

COUNTERPRODUCTIVE WORK BEHAVIOR

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Counterproductive work behavior consists of acts that harm or are intended to harm organizations. For organization to achieve its purposes, individual employees must perform their jobs at some reasonable level of proficiency. Counterproductive work behavior refers to behaviors that harm the organization and other people at work, such as coworkers, supervisors, and customers. Counterproductive work behavior can consist of engaging in physical and verbal aggression, directing hostile and nasty behavior at coworker, destroying organizational property, purposely doing work incorrectly, stealing, sabotage, theft, and withholding task performance (Spector, 2012).

There are 12 factors (40 items) included into the Counterproductive work behavior checklist, namely: (1) Inadequate behavior (4 items); (2) Uncivil behavior (5 items); (3) Bullying (4 items); (4) Loafing (3 items); (5) Withdrawal (4 items); (6) Sabotage (3 items); (7) Discipline (3 items); (8) Absence (2 items); (9) Safety (2 items); (10) Aggressive behavior (6 items); (11) Lying (2 items); (12) Theft (2 items).

Counterproductive Work Behavior Checklist adopts Likert-type forced choice 6-point scale. For example, scale from 6-point “Very frequently, always” to 1-point “Never, very infrequently”.

. The statements in Counterproductive Work Behavior Checklist were like “Lying, purposely miscommunicate” or “Purposely worked slowly when things needed to get done” or “Stole something belonging to someone at work” or “Workplace bullying or mobbing”.

All test takers were asked one question: How often there happens each of the following things on your workplace? And given following instruction: Please use the 6-point scale below to answer each statement by circling the relevant number. Then it followed items such as Lateness; Alcohol or drug use on the job; Workplace bullying or mobbing; Incivility in work behavior etc.

THEORETICAL BACKGROUND

Productive behaviors at work are reasonable level task performance, necessary competence - ability, knowledge, skills, high work motivation, supportive personal characteristics, responsibility, organizational citizenship behavior etc.

Counterproductive work behavior is employee behavior that goes against the legitimate interests of an organization. These behaviors can harm organizations or people in organizations including employees and clients, customers, or patients, pupils, students.

There could be quite different counterproductive behaviors at workplaces. For example: Inadequate behavior at workplace means that there are some employees who do not follow the written or unwritten rules and behavioral traditions at work, and/or they are narcissists and/or follow their depressive feelings in behavior at work, and/or has low level of skills and competences.

Uncivil behavior means the lack of good manners, unmannerly, rude, impolite, and discourteous. Uncivil behavior occurs in the workplace means disgustingly rude behavior and/or cynical attitude towards work or clients.

Bullying is "persistent, offensive, abusive, intimidating or insulting behavior, abuse of power or unfair penal sanctions which makes the recipient feel upset, threatened, humiliated or vulnerable, which undermines their self-confidence and which may cause them to suffer stress" (MSF Union, 1994). Bullying is the use of force, threat, or coercion to abuse, intimidate, or aggressively impose domination over others. This behavior is often repeated and habitual. Mobbing in the context of human beings means bullying of an individual by a group in any context, such as a family, school, workplace, neighborhood, or community (Davenport et al., 2012). Some researchers claim that mobbing is simply another name for bullying. Bullying means that there could be some physical and mental harassment at the workplace and/or the dissemination of rumors and/or verbal violence at work and/or colleague or client insults.

Loafing is employee' tendency to get by with less effort than what he/she would have put in job i.e. to work too slowly or negligent operation and/or slow activity when rapid actions are needed and/or disorganization of own workplace.

Withdrawal means workplace absences from work or filing and/or sick leave abuse. Employee could late and leave earlier from work. Often employees will fail to get to work (to meeting) on time. Lateness causes could be different: attitudes (general job attitudes, feeling guilty) (Foust et al., 2006), low work morale, coworkers behavior, low level personal responsibility, job dissatisfaction (Koslowski, 2000), commuting distance (traffic), work-family conflict, child is sick, national culture (Elicker et al., 2008). Some employees might be able to make up the time skipping breaks, taking a short lunch, or staying late. Coming late and leaving earlier are related (Iverson & Deery, 2001).

Sabotage means that within organization employee can sabotage things like meetings or projects or some tasks etc. Sabotage could be even wilder including low productivity in the workplace and/or poor performance of duties and/or employer' property or equipment damaging.

