malicious behaviors towards the organization (Kalagan and Aksu, 2010).

Dimensions (elements) of organizational pessimism:

Organizational pessimism has been defined as a negative attitude towards the organization and includes three dimensions:

- Believing that the organization does not have honesty
- Negative feeling towards the organization and
- Attitude to show disparaging and malicious behaviors towards the organization that correspond and are in line with these negative beliefs and feelings (Cartwright and Holmes, 2006)

Organizational justice: In organization and management literature, the word organizational justice has been firstly used by Greenberg (1987). According to Greenberg, organizational justice is related to employees’ perception of working fairness in the organization. He applies this term for explaining and interpreting the fairness role in workplace. Organizational justice refers to the employees’ feelings and perceptions of the ratio of fair and equality in behaviors and work relationship.

Organizational justice refers to the employees’ perceptions about fair and just decisions and decision making processes within an organization (Javadin *et al.*, 2008). Organizational justice is a variable that is applied to describe justice which is directly related to job situations. In organizational justice, it is particularly raised that in what ways the employees should be treated so that they feel that they have been behaved fairly.

Research have shown that justice processes play important role in the organization and the way of behaving people in the organization might impact employees’ beliefs, feelings, attitudes and behaviors. Behaving the employees fairly by the organization generally results in their higher commitment towards the organization and becomes their meta-role citizen behavior. Moreover, those who feel injustice, more likely leave the organization, or show low levels of organizational commitment of themselves and might even begin abnormal behaviors like vengeance. Therefore, understanding how people judge about justice in their organization and how they respond to the perceived justice or injustice are among the basic topics, particularly for understanding organizational behavior (Yaghubi *et al.*, 2009).

Research model and hypotheses: The hypotheses of this research, based on research model are:

- Employees’ organizational pessimism increase causes their counterproductive behavior increase
- Organizational injustice increase causes employees’ counterproductive behavior increase
- Organizational injustice increase causes employees’ organizational pessimism increase

Organizational pessimism

Conceptual definition: Organizational pessimism has been defined as a negative attitude towards the organization and it is believed that organization lacks honesty (Kalagan and Aksu, 2010). Organizational pessimism includes frustration, disillusionment and negative feeling towards the organization and this negative attitude is formed by experiences in the workplace (Brown and Cregan, 2008).

Operational definition: In this research organizational pessimism is also the belief that the word and deed of organization is not the same and the organization lacks honesty, and having the feelings of anger and discomfort about the organization. The measurement indicators of organizational pessimism in this research are the questions 1-18 of questionnaire.

Counterproductive behaviors

Conceptual definition: Counterproductive behaviors are destructive work behaviors performed to harm the organization and its members and can be the measures such as theft, or passive behaviors such as not performing the work (James, 2005).

Operational definition: In this research counter productive behaviors include behaviors such as doing works badly intentionally, taking the instruments from the workplace to the home without permission, not going to the workplace on the pretext of illness, talking about the organization badly at the presence of others. The measurement indicators of counterproductive behaviors in this research are the questions 19-36 of questionnaire.

Organizational injustice

Conceptual definition: Organizational injustice refers to the employees’ perceptions about unfair and unjust decisions and decision making processes within an organization (Handlon, 2009; Alinejad *et al.*, 2016).

Operational definition: In this research organizational injustice refers to the employees’ perceptions about unfairness of salary and rewards, unfairness of organizational procedures and also unfairness of manager’s behavior with the employee. The measurement indicators of organizational injustice in this research are the questions 37-54 of questionnaire. Many researches have been done in various fields but this field is less considered (Alinejed *et al.*, 2014; Farrokh-Eslamabu *et al.*, 2015; Hosseinlou *et al.*, 2014; Khedemvatan *et al.*, 2014; Alinejad and Shadmehr, 2016; Niknejad and Alinejead, 2016; Niknejad and Alinejead, 2016; Rahimi-Rad and Eishi, 2009; Eishi *et al.*, 2012; Rahimi-Rad *et al.*, 2015).

