

Dark Triad, Counterproductive Work Behaviors, Workplace Incivility, and the Role of Islamic Work Values: A Moderated Mediation Model

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Abstract

The organization's ethical climate increases productivity at the individual the organizational level; further, it reduces the harmful characteristics and negative intensity of individuals' inflated self-esteem. Integration of the theory of threatened egotism and ethical climate theory, this study's objective was to examine the mediating mechanism of workplace incivility between dark triad (Narcissism, Psychopathy and Machiavellianism) and counterproductive work behaviors with the sample from public sector (judiciary) institution. Additionally, in the present study, we also test the moderating effect of Islamic work values between the mediating relationship of workplace incivility and counterproductive work behaviors. Close-ended questionnaires were used to collect data from a sample size of 268 participants (permanent employees of the judiciary) of a public sector organization who voluntarily participate in the process of data collection for this study. To test the study's proposed hypothesis, different statistical techniques, i.e., correlation, regression were applied to test the direct effects, and Hayes PROCESS-macro method was applied to test indirect effects (mediation), moderation, and moderated mediation. Findings of the study indicate that workplace incivility mediates the association of dark triad and counterproductive work behaviors. Furthermore, findings reveal that Islamic work values moderate the mediated relationship between workplace incivility and counterproductive work behaviors. We also tested the moderated mediation model, and findings indicate that Islamic work values weaken the positive intensity of dark triad and counterproductive work behaviors in the presence of workplace incivility. This study's findings further declare that a higher level of Islamic work values weaken the intensity of negative personality on counterproductive work behaviors and decrease the uncivil behaviors of individuals at the workplace. Policymakers and higher management of public sector institutions especially focus on the psychological health and organizational climate to reduce the workplace's harmful behaviors. Finally, this study theoretically enhances knowledge of personality psychology literature by explaining the negative consequences of negative personalities at the workplace. Overall, this study contributed to the theory of threatened egotism and ethical climate theory by integrating dark triad, workplace incivility, counterproductive work behaviors, and Islamic work values collaborations with exciting outcomes, specifically with the background of public sector institution of Asian developing country.

Keywords: Dark Triad; Workplace Incivility; Islamic Work Values; Counterproductive Work Behaviors; Theory of Threatened Egotism; Ethical Climate Theory.

JEL Classification: M1, M54, M140.



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1. Introduction

Individual and organizational performance is mainly dependent on humans' behaviors and personality characteristics (De Dreu & Nauta, 2009). Negative personality holder creates a noxious atmosphere that disadvantageous for the organization and society and affects the individuals' performance, physical and psychological health (Simonet et al., 2018). The quality of social relations plays a remarkable role in individuals' well-being at the workplace, whereas negative social relationships show discomfort, fatigue, or intention to quit (Cortina & Magley, 2009; Lim et al., 2008). Scholars noted that public sector organizations face uncivil and destructive behavior (Sguera et al., 2016). These organizations encountered counterproductive work behaviors (CWBs) that include verbal abuse, theft, and sabotage (González-Navarro et al., 2018) that ultimately harm the organizational system. Recently, researchers have identified that certain noxious personalities that usually exist in the public and private organizations and characterized as a dark triad (DT) (Paulhus & Williams, 2002), which contains "Machiavellianism, narcissism, and psychopathy". Specifically, DT reflects an "ambiguous" view of employee behavior and represents negative work-related results (O'Boyle et al., 2012). Studies on DT have shown that these personalities are linked with aggression (Jones & Paulhus, 2011). Scholars explained that aggressive conduct, lack of cooperativeness, unethical behavior, and negative emotions at the workplace are part of CWBs (Cohen, 2016; Jones & Paulhus, 2011; O'Boyle et al., 2012). Numerous studies have endeavored to find out the antecedents of CWBs, and it was found that DT causes negative behaviors at the workplace, i.e., CWBs (Özsoy, 2018). Workplace incivility (WPI) is one of the significant predictors of negative outcomes, i.e., CWBs (Schilpzand et al., 2016; Welbourne & Sariol, 2017) as uncivil behavior is a common phenomenon that is well acknowledged (Andersson & Pearson, 1999). Previous studies have focused on WPI to understand the consequences that are related to economic, social, physical, and psychological (Bai et al., 2016; Porath & Pearson, 2013), and highlighted that ignoring WPI can be harmful to both organizations and employees (Schilpzand et al., 2016). Despite the high prevalence and costs of WPI, little research explains what causes WPI in the organization (Schilpzand et al., 2016), which needs further investigation.

