

Industrial and Organizational Psychology

Productive and Counterproductive Behavior



The Mismatched White Collar

What employers want, what young professionals want and what colleges want are all different, and India's job market for the educated is worryingly misaligned, finds a recent survey.

Despite a million engineers graduating every year, corporate India struggles to identify employable talent. In the past 12-18 months, companies, especially in IT services, have taken out the bulge in the middle, and at the level of project management. The same companies are filling vacancies at the entry and junior level. However, their search for employable talent just got tougher, reveals Aon's study titled 'Not Just An Employability Report'.

Says Tarandeep Singh, Partner, Aon: "Unemployability is prevalent across all industry sectors, but more so for sectors such as IT and ITeS, which contributed \$181 billion (7.7%) to the nation's GDP in 2018-19. Automation and aspirations are reshaping the

WHY THE SEARCH GETS TOUGHER

THE TREND
Companies are changing the talent mix with rising demand for new skills such as Artificial Intelligence and automation.

THE PROBLEM
However, colleges are not getting students as job-ready as the industry expects them to be, resulting in a surge of finishing schools and training institutes imparting 'job-ready' skills to graduates, after years of formal education.

THE TREND
With Gen Z entering the workforce, young potential employees prefer to work with firms that engage with them at a deeper level.

THE PROBLEM
Companies, however, are not focussing on this aspect just yet.

employability landscape. World Economic Forum has said that by 2022, 42% of jobs across industries will be performed by machines. The remaining jobs will demand a different set of skills. Is today's talent ready to make this leap?"

KEY JOB ROLES WITH THEIR REQUIRED SKILLS

JOB ROLE	REQUIRED SKILLS
IT Services	Cognitive ability Communication skills Computer fundamentals
IT Product	Cognitive ability Programming skills
Core Engineering	Cognitive ability Domain knowledge Communication skills
Analytics	Cognitive ability Programming basics Communication skills



TIMELINE OF HOW COMPANIES HIRED FROM THE CAMPUS

- 2004** Only interviews
- 2007** Group discussions followed by interviews
- 2009** Cognitive ability tests
- 2012** Domain assessments
- 2013** Coding assessments
- 2016** Personality assessments
- 2017** Gamified assessments, hackathons
- 2019** Video interviews

THE PROBLEM

- 4%** ARE EMPLOYABLE IN CODING
- 10%** IN WRITTEN ENGLISH
- 18%** IN COGNITIVE ABILITY



HOW STUDENTS DECIDE ON A JOB

- 50%** RELY ON ONLINE PLATFORMS
- 29%** TRUST FEEDBACK FROM SENIORS/ALUMS
- 21%** DEPEND ON INPUTS FROM FACULTY AND FAMILY
- 63%** STUDENTS SHOWED CONCERN & WERE UNHAPPY ABOUT THE INTERVIEW PROCESS & TIMINGS

THE MISMATCH

WHAT INSTITUTES TRAIN STUDENTS IN TODAY

Technical training like coding
Personal Interviews
Group discussions
Aptitude tests

WHAT COS WANT

Domain knowledge and skills
Life skills
Behavioural competency
Learnability, curiosity, agility

WHAT STUDENTS FOUND LACKING

- 1] Late intimation of date
- 2] Delay in interview rounds
- 3] Feedback not shared
- 4] Incomplete information given during placements
- 5] Delay between various selection stages
- 6] Delay in declaration of results after interview

SOLVING THE PUZZLE

WHAT INSTITUTES CAN DO

Follow ever-evolving job demands
Teach life skills, not just skills

WHAT CORPORATES CAN DO

Build an inclusive brand
Focus on student experience, not just the process
Create learning ecosystem

WHAT SETS RECRUITERS APART

- 28%** of students say live company projects set recruiters apart
- 20%** on-campus drives and placement talks
- 19%** internships and pre-placement offers
- 19%** corporate competitions and hackathons
- 8%** career counselling sessions
- 4%** sponsorship for college events/advertisements
- 2%** alumni connect sessions, guest lectures

TEXT: SAUMYA BHATTACHARYA

Why freshers are keen to work in startups

Startups offer new job roles and support roles to youngsters who aspire to take the road less travelled, writes **Neeraj Sharma**

A large number of educated, tech-savvy youngsters are adopting an entrepreneurial mindset. In the process, they are looking at the opportunity to work in startups. Many are ready to ignore lucrative salaries offered by the MNCs to be a part of startups that give them fast-paced and lean environments.

Engineering graduates are increasingly looking at roles where they get to solve crucial problems and develop products for the users.

New job roles

Startups offer technology (engineering), product management, operations and support roles to students who aspire to take the road less travelled. The millennials want to refrain from offering repetitive solutions that one would find in a larger organisation. The ability to grasp in an ever-transforming technology landscape (learn and unlearn) requires one to be tech-savvy.

Startups are flat in a hierarchy and frugal in resources – this opens a whole bunch of possibilities. One gets to work on primarily their roles and wear hats of other additional roles, thereby seeding the entrepreneur inside each one. An extension of the frugality in resources demands individuals to de-

monstrate a sense of ownership apart from independent thinking, quick adaptability to continuously changing business environment and ability to take intellectual actions. This maps to the level of self-awareness and confidence that today's generation demonstrate in professional life.

Robust internship

One of the key hiring strategies by startups includes a robust internship programme where they encourage a good percentage of college graduates to take up a 6-month internship at their companies. Through the 6-month programmes, students undergo a rigorous bootcamp where they are exposed to the basics of the technical environment and then transform into shadow resources to ultimately take up independent tasks. While interning, a student gets to learn about the technical and business challenges, work ethics, problems faced by an employer and competition of the peer colleagues.

