



Factors Influencing Development of Counterproductive Work Behavior Among University Employees

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Abstract

This study was conducted to evaluate the factors that influence the development of counterproductive work behavior amongst university employees. For this purpose employees of Peshawar University and Agriculture University Peshawar were considered a population total of 500 questionnaires were distributed. Responses were received from 415 participants. The collected data was analyzed using SPSS and AMO software. The Confirmatory Factor Analysis was conducted to evaluate model fitness however, regression analysis was conducted to evaluate the relationship between independent variables and dependent variables. The study found employee development, organizational commitment, burnout, and psychological capital influence the development of counterproductive work behavior in university employees. The statistical values of regression analysis show the existence of a significant positive relationship between independent variables and dependent variables also found consistent with previous studies. In this regard, it is recommended that organizations must consider the identified factors to encounter the development of counterproductive work behavior amongst employees. Also, recommend developing a soft image in the industry by providing employees development opportunities.

Keywords: Employees development, organizational commitment, burnout, psychological capital and counterproductive work behavior.

1. Introduction

Counterproductive work behaviour is the behaviour of an employee that is against the interest of the organization where the employees used to work. This behaviour negatively



affects the performance of the organization and harms the image of the organization. Contemporary studies have revealed subtle interrelations between employees' deviant work behaviors and their individual characteristics, such as the Big-Five personality traits, locus of control and self-esteem (Gruys & Sackett, 2003). Literature revealed various factors influence in development of counterproductive work behavior. In order to encounter the issue of counter work behavior in employees 'development is the most important factor. The development of the employ is based on the abilities and struggle of the employee. The organization usually digs the abilities of the employees, work on those abilities and put all the energy of the employee for the development of the organization. The combine work of employ and organization flourish the employee performance and development of the organization (Antonacopoulou, 2000; Baloch 2016). When the employees would be satisfied with their job they will put all their energies to work hard and will increase the effectiveness of organization. Similarly, counterproductive work behavior is the consequences of poor development (Kirkpatrick, 2006).

Literature revealed that the performance of the employee with development increase 10 times and its overall benefit enhance the outcome of the organization (Hameed, 2011). A study conducted by Awasthi revealed that the positive outcome is always in the hands of the employees. Similarly, the success and the failure of any organization are associated with the performance of the employees. In the same context, the performance of the employees is directly associated with the development. Those employees who are developed through different ways perform well in organization as compared to those who are not developed (Awasthi, 2017). It was estimated that the employee development enhances the performance of employee by 50% as compared to the employee without development (Abbas & Yaqoob, 2009). Further study revealed that some strategies such as providing incentives for the employees, creation of the activities, training the employees in ongoing trainings, providing job security and overall over viewing the problems of the counterproductive work behaviour (Zeps & Ribickis, 2015). Employee's engagement is another step to encounter counterproductive work behaviour, engaging the employees in different tasks make them aware of different fields and they get the holistic approach (Jones & Lewis, 2011). In job satisfaction the employee will feel joy and happiness and they will work more efficient (Samad & Yusuf, 2012). Counterproductive work behaviors are an extensive phenomenon for an organization, these behaviors may include acts such as direct aggression, theft, purposely failing to follow instructions or to perform work incorrectly, in the interest of violating significant organizational norms.

2. Research Problem

The development of counterproductive work behaviour among organizational employees is consequences of certain factors. Research study concludes that about 86% employees are satisfied where they got the opportunities of development and they stay for a long time (Benson, 2006). However, organization faces various challenges to encounter counterproductive work behaviour among organizational employees (Antonacopoulou & Fitzgerald, 2009), like hectic schedules, a dispersed workforce, different learning habits; lack of engagement and training costs (Flowers, Jones & Hogan, 2016). However till date no empirical study has been conducted to examine the development of counterproductive



work behaviour amongst university employees. This study articulates the factors influence in development of counterproductive work behavior in university employees.

