

A REVIEW ON IMPACT OF COUNTER PRODUCTIVE WORK BEHAVIOUR (CWBS) IN ORGANISATIONS A LEADERS PSYCHOLOGY PERSPECTIVE

Prof Dr.C.Karthikeyan*

Prof Pious Thomas**

Abstract: Counter Productive Work Behaviour (CWBs) are activities that are against productivity, which are engaged either accidentally or unintentionally. CWB averts employees from successfully completing a task. CWBs evolves as an accident, at times due to avoidance of the safety rules that triggers accident is also a form of CWB. Earlier research around the world categorise CWB as a variable that leads employees behave negatively to prevent and manage the situation which remains pervasive to even entire organisations, that project negative company image to the public, stakeholders of the organisation and to its own professional counterparts.

Keywords: Counterproductive; Employee; Obsolescence; Employees; Absenteeism; Sabotage.

* **Director, Adithya School of Business, Adithya Institute of Technology, Coimbatore, Affiliated to Anna University, Chennai, Tamilnadu**

** **Professor, Christ University Bangalore**

Introduction: Counterproductive Work Behaviour (CWB) refers to intentional behaviour by employees who harms or intends to harm an organization or the people in it, including employees and customers. **Kelloway (2010)** views (CWB) as a protest inside the organizations, stemming from having a high degree of identification with a victim of injustice. (CWB) can be both individually and collectively enacted. Collective (CWB) would be like **work-slow campaigns, work to rule, bullying, and collective acts of violence** that occur in the context of labour dispute. Individually (CWB) goes against the legitimate interests of an organization which harm organizations or people, clients, customers, or counterparts as well. Research around the world finds negative impact due to CWB and their persistence in the workplace are increasing, simultaneously pressing the need for qualitative research as well. This qualitative study will be based on **classification of CWBs, predicting counterproductive behaviors, and furthering** the theoretical framework of CWBs with the objective **to explore, understand and interpret the impact due to (CWB) in Indian conditions.**

Objectives of the Study;

- (i) To explore the concept of (CWB) and its presence in organisations.**
- (ii) To examine impact of (CWB) in organisations.**
- (iii) To review from scientific literature the implications of (CWB) components in work and workers.**
- (iv) To evaluate linkages of (CWB) from global scenario to Indian Scenario, and learn from indirect damages to organisations.**

Need for the Study: The impact of CWBs are widely spread in different forms in every sectors or every organisations in India, despite many tools to check are in vogue, hence, analysis on the developmental research on counter balancing the CWBs are necessary for every Human Resources Department in the world.

Objective (i) : To explore the concept of (CWB) and its presence in organisations.

Counter Productive Work Behaviour (CWB) in the present scenario as stated by **Robinson and Bennett. Production deviance**, involves behaviors like leaving early, intentionally working slow, or taking long breaks. **Property deviance**, involves sabotage of equipment, theft of

property, and taking kickbacks. **Political deviance**, involves showing favoritism, gossiping, or blaming others. The cumulative effect of all the above may lead to **Personal aggression**, that involves harassment, verbal abuse, and endangerment, and CWBs evolves from these factors or might factor out of these elements.

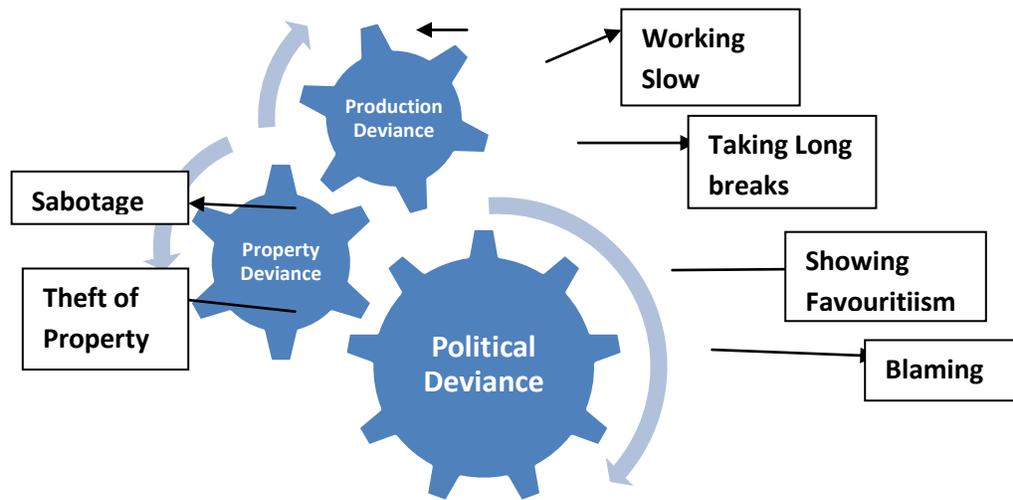


Figure 1: Snowball effect of Production deviance, Property Deviance and Political Deviance. Source : Prof Dr.C.Karthikeyan (impact of CWB).

The above dimensions clearly indicates that every country with all kinds of culture faces the above aspects of CWB, but with reference to India, it usually is viewed multidimensional, while technology is able to resolve issues like leaving early, taking breaks, as networking through e-platforms is connecting the worker in the work loop which makes them happy to certain extent, as employees do the best possible despite being at home solving domestic chores and spending time with family. The millennial (new age work force) loves being on the loop of work to know or at times even resolve problems from home, and to people of very senior leadership positions it's evoking positive feelings. Cities like Hyderabad, Bangalore, Delhi, Bombay and Metros are now into these working norms, but still, leaving early from work is considered a sign of CWB, though its actually not, as productivity at the end of the day matters rather than the time spent, since the new age organisations look upon the resultant output rather than the throughputs used for making the output, and with the technology of skype with the facilities of document sharing, and other livewire methods are replacing the thought process of the working hours spent at the

spot of work, unlike the service sectors like teaching, hospitals and transport sectors, rest of all is totally changing in India.