Post a successful internship, the employer also tends to extend pre-placement offers to these interns and de-risk the quality and relevance of resources that they induct at the bottom of the pyramid (organisation structure). Startups look for professionals from the pure sciences but hire those who are natural

nals contribute to design elements of the solutions while senior-level candidates demonstrate the ability to collaborate, own and deliver solutions.

Campus selection

One often comes across limited consistency in the quality of students in the campus placements. Some candidates perform very well in the assessments but fail in the interview or slow down when

the actual task is given at the workplace. This is the reason that startups prefer making pre-placement offers to interns rather than select from the open pool where the risk of a wrong entry-level hire is higher. Several students excelling at global hackathons conducted by Google have landed a decent deal during placement.

Offline Hackathons, meet-up groups and 'Start-up Saturdays' are events where students

can network with budding entrepreneurs. Online communities like Github, Stackoverflow, Stackexchange, W3schools, Reddit, Atlassian are other resources from where students can consume technical content and get tracked – which is another channel for sourcing that recruiters use to reach out to sift the riff-raff from the genius.

(The author is Vice-President (Human Resources) of FourKites India)

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HIGHLIGHTS

- Quotas for students from SAARC countries
- Globally-recruited Faculty • State-of-the-art laboratories
- WiFi-enabled campus • Scholarships & Financial Aid schemes
- Hostel facilities • Special multiple entry SAU Visa

Definition of Productive and Counterproductive Behaviors

Productive behavior

- Productive behavior in an organization is defined as behaviors exhibited by workers, which contributes positively towards achieving organizational goals and objectives
- Productivity behavior is therefore that which increases the general productivity in the organization..

Counter-productive behavior

- on the other hand depletes the positive effects of productive behavior in the organization.
- It is defined as any intentional behavior exhibited by a member of an organization that is contrary to the organization's legitimate interests

Both productive and counter-productive behaviors play critical roles in organizational productivity, besides being important component of organizational psychology.

Productive and Counterproductive Behavior

Productive Behaviour : Task Performance

- Ability and task performance
- Motivation and task performance
- Personal characteristics and task performance
- Environmental conditions and task performance
- Organisational constraints.

Organisational Citizenship behaviour

Counter productive work behaviour: Withdrawal

- Absence
- Lateness
- Turn over

Counter productive work behaviour: Aggression, Sabotage, Theft

- Labour unrest, strikes

Productive and Counter productive work behaviour

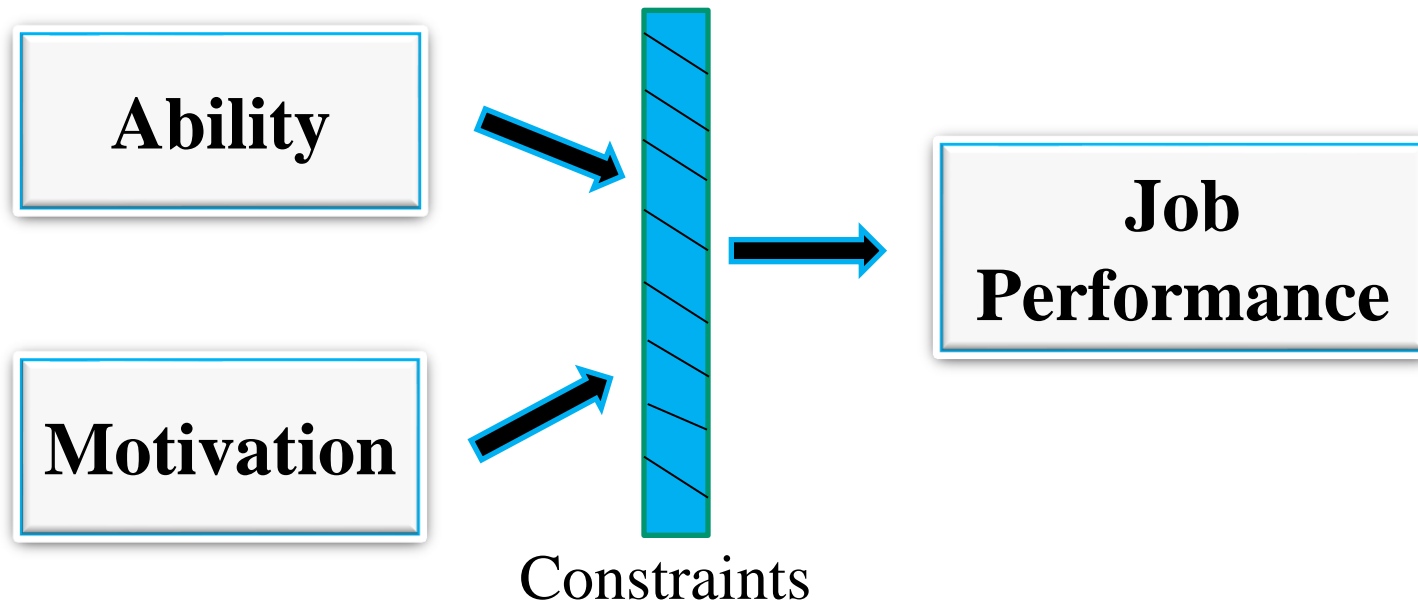
Productive Behaviour : Task Performance

- For organisation to achieve its purpose individual employees must perform their jobs with reasonable Proficiency.
- Poor performance means Failure to provide mandated services economic bankruptcy.
- Good performance enhances organisational productivity
- People can perform well only if they have necessary ability and motivation
- Organisational practices and job conditions can enhance these characteristics or serve as constraint that interfere with job performance.

