

## IMPACT OF NEGATIVE AFFECTS ON COUNTERPRODUCTIVE WORKPLACE BEHAVIOR WITH MODERATING ROLE OF MORAL DISENGAGEMENT IN TELECOM SECTOR OF PAKISTAN

Kashif Mahmood<sup>1</sup>, Malik Muhammads Faisal<sup>2</sup>, Muhammad Hafeez<sup>3</sup>, Ali Haider<sup>4</sup>

<sup>1</sup>Pir Mehr Ali Shah, Arid Agriculture University, Pakistan, [kashif.malik9404@gmail.com](mailto:kashif.malik9404@gmail.com)

<sup>2</sup>Pir Mehr Ali Shah, Arid Agriculture University, Pakistan, [faisal@uaar.edu.pk](mailto:faisal@uaar.edu.pk)

<sup>3</sup>PMAS.Arid Agriculture University, Pakistan, [m.hafeez@uaar.edu.pk](mailto:m.hafeez@uaar.edu.pk)

<sup>4</sup>International Islamic University, Pakistan, [eelihaider@iiu.edu.pk](mailto:eelihaider@iiu.edu.pk)

### Abstract

There has been growing scholarly interest in understanding individual-level experiences of counterproductive workplace behavior (CWB). While researchers have found a positive association between individuals' negative affect and engagement in CWB, to date, our understanding of the aspects which may affect this association is limited. In this study, we explore the moderating roles of moral disengagement in this relationship. Dependable with our hypotheses, we found that individuals with a greater propensity to experience negative feelings were more likely to engage in CWB when they had a higher inclination to morally disengage. We discuss the theoretical and practical implications of our findings and offer opportunities for future research.

**Keywords** Counterproductive workplace behaviors, Moral disengagement, Gender, Deviance, experience etc.

## 1. INTRODUCTION

### (Background)

Over the past decade, there has been growing consideration devoted to the study of counterproductive workplace behavior (CWB). For almost two decades attention for research on workplace behaviors which are harmful for employees and the organization has raised, particularly because of the detrimental draw back and other accompanying expenses. These may contain economical expenses at such as low productivity because of delay in the work process, theft or damage of resources, or the psychological level like resignation or low job satisfaction (Varda and Weitz 2004). In order to identify the interpreters of CWB at relational and organizational level these arguments are very important. This information will help organizational performers in terms of how to inhibit such acts i.e. during the hiring of candidates considering the personality related predictors linked to the counterproductive workplace behavior or the organizational level behavior also taking the situational factors under consideration that might encourage or trigger such

behaviors. Also known as workplace deviance, antisocial behavior and organizational problem behavior, researchers describe the CWB include behaviors such as theft, drug and alcohol cruelty, destruction, damage and restraint issues, etc. (Ones 2002; Roberts et al. 2007). Moreover, estimates suggest that as many as 75 % of employees engage in CWB, and up to approx. 95% of organizations are in effect of theft and fraud (Case 2000). Indeed, researchers have found that CWB is very costly for organizations. Research suggests that CWB costs American employers about \$50 billion annually and also 20% of failed businesses are because of counterproductive workplace behavior (Coffin 2003). Researchers have dedicated significant attention to investigating antecedents of CWB. Much of this research has focused on situational variables that are theorized to provoke employee CWB. For example, researchers have found that perceived injustice/unfairness, desire for revenge, and abusive supervision are associated with CWB. Since situational stressors typically evoke negative emotions among employees (Fox et al.

2001), the experience of negative emotions appears to be a significant precursor of CWB. Perhaps, not surprisingly, one dispositional variable that got a significant consideration in the CWB literature is negative affectivity (Yang and Diefendorff 2009). It expressed negative emotions experienced dispositions. While there is evidence that negative affect are absolutely associated with engagement in counterproductive workplace behavior (e.g., Hershcovis et al.2007; Penney and Spector 2005; Yang and Diefendorff 2009), As of today, our relationship is limited with respect to the understanding of possible boundary conditions. In this paper, we studied and investigated the role of moral disengagement, which deactivates the cognitive mechanisms of moral self-regulatory processes in one's mind in the relationship between negative affect and CWB (Bandura 1986; Detert et al. 2008). We also examine whether this relationship is further complicated when considering the role of moral disengagement. We thus contribute to the CWB literature by investigating important boundary conditions in the relationship between negative affect and CWB. In the following section, we provide a brief overview of the relevant CWB literature. We then theorize negative affect and moral disengagement affect CWB, which enable us to generate our hypotheses. Thereafter, we discuss the methods and analyses we used to test our hypotheses, and present our results. Finally, we conclude by discussing the theoretical and practical contributions of our study, presenting its limitations and offering areas for future research.