Discipline is a process of controlling employee's behavior and actions, either through self-motivation or through rewarding and punishment. Discipline is systematic instruction intended to train a person, sometimes literally called a disciple, in a craft, trade or other activity, or to follow a particular code of conduct or "order". Often, the phrase "to discipline" carries a negative connotation This is because enforcement of order—that is, ensuring instructions are carried out—is often regulated through punishment. Most often

there are no reason absence at the work and/or alcohol or drug abuse and/or gambling.

Absence at work means that employee is not at place where he/she has to perform his/her duties. Absence means that employee not showing up for work when scheduled, it can be a major problem for organization. Absence could be response to: illness (related to gender, age, job satisfaction), family responsibilities (child care), dissatisfying work (small correlation), job tenure and absence policy, job conditions, and motivation is low. Absenteeism is a habitual pattern of absence from a duty or obligation (Hanebuth, 2008). Traditionally, absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms.

Safety culture - the safety requirements are not met: employee does not learn and follow safety rules.

Aggressive behaviour means that in the workplace there could be physical violence and/or sexual harassment and/or inappropriate gestures to use (for example, finger impressions) and/or other employees read e-mail messages without permission.

Lying means that there is lying and/or sharing misleading information, and/or employee blame someone else for his/her own mistakes or errors.

Employee theft is defined as any stealing, use or misuse of an employer's assets without permission. It could be employer' money or property or time or supplies or information (including trade secrets).

VALIDATION

Our Counterproductive Behavior Checklist validation was undertaken simultaneously (EST-POL samples; N= 574) with Counterproductive Work Behavior Checklist (CWB-C). Counterproductive Work Behavior Checklist (CWB-C) developed by Paul E. Spector (2006). The 32-item version produces 5 subscales of abuse (harmful and nasty behaviors that affect other people), production deviance (purposely doing the job incorrectly or allowing errors to occur), sabotage (destroying the physical environment), theft, and withdrawal (avoiding work through being absent or late). Responses are made on a 5-point frequency scale Never, Once or twice, Once or twice per month, Once or twice per week, Every day. Details of the scale's development and history can be found in Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: Are all counterproductive behaviors created equal? *Journal of Vocational Behavior*, 68, 446-460.

Our Counterproductive Behavior Checklist and Counterproductive Work Behavior Checklist (CWB-C) internal consistency (Cronbach α or coefficient alpha) was 0.98 (valid cases N=574).

Internal correlations are shown in Table below.

Table. Within Sample Correlations in Counterproductive Behavior Checklist (N =747)

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|-------------------------|------|------|------|------|------|------|------|------|------|------|------|----|
| 1. Inadequate behavior | 1 | | | | | | | | | | | |
| 2. Uncivil behavior | 0.86 | 1 | | | | | | | | | | |
| 3 Bullying | 0.84 | 0.88 | 1 | | | | | | | | | |
| 4 Loafing | 0.76 | 0.81 | 0.75 | 1 | | | | | | | | |
| 5 Withdrawal | 0.72 | 0.75 | 0.67 | 0.81 | 1 | | | | | | | |
| 6 Sabotage | 0.72 | 0.76 | 0.70 | 0.84 | 0.88 | 1 | | | | | | |
| 7 Discipline | 0.68 | 0.72 | 0.67 | 0.82 | 0.84 | 0.86 | 1 | | | | | |
| 8 Absence | 0.77 | 0.79 | 0.74 | 0.78 | 0.76 | 0.76 | 0.78 | 1 | | | | |
| 9 Safety | 0.72 | 0.76 | 0.73 | 0.79 | 0.76 | 0.78 | 0.80 | 0.75 | 1 | | | |
| 10 Aggressive behaviour | 0.76 | 0.80 | 0.78 | 0.85 | 0.86 | 0.88 | 0.89 | 0.78 | 0.80 | 1 | | |
| 11 Lying | 0.82 | 0.83 | 0.82 | 0.74 | 0.69 | 0.70 | 0.64 | 0.76 | 0.67 | 0.74 | 1 | |
| 12 Theft | 0.68 | 0.70 | 0.66 | 0.77 | 0.83 | 0.86 | 0.82 | 0.71 | 0.73 | 0.85 | 0.65 | 1 |

All presented correlations are statistically significant ($p < 0.05$)

RELIABILITY

Internal consistency reliability (Cronbach α or coefficient alpha) was 0.98; Generally ranges from 0.81 to 0.91 (see Table below).