MATERIALS AND METHODS

Considering that in this research it is tried to investigate the impact of organizational pessimism and organizational injustice on the employees’ counter productive behaviors in a public hospital hence, this research is applied in respect of goal and it is descriptive analytical type in respect of research method. The statistical population in this research includes all employees of a public hospital, the number of which is 250. The number of statistical sample has also been considered 152 people by using Morgan’s table. To collect research data, the questionnaire tool was used. The following table shows the sources of each one of the questionnaires of three major variables of research. The reliability of research tool was tested by using Cronbach’s alpha as well. The following table shows the Cronbach’s alpha values of research variables.

Table 1: Questions related to variables, and the reliability coefficient of each one

Variable	Related Questions	Number of Questions	Introductory Cronbach’s Alpha	Final Cronbach’s Alpha
Organizational pessimism	1-18	18	0.914	0.951
Counter productive behaviors	19-36	18	0.757	0.923
Organizational injustice	37-54	18	0.878	0.919

It is worth mentioning that Cronbach’s alpha coefficient can be calculated in two stages; the stage of experimental execution and the stage of final execution of questionnaire. To calculate Cronbach’s alpha coefficient in the experimental execution stage, a 20 people sample was selected, that by using the analysis of introductory sample data through SPSS 15 statistics Software, the Cronbach’s alpha coefficient of all variables of questionnaire was determined more than 0.70. Cronbach’s alpha coefficient of all variables of questionnaire in the final execution stage was also determined more than 0.70. Therefore, it can be said that the questions of research questionnaire has appropriate and desirable reliability. In order to investigate research hypotheses confirmatory factor analysis model has also been used (Table 1).

In order to investigate the validity of three variables raised in the mentioned research model (the ratio of explaining all three variables by the related questions raised in mentioned research model), confirmatory factor analysis model has been used. Confirmatory factor analysis is a model of testing theory in which the researcher begins his/her analysis with a previous hypothesis. This model which is based on a strong experimental and theoretical foundation specifies which one of the variables with which one of the factors (question) and which factor with which factors should be correlated. Hence, in the following the factors related to each of the variables are investigated.

RESULTS AND DISCUSSION

The first question of personal characteristics of questionnaire is related to respondents’ gender. The data of this question classifies the respondents into two various groups and their frequency is observed in the following table. Regarding Table 2, 43.4% of respondents are male and 55.9% of them are female.

Respondents with respect to the age have been classified into four groups. Regarding Table 3, 7.2% of respondents have 20-30 years old, 54.6% of them have 31 -40 years old, 34.2% of them have 41-50 years old and 2.6 % of them have >50 years old as well Table 3.

With respect to ethnicity, 44.1% of the respondents are from Fars province, 25.7% of them are from Azerbaijan province and are Turk, 1.3% of them are

Table 2: Frequency distribution of respondents with respect to gender

Gender	Frequency	Percent
Male	66	43.4
Female	85	55.9
No response	1	0.7
Total	152	100

Table 3: Frequency distribution of respondents with respect to age

Age years	Frequency	Percent
20-30	11	7.2
31-40	83	54.6
41-50	52	34.2
>50	4	2.6
No response	2	1.3
Total	152	100

Table 4: Frequency distribution of respondents with respect to ethnicity

Ethnicity	Frequency	Percent
From fars	67	44.1
From azerbaijan and turk	39	25.7
From lorestan	2	1.3
From kurdistan	3	2
From sistan	0	0
From north	19	12.5
From south	1	0.7
Others	16	10.5
No response	5	3.3
Total	152	100

Table 5: Frequency distribution of respondents with respect to education

Education	Frequency	Percent
Diploma	5	3.3
Associate degree	14	9.2
Bachelor	94	61.8
Master	27	17.8
PhD	9	5.9
No response	3	2
Total	152	100

from Lorestan province, 2% of them are from Kurdistan province, 12.5% of them are from north provinces, 0.7% of them are from south provinces and 10.5% of them are from other ethnics Table 4.