## **2. PROBLEM IDENTIFICATION**

Much research has been done on the ethics and morality in organizations and individuals; there are certain things which need serious attention like the counterproductive workplace behavior. Much of this research has focused on situational variables that are theorized to provoke employee CWB. For example, researchers have found that perceived injustice/unfairness, desire for revenge, and abusive supervision are associated with CWB. Since situational stressors typically evoke negative emotions among employees, the experience of negative emotions appears to be a significant precursor of CWB. In this paper, we studied and investigated the role of moral disengagement, which deactivates the cognitive mechanisms of moral self-regulatory processes in one's mind in the relationship between negative affect and CWB.

## **3. PROBLEM STATMENT**

“To what extent Moral disengagement moderates the relationship of negative affect and counterproductive workplace behavior?”

## **4. RATIONALE OF STUDY**

Several studies have been carried out with reference to the negative affect and behaviours outside Pakistan. The focus of such studies have always been towards the developed and established countries, with very reserved of no research been carried out in developing country like Pakistan. Besides this most of the researches taken out on ethics and moralities are in other determined areas rather than the telecom sector. Our study is an effort to test the moderating role of Moral disengagement on negative emotions and counterproductive workplace behavior. We investigated that employees engaging in counterproductive workplace behaviour does not only get affected by the negative emotions and it may not be enough to elucidate why employees get involve in CWB. Employees with high levels of negative affect who were not prone to morally disengaging were not as much likely to involve in CWB than persons who were disposed toward morally disengaging.

Employees must be motivated by several techniques in order to avoid the CWB by overcoming the moral disengaging factors. While surveying, we got feedback from the employees of telecom sector that employees do harm when they get frustrated that much that they forget about their moralities. There must be arrangements by the organizations to avoid such circumstances.

### **Research Questions:**

Our Research on Negative affect, CWB and Moral Disengagement focuses on the following questions.

- 1- What is the relation between negative affect & CWB?
- 2- What is the relation between negative affect & moral disengagement?
- 3- What is the relation between Moral disengagement & CWB?

## **5. OBJECTIVES OF THE STUDY**

Objective of this study is to know that how Moral disengagement is caused and how it relates with the emotions of the employees within organization which lead to counterproductive workplace behavior.

## **6. SIGNIFICANCE OF THE STUDY**

Research is of significance importance in current as well as forthcoming prospect of Pakistan as the country is developing and the new theories and procedures are indulging in the corporate world so it is important that such things should be noticed and corrected. The frustration and negative emotions coming out from the invariable environment of organizations make the self-sanction of employees to die and they harm people around them and their belongings referred to organization. This results in people not considering the organization as their own. This is not as much big problem if taken account of and this problem can be solved by training and development, compensations, appraisals, seminars, workshops, extracurricular activities etc. but on all the most important is always paying according to the work been taken from the employees. Employees get motivated with good compensations provided to them by the organizations and this thing helps employees be able to fight moral disengaging factors which can lessen the CWB.

## **7. SCOPE OF STUDY**

Our study covers the telecom sector of Rawalpindi & Islamabad. In our specific study we have focused three variables which are Negative affect, counterproductive workplace behavior and moral disengagement. We can say that according to the current conditions and circumstances the focus we have made is of much importance. Our study is applicable in private as well as public organizations. With the term employee emotions we came up to a thinking that if morality and ethics are taken under consideration the negative emotions can be waded of from the minds of employees and by other good HR practices employees can be motivated so that they can perform better and do good for the organization they belong to in despite harming organization or its individuals. The study helps in investigating the relation between negative affect, CWB and Moral disengagement.

## **8. LITERATURE REVIEW**

### **8.1. Counterproductive Workplace behavior**

Counterproductive workplace behavior is a behavior of employees that is harmful for organization and for employess. (Robinson and Bennett 1995). Counterproductive behavior consists of behaviors, that are abusive verbal and physical aggression, intentionally doing sabotage, theft, improper work absenteeism, work delays etc. These types of behaviors are different set of acts but with same characteristics. These activities are intentional and its intentions are to harm organization, customer and other stakeholders. (Fox and Spector 2005).Counterproductive behavior at work (counterproductive work behavior – Fox, Spector and Miles, 2001; Martinko, Gundlach, and Douglas, 2002) was illustrated and demonstrated in many theoretical forms. The impacts of these behaviors are negative both at the interpersonal level and organizational level and can cause damage to the organization. Such behavior are evaluated either common construct or specifically through other forms as emotional abuse, rudeness and other nonsexual forms. Importance is paid to the aim of such behavior and to the troublemaker, which makes behavior clear with characteristic and motivation. There are some similar forms of characteristics of counterproductive behavior still they are different to some extent. Some of these are mentioned by Pearson, Andersson and Porath (2005) as:

