

Examining the Influence of Organizational Inequity and Counterproductive Work Behavior on Workplace Misconduct within Pakistan's Power Industry

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Abstract

The current study investigated the effect of organizational injustice and counterproductive work behavior on workplace deviance. This was done in Pakistan's power sector. Electricity is the backbone of any country's economy, and without it, progress and development cannot run. Currently, the country is facing a severe energy shortage, which leads to cascading crises like skewed management values, etc. The management tiers of power sector organizations have a series of values that need to be fulfilled. In the same way, rapid demand, a decreased supply of electricity, poor infrastructure of transmission lines, and theft cases of power. The variables used in the current study are organizational injustice, workplace deviance, and counterproductive work behavior. The data was collected from 250 employees of firms like Balloki Power Plant, Haveli Bahadur Shah Power Plant, Bhikki Power Plant, Quaid-e-Azam Thermal Power Company (QPTL), Nandipur Power Plant, Port Qasim Power Plant, Quaid-e-Azam solar plant in Bahawalpur, and Sahiwal coal power plant. It was found that the possible cause of disruption in production and consumption of energy is due to system malfunction, capacity generation, and distribution losses. Consequently, it was determined that organizational injustice is associated with an individual's perception of his or her treatment, either fairly or unfairly, within an energy sector organization.

Keywords: Organizational Injustice, Workplace deviance, Counterproductive work behavior, Energy sector

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1 Introduction

Electricity is considered as the backbone and lifeline of the economy as without electricity the index of prosperity and wheel of progress cannot be achieved (Asif, [2021](#); Rifkin, [2011](#)). On the other hand, it is also considered as the most significant and prime tool of socioeconomic development of a country. It was pointed out that electricity is essential and vital in running machines and industrial units to power vehicles and lighten our cities (Gómez et al., [2018](#); Shahzad et al., [2021](#)). Energy experts have found that electricity crises exist for a number of reasons despite poor infrastructure like lack of management interest and capabilities. Currently, the country is facing a severe energy shortage and it leads to a number of cascading crises like skewed management values, etc. While energy demands have been met in the past decades by new generation and distribution companies (GENCOs and DISCOs), there is still a shortfall of energy (Asif & Muneer, [2007](#); Adoghe et al., [2023](#)).

It is also observed that the matter of balancing demand for electricity and supply of power has remained an unresolved matter and, in this study, Pakistan faced a prominent challenge in overhauling its network responsible for the supply of electricity (Abbas et al., [2014](#); Raza et al., [2022a](#)). Due to unrealistic power tariffs, low payment recovery, inefficiencies, and the inability of government management to manage its subsidy process, circular debt is formed. Additionally, these increasing circular debts have impeded future energy sector investments. The huge loss of capital fell into waste with these economic setbacks and hence it was found that the solution to prevailing energy crises lies in conservation policies at levels of management throughout the country (Balducci et al., [2012](#); Chien et al., [2021](#)). There should be a deep focus on the use of alternate sources of energy like wind, solar, and fossils that can immediately minimize the shortage therefore, the electricity projects from dams could provide a solution to the energy shortage (Bhutto et al., [2015](#); Rahman et al., [2022](#)).

The researcher has found that organizational researchers are deeply interested in the field of diverse behavior like interpersonal conflict, aggression, theft, sabotage, etc. (Bowling et al., [2010](#); Jeewandara & Kumari [2021](#)). Moreover, it was observed that the employees of these power utility organizations experience a severe problem as their needs are not fulfilled. They become angry and disgusted. Ultimately, crises lead to the power sector. It was also seen that employees of any organization may indulge in conflicts and prefer personal interest to organizational interest as their needs and wants are fulfilled and the organization may face setbacks. Consequently, there are two dimensions that focus on assessing the cause and effect of power sector organizations' behavior (Saluga et al., [2020](#)). In addition, CWB is an attitude and behavior that is intended to have a negative impact on the organizational members and employees are able to avoid this situation by not taking interest in the organization's business. As a result, management crises erupted, and the complexities and problems of the power utilities sector continued. On the other hand, counterproductive work behavior leads to theft and aggression as active acts and likewise, it also has passive acts like doing work incorrectly and failing to follow instructions (Bing et al., [2007](#)). It was also observed that counterproductive work behavior is vulnerable to energy production firms directly or indirectly by disturbing its functions and on the other end it can hurt their employees by reducing efficiencies and effectiveness (Samma et al., [2020](#)).

