

1 Display of Counter Productive Work Behaviour in Relation to 2 Person-Organization Fit

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6

7 **Abstract**

8 The present study was aimed to investigate the relationship between counterproductive work
9 behaviour (CWB) and person-organization fit (P-O Fit) within the context of manufacturing
10 industry situated in Baddi, Himachal Pradesh. The sample comprised 300 employees of
11 production department (150 male and 150 female respondents). The analysis revealed that for
12 the total sample, Interpersonal Similarities (12

13

14 **Index terms**— organizational counterproductive work behaviour (CWB-O), interpersonal counterproductive
15 work behaviour (CWB-I) and person-organization fit (P-O Fit).

16 **1 Introduction**

17 counterproductive behaviour has gained importance due to its influences on organizations and employees. Recently,
18 researchers have conducted studies which show its causes on individual and organizational levels (Appelbaum &
19 Matousek 2007). Individual and organizational factors are known to influence the behaviour and attitudes of their
20 employees. One of the major concerns of many organizations that need urgent attention is counterproductive
21 work behaviour which is assumed to be a problem that violates significant organizational norms and threatens the
22 wellbeing of an organization, its members, or both. Counterproductive work behaviour is an urgent concern for the
23 organizations because it is assumed to cost organizations billions of dollars each year (Bennett & Robinson, 2000).
24 Counterproductive work behaviour imposes numerous costs on organizations such as decreased performance
25 (Hussain, 2014), lower levels of productivity, lost work time, higher intention to quit and stress problems for
26 other workers ??Appelbaum & Matousek, 2007).

27 Today organizations operate in a very competitive global environment. Given the major expense for most
28 organizations is the cost of labor, any step that can be taken to reduce these costs will be beneficial. Therefore,
29 increasing productivity and reducing counterproductive work behaviour are better strategies along with Person-
30 organization fit ??Silverthorne, 2000). Since well-run corporations of the world have distinctive cultures that
31 somehow are responsible for their ability to create, implement, and maintain their world leadership positions
32 ??Schwartz and Davis, 1981), finding employees that have good fit with the organization is critical.

33 Person-organization fit (P-O Fit) has implications for organizations to establish and maintain a 'good fit'
34 between the people and their jobs. Companies use a substantial amount of resources when recruiting new
35 employees and it is crucial for them to ensure that these new hires will align with the environment they are put
36 into. Finding the right person for the job is an important task to be filled by the achieving a higher quality of
37 work life. Hence, personorganization fit is an important concept both for employees and employers and can be
38 broadly defined as the compatibility between employees and the organizations. A good fit between organization
39 and employee is important, especially when considering the impact of work-related factors such as job satisfaction,
40 organizational commitment, employee turnover and counterproductive work behaviour which are important work
41 outcomes for competitive advantage. Workers who fit well in their organization are more likely to experience
42 positive work-related outcomes, such as greater job involvement ??Blau, 1993), better work attitudes (Caldwell
43 & O'Reilly, 1990), and Organizational Citizenship Behaviors.

44 The relationship between P-O fit and counterproductive work behaviour is not necessarily direct rather, several
45 variables are likely to intervene and moderate the relationship. A meta-analysis suggests that the variables such

3 B) DESIGN

46 as task performance, self-esteem, and agreeableness, among others, are tied to person-organization fit (Kristof-
47 Brown, Zimmerman, & Johnson, 2005). These variables address personal characteristics and performance ability
48 that could be related to the occurrence of counterproductive work behaviour. Furthermore, these prospective
49 moderating variables, task performance, self-esteem, and agreeableness, refer to the degree of adequacy with
50 which workers complete their job-related tasks, how positively or negatively they think of themselves, and the
51 extent to which employees are pleasant and accommodating.

