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## Psychological Capital Intervention towards Controlling Counterproductive Work Behavior

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### Abstract

*Counter Productive Work Behaviour (CWB) is vibrant phenomena exist in contemporary workplace setting practices which has to be encounter. This study explores the Psychological Capital (PC) interference towards controlling CWB. Study structure was based on quantitative and cross sectional. Questionnaires were distributed amid 240 workers of SNGPL KPK, Pakistan. Structure Equation Modeling (SEM) beside regression plus correlation techniques were applied on data for analysis. The outcomes of study explore that there occurs solid affirmative correlation amid PC interference in the direction of controlling CWB. The forthcoming research zone is also integrated in this study.*

**Keywords:** Counterproductive Work Behaviour, Psychological Capital , SEM

Counter productive work behavior (CWB) is the employee feature that leads to destruct organizational productivity (Sackett, Berry, Wiemann and Laczo, 2006). Particularly CWB move up in those individual's who has imperfectly treated through others. CBW is fitted behavioral of harmful tendency which drives employee performance negatively. CWB can be verified by dissimilar actions such as performance deviance is the aspect of CBW which is done knowingly by performing the work imperfectly or preservation of effort. In the similar element cyber loafing is a further matter in CWB that is internet usage in the official timing which have no relation with the office work (Sackett et al., 2006). Some time at working place some employees engages in wrongly usage of other employees through degrading, disrespecting, neglecting and seldom spreading wrong rumors beside workers, which is clearly known as there is discrimination at workplace (Hauge, Skogstad & Einarsen, 2009). The major insistent of the research is rude supervision, which is reliable unprincipled and morally wrong performance of boss orally or non-orally while for every sensitivity of staff (Merriam Webster Dictionary, 2013). CBW hasn't just harmful effect on decreasing the organizational productivity in accomplishing organizational goals and objectives however it's have harmful effect on internal

atmosphere such as exercise harmful impact on outside. Psychological Capital is simplified the same as positive and progressive position of an individual's while distinguished through high self efficacy, confidence, optimism and resiliency. Self efficacy implies that the self-belief of an individual which is must for the fulfillment of organizational target. Confidence is vital for future as well as present behavior in order to accomplish the organizational objectives. For getting success optimism is the protection and redirection of an organizational goal even as resilience is wading the harsh conditions and complexities with maintaining behavior to get winner (Luthans et al., 2007). Major rationale of study is to inspect correlation and upshot of PC on CWB. For gaining recent research study outcomes the targeted region was (SNGPL) Sui Northern Gas Pipe Line of KP, Pakistan. The main theme of the study is for next coming researcher to effort for finding out interference which headed for decreasing counterproductive work behavior at work environment. It has a serious importance in styling the encouraging workplace background through which increasing the productivity of work place. Insufficient effort has been primed faraway to the significance of correlation among counterproductive behavior and PC in classify to an accomplishing the better outcome regarding development at the organization positive wok place. The recent study surface the better way for futures scholars concerning reference of their task in the paper which regards counterproductive behavior and PC.

## **Literature Review**

### **Psychological Capital (PC)**

Psychological Capital (PC) is clearly defined as constructive judgment of situations and probability for victory supported on motivated struggles and insistence (Luthans et al., 2007). Essentially PC has clarified previous, that PC includes four characteristics such as optimism, originally, confidence and self efficacy, resilience and hope (Luthans and Youssef, 2004). These attributes have synergistic results when it's utilized it the time of work for attaining the organizational designated objectives. Furthermore this is stated that these attributes gives improved performance other than any human hold characteristics (Luthan et al., 2006). PC plays very vital functions in achieving goals at organizational level when PC congregates from dissimilar tracks on the way to a lonely tip i.e. physiological capital of employers

and employees just like admirer or habitually try to be like their employers (Luthans & Avolio, 2006).

### **Counterproductive Work Behavior**

Counterproductive work behavior be able to be clarified just like several conscious act of organization individual that is dissimilar by targeted objectives of organization (Gruys and Sackett, 2003). Therefore counterproductive work behavior is affinity and possibility of the employee to do something harmfully towards the reason and targeted organizational objective. This type of employee approach is not only the source of organizational breaks down but it can also effect and reduce the employee's performance. According to Vardi and Weitz (2004) there are so many aspects of CBW such as sabotage, retribution, attack, robbery, work place violence, rudeness etc. Furthermore it is stated that colleagues are also debilitated through their colleagues. In addition the research further adds some other elements of CBW such as unpunctuality, drug abuse, absence.