The **two-dimension model of CWB** organizational versus person ,legal v. illegal dimension, a hostile v. instrumental, task-related v. a non-task-related dimension like the figure below is impacting on CWBs, since the technology is making itself a great variable, as once a work which required human presence is replaced by machines, especially in the service sector. **Person-Organization Fit (P-O Fit)**, P-O Fit defines the compatibility between people and organization which the two factors share similar fundamental characteristics like either supplementary or complementary perspective. In every profession this holds true.

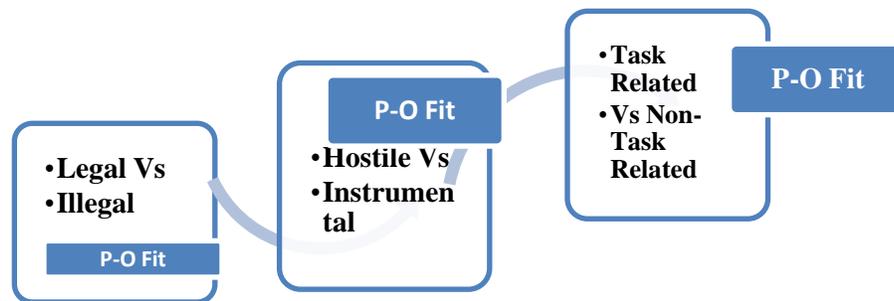


Figure: 2: Two Dimensional Models of CWB: Concept by Kristoff (1996) P-O Fit: Graphically Designed by: Prof Dr.C.Karthikeyan

While (CWB), is not on volition, like the inability of the employee to complete a component of work due to less skill or accident, but nevertheless the act of purposeful avoidance of the safety rules does represent a CWB. The pervasive behavior of this kind, would cost a lot to the organisation, like wise many of the variables in P-O Fit boxes represents a possibility component of Person-Organisation Fit. Many variables at times though obvious, in terms of knowledge, but still gains entry like the legal vs illegal, as this dimension differs from country to country and cultural implications can factor in, and what is hostile in one kind of organization may not be so in another and what is task related in one profession may not be task related in another, hence P-O fit itself is now, is inconsistent to paradigms of Indian Profession.

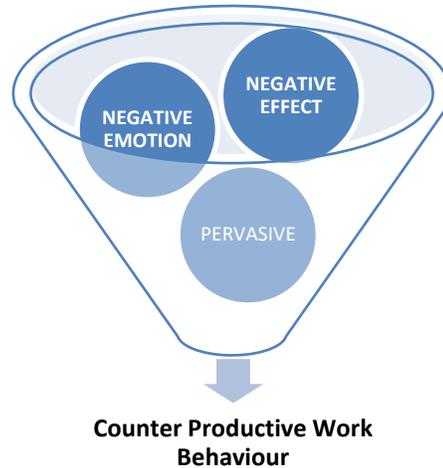
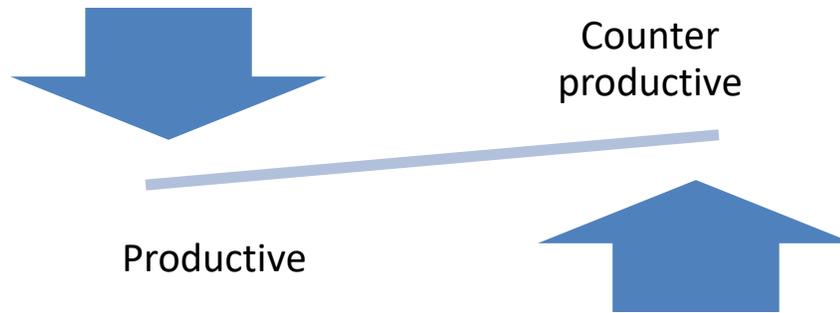


Figure:3: CWBs and Its Interrelated Factors: Graphical Design by author Prof Dr.C.Karthikeyan (for

Let us have start from examining the simplest of the CWB for example unplanned absenteeism, James Thomas, of management firm Kronos, states unplanned absenteeism is depleting India's economic growth. The unplanned absenteeism is a growing challenge in India across sectors, that costs indian companies upto **35 percent approximately cited by many research firms. Ten percent** payroll costs is imacting globally while in India is about **15 to 20 percent** which puts out of a **100 almost 20 people** are making unplanned absence from work. The nature of absenteeism with large number of women employees on rolls and particularly in unorganised sectors in India makes three times that of the global numbers.

The Indian employers believe 12 percent of absence is not genuine and that these absentees claiming to be unwell amount to 21 million lost days every year. An Indian survey stated that 2 percent of India's corporate staff are engaged in self-destructive lifestyles and that 29 percent smoke, leading to frequent illnesses. Sleep disorders caused by stress also lead to chronic absenteeism. Nearly one-fourth of India's corporate employees sleep less than six hours per night. The resultant cost in terms of lost productivity, the study estimated, it is as high as 80 billion in INR. Professor Lant Pritchett of Harvard's Kennedy School of Government, a senior economist at the World Bank, encapsulated India's economic woes as nearly every routine service **there is rampant absenteeism, indifference, incompetence and corruption.**



Graphical display:4: Source ; developed by author Prof Dr.C.Karthikeyan ; graphical explanation on the basic concept of CWBs impacting organisational balance.

Review of Related Research Literature;

Megargee, (1966), Megargee, Cook, & Mendelsohn, (1967), developed a typology of control to theorize the relationship between aggression and personality. Chronically overcontrolled individuals are prone to rigidly inhibit their reactions to provocations, whereas appropriately controlled types are generally restrained, except when assertiveness is perceived to be justifiable. Undercontrolled individuals lack the ability to inhibit aggressive and antisocial impulses.

