

*Research Paper***Appraising the nexus between counterproductive work behaviours and organisational efficiency: The way forward***Submitted in 31, May 2023**Accepted in 27, June 2023**Evaluated by a double-blind review system*

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ABSTRACT

Purpose: The study examines the relationship between organisational efficiency and counterproductive work behaviour. The aim was to uncover research-based methods to mitigate the surge of counterproductive work behaviour in the telecommunications industry.

Design/method/approach: The study had a quantitative approach and the survey design was employed in the study. Data collection was done via the distribution of questionnaire copies to six hundred employees of the telecommunications industry, and five hundred and twelve copies were retrieved and analysed using structural equation modelling.

Findings: The study reveals that organisation efficiency does not lead to counterproductive work behaviour. However, organisation processes (deduction of wages for lateness and material wastage) in a bid to manage certain negative behaviours tend to be counterproductive. Findings also revealed that organisation justice encourages counterproductive work behaviour due to supervisor bias. Finally, the more unfavourable the workplace environment, the more likely counterproductive work behaviour will exist.

Research implication/limitations: The study only focused on one industry (telecommunication), which limits its generalisation. The study also focused on the big three in the telecommunication industry, thereby limiting it to big firms. It therefore may not be a good reference when combating counterproductive work behaviour in small and medium scale firms. This study could be replicated in other industries and/or on small and medium scale firms. A comparative study could be conducted on the telecommunication industry and other service-oriented industries like the tourism and hospitality industry to examine the moderation of industry type on the relationship.

Managerial implication: The result highlights pursuit of efficiency as an enabler of counterproductive work behaviour. Managers must take cognizance of the human element in dealing with employees so that the departmental goals do not end up as the forgone alternative for efficiency. A central unit to oversee cases of insubordination or non-compliance to company statutes should be created to mitigate the bias of line

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supervisors/manager when meting out justice. The issue of contract staffing must be addressed within the firm to serve as a motivation among employees to desist from counterproductive work behaviour.

Originality: The study presents unique research on counterproductive work behaviours in the telecommunications industry in a developing nation. The study also provides a unique research model in the literature of counterproductive work behaviour.

Keywords: Counterproductive, Behaviours, Employees, Efficiency, Organisation.

1.Introduction

The term counterproductive work behaviour is referred to as any acts or behaviour on the part of employees that is against the laid down rules and regulations guiding conduct within the organisation and is also seen as any act on the part of the employee capable of derailing the organisation from achieving its goals and objectives (Ciarlante & Shoss, 2020). Research by scholars in the field of counterproductive work behaviours has focused on two major key areas namely research exploring the actor perspective which displays factors that motives employee enactment in counterproductive work behaviours such as emotions that are negative in nature, employee's behaviour seeking opportunity and the behaviour to seek revenge while the second classification of counterproductive work behaviours in literature explore the target perspective that captures well-being and performance consequences which usually arises as a result of employees targeted or as a result of victimization (Hongdan, Zhen, & Weiwei, 2020). The study on counterproductive work behaviours is now been expanded as more researchers and scholars have extended their study to include an observed perspective that focuses on examining employees who are not the primary target but might be exposed to harmful behaviours and how such employees respond (Smart, Greco, & Walter, 2020). There are numerous counterproductive work behaviours as highlighted in the literature, some of them include tardiness and absenteeism, digital loafing, sabotaging projects, bullying and harassment, overworking and late nights, using work time for personal work, breakdown in communications and many more as research continues to discover and put forth more counterproductive work behaviours that must be addressed by both managers and employees at the workplace (Arvan, Shimon, Pindek, Kessler, & Spector, 2020). Recently, there is a high possibility of employees in an organisation knowingly or unknowingly behaving in a certain way that contradicts organisational goals and objectives when such employees are dissatisfied with happenings in the organisation or with the work environment in such organisation leading to counterproductive work behaviours which might or tend to harm other employees in such organisation while some of those counterproductive work behaviour can also harm the organisation itself (Schreurs, Hamstra, Jawahar, & Akkermans, 2020; Ciarlante & Shoss, 2020).

Counterproductive work behaviours have crucial negative consequences when it occurs in the telecommunication industry because of the sensitivity and high level of importance of the telecommunication industry to every organisation, sector of the economy and individual life indicating that the damage done by counterproductive work behaviours can have a far-reaching damaging effect on not just the organisation and the telecommunication industry, but on the entire businesses and economy (Cucuni, Sulastiana, Harding, & Agustiani, 2020). Most parts of the services offered in the telecommunication industry are consumed as they are produced and any disruption in service due to counterproductive work behaviours can affect the entire economy and cause a lot of havoc (Griep & Vantilborgh, 2018).

This study seeks to appraise the nexus between counterproductive work behaviours and organisational efficiency focusing on the telecommunication industry. Our study also advances theory and research pertaining to counterproductive work behaviours and organisational efficiency in some ways. Firstly, it advances research on the impact of counterproductive work behaviours on organisational efficiency especially in the telecommunication industry. Secondly, it advances research on elements of counterproductive work behaviours and how it affects organisational efficiency and finally, it advances research on ways organisations can address issues relating to counterproductive work behaviours to ensure organisational efficiency.