Productive work behaviour: Task Performance

Three important factors :

- Ability
- Motivation
- Organisational constraints



Productive work behaviour: Task Performance

- Ability and performance
- Motivation and performance
- Personal characteristics and performance
 - Big Five: Small correlations, largest with conscientiousness
 - Locus of Control: Opposite results depending on criterion
 - Internals better on tasks requiring initiative
 - Externals better on routine tasks
 - Age and performance: No relation
- Job characteristics: Very small relationship
- Incentive systems: Effective
- Design of technology: Effective

Task Performance: Ability and performance

If organisation is to have work force with necessary attributes with good job performance then these three steps must be followed:

- **Job Analysis:** Worker oriented job analysis method are used to determine necessary KSAOs (Knowledge, skill, ability and other personal characteristics)
- **Selection:** Once KSAO selection procedure are implemented to find individuals who have appropriate characteristics.
- **Training:** Additional Knowledge and skills can be developed through training

For example for mentally more demanding jobs (Engineers) high cognitive ability is required then simple jobs (Filing clerk)

Higher the match between characteristics and job requirement higher the job satisfaction.

Task Performance: Motivation

- Can arise from worker (Individual) and environmental conditions.
- Organisational attempts to enhance motivation in work force have focused on more environmental interventions than individual selection.
- Attempts to enhance motivation have been concerned majorly with the structure of job with incentive system or with design of technology.

Task Performance: Personal characteristics

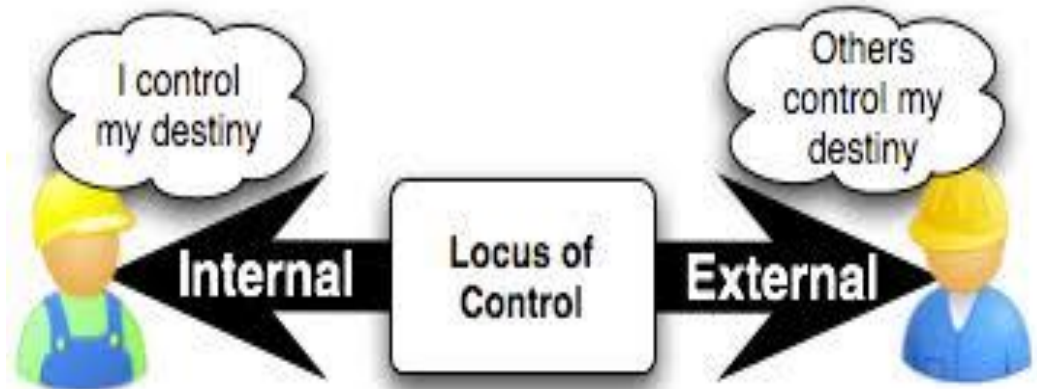
Several employee characteristics are relevant to job performance and may affect the ability to do the job.

- **Big five : Five dimensions of human personality**

Dimension	High scorers are ...	Low scorers are ...
Extroversion	Outgoing, enthusiastic and active; you seek novelty and excitement.	Aloof, quiet and independent; you are cautious and enjoy time alone.
Neuroticism	Prone to stress, worry and negative emotions.	Emotionally stable but can take unnecessary risks.
Conscientiousness	Organised, self-directed and successful, but controlling.	Spontaneous, careless, can be prone to addiction.
Agreeableness	Trusting, empathetic and compliant, you are slow to anger.	Uncooperative and hostile, find it hard to empathise with others.
Openness	Creative, imaginative, eccentric and open to new experiences.	Practical, conventional, sceptical and rational.

Task Performance: Personal characteristics

Locus of control and performance:



Research have shown that

- Internals performed better in developing important job skills, display more initiative on the job.
- Externals performed better in routine clerical jobs that are highly structured

Task Performance: Personal characteristics

- **Super achiever:** must win at all costs
- **Rebel:** can't accept any authority
- **Procrastinator:** won't finish anything
- **Clown:** reduces everything to a joke
- **Persecutor:** bullies people into misery
- **Victim:** too scared to take any action
- **Rescuer:** demands to be the big hero
- **Drama queen/king:** makes emotional scenes
- **Martyr:** does everyone else's work
- **Pleaser:** says what folks want to hear
- **Avoider:** dodges work and responsibility
- **Denier:** won't face problems directly
- **Splitter:** secretly sets up conflict

Task Performance: Personal characteristics

Age and performance :

- No relation ship has been found between performance and age.
- Stereotype is job performance decline with the age as older worker may have many physical abilities which decline with age.
- Older workers perform task slightly better than younger workers engage in more OCB
- Physical abilities may decline with age they may compensate better task strategies , management of time and more efficient approaches
- Younger workers bring in more ideas and energy.

Task Performance: Personal characteristics

Habits in the Workplace

- Attendance and Punctuality
- Productivity
- Initiative
- Conduct
- Appearance

Task Performance: Environmental conditions

The environment can have positive or negative influence on employee motivation leading to increase or decrease in employees efforts.

