

**COUNTERPRODUCTIVE WORK BEHAVIOUR:  
ANTECEDENTS, CONTEXT AND  
CONSEQUENCES**

**NEHA JAIN**



**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCE  
INDIAN INSTITUTE OF TECHNOLOGY DELHI  
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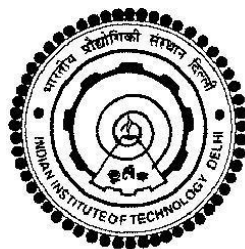
*by*

**NEHA JAIN  
DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCE**

submitted

In fulfillment of the requirements of the degree of Doctor of Philosophy

to the



**INDIAN INSTITUTE OF TECHNOLOGY DELHI.  
DECEMBER, 2017**

## **CERTIFICATE**

This is to certify that the thesis entitled, “**Counterproductive Work Behaviour: Antecedents, Context and Consequences**”, submitted by **Ms Neha Jain** for the award of the degree of **Doctor of Philosophy**, to the Indian Institute of Technology, Delhi, is a record of original bona-fide research carried out by her under my guidance and supervision. I am satisfied that the thesis presented by Ms Neha Jain is worthy of consideration for the degree of Doctor of Philosophy. The results of this thesis have not been submitted to any other University or Institute for award of degree or diploma. I certify that she has pursued the prescribed course of research.

**Professor Purnima Singh**

Department of Humanities and Social Sciences,  
Indian Institute of Technology Delhi, India

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# **ABSTRACT**

## **Counterproductive Work Behavior: Antecedents, Contexts and Consequences**

Counterproductive work behavior refers to intentional behavior performed by employees that harms the organizations and its members. Although this behavior is rampant in organizations in India having serious ramifications both for the organization and its members, it has not received research attention. The present research aims at exploring various antecedents, contexts and consequences of counterproductive work behavior in Indian organizations. Four studies have been conducted each with a distinct objective. Study 1 explores the “When” of counterproductive work behavior. This is a qualitative analysis of when people indulge in counterproductive work behavior. Study 2 looks at the “What” and “When” of counterproductive work behavior. This study tests the moderating role of ethical climate in the relationship between counterproductive work behavior and organizational commitment and stress. In study 3 a measure of counterproductive work behavior was developed which attempts to handle some of limitations of earlier measures. The measure has two dimensions- rating of counterproductive work behavior (CWB Rating) and respondent’s indulgence in counterproductive work behavior (CWB Self). Study 4 investigates the antecedents, context and consequences of counterproductive work behavior. This study tests the relationships between antecedents (spiritual intelligence and personality), context (ethical climate and organizational justice), consequences (organizational citizenship behavior and subjective well being) and counterproductive work behavior. Overall the findings highlight the role of various variables in understanding the dynamics of counterproductive work behavior and the consequences. These have implications for managing and designing efficient organizations.

## सार

प्रतिक्रियात्मक कार्य व्यवहार: पूर्ववर्ती, संदर्भ और परिणाम

प्रतिक्रियात्मक कार्य व्यवहार का संदर्भ, कर्मचारियों द्वारा जानबूझकर किये गए उस व्यवहार से है जो विभिन्न संगठनों और उसके सदस्यों को हानि पहुंचाता है। यद्यपि यह व्यवहार भारतीय संगठनों में अनियंत्रित रूप से बड़े पैमाने पर फैल रहा है तथा इसने संगठनों एवं उसके सदस्यों के विकास को गंभीर क्षति पहुंचाई है तथापि इसपर शोध करने पर किसी का ध्यान आकर्षित नहीं हुआ है। वर्तमान शोध का उद्देश्य भारतीय संगठनों में उल्लसित कार्यों के विभिन्न पूर्ववर्तियों, संदर्भों और परिणामों की खोज करता है। एक विशिष्ट उद्देश्य के साथ मुख्यतः चार अध्ययन किये गए हैं। अध्ययन 1 प्रतिक्रियात्मक कार्य व्यवहार के 'कब' की खोज करता है। यह उस समय का एक गुणात्मक विश्लेषण है जब लोग प्रतिक्रियात्मक कार्य व्यवहार में शामिल होते हैं। अध्ययन 2 प्रतिक्रियात्मक के 'क्या' और 'कब' पर केंद्रित है। यह अध्ययन प्रतिक्रियात्मक कार्य व्यवहार, संगठनात्मक प्रतिबद्धता तथा तनाव के बीच संबंधों में नैतिक प्रतिवेश की मध्यस्थ भूमिका का परीक्षण करता है। अध्ययन 3 में प्रतिक्रियात्मक का वह उपाय विकसित किया गया है जो अतीत में बताए हुए उपायों में आई बाधाओं को दूर करता है। इस उपाय में दो आयाम हैं - प्रतिफलकारी कार्य व्यवहार (सिडब्लूबी रेटिंग) का मूल्यांकन और प्रतिकूल कार्य व्यवहार (सिडब्लूबी स्व) में प्रतिवादी का अनुग्रह। अध्ययन 4 पूर्ववर्ती, संदर्भ तथा प्रतिकूल कार्य व्यवहार के परिणामों की जांच करता है। यह अध्ययन पूर्ववर्तियों (अध्यात्मिक बुद्धिमत्ता और व्यक्तित्व), संदर्भ (नैतिक प्रतिवेश और संगठनात्मक न्याय), परिणाम (संगठनात्मक पौरत्व व्यवहार और व्यक्तिपरक कल्याण) और प्रतिक्रियात्मक कार्य व्यवहार के बीच संबंधों की जांच करता है। कुल मिलाकर ये निष्कर्ष प्रतिक्रियात्मक कार्य व्यवहार की गतिशीलता और परिणामों को समझने में विभिन्न प्रकारों की भूमिका को उजागर करते हैं। ये कुशल संगठनों के प्रबंधन और डिज़ाइन के लिए निहितार्थ हैं।