3. Literature review

3.1. Counterproductive Work Behavior: Counterproductive work behaviour is the behaviour of an employee that is against the interest of the organization where the employees used to work (Zaman et.al, 2017). This behaviour negatively affects the performance of the organization and harms the image of the organization. Counterproductive work behaviour not only affects the performance of the organization but also affects the role and identify of the employee (Ispas & Borman, 2015, Baloch, et.al. 2017). Counterproductive work behaviour has found itself to be the focus extensive research recently due to the pervasive and costly consequence of such behaviors which affects both the organizations and their employees. Counterproductive work behaviour among organizational employees is due to certain factors, such as stress and tension among the organizational employees, work burden, work place violence. Reducing the efficiency and job performance of its members and basically threatening the health and wellbeing of the organizations and its members. Counterproductive work behaviors are costly to both individuals and organizations (Spector & Fox, 2002).

3.2. Employee development: Employee development is a process where the employees of any organization supported through various ways to acquire new and advance skills. Supporting the employees is totally based on new skills, trainings and various educational programs (Hameed, 2011). Study revealed that providing trainings, providing benefits to the employees and engaging the employees in different activities enhance the developing of the employees (Mpofu & Hlatywayo, 2015). Literature supports that employee satisfaction is the key factor for the development of the employee and dissatisfied employees always lead to poor performance of the organization (Jehanzeb & Mohanty, 2018). Training in different fields used to upgrade the skills and knowledge of the employees and this skills and knowledge will develop the employees (Chaudhary & Bhaskar, 2016). The importance of training in development of employees was also reported in another study by Govand Anwar and Inji Shukur. According to them there is a strong association between the employee development and training programs for the employees. The development of employees in specific fields needs ongoing base educational trainings (Anwar & Shukur, 2015).

3.3. Psychological Capital: Psychological capital is the positive conceptualized state of development. Psychological capital is the application of employee's positive oriented human resources, employee's strengths and Psychological capacities in a way to gain a fruitful result in terms of good work or good performance in organization (Luthans, & Luthans, 2004; Baloch, Latif, & Azam., 2016). Study suggested that the educational development play role in organization development but not as much as psychological capital (Luthans & Youssef, 2004; Zaman et.al, 2017). Psychological capital can be compared with the physical, structural and financial resources in an organization but the psychological capital contribute more to the development of an organization as compared



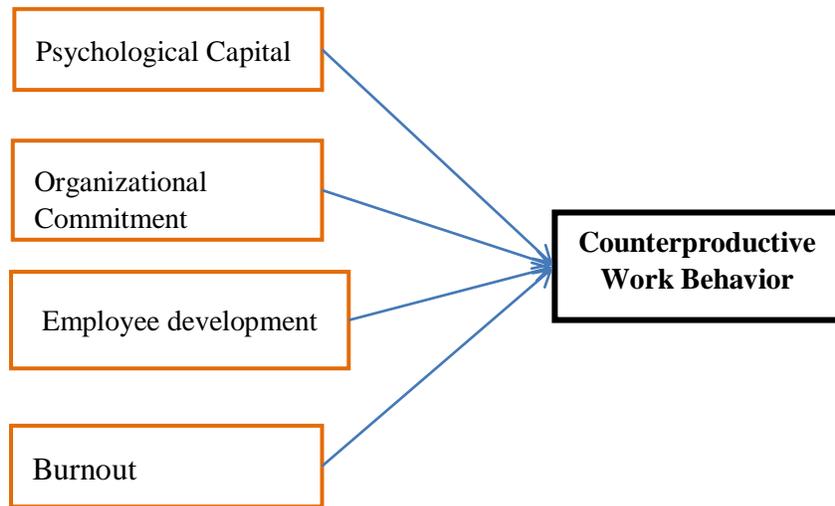
to the physical, structural and financial resources. Accordingly financial, physical and structural resources are mainly dependent on Psychological capital (Avey, Luthans, & Youssef, 2010).