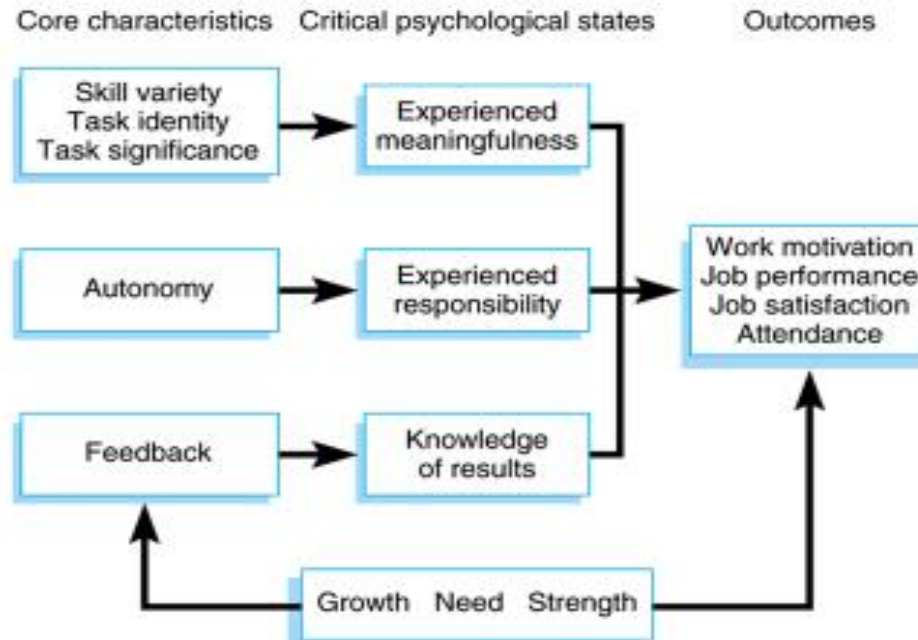
Job characteristics and Performance

Hackman and Oldham Job characteristics Theory

- Level of core characterises determine how motivating job can be
- **Motivation Potential Score (MPS)** can be calculated by combining core characteristics :
- According to Hackman the connection from MPS holds mainly for Individuals who are on high GNS

Task Performance: Environmental conditions

Job Characteristics Theory



$$\text{MPS} = (\text{Skill variety} + \text{Identity} + \text{significance}) / 3 \times \text{Autonomy} \times \text{Feedback}$$

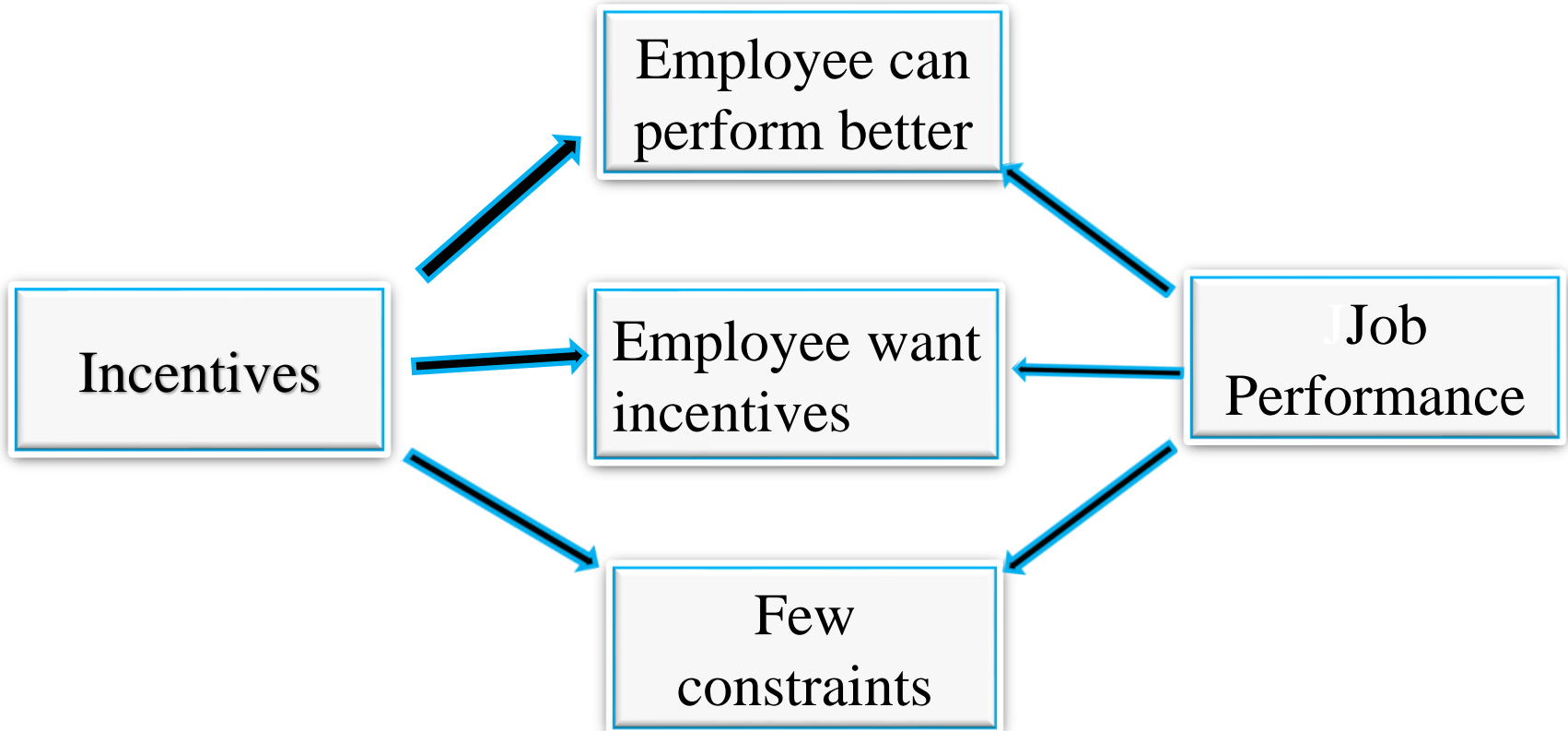
Task Performance: Environmental conditions

Incentive system and performance

- Rewarding the employee for each unit produced or each task achieved.
- It works through motivation by rewarding the employees for behaviour which is beneficial for the organisation.
- For incentive system to work three elements must be in place:
 - Employee must have ability to increase productivity
 - Employee must want incentives
 - An incentive system will not work if there are physical or psychological constraints on performance.