As a result, this counterproductive behavior leads to workplace deviance, employees quit and withdraw, and ultimately crises result in power shortages. Furthermore, low-intensity counteracting behavior can have a significant impact on the assigned targets, including job withdrawal, low job satisfaction, and enhanced mental stress (Cortina et al., [2001](#); Güzel, [2019](#)). Additionally, both individual and situational differences can affect the perpetrator's cognitive process (Martinko et al., [2002](#); Senkans et al., [2020](#)). Moreover, the meta-analysis of organizational problems evaluates organizational justice as situational antecedents of counterproductive work behavior and it also affects employee difference of opinion that mediates

the relationship among counter work behavior, workplace deviance, and organizational justice (Carpenter & Berry, [2017](#); Dora et al., [2019](#)).

2 Literature Review

The crises of crisis have become the largest drain on the Pakistani economy and a big loss to the national exchequer according to sources of the Ministry of Finance that shaved off up to 2% of the annual gross domestic production (GDP) growth rate in countries. It was found that the energy crises manifested and spurred in 2007 as the crises of energy were structural in nature but the immediate trigger was the global commodity boom in prices in 2007 when international oil prices tripled during a period of 18 months (Albers & Peeters, [2011](#); Raza et al., [2022b](#)). Moreover, fuel inflation was unprecedented, with a key factor in an increment of 36% import bill in 2008, and the consequence of the high import bill led to energy crises as the energy mix of the country focused on oil-fired thermal compared to other energy production sources (Caballero et al., [2008](#); Farnoosh, [2022](#)).

It was observed that Pakistan was facing a huge and significant energy shortfall in its history although the situation has recently improved. The need for electricity has gained so much importance that every household appliance needs power to power entertainment, cooling, and washing devices. The consecutive load shedding of 16 to 19 hours has made life miserable and hell for the people of Pakistan, and unscheduled load shedding had a more diverse effect on the day-to-day routines of people in that condition; they cannot manage their tasks (Banderker, [2022](#); Kessides, [2013](#)). Additionally, Pakistan is on the verge of challenges like political turmoil, suicide attacks, periodic changes in Government policies, unemployment, and illiteracy, low levels of export and import, and low foreign investment (Kelegama & Parikh, [2003](#); Sikder & Dou [2020](#)).

The root causes of the energy shortfalls and power cuts are due to numerous reasons. One of the main causes of this is a lack of coordination and cohesion among different departments, ministries, and institutions that manage energy sector policies. The energy sector needs in any country have been studied from one angle to formulate an integrated and combined energy policy in consultation with all sub-sectors (Bassi, [2009](#); Ibrahim et al., [2023](#)). Furthermore, each of these energy sub-sectors must pursue its own decisions and policies to cope with energy requirements because of the unequal energy mix with huge import levels and lack of energy mix and diversity in energy. In developing countries, despite huge hydroelectric potential in the form of torrential rains and floods, there is reliance on oil and gas as fuel for power generation, but this is not a fact and negates the standards of cheap electricity (Algarni, et al., [2023](#)). Similarly, natural reserves of gas and coal on which power generation is dependent are being depleted rapidly and the time will come when our energy mix will be in great trouble it expresses a lack of coordination and cohesion among the Water and Power Development Authority (WAPDA), Ministry of Petroleum and Natural Resources, and National Coal Authority (NCA).