52 There is no exaggeration to say that the destiny of an organization lies in the hands of the individuals working
53 in it (Dawley, Andrews & Bucklew, 2010). Hence person-organization fit is essential for the productivity of the
54 organization and also for the psychological wellbeing of the employees. As Robbins and Judge (2009) described
55 that organizations faces a dynamic and changing environment and requires employees who are able to readily
56 change and move easily between teams. It is more of importance that employee's personality fits with the overall
57 culture than with the characteristics of any specific tasks. Values are considered a primary component of an
58 organization's culture. Values are "an enduring belief that a specific mode of conduct or end state of existence
59 is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence". Values
60 have a major impact on organizations. They are at the core of personal behaviour, influence the choice we
61 make, the people we trust, the appeals we respond to, and how we invest in our time and resources. At the
62 organizational level are viewed as a major component of organizational culture

63 2 Research Methodology a) Sample

64 The population of relevance was all employees working in the manufacturing industries in Baddi, Himachal
65 Pradesh. This excluded administrative personnel as well as human resource management department. The unit
66 of analysis was therefore the employees related to production and their supervisor. The present study involves
67 voluntary participation by the employees. Researcher used convenient sampling method to collect the responses
68 of all the participants. The size of the sample is 300 (N=300). The sample consists of 150 male participants
69 and 150 female participants. The age of the respondents ranged between 18-58 years. In the total sample of
70 300 respondents, 207 respondents were married and 93 respondents were unmarried. 126 of 300 respondents
71 were temporary employees in the companies, 114 respondents were working on contract basis in their respective
72 companies and 60 respondents were regular employees.

73 3 b) Design

74 Correlational research design has been employed to see the relationship between the four dimensions of person-
75 organization fit (value congruence, need supplies, demand abilities, interpersonal similarities and unique roles) and
76 two dimensions of counterproductive work behaviour (organizational and interpersonal-CWB). Further, regression
77 analysis was computed for the total sample and separately for both the genders to find out the best set of predictors
78 of counterproductive work behaviour. t-test was also computed to find out the significance of difference on all
79 the independent and dependent variables. (Spector, 2006) Participants responded to a 45-item self-report CWB-
80 Checklist scale developed by Spector (2006). Items asked respondents to rate the extent to which they engaged
81 in counterproductive work behavior. Items were rated on a 5-point likert scale with 1= Never to 5= Every day.
82 Sample items include "Purposely worked slowly when things needed to get done" and "Took supplies or tools
83 home without permission". Cronbach alpha of 0.86 was reported for this scale.c) Tools i. Counterproductive
84 Work Behaviour-Checklist (CWB-C)

85 ii. General Environment Fit Scale ?? 1 indicates that when independent variables were entered in regression
86 model with organizational-counterproductive work behaviour as criterion for the total sample, Interpersonal
87 Similarities itself accounted for 12% of variance. A significant increase of 4% was obtained in R 2 when these
88 variables were entered along with Need Supplies accounting for 16% of the total variance. Table 2 indicates
89 that for the total sample, when independent variables were entered in regression model with interpersonal-
90 counterproductive work behaviour as criterion Unique Roles accounted for 4% of variance. A significant increase of
91 2% was observed in R 2 when these variables were entered along with Need Supplies accounting for 6% of the total
92 variance. Table 3 indicates that in male employees, when independent variables were entered in regression model
93 with organizationcounterproductive work behaviour as criterion, Unique Roles emerged as the best predictor
94 accounting for 12% of variance. A significant increase of 5% in R 2 was observed when it was entered along with
95 Need Supplies accounting for 17% variance. A significant increase of 3% was observed in R 2 when these variables
96 were entered along with Need Supplies accounting for 20% of the total variance. Table 4 indicates that in male
97 employees, when independent variables were entered in regression model with interpersonal-counterproductive
98 work behaviour as criterion, Unique Roles emerged as the only significant predictor accounting for 5% of the
99 total variance. Table 5 indicates that in female employees, when independent variables were entered in regression
100 model with organizational-counterproductive work behaviour as criterion, Interpersonal Similarities emerged as
101 the best predictor accounting for 16% of variance. A significant increase of 4% in R 2 was observed when it was
102 entered along with Demand Abilities accounting for 20% of the total variance. Table ?? indicates that when
103 independent variables were entered in regression model with interpersonal-counterproductive work behaviour as
104 criterion Demand Abilities emerged as the best predictor accounting for 8% of variance. A significant increase of

105 4% in R 2 was observed when it was entered along with Need Supplies accounting for 12% of the total variance.
106 Table ?? indicates no significant mean difference Volume XVI Issue I Version I3 (A)
107 between male and female employees on the variables of interest of the present study.

108 4 IV.