Cropanzano and Baron (1991) links injustice to emotions and workplace conflict. Cropanzano, Howes, Grandey, and Toth (1997) relate CWB to high levels of job tension, somatic tension, fatigue, and burnout.

Spector (1997) presents a meta-analysis of 12 early studies that related to experienced frustration included lack of autonomy, interpersonal conflict, organizational constraints, role ambiguity, role conflict, and workload. Behavioral and other outcomes that were correlated with experienced frustration included job satisfaction, work anxiety, physical health symptoms, employee withdrawal behavior (e.g., intention to quit, but not absence), aggression, hostility, and sabotage.

Skarlicki and Folger (1997) summarize research linking employees' perceptions of unfair treatment with negative emotions such as anger, outrage, and resentment and in turn to behavioral responses that we would call CWB and they call ORB (organizational retaliatory behavior).

Fox and Spector (1999) also found that both experienced frustration and job satisfaction mediated the positive relation between employees' experience of situational constraints (events frustrating their achievement of organizational and personal goals) and CWB (both personal and organizational).

Skarlicki et al. (1999) found conscientiousness and agreeableness both predicted deviant behavior such as theft and substance use, whereas employee turnover was explained by all five personality traits, with Emotional Stability showing the strongest negative relationship to turnover.

Skarlicki et al., (1999) found negative affectivity was also examined as a possible predictor of retaliation. A similar three-way interaction was found which demonstrated that individuals who may be characterized by the trait of negative affectivity (feelings of discomfort, dissatisfaction, and distress, with a generally negative orientation toward life) are more likely to retaliate when both distributive and interactional justice are low.

Fox & Spector, (1999) suggested that individual differences do not necessarily independently explain acts of workplace violence or aggression but instead require theoretical frameworks to model the joint effects of situational factors and individual differences in order to understand CWB. Individuals prone to trait anxiety are those with a stable tendency to experience elevated feelings of tension and apprehension across a multitude of situations.

Melissa L. Gruys (1999) has conducted research on the dimensionality of deviant employee behaviour in the workplace. The study investigated the dimensionality of deviant employee behaviour. The study has indicated eleven categories of deviant behaviour like theft and related behaviour, destruction of property, misuse of information etc.

Spector and Goh (2001) in a meta-analysis, found anger and anxiety to be related to a variety of stressors, with mean correlations ranging from. (anxiety and role conflict) to (anger and organizational constraints).

Lee and Allen (2002) examined the relative contributions of cognition and affect on different types of “workplace deviance behavior” (WDB). They noted that discrete emotions may exert different effects on peoples’ behavior: guilt may reduce WDB while anger may increase it.

Glomb (2002) collected in-depth data about specific incidents of workplace aggression, demonstrating linkages among various antecedent, individual difference, and behavioral variables; these studies assessed more chronic exposure to stressors and negative emotional states rather than investigating specific incidents.

Douglas and Martinko (2001) and Hepworth and Towler (2004), trait anger emerged as a prominent predictor of workplace aggression. Trait anger, as noted earlier, is described as an individual affective disposition to experience chronic feelings of anger over time and across Emotions, Violence, and Counterproductive Work. Numerous personality traits have been examined for their association with CWB.

Salgado (2002), with meta-analysis found association between the Big Five personality factors and CWB—defined as absenteeism, accident rate, deviant behavior, and turnover—also supported the influence of personality characteristics as predictors of CWB.

Domagalski & Steelman, (2004), states that with higher levels of trait anger have reported engaging in a greater incidence of aggressive and antisocial behaviors such as doing or saying things to purposely harm others (Douglas & Martinko, 2001; Hepworth & Towler, 2004), striking out at the source of their anger, slamming doors, and using sarcasm. Although employees who possess angry dispositions are inclined to display CWB more so than those who are low in trait anger, the observed relationship becomes more complex when self-control is introduced.

Douglas & Martinko, (2001), and Marcus & Schuler, (2004), states self-control is the individual tendency to assess the long-term consequences of one’s behavior when self-control is low, individuals lack the ability to effectively manage their frustrations. Instead, they lose their inhibitions by reacting impulsively or aggressively to provocations.

Hepworth & Towler, (2004); Marcus & Schuler, (2004) found impulsive and uninhibited tendencies of individuals who lack self-control in the face of potentially detrimental consequences figure prominently in the display of CWB such as theft, fraud, sabotage, and aggression. In addition, aggressive and counterproductive workplace behaviors occur more readily when individuals with low self-control also possess high levels of trait anger **Douglas & Martinko,(2001)**.

Marcus & Schuler, (2004) found the combined effects of two distinct dispositional tendencies, trait anger and self-control, have been found to jointly influence negative work behavior; however, the distinction between low self-control overcontrol has not been examined in the organizational literature and thus limits the ability to establish whether workplace violence and highly aggressive acts are performed by over controlled personalities rather than individuals with low self-control.

Colbert and her colleagues (2004) found that agreeableness moderates the relationship between perceived organizational support and interpersonal deviance, whereas Conscientiousness moderates the relationship between perceptions of an organization's developmental environment and the behavioral outcome of withholding effort.

E. Kevin Kelloway et al (2010) conducted research on Counterproductive work behaviour as protest. As per the study counterproductive work behaviours can be viewed as a form of protest in which organizational members express dissatisfaction with or attempt to resolve injustice within the organization. Incorporating the three key predictors (injustice, identity and instrumentality), from the protest literature leads to propose that counterproductive behaviours can be both individual and collective..

Marissa S. Edwards and Jerald Greenberg (2010) in their article on What Is Insidious Workplace Behaviour? writes that researchers should assess the number of exposures during each time period (i.e., frequency) when investigating deviant behaviour. Greatest impact would be expected under conditions in which a high frequency of deviant acts occurs over long periods of time.