Task Performance: Environmental conditions

Incentive system and performance



Design of Technology

- **Human-factors engineering** also called also called **ergonomics** or **human engineering**, Science dealing with the application of information on physical and psychological characteristics to the design of devices and systems for human use.
- It is concerned with the physical environment including tools equipment and technology.
- Human factors scientists are involved in the design of the physical environment to make jobs safer and easier to accomplish.

Displays and controls

- Major focus is on Interaction between humans and tools, machines and technology.
 - Presentation of information to the person
 - Manipulation of tools and machines by person
- Human factor principle tell engineers how to best present the information and designs and control that maximizes precision and reduce human error.
- Communication between machine and person
 - Machine can provide information in many ways .
 - Most machines provide information through auditory and visual or sometimes both.(like for danger signal bell and light)
 - The manipulation of the machine by the person often in response to the information provided by display and accomplished through controls.

Displays and controls

- With machines information can be provided in a visual display, auditory, or tactile stimulation
- The manipulation of machine by a person often in response to information provided by display.
- Design of control is determined by purpose and situation of the machine.
- Most controls are worked with either the hand or the foot
- Hand controls are best when fine or precise motions are necessary such as steering an automobile
- Foot controls are best when force more important than precision such as brake pedal of automobile .




Displays and controls

Important designs pertaining to control

- First they should be located in logical place with control for similar function together. For example automobile console.
- Second vital controls that can produce important consequences should be recognizable by touch like airplane console which has many levers and knobs which can be discriminated by touch alone.
- Third control should provide appropriate feedback. Like with on and off switch we hear a click .
- Finally the directions in which controls move should logically match with directions in which machine will move



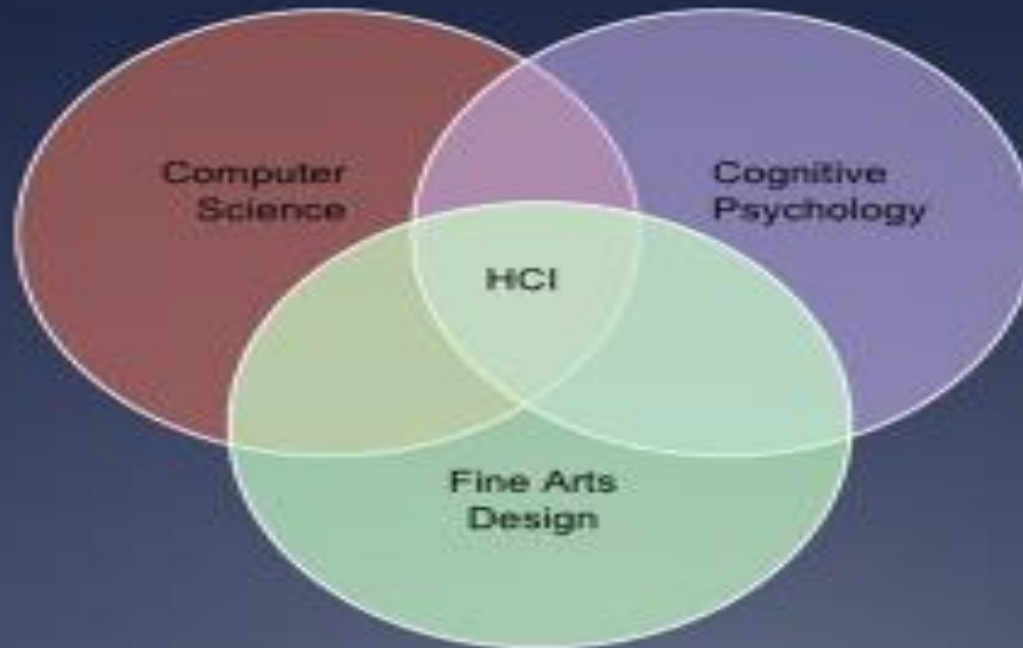
Technology

- **Design of controls**
 - Shape, location, resistance
 - Recognition (visual, touch)
 - Standardization (clockwise for left)
 - Natural motions (overlearning)
 - Cultural tendencies (Americans pass on right)
- **Judgments (What judgments can people make?)**
 - What information is necessary for a decision?
 - Accuracy of decisions
 - Ways of presenting information
 - Decision aids
- **Design of information systems**
 -  Computer hardware
 - Computer software/ computer supported networks
 - Telecommunications

Human Computer Interaction

Interplay of people with computers and associated technologies

Where does it come from?



Human computer interaction

- HCI brought tremendous change in work places across the spectrum of jobs and led to increase in productivity.
- Automation and computerization have changed the nature of jobs so that individuals use computer based systems to accomplish growing number of task
- Web based systems are rapidly replacing physical paper pencil system for many task such as banking.
- Human Computer interaction have entered in our day to life where in we use various computer based devices for our day to day activities .

Human computer interaction

- Major challenge is communication between two .
- How best the computer provide information to people and how best people can tell computers what they wish to do.
- Efficient use of computers can arise from focusing on :
 - Training
 - Appropriate system design
- Today electronic devices such as smart phones are designed with user in mind .The use of icons are easy to learn and makes it possible to use complex smart phone without extensive training.