The present study emphasizes ethical values of work from Islamic values originating from the Holy Quran, practical life, and sayings of Prophet MUHAMMAD (SAW) (Ali & Weir, 2005; Rizk, 2008). Scholars ordained that Islamic work values increases individuals' motivational level (Nasution & Rafiki, 2019) and reduces negative outcomes such as WPI. Islam talks about all life domains, i.e., economy, society, physical and psychological health (Ahmad, 2011). Previous studies have highlighted that IWVs play a significant role in attaining positive outcomes from individuals at the workplace (Mohammad et al., 2016). Additionally, IWVs stresses forgiveness, selflessness, equality, and cooperation among humanity (Quoquab & Mohammad, 2013) that would likely decrease negative behaviors such as WPI and CWBs. In a nutshell, this study's foremost aim is to analyze the intervening role of WPI on the DT – CWBs relationship and the moderating role of IWVs on the WPI – CWBs relationship. First, we examine how WPI affects the association of DT – CWBs. Second, we argue that IWVs could weaken the association between WPI and CWBs. Third, while WPI has been studied mainly in western countries, we explored its consequences in the culture of a developing Asian country, Pakistan. Fourth, this research answers the call for research (Liu et al., 2020; Mackey et al., 2019; Shin & Hur, 2019) by investigating the influence of DT on CWBs via WPI as a mediator and IWVs as a moderator by infusing the theory of threatened egotism (Baumeister et al., 1996; Bushman & Baumeister, 1998) and ethical climate theory (Victor & Cullen, 1987, 1988).

2. Hypothesis Development

2.1 Dark Triad and Counterproductive Work Behaviors. Paulhus and Williams (2002) first time elaborated on the dark personality behaviors that are termed as the DT. Researchers have indicated that personalities who score high on dark features are found to be in better positions to accumulate critical resources from the environment (Smith et al., 2018). Psychopathic personalities hold the qualities which include egotistical and deceptive interpersonal communication, lack of emotional experience, low sensitivity, lack of responsibility or sorrow, impulsive and immature behavior (Cohen, 2016; Paulhus & Williams, 2002), resulting in selfish, proud, and unreliable social relations (Jakobwitz & Egan, 2006). Narcissistic people usually use harmful tactics to degrade others, strive to create an impression on others, hold egoistic behavior, and self-centered (Paulhus & Williams, 2002). Similarly, Machiavellianism is based on adopting devious communication strategies with others and sensitive social enchantment (Paulhus & Williams, 2002). Individuals on a higher level of Machiavellianism are likely to exploit others (Abas et al., 2015) and are less concerned about benefitting others (Jakobwitz & Egan, 2006). CWBs may include interpersonal violence, sabotage, theft, and confiscation (Spector & Fox, 2002, 2005). The working atmosphere of public sector organizations, especially in developing countries, is challenged with low self-esteem personalities that increase negative emotions and attitudes

(Costello & Dunaway, 2003), i.e., WPI and CWBs (Brender-Ilan & Sheaffer, 2019; Penney & Spector, 2002). Theory of threatened egotism (Baumeister et al., 1996; Bushman & Baumeister, 1998) proposed that due to high perception of threat from the society about the ego of dark personalities (Konrath et al., 2006) and low morale (Baumeister et al., 1996; Bushman & Baumeister, 1998), these traits behave aggressively and negatively at the workplace to shield their superficial appearance of self-confidence (Stenason, 2014) in front of others. Even though prior studies have been conducted on DT and CWBs, there is still a need to investigate other DT's impact in different work settings (Braun, 2017; Volmer et al., 2016). In response to these calls, we explore this in a relationship in a developing country; thus, we hypothesize that:

H1 *DT positively relates to CWBs.*

2.2 Workplace Incivility as Mediator. WPI is concerned with a lack of enthusiasm at the workplace in terms of social exchange in the form of mutual social disagreement (Andersson & Pearson, 1999). A recent study revealed that dark personalities, i.e., narcissism, psychopathy, and Machiavellianism, predict low-intensity workplace uncivil behavior, i.e., WPI (Lata & Chaudhary, 2020). Additionally, O'Boyle et al. (2012) stated in their meta-analytic study that dark personalities are usually engaged in CWBs, i.e., aggression, WPI, and bullying (Wu & Lebreton, 2011). Moreover, the study of Schilpzand et al. (2016) endorsed a positive relationship between WPI and CWBs. Previous research revealed that WPI generates undesirable values that affect physical and psychological health, which eventually leads to decreased job satisfaction (Chen & Wang, 2019), commitment (Pearson & Porath, 2005), OCB (Porath & Pearson, 2013). Conversely, numerous studies indicated that employees who suffer from incivility exhibit job dissatisfaction, high job anxiety, and distress (Bai et al., 2016; Cortina & Magley, 2009; Lim et al., 2008). For instance, Karim et al. (2015) depicted that WPI mediates the relationship between emotional intelligence and work-related outcomes, i.e., CWBs, and turnover intention. Thus, by using the theoretical lens of the theory of threatened egotism (Baumeister et al., 1996; Bushman & Baumeister, 1998), we examine the intervening mechanism of WPI that increases the intensity of DT and CWBs; thus, we hypothesize that,

H2 *WPI positively mediates the relationship between DT and CWBs.*

2.3 Islamic Work Values as Moderator. Islamic values are synthesized from the Qur'an, the lessons, and teachings of the Prophet MUHAMMAD (SAW), along with the traditions set by the four Islamic Caliphs (Ali & Weir, 2005; Rizk, 2008). Islamic ethical values comprise of economic, psychological, and societal elements. Ahmad (2011) stated that work is vital for individuals and society as well. Scholars elucidated that individuals' motivational levels can be enhanced by following the IWVs (justice, morality, kindness, and trust) (Nasution & Rafiki, 2019), as IWVs refrains from abuse, egoism, and negative behaviors, i.e., incivility at the workplace. The ethical environment is closely related to employees' positive behaviors (Wang & Hsieh, 2013) that gives a perception to employees about the fair dealings and the organization's proper handling of matters (Victor & Cullen, 1987, 1988). Islamic work values enhance employees' performance and positive behaviors; reduce egoistic and uncivil behaviors of individuals (Chughtai et al., 2020; Suryanto, 2016). Studies have substantiated that IWVs provides an ethical climate to the organizations that help reduce adverse outcomes of the individuals, i.e., abusive supervision, CWBs, and knowledge hiding behavior (Hayati et al., 2018; Khalid et al., 2018). Additionally, the literature shows that numerous studies found moderation of Islamic work ethics in various organizational contexts with the different relationship of different variables (Ahmed et al., 2019; Chughtai, 2017; Chughtai & Ali Shah, 2020; Mohammad et al., 2016; Qayyum et al., 2018). Through the lens of ethical climate theory (Victor & Cullen, 1987, 1988) we explain the moderating mechanism of IWVs as how harmful effects of WPI on CWBs mitigated. Besides this, Shin and Hur (2019) called for future research and suggested to test potential moderators between the relationship of WPI and employees' outcomes. Thus, we hypothesize that,