- ◆ Intent to harm (absent, present or ambiguous);
- ◆ Target (Individuals, Organization or both);
- ◆ Violation of rules (Society, Organization, working group or none);
- ◆ Persistence of the act (single or repetition);
- ◆ Intensity of behaviors

In the beginning the studied ere about of remote construct of counterproductive behaviors such as abuse, absenteeism, theft etc. Afterwards there was an increase in the research to find a universal construct which will include lot of specific behaviors with idea of assembling many of them in classes. If a behavior is manifested from an angle then it is obvious that other behaviors are similar as well. Researchers have studied that counterproductive behavior is either a global construct or of two dimension (interpersonal and organizational – Bennett and Robinson, 2000), or both dimensions, and other related classes (Spector, Fox, Penney, Bruursema, Goh and Kessler, 2006). In the last ten years, many scholars have taken up distinction that are made by Robinson and Bennett (1995) between those behaviors that target the organization and those that aimed to another person. This difference was operated by Bennett and Robinson (2000) through instrument, a bi dimensional scale used by many researchers on the subject (Interpersonal and Organizational Deviance Scale). Originally Robinson and Bennett (1995) developed counterproductive behaviors typology using much dimensional scaling method. The two basic dimensions that explains the model are differentiated by labels: organizational or interpersonal and minor or major. The first dimension – minor vs. major, minor deviant behaviors are not much harmful for organization or for individuals. Major deviance is considered serious which has serious effect for organizations and individuals. The second aspect – interpersonal deviance vs. organizational deviance – Interpersonal deviance has harmful behaviors of persons but not for the institute. Organizational deviance has such behaviors that are damaging to the organization but not to individuals. Spector et al. (2006) developed a tool which had 45 items. The Counterproductive Work Behavior Checklist (CWB-C) includes organizational and interpersonal element and 5 categories; these are abuse, sabotage, related production deviance, theft, and withdrawal. violence against others consists in damaging behaviors against equals and others to physical or psychological injury these are through pressure, inappropriate remarks, undermining its ability to work professionally, deviance related to production (more passive) is deliberately not doing the work as professionally as it should; sabotage (more active) with respect to the physical damage or damage of assets belongs to the employer; theft relating to stealing of objects, information from organization; pulling out that reduce the working hours (employees waste time and work less than required, are not present, late or take more breaks than allowed). In 2004, Lanyon and Goodstein documented Counterproductive Behavior Index which is another kind of scale, used in assortment and organizational counsel but not in research. The authors have stated it as a reliability test and the screening process for identifying work seekers whose achievement may be affected by their behavior, attitudes and work-related values.

As stated, a significant quantity of research has illustrated that negative affect is positively correlated with CWB (e.g., Herscovis et al. 2007; Penney and Spector 2005; Yang and Diefendorff 2009). To date, however, we require sufficient understanding of the situation that may have an effect on this relationship. Morals and ethics are the avenues that offer the insight to this relationship. Surprisingly, there has been a paucity of research examining the role of morals and ethics in predicting CWB (Andreoli and Lefkowitz 2009; Henle et al. 2005), as evident in reviews of the CWB literature (e.g., Bennett and Robinson 2003; Judge et al. 2006; Spector 2011), although some researchers have suggested that individual-level constructs related to morals may help explain engagement in CWB (e.g., Dilchert et al. 2007). In this paper, we examine individuals' tendency to morally disengage as a moderator of the negative affect- CWB relationship. We contend that people with high negative affect will more likely to be engage in CWB when their propensity to ethically disengage is high.

In line with suggestions made in previous research (e.g., Detert et al. 2007), we took a broad approach to CWB by measuring a composite of behaviors, rather than single specific behaviors (e.g., theft). We measured CWB using a scale developed by Bennett and Robinson (2000). Since we were specifically interested in CWB focussed toward the organization, we used the organization-directed CWB scale consisting of twenty items. The objects were assessed on a 5-point Likert scale that ranges from "strongly disagree" to "Strongly Agree." Sample items included "Staying at home at work time and said you were ill when you were not," "Blame someone while working for mistake you did," and "littered your work environment." **Cronbach's alpha** of this scale was **0.92**. We used a self-report of CWB, consistent with a number of studies measuring this construct (e.g., Cohen-Charash and Mueller 2007; Jones 2009; Marcus and Schuler 2004; Yang and Diefendorff 2009). Moreover, recent meta-analytic evidence suggests that self-rater reports of CWB are in fact more predictive of employees' actual engagement in these behaviors than other reports (Berry et al. 2011). As Yang and Diefendorff (2009) similarly contend, CWB is reasonable to measure based on self-report data. Other potential sources of information about employee behaviors (e.g., peers, supervisors, subordinates) would tend to be less aware of their co- worker's engagement in various forms of CWB (e.g., fantasizing, daydreaming, intentional slowing down of work, discussion of confidential company information with outsiders, and dragging out of work for the purpose of increasing overtime pay) than the actual perpetrator (see Bennett and Robinson 2000).