# TABLE OF CONTENTS

INTRODUCTION.....	12
1.1. Counterproductive Work Behaviors – What Are They? .....	14
<b>1.2. Developments in Research</b> .....	16
1.2.1. Typologies of Counterproductive Work Behavior.....	16
<b>1.3. Models of Counterproductive Work Behavior</b> .....	18
1.3.2. Organizational justice as a stressor. ....	21
<b>1.4. Forms of Counterproductive Work Behavior</b> .....	22
1.4.3. Theft / Stealing. ....	26
1.4.4. Employee Sabotage .....	29
1.4.5. Workplace incivility.....	30
1.4.6. Emotional abuse. ....	31
1.4.7. Mobbing .....	33
1.4.8. Bullying.....	34
1.4.9. Workplace Aggression. ....	36
<b>1.5. Form based Integrative model of Counterproductive Work Behavior</b> .....	37
<b>1.6. Dynamics of Counterproductive Work Behavior</b> .....	38
1.6.1. Antecedents .....	38
1.6.2. Context .....	43
1.6.3. Consequences .....	46
<b>1.7. Some issues and challenges</b> .....	48
CHAPTER 2.....	52
OBJECTIVES OF THE RESEARCH.....	52
<b>2.1. Conceptual gaps</b> .....	52
<b>2.2. Methodological gaps</b> .....	53
<b>2.3. Objectives</b> .....	54
2.3.1. “When” of Counterproductive Work Behavior? Study 1.....	54
2.3.2. “What” and “When” of Counterproductive Work Behavior? Study 2.....	54
2.3.3. Development of the measure: Study 3 .....	55
2.3.4. Antecedents, Context and Consequences of Counterproductive Work Behavior: Study 4.....	56
CHAPTER 3.....	58
STUDY 1: “WHEN” OF COUNTERPRODUCTIVE WORK BEHAVIOR.....	58
<b>3.1 Some Research looking at the “when” of Counterproductive Work Behavior</b>	
<b>3.2. Method</b> .....	61
3.2.1. Sample .....	61
3.2.2. Procedure.....	62
<i>Table 3.1</i> .....	63
<i>The major themes with their explanation from the respondents</i> .....	63
<i>Table 3.2</i> .....	64
<i>Major themes with their frequency and percentage</i> .....	64
<i>Figure3.1: Showing the percentages of organizational and personal themes.</i> .....	65
3.2.4. Discussion .....	65
CHAPTER 4.....	71
STUDY II: “WHAT” AND “WHEN” OF COUNTERPRODUCTIVE WORK BEHAVIOR .....	70
<b>4.1 Ethical Climate</b> .....	70

<b>4.2. Counterproductive Work Behavior</b> .....	73
<b>4.3. Nature of the Organization</b> .....	75
<b>4.4. Method</b> .....	76
4.4.2. Procedure .....	76
4.4.3. Measures .....	77
<i>Table 4.1</i> .....	79
<i>Variables with the instruments used and their Cronbach alpha values</i> .....	79
4.4.4. Results.....	79
<i>Table 4.2</i> .....	79
<i>Means F values showing counterproductive work behavior dimensions for gender and type of organization</i> .....	79
4.4.4.ii. Correlational analysis .....	80
<i>Table 4.3</i> .....	80
<i>Correlations between counterproductive work behavior and organizational commitment and stress</i> .....	80
4.4.4. iii.Ethical climate as a moderator.....	81
<i>Table 4.4</i> .....	81
<i>Multiple Regression analysis testing moderating effect of ethical climate in the relationship between counterproductive work behavior and organizational commitment and stress.</i> .....	81
4.4.5 Discussion .....	82
4.4.6. Limitations .....	85
CHAPTER 5.....	87
STUDY 3: DEVELOPMENT OF A MEASURE TO ASSESS COUNTERPRODUCTIVE WORK BEHAVIOR .....	86
<b>5.1. Review of existing measures</b> .....	86
5.1.1.. <i>Generic vs. situation specific measures.</i> .....	87
5.1.2. <i>Sub-dimensions of counterproductive work behavior.</i> .....	88
<b>5.2. Present study</b> .....	89
5.2.1. Two dimensional measure. ....	90
5.2.2. <i>Pilot study.</i> .....	90
<i>Table 5.1</i> .....	91
<i>Forms of Counterproductive Work Behavior along with their definitions</i> .....	91
<b>5.3. Method</b> .....	92
5.3.1. <i>Development of the measure</i> .....	92
<i>Mean, SD, Variance, Skewness and Discriminative Index of the final statements</i> 94	
<i>Table 5.3.1</i> .....	95
<i>Inter item correlations on all the five statements of lying on rating dimension of counterproductive work behavior</i> .....	95
<i>Table 5.3.2.</i> .....	95
<i>Inter item correlations on all the five statements of Production deviance on rating dimension of counterproductive work behavior</i> .....	95
<i>Inter item correlations on all the five statements of Aggression on rating dimension of counterproductive work behavior</i> .....	96
<i>Inter item correlations on all the five statements of Bullying on rating dimension of counterproductive work behavior</i> .....	96
<i>Table 5.3.5.</i> .....	96
<i>Inter item correlations on all the five statements of lying on the self dimension of counterproductive work behavior.</i> .....	96