H3 *IWVs moderates the positive mediating association of WPI and CWBs such that the positive relationship will be weaker at a higher level of IWVs.*

H4 *The indirect effect of DT on CWBs via WPI will be weaker when the level of IWVs will be higher.*

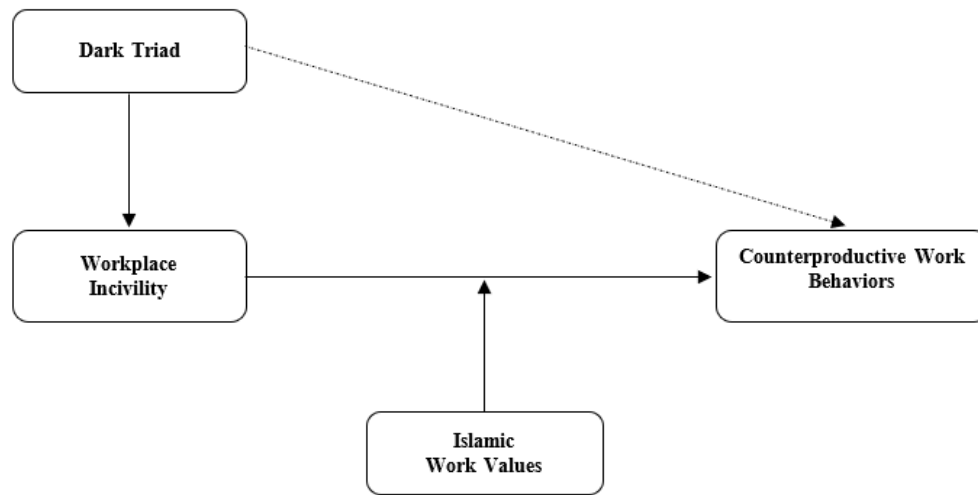


Figure 1. Conceptual Model

Source: Based on empirical research gap (Liu et al., 2020; Mackey et al., 2019; Shin & Hur, 2019)

3. Methodology

3.1 Sample and Procedure. Data were collected from permanent employees (office coordinator, senior office coordinator, and admin office coordinator) of a public sector institution (Lahore High Court), Punjab, Pakistan, to test the formulated hypotheses. Purposive sampling technique was used because the intention behind the selection of this sampling technique was that through this technique, researchers utilized their resources to gather information from the target population efficiently and effectively in such a way that it achieves the aims and objectives of the research through the right participants who hold the information related to our study constructs. (Campbell et al., 2020; Etikan et al., 2016). Before the collection of data, respondents were well acquainted with the intention and effectiveness of the study. 350 questionnaires were distributed amongst Lahore High Court employees, Punjab, Pakistan; 268 respondents completed questionnaires correctly, forming the response rate of 76.57%. Since the data of this study was collected from a single source through self-administered data collection technique, so Herman’s (1967) single-factor analysis was conducted to test the CMV; the cumulative percentage value of extraction sum of squared loadings was 21.62%, which was less than 50% which shows that there was no problem of CMV in data.

3.2 Measurement Tools. The CWBs scale was measured using a 5-points Likert scale ranging from "Never" to "Every day". Remaining all variables DT, WPI, and IWVs were measured using a 5-point Likert scale ranging from "Strongly Disagree-1" to "Strongly Agree-5". **The dark triad** was measured via 27-items (nine-items for each dimension, i.e., narcissism, psychopathy, and Machiavellianism) scale (three-items from each dimension remove which were not matched with the social context of the sample) taken from Jones & Paulhus (2014). **Counterproductive work behaviors** (Withdrawal and Abuse) were measured using 22-items taken from Spector et al. (2006). **Workplace incivility** was analyzed by taking a 7-items scale (two-items remove, which were not matched with the sample's social context) taken from Cortina et al. (2001). **Islamic Work Values** were analyzed by taking a 12-items (Benevolence and Cooperation) scale adopted from Wahab et al. (2016).

