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COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB) AND LOCUS OF CONTROL (LOC) AMONG MANAGERS**DR. RISHIPAL****HEAD****DEPARTMENT OF BUSINESS ADMINISTRATION****INDUS INSTITUTE OF ENGINEERING AND TECHNOLOGY****KINANA****PAWAN KUMAR CHAND****ASST. PROFESSOR****DEPARTMENT OF BUSINESS ADMINISTRATION****INDUS INSTITUTE OF ENGINEERING AND TECHNOLOGY****KINANA****ABSTRACT**

Research study was conducted to enquire the relationship between Counterproductive Work Behaviour (CWB) and Locus of control (LOC) among Government, Semi-government and Private sector organization's junior, middle and senior level managers of Haryana, India. Total 270 managers were chosen on availability basis from various Government (90), Semi-government (90) and Private sector (90) organizations. Selected 90 subjects from each sector were further consisting of 30 managers each from junior, middle and senior level management. Data was collected by questionnaire method and analysed using descriptive statistics and Karl Pearson's correlation method. On comparison of all the three groups of managers taken from Government organizations i.e. Junior Manager (JM), Middle Level Manager (MM) & Senior Manager (SM), the tendency of CWB among JM was found higher, where as it was comparatively low among MM & SM. Similar, comparison for different groups of managers i.e. JM, MM & SM under the Semi-government category revealed that means values for CWB was higher among SM and lower for JM & MM. Comparison of means values for all the three groups of managers from Private sector organizations i.e. JM, MM & SM have shown higher tendency of CWB among JM and lower among MM & SM. There was no significant difference in the means values of LOC among groups of managers like JM, MM & SM taken from Government organizations. There was no significant difference in the mean values of LOC among various groups of managers such as JM, MM & SM chosen from Semi-government organizations. The means values of LOC among Private sector organization's managers have shown significant difference in the means values of SM in comparison to JM & MM. The Correlations between CWB & LOC among various groups of managers like JM, MM & SM taken from Government organizations were positive but non-significant. The correlations between CWB & LOC among different groups of managers like MM & SM chosen from Semi-government organizations were positive but non-significant. But, the correlation was negative and non significant for JM of Semi-government organizations. The correlations between CWB & LOC among groups of managers like MM & SM for Private sector organizations were positive and non-significant but it was negative and non-significant in the case of JM.

KEYWORDS

Counterproductive Work Behaviour, Locus of Control, Government Organization, Semi-government Organization, Private Sector Organization.

ABBREVIATIONS

JM – Junior Manager, MM – Middle Level Manager, SM – Senior Manager, CWB – Counterproductive Work Behaviour and LOC – Locus of Control.

INTRODUCTION**COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB)**

Counterproductive Work Behaviour (CWB) may be defined as any deliberate or unintentional activity on the part of an individual which can hamper the performance of self, others or organization. Counterproductive Work Behaviour may also be understood as the behaviour which can harm or intended to harm self, people and organizational resources. The Counterproductive Work Behaviour is an act which may be directed towards both the organization and individuals. Counterproductive Work Behaviour may include anger, aggression (physical and verbal), violence, sabotage, theft, damage, encroachment, withdrawal and wilful wastage of personal, other's and organizational resources. According to Sackett, Paul; Berry, Christopher; Wiemann, Shelly; Lacz, Roxanne (2006) Counterproductive Work Behaviour (CWB) is the behaviour that goes against the goals of organization. Counterproductive Work Behaviour behaviours may be intentional or unintentional and result from a wide range of underlying causes and motivation. One of the larger typologies propounded by Gruys, M. L., & Sackett, P. R. (2003) included a total of eleven categories of CWB: (1) theft of property; (2) destruction of property; (3) misuse of information; (4) misuse of time and resources; (5) unsafe behaviour; (6) poor attendance; (7) poor quality of work; (8) alcohol use; (9) drug use; (10) inappropriate verbal action; and (11) inappropriate physical action. Research of Dalal, R. S. (2005) has pointed to simpler dimensional views of CWB according to which self-control has been evaluated as a significant explanation of CWB. Like, conscientiousness, self-control, or internal control, is seen as a stable individual difference that tends to inhibit deviant behaviours. According to Fodchuk, K. M. (2007) the identification of self-control as a factor in deviant behaviours flows from work in criminology, where self-control is seen as the strength of one's ability to avoid short-term gain for long-term costs. One of the studies of Marcus, B., & Schuler, H. (2004) has compared the effects of 25 characteristics such as self-control, justifiable factors, equity factors, positive effect, levels of autonomy, and a variety of other individual characteristics on CWBs. The study showed that self-control was the best predictor of CWBs and that most of the other factors had negligible predictive value. In the study of Rishipal (2012) different levels of managers have been compared for managerial effectiveness and Counterproductive Work Behaviour. Findings revealed that different level of managers differ significantly in their mean values with respect to their psychological characteristics of CWB and managerial effectiveness as well as there is significant correlation between the tendency of CWB and managerial effectiveness among the different levels of managers.