## **8. 2 Negative Affect**

Negative affect refers to a dispositional tendency in experiencing negative emotions (Watson et al. 1988; Watson and Clark 1984), such as worry, fear, unhappiness, and rage. A number of studies that examined the relationship between negative affect and CWB (e.g., Aquino et al.

1999; Fox et al. 2001; Hershcovis et al. 2007; Penney and Spector 2005; It was founded by Yang and Diefendorff 2009) that individuals those have high levels of negative affect will engage more in CWB than those of low levels of negative affect.

Several explanations have been suggested to explain the impact of negative affect on engagement in CWB. Employees with negative affect considered high tend to perceive more negatively (Penney and Spector 2005) and may therefore have greater inspiration to involve in behaviors that they believe will make them reduce, or cope with, these harmful emotions (Cropanzano et al. 2003). An explanation for the relationship between negative affect and CWB is thus offered through the concept of “affect management” (Dalal et al. 2009, p. 1053), whereby employees who experience negative emotions will seek to repair their affective state through engagement in CWB. For example, those employees who believe that the organization is a cause of their negative emotions will be likely to counter by engaging in negative behaviors toward the organization to feel a sense of revenge (Blau 1964). Another example is of those employees who involve in withdrawal forms of CWB to repair their state of affect by ignoring the problem (Dalal et al. 2009). Even those employees who do not view their organization as the cause of their negative emotions, they may however view it as an easy target on which they can diffuse their disturbance (Cropanzano et al. 2003). With employees passing most of the time of their day at work, the organization becomes a most likely target for diffusing irritation. So, employees may involve in CWB to manage their negative emotions irrespective of the specific source of these emotions. Furthermore, employees who have high level of negative affect will react more emotionally as they are more sensitive as compared to those who have low negative affect. (Larsen and Ketelaar 1991). This greater reactivity will make individuals with high negative affect more likely to convert their emotions into CWB than individuals who have low emotional reactivity. This is because emotional reactivity entails a stronger translation of affect into actual behavior (Larsen and Katelaar 1991). This is consistent with Spector and Fox’s (2002) model of voluntary work behavior. Their model suggests that work situations can produce greater affect, which energizes employee action tendencies through voluntary work behaviors such as CWB (Spector and Fox 2002). Therefore, employees who have a strong tendency to experience negative emotions will more likely engage in CWB engaged towards the organization than those with a lower tendency to experience negative emotions.

## **8.3. Moral Disengagement**

“Moral disengagement refers to an individual’s ability to deactivate moral self-regulation and self-censure, which allows individuals to engage in behavior that is inconsistent with moral standards without the associated self-sanctions and guilt.” (Bandura et al. 1996; Detert et al.

2008). To be more specific we can say that individuals deactivate their moral self-sanctions by reframing the situation in such a way that makes them think of certain behaviors in ways that are not consistent with the moral standards. Moral disengagement is a new construct that is coming in the organizational research. Detert et al. (2008, p. 374) declare that in accordance with this vary consequence, “our feelings and knowledge/understanding of moral disengagement remains at a very early stage” Extending to previous researches that investigated about moral rationalization indicated that in coming future moral disengagement provides support to the behaviors that are against the moral standards. Furthermore, in concluding, they “speculate” (p. 384) that moral disengagement may influence behaviors such as CWB.

Research on moral disengagement has been conducted previously but it was not taken into consideration the role played by it to boost up the unethical behavior (Bandura’s, 1986).