### **Psychological Capital and Counterproductive Behavior**

The correlation among PC and CBW depicted as CWB would be lower and PC would be higher (Norman, Avey, Nimnicht and Pigeon, 2010). Its implies that when workers are busy in positive behavior its beneficial in rising optimistic working ethnicity in organization (Norman et al., 2010). In a study it is explained that there is negative relationship existing among PC and negative workers approach such as employee job stress, employee turnover, anxiety doubt and employee negative behavior just such as deviance (Avey et al., 2011). In the similar factor it is clarified that PC has positively relation with positive employee behavior and have negative to organization disbelieve and CWB. The following detail is very suitable for those readers who want to know the superior meaning of the PC in scheming CWB. The organization can reduce and control the CBW through the four elements of PC which are optimism, hope, confidence and self efficacy and resiliency. For instance hope includes motivational preference with a propensity to develop dissimilar ways to attain objectives. If one method is unsuccessful the individual have high hope characteristic can extend the other method towards the attaining of objectives sooner than grow to be hopeless. Therefore it's verified that there is directly relationship existence among an

individual level of hope and accomplishment (Snyder and Lopez, 2002). Similarly it is stated that resilience has positive significant effect on objective attainment while it's the transformation of guts to look ambiguity, difficulty, collapse, and clash (Luthans, 2002). Further aspect of PC so as to come across counterproductive work behavior is confidence and hopefulness that is an optimistic complaint for attainment of organizational targeted objectives in the future and for the present. Therefore the superiority of individual personality does diminish the counterproductive work behavior at work environment (Luthans et al., 2008). Additionally it is declared that optimism has significant acknowledgment with the level of performance of employee in the organization at work position (Seligman, 1998). Confidence and self efficacy is the individual quality that is favorable in accomplishing the everyday jobs. Therefore confidence in an individual support to try before to fall in hopelessness at work environment familiarized performance (Luthans 1998).

### **Hypotheses of recent research Study**

Below are the hypotheses of study

Hyp<sub>1</sub>: Self-efficacy has affirmative and significant effect on controlling CWB.

Hyp<sub>2</sub>: Resiliency has affirmative significant effect on controlling CWB.

Hyp<sub>3</sub>: Optimism has affirmative significant effect on controlling CWB.

Hyp<sub>4</sub>: Hope has affirmative significant effect on controlling CWB.

### **Research Methodology**

The major theme of recent study was to investigation of interference of PC intervention towards counterproductive work behavior. The study aimed area of population was SNGPL organization of KP, Pakistan. Questionnaires were hand out among staff members cross sectionally. The data was uploaded to computer and analyzed. Lisrel and SPSS statistical software has been used for data analysis.

### **Population and Sample Size**

The targeted population of the study was SNGPL KP, Pakistan staff members which consisted of both male and female. Respondents were selected from dissimilar area such as OGDCL,

Islamabad, Kohat, Charsada, Mardan, Peshawar, Karak, Bannu, Sawabi. Total population was almost 600 that was taken from above branches of KP, SNGPL, Pakistan. Through formula of (Yamane, 1967) i.e.  $n = N / 1 + N * e^2$  sample size would be determined.

$$n = 600 / 1 + 600 * (.05)^2 \quad n = 240$$

## Measurements

### Psychological Capital (PC)

In organize to review PC some article containing resiliency, optimism, self-efficacy, hope had taken in to deliberation from the research study of Luthans and Yossef (2004) Luthans et al., (2007) and Avey et al., (2010). Integration of insignificant modification 16 items in questionnaire collected on "five" point Likert scale. Reliability scale of crobach's  $\alpha$ , calculated at .851.

### CWB: Counter Productive Work Behavior

For finding out CWB features, the process of selection has been completed by the study of (Masten and Reed, 2002; Fox and Spector, 1999; Wright and Bonett, 2007). Through five point, Likert scale 16 objects sum were up righted, whereas Cronbach's  $\alpha$  be computed .80.

## Data Analysis and Result

The analysis of the study was done through confirmatory factor analysis, descriptive statistic and structure equation model.

Table 1

### Descriptive analysis

	Management Level	Male	Female	Total	Percentage	$\mu$	S.D
Title	Top Level	17	1	18	8.9%	2.32	.212
	Middle Level	80	2	82	34%		
	Supervisors	140	0	140	57%		
	Total	237	3	240			
Gender							
Age	23-33	140	0	140	60%	2.44	.210
	34-44	54	1	56	23%		
	45 and above	44	2	46	19%		
		237	3	240			

All the respondents among 245 have the age of 23 and above than 23 and there were different level of managers placed such as 21 were on top level, 80 were on middle level, 140 were on lower level. In total 245 the majority of respondents have age among 23, 33. Above table reveal broad info regarding respondents concerning descriptive tool.