LOCUS OF CONTROL

Locus of control is a theory of personality psychology referring to the extent to which people believe that either self or environment can control events that affect them. Understanding of the concept was developed by Julian B. Rotter in 1954, and has since become an important aspect of personality studies. One's "locus" (Latin for "place" or "location") can either be internal (meaning the person believes that they control their life) or external (meaning they believe that their environment, some higher power or other people control their decisions and their life). In simple words Locus of Control may be explained as a human tendency by virtue of which an individual fixes the responsibilities for the consequences of their actions and deeds either on self or environment. When the consequences are fixed on self, it is called internal locus of control, when environment is fixed responsible then it is called external locus of control. Individuals with a high internal locus of control believe that events result primarily from their own behaviour and actions. For example, if a person with internal locus of control does not perform well on a test, they would blame it on lack of preparedness on their part. Or if they performed well, then they would think that it was

because they studied enough. Those with a high external locus of control believe that powerful others, fate or chance primarily determine events (Carlson, N.R., et al., 2007). Using the test performance example again, if a person with external locus of control does poorly on a test, they would blame the test questions being too difficult. Whereas if they performed well on a test, they would think the teacher was being lenient or that they were lucky (Carlson, N.R., et al., 2007).

NEED OF STUDY

Because of dynamic technological change, development and advancement throughout the world, endeavours have been put forward almost by all the countries to upgrade the technology and ameliorate the managerial effectiveness to meet out the demand of production. In continuum to world, India is also putting its substantial effort to cope with the technological change, development and advancement by developing and managing latest and modern technology, building basic infrastructure and improving its managerial competencies. All these changes and developments in the business environment have mounted pressure on managers to give their best for the optimal results and also to restructure their managerial skills. Some of the managers are playing very good role as change executor and also a change catalyst. But, others are reluctant to meet the change requirement and find themselves advancing toward Counterproductive Work Behaviour (CWB) e.g. lateness, absenteeism, withdraw, incivility, bullying, narcissism, Machiavellianism, aggression, violence, abuse as matter of fact their performance fall down. Domain of Counterproductive Work Behaviour (CWB) is complex as similar to understand human behaviour. Human behaviour has number of psychological dimensions and tendencies out of which Counterproductive Work Behaviour and Locus of Control are two. It is to be notable, researcher around the world have carried good number of research related to CWB and Locus of Control in European and American continent as well as in other developed countries, but very negligible research have been conducted in Asian sub-continent like India. It is worth useful to mention here that human tendencies and traits may change with the change in culture and work environment. There are differences in the organizational culture and climate of Indian subcontinent's organization with rest of the world. Therefore, there is need to understand the Counterproductive Work Behaviour and its relationship with Locus of Control among Indian managers. Present study has been conducted for the objectives mentioned below. Achievement of these objectives will help the academia and managerial community to understand the relationship and fact of CWB and LOC and also to utilize findings for the purpose of developing the better system and strategy to create and enhance managerial effectiveness.