The respondents with respect to education were divided into five groups that 3.3% of them had Diploma, 9.2% of them had Associate Degree, 61.8% of them had Bachelor, 17.8% of them had Master and 5.9% of them had Ph.D. degree as well.

The data of this question classifies the respondents into four various groups and their frequency is observed in the following table. With regard to Table 5, 11.2% of respondents have <5 years experience, 35.5 % of them have 5-10 years experience, 27% of them have 11-15 years experience, 21.1% of them have 16-20 years experience and 5.3% of them have >20 years work experience in the hospital as well.

The data of this question classifies the respondents into six groups and their frequency is observed in Table 6. With regard to Table 6, 40.8% of respondents are permanent formal, 19.1% of them are trial formal, 11.8% of them are treaty, 11.2% of them are contractual, 5.3% of them are project and 11.8% of them are also corporative.

Table 6: Frequency distribution of respondents with respect to work experience in the hospital

Work experience in the hospital (Years)	Frequency	Percent
<5	17	11.2
5-10	54	35.5
11-15	41	27
16-20	32	21.1
>20	8	5.3
Total	152	100

Table 7: Frequency distribution of respondents with respect to work experience in the hospital

Employment statue	Frequency	Percent
Permanent formal	62	40.8
Trial formal	29	19.1
Treaty	18	11.8
Contractual	17	11.2
Project	8	5.3
Corporative	18	11.8
Total	152	100

Table 8: Frequency distribution of respondents with respect to monthly income

Monthly income (Million tomans)	Frequency	Percent
>1.5	37	24.3
1.5-2	79	52
2-2.5	23	15.1
>2.5	10	6.6
No response	3	2
Total	152	100

Table 9: Frequency distribution of respondents with respect to job type

Job type	Frequency	Percent
Academic member	5	3.3
Medical doctor	2	1.3
Professional doctor	4	2.6
Nursing staff	63	41.4
Paramedical staff	20	13.2
Administrative and support staff	31	20.4
Service staff	20	13.2
No response	7	4.6
Total	152	100

The data of this question classifies the respondents into four various groups, and their frequency is observed in the following table. With regard to Table 7, 24.3% of respondents have <1.5 million Tomans income, 52% of them have 1.5-2 million Tomans income, 15.1 % of them have 2-2.5 million Tomans income and 6.6% of them have >2.5 million Tomans income as well.

The data of this question classifies the respondents into eleven various groups, and their frequency is observed in the following table. With regard to Table 8, 3.3% of respondents are academic members, 1.3 % of them are medical doctor, 2.6% of them are professional doctor, 41.4% of them are nursing staff, 13.2% of them are paramedical staff, 20.4% of them are administrative and support staff and 13.2% of them are service staff too Table 9.

Investigating questions statue and research variables: In the following, the statue of answering the questions related to each variable has been investigated: As it has been shown in Table 10, question number 5 has the highest mean (2.93) and question number 28 has the

