

Relationship between Counterproductive Work Behavior and Organizational Citizenship Behavior: Empirical Evidence from Pakistani Banks

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Abstract

The basic objective of this study is to investigate the relationship between Organizational Citizenship Behavior and Counterproductive Work Behavior. Data were collected from 187 officers of grade I, II, III of the bank of Khyber, the bank of Punjab, national bank of Pakistan and Muslim commercial bank through Organizational citizenship behavior scale that was adapted from Motowidlo & Van Scotter (1994) and Lee & Allen (2002) and Counter Productive Behavior scale that was adapted from Bennett & Robinson (2002). SPSS was used for data operation. Correlation indicated a significant negative relationship between Organizational Citizenship Behavior and Counterproductive Work Behavior. The results of regression showed forty six percent of the variance in Organizational Citizenship Behavior can be accounted for by Counterproductive Work Behavior.

Introduction

Performance is one of major concern in every organization; one may say that performance improvement is a super objective amongst any organization's objectives. There may be two areas related to performance in an organization, firstly Organizational Citizenship Behavior and secondly Counterproductive Work Behavior. Many researchers have taken Counterproductive Work Behavior and Organizational Citizenship Behavior as separate constructs but Kelloway et al, (2002) argue that these two dimensions simply reflect the opposite ends of the same continuum, namely Role Performance within the Organization; which means the concept of treating Counterproductive Work Behavior and Organizational Citizenship Behavior as related, is fairly infant.

According to Aycan et al., (2000) Pakistan is the under researched country. So the basic objective of this study is to investigate not only the level of Counterproductive Work Behavior and Organizational Citizenship Behavior but also to find out the relationship between Counterproductive Work Behavior and Organizational Citizenship Behaviors. This research will reveal the reasons due to which some teachers show more cooperative and supportive behavior

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than the others. Quality is dependent on professional development so teachers' work can not be alienated from development. Participation of all the persons that are involved in teaching and learning is necessary for quality development. (Odhiambo,2008).

Literature Review

Organ (1988) has defined organizational citizenship behaviors (OCB) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". According to Moorman & Blakely (1995), Citizenship behaviors are those behaviors which are often performed by employees to support the interests of the organization even though they may not directly lead to individual benefits.

Moorman and Blakely (1995), Graham (1989) and Organ (1988) who studied the structure of Organizational Citizenship Behavior, agreed that Organizational Citizenship Behavior was a multidimensional concept. For example, Organ identified five dimensions of OCB: 1. Altruism which means to help coworker on a task 2. Courtesy which means to alert others in the organization about changes that affect their work 3. Conscientiousness which means to carry out duties beyond the minimum requirements 4. Sportsmanship which means to refrain from complaining about trivial matters 5. Civic Virtue which means to participate in the governance of the organization.

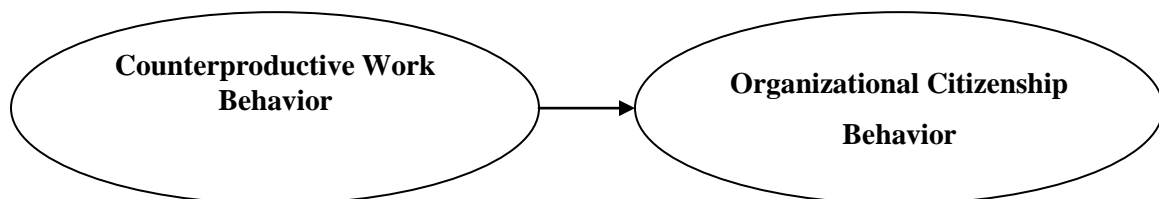
Graham (1989) identified four dimensions of Organizational Citizenship Behavior: 1. Interpersonal Helping which means to help coworkers on a task when such help is needed, 2. Individual Initiatives which means to communicate to others in the organization to improve individual and group performance, 3. Personal Industry which means to perform specific tasks above and beyond the call of duty and 4. Loyal Boosterism which means to promote the organizational image to outsiders. In this study, OCB was measured by the four dimensions identified by Graham (1989).