OBJECTIVES

- 1) To measure the degree of Counterproductive Work Behaviour and Locus of Control among different level of manager's i.e. junior, middle and senior level, working in Government, Semi-government and Private sector organizations.
- 2) To find out the relationship between Counterproductive Work Behaviour and Locus of Control among different level of managers working with Government, Semi-government and Private sector organizations.

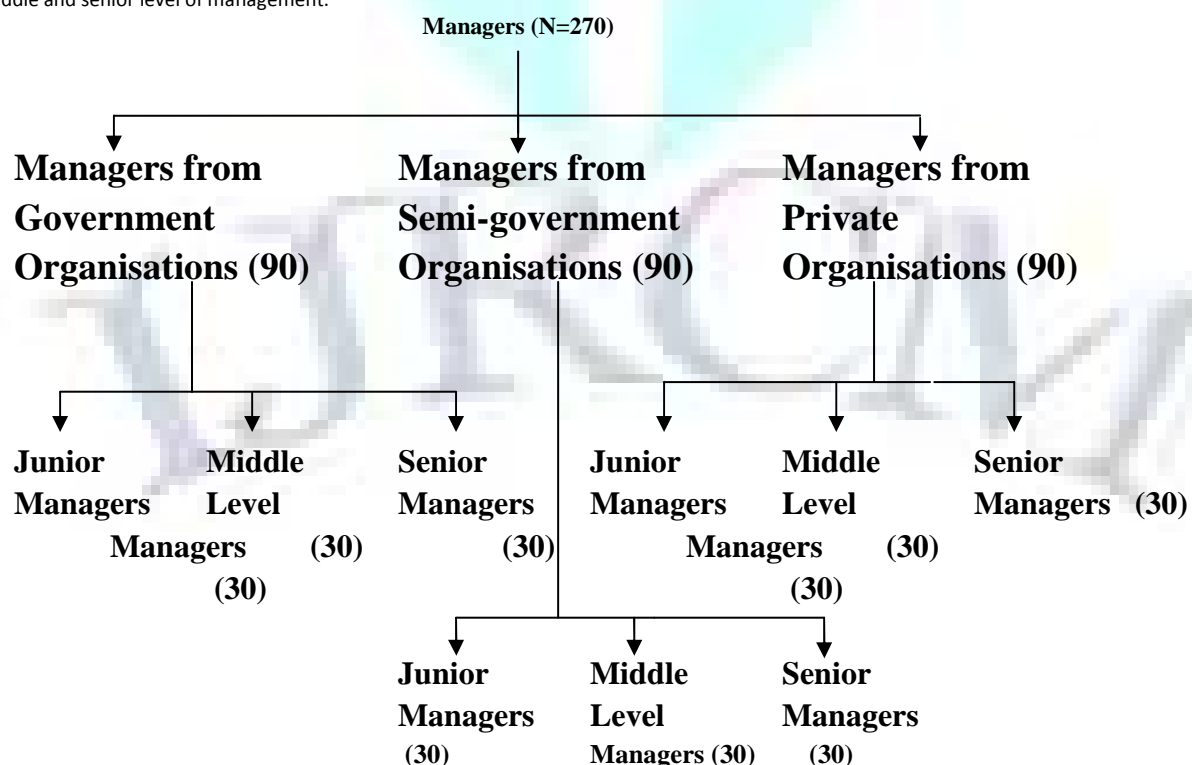
RESEARCH METHODOLOGY

RESEARCH DESIGN

Present research was an empirical type of study for which data was collected by using questionnaire method. Research consists of a 3x3 group design. Details of research design in the form of line diagram are given hereunder. Total 270 managers were chosen on availability basis from various Government (90), Semi-government (90) and Private sector organizations (90) as subjects. These 90 subjects chosen from each Government, Semi-government and Private sector organizations were further consist of 30 managers each from junior, middle and senior level of management. Research was conducted to investigate and understand the relationship between Counterproductive Work Behaviour and Locus of Control among managers in Haryana, a Northern state of India. Chosen subjects were tested for Counterproductive Work Behaviour and Locus of Control by using the standardized tests. Collected data was analysed by using descriptive statistical techniques of central tendency, standard deviation and Karl's Pearson's correlation etc. Managers examined were of age group in between 24 to 60 years. They were divided into 3x3 groups i.e. managers from 1) Government 2) Semi-government 3) Private sector organisations and from three different levels such as 1) Junior 2) Middle 3) Senior level. The entire set of 3x3 groups was examined to test the co-relationship between Counterproductive Work Behaviour and Locus of Control.

SAMPLE

Universe of the sample for present study was managers working in the Government, Semi-government and Private sector organizations of Haryana state in India. Out of this universe a sample of total 270 managers consisting of 90 subjects each from Government, Semi-government and Private sector organizations were taken. These 90 subjects chosen from each Government, Semi-government and Private sector organization were further consist of 30 managers each from junior, middle and senior level of management.



METHOD OF DATA COLLECTION