4. Results

Out of 268 respondents, 237 (88.4%) were male, and 31 (11.6%) were female. 42.5 % of participants belonged to an age range of "20-30 years", and 39.6% belonged to "31-40 years". Education-wise, 10.4% holds "intermediate," 25.7% holds "graduation", and 49.6% holds "masters" education. 23.60% of participants having "less than 1-year experience", 23.60% having "1-5 years", 17.30% having "6-10 years", 12.50% having "11-15 years", 10.30% having "16-20 years" and 12.50% having more than 21 years working experience. 42.54% of participants were "office coordinators", 36.19% were "senior office coordinator," and 21.27% were "admin office coordinator" by their designation. 36.19% of participants were from 'Lahore', 26.87% were from 'Multan', 21.27% were from 'Rawalpindi,' and 15.67% were from 'Bahawalpur.' **Table 1** depicts the correlations, descriptive, and reliability statistics, where all variables significantly correlated, but no statistically significant correlation was found between DT and IWVs ($r = -.035, n.s$).

Table 1. Descriptive Statistics, Correlations, and Reliability

	Variables	Mean	SD	1	2	3	4
1	DT	2.93	0.425	(.73)	.270**	-.035	.139*
2	WPI	1.94	0.746		(.84)	-.338**	.225**
3	IWVs	4.28	0.541			(.89)	-.304**
4	CWB	1.55	0.643				(.94)

* $p < 0.05$; ** $p < 0.01$; $N = 268$; Reliability Statistics are in parenthesis

Source: Compiled by the authors

Table 2 displays the hierarchal regression statistics of this study; wherein Model 2, DT significantly and positively influencing CWBs where ($\beta = .209$, $p < .05$), in Model 3 WPI also significantly and positively impacting CWBs where ($\beta = .172$, $p < .001$); thus, it proves our H1.

Table 2. Unstandardized Direct Path Coefficients

Variable	CWBs		
	Model-1	Model-2	Model-3
Intercept	1.608***	1.012**	.961***
Gender	-.100	-.090	-.107
Age	-.083	-.079	-.045
Education	.032	.018	.011
Experience	.030	.036	.016
Dark Triad		.209*	
Workplace Incivility			.172***
R^2	.007	.025	.055
Adjusted R^2	.008	.007	.037
F	.454	1.368**	3.028**

Note: DT, dark triad, WPI, workplace incivility, IWV, Islamic work values, CWBs, counterproductive work behaviors, $N = 268$; * $p < .05$; ** $p < .01$; *** $p < .001$

Source: Compiled by the authors

Table 3 illustrate the mediation statistics of this study by following Hayes (2018) bootstrapping method with 5000 sample; where values of the indirect effect of WPI between the relationship of DT and CWBs was significant because there was no zero between containing between LL and UL values (Effect=.08, LL/UL=.02/.19) with 95% CI. We also apply the rules of the Sobel (1982) test, and values also confirm the ($\beta = .08$, $z = 2.04$, $p < .05$) mediation of WPI between the relationship of DT and CWBs, so it proves our H2.

Table 3. Mediation Analysis

	Effect	SE	LL, UL 95% CI	
Indirect Effect Bootstrapping (Hayes)	.08	.04	.02, .19	
Normal Theory tests (Sobel)	.08	.04	2.04 (z)	.04 (p)

Note: DT, dark triad; WPI, workplace incivility; IWVs, Islamic work values; CWBs, counterproductive work behaviors; LL & UL CI, lower- and upper-class interval

Source: Compiled by the authors

Table 4 demonstrates the moderation results, where interaction (WPI x IWVs) values are ($\beta = -.39$, $p < .001$); according to moderation interaction higher level of IWVs weakens the positive strength of the relationship between WPI and CWBs. Thus, it proves H3.