2.Literature Review

2.1. Counterproductive Work Behaviours (CWB)

Spector, (1975) opined that Counterproductive work behaviours according to literature have focused on behaviours from employees directed against the organisation in a negative way and also on interpersonal aggression. While Robinson and Bennett, (1995) termed such behaviours by employees as “deviant behaviours”. Their study also proposed two widely accepted deviant behaviour postulations classified into organisational/interpersonal and the gravity of the committed offence which can be either minor or serious. The study done by the same authors (Bennett & Robinson, 2000) extended the study giving empirical evidence of minor organisational offences to include intentionally working slowly, gossiping about the organisation with outsiders, wasting supplies, extending break time, leaving work early while it was stated that serious organisational offences are offences that are usually detrimental to the organisational wellbeing; these behaviours include embezzlement, sabotage and theft. Minor interpersonal offences by employees can be classified lack of fair play which may lead to work disruptions, favouritism, unhealthy competition/rivalry and gossiping while serious interpersonal offences are actions that can be termed as forbidden at work; such actions include harassment, molestation, theft and insults (Bennett & Robinson, 2000).

Counterproductive work behaviours generally place more focus on behaviours and less on the result while behaviours that are detrimental to the organisation from the employees can be intentional or unintentional (Trent, Barron, Rose, & Carretta, 2020). While counterproductive work behaviours focus on intentionally harmful behaviour, either the organisation or the employee can be a target for counterproductive work behaviours (Liu, Yuan, Hu, Liu, Chen, & He, 2020). When these behaviours are considered holistically at the organisational level or at the individual employee level, the behaviours are usually detrimental, it may lead to serious consequences like fund embezzlement and theft at the organisational level; while it may lead to unhealthy rivalry, loss of motivation and work disruptions at the individual employee level (Miao, Humphrey, & Qian, 2020). The big question in literature has remained on how organisations at various levels can identify causes of counterproductive work behaviours and how to strike a balance among co-workers to ensure harmonious relationships at all times (Bowling, Lyons, & Burns, 2020).

2.2.Organisational Efficiency

Organisational efficiency is the ability of the organisation to fully integrate and implement its plans with the least cost in order to achieve its predetermined goals and objectives. Researchers and scholars have viewed organisational efficiency as a main factor in business and have also associated organisational efficiency with the survival of

the organisation. Studies on organisational efficiency and issues surrounding it remain an area of concentration for researchers who are still exploring the phenomenon from different perspectives (Tahsildari & Shahnaei, 2015). There has been a distinction of thought on ways to generally categorize organisational efficiency, while some scholars categorize it as the accomplishment of objectives; there are three other approaches supported by literature namely; the system approach, the goal approach and the process approach used in measuring and defining organisational efficiency (Guajardo, 2015). While exploring the phenomena, a new approach has emerged termed the multiple consistency approach which is a mixture of the initial three approaches earlier postulated on organisational efficiency. Since organisations are different when it comes to their societal capacities leading to a difference in shape, size, capacity and structure, then it's only ideal to use a mixture of models when analyzing organisational efficiency since institutional interrelationships and operational circumstances too are bound to be different (Cucuani, Sulastiana, Harding, & Agustiani, 2020). Measuring organisational efficiency using one technique or one approach will be a disservice since criteria that fit certain associations may miss the mark when they are varied or connected to other associations or approaches (Hur, Moon, & Lee, 2018).

3.Underpinning Theory

3.1.Affective Events Theory (AET)

Affective Events Theory was propounded by Weiss and Cropanzano in 1996; the theory takes an event view approach while trying to comprehend and understand the kind of behaviours that takes place at the workplace. The theory opined that an event that takes place in the workplace usually carries emotions that are affectionately driven especially when it involves events like an appraisal of subordinates at the workplace as any event adjudged negative, stressful or unjust is much more likely to attract more emotions, anxiety and anger than an event that is viewed as positive or non-threatening while affective experiences in both cognitive appraisals and subsequent associations play a role in shaping emotionally driven behaviours at the workplace (Weiss & Cropanzano, 1996). Affective Events Theory strongly postulated that employee's affective disposition contributes more to their emotional reactions which drives their behaviours and it's therefore important to include dispositions along with affective reactions to events. The theory has also been positioned to be used as the model for explaining how subordinates react to their superior at the workplace suggesting that the behaviours displayed by the superiors represent events to which subordinates appraise and react at the workplace. The theory of Affective events has also been used to further explain and understand the genesis of Counterproductive work behaviours stating that events that elicit negative emotions can lead employees to embark on counterproductive work behaviours (Weiss, Suckow, & Cropanzano, 1999). The Affective Events Theory (AET) has provided a valid justification to be used as a theory to provide theoretical background for this study as the theory made a valid empirical submission which has helped to give more insight into behaviours at the workplace and how best such behaviours can be addressed to ensure effectiveness and efficiency both on the part of the organisation and employees at the workplace.

