

PSYCHOLOGICAL CAPITAL AND COUNTERPRODUCTIVE WORK BEHAVIOUR WITH INTRUSION OF EMPLOYEE PERFORMANCE: STUDY FROM KP, PAKISTAN UNIVERSITIES

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ABSTRACT

Research study scrutinizes the optimistic psychological capital intercession in the direction of employee performance and counterproductive behavior. Questionnaires were circulated on cross-sectional origin amid the 254 faculty members of public universities KP, Pakistan. The finding of the study provided empirical evidence on the dynamics of psychological capital towards controlling counterproductive work behaviour. Future research direction of the study is directed towards the evaluating and examining the same hypotheses in various organizations of Pakistan on longitudinal basis. Consequence divulges psychological capital has strapping influence on controlling employee's counterproductive actions. Study has its own significance in molding the optimistic culture at workplace setting that enhances the productivity.

Key Words: PC, CWB, EP, CFA

INTRODUCTION

Counterproductive Behaviour (CPB) is the actions of workers working inside the organization that damage the workplace setting (Spector and Fox, 2002). The behaviours of workers such as verbal abuse, lying, theft, sabotage and withholding of efforts are examples of CPB (Penny and Spector, 2005). Scholars defines CPB with various terminologies e.g. managerial delinquency (Hogan and Hogan, 1989), organizational retaliatory (Gallagher et al., 2008), stimulated aggression (O' Leary-Kelly et al., 1996), rebellious behavior (Lee et al., 2005) and workplace deviance (Robinson and Bennet, 1995). The consequences of the occurrence of CPB in organization are always in shape of increased employee turnover and cost (Leblanc and Kelloway, 2002) high level of job dissatisfaction and stress (Keashly et al., 1994). The negative individual sentiments will pessimistically affect the organizational performance (Dunlop & Lee, 2004). Such behaviours of employees are intolerant (Douglas and Martinko, 2001) and stressors for individual job (Penney & Spector, 2005). CPB is not a contemporary noticeable reality in Pakistan. A variety of CPB cases are documented in Pakistan including disobedience, bullying, theft, fighting, embezzlement, fraud, crimes and stealing. Unfortunately, there is inappropriate information available on such cases in Pakistan (Shamsudin & Rahman, 2006). In the field of organization behaviour Luthans and Youssef (2007) gave the idea of constructive psychological capital (PC). PC constructively strengthens the performance

and cognitive ability of organizational human resource (Luthans, 2002). It is necessary to examine the empirical substantiation concerning the variables of employee performance (EP) and overcoming CPB in Asian countries.

Researchers have identified a number of factors that could affect for job performance in reviewing the empirical and theoretical evidences (Robbins, 2003). By extending the concept of positive psychology and incorporating it in the work-place, many researchers have focused on the importance of positive psychological capabilities of employees as an emerging approach to enhance their job performance. In recent era, a newly developed concept of the Psycap gained much attention (Manzoor & Jalil, 2014). Psycap is an individual's positive state of development characterized by resilience, hope, optimism and self-efficacy (Luthans, 2004). Major research conducted in China and United States of America showed that there is positive relationship between Psycap and job performance (Luthans, 2007). This Study scrutinizes the impact of PC in the direction of EP and overcoming CPB at universities of Pakistan. Research study helps the policy makers of higher education organization to diminish the dilemma of CPB at organization.

REVIEW OF LITERATURE

Psychological Capital (PC):

An individual's positive Psychological state of development is represented by the PC and is characterized by four Psychological resources: Self Efficacy (confidence to take success in challenging tasks), hopes (ability of one's to persevere towards a goal), optimisms (positive expectations about succeeding now and in future), and resilience (ability to sustain and to get successes) (Luthans et al., 2007). These four components and their theoretical support are as follows:

Hope:

Considerable attention or focus has been given to the construct or Hope in the field of Positive Psychology. Theoretically and in research developments this construct has gained a significant importance as a factor of Psycap and it was defined by Synder (1994) as "an empowered way of thinking." Underlying assumption for the formulation of this theory was that people are generally goal oriented which means that they behave in a way that they are trying to accomplish certain goals. It was determined that Hope is comprised of two main constructs: Agency or will-power and Pathways (Luthans, Avolio, Avey, & Norman, 2007).