Data was collected from 270 managers working in the Government, Semi-government and Private sector organizations of Haryana state in India by using questionnaire method, details of the tools are given hereunder:

TOOLS USED

1. The full 45-items version of the Counterproductive Work Behaviour Checklist (CWB-C) to investigate counterproductive work behaviour (e.g., aggression, absenteeism, withdrawal) was used developed by Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The reliability index of CWB-C tested by Cronbach's alpha is $\alpha = 0.86$.
2. The 16-items version of work Locus of control scale developed by Paul E. Spector in 1988 was used to examine the level of locus of control. The reliability value of this test by Cronbach's alpha test lies in between 0.80 to 0.85.

RESULT AND DISCUSSION

To obtain the results and findings data was collected by using questionnaire method. Collected data was analyzed with the help of various statistical methods and techniques. Obtained descriptive statistical values are shown in Table No. (1) to (3)

Table (1) exhibits the statistical value of mean, range, standard deviation and degree of scores for Counterproductive Work Behaviour (CWB) among Government, Semi-government and Private sector organization's managers of different level managers such as junior, Middle and Senior level.

TABLE NO. 1: DESCRIPTIVE STATISTICAL VALUES FOR COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB) AMONG GOVERNMENT, SEMI-GOVERNMENT AND PRIVATE SECTOR ORGANIZATION'S JUNIOR, MIDDLE AND SENIOR LEVEL MANAGERS

Organization	Government organization's Managers			Semi-government organization's Managers			Private sector organization's Managers		
Group	JM*	MM**	SM***	JM*	MM**	SM***	JM*	MM**	SM***
N	30	30	30	30	30	30	30	30	30
Mean	56.42	59.64	59.60	57.02	56.68	61.40	58.37	57.40	56.10
Range	50	68	68	50	52	52	54	53	31
SD	6.50	6.43	9.61	9.78	8.23	5.90	2.54	7.07	6.64
Min. Score	48	45	45	50	42	46	46	45	47
Max. Score	98	113	113	100	98	98	100	98	78

* JM = Junior Manager **MM = Middle level Manager ***SM = Senior Manager

According to Table (1) the means values for Counterproductive Work Behaviour (CWB) among Government organization's managers of different levels were, JM=56.42, MM= 59.64 and SM= 59.60. There was significant difference in the means values of CWB among group of managers of JM and MM as well as JM and SM under the Government organizations category, whereas means value of MM & SM did not differ significantly. Higher value of means represents higher tendency for CWB. The means values have shown the higher tendency of CWB among JM whereas it was comparatively lower among MM & SM.

