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MANAGERIAL EFFECTIVENESS AND COUNTERPRODUCTIVE WORK BEHAVIOUR: A COMPARISON AT DIFFERENT MANAGERIAL LEVEL

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ABSTRACT

Present study aims to compare the managerial effectiveness and counterproductive work behaviour among the junior, middle and senior level managers. Study will also identify the nature of relationship (positive or negative) between managerial effectiveness and counterproductive work behaviour among various level of management such as junior, middle and senior. The sample of managers included in the study was chosen from various manufacturing and service providing public, semi-govt., non-governmental organizations and private sector Indian enterprises as a non-randomized sample on the basis of availability of executives. Results and findings exhibited that managers who are at junior level differ significantly in their mean managerial effectiveness from middle and senior level managers but middle level managers did not differ considerably in their mean managerial effectiveness from the managers at senior level. Managers at different levels such as junior, middle and senior differed significantly with each other in their mean counterproductive work behaviour. Multiple regressions and β -value analysis for senior and middle level managers showed that the dimension of counterproductive work behaviour was significantly influencing their managerial effectiveness in negative manner whereas in the case of junior managers, multiple regressions and β -value confirmed no significant influencing value for counterproductive work behaviour as predictor of managerial effectiveness.

KEYWORDS

managerial effectiveness, counterproductive work behaviour, public sector, semi-government, non-governmental organizations and private sector.

INTRODUCTION

MANAGERIAL EFFECTIVENESS

In today's globalized era of technological advancement, organizations can continue to exist and develop only by employing highly result-oriented managers. Recruitment of highly talented personnel has become a tedious job. HR managers of well performing organizations are struggling for hiring potentially effective and result-oriented managers. Understanding simply, effective managers are those who can create results by adding standards and values to the various services delivered by them to the organization. Researchers have tried to define the concept of managerial effectiveness. Mintzberg (1973) observed that all managerial jobs can be described by certain common behaviours or roles. He put forward ten managerial roles falling under three categories: (1) interpersonal (figurehead, leader and liaison), (2) informational (monitor, disseminator, spokesperson), and (3) decisional (entrepreneur, disturbance handler, resource allocator and negotiator). According to Mintzberg, managers working in different positions could be effective depending on the combination of these ten roles. Reddin (1970) has defined managerial effectiveness as "the extent to which a manager achieves the output requirements of his position." Das (1991) compared Mintzberg's managerial roles with Indian managerial roles and found certain skills such as interpersonal relations, crisis management, employee counselling, oral communication, etc. as critical to become an effective manager in India.

COUNTERPRODUCTIVE WORK BEHAVIOUR

Counterproductive work behavior (CWB) is a set of destructive behaviours executed by the people in organization and such behaviours can harmfully limit the process of progress and development of an organization or its stakeholders. These behaviors include the actions which can cause destruction of mild to very severe nature to the organization or its people. Counterproductive work behaviors are carried out with or without intention to harm or limit the process of achievement of goal of an employee, stakeholder, department or organization itself. According to Robinson, S. L., & Bennett, R. J. (1995) the set of acts which includes the counterproductive work behaviour are categorized as: (1) Production deviance, involving behaviors like leaving early, intentionally working slow, or taking long breaks; (2) Property deviance, involving sabotage of equipment, theft of property, and taking kickbacks; (3) Political deviance, involving showing favoritism, gossiping, or blaming others; and (4) Personal aggression, involving harassment, verbal abuse, and endangerment. Bayram, N., Gursakal, N., & Bilgel, N. (2009) has proposed the five factors of counterproductive work behaviour: (1) Abuse against others; (2) Production deviance; (3) Sabotage; (4) Theft; and (5) Withdrawal. One of the larger set of counterproductive work behaviour propounded by Gruys, M. L., & Sackett, P. R. (2003) includes eleven categories of CWBs and these are (1) Theft of property; (2) Destruction of property; (3) Misuse of information; (4) Misuse of time and resources; (5) Unsafe behavior; (6) Poor attendance; (7) Poor quality of work; (8) Alcohol use; (9) Drug use; (10) Inappropriate verbal action; and (11) Inappropriate physical action.

It is worth noting here that counterproductive work behaviours are the activities which involves the violation of already set, decided and legally bound code of behaviour and rules & regulations of an organization. Counterproductive work behaviours therefore do not include the acts that lack volition, such as the inability to successfully complete a task, nor do CWBs include involvement in accidental activities, although purposeful avoidance rules that may have led to the loss, damage, harm, hindrance and limitation would represent a CWB.