The concept of organizational injustice refers to how people perceive that their relationship with their organization is unfair in terms of rewards and procedures (De Clercq et al., [2021](#); Hendrix et al., [1998](#)). Social exchange theory can be used to explain both the theoretical and practical explanation of organizational injustice and counterwork behavior. Similarly, justice theory argues that whenever an employee feels injustice between the distribution of rewards, procedures, or information he/she engages in negative behavior with that organization. A previous study (Jawahar & Stone, [2017](#)) found that organizational injustice negatively impacts counterproductive workplace behavior in an organization. (Park et al., [2019](#)) claimed that there is a strong relationship between organizational injustice and workplace deviance. Similarly, (Shaheen et al., [2017](#)) concluded that organizational justice and workplace deviance are related. As a result of many internal and external organizational factors, such as organizational injustice, financial pressure, and job dissatisfaction, found workplace deviance in Pakistan's public sector (Bashir et al., [2012](#);

Shaheen et al., [2023](#)).

Moreover, organizational justice is three types procedural, distributive, and interactional, and all of these are applied in organizations. Likewise, organizational justice is termed as the perception of individuals regarding transparency and fairness of attitude and behavior, and, organizational injustice evolved four decades ago in the organization when the management tiers were addressing the grievances (Bommer et al., [2005](#); Zayer & Benabdelhadi, [2020](#)). The present theories of organizational justice and model differ in their form up and elements and these theories emphasize fairness and just behavior at the workplace based on primary components like interpersonal, process, and outcomes. However, the root cause of justice research has its origin in the fairness of outcome-based distributive justice. It was also found that when the employees in an organization are not fairly treated by neglecting the justice attributes, then they started deviating from work and ultimately the day-to-day business of the organization deteriorates the and organization fails to achieve its target (Talaular et al., [2005](#)).

Workplace deviance is defined as "voluntary behavior that violates significant societal norms and threatens the wellbeing of an organization, its members or both" (Galperin et al., [2002](#); Qin et al., [2023](#)). Likewise, such organizational behavior is very harmful to the organization's function. It includes theft of organizational property or theft of colleagues' property, damaging the property of the organization, late arrival at the workplace, availing long breaks, neglecting the policies and instructions of the organization, and also sharing confidential information of the organization (Bennett & Robinson, [2000](#); Srinivas et al., [2019](#)).

Researchers defined counterwork behavior as intentional behavior by employees intended to emasculate the organization's interests. In numerous studies, counterproductive work behavior is studied as a single construct. However, it is being studied as a dimensional construct. It included counterproductive work behavior dimensions like withdrawal, sabotage, production deviation, abuse, and theft (Palmer et al., [2017](#)). There is a lack of research that identifies counterproductive work behavior in Pakistani public sector organizations as a significant variable that impacts their performance. As one example, (Bashir et al., [2012](#); Mehmood et al., [2022](#)) claimed that corruption is the main cause of counterproductive work behaviors (CWBs) in the Pakistani public sector. Drawing on this analogy, it is likely that employees with such behaviors ultimately harm the organization and make it ineffective in some cases.

H1: *Organizational injustice has a significant positive impact on workplace deviance.*

Researchers found that organizational issues of justice and fairness have a direct relationship and deep concern for employees in the ambit of organizational work practices (Mowday et al., [2013](#); Naz et al., [2020](#)). Fairness and justice are deep concerns in the workplace of employees especially when there is a chance of contract breach. Furthermore, crisis management in the energy sector has a relationship with workplace practices and fair workplace policies and strategies. In the same way, employees judge decision-making practices by their fairness and do not discriminate against employees (Köchling & Wehner, [2020](#); Simons & Roberson, [2003](#)). Inequality and injustice in an organization's daily business led to cognitive and behavioral dissatisfaction and crises. Similarly, it has stated moral identity and its moderating role between counter behaviors and organizational injustice, and it also stated that when moral identity is very low then a diverse relationship between organizational justice and counterproductive work behavior CWB is happening (Jones, [2009](#); Komari, [2020](#)).