Associated Chambers of Commerce and Industry of India (**with a survey in 2010**), suggested that smoking, drug abuse and alcoholism play a large role in workplace absenteeism. On the whole, Indian corporations report absenteeism rates as high as **20 percent**, meaning one in five call in sick for various reasons.

Nisha Nair, Deepti Bhatnagar (2011) performed research on understanding workplace deviant behaviour in non-profit organizations toward an Integrative Conceptual Framework. They say non-profit organizations also experience deviance, and due to their unique characteristics. They say poor structure, lack of accountability, little punitive action, individual factors such as low commitment and identification, or organizational factors such as high organizational control and poor ethical climate contribute to deviance in any non-profit organisation.

Dr. Muhammad Nadeem Anwar et al (2011) conducted research on gender differences in Workplace Deviant Behaviour of University Teachers and Modification Techniques. This study was conducted to test whether there is any difference in organizational deviance and interpersonal deviance behaviour, deviance behaviour of male-female university teachers.

Faridahwati Mohd. Shamsudin et al (2011) conducted research on Investigating the Influence of Human Resource Practices on Deviant Behaviour at Work. The study revealed four distinct dimensions of HR practices i.e. job description; employment security, internal career opportunities, and result-oriented appraisal are significant predictors of workplace deviance

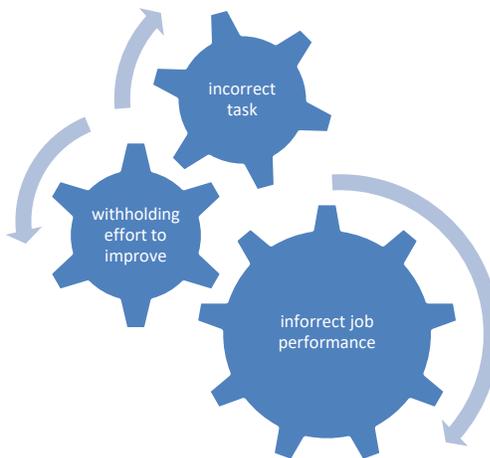
Azlina Binti Yassin (2011) investigated the relationship between ethical climate and workplace deviant behaviour; to investigate the relationship between job satisfaction and workplace deviant behaviour; to investigate the relationship between job attributes and workplace deviant behaviour.

Muafi (2011) conducted research on Causes and Consequence found the causes and consequence of deviant workplace behaviour. This study was conducted for operational staff in SIER (Surabaya Industrial Estate Rungkut), Indonesia. The results show that: (a) intent to quit,

dissatisfaction and company contempt have positive effect on deviant workplace behaviour,(b)
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III. The different types of CWBs present in the organisations and particularly rampant in India.

First Factor: Production deviance: Production deviance is ineffective job performance that is done on purpose, such as doing tasks incorrectly or withholding of effort. Such behaviors can be seen in disciplinary actions and safety violations.



Graphic Display :5: Production Deviance; Elaborating from minimum to maximum when unchecked; Source; Author

Supplementary fit is when a person has characteristics, such as values and attitudes that are similar to those of the organization. **Complementary fit** is when a person brings unique characteristics to an organization that make the organization more “whole. If the **fit between person and the organization** has poor P-O Fit leads to job dissatisfaction which in turn leads to turnover.

Second Factor; Psychological Contract Violation (PCV): Psychological contract can be defined as employee’s belief ,mutual obligations between the employee and the employer (Rousseau, 1989). The expectations of the employee like the safe working conditions and if

organization fails to live up to one or more of its promises, loses psychological contract. Transactional contracts are promises that can be characterized as a more economically oriented exchange, which happen in a short term (e.g. competitive wages; Rousseau, 1990).

Third Factor: F3: Cyber loafing: The term ‘cyberloafing’ was coined by **Tony Cummins (1995)** and in New York’s daily news. The term grew notoriety when it was used in a 2002 paper by Lim (National Singapore University) which was published in the *Organizational Behavior Journal* (Selwyn, 2008). Cyber loafing consists of two parts. Firstly, ‘loafing’ is extracted from ‘loafer’ which means a person who wastes his/her time. Cyber loafing can be defined as surfing the web in any form of non-job- related tasks performed by the employee. Cyber loafing is a slang term used to describe employees who surf the Internet, write e-mail or other Internet-related activities at work that are not related to their job. Cyber loafing has emerged as more and more people use computers at work. One survey showed that 64 percent of workers use the internet for personal tasks at work. It has been suggested that cyber-loafing is responsible for a 30-40 percent decrease in employee productivity and was estimated to have cost. The term ‘cyber loafing’ has been said to have been derived from the term ‘goldbricking’ which is basically another work for slacker, or something that appears to possess value, but in reality is worthless.



**Figure: 6: Cyber Loafing in Organisations carried out in different ways: Concept Design:
Prof Dr.C.Karthikeyan**

Employees that cyber loaf are involved with a number of different activities which fall into two general categories entertainment and personal business, people tend to spend time on social media websites, playing online games, video watching, streaming and viewing live events and using instant messaging applications to chat with family and friends. Cyber loafing drains productivity. It put companies in legal trouble when employees conduct illegal activity or unacceptable behavior like viewing pornography on workplace computers. According to **John Urgin** and **John Pearson** after surveying office workers and university students, the researchers discovered both older and young workers waste time on the Internet but in different ways.