Both the nature and frequency of counterproductive work behaviour poses a serious threat to organizations and its stakeholders. Counterproductive work behaviour has significant financial, social, psychosocial, infrastructural and time related costs for the people working with organizations. Besides this, it has substantial organizational costs associated with high staff turnover, abuse avoidance, and protective behaviour, all of which reduces the overall productivity of the organizations.

MANAGERIAL EFFECTIVENESS AND COUNTERPRODUCTIVE WORK BEHAVIOUR

Researchers are trying to understand and establish the relationship of counterproductive work behaviors with other elements of organizational functioning and development and it has already been studied with respect to various factors of organizational development. Mount (2006) found that, personality influences job satisfaction, which in turn, has an effect on Counter Productive Behaviors. The study of Flaherty & Moss, (2007) asserts organizational justice to be a mediator of CWB, as it suggests that individuals who perceived their own workgroup to receive more justice than other units engaged in less counterproductive work behavior. The study conducted by Deshpande (2005) found that, respondents with high EI (Emotional Intelligence) perceived counterproductive behaviors to be more unethical than those with low EI. Kelloway et al., (2002) suggests counterproductive work behaviors and organizational citizenship behaviors are negatively correlated. In this study it is hypothesized that counterproductive work behaviors and organizational citizenship behaviors are negatively correlated.

NEED OF STUDY

Extensive literature survey has been conducted for investigating and finding out the existing facts, information and data which is directly/ indirectly related to the field area of present study. No direct study or research could be located in the written and electronic form of literature. So the need of study was justified. Otherwise also, the findings and results of the proposed research will help the academia, managers and organizations to understand and interpret the interrelationship of managerial effectiveness and counterproductive work behaviour for the better development of management executives and organizations.

OBJECTIVE OF THE STUDY

This study was carried out with the following objectives.

- 1) To compare the managerial effectiveness of all the three groups of junior, middle and senior level managers included in the study.
- 2) To compare the counterproductive work behaviour of all the three groups of junior, middle and senior level managers included in the study.
- 3) To ascertain the nature of relationship between managerial effectiveness and counterproductive work behaviour.

HYPOTHESES

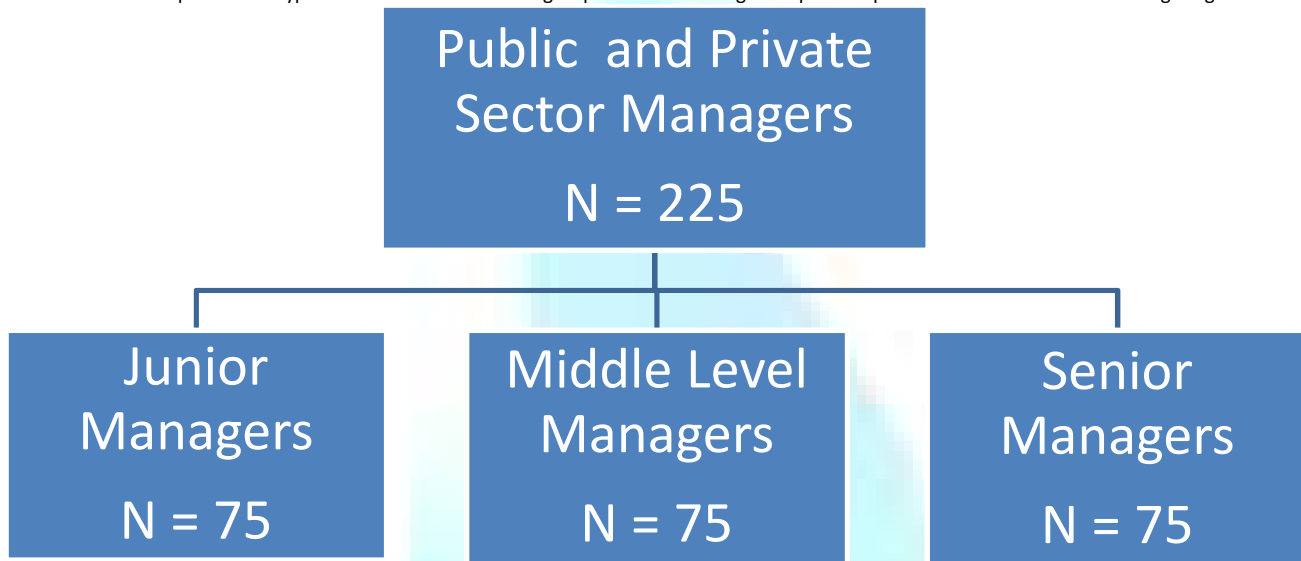
Based on the review of relevant literature, the following hypotheses were formulated and verified in the study.