Optimism:

According to the Scheier and Carver (2002) optimists are the people having positive expectations about the occurrence of any event that is related to them. By contrast, pessimists are those who always have negative feelings or expectations regarding the occurrence of certain events. In other words, optimists always expect good things to

to happen whereas pessimists always expect that dreadful things will happen to them. The difference between these two can be overlooked because they vary in the approaches to face the problems or diversity and in the approaches which they adopt for the resolution of those problems.

Self-Efficacy:

In Positive Psychology, Self Efficacy is the only component having extensive support theoretically and in research developments also (Luthans, Luthans & Jensen, 2012). Numerous research studies, mainly meta-analysis have been conducted and it was significantly concluded that Self Efficacy has significant and Positive impact on performance related outcome (Mills, Fleck & Kozikowski, 2013). Self efficacy was originated from Bandura's Social cognitive theory or hypothesis which was proposed in 1997.

Resilience:

Resilience is defined as a set of phenomenon that is comprised of certain positive practices or policies specifically in the framework of high risks and threats (Luthans, Avolio, Avey & Norman, 2007). In other words resilience is the ability of individuals that enables them to bounce back in the time of adversity efficiently and frequently. This strength of individuals also enables them to perform better afterwards (Luthans, Luthans & Jensen, 2012).

Employee Performance:

Job performance is most comprehensively researched criterion variable in the HRM and OB. It is a major construct in organizational and industrial psychology. According to the Murphy (1989), definitions of performance should focus on the behaviors rather than on the outcomes. If managers only focus on the outcomes, their employees will find the easiest ways to achieve outcome without considering other important factors. According to the Campbell (1993), performance is comprised of those behaviors in which employees actually involve and that can be observed. According to Griffin and Moorhead (1999), Jobs Performance is the sets of all behaviors that an organization expects from its workers at individual level.

According to Borman, Schmit and Motowidlo (1997) job performance is a behavior along with an evaluation aspect. Kato and Prasetya (2011) described the performance as attained results of the skilled workers in certain specific situations. When individuals feel happy about their work-related-tasks then they perform the tasks in a better way, as a result performance increase (Robbins, 2011). Dharma's (1991) found that performance' is somewhat that is prepared or products shaped and offered by a cluster of people. Prawirosentoso (2000) identified that performance is an outcome of the work in an effective and efficient way along with the considerable obligation without disturbing any organizational goal or law. It has also been proposed that there is a disagreement

between individual's performance and personal life (Kalinowski, Brandt & Krawczyk, 2008). Mangkunegara (2005) found that the performance of an individual is consequence of the work and excellence and quantity accompanied by an individual in directing his or her job obligations. Traditionally, Job Performance was evaluated in the terms of proficiency, specified in individual's Job description and with which they carried out their tasks.

PC and EP:

Research scholars found that there exist four main facets of positive PC i.e. optimism, self-efficacy, resilience and hope (Luthans et al., 2007). Combination of these aforementioned facets of PC is directed in the direction of enhancing individual performance within the organization (Luthans & Youssef, 2004). This circumstances of development is well thought-out with support of appropriate declaration of individuals direction when mandatory (hope), having confidence to accomplish somewhat at complicated mission by positioning the obligatory attempt (self-efficacy), pleasing subsequent to unsympathetic circumstances and catastrophe (resilience), and generating a productive ascription regarding the completion of objectives in present and future (optimism) (Luthans et al., 2007). These 4 features jointly create an elite ingredient for the productive workplace setting (Avey et al., 2010). These positive capabilities are imperative for the result of performance and individual encouragement at work place (Stajkovic, 2006).

In the literature of PC mostly researched variable is performance of various varieties including (manufacturing, innovation and sales). To be familiar with the performance concept in detail a comprehensive structure of performance was presented by (Campbell et al., 1993) and represents that performance predictors are comprise of 1) Assist team and peers performance 2) verbal and written corresponding 3) up-hold special discipline 4) task expertise e) task fulfilment ability 5) leadership 6) constructive effort 7) appropriate administration. PC correlates by means of performance of employees and the dimension of individual representative effort. In common, performance of employee improved when they try harder to accomplish their tasks. Employees privileged in constructive PC are enthusiastic to put additional efforts in completion of their objectives (Fox & Spector, 1999).