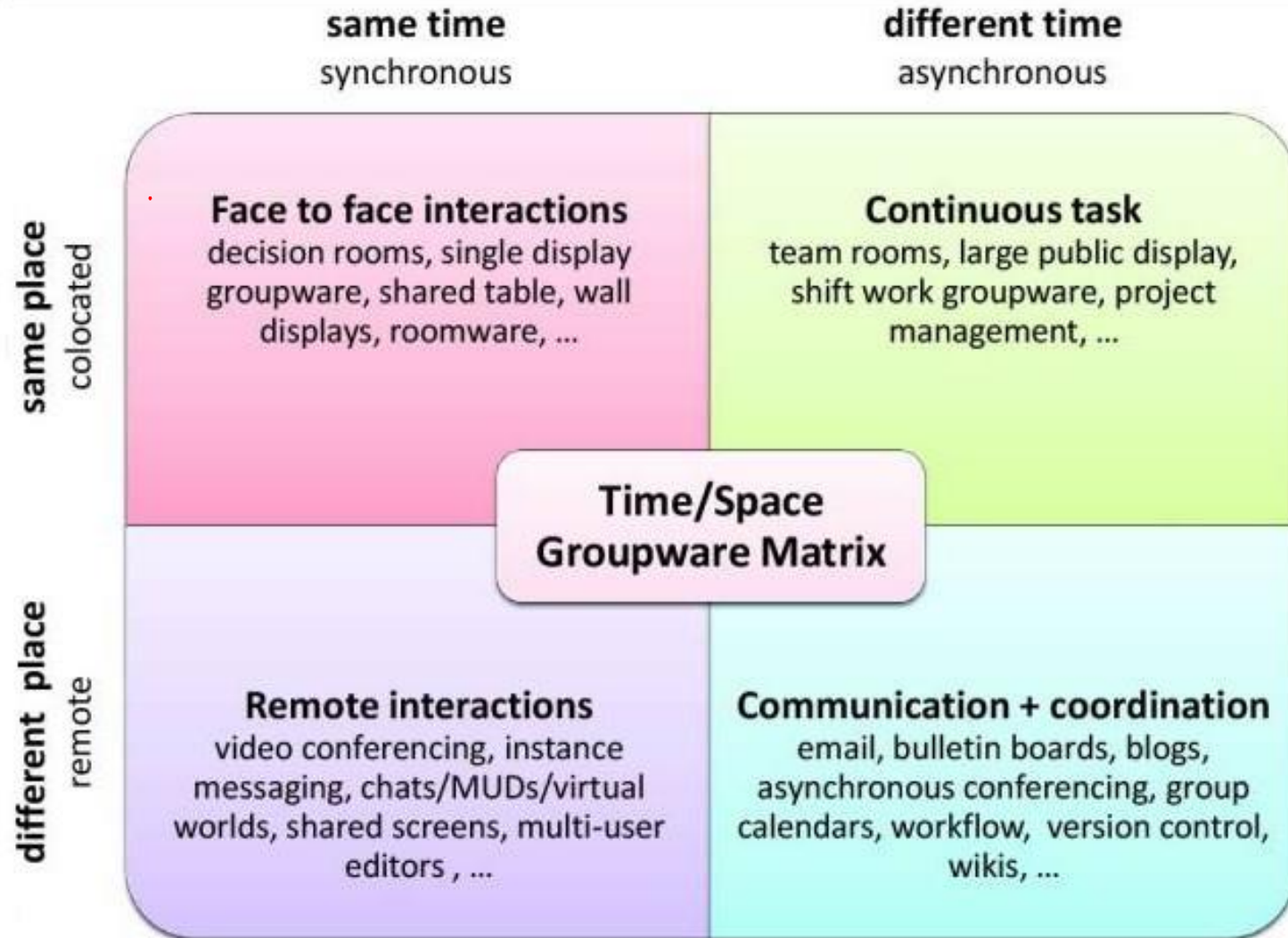
Computer supported cooperative network(CSCW)

- CSCW is the study of how technology can be used to help people work together on tasks.
- CSCW is a generic term, which combines the understanding of the way people work in groups with the enabling technologies of computer networking, and associated hardware, software services and techniques
- It allows people to interact and share information instantly with each other in remote locations.
- People can work in virtual teams that met only electronically.

Computer supported cooperative network(CSCW)

- CSCW can also result in major cost savings to companies who implement virtual teams and allow employees to work at home by eliminating the need for travel, rented office space, parking, electricity office equipment, etc. Conversely, from the employee's perspective, commuting costs and time associated with commuting are also eliminated

CSCW Matrix



Technology Effects : Human Factors

- The goal is to design technology that will be helpful to people.
- However it comes with price.
- Computers have changed jobs but not always for better
- The loss of control over task to machine may lead to job dissatisfaction and poor emotional well being.
- People working together virtually are less inhibited are more likely to make hostile comments, have more trouble reaching decisions and coordinating efforts.
- Whether the information provided by the machine is for masses or needs special training. Misuse of information, false information.
- How designs are helpful to people and do the increase or decrease human capabilities and productivity.
- Loss of human touch feelings and emotions

Organizational Constraints

Organizational constraint are the aspects of work environment that interfere or prevent good task performance.

- Can arise from any aspect of job
 - Physical environment
 - Supervisory practices
 - Lack of needed training
 - Tools or equipment
 - Time
- According to various researches organizational constraints have detrimental effect on job performance, preventing employees from adequately using their skills to perform job task

Organizational Constraints

- Peters, O'Connor, Rudolf and Pooyan(1982) further stated that constraints can be potentially detrimental to employees well being along with performance.
- According to them Eight Organizational constraint areas can be:
 1. Job related information
 2. Tools and equipment
 3. Materials and supplies
 4. Budgetary support
 5. Required services and help from others
 6. Task preparation
 7. Time availability
 8. Work environment

Organizational Citizenship Behavior, OCB

- OCB : Behavior that goes beyond core task of job requirements
- Another way to contribute to the organization
- Organ and Konovsky (1989) divided OCB into two dimensions
 - Altruism – helping others, even though not part of task
 - Compliance – Doing what is needed to be done following rules, not wasting time
- OCB important aspect of employee/individual behavior that contributes to organization effectiveness.
- Individuals who are high on OCB are not necessarily the best performers.