Fourth Factor; F4; Absenteeism: Absenteeism is typically measured by time lost (number of days absent) measures and frequency (number of absence episodes) measures. It is weakly linked to affective predictors such as job satisfaction and commitment. Absences fit into two types of categories. Excused absences are those due to personal or family illness; unexcused absences include an employee who does not come to work in order to do another preferred activity or neglects to call in to a supervisor. Absence can be linked to job dissatisfaction. Major determinants of employee absence are employee effect, demographic characteristics, organizational absence culture, and organization absence policies

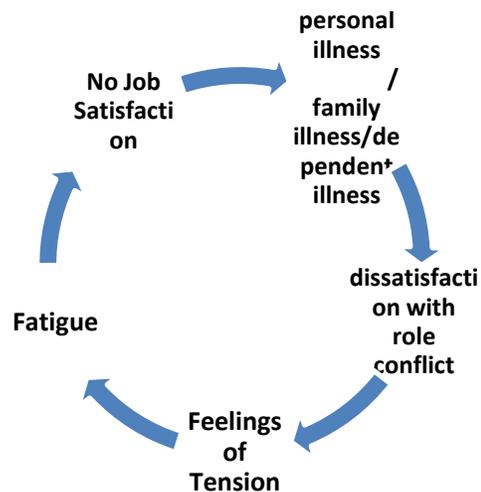


Figure:7 : Affective Predictors of Absence : Source: Prof Dr.C.Karthikeyan

Absenteeism is defined as the lack of presence of an employee for a planned work (Johns, 2002, Kristensen, Juhl, Eskildsen, Nielsen, Frederickson, Bisgaard, 2006). Absenteeism is a perennial problem in industry. Various studies have revealed that relatively a few workers are

responsible for substantial portion of absenteeism in any plant (Bhatia, 1980). One of the factors affecting optimum utilization of human resources is absenteeism. It is an industrial malady affecting productivity, profits, investments, and the absentee workers themselves. Its consequences are alarming, as a day lost is a resource lost, deprived of being invested. As such, an increasing rate of absence adds considerably to the cost of production of an industry and saps industrial progress. The economic and social loss occurring from absenteeism cannot be determined accurately (Bhatia, 1984). Absenteeism is, however, too. Absenteeism is, however, too complex and an elusive concept to permit exact remedial measures. There is no magic formula available to work as panacea for absenteeism in various organizations operating under different circumstances and conditions of work. With so many factors affecting absence rates, it would be unrealistic to expect to find one simple answer to the problem of industrial absenteeism (Bhatia, 1984).

Sixth Factor: Abuse against others like acts of aggression by members of an organization, committed in organizational settings are considered as workplace violence. While most researchers examine overall workplace aggression, there is a line of research that separates workplace aggression according to its targets, whether interpersonal or organizational. In this model of workplace aggression, trait anger and interpersonal conflict have been found to be significant predictors of interpersonal aggression, while interpersonal conflict, situational constraints, and organizational constraints have been found to be predictors of organizational aggression. Other factors significantly linked to aggression are sex and trait anger, with men and individuals with higher levels of trait anger showing more aggressive behaviors.



Figure: 7: Concept of Abuse of Others (co employees): Concept: Dr.C.Karthikeyan.

Seventh Factor: Bullying: workplace bullying consists of progressive and systematic mistreatment of one employee by another. It includes verbal abuse, gossiping, social exclusion, or the spreading of rumors. The terms 'bullying' and 'mobbing' are sometimes used interchangeably, but 'bullying' is more often used to refer to lower levels of antisocial behavior that do not include workgroup participation. Bullying is a cascading problem that needs to be curtailed in its earliest stages. The workplace bullying Institute defines it as “the repeated, health-harming mistreatment of one or more persons” and usually appears in the following forms like Verbal abuse like offensive conduct/behaviors (including nonverbal) which are threatening, humiliating, or intimidating, work interference, sabotage, which prevents work from getting one.

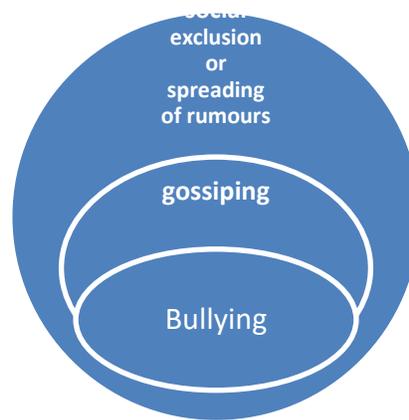


Figure: 8: Workplace Bullying and its methods: Concept Design: Prof Dr.C.Karthikeyan

Workplace bullying has been linked to higher turnover rates, **lost productivity**, motivation to perform and tend to take more sick days due to stress-related illnesses. The problem with workplace bullying is that many bullies are hard to identify because they operate surreptitiously under the guise of being civil and cooperative.

Seventh Factor: Incivility: Incivility at workplace is disrespectful and rude behavior in violation of workplace norms for respect. The effects of incivility include increased competitiveness, increases in sadistic behavior, and inattentiveness. A study of cyber incivility showed that higher levels of incivility are associated with lower job satisfaction, lower organizational commitment, and higher turnover rates. Two factors that seem to be associated

with becoming a victim of incivility are low levels of agreeableness and high levels of neuroticism. Forms of Incivility are often prompted by thoughtlessness rather than actual malice. Think of the manager who sends e-mails during a presentation, or the boss who “teases” direct reports in ways that sting, or the team leader who takes credit for good news but points a finger at team members when something goes wrong. Such relatively minor acts can be even more insidious than overt bullying, because they are less obvious and easier to overlook—yet they add up, eroding engagement and morale. The stress of ongoing hostility from a manager takes a toll, sometimes a big one. In some cases an entire department is infected. The hostile atmosphere included door slamming, side conversations, exclusion, and blatant disregard for people’s time.