4.Conceptual Framework and Hypotheses Development

4.1.Organisational efficiency and counterproductive work behaviours (CWB)

Researchers and scholars have viewed organisational efficiency as a main factor in business, and have also associated organisational efficiency with the survival of the organisation, but does counterproductive work behaviour affect organisational efficiency in any way? The work done by Miao, Humphrey and Qian, (2020) looked at cross-cultural moderation and its influence on counterproductive work behaviour but did not dwell on organisational efficiency. The study done by Reynolds Kueny, Francka, Shoss, Headrick, and Erb, (2020) also looked at the ripple effects of supervisor counterproductive work behaviour in the organisation and was not holistic enough as the study only focuses on supervisors in the workplace. This informed the formulation of our first two hypotheses to see if organisational efficiency and organisational justice have any effects on counterproductive work behaviour.

***Ho1:** Organizational efficiency has an insignificant relationship with counterproductive work behaviours*

***Ho2:** Organisational justice has an insignificant relationship with counterproductive work behaviours.*

4.2. Work satisfaction and counterproductive work behaviours

The debate in the literature as to what constitutes work satisfaction still differs as individual employees have a different view as to what constitutes work satisfaction to them and organisations too vary in terms of what is offered to individual employees that can be said to aid job satisfaction. The study done by Morf, Feierabend, and Staffelbach, (2017) looked at task varieties at the workplace and their influence on counterproductive work behaviours but did not make a clear distinction whether the kind of task assigned leads to counterproductive work behaviours and if there's any relationship with their supervisor style of work engagement. The study also done by Griep, and Vantilborgh, (2018) focused more on recursive relationships between psychological contract breach and counterproductive work behaviours and not really on what may constitute satisfaction to individual employees at the workplace. The third and fourth hypotheses were formulated in line with these empirical findings to ascertain if work satisfaction and supervisor style of engagement at the workplace affect counterproductive work behaviours.

***Ho3:** Work satisfaction has an insignificant relationship with counterproductive work behaviours.*

***Ho4:** Supervisor style of engagement has an insignificant relationship with counterproductive work behaviours*

4.3. Workplace stress and counterproductive work behaviour

The kind of work environment provided at the workplace is usually of great concern to the productivity of employees and it also influences the level of stress employees are likely to experience at the workplace. Does this also affect counterproductive work behaviours? The study done by Guajardo, (2015) focused on assessing organisational efficiency and workforce diversity at the workplace but did not make mention of workplace stress or the work environment. The work done on enhancing organisational effectiveness by performance through training and appraisal by Tahsildari, and Shahnaei, (2015) did not take workplace stress and work environment as the basis for their study. The work done by De-Clercq, Haq, and Azeem, (2019) looked at the longevity of work time stress to counterproductive work behaviours and not holistically at whether

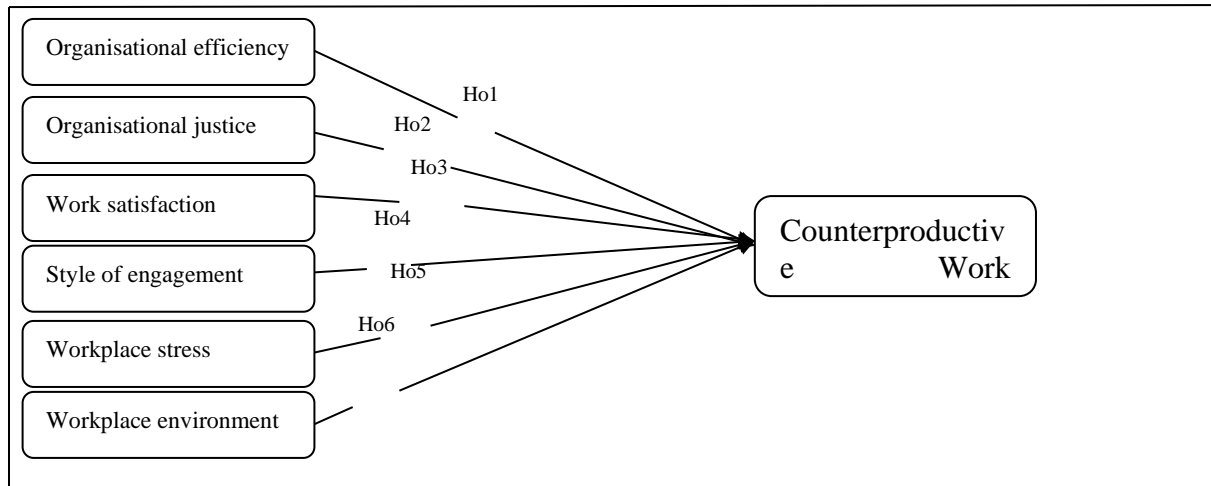
workplace stress and work environment influence counterproductive work behaviours. This is what the fifth and sixth hypotheses in this study will test.