The means values of Counterproductive Work Behaviour (CWB) among Semi-government organization's managers of various level were JM=57.02, MM= 56.68 and SM= 61.40. There was significant difference in the means values of CWB among the group of managers of JM and SM as well as MM and SM under the Semi-government organizations category, whereas means values of JM and MM did not differ significantly. The values of means for CWB have depicted the higher tendency of CWB among SM whereas it was lower among JM & MM.

The means values of Counterproductive Work Behaviour (CWB) among different group of Private sector organization's managers were JM=58.37, MM=57.40 and SM=56.10. A comparison of all these three groups of managers i.e. JM, MM & SM has shown no significant difference among all these groups. The values of means clarified that the tendency of CWB among JM was higher whereas it was somewhat lower among MM & SM.

Table 2 depicts the descriptive statistical value of mean, range, standard deviation etc. for personality trait of Locus of Control (LOC) among different level of managers such as JM, MM and SM working with different types of organizations like Government, Semi-government and Private sector organizations.

TABLE NO. 2: DESCRIPTIVE STATISTICAL VALUES FOR LOCUS OF CONTROL (LOC) FOR GOVERNMENT, SEMI-GOVERNMENT AND PRIVATE SECTOR ORGANIZATION'S JUNIOR, MIDDLE AND SENIOR LEVEL MANAGERS

organization	Government organization's Managers			Semi-government organization's Managers			Private sector Organization's Managers		
Group	JM*	MM**	SM***	JM*	MM**	SM***	JM*	MM**	SM***
N	30	30	30	30	30	30	30	30	30
Mean	60.62	62.24	58.20	58.42	60.95	59.40	63.00	61	65.50
Range	52	47	21	37	30	39	46	36	36
SD	6.49	5.11	5.10	6.31	6.08	6.46	6.79	5.14	6.49
Min. Score	35	40	49	47	47	35	47	40	48
Max. Score	87	87	70	84	77	74	93	76	84

* JM = Junior Manager **MM = Middle level Manager ***SM = Senior Manager

According to Table (2) means values of Locus of Control (LOC) among Government organization's managers, were JM=60.62, MM= 62.24 and SM= 58.20. Higher value for mean score was considered as higher the tendency of LOC. There was no significant difference in means values of Government organization's JM and SM as well as JM and MM but managers of JM and MM groups differ significantly from the managers of MM group for their psychological trait of Locus of Control (LOC).

The means values of Locus of Control (LOC) among Semi-government organization's managers were JM=58.42, MM= 60.95 and for SM= 59.40. The means values of LOC for all these three groups did not differ significantly for their psychological trait of Locus of Control (LOC), whereas group of MM have higher tendency of LOC in comparison to the groups of managers of JM and SM.

The means values of locus of control (LOC) among Private sector organization's managers for different groups were JM=63.00, MM= 61 and SM= 65.50. There was significant difference in the means values for LOC among JM and SM as well as MM and SM. A comparison among all the groups i.e. JM, MM and SM in Private sector organizations, the group SM have higher tendency for LOC.

Table (3) presents the statistical values of correlation and F-value for the comparison of relationship between Counterproductive Work Behaviour (CWB) and Locus of Control (LOC) among the various levels of managers i.e. JM, MM and SM taken from Government, Semi-government and Private sector organizations.