PC and CPB:

Most likely the workers with privileged intensity of PC connect in organization citizenship behaviour (OCB) (Wright & Bonett, 2007). Researchers sustain the perception of PC and OCB relationship (Mastan and Reed, 2002). Another researcher argues that greater association of positive sentiment; in which worker practicing constructive passion that formulate higher work potential and actions such as constructive ideas and individual improvement implications (Fredrickson's, 2003). Research study examines the constructive intrusion of PC as a moderator amid of performance and satisfaction

satisfaction and workers turnover and satisfaction (Wright and Bonett, 2007) and found that constructive PC reduce workers turnover and increase performance. To be familiar with unconstructive relationship amid of PC and CPB, an evaluation of CPB is vital. Specifically, According to Fox and Spector (1999) organizational restrictions are stressors, and are basis of CPB. Employees are experiencing various stressors at workplace in daily life and act in accordance with CPB. An essential gadget in the organization is that individual who constructively privileged in PC and experiencing very little amount of stressors. Unambiguously, workers with privileged in PC are additional flexible to the stressors, disturbing behaviour and obstruction (Masten and Reed, 2002) in addition workers are not experiencing the apathetic outcome sturdily. In addition, workers privileged in PC would usually stay confident (Carver & Scheier, 2002), generate strategies to amend the situation (Snyder et al., 2000).

Following are study hypotheses.

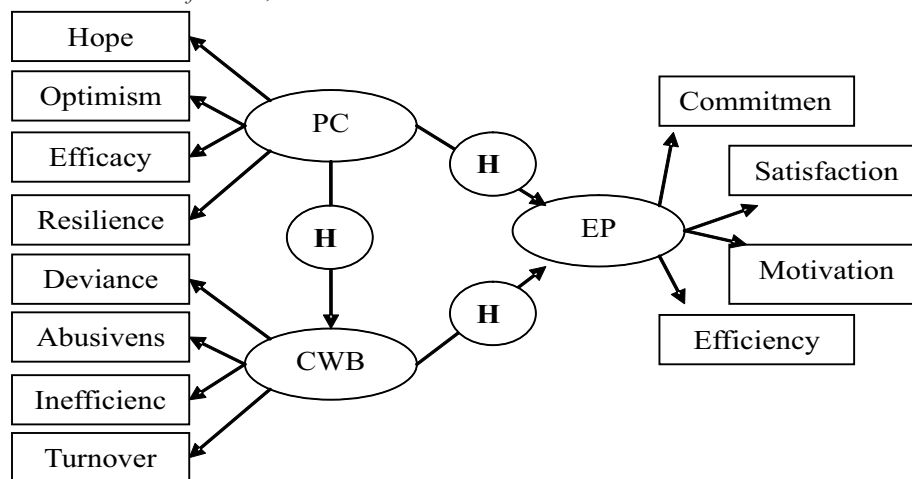
H1: PC has significant effect on CPB.

H2: PC has significant effect on EP.

H3: Reduction in CPB has significant effect on EP.

FRAMEWORK

Framework is as follows, PEC.



METHODS OF RESEARCH

Quantitative research practice was used in the study. From five KP universities of Pakistan i.e. Kohat University, Abdul Wali Khan University, Peshawar University, Bacha Khan University and University of Agriculture data was collected. Throughout the research process, researcher's intervention was ostensible, unit of assessment was faculty members and the study was designed on cross sectional basis. Questionnaires as

a tool for data collection were used and circulated amid of Lecturers and Assistant Professors. Researcher used structure equation modelling (SEM) technique for factor analysis by incorporating Liseral software version 8.80.

3.1 Population and Sample:

Study population comprised of 700 female and male faculty members of five universities. Sample size was determined by utilizing the formula of (Yamane, 1967). Final sample was 254 faculty members. Simple random sampling practice was used for data collection.

$$n = N / (1 + N * .e2) = 254$$

3.2 Measures:

Questionnaire comprised of five points Likert Scale. For PC dimensions 16 items were borrowed from (Luthans et al., 2007) reliability originate .816. For CPB 16 items were borrowed from the study of (Wright and Bonett, 2007) reliability originates .822. For EP items were taken from (Awan, 2008) reliability depicts .819.