We therefore suggest how the tendency to morally disengage should communicate to other individual modifications and constructs of three explicit types: i.e. morally significant personality characters, Moral cognitive aptitudes and bearings, and Dispositional ethical sentiments. We empirically point the inclination to morally disengage within the setting of these other hypotheses and validate that, likened to them; it is a more influential prognosticator of four dissimilar methods of unprincipled managerial behavior. Lastly, assumed the power of the inclination to morally disengage as a prognosticator of unprincipled behavior, and the fact that most educations with other individual variant predictors have not comprised a strong predominant conceptual framework, we suggest that investigators consider espousing Bandura’s (1986) theory of self-regulation as a theoretical framework that may lead to better Personnel may use one of several rationalizations as a reflection of their moral disengagement. To illustrate, employees may rationalize and justify their behaviors in

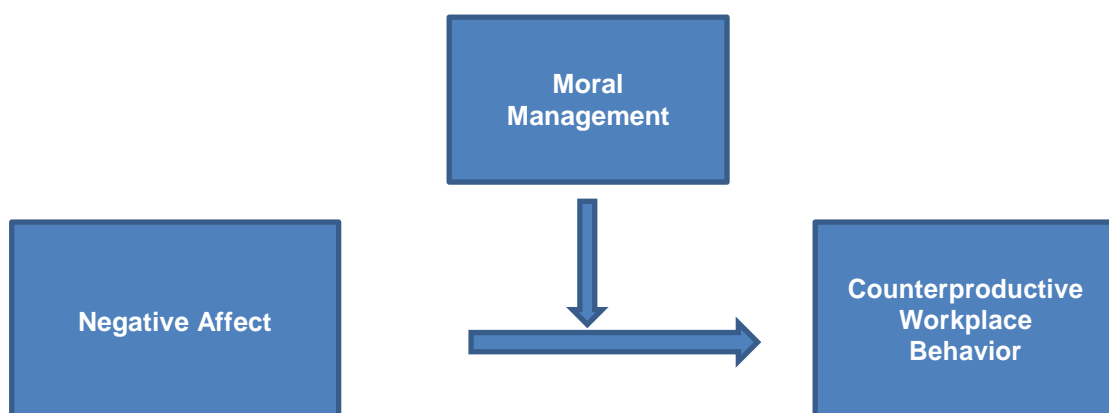
a way that make these behaviors appear more acceptable (Bandura,1986). This can include explanations that justify the behaviors, such as theft in response to false promises from the organization or perceptions of inequity. Indeed, research has associated increased theft with perceptions of inequity about monetary compensation (Dilchert et al. 2007; Greenberg 1990). Conversely, employees may use advantageous comparisons to justify their unethical behaviors (Detert et al. 2008). Another way through which employees may rationalize behaviors that are inconsistent with moral standards is to displace responsibility onto others. For example, employees may convince themselves that certain organizational practices are responsible for their misuse of company time; thus, the organization should be blamed for employee actions. Employees may similarly attempt to diffuse responsibility by suggesting that they engage in fraud because other employees commit fraud, thereby diffusing responsibility from any single employee (Ashforth and Anand 2003; Murphy and Dacin 2011). Finally, employees may distort the consequences by suggesting that their acts of theft do not significantly affect the organization because of its strong revenue stream (Detert et al. 2008). Overall, numbers of ways exist for employees to rationalize their attitudes and behaviours which would allow them to cognitively separate themselves to act in unprincipled and immoral manner (Claybourn 2011). We contend that the ability of employees to morally disengage through various rationalization and justification mechanisms will tend to make it easier for them to engage in CWB because of fewer self-sanctions and less feeling of guilt. Because CWB is viewed as inconsistent with moral standards (Roberts et al. 2007) such behavior may be associated with initial feelings of guilt. However, individuals who can minimize feelings of guiltiness might be more prone to engage in Counterproductive workplace behaviour. Explicitly, we suggest that employees who have high moral disengagement levels might be more interested in acting upon negative emotions in a way that is uneven with ethical values than those with low levels of moral disengagement. In other words, when employees have a tendency to experience negative emotions and morally disengage, they will engage in more CWB than those without a tendency to morally disengage. Thus, for example, employees with high moral disengagement may use one or more of many potential explanations to rationalize and justify their immoral behaviors (e.g., advantageous comparison, displacing responsibility) (Bandura 1986). Employees may convince themselves that engaging in a CWB such as theft or vandalism represents a more effective way of coping with their emotions than more aggressive behaviors such as violence (i.e., using advantageous comparison as a rationalization).

Similarly, employees may rationalize that engaging in CWB such as spending company time on personal issues or daydreaming and fantasizing is justified when considering that other employees arrive to work late on a regular basis. Alternatively, employees may rationalize their CWB by displacing responsibility. For instance, employees may convince themselves that the organization is responsible for their negative emotions (e.g., sadness, anger) and thus are deserving of the CWB.

## 9. CONCEPTUAL/THEORITICAL FRAMEWORK

Figure below shows “Conceptual Framework” of our study. It shows that what is our study and what things we have taken under consideration. Counterproductive Workplace Behavior is our dependent variable influenced by Negative Affect which is Independent

Variable and Moral Disengagement moderates their relationship.