Organizational Citizenship Behavior, OCB

- Several factors have been suggested as antecedents of OCB.
- Meta Analysis of OCB studies by Hoffman.Blair, Meriac and Woehar (2007) suggest that OCB is related to
 - Job satisfaction
 - High levels of affective commitment
 - Feel they are treated fairly
 - Good relations with supervisor
- OCB is associated with high levels of positive and negative affectivity
- Found in many diverse countries: Nigeria and Taiwan
- More likely in people who are collectivistic, e.g., Chinese

Organizational Citizenship Behavior, OCB

- Mc Neely and Meglino (1994) divided OCB
 - OCBI (Individual): Concern for others employees and empathy
 - OCBO(Organization): Acts that benefit the organization, desire for recognition and equity, justice

Both OCBI and OCBO relate to positive mood at work .

However sometimes OCB can be used as strategy to for getting ahead in work .

Counterproductive Work Behavior, CWB: Withdrawal

- Absence
 - Absence culture
 - Absence policies
- Lateness
 - Job dissatisfaction
 - Long commutes
 - Work-family conflict, e.g., having young children
- Turnover
 - Job dissatisfaction
 - Availability of alternative employment

Counterproductive Work Behavior, Withdrawal: Absence

Absence: Employees not showing up for work when scheduled

- Two best predictors to study absence are :
 - Absence culture
 - Absence policies
- Absence might also arise from employee being ill , unmotivated to go to work , family responsibilities.
 - Research has find highest correlation of absence for young women who are who presumably with small children .
- Absence due to illness was found to be related to job satisfaction and gender. The dissatisfied and women were ill more frequently.
- Organization with long tenured employees and less restrictive policies had more absence

Counterproductive Work Behavior

Withdrawal: Lateness

Lateness: Failing to get to work on time

- Employees can be make up by staying late, sometimes time cannot be made up like pilot reaching late for flight.
- Lateness produces cost to organization n terms of less work done or call for the substitutes and can also put unfair burden on other employees.
- Causes of lateness can be :
 - Job dissatisfaction
 - Long commutes
 - Work-family conflict, e.g., having young children
- Organization can have their own lateness cultures like absence cultures
- Coming late and leaving early has been associated with dissatisfaction and injustice and lack of commitment

Counterproductive Work Behavior

Withdrawal: Turnover

- **Turnover:** Quitting of employee from organization is called Turnover.
- The percentage of workforce that quits in a given period of time frame is called *Turnover Rate*.
- When this rate becomes excessive the workforce can become inexperienced and untrained resulting in inefficiency and difficulties in achieving organizations goals.
- Trevor, Gehart and Boudreau (1997) found a curvilinear relation in which best and worst employees were more likely to quit.

Counterproductive Work Behavior

Withdrawal: Turnover

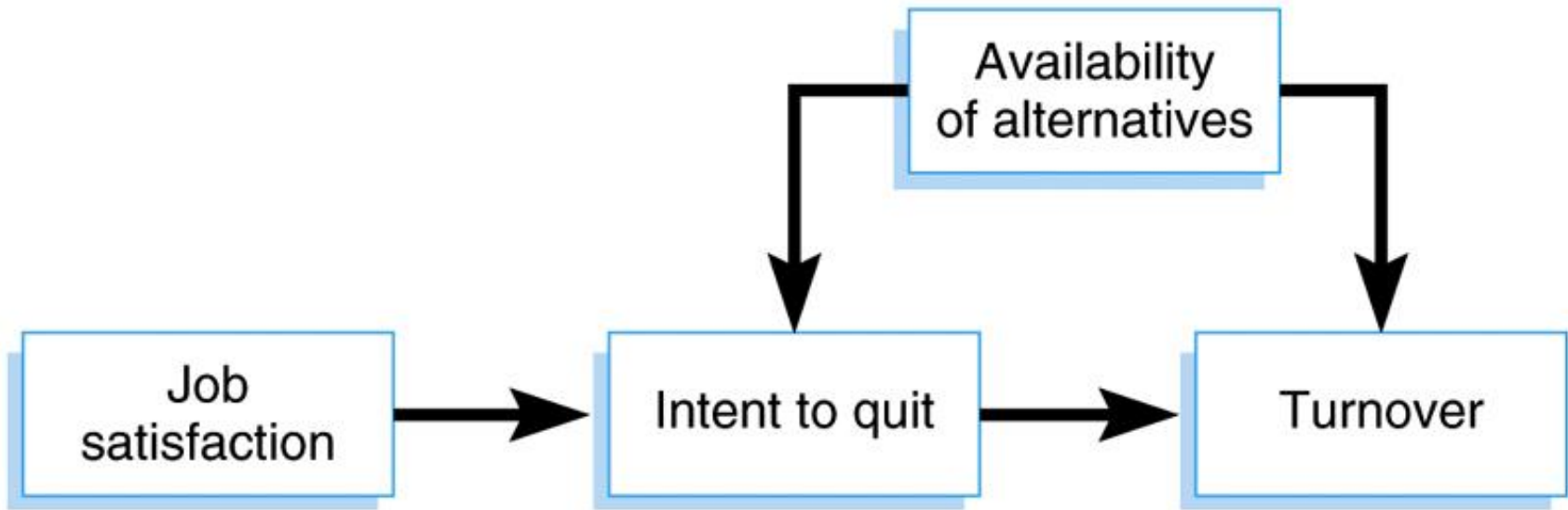
- Turnover can be caused by multiple reasons :
 - Job dissatisfaction: Supervisors, Suitability of job, unfair treatment
 - Availability of alternative employment
 - Harassment of employees by the managers/Supervisors
 - ❖ It can also affect other employees and create hostile and uncomfortable work atmosphere.
 - ❖ Legal ramifications may be possible in case of gender difference or different ethnic background.
 - ❖ Harassment is a unethical behavior and even poorly performing employees must be dealt in fair and honest manner.
- The cost of turnover also is a major concern for organizations, as expense and time involved in replacing people who have quit.
- Recruiting and hiring can be costly and time consuming affair.
- Long training may be involved to make employee fully productive