Table 4. Moderation Analysis

Moderation Model	R^2	R^2 - Change	F	p	
		0.18	0.07	11.59	0.00
Interaction Term	Coefficient	SE	t	p	LL, UL
Constant	1.5	.03	47.41	.00	1.44, 1.56
WPI → CWBs	.15	.05	3.13	.00	.06, .24
IWVs → CWBs	-.18	.09	-2.15	.03	-.35, -.02
WPI x IWVs	-.39	.11	-3.65	.00	-.60, -.18

Note: DT; dark triad, WPI; workplace incivility, IWV; Islamic work values, CWBs; counterproductive work behaviors; LL & UL CI, lower- and upper-class interval

Source: Compiled by the authors

Table 5 depicts that both \pm SD values were significant, and there was no zero found between the value of upper and lower bootstrap CIs. Moreover, Table 5 represents the moderated mediation values, where (Index = -.18, SE = .07, LL/UL = -.36/-.07), which proves that IWVs weakens the relationship of DT and CWBs in the presence of WPI; therefore, it proves H4.

Table 5. Moderated Mediation Index

Conditional Indirect Effect (DTs as IV and CWBs as DV)				
Mediator	IWVs (Moderator)	Effect	Boot-SE	LL, UL
WPI (-1 SD)	-.54	.16	.06	.06, .31
WPI (+1 SD)	.54	-.04	.04	.13, .02
Moderated-Mediation Index (Islamic Work Values as Moderator)				
	Index	Boot-SE	LL, UL	
Workplace Incivility (Mediator)	-.18	.07	-.36, -.07	

Note: DT; dark triad, WPI; workplace incivility, IWV; Islamic work values, CWBs; counterproductive work behaviors, LL & UL CI, lower- and upper-class interval

Source: Compiled by the authors

5. Discussion and Conclusion

The present study first uncovers that DT has an indirect effect on CWBs of employees through WPI. Secondly, this study also revealed the significant moderating role of IWVs in the relationship between WPI and CWBs. Thirdly, we also found that the indirect effect of the DT on employee's CWBs via WPI was also weak when individuals hold a higher level of IWVs. The first hypothesis of this study predicted a direct relationship between DT and CWBs, and the findings of this study proved H1 and were consistent and supported by previous studies (Cohen, 2016; Jones & Paulhus, 2011; O'Boyle et al., 2012). As dark personalities perceive that their ego will be threatened (Baumeister et al., 1996; Bushman & Baumeister, 1998) from their peers, juniors, or seniors, so they demonstrate aggressiveness. The second hypothesis of this study predicted that WPI mediates the relationship between DT and CWBs. The study's findings indicated workplace incivility indirectly causes negative outcomes for employees at the workplace, i.e., CWBs, which proves H2, as these results are consistent with earlier studies (Karim et al., 2015). The third hypothesis of this study predicted that IWVs moderates the relationship between WPI and CWBs, and the findings of this study prove H3, and these findings are also supported by previous studies (Ahmed et al., 2019; Chughtai & Ali Shah, 2020; Wahyuningsih et al., 2019). Finally, the fourth hypothesis unveiled the moderated mediation effect of IWVs between the indirect effect of the DT and CWBs via WPI. The study's findings illustrate that IWVs moderates the mediated relationship of the DT and CWBs via WPI.

5.1 Theoretical Contributions. These study findings provide new insights into personality psychology literature by elucidating the mechanisms, i.e., WPI in the link between DT and CWBs, that explain how individuals' WPI serves as a vehicle aggravating the negative behaviors in the form of CWBs. Our findings revealed that dark personalities react negatively in WPI, as they feel a threat to their ego and protect their image at the workplace. Furthermore, our work contributes to the literature of ethics by infusing ethical climate theory (Victor & Cullen, 1987, 1988) and moderating the role of IWVs that reduces the egoistic nature of dark personality's leads to aggressive and harmful behavior. Through the lens of the threatened theory of egoism, the findings of this study suggest that reactions of dark personalities in the shape of WPI might be less harmful when they have a higher level of IWVs, that serve as strong faith, the culture of positive norms and atmosphere in the organization reduces the negativity of the individuals.