### INDEPENDENT VARIABLES

Negative Affect

## DEPENDENT VARIABLE

Counterproductive workplace behavior

### Moderator

Moral Disengagement

## 10. RESEARCH HYPOTHESIS

**H1:** There exists a positive relation between Negative affect & Counterproductive workplace behavior

**H2:** Moral Disengagement Moderates the relationship of Negative affect and

Counter productive workplace behavior.

## 11. RESEARCH DESIGN & METHODOLOGY

As of the information gathered from our literature review we developed our hypothesis and also a questionnaire was used having structured and reliable items was adopted. We designed our study in such a way to investigate the relation between negative affect, counterproductive workplace behavior and the role of moral disengagement in this relationship.

### Population of Research Study

The population of our research was the telecom sector of Rawalpindi and Islamabad.

## 12. SAMPLING TECHNIQUES

We sample depicts our population. The sampling technique used in this study is non probability convenience sampling. Data collection was done using a personally administered questionnaire based of 38 items. We included both private and semi government organizations.

### Sample Size

We distributed 300 questionnaires among our sample population and got 246 filled correctly back, some of the questionnaires were not returned back and some were not filled correctly or were incomplete so those were discarded and only 246 were used for result and analysis purpose.

### Procedure

Telecom companies were visited and personally administered questionnaires were distributed among the individuals who were conveniently available with time provided to them to fill up the questionnaire.

### Instrument Used

Instrument used was consisting of five point likert scale ranging from 1 for strongly disagree to 5 for strongly agreeso that to get the data through the personally administered questionnaires.

### Negative Affects (Independent variable):

Ten items were used with five point likert scale. The items adopted weredeveloped by

**(PANAS; Watson et al., 1988)**, having cronbach alpha of **0.837**.

### Counterproductive Workplace Behavior (Dependent Variable):

In line with suggestions made in previous research (e.g., Detert et al. 2007), we took a broad approach to CWB by measuring a composite of behaviors, rather than single specific behaviors (e.g., theft). We measured CWB using a scale developed by **Bennett and Robinson (2000)**. Total 20 items of this variable are included. The cronbach alpha of these items is **0.924**.

### Moral Disengagement (Moderator):

Eight items of this variable are included ranging from 1 for strongly disagree to 5 for strongly agree. We used a scale that was developed by Bandura et al. (1996) and later modified by **Detert et al. (2008)** 8- items to measure moral disengagement. Cronbach's alpha for this scale is 0.873.

## 13. RELIABILITY OF QUESTIONNAIRE

Cronbach's Alpha determines the reliability of the questionnaire and it must be above

0.7%. the value of cronbach alpha of our questionnaire is above 0.7% for each variable as stated in the table below.

	Variables		
	Negative Affect	Counterproductive workplace behavior	Moral Disengagement
Reliability	0.837	0.924	0.873

### Results and Data Analysis:

We used SPSS (Statistical package for social sciences) for our results & analysis.

As given in Table 1, 66.3% of our respondents were male and 33.7% were female. 69.1% are having age between 20-30, 18.7% are between ages 31-40, 9.8 are between age 41-50, 2.4% are above age 50. 31.7% are Graduate and 60.6% are master degree holder, 7.7% have other qualifications like MS, Diploma, Fsc, Matric etc. 16.7% are from public companies and 83.3 are from private companies. 39.8% are having manager grade and 60.2 having non-manager grade. 42.2% have total job experience between 1-3 years. 30.9% have total job experience between 4-6 years, 15% have total job experience between 07-09 years and 11.8% have total job experience above 10 years.

### DESCRIPTIVE STATISTICS

Negative Affect showed the highest mean 2.59 with 0.715 Standard deviation and Counterproductive Workplace Behaviour showed lowest mean 1.94 with 0.591 standard deviation. (Table 2)

### CORRELATION

Correlation tells us that either there is any relation existing between the variables or not, are those variables going side by side or not. Pearson coefficient (r) was used for this analysis in this study; the value of correlation must be between -1 to +1. Negative value depicts low degree correlation and positive value depicts high degree correlation.

Correlation between **CWB & Moral disengagement** is 0.478. We can say that there exists relation and strong association between these two variables, at the 0.0001 levels of significance. Correlation between **CWB & Negative Affect** is 0.309. We can say that there exists relation and strong association between these two variables, at the 0.0001 levels of significance. Correlation between **Moral Disengagement & Negative Affect** is 0.204. We can say that there exists relation and strong association between these two variables, at the 0.0001 levels of significance.