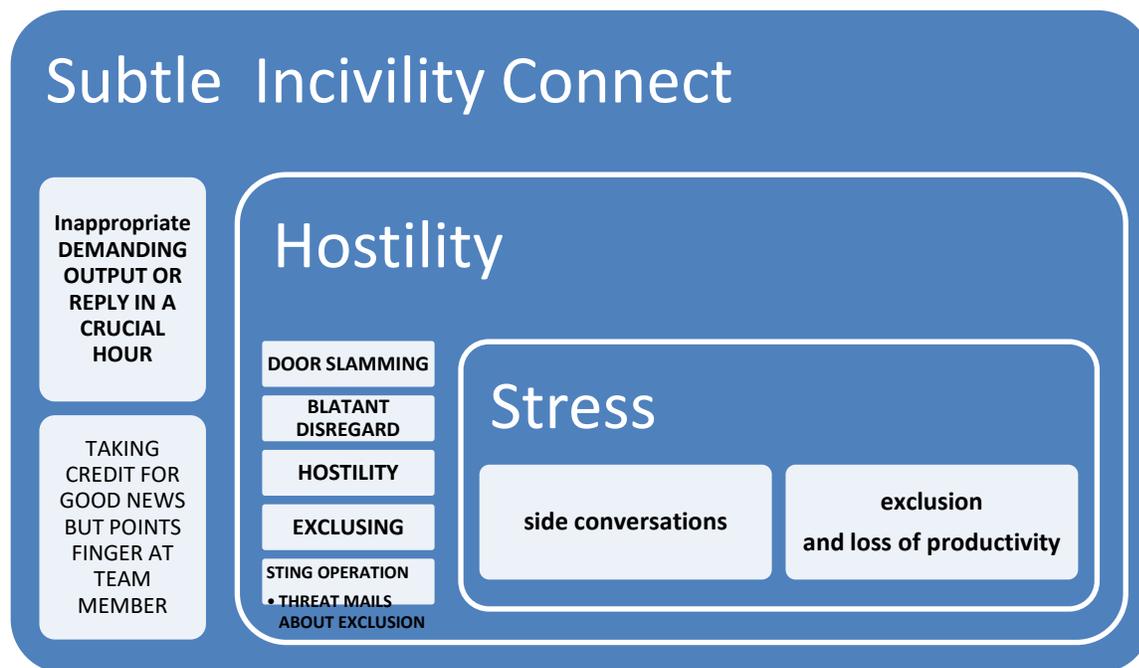


Figure: 9 : Workplace Incivility at workplace: Concept designed: Prof Dr.C.Karthikeyan

The Costs of Incivility: Many managers would say that incivility is wrong, but not all recognize that it has tangible costs. Targets of incivility often punish their offenders and the organization, although most hide or bury their feelings and don’t necessarily think of their actions as revenge. Lot of time and energy needs to be spent to keep workplace civil, otherwise, rudeness tends to creep into everyday interactions. Managers can use several strategies to keep their own behavior in check and to foster civility among others.

Eighth Factor: Lateness: Lateness is described as arriving at work later or leaving earlier than required. Problems associated with lateness include compromised organizational efficiency. Tardy and late employees responsible for critical tasks can negatively affect organizational production. Other workers may experience psychological effects of the tardy employee including morale and motivational problems as they attempt to "pick up the slack." Other employees may begin to imitate the example set by the behavior of tardy employees. Lateness costs business more.

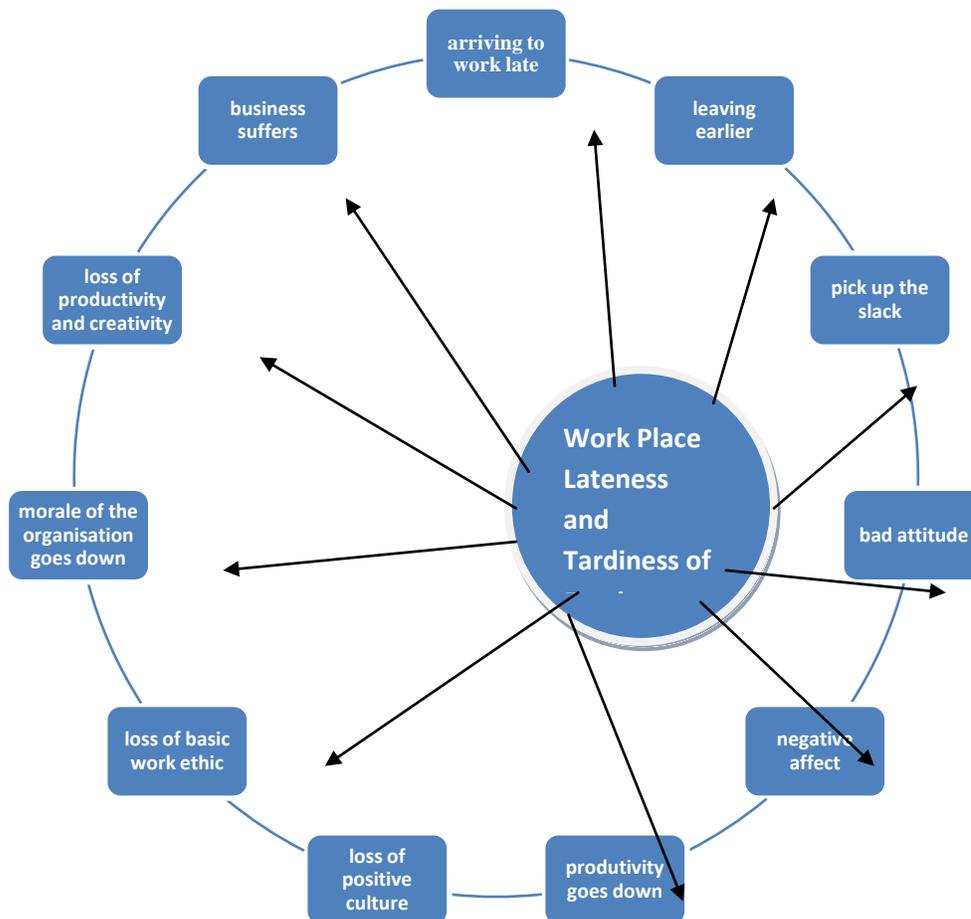


Figure: 10: Vicious Cycle of Lateness leading to Tardiness of Employees: Designed by: Prof Dr.C.Karthikeyan

Workplace tardiness leads to lack of ingenuity, creativity, problem-solving, writing, speaking, listening, coordination, and includes Instruction, Persuasion, negotiation, Judging, and decision-making.