Ho5: Workplace stress has an insignificant relationship with counterproductive work behaviours.

Ho6: Workplace environment has an insignificant relationship with counterproductive work behaviours.

4.4. Conceptual model

Figure 1: The study hypotheses to be tested.



Source: Own elaboration

5. Research Methodology

5.1. Procedure for Data Collection

Questionnaire distribution was the mode of data collection from six hundred employees of telecommunications firms in Lagos State, Nigeria. Two hundred employees were selected from each of the first three mainstream telecommunication firms (Statista, 2019) in Lagos State making a total of six hundred copies of the questionnaire distributed across the entire population. Convenience and random sampling techniques were adopted to select the study's respondents. The questionnaire distribution took a duration of four months (December 2020 to March 2021) and was aided by two research assistants who were trained on the importance of data distribution and collection. Demographic data were analysed using descriptive statistics such as frequency count and percentages while the hypotheses stated in the study were analysed using a structural equation model.

5.2. Instrumentation

The modified questionnaire constructs (counterproductive work behaviour) were adapted from the study done by Ciarlante and Shoss (2020), Griep and Vantilborgh (2018), Hongdan, Zhen, and Weiwei (2020), while Organisation efficiency, organisation justice etc. were adapted from the study done by Cucuani, Sulastiana, Harding and Agustiani (2020), Smart, Greco and Walter (2020), Tahsildari and Shahnaei (2015).

Table 1: Research Measurement Items

COUNTERPRODUCTIVE WORK BEHAVIOUR (CBW)		
CBW1	The organization gives room for bullying and cyber loafing to take place	Ciarlante & Shoss, (2020)
CBW2	The organization pays less attention to withdrawal, Sabotage or theft	Ciarlante & Shoss, (2020)
CBW3	Employee tends to waste organizational resources	Griep,&Vantilborgh, (2018)
CBW4	Employees are likely not to complete assigned tasks	Ciarlante & Shoss, (2020)
CBW5	Employees are fond of absence or lateness to work	Ciarlante & Shoss, (2020)
CBW6	The organization gives room for employees to make secretive report to supervisor	Ciarlante & Shoss, (2020)
ORGANIZATIONAL EFFICIENCY (OE)		
OE1	The organization is inefficient in addressing rising problems in the organization	Cucuani, et al., (2020)
OE2	Productivity of employees is much lower than industry average	Cucuani, et al., (2020)
OE3	Employees' trust in the organization leadership is low	Cucuani, et al., (2020)
OE4	The organizations relations with suppliers are very poor and unstable	Cucuani, et al., (2020)
OE5	Return on assets (ROA, %) in the organization is well above the industry average	Tahsildari, & Shahnai, (2015).
ORGANIZATIONAL JUSTICE (OJ)		
OJ1	The organization ensures Equity is upheld	Tahsildari, & Shahnai, (2015)
OJ2	The organization ensures Equality in all issues and decisions	Tahsildari, & Shahnai, (2015)
OJ3	The organization ensures that procedures are compatible with fundamental moral and ethical values	Tahsildari, & Shahnai, (2015)
OJ4	The organization ensures that justice is perceived from procedures and policies used in decision-making in the work environment	Tahsildari, & Shahnai, (2015)
OJ5	The organization put policies in place to prevent self-interest and bias	Tahsildari, & Shahnai, (2015)
WORK SATISFACTION (WS)		
WS1	Employees are Satisfied with their personal growth and development in the organization.	Tahsildari, & Shahnai, (2015)
WS2	Employees are satisfied with the feeling of worthwhile accomplishment they get from their job.	Tahsildari, & Shahnai, (2015)
WS3	Employees are convinced that their future is secured in the organization	Tahsildari, & Shahnai, (2015)
WS4	Employees are satisfied with the degree of respect and fair treatment they receive in the organization.	Tahsildari, & Shahnai, (2015)
WS5	The work environment is conducive and friendly for the employees.	Tahsildari, & Shahnai, (2015)
SUPERVISOR STYLE OF ENAGEMENT (SSE)		
SSE1	The supervisor's are professionals in their dealings with subordinates	Cucuani, et al., (2020)
SSE2	Supervisors follow the organizational rules and regulations in dealing with subordinates.	Cucuani, et al., (2020)
SSE3	Higher authority above the supervisors scrutinizes and evaluates their role and activities to act as watchdog.	Cucuani, et al., (2020)