- 1) H1. All the three groups of junior, middle and senior level managers included in the study will significantly differ with respect to their mean managerial effectiveness.
- 2) H2. All the three groups of junior, middle and senior level managers included in the study will significantly differ with respect to their mean counterproductive work behaviour.
- 3) H3. There will be negative relationship between managerial effectiveness and counterproductive work behaviour.

METHODOLOGY

RESEARCH DESIGN

Present research is an experimental type of research based on 1x3 group of research design. Graphical representation of the research design is given hereunder



Research was conducted to investigate and compare the relationship between the managerial effectiveness and counterproductive work behaviour among three different levels of managers of public and private sector organizations, working at junior, middle and senior level of management. Identified relationships of various groups were compared and differentiated to find the degree of correlation at junior, middle and senior level management between managerial effectiveness and counterproductive work behaviour. Criteria used for the selection of junior, middle and senior level managers from the public and private sector organizations involved in the study is as under:

Junior level manager: A management executive managing a of team 15-20 employees

Middle level manager: A management executive managing 3-4 junior level management teams or 21-40 employees

Senior level manager: A management executive managing 3-4 middle level management teams or 41-80 employees.

SAMPLE

All the management executives working at the positions specified above in the research design in the various public, semi-govt., private and non-governmental voluntary organizations is considered as population for this study.

A sample of total 225 management executives from both the public and private sector organizations were taken 75 management executives, each of junior, middle and senior level management from different public, semi-govt., non-governmental organizations and private sector were taken as a non-randomized sample on the basis of availability of executives. Group-wise details of sample size are already given in the research design

TOOLS

The Managerial Effectiveness Scale developed by Gupta (1996) was used to measure the managerial effectiveness. It has positively and negatively worded items with a five point rating scale. Positive items are scored by assigning 5 to a rating of Always; 4 to Usually; 3 to Neutral; 2 to Sometimes; and 1 to Never. The test-retest reliability and split half reliability are 0.73 (Gupta 1996). The Cronbach alpha value computed in this study was 0.88.

The Counterproductive Work Behavior Checklist (CWB-C) developed by Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006) was used to measure the counterproductive work behaviour tendency among subject selected for this study. The internal consistency reliability measured by coefficient alpha method was 0.90.

DATA COLLECTION

Data were collected by using The Managerial Effectiveness Scale developed by Gupta (1996) for managerial effectiveness and Counterproductive Work Behaviour Checklist (CWB-C) for the counterproductive work behavior tendency among the sample of junior, middle and senior level managers chosen for the study by adopting the criteria mentioned in the research design. Three hundred and eighty (380) sets of questionnaires for managerial effectiveness test and counterproductive work behaviour checklist were administered and total 258 sets of both the questionnaires of managerial effectiveness and counterproductive work behaviour were received back from the subjects. Some of the questionnaires were disposed off because of incomplete information and lastly 225 sets of both the tests were selected for research purpose. These sets were consisting of 75 sets of questionnaires received from junior, middle and senior level each.

STATISTICAL TOOLS

Correlation and multiple regressions methods were used for testing the hypotheses and finding out the relationship between managerial effectiveness and counter-productive work behavior. Data were operated through SPSS 15 Version.

RESULTS AND DISCUSSION

RESULTS AND DISCUSSION FOR INTERGROUP COMPARISONS

Three different groups of managers were selected for this study and all of these three groups were tested for the dimensions of managerial effectiveness and counterproductive work behaviour. Junior, middle and senior level managers were included in the group no. 1, group no. 2 and group no. 3 respectively. To find

out the differences among the managerial effectiveness and counterproductive work behaviour of junior, middle, and senior level manager's, means of different groups on both dimensions of managerial effectiveness and counterproductive work behaviour were calculated. Analysis of variance (ANOVA) and Duncan's multiple comparison tests were used for data interpretation. Separate results of all the three groups on each of the dimension have been given in the following tables.