5.2 Managerial implications. The present study provides some practical, beneficial consequences for the organizations:

- The management of the organizations must scrutinize the activities that generate uncivil behaviors and affect efficiency.
- The management must apply different psychological trials to realize individuals' personality traits during the recruitment process.
- To overcome such unethical and uncivil behaviors, (Gulerdg, 2020: 54).
- The present study suggests that organizations could conduct workshops or seminars on ethics-related topics to eschew uncivil behaviors (Leiter et al., 2011).
- Management formulates standard policies to eliminate malicious activities and promote Islamic work values that produce a workplace environment of mutual respect, kind-heartedness, teamwork with others (officer and peers), and reduce destructive activities.

5.3 Future Research Directions and Limitations. The present study has some limitations, which are as follows. First, this study is conducted in one Muslim state, i.e., the Islamic Republic of Pakistan; thus, we suggest that future studies explore the impact of Islamic work values in other Muslim and Non-Muslim countries. Secondly, the present study was conducted in a single public sector organization (Lahore High Court); therefore, we recommend replicating the current model in other cultural setups. Moreover, in this study,

IWVs was taken as a moderator; future studies can investigate other variables (mindfulness, occupational calling, and emotional intelligence) as possible moderators. Future research may also examine the effects of other situational variables such as positive leadership style, psychological safety climate between the association of dark personalities and CWBs.

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Appendix. QUESTIONNAIRE

Demographics

1. **Gender** [] Male [] Female

2. **Age (in years)** 20 - 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 []

3. **Level of education**

PhD [] M.Phil. [] Master’s Degree [] Graduation [] Intermediate [] Matric []

4. **Job Title**

Office Coordinator [] Senior Office Coordinator [] Admin Office Coordinator []

5. **How long have you been working for the Lahore High Court?**

Less than 1 year [] 1-5 [] 6-10 [] 11 -15 [] 16-20 [] 21 and above []

6. **Where do you work in High Court?**

Lahore [] Rawalpindi [] Multan [] Bahawalpur []

Instructions: Please answer the following statements by placing a “✓” in the block that will most accurately reflect your opinion about your professional experience.

Table 1. Dark Triad Questionnaire

1 Strongly Disagree		2 Disagree		3 Neutral		4 Agree		5 Strongly Agree				
Dark Triad of Personality (D3-Short)												
Machiavellianism subscale								1	2	3	4	5
MV-01	It is not wise to tell your secrets.											
MV-02	I like to use clever manipulation to get my way.											
MV-03	Whatever it takes, you must get the important people on your side.											
MV-04	Avoid direct conflict with others because they may be useful in the future.											
MV-05	It’s wise to keep track of information that you can use against people later.											
MV-06	You should wait for the right time to get back at people.											
MV-07	There are things you should hide from other people to preserve your reputation.											
MV-08	Make sure your plans benefit yourself, not others.											
MV-09	Most people can be manipulated.											
Narcissism subscale								1	2	3	4	5
NM-01	People see me as a natural leader.											
NM-02	I hate being the center of attention. (R)											
NM-03	Many group activities tend to be dull without me.											
NM-04	I know that I am special because everyone keeps telling me so.											
NM-05	I like to get acquainted with important people.											
NM-06	I feel embarrassed if someone compliments me. (R)											
NM-07	I have been compared to famous people.											
NM-08	I am an average person. (R)											
NM-09	I insist on getting the respect I deserve.											
Psychopathy subscale								1	2	3	4	5
PY-01	I like to get revenge on authorities.											
PY-02	I avoid dangerous situations. (R)											
PY-03	Payback needs to be quick and nasty.											
PY-04	People often say I am out of control.											
PY-05	It’s true that I can be mean to others.											
PY-06	People who mess with me always regret it.											
PY-07	I have never gotten into trouble with the law. (R)											
PY-08	I enjoy having sex with people I hardly know											
PY-09	I will say anything to get what I want.											