Counter Productive Behaviors represent a class of behaviors that are discretionary. That is, individuals make conscious choices about whether to engage in behaviors such as playing mean pranks, swearing at coworkers, falsifying expense reports, and sabotaging the work of others (Mount et al, 2006). Interestingly there exists no difference of opinion among the researchers, regarding the relationship between Organizational Citizenship Behavior and CWB are concerned.

Counterproductive Work Behavior can be defined as a conduct that is averse to Organizational Citizenship Behavior, as per the findings of Spector and Fox (2002) Organizational Citizenship Behavior and Counterproductive Work Behavior have opposite directions.

The study of Flaherty & Moss, (2007) asserts organizational justice to be a mediator of CWB, as it suggests that individuals who perceived their own workgroup to receive more justice than other units engaged in less counterproductive work behavior. Also, Mount et al, (2006) found that, personality influences job satisfaction, which in turn, has an effect on Counter Productive Behaviors. The study conducted by Deshpande et al, (2005) found that, respondents with high EI (Emotional Intelligence) perceived counter productive behaviors to be more unethical than those with low EI. This suggests that people with high EI tend to be better corporate citizens and that better ethical attitudes towards their firm and work. In a nutshell, Kelloway et al, (2002) suggests Counter Productive Behaviors and Organizational Citizenship Behaviors are negatively correlated. In this study it is hypothesized that Counter Productive Behaviors and Organizational Citizenship Behaviors are negatively correlated

Theoretical Framework



Methodology

Measures: Organizational citizenship behavior scale was adapted from Motowidlo & Van Scotter (1994) and Lee & Allen (2002) and Counter Productive Behavior scale was adapted from Bennett & Robinson (2002). Five point likert scale ranging from 1 to 5 (1 = never and 5 = always) was used to measure the level of Organizational citizenship behavior and Counter Productive Behavior.

Sample and Data Collection Procedures: Data were collected from officer grade i, ii and iii of the bank of Khyber, the bank of Punjab, national bank of Pakistan and Muslim commercial

bank. Two hundred and fifty (250) questionnaires were administered out of which 193 questionnaires were returned. Six questionnaires were disposed off because of incomplete information and the remaining 187 questionnaires were used for research purpose.

Statistical tools: Correlation and multiple regressions were used for finding out the relationship between Organizational citizenship behavior and Counter Productive Behavior. Data were operated through SPSS 15 Version.