SSE4	Supervisors are allowed to get away with any kind of behaviour towards their subordinate.	Cucuani, et al., (2020)
SSE5	The organization has lay down rules and regulations to guide and monitor the engagement of supervisors and interactions with subordinates.	Cucuani, et al., (2020)
WORKPLACE STRESS (WPS)		
WPS1	Employees are daily loaded with increased Workload in the organization	Tahsildari, & Shahnaei, (2015)
WPS2	Employees are given very short time to finish assignments in the organization.	Tahsildari, & Shahnaei, (2015)
WPS3	Employees most time have Conflicts leading to work stress at the organization	Tahsildari, & Shahnaei, (2015)
WPS4	Employee's long working hours usually interferes with family time and leisure time	Tahsildari, & Shahnaei, (2015)
WPS5	High demands on employees to deliver on assigned task within short time frame leads to stress in the organization among employees.	Tahsildari, & Shahnaei, (2015)
WORKPLACE ENVIRONMENT (WPE)		
WPE1	The organization ensures health safety and environment policies are in place to make the work environment safe for employees.	Smart, et al., (2020)
WPE2	Work tools in the organization are modern and with no health hazard to the employees.	Smart, et al., (2020)
WPE3	Physical conditions in the workplace is conducive and good for work	Smart, et al., (2020)
WPE4	Employees are prone to having work-related injury or illness in your organization	Smart, et al., (2020)
WPE5	Supervisors condone and encourage workers to ignore health & safety rules in the organization.	Smart, et al., (2020)

Source: own elaboration

The modified questionnaire follows a five point-Likert scale response of strongly agree, agree, indifferent, disagree and strongly disagree. The content and construct validity of the instrument were confirmed by two professors of organizational behaviour and their recommendations were a reflection of the scale used to collect data for this study. To assess the causal relationship existing between, measured, latent and observed variables, the collected data was first subjected to exploratory factor analysis in order to take away redundant and un-contributory items from each construct. Afterwards, confirmatory factor analysis was then conducted in order to determine the fitness of the model before using the structural equation model to test for causal relationships among the stated hypotheses in the study. The study's aim is to examine the causal relationship among latent, observed and measured constructs in the study, hence, the justification for using EFA, CFA and SEM to test hypotheses in order to have accurate findings and conclusions from the study. We conducted a pilot study by selecting sixty respondents across the selected organisation in order to assess the reliability of the instruments used for the main study and the result shows 0.86 which is above 0.70 as recommended by Nunnaly, (1978).

5.3.Context and Participants

Six hundred copies of the questionnaire were distributed across the three selected mainstream telecommunication firms in Lagos state, Nigeria and five hundred and twelve copies were successfully retrieved and used for the analysis making a return rate of 85.3%. Demographic analysis revealed that 37.3% of the respondents were male while 62.6% were female. This shows that female respondents attended more to the questionnaire. On employee job status, the results show that 57.6% are senior management level, 22.8% are

junior staff of the organisation and 19.5% are management staff of the organisations. The respondent’s years of experience show that 60.9% of respondents have between 5-10 years of work experience in the telecommunication industry while the remaining 39.1% have above 10 years of experience. This justifies the reason why we have more staff at the senior management level in the organisations. We examined respondents’ salary structure in order to dichotomize if there is any relationship with employee salary structure. The results show that 41.2% of employees earn below 5 million (\$13,106) annually, 33.4% earn between 5 million – 10 million (\$13,106-\$26,212) and 5.9% of respondents earn above 10 million annually (\$26, 212). This shows that the type of respondents sampled for this study are full staff of the organisations who have relevant years of work experience and can perfectly relate to the concepts of counterproductive work behaviour and the underpinning constructs as found in the questionnaire shared with them.

5.4.Data Analysis

Principal axis factoring was conducted and exploratory factor analysis in order to eliminate redundant items from each construct in the study. From the first loading of the items, forty-two items were subjected to principal axis factoring and five items were deleted because they failed to load properly which according to Bagozzi and Yi, (1988) must be greater than (0.5). Eigenvalue was set above 1 and the remaining thirty-nine items were loaded for the second time with direct-oblim-rotation, thus, making four more items to be deleted from the model.

The thirty-five items were subjected to confirmatory factor analysis in order to assess the fitness of the model before testing the study hypotheses using the structural equation model. Prior to the analysis, the study assesses some important assumptions such as; sample size, positive definitiveness and multicollinearity. To satisfy the assumptions of multicollinearity, the study examined the tolerance and VIF value. The analysis shows that all tolerance values were greater than 0.2 while VIF values were all less than 5 (Amin, Ismail, Rasid, & Selemani, 2014). The sample size was greater than 200 as suggested by (Nusair & Hua, 2010). The positive definitiveness was examined using factor analysis through varimax rotation and the whole coefficient smaller than 0.4 were deleted from the study. Hence, the results show the Kaiser-Meyer-Olkin value at (0.686) which is greater than 0.5 as suggested by Orçan and Yang, (2016), while the Bartlett’s-test of sphericity is 0.000 which is significant when (p< 0.05) and finally, the chi-square value is 631.234. Thus, the KMO and BTS values are good. Amos structural equation model SEM version 23 was the major tool used for the data analysis.