Ninth Factor: Sabotage: Sabotage; sabotage are behaviors that can "damage or disrupt the organization's production, damaging property, the destruction of relationships, or the harming of employees or customers." Research has shown that often acts of sabotage or acts of retaliation are motivated by perceptions of organizational injustice and performed with the intention of causing harm to the target.

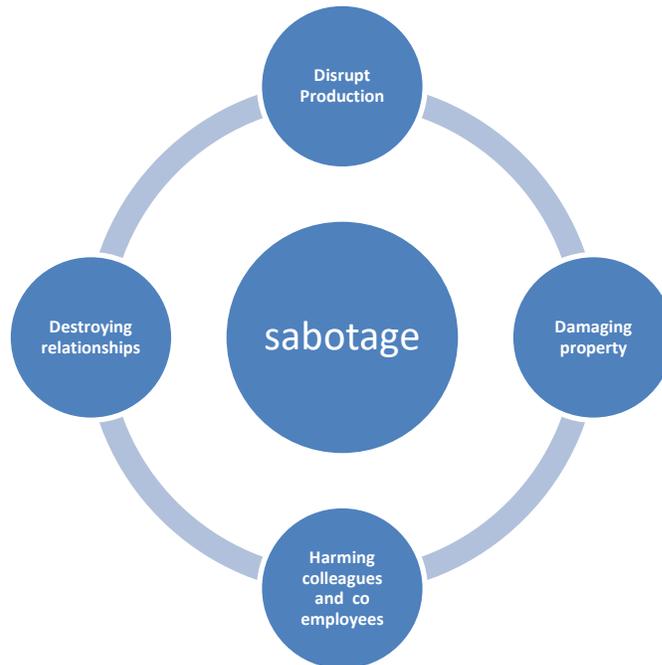


Figure: 11: Employee Sabotaging Process in an Organisation: Design: Prof Dr.C.Karthikeyan

Employee sabotage occurs when an employee intentionally inflicts damage on the organization or one of its members, ultimately inflicting a loss in production or profit. There is a direct correlation between prevalence of employee conflict and the amount of damage and theft of inventory and equipment.

Tenth Factor: Sexual Harassment; Sexual harassment is defined as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical contact when (a) submission to the conduct by the employee is either explicitly or implicitly a term or condition of an individual's employment, (b) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting the individual and/or (c) such conduct [that] has

the purpose or effect of unreasonably interfering with work performance, or creating an intimidating, hostile or offensive working environment."

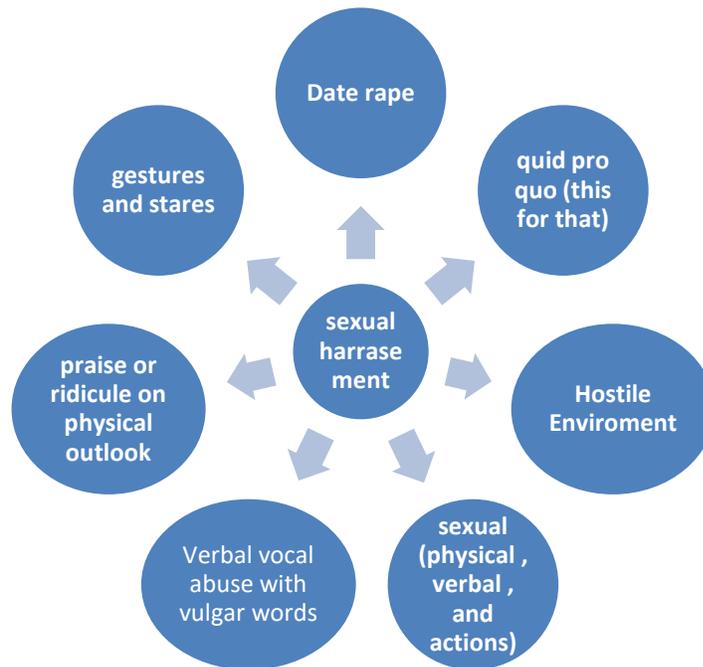


Figure:12: Sexual Harrasment in Workplace

Sexual harassment is “subtle rape,” or so says psychologist John Gottman. Judging from the millions of dollars U.S. companies are being forced to spend to combat sexual harassment, American men have apparently become subtle rapists and sexual predators on a scale unimaginable even to the most vocal feminists of a decade or two ago.

Eleventh Factor: Substance Abuse; Substance abuse at work is a problem that can have an effect on work attendance, performance, and safety and can lead to other injuries outside of work and health problems.