TABLE 1: MEAN MANAGERIAL EFFECTIVENESS SCORES IN ASCENDING ORDER, F-VALUE AND RESULTS OF DUNCAN'S MULTIPLE COMPARISON TESTS

Groups	Junior Managers	Middle Level Managers	Senior Managers
Group No.	(1)	(2)	(3)
N	75	75	75
Means	393.68a	422.17b	434.49b
F= (4, 170) =24.176; P < 0.01			

Means with different subscripts differ significantly at 0.05 levels.

Means with similar subscripts do not differ significantly.

A perusal of Table 1 shows that mean managerial effectiveness scores of junior, middle and senior level managers were 393.68, 422.17 and 434.49 respectively. F-ratio between two groups was 24.176, which was significant at 0.01, level of significance. Since F-ratio between groups came to be significant it means that there exists significant difference between mean managerial effectiveness scores of at least two groups, hence, Duncan's multiple comparison of means test was applied to see significant differences among means of different groups. The comparisons were made at 0.05, level of significance.

The results of Duncan's multiple comparison of means displays that mean managerial effectiveness scores in ascending order were of junior, middle and senior level managers. It is apparent from Table 1 that managers who are at junior level differ significantly in their mean from middle and senior level managers but middle level managers did not differ considerably in their mean from the managers at senior level.

TABLE 2: MEAN COUNTERPRODUCTIVE WORK BEHAVIOUR SCORES IN ASCENDING ORDER, F-VALUE AND RESULTS OF DUNCAN'S MULTIPLE COMPARISON TEST

Groups	Junior Managers	Middle Level Managers	Senior Managers
Group No.	(1)	(2)	(3)
N	75	75	75
Means	205.62a	233.85b	261.42c
F= (4, 170) =54.54; P < 0.01			

Means with different subscripts differ significantly at 0.05 levels.

Means with similar subscripts do not differ significantly.

Table 2 exhibits that mean counterproductive work behaviour scores of junior, middle and senior level managers were 205.62, 233.85 and 261.42 respectively. F-ratio between groups was 54.54, which was significant at 0.01, level of significance. Since F-ratio was obtained significant it means that there exists significant difference between mean counterproductive work behaviour scores of at least two groups. Hence, Duncan's multiple comparison of means test was applied to see significant differences among mean of different groups. The comparisons were made at 0.05, level of significance.

The results of Duncan's multiple comparison of means shows that mean counterproductive work behaviour scores in ascending order were of the junior, middle and senior level managers. Table 2 depicts that managers at junior level differed significantly in their mean from middle level managers; middle level managers differed significantly in their mean from the senior level managers.

Results And Discussion Of Regression Analysis

Regression analysis was performed to see how much variance in criteria (dependent variable) is influenced by predictors. In regression analysis managerial effectiveness was treated as dependent variable and counterproductive work behaviour as predictor.

TABLE 3 (A): MULTIPLE REGRESSIONS FOR SENIOR MANAGERS. (MANAGERIAL EFFECTIVENESS AS CRITERIA AND COUNTERPRODUCTIVE WORK BEHAVIOUR AS PREDICTOR)

Multiple R	R ²	Adjusted R ²	Standard error	F-Value
0.49	0.24	0.16	62.70	3.27

TABLE 3 (B): BETA VALUE FOR PREDICTOR OF MANAGERIAL EFFECTIVENESS OF SENIOR MANAGERS

	Predictor	β	t	LOS
Beta Value	Counterproductive work behaviour	3.33	1.57	<0.05

Table 3 (A) depicts that for senior managers Multiple R was 0.49. It means relationship between managerial effectiveness and counterproductive work behaviour was 0.49. Adjusted R2 was 0.16. It indicated that only 16% of the variance in managerial effectiveness was explained by counterproductive work behavior remaining 84% variance were unexplained by these factors. 'F' value also corroborated by F-value - (F= 3.27: <0.01). Beta value showed significant value for the predictor of counterproductive work behaviour.

Table 3 (B) showed β-value for counterproductive work behaviour which were significant and it was influencing managerial effectiveness.