Table 1: Modification Fit Indicators

	X²	df	p	CFI	TLI	IFI	GFI	RMSEA
Measurement Model	2.233	290	.000	.914	.911	.909	.910	.07
Recommended Value	≤ 2 or 3			>.9	>.9	>.9	>.9	< .05 to .08

Source: Own elaboration

5.5. Common Method Variance

We conducted common method bias in order to eliminate bias from the data collection by engaging multiple data sources as suggested by Podsakoff, MacKenzie, and Podsakoff, (2012). Furthermore, the participants are informed about their anonymity in the process of data collection and also informed about the independent and dependent constructs in the study (see Tehseen, Ramayah, & Sajilan, 2017; Podsakoff, MacKenzie, Lee & Podsakoff, 2003). Afterwards, Harman single factor analysis was carried out and the result shows that a single factor does not account for the major variance in the data collection.

5.6. Confirmatory Factor Analysis

The study also conducted the construct’s reliability using confirmatory factor analysis in order to examine the fitness of the model. The entire construct shows acceptance when greater than 0.70 as recommended by (Ghazali, 2016) (see Table 1). The study also assesses the construct’s unidimensionality and the results are shown in Table 1. The factor loading was assessed for each of the items and the results show that item whose value loading was less than 0.5 was deleted. To assess the fitness of the model, as suggested by (Maravelakis, 2019), comparative-fit-index, goodness-of-fit-index, normed-fit-index, and tucker-lewis-index were used to assess the fitness of the model. The result shows a perfect fitness of the model (see Table 2). Furthermore, we tested for convergent validity using composite reliability (CR) and average variance extracted (AVE) as suggested by (Bagozzi & Yi, 1988) see Table 1. Overall, a good fit for Comparative Fit Index (CFI), Goodness Fit Index (GFI), Tucker-Lewis Index (TLI), and Normed Fit Index (NFI) should have a value greater than 0.9, CR and Average Variance Extracted (AVE) should have a value greater than 0.7 and 0.5 respectively while RMR should have a value less than 0.08, the root mean square error of approximation (RMSEA) is 0.07 which is between the recommended value as suggested by (Hair, Anderson, Tatham, & Black, 1998; Nunnally, & Bernstein, 1994). To satisfy the assumptions of discriminant validity, a comparison of the AVE values and the squared correlation values were accrued to examine the relationships among observed and unobserved variables. The results show that the AVE values were higher, hence the discriminant validity assumption was not violated. Therefore, the study shows that the model fitness was perfect and the hypotheses can be tested using the structural equation model.

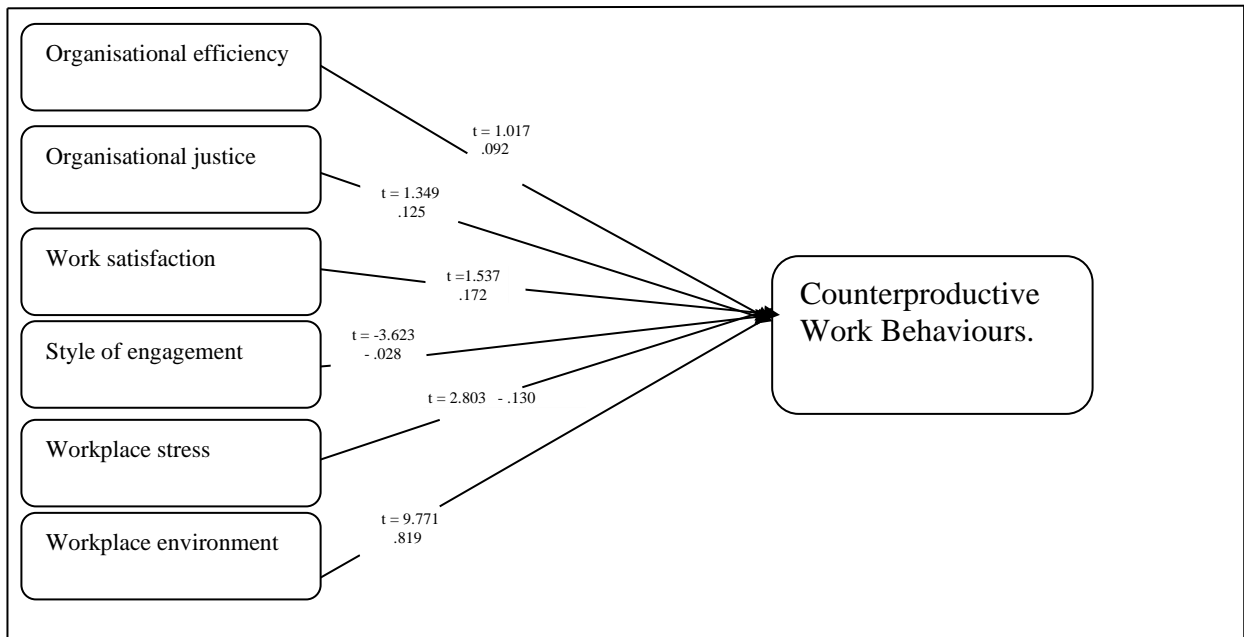
Table 2: Construct reliability and validity properties