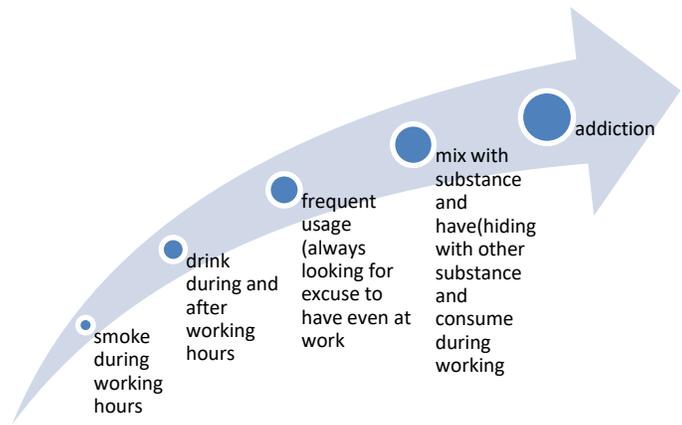


Figure: 13: Substance Abuse in Workplace: Prof Dr.C.Karthikeyan

Twelfth Factor: Theft: Multiple forms of workplace theft: Theft in the workplace is not limited to stealing of money and products, it includes even undercharging, giving un authorised discounts to friends, altering documents or creating fictitious ones, theft of intellectual property, fraudulent refunding, receiving gifts or commissions from suppliers and incorrect time recording, as well as using company time for personal matters. Embezzlement: theft of cash or property by someone in a position of trust, like a bookkeeper or senior executive. Payroll Schemes by falsifying timecards to get paid for more hours than actually worked, or writing payroll checks to “phantom employees.” Expense Reimbursement Schemes: padding expense reports by adding items that were never incurred or were not business-related. Time Theft: using company time to conduct personal business. Information Theft: supplying proprietary information such as customer lists or trade secrets to a competitor.

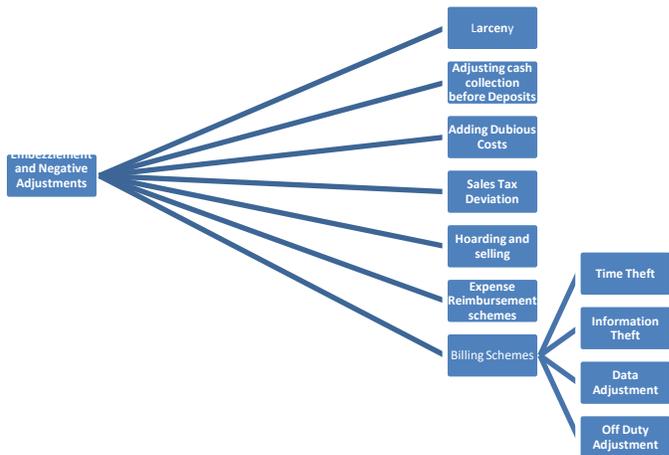


Figure:14: Adjustments as abuse progressively increasing to the level of theft: Designed : Prof Dr.C.Karthikeyan

Thirteenth Factor 14: Employee Turnover: Turnover happens when employees leave the organization, either voluntarily (quitting) or involuntarily (being fired or laid off) attempts to to leave an organization when they are not rewarded for the performance, including reasons of conditions in the external job market and the availability of other job opportunities, and length of employee tenure. At times the involuntary turnover happens due to lay off or fired, or retrenchment due to business downturn or for termination, such as theft. The cost due to direct and indirect and includes the costs to locate, hire and train a new employee to fill the position. Indirect costs like losing sales as well as customers due to inexperienced staff or due to short-staffed, lost and low morale of people leaving the company.

Conclusion: With Suggestions and Strategies recommended to curb CWBs:

This study concludes with some findings of the secondary data and analysis of various research reports a banking/finance company, with an average employee base of 5,000, takes a hit of about Rs 100 crore in productivity losses a year due to stress-related issues. In any IT/ITeS company, with an average employee base of 10,000, the loss is about Rs 50 crore. And for a company with an average employee base of 2,000 operating in the travel and hospitality space, it's just over Rs 10 crore. The companies need to have better strategies to have control and leaders need to be aware of the actions and become a role model can improve the situation. A systematic and sustainable feedback system in place, despite employees won't always be honest, **hence a system to track instances of civility and incivility can really make a difference. The system in place will make employees at all levels to adjust self behavior is an important piece of the puzzle, and can take action across the company as well.** Encouraging and selection on the basis for civility give the team members a say about their prospective colleagues **and with the formal interviews will help tackle issue not just with words, but norms for civility, such as arriving on time and ignoring e-mail during meetings. The employees can even be trained to take the edge off and to help one another avoid falling into occasional abrasiveness or, incivility. Key Indicators to relate CWBs; Age;** Age appears to be an important factor in predicting CWBs. While age does not appear to be strongly related to core task performance, creativity, or performance in training, it does appear to be positively related to organizational citizenship

behaviors and negatively related to CWBs. Older employees seem to exhibit less aggression, tardiness, substance abuse, and voluntary absenteeism (although sickness related absenteeism is somewhat higher than younger employees). Some researchers argue that the lower rate of CWBs may be due to better self-regulation and self-control. Creating a system of delivering organizational justice for strategies to Curb CWBs; Firstly leaders are to understand employee perceptions and can engage employees' involvement to thwart counterproductive workplace behavior throughout an organization. Leaders need to be innovative in creating a system so that the employees have a say in their day-to-day work activities, when possible. If employees perceive ownership in their job responsibilities, they tend to have positive perceptions. When feasible, they can change daily routines, so work does not become tedious. Leaders shall become assertive without losing temper, combat counterproductive work behaviors and facilitate, and maintain that authority. Most importantly employees engage in counterproductive behavior may even escalate into dangerous situations if not monitored by the leader. **Leaders need to be a team player and teamwork seems to be the mantra of most workplaces today. To make teams to work, the team members shall develop a cooperative attitude, develop complimentary skills with others on the team, make performance goals in common with his team, get into the common philosophy about how to reach those goals and most importantly develop mutual accountability.** Creating good public relations, by educating employees from complaining about the job making them to learn to think positive about work, it's probably best to refrain from saying anything at all or, if asked, something fairly innocuous like "Oh, things could be better but, then again, no job's perfect."

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