109 5 Discussion

110 It was hypothesized that the correlation of the dimensions of person-organization fit which are value congruence,
111 need supplies, demand abilities, interpersonal similarities and unique roles with organizational-counterproductive
112 work behaviour and interpersonal-counterproductive work behaviour will be significantly negative. These
113 hypothesized relationships were tested using Karl Pearson Product Moment Correlation Analysis. The findings
114 of the present study have supported the hypothesized relationships between the variables. Consistent with
115 the findings of the present study is conceptualization of person-organization fit by Cable and Judge (1994);
116 employees prefer organizations where their personal characteristics are aligned with organizational attributes.
117 When employees develop a positive perception concerning their degree of fit with the organization, their liking
118 and communication their organization would be high. Hence, the tendency to act negatively at workplace
119 would be low. Specifically, as demonstrated by this study, when employees Person-Organization Fit is high, the
120 tendency to display a counterproductive work behavior would be low. Demir, Demir & Nield (2015) study is
121 also consistent with the findings of this study. Their findings indicated that person-organization fit has positive
122 significant influence on job performance and organizational identification. The study also indicated that person-
123 organization fit has significant negative influence on production deviant behaviours. Therefore when employees
124 have good fit with their organization they are more likely to identify themselves with their organization which
125 will also enhance their job performance. If person-organization misfit occurs then this will result in employee's
126 engagement in production deviant behaviours, which will influence the productivity of the organization. Another
127 study found out to be consistent with the present study was carried out by Deen & Bosley (2015) argued in
128 their study that a high degree of correlation between personal values and organizational values, which means
129 that increase in positive personal values count for positive increase in organizational values and this strengthens
130 the person-organization fit. And this high person-organization fit makes employees feel more committed to their
131 organization and are less likely to engage in counterproductive workplace behaviours and this will contribute to
132 the development of organization.

133 Furthermore, it was also hypothesized that there will not be any significant mean difference between males and
134 females with respect to dimensions of person-organization fit, organizational-counterproductive work behaviour
135 and interpersonal-counterproductive work behaviour. The findings of the present study have supported this
136 hypothesis also. The possible explanation for no significant difference found between males' and females' sample
137 lays in interpreting this finding from the labor market perspective and management perspectives. The current
138 unemployment rate is very high reflecting a loose labor market. Hence, the most important factor among employee
139 is to get a job and retain and secure their current position. Moreover at current, companies are more focused to
140 increase their profit rather than sending their employees for development purposes and to experience lost man
141 working hours. In addition, knowing that assigning of duties and matters related to development is considered
142 as 'managerial prerogatives', employees care less on issues related to their fit with organization, their growth,
143 development, organizational support and psychological well-being.

144 To conclude, empirical evidence has shown that a high level of person-organization fit is related to a number of
145 positive outcomes; whereby, the better the person-organization fit, the greater the job satisfaction the employees
146 experienced (Liu, B., Liu, B., & Hu, J.2010). O'Reilly, C.A., Chatman J. & Caldwell, D.F. (1991) has
147 demonstrated that there is empirical association between person-organization fit and organizational commitment.
148 Person-organization fit was also found to predict intention to quit and turnover (Chatman, 1991;Vancouver, 1994).
149 There is also the tendency that employees will demonstrate a counterproductive behaviour at work place when
150 they are not happy. In addition, when employee starts to develop negative emotions, negative affectivity, cynicism
151 and anxiety, incidences of CWB is inevitable (Aquino, K., Galperin, B.L., & Bennett, R.J. (2004).
152 V.

153 6 Limitations

154 First, the sample of this study was taken from the manufacturing industries alone in Baddi, Himachal Pradesh.
155 Vardi and Weitz (2004) indicated that Counterproductive Work Behaviour is a universal problem and occurs in
156 any work organization. The work nature and work environment between the service and production organizations
157 differs. Moreover, Aryee, Budhwar, and Chen (2002) emphasized that the work nature and work environment
158 between the public and private sector is also different. Therefore, future research should also investigate the
159 occurrences of Counterproductive Work Behaviour in service organization for both the public and private sector.
160 Secondly, this study is a cross-sectional in nature. In cross-sectional study, the data was collected at one point in
161 time (Sekaran, 2003). Henle (2005) point out that employees are more likely to be tactful and covert when doing
162 deviant acts. Such tactful and covert acts were found to be pervasive, costly and harmful to the organizations
163 as mentioned by scholars such as Aquino, and Bennett (2004), and Vardi and Weitz, (2004). This suggests
164 that future Counterproductive Work Behaviour research should adopt the longitudinal study. In longitudinal