3.4. Organizational Commitment: According to Cohen (2007; Ali and Baloch, 2009)), organizational commitment is the relationship or bond between the organization and the employee. In order to execute this bond employee feel the responsibility to positively contribute to organization and on the other hand organization also acknowledged employees responsibility and good performance subsequently organization facilitate their employees. The employee should show the sense of responsibility within the organization and when each and every employee feels the sense of responsibility the organization produce positive outcome (Lambert, Hogan, & Jiang, 2008; Baloch, Ali, & Zaman, 2014). Meyer and Allen have studied the organization-employees commitment from both attitudinal and behavioral perspectives. The attitudinal perspective focuses on identifying the events that contribute to the development of commitment. The behavioral perspective focuses on identifying the conditions where behavior, once exhibited, tends to be repeated, along with its effects on changes in attitudes (Meyer, 2007). Literature found positive association between organization commitment and employees development. The research also testifies that there exists significant relationship between transactional leadership style and transformational leadership style and employees' commitment.(Baloch, Ali, & Zaman, 2014)

3.5. Burnout: According to Maslach and Leiter (2016), burnout is emotional, physical and mental exhaustion state of employee by excessive and prolong stress. It occurs to the organizational employees when they emotionally drained; feel overwhelmed and unable to meet constant demands. Study found low job satisfaction has the more significantly associated with factors of employee burnout and turnover intentions (Khan & Zafar, 2012; Baloch, 2009). The main symptoms of Burnout are emotional exhaustion, depersonalization, and reduced personal accomplishment at work due to work activity (Lee & Ashforth, 2002). It was estimated that the burnout in employees has linked with job related tension and decreased level of job commitment and light of both these perspectives, implementing effective individual and managerial strategies, to control this issue, are critical for organizations. Therefore, management needs to have clear and precise understanding of job burnout process and development of its various stages (Parker & Kulik, 2005).



4. Conceptual Framework & Development of Hypotheses



H₁: There is statistically significant relationship between Psychological Capital and development of counterproductive work behavior.

H₂: There is statistically significant relationship between commitment and development of counterproductive work behavior.

H₃: There is statistically significant relationship between burnout and development of counterproductive work behavior.

H₄: There is statistically significant relationship between employee development and counterproductive work behavior.

6. Research Methodology

This study was based on quantitative data collected through survey method. According to Kerlinger and Lee (2000) survey method is an appropriate technique for data collection when researcher intend to investigate geographically spread population. For this purpose University of Peshawar and Agriculture University Peshawar employees were considered population and self-administrated questionnaire was used for data collection. A total of 500 questionnaires were distributed amongst the participants and 415 questionnaires were received back. The collected data was analyzed through statistical software SPSS and AMOS. Factor analysis was conducted to evaluate data perfection followed by regression analysis to examine the relationship.