However, the research on organizational injustice and management crises has a direct relationship. Employees perceive that injustice leads to a number of problems in the organization that become the reason for crises in power generation, but few studies. Additionally, organizational injustice was discussed as a cause of job stress and workload, resulting in counter-work behavior (CEBs),

and causing power crisis situations. Moreover, it was found to moderate personality traits and teamwork among the relationships between social justice and counterproductive work behavior (Bıçkes et al., [2020](#); Flaherty & Moss, [2007](#)). In the same way, organizational injustice has a positive effect on workplace deviance, and it leads to job stressors (Khattak et al., [2019](#)).

Moreover, it was identified that CWBs and organizational justice affect negatively, which is related to CWB dimensions of abuse, anger, and production deviance (Aisha et al., [2022](#); Spector & Fox, [2002](#)). It was found in a number of studies that psychological breach of contract mediates the relationship between organizational injustice and counterproductive work behavior (CWBs) and also between organizational injustice and workplace deviance (Jafri et al., [2020](#); Jensen et al., [2010](#)). Likewise, in our study, same mediation was checked between justice and CWBs and workplace deviance as well as counterproductive work behavior dimensions. The managers and supervisors are concerned about the workplace justice as a social impact and employees perceive them as negative predictors.

Furthermore, workplace deviance emanates from counterproductive work behavior as a result of the range of actions against employees harming it as a whole (Spector & Fox, [2005](#)). The workplace rudeness are to be associated with crises internal or external in power generation companies and actions that deviate from organizational norms and procedures; on the contrary, it's a despite of voluntary actions in which employees do with the objective of damaging the organization (Bunk & Magley, [2013](#); Conlon et al., [2013](#)). Further, counterproductive work behaviors (CWBs) are voluntary arising from inadequate motivation of employees to comply with the normal expectations of energy sector organizations. Researchers also pointed out that the range of deviant actions may vary from deliberate aggression, severe behavior, and the vague occurrence of carelessness and ignorance (Spector & Fox, [2005](#)).

Researchers explored that the way to deal with counterproductive work behavior (CWBs) involves a proactive approach, as before the situation got worse, one must control on all these adverse things like aggression, theft, sabotage, etc. (Conlon et al., [2013](#)). On the other hand, passive withdrawal can be managed by interpersonal and intrapersonal behavior (Hershcovis et al., [2007](#); Kreuzer & Gollwitzer, [2022](#)). It is observed that organizational justice has an overarching impact on employees' perception of fairness and transparency as reflected in organizational actions. Moreover, the perception of an unfair and injustice environment and situation at the workplace is the main reason for the occurrence of counterproductive work behavior (Amzulescu & Butucescu, [2021](#); Ambrose et al., [2002](#)).

The issue of energy crises management finds its root cause in available resources like oil, natural gas, and coal as well as management efficacy to do the job efficiently and effectively. In the same way, it was found that workplace fairness and justice has also a strong effect on the working habits and attitude of employees and even negative behavior moderates the relationship between organizational retaliatory behavior and perceived injustice in diverse ways (Kiazad et al., [2010](#)). Consequently, the perception of justice and fairness in the workplace is attached to workers' emotions like happiness, anger, and frustration. This relationship seems to be inverse and reciprocal in nature, and hence organizational problem did not resolve (Barsky & Kaplan, [2007](#); Thoresen et al., [2003](#)).

Alternatively, organizational justice can also be defined as distributive justice, in which tasks and workloads are distributed among employees. On the other way, distributive justice is also evident in the shape of resources and outcomes which is not equal and just like in the distribution of holiday or gain bonus distributed equally among all employees but on the contrary, senior level management takes more bonuses and other employees get low bonus rates (Connelly et al., [2016](#)). To solve organizational problems, equal job opportunity must be provided to every employee as a positive outcome are achieved. Hence, when distributed injustice is perceived as negative, the

individual can react by negatively reducing inputs, outputs, and feedback or by aggressively attacking someone (Cohen-Charash & Spector, [2001](#)).