Table 10: The statue of answers to the questions and research variables

Related questions	Variable organizational pessimism						Mean	Variable mean
	Completely disagree	Relatively disagree	No idea	Relatively agree	Completely agree	No response		
I think that the managers of hospital do not administrate it accurately and well	10	59	41	27	15	0	2.86	2.53
I believe that this hospital does not have honesty	11	52	44	36	9	0	2.87	
In this hospital the employees are not behaved respectfully	16	45	45	31	15	0	2.89	
In this hospital you should not believe whatever managers say	13	41	58	28	11	1	2.89	
In this hospital, if you work hard, it is the managers who benefit not you	16	35	56	31	13	1	2.93	
I think that managers do not care their employees (do not support the employees)	36	52	36	23	4	1	2.38	
My job is such that I do not feel good about myself.	32	37	51	24	8	0	2.6	
I am not proud of performing the work for the hospital	30	51	43	22	6	0	2.49	
I am not happy and do not feel alive about my job (my job does not make me sprightly)	30	42	52	22	6	0	2.55	
When I think about the hospital where I work, I feel concerned and anxious	31	54	41	22	4	0	2.43	
I am embarrassed to tell anyone where I work	40	53	44	9	6	0	2.26	
I do not feel happy with my job	32	60	41	15	3	1	2.32	
I believe that employees of hospital I am working in must minimize their personal phone calls	33	53	48	15	3	0	2.36	
In my opinion using the devices of my workplace for personal affairs is not a wrong action	38	54	45	10	5	0	2.26	
If I do not have a good sense for going to work, I do not mind if I contact and claim illness, even if I am not sick	32	49	48	16	6	1	2.44	
Sometimes I am late at work without valid reason	36	55	44	14	3	0	2.3	
If I am asked to delay my vacation in order to work	29	51	54	15	3	0	2.42	
I am not prepared to do anything to attract managers' respect	42	43	49	17	1	0	2.29	
Counterproductive behaviors								
In this organization, when people have hostility with someone, promote false rumors about him/her	31	64	49	6	1	1	2.22	2.04
Sometimes people give inaccurate information to superior authorities	41	59	45	6	1	0	2.12	
Sometimes people would linger and stop their colleagues' work	54	63	30	4	1	0	1.91	
People refuse connecting phone contacts in contrast with each other	41	65	39	7	0	0	2.08	
Some people delay their duties intentionally to hit the organization	35	60	44	11	1	1	2.23	
People consume organizational resources uselessly to destroy the organization	33	54	39	22	4	0	2.41	
Some people destroy organizational properties intentionally	48	67	34	3	0	0	1.95	
Some members do not follow their direct supervisors (do not observe administrative hierarchy)	57	61	27	7	0	0	1.89	
Sometimes people violate organizational rules and regulations	60	57	29	6	0	0	1.88	
Sometimes, the members disagree with the policies of organization by headstrongness	60	57	30	5	0	0	1.87	
Some colleagues try to be far from their managers and colleagues access in order to evade the work	46	61	34	11	0	0	2.07	
When people are angry, misbehave with the clients	41	68	37	6	0	0	2.05	
Some colleagues, when they are angry, protest or malice each other in a hostile manner	48	60	38	6	0	0	2.01	
Some people cause the clients' dissatisfaction by not doing or delaying their affairs	39	78	30	5	0	0	2.01	
Sometimes people provide documents for those who are not permitted	43	75	29	5	0	0	1.97	
Most of the rumors in this organization are about managerial decisions	35	80	30	6	0	1	2.05	
I have sometimes participated in disseminating rumors unintentionally	47	58	42	5	0	0	2.03	
In this organization, people threaten their supervisors	34	69	44	5	0	0	2.13	

Table 10: Continue

Related questions	Variable organizational pessimism						Mean	Variable mean
	Completely disagree	Relatively disagree	No idea	Relatively agree	Completely agree	No response		
Organizational injustice								
In this hospital job decisions are taken by the manager unfairly	48	53	43	7	1	0	2.08	2.22
My manager does not consider the employees' concerns and issues before taking job decisions	45	56	45	6	0	0	2.08	
My manager does not collect accurate and appropriate information for making decisions	30	72	43	7	0	0	2.018	
My manager does not describe job decisions for the employees	42	63	42	5	0	0	2.07	
Job decisions are not taken equally and fairly for all employees in this hospital	41	61	43	7	0	0	2.11	
The employees are not permitted to challenge decisions taken by the manager	35	65	45	7	0	0	2.16	
My manager does not behave the employees with respect and kindness	39	62	41	9	0	1	2.13	
My manager does not respect employees	25	50	52	18	7	0	2.55	
My manager does not care about employees' personal needs	25	59	49	15	4	0	2.43	
My manager does not behave reliably with the employees	36	54	42	16	4	0	2.33	
My manager does not care about my rights as an employee	31	59	44	15	3	0	2.34	
My manager does not provide adequate justification and reasoning to the employees for taken job decisions	31	49	52	17	2	1	2.4	
My work schedule is not fair	31	59	36	22	4	0	2.4	
My salary is not fair	40	60	38	11	3	0	2.19	
The work volume I perform is not fair	41	63	36	11	1	0	2.13	
I do not receive appropriate salary with regard to my education	42	51	45	9	4	1	2.22	
My receiving salary is unfair	37	63	43	9	0	0	2.16	
Generally, the rewards I receive are not fair	39	70	32	11	0	0	2.1	