7. Analysis and Results

7.1 Descriptive Statistic

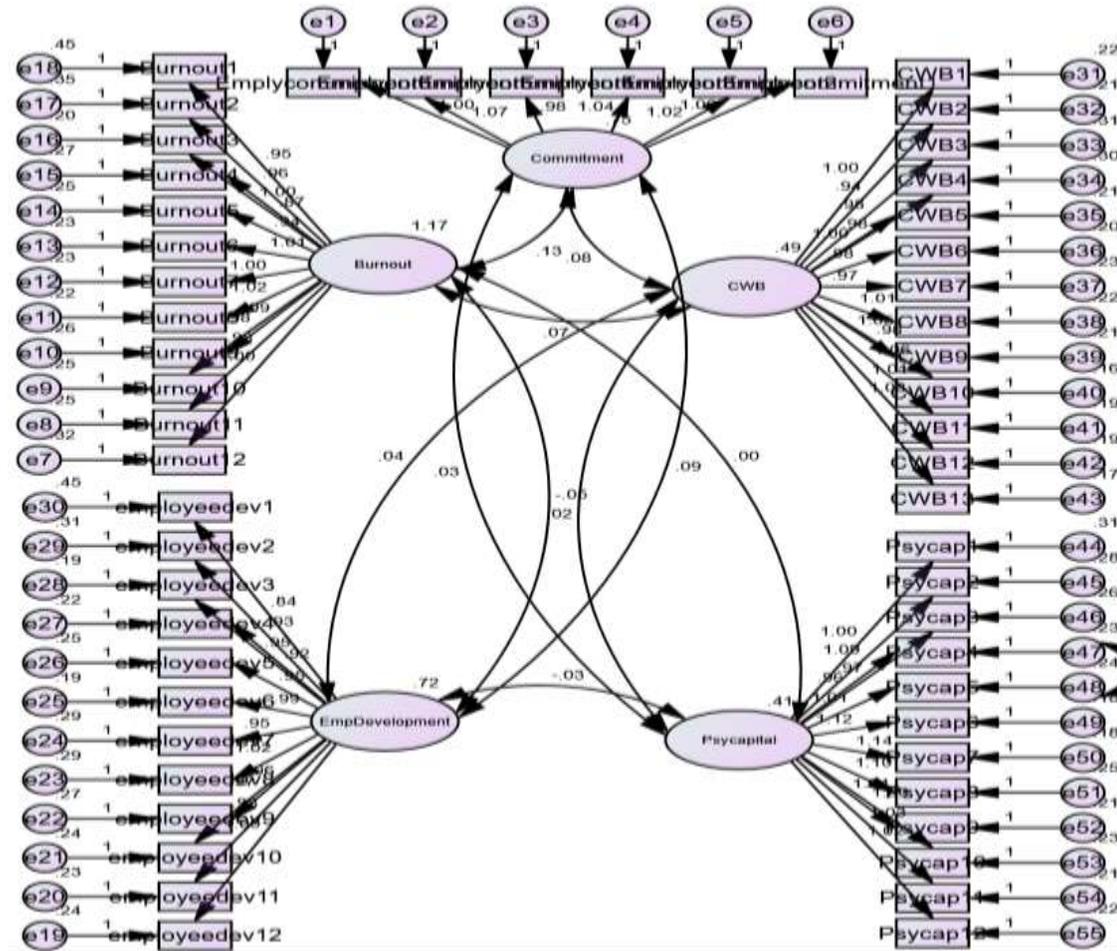
Table 1: *Demographic values*

Description		Frequency	Percent	Cumulative Percent
Gender	Male	237	57.1	57.1
	Female	178	42.9	100.0
Age	17-27 years	91	21.9	21.9
	28-38 years	265	63.8	85.5
	39 & above years	59	14.3	100.0
Marital status	Married	326	78.5	78.5
	Unmarried	89	21.5	100.0
Education level	Matric	15	3.6	3.6
	Intermediate	36	8.6	12.2
	Undergraduate	69	16.7	28.9
	Graduate	115	27.8	56.7
	Doctorate	180	43.3	100.0
Total		415	100.0	100.0

The above table shows the demographic detail of the population. Table shows that the percentage of men and women respondents was 57.1% and 42.9% respectively. The age group 17-27 years represents 21.9% of the total sample while the age group 28-38 represents 63.8% of the total sample. The age group of 39 and above represents 14.3%. The marital status depict that 78.5% are married and 21.5% are unmarried. The table shows the education level of the respondents, figures reflect that 3.6% are matric, 8.6% intermediate, 16.7% are undergraduate, 27.8% graduate and 43.3% are doctorate employees.

7.2 Confirmatory Factor Analysis

Confirmatory factor analysis was conducted to examine the validity of the data and also specify the required number of factors, in order to examine the measurement theory model for this study.