Table 2  
*Reliability*

Measures	Constructs	Mean	SD	$\alpha$
PC	Optimism	1.61	.121	.851
	Hope	2.12	.351	
	Resiliency	1.31	.159	
	Self-efficacy	3.23	.111	
CWB	Workplace Deviance	2.30	.121	.800
	Cyber-loafing	1.24	.382	
	Workplace Bullying	2.21	.113	
	Abusive Supervision	1.06	.227	

Table aforementioned described reliability info of PC i.e. (hope and resiliency), (self efficacy), (optimism) plus counter productive work behavior such as work environment deviance, cyber loafing , work place harassment and rude supervision. PC Cronbach @ value was .851 and the value of Cronbach’s @ of CWB was .800. There is no need of removal some objects from questionnaire because the value of Cronbach’s @ .60 is more enough and sufficient (Sekaran, 2003).

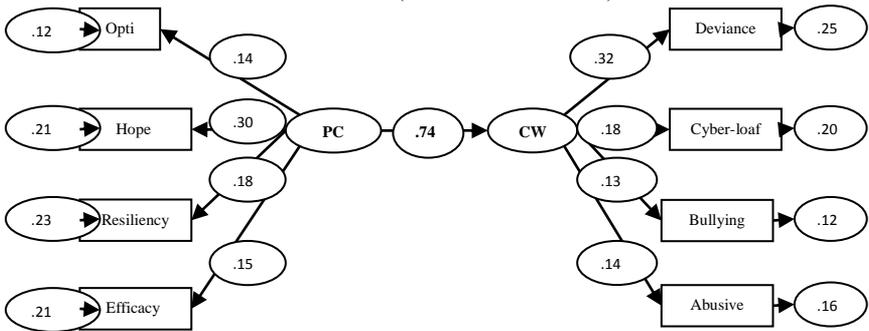
**Validity and Confirmatory Factor Analysis**

In the beginning, the questionnaire item has been distributed between 32 members of SNGPL Pakistan, in KP for data collection. Correctness of the appearance validity is depicted through simplicity; comprehend capability of questionnaire as regards this mater counting its reasonable order. Additionally, the views as well as specialist beliefs of skill teachers of different universities had achieved by their disapproval on questionnaire plus direct to find whether it's relevant and used rationale of data collection or else several alteration for satisfaction have been completed. Specialists, in this view, certified the reports of questionnaires and inside with accumulation with the aim of it personal greatest occupation for collection of data. By the using of structure equation model the Confirmatory factor analysis (CFA) was

applied to carry out construct's legality. CFA survey proved the alteration among two variables such as PC and counterproductive work behavior the same as good and adequate and the same as for analysis of the research study is alarmed, seven well indexes intended for model suitability be fitted within, i.e. ( $X^2/df$ , CFI, RMR, GFI, RMSEA, AGFI and NNFI). The model which contained on two characteristics demonstrated a considerable power on personal raises between as a whole models plus according to (Usuel et al., 2008) whole 7 index were athletic and fit and were the range of satisfactory. Equally below clearly given the structure model analysis and the value of confirmatory structure analysis.

**Structural Model Analysis for Model 2 (PC and CWB )**

Result of two factor model (PC and CWB ) is as follows



**Chii-Square=104.2, df =41, P-value =.000, RMSEA =.07**

Fit Index	Suggested Val	Actual Val
$X^2/df$	<3.00	2.5
CFI	>0.90	.94
RMR	<0.10	.06
GFI	>0.90	.92
RMSEA	<0.08	.07
AGFI	>0.80	.86
NNFI	>0.90	.91

The above table declared the outcomes of two feature model just like Counterproductive work behavior and PC. This model had assessed by 7 athletic and suitable index so as to implies as a whole values are standard and typical variety (Usuel et al., 2008). As well as all the variables have their own significant loading thus additional aspect loading is not compulsory.

**Regression Analysis**

Multiple regression statistical techniques has been used for analyzing the impact of independent variables on dependent variables in the recent research study. Following is the regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots (1)$$

Where Y is CWB (dependent variable )

$\alpha$  is stable X is extra aspects affects counterproductive work behavior  $\beta$  is regression coefficient that might be effecting the dependent variable and predictors negatively or positively.

$$CWB = \alpha + \beta_1 O + \beta_2 H + \beta_3 R + \beta_4 SE + \epsilon \dots (2)$$

$\beta_2 H$ = Hope (I.V),  $\beta_3 R$  = Resiliency (I.V)  $\beta_1 O$ = Optimism (I.V), SE = Self efficacy (I.V), Where  $\beta_4$  CWB = Counterproductive Work Behavior (D.V)