Likewise, procedural justice is observed and perceived as fairness of process and procedures and used as a determination and an outcome because promotion is available in any organization (Kurtessis et al., [2017](#)). The hardworking employee of an organization who consistently works on projects as volunteer would strive for communicating with fellow employees and team-working members may seek legal injustice. On the other hand, injustice may lead to arguments, and a frequent delay in power sector completion projects may lead to major energy crises. Procedural justice is also associated with implementation at the organizational level and without implementation of it, counterproductive work behavior (CWBs) is related to workplace deviance and states the negative attitude and behavior.

Furthermore, interactional justice deals with compatibility between employee members and organizational members. The concept of interactional justice has two subcomponents, the first being interpersonal justice, in which organizational members are treated with consideration and respect (Akram et al., [2017](#)). The most robust antecedent of counterproductive work behavior is interpersonal justice. The second most important aspect of interactional justice is the view of informational justice, determined by the quality, and amount of information and revelation entrusted to the employee (Al Hosani, et al., [2020](#); Aquino et al., [2006](#)).

On the other hand, the common case is interactional justice, which is perceived as laying off the employees at the organization if the management does not use an integration policy for dismissing employees (Bebenroth et al., [2016](#)). In addition, management efficacy crises can evolve through management incompetence in resolving crises of energy and its explanation of its event as underway, and its employees can retain the structure of informational and interpersonal justice (Bebenroth et al., [2016](#)). As interactional injustice involves the interaction of two or more employees with organizational values, counterproductive work behaviors are more diverse and interpersonal in nature (Hershcovis et al., [2007](#); Szostek, [2019](#)).

Production, abuse, sabotage, and anger are all passive aspects of the aggressive nature of employees described by production deviance and counterproductive work behavior (CWB). The effects of these behaviors on organizational performance include productivity decline, decreased satisfaction levels, higher absenteeism, high turnover, and complete failure of the organization (Jones, [2009](#); Jung & Yoon, [2012](#)). In addition, personality trait differences and environmental conditions are accounted for changes in counterproductive work behavior (Spector & Zhou, [2014](#)). Energy sector management can be resolved through the supply and demand gap of electricity as well as injustice which is an environmental precursor of work stress. It has its impact on counterproductive work behavior.

It was observed that production deviation is a major hurdle to completing the main tasks in a more efficient and effective way (Idriss, [2021](#)). It consists of deliberately performing slow tasks, incorrectly and intentionally not following given instructions and rules. It is stated that aggressive and reactive responses from individuals can disrupt and deteriorate the functioning of the energy sector organization. The integrated model of counterproductive work behavior (CWBs) and job stress developed explored that workplace deviance and counter behavior are result of job overload and work stress. The energy sector power cuts and load shedding are the results of deficiency of resources, mismanagement of alternative sources of energy, improper work on renewable and non-renewable sources of energy, use of costly sources of fuel generation, as well as some attitude and behavior problems of working employees in these generation companies (Gabrielova, & Buchko, [2021](#)). Similarly, job stress, work overload, anxiety, and anger are some of the negative factors affecting job function and performance. These factors lead to withdrawal and deviance and counterproductive work behavior expresses behavioral and psychological stress and strain (Fida

et al., [2015](#); Striler et al., [2021](#)).

H2: *Organizational injustice has a significant positive impact on counterproductive work behavior.*

3 Research methodology

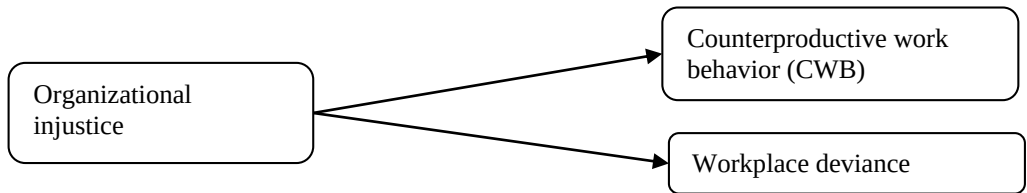


Figure 1: Research framework

4 Methodology

The research paper uses a causal research approach with a hypothetical deductive method with a cross-sectional technique for collecting data from individuals working in Pakistan's energy sector. Hence, data collection from 250 employees using a paper and pencil survey was conducted to conduct the study. Meanwhile, demographic variables are also used to examine sample characteristics. Therefore, the following power plants were selected for data collection.