Table 11: Calculation of direct and indirect impacts and general impacts of independent and dependent variables

Independent variable	Dependent variable (From)	Direct Impact variable (On)	Indirect impact	Total impact
Organizational Injustice	Organizational pessimism	0.60	-----	0.60
	Counterproductive behaviors	0.34	0.27	0.61
Organizational pessimism	Counterproductive behaviors	0.46	-----	0.46

lowest mean (1.87). All variables are at the lower than medium level as well (higher than 3) (from 1-5) and organizational pessimism variable has highest mean (2.53) and counterproductive behaviors variable has the lowest mean (2.04).

Investigating the relationship between research variables and hypotheses test: In this study, we investigate and test the raised hypotheses through confirmatory factor analysis model. After stating the model and data collection, the estimate of model with a set of known relationships between measured variables is started. In the output of diagram, the significance of all coefficients and parameters of model are tested. In order for a coefficient to be significant, the significance numbers should be >1.96 or <-1.96. The results of path analysis model and significance of path coefficients for the major and minor hypotheses of research have been presented.

Based on the above Table 11, among the variables, organizational injustice has the highest general impact (0.61) on the counterproductive behaviors variable. Moreover, organizational injustice (0.27) impacts on counterproductive behaviors variable indirectly. As it is observed in Table 12, the standard coefficients for all 3 research hypotheses have necessary significance numbers (>1.96) and hence all hypotheses of this research are confirmed:

- H₁: Employees' organizational pessimism increase causes their counterproductive behaviors increase
- H₀: Employees' organizational pessimism increase does not cause their counterproductive behaviors increase
- H₁: Employees' organizational pessimism increase causes their counterproductive behaviors increase

With regard to Table 12, the standardized coefficient between two variables is 0.46. The significance coefficient between these two variables 6.42 (>1.96), shows that this relationship is significant. Thus hypothesis zero is rejected and hypothesis one is confirmed. It means that employees' organizational pessimism increase causes their counterproductive behaviors increase.

Table 12: Results of standard coefficients and significance numbers (confirming or rejecting the hypotheses)

From	To	Standardized Coefficient	Significance Numbers (t values)	Confirming or Rejecting the Hypothesis
Organizational Injustice	Organizational Pessimism	0.60	9.15	Confirmed
Organizational Injustice	Counterproductive Behaviors	0.34	4.72	Confirmed
Organizational Pessimism	Counterproductive Behaviors	0.46	6.42	Confirmed

- H₂: Organizational injustice increase causes employees' counterproductive behaviors increase
- H₀: Organizational injustice increase does not cause employees' counterproductive behaviors increase
- H₁: organizational injustice increase causes employees' counterproductive behaviors increase

With regard to Table 12, the standardized coefficient between the two variables is 0.34. The significance coefficient between these two variables 4.72 (>1.96), shows that this relationship is significant. Thus hypothesis zero is rejected and hypothesis one is confirmed. It means that organizational injustice increase causes employees' counterproductive behaviors increase:

- H₃: Organizational injustice increase causes employees' organizational pessimism increase
- H₀: Organizational injustice increase does not cause employees' organizational pessimism increase
- H₁: Organizational injustice increase causes employees' organizational pessimism increase

With regard to Table 12, the standardized coefficient between two variables is 0.60. The significance coefficient between these two variables 9.15 (>1.96), shows that this relationship is significant. Thus hypothesis zero is rejected and hypothesis one is confirmed. It means that organizational injustice increase causes employees' organizational pessimism increase.