Table 5.3.6.....	97
<i>Inter item correlations on all the five statements of Production deviance on the self dimension of counterproductive work behavior.</i> .....	97
Table 5.3.7.....	97
<i>Inter item correlations on all the five statements of Aggression on the self dimension of counterproductive work behavior.</i> .....	97
Table 5.3.8.....	97
<i>Inter item correlations on all the five statements of Bullying on the self dimension of counterproductive work behavior.</i> .....	97
Table 5.4(a).....	98
<i>Factor loadings, eigen values and % of variance explained for CWB(R) dimension of counterproductive work behavior obtained by Direct Oblimin Rotation .</i> .....	98
<i>Factor loadings, eigen values and % of variance explained for CWB(S) dimension of counterproductive work behavior obtained by Direct Oblimin Rotation .</i> .....	99
5.3.3. Discussion.....	100
CHAPTER 6.....	103
STUDY 4: COUNTERPRODUCTIVE WORK BEHAVIOUR: ANTECEDENTS, CONTEXT AND CONSEQUENCES.....	104
<b>6.1. Antecedents</b> .....	103
6.1.1. <i>Spiritual Intelligence</i> .....	103
6.1.2. <i>Personality</i> .....	107
<b>6.2. Context of counterproductive work behavior</b> .....	110
6.2.1. <i>Ethical Climate</i> .....	110
6.2.2. <i>Organizational Justice</i> .....	111
<b>6.3. Consequences</b> .....	113
6.3.1. <i>Subjective Well Being</i> .....	114
6.3.2. <i>Organizational Citizenship Behavior</i> .....	114
<b>6.4. Nature of Organization</b> .....	117
<b>6.6. Method</b> .....	117
6.6.1. <i>Sample</i> .....	117
6.6.2. <i>Procedure</i> .....	118
6.6.3. <i>Measures</i> .....	118
Table 6.1.....	121
<i>Variables, their measures and the Cronbach alpha for this study</i> .....	121
Table 6.2.....	122
<i>Means ratings and the t values for the various variables for both the sectors.</i> ...	122
Table 6.3(a).....	124
<i>Correlations between Counterproductive work behavior, its dimensions and other variables for public sector organizations</i> .....	124
Table 6.3(b).....	125
<i>Correlations between Counterproductive work behavior, its dimensions and other variables for private sector organizations</i> .....	125
Table 6.4(a).....	126
<i>Counterproductive work behavior (Rating) regressed on various predictor variables for Public sector organizations.</i> .....	126
Table 6.4(b).....	127
<i>Counterproductive work behavior (Rating) regressed on various predictor variables for private sector organizations.</i> .....	127
Table 6.4(c).....	128

<i>Counterproductive work behavior (Self) regressed on various predictor variables for public sector organizations.</i>	128
Table 6.4(d)	128
<i>Counterproductive work behavior (Self) regressed on various predictor variables for private sector organizations.</i>	128
Table 6.5(a)	131
<i>Multiple regression analysis testing moderating effects of Organizational justice in the relationship between Counterproductive work behavior (Rating) and the outcome variables.</i>	131
Table 6.5(b)	132
<i>Multiple regression analysis testing moderating effects of Organizational justice in the relationship between Counterproductive work behavior(self) and the outcome variables.</i>	132
Table 6.6(a)	134
<i>Multiple regression analysis testing moderating effects of Ethical climate in the relationship between Counterproductive work behavior (Rating) and the outcome variables.</i>	134
Table 6.6(b)	135
<i>Multiple regression analysis testing moderating effects of Ethical climate in the relationship between Counterproductive work behavior(Self) and the outcome variables.</i>	135
6.6.5. Discussion	136
CHAPTER 7	
GENERAL DISSCUSSION	143
Limitations	147
Implications	149
Future Directions	149
REFERENCES	
APPENDICES	