RESULT AND ANALYSIS

Table 1: Descriptive analysis

| Faculty | M | F | T | μ | S.D |
|----------------------|-----|----|-----|------|------|
| Assistant Professors | 58 | 9 | 67 | | |
| Lecturers | 132 | 45 | 177 | | |
| | 190 | 54 | 244 | | |
| Age | | | | | |
| 21-32 | 135 | 44 | 179 | | |
| 33-45 | 40 | 14 | 54 | 1.54 | .230 |
| 46--above | 7 | 4 | 11 | | |
| | 182 | 62 | 244 | | |

Among 244 respondents, 67 were Asstt; Professors and 177 were Lecturers. The feature information is in table 1.

Table 2: Reliability

| Factors | Facets | μ | S.D | α |
|------------|---------------|------|------|-------------|
| PC | Optimism | 2.11 | .141 | .816 |
| | Resilience | 2.01 | .121 | |
| | Hope | 2.11 | .214 | |
| | Self efficacy | 3.13 | .111 | |
| CPB | Abusiveness | 2.10 | .111 | .822 |
| | Inefficiency | 1.54 | .182 | |
| | Turnover | 1.11 | .113 | |

| | | | | |
|-----------|--------------|------|------|-------------|
| | Deviance | 2.14 | .117 | |
| EP | Efficiency | 2.14 | .112 | |
| | Motivation | 1.21 | .113 | .819 |
| | Satisfaction | 1.21 | .246 | |
| | Commitment | 2.25 | .131 | |

Cronbach's α was measured values depicts .816, .822 and .819 for PC, CPB, and EP correspondingly. Satisfactory range for Cronbach's α is greater than .79 (Sekaran, 2003).

4.1 Factor Analysis:

Table 4:

| Index | Standards | Mod-1 | Mod-2 | Mod-3 | Mod-4 |
|-------------------------------|------------------------------|--------|-------|--------|-----------|
| | Usluel, Asker and Bas (2008) | PC-CPB | PC-EP | CPB-EP | PC-CPB-EP |
| NFI | >.9 | .92 | .93 | .96 | .95 |
| AGFI | >.8 | .83 | .85 | .80 | .91 |
| RMSEA | <.08 | .05 | .06 | .07 | .08 |
| GFI | >.9 | .90 | .95 | .95 | .92 |
| RMR | <.1 | .06 | .03 | .04 | .01 |
| CFI | >.9 | .93 | .96 | .93 | .90 |
| χ^2/df | < 3 | 2.8 | 2.6 | 2.3 | 2.4 |

n = 244.

At first, data collection instrument was circulated amid of 32 faculty members of two universities of KP i.e. University of Agriculture and Peshawar University to examine whether questionnaire is explicable and simple. Furthermore, experienced researchers were asked for critically scrutinize the questionnaire layout i.e. whether the data collection instruments items were appropriate for the collection of data or some extra material is obligatory. Veteran researchers commented that all the questionnaire statements were obvious and in sound order. For construct validity measurement (CFA) confirmatory factor analysis was integrated and model was examined by 7 above captioned indices. All computed values are in the sufficient ranges. Furthermore, model of (PC, CWB and EP) depicts that all the association had significant loadings on their constructs. Model (PC and CPB), (PC and EP) and (CPB and EP) had also extensive loadings. Model test depicts that PC and controlled CPB have enduring impact on EP.

DISCUSSION

Reduction in CPB is obligatory for prosperous organization. As of the study of research scholars (Manzoor et al., 2013; Luthans et al., 2007) this specific research study explores the impact of PC in the direction of CPB and EP. Three trait models i.e. (PC,

CPB and EP) were scrutinized with substitute models for robustness. Result of statistics found that all the CFA's were in sufficient assortment (Usluel et al., 2008). PC explicates 61% and 60% distinction in CPB and EP whereas, 58% variation exists in EP by reduction in CPB. Study result reveals that PC strappingly impact towards reducing CPB that auxiliary leads in the direction of enhancing EP in the teaching zone of Pakistan. Subsequent table illustrates the hypotheses rejection or acceptance result.