6 LIMITATIONS

165 study, the data will be collected over time (Sekaran, 2003). Therefore, it will provide avenues for tracking the
166 employees work behaviour over time and to have better understanding on the impact of organizational variables,
167 work-related variables, employees attitude and personality traits on counterproductive work behaviour. Thirdly,
168 the sample of this study is only 300, which is very less and a study conducted on a sample of 300 respondents
169 cannot be generalized. Data was obtained from a single geographic area Baddi, Himachal Pradesh India, which
170 could limit the generalizability of the findings to other geographic areas.

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Figure 1:

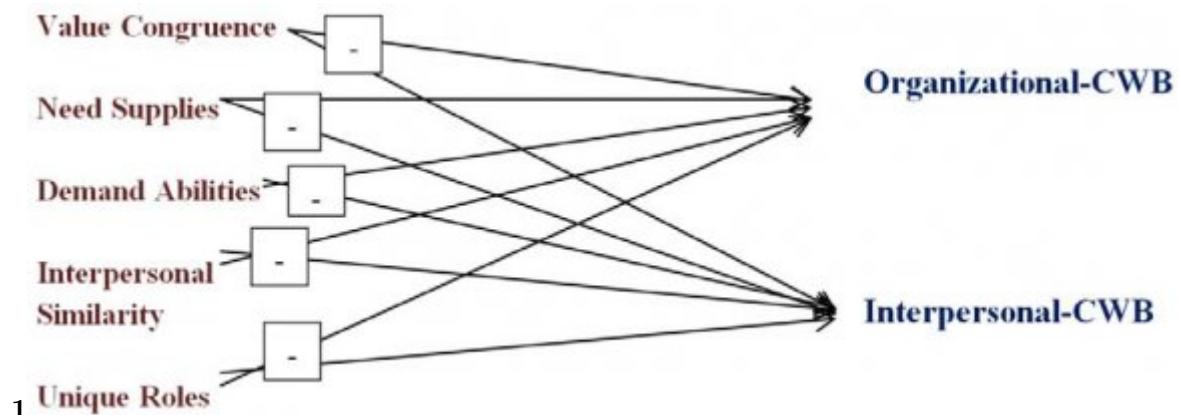
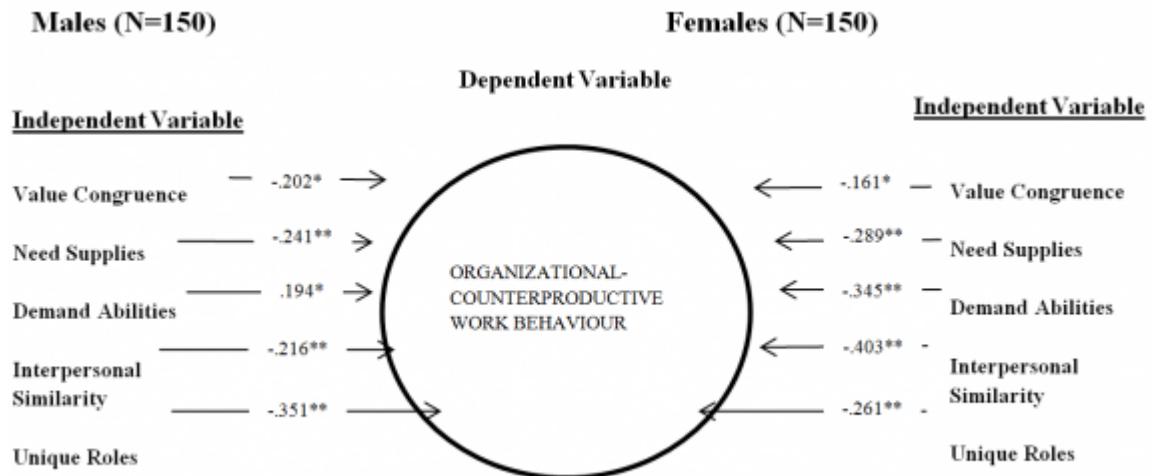
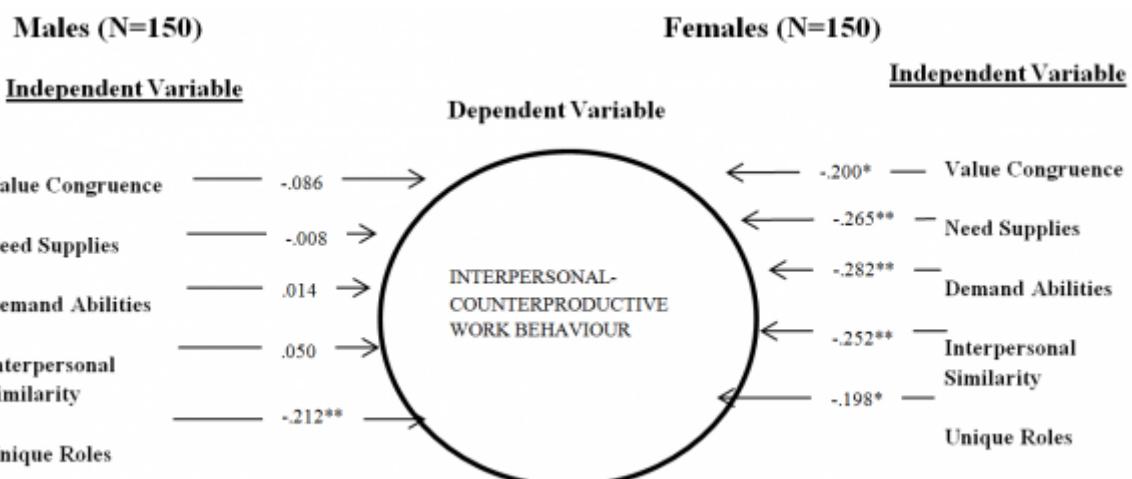