	CFI	α	CR	AVE	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Counter Productive Work Behaviour	0.992	0.810	0.801	0.526	0.733						
Organisation Efficiency	0.996	0.841	0.718	0.515	0.598**	0.795					
Organization Justice	0.978	0.827	0.758	0.553	0.664**	0.504**	0.715				
Work Satisfaction	0.922	0.832	0.921	0.755	0.518**	0.517**	0.522**	0.826			
Supervisor style of engagement	0.932	0.797	0.736	0.562	0.698**	0.612**	0.642**	0.609**	0.716		
Workplace stress	0.910	0.859	0.853	0.668	0.564**	0.562**	0.564**	0.584**	0.571**	0.866	
Workplace environment	0.987	0.752	0.752	0.592	0.518**	0.683**	0.638**	0.598**	0.518**	0.535**	0.829

Note: α : Cronbach’s Alpha, CR: Composite Reliability, AVE: Average Variance Extracted
 Bold items (diagonal) are the square root of the average variance extracted
 **Correlation is significant at the 0.001 level (2-tailed).

Source: Own elaboration

Figure 2: Relationship testing between variables under study and their outcomes



Source: Own elaboration

5.7. Test of Hypotheses

Six hypotheses were tested in this study and the first hypothesis shows that organization efficiency has an insignificant relationship with counterproductive work behaviour ($t= 1.017, \beta = 0.092$ and $P < 0.15$) leading to the acceptance of the hypothesis (Ho1). Similarly, organization justice has an insignificant relationship with counterproductive work behaviour ($t=1.349, \beta = 0.125$ and $P < 0.44$), hence, the results show acceptance (Ho2). Work satisfaction (Ho3) shows an insignificant relationship ($t=1.537, \beta = 0.172$ and $P < 0.25$) with counterproductive work behaviour leading to the acceptance of the hypothesis. This finding aligns with the logical conclusion because employees who are satisfied at work will not engage in cyberloafing or any elements of counterproductive workplace behaviour as identified in the literature. Also, supervisor style of engagement (Ho4) shows a significant and negative relationship ($t= -3.623, \beta = -0.028$ and $P < 0.05$) with counterproductive work behaviour, therefore, leading to the rejection of the hypothesis. This affirms the finding of Wurthmann, (2020) which state that organization should only hire or promote management positions (managers, supervisors etc.) employees that have a high intelligent quotient including human-management capability and emotional intelligence. Furthermore, workplace place stress (Ho5) has a significant negative relationship ($t= -2.803, \beta = -0.130$ and $P < 0.05$) with counterproductive workplace behaviour leading to the rejection of the hypothesis. The negative relationship might be because of the subjective perceptions of employees towards the issue of stress and this is because what one person would call stress in the workplace is actually a lifesaver for another. Finally, workplace environment (Ho6) shows a significant

relationship ($t=9.771$, $\beta = 0.819$ and $P < 0.05$) with counterproductive workplace behaviour, hence, the hypothesis was not supported. Overall, organisation efficiency, workplace satisfaction and organization justice hypotheses were supported while the supervisor style of engagement was not supported according to the result obtained from the study analyses.

6. Discussion of Findings

The purpose of this study is to appraise the nexus between counterproductive work behaviours and organisational efficiency: The way forward for organisations and employees to achieve sustainable growth and efficient production. Six hypotheses were examined in this study and findings from the analysis showed three hypotheses were supported and three were not supported. The result shows that organisation efficiency does not lead to counterproductive work behaviour. This could be because organisation efficiency has to do with finding the least-cost ways to achieve organisations goals and objectives with respect to the production of goods and services which far negate elements of disruptive counterproductive work behaviour such as sabotage, theft, unhealthy favouritism among others (Trent et al., 2020). However, some organisations' processes of maintaining efficiency may be counterproductive such as the deduction of employees' wages for lateness to the workplace, deduction of wages based on material wastage during production and compulsory overtime work. All of these may lead to counterproductive work behaviour in an organisation (Hur et al., 2018).

Findings also revealed that organizational justice has an insignificant impact on counterproductive work behaviour. The formal organisation justice system is either carried out directly or indirectly (Smart, Greco & Walter, 2020). The direct justice system usually follows the laid down rule and regulations guiding the conduct of employees, such that every violation of the rule and regulation has a corresponding penalty meted out for such behaviour in the organisation. While indirect justice is mostly based on the discretionary mood of the immediate supervisor or managers in an organisation (Wurthmann, 2020). Due to various subjective moods of supervisors and managerial leadership styles, some justice processes are biased and nepotistic in nature and this sometimes leads to counterproductive work behaviour (Shaffer & Darnold, 2020). This is because employees want an organisation that treats all employees equally regardless of race or gender of employees. The finding also shows that work satisfaction does not lead to counterproductive work behaviour. This finding aligned critically with common sense and this is because when an employee is satisfied with the working conditions in the organisation, he/she will not exhibit counterproductive work behaviour. This finding also aligned with the work carried out by (Shaffer & Darnold, 2020) who found that job satisfaction is a great method for successful employee retainership and avoidance of counterproductive work behaviour in the organisation.