Table 6: Result

| Hypotheses | Significant/Insignificant |
|---|----------------------------------|
| H ₁ : PC significantly affects CPB. | Significant |
| H ₂ : PC significantly affects EP. | -do- |
| H ₃ : Reduction in CPB significantly affects EP. | -do- |

5.1 Suggestion / Theoretical Involvement:

Theoretically, this research augments the literature in perspective of PC, CPB and EP in eastern countries above all in Pakistan. Furthermore, study consequences depicts that PC has strapping insinuation in the direction of reduction in CPB and optimistic consequences in the direction of EP. Education segment of Pakistan whether public or private spotlight on making plan for reducing CPB and improvement of EP by the means of constructive PC exercises in the organization. Enhancing EP by means of constructive PC generates inspiration at the place of work and that is the positive indication for literacy expansion and growth. Study suggested that CPB have got to be abridged by positive PC exercises in all educational institutions. So the society of education will get benefit around the world.

5.2 Future Research and Limitation:

Study research sample was only selected from the public universities of KP, Pakistan due to which the study was partly comprehensive. In future research the same hypotheses of the study would be tested at different organization of Pakistan on longitudinal basis.

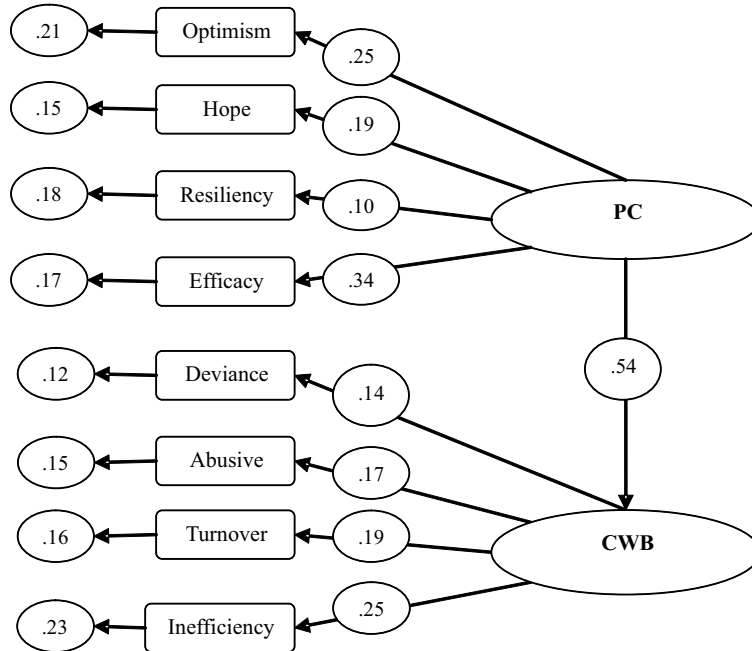
CONCLUSION

Positive PC has instigated momentous worth for reducing CPB in the study. Statistical technique i.e. Structure Equation Model was utilized to examine the models that were constructing on 3 factors i.e. (PC, CPB and EP). Consequences of the analysis portion divulge a significant relationship amid of all variables. Reduction in CPB at workplace is the obligatory need of the organization to remain competitive and prosperous in the contemporary era of stiff competition and this is merely possible by appropriate utilization of constructive PC exercise at workplace. A constructive PC practice has also strapping power in the direction of enhancing EP. Moreover, educational sector must

spotlight the constructive PC practices at workplace for better execution of its processes.