The fitness of the model through model fitness indexes number of indexes can be used for this purpose we used Comparative fit index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), According to (Hu & Bentler, 1999). The values of CFI and TLI should be equal or greater than 0.9 for acceptance or for consideration of model fitness. Below table shows the values for the fitness of our model.

Table 2: Model Fitness Statistics

Model	TLI	CFI	RMSEA	AIC	SRMR
Five Factor Model	.943	.945	0.47	3096.298	0.27

The above statistic revealed the model is good fitted. However, for convergent validity, the items loading were found on the same factor. For the Factor loading all should be significant at $p < 0.05$. AVE values were also found significant for convergent validity.

7.3 Regression Analysis

Regression analysis is a statistical tool used to describe the nature of the relationship between two or more variables. It is concerned with the problem of describing or



estimating the value of the dependent variable on the basis of one or more independent variables.

Table 3: Regress Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550	.325	.303	.65740
a. Predictor: (Constant), <i>employees development, organizational commitment, burnout, and psychological capital</i>				

Regression coefficient “R” = .550 (55%) relationship exist between employees development, organizational commitment, burnout, and psychological capital and counterproductive work behaviour. The coefficient of determination R² represents .303 that shows 30.3% of variation in expected.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.276	.207		5.688	.000
Employees development	.613	.312	.734	12.51	.010
Organizational commitment	.325	.294	.321	17.15	.000
Psychological capital	.331	.428	.642	19.79	.000
Burnout	.474	.377	.425	8.36	.006

DV: Counterproductive Work Behaviour

The coefficient (β) value shows that one percent change in employee’s development change 61% counterproductive work behaviour. The T value is found 12.51 and is significant at .010 because significance level is $P < .05$. The coefficient (β) value shows that one percent change in organizational commitment change 32.5% counterproductive work behaviour. T value found 17.15 and significant at .000 because less than $P < .05$. The coefficient (β) value shows that one percent change in psychological capital change 33.1% counterproductive work behaviour. The T value is found 19.79 is significant at .000 because significance level is $P < .05$. The coefficient (β) value shows that one percent change in burnout change 47.4% counterproductive work behaviour. The T value is found 8.36 is significant at .006 because significance level is $P < .05$. All factors are found significant positive impact on counterproductive work behaviour.



8. Conclusion and Discussion

This study examined the factors influence in development of counterproductive work behavior amongst university employee. For this purpose employees of Peshawar University and Agriculture University Peshawar were considered population and survey method was used for data collection. A total of 500 questionnaires were distributed amongst the targeted participants and 415 questionnaires completed in all respect were received back and entered into SPSS software for analysis. Validity and reliability tests were conducted. The CFA model fitness was assessed on the basis of basic indices (Bakhsh et al., 2016). The experiment results of all the models showing significance values and loadings constructs are also acceptable and all alternative models are a good fit, followed by regression assumptions that were found within an acceptable range. Regression analysis was conducted to evaluate the relationship between independent variables and dependent variable. The statistical values of regression analysis show the existence of significant positive relationship between independent variables and dependent variables. Based on regression statistics all hypotheses were accepted.

Result indicates positive significant relationship between employees' development and counterproductive work behaviour consistent with previous study of (Jehanzeb & Mohanty, 2018). Result indicates positive significant relationship between burnout and counterproductive work behaviour consistent with previous study of (Khan & Zafar, 2012). Result indicates positive significant relationship between organizational commitment and counterproductive work behaviour consistent with previous study of (Meyer, 2007). Result indicates positive significant relationship between psychological capital and counterproductive work behaviour consistent with previous study of (Luthans & Youssef, 2004). Based on study findings it is recommended that organization must consider the identified factors to encounter the development of counterproductive work behavior amongst employees. Also recommend that organization must develop soft image in industry by providing employees development opportunities. Further recommend to strong work on burnout issues for this purpose regular conduct employees motivation to enhance loyalty and organization commitments. Further recommend to professionally train the employees in order to enhance their skills, abilities and education.

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