Counterproductive Work Behavior

Withdrawal: Turnover

- Effects of job satisfaction and turn over are time related
unsatisfied employee are likely to quit within two years of job.
- Other reasons besides dissatisfaction:
 - Health reasons
 - Disability on job due to injury
 - Pursuing other life interest like continuing with education.
 - Family reasons like spouse being offered a better job in other location

Model of Turnover



- Job satisfaction is central variable in research on turnover.
- Intentions are often precursors to behavior that leads to quitting.
- People will quit only if there is alternate jobs available.
- Unemployment rate moderate the relation between job satisfaction and intention with turnover.

Counterproductive Work Behavior

Withdrawal: Turnover

What can organization do to reduce Turnover

- Create safer work environment
- Employee wellness programs which can include exercise programs, stress management workshops.
- Policies and practices that can help employee pursuing their interest while continuing to work. For ex onsite child care, flexible work schedules.
- Make opportunities for development and growth
- Enable employees to balance work and life.
- Demonstrate and cultivate respect

Counterproductive Work Behavior: Aggression, Mistreatment, Sabotage & Theft

- Intentional behavior that harms the organization or organization members
 - Aggression (physical and verbal)
 - Sabotage
 - Theft
 - Withdrawal
- Directed at organization vs. people
 - Coworkers
 - Subordinates
 - Supervisors
 - Clients/Customers

Counterproductive Work Behavior

Aggression, Sabotage & Theft

- Extreme forms of direct violence are rare
 - 1993 American B.L.S.: 1,063 workplace homicides, 59 by employees
- Employee theft accounts for more loss than shoplifting
- Employee theft estimated at \$200 billion/year
 - Hollinger (1986) stealing varied with industry
 - 6.6% retail (merchandise)
 - 27.3% hospital (supplies like linens)
 - 14.3% manufacturing (raw materials)
- Geddes (1994) manager national survey, response by employees to negative feedback.
 - Pushed or shoved 3%, damaged my property 4%
 - Refused to perform assignment 19%, Absence 18%

Counterproductive Work Behavior

Labor unrest and Strikes

- Response to anger or unfair treatment as in labor management disputes
- Tactics often used by Unions is to attack the organization by withholding the output.
- Sabotage and violence can be common during union actions such as strikes
- These actions are counterproductive from organizations view point although not necessary from the employees.
- Can be caused by frustration on part of employees for not being treated or paid fairly.
- Anger perception of unfair treatment have been associated with strikes, can lead to work slow down or sabotage.

Counterproductive Work Behavior

Mistreatment

- Form of psychological aggression aimed at an individual
- Can involve single individual (bullying) or group (mobbing)
- **Causes**
 - General anxiety disorder in victim
 - Poor leadership and problems in the workplace
 - Bullies—individuals who like to mistreat
- **Effects**
 - Anxiety & Depression
 - Physical symptoms
 - Posttraumatic stress disorder
- **Examples of Mistreatment**
 - Ignoring the person
 - Insulting a person
 - Spreading false rumors
 - Not allowing the person to speak
 - Physical threats
 - Sexual harassment

Counterproductive Work Behavior

Causes of CWB

- Person
 - Certain types of people more likely to engage in these behaviors.
 - Delinquent personality:
 - Alienated
 - Hostility to rules
 - Poor impulse control
 - Social insensitivity
 - Integrity tests used to screen them.
- Situation
 - Situations that are stressful
 - Situations that induce negative emotions such as anger
 - Situations that allow for little employee control
 - Culture that encourages CWB
 - Injustice: CWB to even the score

Physical-Verbal dimension	Active-Passive Dimension		Direct-Indirect Dimension
		Direct	Indirect
Physical	Active	<ul style="list-style-type: none"> • Homicide • Assault Sexual assault • Dirty looks • Interrupting others • Obscene gestures 	<ul style="list-style-type: none"> • Theft • Sabotage • Defacing property • Consuming needed resources
	Passive	<ul style="list-style-type: none"> • Intentional work slowdowns • Refusing to provide needed resources • Leaving area when target enters • Preventing target from expressing self 	<ul style="list-style-type: none"> • Showing up late for meetings • Delaying work to make target look bad • Failing to protect the target's welfare Causing others to delay action

Physical-Verbal dimension	Active-Passive Dimension		Direct-Indirect Dimension
		Direct	Indirect
Verbal	Active	<ul style="list-style-type: none"> • Threats, Yelling • Sexual harassment • Insults and sarcasm • Flaunting status • Unfair performance evaluation 	<ul style="list-style-type: none"> • Spreading rumors • Whistle-blowing • Talking behind target's back • Belittling opinions • Attacking protege • Transmitting damaging information
	Passive	<ul style="list-style-type: none"> • Failing to return phone calls • Giving target the silent treatment • Damning with faint praise • Refusing target's request 	<ul style="list-style-type: none"> • Failing to transmit information • Failing to deny false rumors • Failing to defend target • Failing to warn of impending danger

Model of CWB