Supervisor style of engagement and relationship as revealed from the findings shows that it leads to counterproductive work behaviour. This is not surprising given that every human being possesses different characteristics which makes everyone unique and which have an influence on our leadership capabilities as a being. The study done by (Ciarlante et al., 2020) found that a significant relationship exists between low company performance and the supervisor leadership style. Hence, it is essential for organisations to put into positions of power employees who have leadership qualities either through formal training or direct mentorship to oversee some sensitive positions such as supervisory or managerial roles in the organisation (Klotz & Bolino, 2013).

Similarly, findings show that workplace stress and work environment lead to counterproductive work behaviour. This is because workplace stress and workplace environment are one of the same continuums and can both, directly and indirectly, affect counterproductive work behaviour. Bad working conditions, bad working equipment, long hours of work, and human right violation among others can lead to workplace stress which are all symptoms of a bad working environment (De-Clercq et al., 2019; Wurthmann, 2020). Thus, the organisation needs to put in place measures that kick against workplace stress and ensure a good working environment and conditions for employees in order to eradicate counterproductive work behaviour. Furthermore, the findings support the work done by (Giordano et al., 2020) who found that a toxic work environment may lead to unnecessary absenteeism, and intentionally low productivity among others which sometimes are defence mechanisms exercised by employees to demonstrate dissatisfaction and expressed through counterproductive work behaviour (Wurthmann, 2020).

7. Conclusion

This study focused on appraising the nexus between counterproductive work behaviours and organisational efficiency and it was observed that counterproductive work behaviours help to identify behaviours by employees that are directly or indirectly exhibited in the workplace. The study findings show that organisation efficiency does not lead to counterproductive work behaviour. However, the organisation's process of maintaining efficiency may be counterproductive such as the deduction of employees' wages for lateness to the workplace, deduction of wages based on material wastage during production and working overtime. The study was also able to identify that some behaviours may not actually be targeted at particular individuals, but can have a massive impact on the operations and service of the organisation; also if the solution is to be anchored by supervisors whom the employees perceived to be part of the cause of the counterproductive work behaviours at the workplace, there is every possibility that such solution may not be welcomed by the employees which will in turn negatively impact the employees' emotions and cognitions and this negative perception from the employees will increase the desire of such employees to further engage in more counterproductive work behaviours which might lead to further ripple effect at the workplace capable of damaging the effectiveness and efficiency in the organisation. Finally, the study concluded that every organisation must have a strong policy framework in place in the organisation to address any issues relating to counterproductive work behaviours and find lasting solutions timely whenever such behaviours are noticed at the workplace.

8. Managerial Implication

The study presents some very salient and pivotal managerial implications for the telecommunication industry. The result proves that organisational processes hell-bent on efficiency (through measures such as deduction of employees' wages for lateness and/or material wastage during production) might have to live with the negative effects in the form of counterproductive work behaviour. While the management is set on getting the best out of the employees, they must take cognizance of the human element in dealing with employees so as not to lose the goal of the unit as a whole, which will invariably impact the organisational goal. The organisational justice system is impacting counterproductive work behaviour in ways unintended by the firm. This is because instead of reducing the occurrences of counterproductive work behaviour, it encourages

it through supervisor bias and favouritism towards a few. There must be a central unit to oversee organisational reactions to cases of insubordination or non-compliance to company statutes. This will ensure that biases of line supervisors/managers are totally eliminated while maintaining the organisational standard on these issues. It is evident from the study result that the workplace environment created by the big telecommunication firms is toxic and does not foster the right attitude from their employees. The workplace environment must be designed to uplift the morale of employees rather than encourage engagement in counterproductive work behaviour. The issue of contract staffing must be addressed within the telecommunications industry to motivate employees to desist from counterproductive work behaviour. Contract staffing (especially over the years, which is a norm in the industry) could be a major trigger to resentment against the organisation by the organization's employees.

9.Limitations and Suggestions for further studies

The study has made some salient and valuable contributions to literature; however, it is not without some limitations. The study only focused on the Telecommunication giants in the country, in other words, the study was limited to one industry, which limits its generalisation. The study only focused on the big three in the telecommunication industry, thereby making it limited to big firms. This limits the generalisation, as the study may not be a good representation of the relevance of these variables when combating counterproductive work behaviour in small and medium-scale firms. The course for further studies would be to explore the conceptual model of other industries in Nigeria. This study could be replicated in the Food, beverage and tobacco industries, as well as other industries. Another dimension of this study would be to conduct the study on medium or small and medium scale firms. The firms under investigation are all big firms in Nigeria. It would be a great addition to the literature as well as interesting research to aid the understanding of the variables under study. In a bid to expand the frontiers on the subject, a comparative study could be conducted on the telecommunication industry and other service-oriented industries like the tourism/ hospitality industry. This will provide insight into how the industry or job type could moderate the impact of some of these variables on counterproductive work behaviour. Perhaps it would be interesting to observe if the more interactions an employee has with customers directly can moderate.

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