Investigating the role of demographic variables in research main variables: The result of independent t test for investigating the role of gender variable showed that gender variable does not play role in any of the main variables. The result of Analysis of Variance (ANOVA) for investigating the role of age, ethnicity, employment type, and job also showed that the variables of age, ethnicity, employment type, and job do not play role in any of the main variables either.

The result of Analysis of Variance (ANOVA) for investigating the role of education also showed that the variable of education has role in counterproductive behaviors and this role is in way that by decreasing education, the employees' counterproductive behaviors increase and those who have less education have higher counterproductive behaviors.

The result of Analysis of Variance (ANOVA) for investigating the role of income also showed that the variable of income has role in employees' organizational pessimism and this role is in a way that by decreasing income, the employees' organizational pessimism increases and those who have <1.5 million Tomans income have the highest organizational pessimism too.

CONCLUSION

The results of this study showed that none of the variables of age, ethnicity, employment type, job and education impact on the main variables. However, only income plays effective role on the main variables, in a way that those who have low income have the highest organizational pessimism too. The standardized coefficient between two variables was obtained 0.46. The significance coefficient between these two variables 6.42 (>1.96) showed that this relationship is significant. Thus hypothesis zero is rejected and hypothesis one is confirmed. It means that employments' organizational pessimism increase causes their counterproductive behaviors increase. The result of this research hypothesis corresponds and adapts with the result of Hassanpour *et al.* (2009), Lasisi *et al.* (2014) and Shahzad and Mahood (2012) studies.

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The standardized coefficient between two variables was obtained 0.60. The significance coefficient between these two variables 9.15 (>1.96) showed that this relationship is significant. Thus hypothesis zero is rejected and hypothesis one is confirmed. It means that organizational injustice increase causes employees' organizational pessimism increase. The result of this research hypothesis corresponds and adapts with the result of Chiaburu (2013) research.

SUGGESTIONS

Among the major factors that cause pessimism in the organization is organizational injustice. One of the main methods for creating justice in the organization is to remove any forms of discrimination and it is better to take an accurate solution in this respect in order to prevent and solve the problem. The managers of this hospital are recommended to adopt an attitude that their employees are able to perceive justice in each one of the organizational justice dimensions.

By observing the signs that indicate the consequences of employees' organizational pessimism in the organization, it is suggested that the managers of organization firstly hold kinds of meetings, investigate the factors of forming organizational pessimism deeply and fundamentally and while classifying the factors of organizational pessimism incidence, prepare special planning to remove each group of these factors.

By performing various supporting programs in various aspects, the hospital should try to increase employees' perception of organizational support and thus reduce employees' organizational pessimism. By performing various researches, it should be tried to identify other factors impacting on employees' pessimism towards hospital and then by improving the obtained factors it should be tried to decrease employees' pessimism towards the organization and reduce their counterproductive behaviors.

With regard to the confirmation of second and third hypotheses indicating the impact of organizational injustice on organizational pessimism and employees' counterproductive behaviors, the managers of public hospitals are suggested to try to decrease organizational pessimism and employees' counterproductive behaviors by increasing employees' perception of organizational justice and reducing organizational injustice.

Regarding that the behavior of managers with the employees has important role in employees' perception of organizational justice, this hospital by holding educational courses for managers to improve their relationship with the subordinates and promoting supervision and relationship skills to increase employees' perception of interaction justice can consequently reduce organizational pessimism and employees' counterproductive behaviors.

RECOMMENDATIONS

The future researchers are recommended to perform the same subject with an appropriate sample size and in

various ethnicities and with other analysis models and also the following subjects are suggested for performing research:

- Investigating the impact of organizational pessimism and organizational injustice on employees' counterproductive behaviors in all hospital of a city
- Comparison of employees' counterproductive behaviors ratio in public and private hospitals
- Comparison of employees' organizational pessimism ratio in public and private hospitals
- Comparison of employees' organizational injustice ratio in public and private hospitals

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