### Regression Analysis:

In order to test the hypothesis simple linear regression was applied in the following way:

1. **Counterproductive Workplace Behavior** was regress against **Negative Affect**.
2. **Counterproductive workplace Behavior** was regress against **Moral Disengagement**.
3. **CWB and Negative Affect** were regress against **Moral disengagement**, this relation was tested by Baron and Kenny method of moderation in which firstly the z-scores of independent variables are found by centralization of the variables and after that independent variable is entered with the moderator in order to check the relationship. In our case the relationship exists and the moral disengagement is moderating the relation between negative affect and counterproductive workplace behavior.

### Results

This shows the **model fitness**; here R is 0.309 which shows the correlation between the variables. **R Square** is 0.096 showing 9.6% association connecting dependent and independent variables keeping all other factors constant.

ANOVA table shows the **F Value** which is **significant at 25.845**. The Degree of freedom given in the table is the first number representing the number of independent variables which is 1 here, the second number represents the total number of complete responses which is **N= 246** in this case, subtract the number of



independent variables present in the study  $K$  minus 1.

$$(N-K-1) = [(246-1-1) = 244]$$

## REGRESSION COEFFICIENT

The table helps us to differentiate that which variable is most affecting the counterproductive workplace behavior.

Value of intercept here is **1.279** whereas the value of Beta is **0.309**, determining that 1% increase in Negative affect causes **0.309%** change in the Counterproductive workplace behaviour. The values of "t" must be above 2, which is accordingly in this case meaning that the results are reliable and our hypothesis **H1** is accepted.

### Regression Equation:

$$EP = 1.279 + 0.309X + e$$

### Results:

### Regression Analysis:

### Model Summary

This shows the **model fitness**; here  $R$  is 0.478 which shows the correlation between the variables. **R Square** is 0.228 showing 22.8% association connecting dependent and moderator variables keeping all other factors constant with the presence of moderator.

ANOVA table shows the **F Value** which is **significant at 72.146**. The Degree of freedom given in the table is the first number representing the number of independent variables which is 1 here, the second number represents the total number of complete responses which is  $N = 246$  in this case, subtract the number of independent variables present in the study  $K$  minus 1.

$$(N-K-1) = [(246-1-1) = 244]$$

### Regression Coefficient:

The table helps us to differentiate that how moderator is affecting the counterproductive workplace behaviour.

Value of intercept here is **0.855** whereas the value of Beta is **0.478**, determining that 1% increase in Moral Disengagement causes **0.478%** change in the Counterproductive workplace behaviour. The values of "t" must be above 2, which is true in this case and results are supporting our hypothesis **H2**.

### REGRESSION EQUATION:

$$EP = 1.126 + 0.370 X_1 + 0.207 X_2 + e$$

## DISCUSSION

Results indicate a considerable positive relation between Negative affect and Counterproductive workplace behaviour. Greater the level of negative affect and the interaction with the moral disengaging factors, greater will be the CWB. Our research also indicated that the relationship between negative affect, CWB and Moral Disengagement is complex. Being specific we can say that the individuals having high level of moral disengagement were more likely to get involved in CWB. Our findings, therefore, disclose a multifaceted collaborative contact between negative affect and moral disengagement in prophesying CWB. We conclude with a discussion of the theoretical contributions of this study while providing directions for future research, the practical implications of our findings, and outline some limitations of our study.

In simple we can say that steps must be taken to ensure that there are positive emotions with the individuals working in telecom sector so that to avoid the counterproductive workplace behaviour. Our first hypothesis **H1: There exists positive relation between Negative Affect and CWB** has been accepted. We have also seen that moral disengagement plays a vital role in this relation as it is the tendency that ends the self-sanction of the individuals which do not allow the individual to perform any unethical activity. The thing is very clear that when moral disengagement is high there is more counterproductive workplace behavior as there are more negative emotions. Our second hypothesis **H2: Moral disengagement moderates the relationship between negative affect and counterproductive workplace behavior** has been accepted according to our results. All the variables have very strong relationship with each other as shown in the correlation table which also suggests that the positive relation will get more increased with the effect of moral disengagement. And it has to be reduced so that to improve the organizational and individual

performance. There are some important implications from this study for organizations. First, this study indicated that negative emotion itself did not provide a complete picture of employees' engagement in CWB. While prior research has emphasized the role of negative affect, our study revealed that negative emotions were more likely to translate into CWB when employees also had high levels of moral disengagement. Hence, while organizations may take prior findings to suggest that they should resist hiring employees with high negative affectivity, such resistance toward hiring these individuals may not be necessary. Instead, organizations should focus on employee history or other characteristics that may signal their proneness or willingness to justify engaging in behaviors that are inconsistent with moral standards.