Source: Jones & Paulhus (2014)

Instructions: Please answer the following statements by placing a “✓” in the block that will most accurately reflect your opinion about your professional experience.

Table 2. Counterproductive Work Behavior Questionnaire

1 Never	2 Once or Twice	3 Once or Thrice Per Month	4 Once or Thrice Per Week	5 Every Day					
Counterproductive Work Behaviors									
Withdrawal									
CWB-01	Came to work late without permission.								
CWB-02	Stayed home from work and said you were sick when you were not.								

Table 2 (cont.). Counterproductive Work Behavior Questionnaire

CWB-03	Taken a longer break than you could take.					
CWB-04	Left work earlier than you could.					
Abuse		1	2	3	4	5
CWB-05	Told people outside the job what a lousy place you work for					
CWB-06	Started or continued a damaging or harmful rumor at work					
CWB-07	Been nasty or rude to a client or customer					
CWB-08	Insulted someone about their job performance					
CWB-09	Made fun of someone's personal life					
CWB-10	Ignored someone at work					
CWB-11	Blamed someone at work for error you made					
CWB-12	Started an argument with someone at work					
CWB-13	Verbally abused someone at work					
CWB-14	Made an obscene gesture (the finger) to someone at work					
CWB-15	Threatened someone at work with violence					
CWB-16	Threatened someone at work, but not physically					
CWB-17	Said something obscene to someone at work to make them feel bad					
CWB-18	Did something to make someone at work look bad					
CWB-19	Played a mean prank to embarrass someone at work					
CWB-20	Looked at someone at work's private mail/property without permission					
CWB-21	Hit or pushed someone at work					
CWB-22	Insulted or made fun of someone at work					

Source: Spector et al., 2006

Instructions: Please answer the following statements by placing a “✓” in the block that will most accurately reflect your opinion about your professional experience.

Table 3. Workplace Incivility Questionnaire

		1 Strongly Disagree		2 Disagree		3 Neutral		4 Agree		5 Strongly Agree	
		Workplace Incivility									
		1	2	3	4	5					
WPI-01	Put you down or was condescending to you?										
WPI-02	Paid little attention to your statement or showed little interest in your opinion										
WPI-03	Made demeaning or derogatory remarks about you										
WPI-04	Addressed you in unprofessional terms, either publicly or privately										
WPI-05	Ignored or excluded you from professional camaraderie										
WPI-06	Doubted your judgment on a matter over which you have responsibility										
WPI-07	Made unwanted attempts to draw you into a discussion of personal matters?										

Source: Cortina et al., 2001

Instructions: Please answer the following statements by placing a “✓” in the block that will most accurately reflect your opinion about your professional experience.

Table 4. Islamic Work Values Questionnaire

		1 Strongly Disagree		2 Disagree		3 Neutral		4 Agree		5 Strongly Agree	
		Islamic Work Values									
		Benevolence (Ihsan)									
		1	2	3	4	5					
IWV-01	I work hard to perform my tasks because I know that God is constantly watching me.										
IWV-02	Even if I am competent, I will not stop looking for ways to improve myself.										
IWV-03	I always try to find better, faster and more efficient ways to do things.										
IWV-04	I would feel bad if I am not doing my job any better than I was previously.										
IWV-05	I commit myself to continuously improve my performance.										
IWV-06	I often put in extra effort in my work.										
		Cooperation (Ta'awun)									
IWV-07	I always try to help others.										
IWV-08	Do you cooperate well with your colleagues at work?										
IWV-09	Working with others is better than working alone.										
IWV-10	I am always ready to help those around me.										
IWV-11	I am willing to sacrifice my personal interest for the benefit of my coworkers.										
IWV-12	Cooperation is a virtue in work.										

Source: Wahab et al. (2016)