TABLE NO. 3: INFERENCE TABLE IN BETWEEN COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB) AND LOCUS OF CONTROL (LOC) FOR GOVERNMENT, SEMI-GOVERNMENT AND PRIVATE SECTOR ORGANIZATION'S JUNIOR, MIDDLE AND SENIOR LEVEL MANAGERS

Organization	Government organization's Managers			Semi-government organization's Managers			Private sector Organization's Managers		
Group	JM*	MM**	SM***	JM*	MM**	SM***	JM*	MM**	SM***
N	30	30	30	30	30	30	30	30	30
r(CWB& LOC)	0.20	0.33	0.31	-0.12	0.06	0.43	-0.13	0.18	0.114
f- value (CWB& LOC)	1.25	1.3	1.63	1.19	1.2	1.23	1.16	1.05	1.95
P value (CWB& LOC)	0.323	0.284	0.002	0.33	0.33	0.33	0.366	0.44	0.28

* JM = Junior Manager **MM = Middle level Manager ***SM = Senior Manager

According to Table (3) there was positive but non-significant relationship between CWB & LOC among government organization's group of JM as the degree of correlation was ($r = 0.20$, $p < 0.32$). These findings were also supported by F-value ($F = 1.25$, $p < 0.323$). Degree of correlation between CWB & LOC among Government organization's group of MM was ($r = 0.33$, $p < 0.28$). This relationship was positive but non-significant which was further verified by the F-value ($F = 1.3$, $p < 0.284$). Correlation between CWB & LOC among Government organization's SM was ($r = 0.31$, $p < 0.002$), the relationship was positive but non-significant. Findings were also supported by F-value ($F = 1.63$, $p < 0.002$). These findings have shown that in all the three groups of managers i.e. JM, MM & SM there was positive but non-significant relationship among their psychological traits of CWB & LOC. Aggregate mean value of LOC among all types of managers of government organization i.e. JM, MM and SM was $M = 60.35$ which was almost above the middle value of the standard score of the scale used to measure LOC and higher the score higher the tendency for internal locus of control. This value shows that all the managers of different groups i.e. JM, MM and SM had a higher tendency of internal LOC. People with higher tendency of LOC are considered to be better performer, constructive, supportive etc. This research finding justifies the non-significant relationship between CWB & LOC among different level of managers of government organization. In the study by Endrawes, M., Endrawes, G., Matawie, K. (2006) has investigated the relationship between Locus of Control and student's performance, the results revealed a significant positive relationship between performance and internal locus of control score. This reaction was better explained when the culture variable was introduced as a mediator variable. This study also showed the impact of culture on student's performance.

As per Table (3) the correlation between CWB & LOC among Semi-government organization's group of JM was ($r = -0.12$, $p < 0.33$) which was negative but non-significant. Findings of correlation were also supported by F-value ($F = 1.19$, $p < 0.33$). Correlation between CWB & LOC among Semi-government organization's group of MM was ($r = 0.06$, $p < 0.33$), the relationship was found positive but non-significant and it was also supported by F-value ($F = 1.2$, $p < 0.323$). Correlation between CWB & LOC for Semi-government organizations group of SM was ($r = 0.43$, $p < 0.0$) the relationship was found positive and non-significant. Findings of positive correlation were also supported by F-value ($F = 1.23$, $p < 0.33$). The groups of managers such as MM & SM of Semi-government organization had a positive but non-significant relationship among their psychological traits of CWB & LOC. But, it was found to be negative and significant in case of JM group of Semi-government organizations.

According to Table (3) the correlation between CWB & LOC among Private sector organization's group of JM's was ($r = -0.13$, $p < 0.36$) the relationship among these two variables was found negative but non-significant. These findings were also supported by F-value ($F = 1.16$, $p < 0.366$). Correlation between CWB & LOC among Private sector organization's group of MM was ($r = 0.18$, $p < 0.44$), there was positive but non-significant relationship and findings were also supported by F-value ($F = 1.04$, $p < 0.44$). Correlation between CWB & LOC among Private sector organization's group of SM was ($r = 0.04$, $p < 0.02$), the relationship was found positive but non-significant and findings were also supported by F-value ($F = 1.95$, $p < 0.28$). The above findings may be concluded as the groups of managers of Private organizations such as MM & SM, had positive but non-significant relationship among their psychological traits of CWB & LOC, but it was found to be negative and significant in the case of JM of Private sector organizations.

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