## **THEORETICAL CONTRIBUTIONS AND DIRECTIONS FOR FUTURE RESEARCH**

Our analysis demonstrates the telling role played by moral disengagement in explaining the negative affect-CWB relationship. Negative emotions are more likely to trigger engagement in CWB when individuals have a tendency to morally disengage. We also found that undergoing negative emotions may be is not be the only reason employees engage in CWB. Employees with high levels of negative affect who were not prone to morally disengaging were less expected to involve in CWB than others who were prone toward morally disengaging. Building on our study, future research should further explore the role of morality and ethics in explaining CWB. For instance, does the ability to morally disengage predict whether individuals who perceive injustice retaliate with organization-directed CWB? Does an employee's proneness to morally disengage explain his/her engagement in aggression or bullying behavior toward others? These are interesting questions that can help us understand the mechanisms that individuals use to engage in such types of behaviors. Moreover, our analysis focused on the cognitive aspects of morals and ethics, whereby individuals' ability to rationalize unethical behaviors was used as a predictor. These cognitive mechanisms add an important piece to our understanding of CWB and researchers should investigate other possible cognitive mechanisms that may explain employee engagement in such behaviors.

The study can be of much importance in near future if someone wishes to use it as a reference in work related to ethics and morality including the variables used in this research. This can be used in other industries like education, banking, pharmaceuticals etc.

## **LIMITATIONS**

Firstly, given that all the measures in the study were captured through a single source, it is possible that there is a common method variance issue. While self-reports may be problematic in certain contexts. For instance, we have used and/or indicated preference of self-reports of CWB since other sources of information (e.g., co-workers, supervisors) would be less likely to know whether their colleague is engaging in CWB such as spending significant time on personal emails, daydreaming, or stealing (e.g., Cohen-Charash and Mueller 2007; Jones 2009; Marcus and Schuler, 2004; Yang and Diefendorff, 2009). Notably,

recent meta-analytic research in fact recommends self-reports of CWB over other-reports (Berry et al., 2011). Finally, self-reports also more accurately capture individuals' ability to morally disengage through moral justification and rationalization, and for indicating their tendency to experience negative emotions than information from other sources. This study gathered the data using a cross-sectional research design, which therefore does not allow us to infer causality.

A study in only telecom sector may have isolated the effects of contextual factors. Nevertheless, we balanced this with the benefits of gathering responses from participants from multiple telecom organizations, which led us to choose the latter design. In doing so, we can infer that factors inherent in the culture or climate of the organization are less likely to have inflated our results than if we had investigated our research question in a single organization.

## **CONCLUSION**

There has been growing scholarly interest on CWB in the workplace as a result of the negative consequences these behaviors have for organizations. We contribute to this growing literature by investigating a more complex model focused on the base relationship between Negative Affect, CWB and Moral Disengagement. We investigated the interacting roles of moral disengagement in the negative affect-CWB relationship. We also found experiential support for our hypotheses. Moral disengagement played an important role in determining the psychological and cognitive mechanism used by individuals to convert their negative emotions into counterproductive workplace behaviors. This study provides a strong foundation to guide further efforts in exploring the powerful role of morality and ethics in predicting those who are more probable to engage in behaviors such as Counterproductive Workplace Behavior. At the end in addition, we hope our contribution will stimulate further debate and investigation about the role of gender in ethics and

CWB.

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## APPENDIX-I

### RESEARCH QUESTIONNAIRE

It is to highlight that we are research scholars at Arid Agriculture University Rawalpindi, University institute of Management Sciences. A research study is being conducted on the **“Impact of Negative Affect on Counterproductive Workplace behavior with moderating role of moral disengagement”**

For this research telecom sector have been selected for data collection and therefore, kindly fill up the questionnaire. In this connection your cooperation will be highly appreciated.

**Instructions:**

Questionnaire requires ticking appropriate answer to all the items considering the following five point likert scale:

**(1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)**

**Demographics**

The following data is required for statistical purposes only and does not require your name:

**Gender:** (tick the appropriate)

1- Male    2- Female

**Age**(in Years): (tick the appropriate)

1. Between 20 to 30    3- Between 41 to 50

2. Between 31 to 40    4- Above 50

**Qualification:** (tick the appropriate)

1- Graduation

2- Masters

3- Others \_\_ (Please specify)

**Type of bank:**(tick the appropriate)

1- Public    2- Private

**Level of job:** (tick the appropriate)

1- Manager Grade    2- Non-Manager Grade