Findings

Demographics Age Distribution - Table1

		Frequency
Age	20-25	26
	26-30	67
	31-35	36
	35-40	34
	41-45	24
Total		187

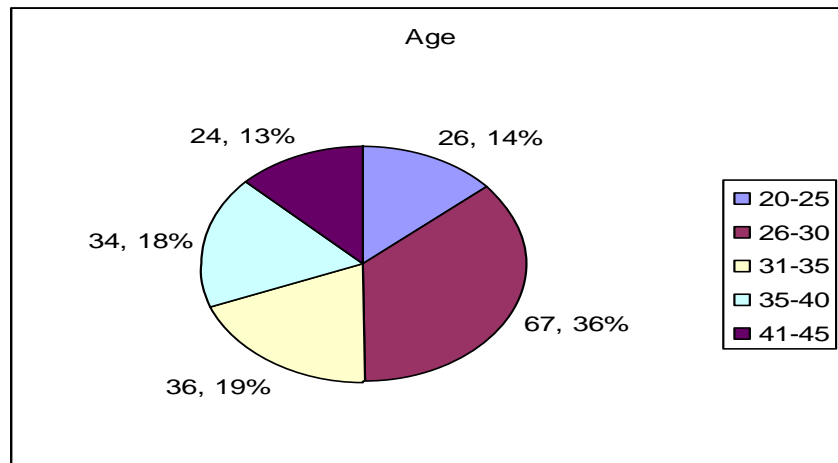


Table 2: Marital Status

Marital status	Married	154
	Single	33
Total		187

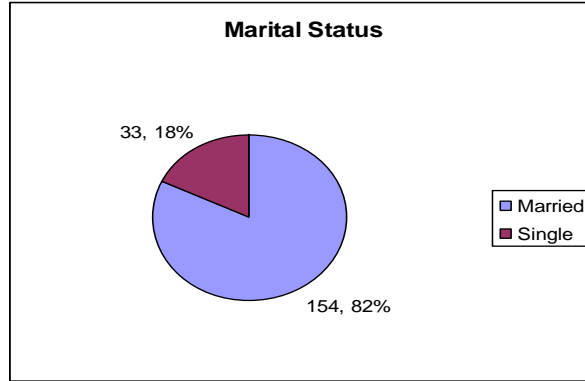


Table 3: Gender

Gender	Male	180
	Female	7
Total		187

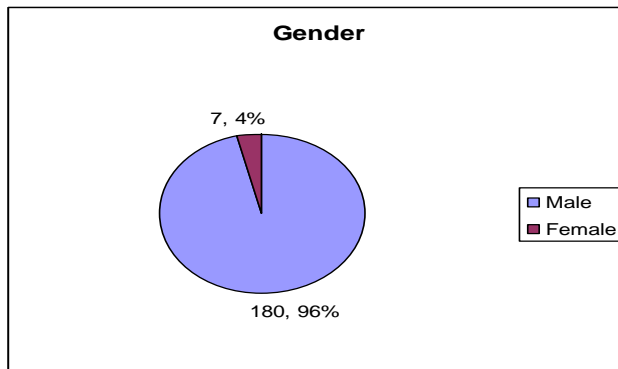


Table 4: Qualification

Qualification	Graduate	18
	Master	167
	MS/M.Phil	2
Total		187

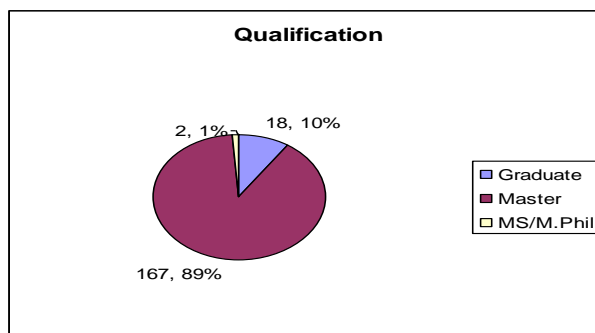


Table 5: Relationship between Counterproductive Work Behavior and Organizational Citizenship Behavior

		Organizational Citizenship Behavior
Counterproductive Work Behavior	Pearson Correlation	-.658(**)
	Sig. (2-tailed)	.000
	N	187

** Correlation is significant at the 0.01 level (2-tailed).

Table 5 indicates that there is a significant relationship between Counterproductive Work Behavior and Organizational Citizenship Behavior. Therefore the developed hypothesis which states that Counterproductive Work Behavior and Organizational Citizenship Behaviors are negatively correlated is accepted in this study.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.441(a)	.463	.478	1.03265	45.567	.000

a Predictors: (Constant), Counterproductive Work Behavior

Table 6 indicates the coefficient of determination (R Square) which shows that 46% of the variance in Organizational Citizenship Behavior can be attributed to Counterproductive Work Behavior

Table 7: Coefficients (a)

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.876	.425		4.658	.000
	Counterproductive Work Behavior	-.497	.325	-.47	-5.365	.000

a Dependent Variable: Organizational Citizenship Behavior

Conclusion

The basic objective of this study is to investigate the relationship between Organizational Citizenship Behavior and Counterproductive Work Behavior. Data were collected from 187 officers of grade i, ii and iii of the bank of Khyber, the bank of Punjab, national bank of Pakistan and Muslim commercial bank through Organizational citizenship behavior scale that was adapted from Motowidlo & Van Scotter (1994) and Lee & Allen (2002) and Counter Productive Behavior scale that was adapted from Bennett & Robinson (2002). SPSS was used for data operation. Correlation indicated a significant negative relationship between Organizational Citizenship Behavior and Counterproductive Work Behavior. The results of regression showed forty six percent of the variance in Organizational Citizenship Behavior can be accounted for by Counterproductive Work Behavior.

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