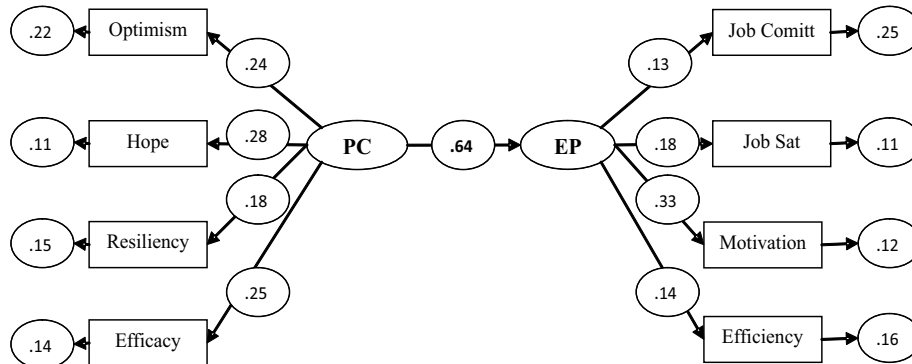
APPENDIX

1. Structural Analysis (PC and CWB)



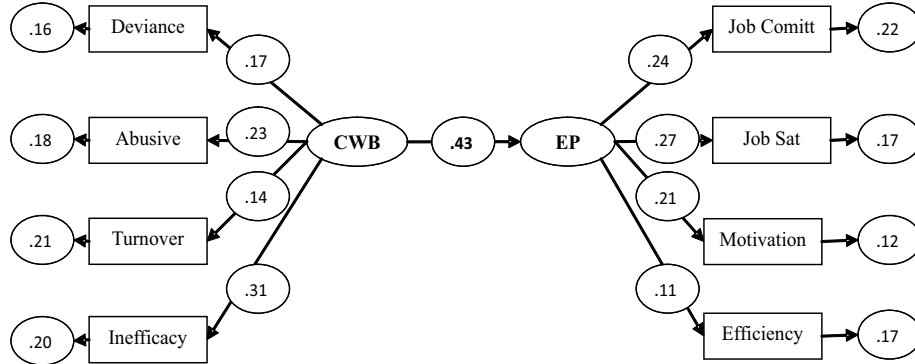
X²=142.23, df=50, P=.000, RMSEA=.06

2. Structural Analysis (PC and EP)



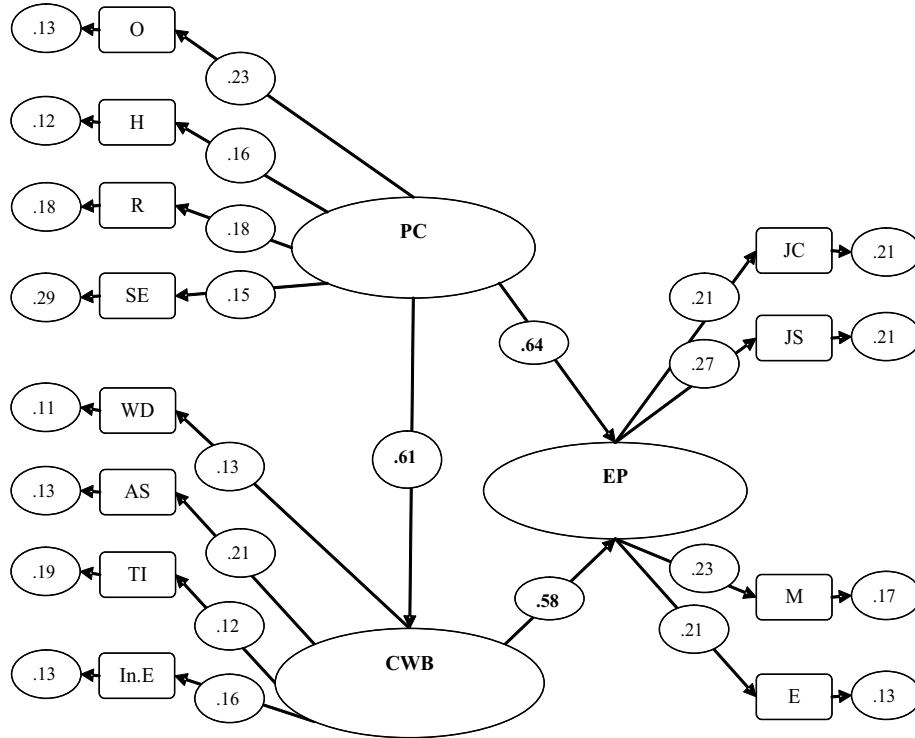
X²=104.21, df=41, P=.000, RMSEA=.08

3. Structural Analysis (CWB and EP)



$\chi^2=100.21, df=42, P=.000, RMSEA=.08$

4. Structural Analysis (PC, CWB and EP)



$\chi^2=116.72, df=41, P=.000, RMSEA=.08$

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