Table 3  
Regression Analysis

Variables	B	SE (B)	B	T	Sig
<b>Step 1</b>					
(Constant )	1.130	.312		5.14	.000
Optimism* CWB	.612	.040	.723	18.24	.000
Hope*CWB	.164	.047	.167	3.69	.000
Resiliency*CWB	.139	.045	.130	3.09	.000
Self-efficacy*CWB	.112	.054	.109	2.01	.001
<b>Model: F = 210.5,</b>	<b>R = .74</b>	<b>Adj R<sup>2</sup> = .72</b>			

. \* $p \leq .01$  Predictors (PC) Response (CWB)

The shortest pathway of PC as well as (hope , resiliency, self efficacy , optimism) headed for Counterproductive work behavior be present ( $\beta = .72$ ,  $t = 18.2$ ,  $p < .005$ ), ( $\beta = .16$ ,  $t = 3.6$ ,  $p < .05$ ), ( $\beta = .13$ ,  $t = 3.0$ ,  $p < .05$ ) and ( $\beta = .10$ ,  $t = 2.0$ ,  $p < .05$ ). While an end outcomes entire hypotheses exist sustained so as to specific PC " hope, resiliency and optimism, self-efficacy" comprise major and affirmative result on controlling or managing counterproductive productive work behavior. Consequence represents that the model of multiple regression was well, suitable plus fit.

**Discussion**

During extended period, the achievement of organization fundamentally has compulsory direction for organizing counterproductive work behavior in the organization. Enchanting in to deliberation the accumulating up of scholars (Wright et al., 2007). The recent research revision examined the PC upshot on

reduction of CWB. While the model of two factors is alarmed for analysis, through SEM its contented have been evaluated and as a whole statistics are is in enough in range according to CFA conclusion. Through experienced the model, exposed so as to PC such as resiliency, hope, self-efficacy, and optimism have directly affect resting on limited CWB like workplace harassment, performance deviance, replicated loafing and rude administration. The tempo of divergence of PC has expected next to 74% within CWB. Conclusion of recent study reveals that PC have reliable impact on defensive CWB.

### **Theoretical Contributions**

The study assembles two hand-outs of supreme significance in relation with the PC and CWB literature. Earlier scholars have been taken very standpoint to the first one. It was not largely an important tip on decrease the CWB via PC meaningfully for their study in Pakistan. Therefore the affect of the recent study raises the prose on PC interruption directed to diminishing CWB in Asian nations in common and predominantly in Pakistan. Furthermore, the present study of the research depict that Psychological capital have a smart impact on business thunder the same as have affect on the employee performance of modest and largest businesses in Asian nations.

### **Recommendation**

Private sectors and also the public sectors in Pakistan must to put chains into decreasing the counterproductive productive work behavior by the relevance of Psychological capita like this observable fact have thoughtful effect on joblessness proportion and have impact on economic expansion same as improvement in the quality of poorness in the nation. Hence, the recent result of the study recommend and suggest each and every organization should must give the systematic and fully concentration for decreasing and controlling the CWB by the integration of psychological capital and PC outcomes should be in the consideration of managers to provide sympathetic atmosphere which will be favorable for gaining the better outcomes also motivating and shareholders for spending in business in the whole world.

### **Limitations and Future Research Suggestions**

In the current research study for collection of the data and for the sample creation SNGPL sector of KP, Pakistan has been elected which made the temperament of the recent study fairly universal. The same as for the approval of the present study is alarmed that it is recommended that current hypothesis testing must have several sample direction from various firms. Moreover, similar as this current study was based on cross sectional in natural history, though this study should must place its course on longitudinal base thus the exploit of the region might managed as regards dissimilar industries of Pakistan such as private plus public segments concluding pharmaceuticals, beverages, foods, steel and chemicals, detergent and hygiene.

### Conclusion

The predictors PC and dependent variable CWB disclose a meaningful relation between both variables. Therefore implementation of perfect PC by means of consideration to restrict the dependent variable CWB organizations significant attraction relevant with management on whole organizational levels. Same as the elements which diminish the CWB by applying PC extremely enhances the positive effect of both organization and employee performance, which is further a path of achievement that is big source of strengthen organization to endure during modern aggressive period along with increasing helpfulness and inspiring and motivating fresh shareholders, gathering production by rising huge amount of employment scenery. Additionally the current study implies that the indispensability of warning counterproductive work behavior by PC which not support only scholarly route to success however as well recommend the overseas entrepreneur toward getting investment chances with in Pakistan which is beneficial for personal confidence also the prosperity of state. Moreover, these incidents do not restraint its surrender to the particular circumstances moderately than broaden away their member to outcomes it is reimbursement to each corner plus fissure of civilization the same as, farming, education other meadow of application, technical and revolutions.

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