Table. Reliability Statistics for Counterproductive Behavior Checklist (N = 747)

| Factors | Number of items | Reliability Statistics* Cronbach α |
|-------------------------|-----------------|--|
| 1. Inadequate behavior | 4 | 0.86 |
| 2. Uncivil behavior | 5 | 0.91 |
| 3 Bullying | 4 | 0.89 |
| 4 Loafing | 3 | 0.88 |
| 5 Withdrawal | 4 | 0.89 |
| 6 Sabotage | 3 | 0.88 |
| 7 Discipline | 3 | 0.87 |
| 8 Absence | 2 | 0.82 |
| 9 Safety | 2 | 0.81 |
| 10 Aggressive behaviour | 6 | 0.91 |
| 11 Lying | 2 | 0.81 |
| 12 Theft | 2 | 0.86 |

* Widely is accepted .70 coefficient alpha as a standard (Nunnally, 1978)

ESTONIAN NORMS

Estonian Norms for Counterproductive Behavior Checklist (see Table). Estonian norms are based on 543 people from 2 samples (one general sample, N=371, and one occupational (nurses' sample, N=172).

Table. Descriptive statistics of Counterproductive Behavior Checklist results in Estonia. Scales: From 6-point "Very frequently, always" to 1-ponts "Never, very infrequently".

| Counterproductive Behavior Checklist Factors | NURSES (N=172) | | EST (N=371) | |
|--|----------------|------|-------------|------|
| | M | SD | M | SD |
| 1. Inadequate behavior | 1.68*** | 0.82 | 1.93 | 0.90 |
| 2. Uncivil behavior | 1.72 | 0.91 | 1.82 | 0.90 |
| 3. Bullying | 1.75 | 0.96 | 1.78 | 0.98 |
| 4. Loafing | 1.39* | 0.67 | 1.53 | 0.81 |
| 5. Withdrawal | 1.22*** | 0.52 | 1.48 | 0.75 |
| 6. Sabotage | 1.19*** | 0.50 | 1.41 | 0.79 |
| 7. Discipline | 1.16*** | 0.47 | 1.36 | 0.82 |
| 8. Absence | 1.41*** | 0.74 | 1.70 | 0.98 |
| 9. Safety | 1.55 | 0.78 | 1.63 | 0.90 |
| 10. Aggressive behaviour | 1.24*** | 0.51 | 1.40 | 0.73 |
| 11. Lying | 1.65 | 0.89 | 1.76 | 1.00 |
| 12. Theft | 1.15* | 0.54 | 1.30 | 0.72 |

Significantly different from the EST sample: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

POLISH NORMS

Polish Norms for Counterproductive Behavior Checklist (see Table). Polish norms are based on 203 people from one general sample.

Table. Descriptive statistics of Counterproductive Behavior Checklist results in Poland. Scales: From 6-point “Very frequently, always” to 1-ponts “Never, very infrequently”.

| Counterproductive Behavior Checklist Factors | M | SD |
|--|------|------|
| 1. Inadequate behavior | 1.93 | 1.12 |
| 2. Uncivil behavior | 1.86 | 1.08 |
| 3. Bullying | 1.86 | 1.12 |
| 4. Loafing | 1.79 | 1.12 |
| 5. Withdrawal | 1.77 | 1.05 |
| 6. Sabotage | 1.67 | 1.05 |
| 7. Discipline | 1.74 | 1.02 |
| 8. Absence | 1.82 | 1.07 |
| 9. Safety | 1.86 | 1.08 |
| 10. Aggressive behaviour | 1.72 | 1.06 |
| 11. Lying | 1.06 | 1.12 |
| 12. Theft | 1.70 | 1.20 |

CORRELATION BETWEEN COUNTERPRODUCTIVE BEHAVIORS AND PERCEIVED PERFORMANCE

Reliability between Counterproductive Behavior Checklist and Perceived Performance Scale was 0.92.

Table. Correlations between employee counterproductive behavior (measured by Counterproductive Behavior Checklist) and perceived performance (measured by Perceived Performance Scale) (N =173)

| Counterproductive behavior | Perceived performance |
|----------------------------|-----------------------|
| 1. Inadequate behavior | -0.30* |
| 2. Uncivil behavior | -0.28* |
| 3 Bullying | -0.28* |
| 4 Loafing | -0.17* |
| 5 Withdrawal | -0.17* |
| 6 Sabotage | -0.13 |
| 7 Discipline | -0.12 |
| 8 Absence | -0.16* |
| 9 Safety | -0.28* |

| | |
|-------------------------|--------|
| 10 Aggressive behaviour | -0.19* |
| 11 Lying | -0.23* |
| 12 Theft | -0.11 |

* Correlations are statistically significant ($p < 0.05$)

PUBLICATIONS and/or CONFERENCES

(Bibliography of Studies Using the Counterproductive Behavior Checklist)

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