- Balloki power plant
- Haveli Bahadur shah power plant
- Bhikki power plant
- Quaid-e-Azam thermal power company (QPTL)
- Nandipur power plant
- Port Qasim power plant
- Quaid-e-Azam solar plant Bahawalpur and Sahiwal coal power plant

Organizational injustice is further divided into three sub-dimensions as procedural injustice and interactional injustice were measured using 6 and 5 items respectively as developed by (Moorman, [1991](#)) while distributive injustice was analyzed using 3 items from (Curry et al., [1986](#)). Workplace deviance is measured by 7 items (Bennett & Robinson, [2000](#)), and counterproductive work behavior is assessed by 8 items as adapted by (Rotundo, [2012](#)).

5 Results and analysis

5.1 Demographic Analysis

Table 1: Demographic

Demographic variables	Categories	Responses	Response rate (percent)	Mean	S.D.
Gender	Male	172	68%	0.74	0.438
	Female	78	15%		
	Bachelors	68	27%		
Education	Master	156	62%	2.29	0.679
	HSS certificate	26	10%		
Marital status	Single	108	43%	3.18	1.5
	Married	142	57%		
	Less than 20 years	41	16%		
Age	31-29 Years	103	41%	1.57	0.548
	Above 30 Years	106	42%		
	2-4 Years	133	53%		

Experience	5-7 Years	28	11%	1.75	0.88 3
	More than 7 Years	89	35%		
Total	183				

5.2 Regression Analysis

Table 2 reports the regression statistics of the hypothesis that organization injustice has a positive effect on workplace deviance. The model summary also illustrates the statistical values of R square, adjusted R square, and sig value (p-value). Hence, R square value 0.633 shows the explained relationship between organizational injustice and workplace deviance. It shows that organizational injustice in energy firms employees explains 63.3 % of workplace deviance of energy producing firms. The adjusted R square is the modified and adjusted version of R square to adjust the values of predictor variables. It increases with model improvement with the given value of 0.632. Likewise, the sig value reported here in the table is 0.000, which is accepted according to statistical parameters because it is less than 0.05. Hence, it was proved that organizational injustice has a positive effect on workplace deviance.

Table 2: Regression Analysis

Model	Sig	R Square	Adjusted R Square
Model Summary	0	0.633	0.632

In Table 3, it was demonstrated that organizational injustice has a significant and positive impact on workplace deviance based on the standardized coefficient. The significance value of 0.000, which is less than 0.05, explains the acceptance of the hypothesis, and the standardized coefficient (Beta) value indicates how many units a dependent variable will change in deviation from a unit change in the independent variable. The value of the standard coefficient beta is 0.796 which explains that one unit change in the predictor variable will mark a change of 79.6% in workplace deviance and how it also shows how much strong impact organizational injustice had on workplace deviance. In this case, the T value is 20.651, which should be greater than 2 for the relationship to be accepted. Therefore, it is accepted that organizational injustice has a positive and significant effect on workplace deviance.

Table 3: Statistical Values of the Relationship of Organizational Injustice

Predictor	Significance Value	Std. Coefficient (Beta)	T - Value
Org. Injustice	0	0.796	20.652

Table 4 and 5 report the statistical values of the relationship of organizational injustice with counter productive work behavior. Table 4.8 reports R square and adjusted R square values of 0.666 and 0.665 respectively. This shows that organizational injustice explains the 66.6 % of relationships. Also, the sig value is 0.000 which is less than 0.05, which supports the assumption that organizational injustice plays a role in counterproductive work behavior.