Figure 2: Figure 1 :



Note: **p<.01, *p<.05

Figure 3:



3 Note: **p<.01, *p<.05.

Figure 4: Figure 3 :

6 LIMITATIONS

Christopher
Beasley,

Leonard Jason & Steven Miller, 2012)

18 items scale named General Environment Fit

Scale conceptualized by Christopher Beasley, Leonard Jason & Steven Miller (2012) has been used to measure person-organization fit. It is multidimensional instrument which includes subscales for conceptualization of fit which are, Value Congruence, Interpersonal Similarities, Need Supplies, Unique Role and Demand Abilities. The items ask about how well the organization you currently work in matches your values, needs, abilities and characteristics on a four point Likert scale ranging from 1=Strongly Disagree, 2=Disagree, 3= Agree, 4= Strongly Agree. III.

Results

Figure 2 indicates that male employee's organizational-counterproductive work behaviour significantly and negatively correlated with Value Congruence ($r=-.202^*$),

Figure 5:

1

Sr. No.	Predictor	R	Beta Weight	R 2	R 2 Change	F Change
1	Interpersonal Similarities	.344	-.344	.118	.118 (12%)	39.879
2	Unique Roles	.403	-.214	.162	.044 (4%)	15.719

Figure 6: Table 1 :

2

Sr. No.	Predictor	R	Beta Weight	R 2	R 2 Change	F Change
1	Unique Roles	.193	-.193	.037	.037 (4%)	11.509
2	Value Congruence	.233	-.131	.054	.017 (2%)	5.301

Figure 7: Table 2 :

3

Sr. No.	Predictor	R	Beta Weight	R 2	R 2 Change	F Change
1	Unique Roles	.351	-.351	.124	.124 (13%)	44.430
2	Need Supplies	.413	-.218	.171	.047 (5%)	8.360
3	Interpersonal Similarities	.445	.170	.198	.027 (3%)	4.921

Figure 8: Table 3 :

4

Sr. No.	Predictor	R	Beta Weight	R 2	R 2 Change	F Change
1	Unique Roles	.212	-.212	.045	.045 (5%)	6.990

Figure 9: Table 4 :

5

Sr.No.	Predictor	Behaviour (N=150)		R 2	R 2 Change	F Change
		R	Beta Weight			
1	Interpersonal Similarities	.403	-.403	.163	.163 (16%)	28.720
2	Demand Abilities	.449	-.200	.202	.039 (4%)	7.196

Figure 10: Table 5 :

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