TABLE 4 (A): RESULTS OF MULTIPLE REGRESSIONS FOR MIDDLE LEVEL MANAGERS. (MANAGERIAL EFFECTIVENESS AS CRITERIA AND COUNTERPRODUCTIVE WORK BEHAVIOUR AS PREDICTOR)

Multiple R	R ²	Adjusted R ²	Standard error	F-Value
0.57	0.33	0.269	38.44	5.17

TABLE 4 (B): BETA VALUE FOR PREDICTOR OF MANAGERIAL EFFECTIVENESS OF MIDDLE LEVEL MANAGERS

	Predictors	β	t	LOS
Beta Value	Counterproductive work behaviour	1.32	1.90	<0.05

Table 4 (A), shows that in middle Level Managers multiple R was 0.57, which means relationship between managerial effectiveness and counterproductive work behaviour, was 0.57. Adjusted R2 was 0.27. It indicated that only 27% of the variance in self-image was explained by counterproductive work behaviour and remaining 63% variance were explained by other factors. F-value also corroborated by F-value (F=5.17; < 0.01). Beta value showed significant values for the predictor of counterproductive work behaviour.

Table 4 (B) showed β-values for counterproductive work behaviour which were significant and it was influencing managerial effectiveness.

TABLE 5 (A): MULTIPLE REGRESSIONS FOR JUNIOR MANAGERS (MANAGERIAL EFFECTIVENESS AS CRITERIA AND COUNTERPRODUCTIVE WORK BEHAVIOUR AS PREDICTOR)

Multiple R	R ²	Adjusted R ²	Standard error	F-Value
0.22	0.05	0.039	60.19	0.569

TABLE 5 (B): BETA VALUE FOR PREDICTOR OF MANAGERIAL EFFECTIVENESS OF JUNIOR MANAGERS

	Predictors	β	t	LOS
Beta Value	Counterproductive work behaviour	0.24	0.93	N.S.

Table 5 (A) shows that in Junior Managers Multiple R was 0.228 it means relationship between managerial effectiveness and counterproductive work behaviour was 0.228. Adjusted R2 was 0.04. It is indicated that only 4% of the variance in self-image is explained by counterproductive work behaviour and remaining 96%

variance were unexplained by these factors, which is verified by F-value (0.569; <0.01). Beta value also shows no significant value for individual predictor of counterproductive work behaviour.

CONCLUSIONS & IMPLICATIONS

The study reveals that both the employees' characteristics of managerial effectiveness and counterproductive work behaviour differ among all the three levels of management i.e. junior, middle and senior. There exist a negative relationship between managerial effectiveness and counterproductive work behaviour among the groups of senior and middle level managers but there is no relationship (i.e. neither negative nor positive) between the managerial effectiveness and counterproductive work behaviour at junior level management. So hypotheses H₁ and H₂ were approved by the study, but H₃ is accepted partially. So the study has not only achieved its objectives but also justified its need.

The findings and results of the present research will help the trainers, academia, managers and organizations to utilize the newly acquired understanding and knowledge to interpret the concepts of managerial effectiveness and counterproductive work behaviour and their interrelationship in the new light of knowledge for the better way and appropriate development of management executives and organizations.

LIMITATIONS AND SUGGESTIONS

Because of limited resources, sample size taken for the study was very small, if a larger size sample can be managed more exact finding can be deduced.

Only two dimensions of relationship between managerial effectiveness and counterproductive work behaviour are studied, other objectives may be developed by including more variables and findings can accordingly be worked out for exact results and findings.

Present study is limited to some of the states of India, a comparative study may be conducted on national/ international level and finding can be worked out and analyzed to control the counterproductive work behaviour among managers and ultimately improving the managerial effectiveness.

Present study has taken a heterogeneous sample because the participants are from several public, semi-govt., non-governmental organizations and private sector organizations. However, it is argued that heterogeneity of a sample contributes towards wider generalization of the findings and therefore it can be considered to be the strength rather than the weakness of a research (Kaur 1992, Shukla 1988, Srivastava 1990).

The sample taken for the study is also debatable as the non-random sampling method was chosen for the collection of data for this research, which further put constraints on the generalization of the findings. So data may be collected by using a well designed randomized method and exactness of the findings can be improved.

Another limitation of this study is that all the tools used to measure the variables are self-report assessments, so some other method can be used for better results and findings.

While extending this research, future studies could focus on selecting a particular sector of industry to enhance the focus of the study.

Also, the future studies can focus exclusively on any one level of management of the corporate sector to study the effect of variables taken for study.

Future studies can also use qualitative data sources like 360 degree feedback or observation method for better results.

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