Table 4: Model Summary

Model	Sig	R Square	Adjusted R Square
Model Summary	0	0.666	0.665

Table 5 illustrates how organizational injustice affects counterproductive work behavior positively and significantly. As a result, the standard coefficient (beta) is 0.816 and is a direct indication that one unit change in organizational injustice will lead to an increase in organizational injustice of 81.5 percent and this is the major contributing factor to the criterion variable. On the other hand, the T-statistics is 22.204, which indicates that the hypothesis is accepted and approved.

Table 5: Standardized coefficients

Predictor	Significance Value	Std. Coefficient (Beta)	T - Value
Org. Injustice	0	0.816	22.204

The correlation analysis illustrated the strength of the relationship among variables. In conclusion, the Pearson correlation value of organization injustice with counterproductive work behavior was 0.816, which is a positive and strong correlation. The Pearson correlation value of organization injustice with workplace deviance is 0.796, which is also very strong and significant. Likely, the Pearson correlation value of counterproductive work behavior with workplace deviance is 0.806, which indicates a strong and positive relationship.

Table 6: Pearson correlation model

Variables	Org Injustice	CWB	Workplace DEV
Org Injustice		1	
CWB	.816**		
Workplace deviance	.796**	.806**	1

6 Discussions

It was concluded that the concept of national security has emerged as an essential element of the security of nations in the modern global economy. Therefore, energy is reliable, affordable, sufficient, and sustainable as well as a source of energy for the modern world economy. Furthermore, natural security suggests energy schemata, which is the most important component of national security for finite supplies like coal, oil, and gas (Peoples, 2014). Based on a study, it was found that the country's economy is measured by its energy production, and it plays an integral role in building a strong foundation for competing with the global economy. It was found in the study of the United States Agency for International Development (USAID), that energy provision has wide importance in economic, global, and political development.

Moreover, it is observed that there is an energy crisis and its main shortfall in energy supply are due to increased demand for energy. At the global level, the economy also suffers due to escalating fear of a final increase in the pricing of consumption fuels. The primary demand of the world will increase up to level of 1.7 % annually which is driven by economic development and growth over the next twenty years. Furthermore, it has been observed that developing countries in South Asia also contributed to the growth of the global energy demand. Hence, in the context of Pakistan, it is very regrettable to know that energy security has been ignored for many decades. This is until it took the terrible form of worst crises and emerged in acute shortage of power and electricity load shedding. It was observed that despite other problems and issues associated with energy shortfalls, the roots of load shedding lie in the lack of stringent policies and structural inadequacies (Kessides, 2013).

In conclusion, the lack of cohesion and coordination between government ministries and departments, the escalating need for energy, have never been studied and discussed from one perspective. Hence, due to this non-serious attitude, no proper policy has been formulated for integrated energy policy by consulting other energy-producing companies and subsectors. Consequently, each sub-sector of energy production has developed independent policies for tackling energy requirements that result in an uneven energy mix resulting in high imports and a lack of energy diversity. On the one hand, instead of enormous hydroelectric potential, the economy relies much on imports of oil for the production of power. On the other hand, the reserves of natural gas are being depleted despite enhancing the consumption of coal in the energy mix. Water and Power Development Authority (WAPDA), Ministry of Petroleum and Natural Resources, and National Coal Authority (NCA) lack adequate coordination and liaison.

6.1 Future and Recommendations

Further analysis cannot resolve many obstacles. Because data were collected from a small population and a cross-sectional, non-probability inspection strategy was implemented in the review, organizational injustice and counterproductive work behavior play a significant role in workplace deviance in Pakistan's power sector. Future research can be conducted using a longitudinal review plan with likelihood inspections focusing on a larger population. There is also a limitation associated with the self-report measure, which could pose problems. By using dynamic or longitudinal information collection methods in the future, this tendency may be reduced.

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