

Article

IMPACT OF JOB ENGAGEMENT ON COUNTER PRODUCTIVE WORK BEHAVIORS: MODERATING ROLE OF GENDER AMONG ORGANIZATIONAL EMPLOYEES

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Keywords: Job engagement, work behaviors, gender-based behaviors, counterproductive behaviors, organizational behavior

Abstract: The purpose of this investigation was to test the impact of job engagement on counter-productive work behaviors. A cross-sectional sample of 200 employees from public and private organizations completed a self-report questionnaire that assessed their engagement in work and counter-productive work behaviors based on their gender in a Pakistani context. Findings revealed the presence of significant and negative association between job engagement and counter-productive work behaviors among employees under study. Furthermore, findings also highlighted that the male employees show more counter-productive work behaviors as compared to female employees and that female employees were are engaged in their work as compared to male employees. However, the study results revealed that there is no significant moderation of gender in the association between counter-productive work behaviors and organizational employees' job engagement.

Received: 11th February, 2022

Accepted: 8th March, 2022

Published: 31st March, 2022



INTRODUCTION

Job engagement has acquired a lot of consideration in both, the corporate world and the scholarly community (Hewlin et al., 2017; Lu et al., 2018). Nonetheless, the academic past investigations have defined it as a particular and novel concept that comprises of cognitive, emotive, and behavioral segments that relates to individual job performance (Saks, 2019). Job engagement ought to identify with the passion and will-power by which people seek after their chore enactment (Rich et al., 2010). Engaged workers are extra mindful and extra centered around their job errands. Along these lines, job engagement ought to be positively identified with job enactment (Christian et al., 2011). According to Xiao and Duan (2014), workers' commitment is a conceptualization comprised of five measurements: initiative, loyalty, adequacy, character and responsibility. According to Liu (2016) workers engagement of information workers was made out of five measurements: organizational personality, dedication, absorption, force, pleasant harmony.

Counterproductive work behaviors have been labelled and examined with various names in various investigations. Such researchers utilized organizational misbehavior, workplace aggression, workplace deviance and some called Counterproductive work behaviors as antisocial behavior. Acts such as burglary, sabotage, absenteeism and safety methodology violations also come in counterproductive work behaviors (Cohen, 2016). Anjum and Parvez (2013) characterize counterproductive work behaviors as a great deal of negative and damaging behaviors to the organization applied by the workers by upsetting its activity and assets or harming coworkers in such a manner

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which thus makes failure. Be that as it may, the most apparent ascendance of workplace deviance behavior aimed at organizations incorporate burglary, savagery, incivility, theft, aggression, absenteeism, negativity, violence, lateness, and laziness (Malik et al., 2019). Such behaviors not only cause high financial expenses for organizations but also psychological and social expenses (An & Wang, 2016). That is the reason why it ought to be very much controlled or the organizations go to a great loss, if not. Many researchers call counter-productive work behaviors as cancer – threatening the existence of organizations. It unquestionably breaks or disturbs great organizational values, leading to intimidate the welfare and the fate of an organization and its individuals. Counterproductive work behaviors also bring stronghold communication gaps among managers, among employees and the management, makes employee morale and responsibility lower. At that point, counterproductive work behavior is usually seen as the negative and inverse of employee engagement.

LITERATURE REVIEW

Throughout the long term, researches on workplace deviant behavior (non-beneficial or counterproductive work behaviors) have attracted considerable attention with emphasis on several workplaces and individual characteristics (Barakat et al., 2016; Mawdsley and Somaya, 2016). As such, deviant behaviors have been recognized as a major wellspring of headaches and threats in organizations around the world (Crewe and Girardi, 2020). Investigation done by Ariani (2013) revealed that there is a significant and negative association among engagement in job and counterproductive work behavior. In the same way, Sulea et al. (2012) secured a association among engagement in job, organizational citizenship behavior, and counterproductive work behavior. Although, another past study revealed that there exists an association between engagement in job and counterproductive job behavior (Chhetri, 2017). Specifically, Wang et al. (2017) revealed that employees' engagement in work is negatively linked to counterproductive job behavior. As engagement in work is related with institutional results, like citizenship behavior and counterproductive behavior (Wang et al., 2017), supervisors ought to encourage workers to be extra involved in their job by concentrating on cultivating working circumstances that improve workers' goal to stay. Past examinations on employee engagement in job would in general attention on the precursors like apparent institutional help (Kou, 2012), center evaluation of self (Lee and Ok, 2015), personality related traits (Akhtar et al., 2015), leadership styles (Carasco-Saul et al., 2015), type of industry (Agrawal, 2015), and cultural aspects (Bhuvanaiah and Raya, 2016; Huhtala et al., 2015; Macey et al., 2009). A investigation directed on Dutch comfort samples of independently employed and salaried workers secured that engagement in job was significantly positively linked with self-detailed task enactment and without distinction among the gatherings (Gorgievski et al., 2010). Moreover, an investigation directed on firemen and their administrators in Canada secured that engagement in job was positively linked to task enactment (Rich et al., 2010). The addition of counterproductive work behavior to the framework improves the hypothetical understanding of engagement in job in academic circles as well as among general practitioner. For instance, the examination upholds the importance of engagement in job and what leads to engagement in job, the discoveries might have momentous practical suggestions in institutions. On work results, past researches that examined the impact of job engagement on counterproductive work behavior were restricted. Nonetheless, restricted proof proposes that employee job engagement was found to diminish counterproductive work behavior. In a different study, Dalal et al. (2012) revealed that engagement in job is correlated adversely with counterproductive job behavior. Workers with negative (versus positive) feelings are bound to involve in counterproductive job behavior (Fida et al., 2015). Past investigators have also brought up that, males are mingled to advance themselves while females are mingled to be modest in this concern (Farrell and Finkelstein, 2007). Numerous demographic variables were controlled for their potential influence on counterproductive work behaviors. Sexual category was controlled because males all the extra frequently exhibited examples of counterproductive work behavior (Chernyak-Hai et al., 2018). Gender is also associated with counterproductive work behavior directed at the two persons and institutions and moderate relationships among counterproductive work behavior and its precursors (Bowling and Burns, 2015; Spector and Zhou, 2014). Two ongoing studies exhibited that sexual category moderated the association between stressors of work and counterproductive work behavior (Bowling and Burns, 2015; Spector and Zhou, 2014), to such an extent that males were extra probable than ladies to report engaging in larger extents of counterproductive work behavior at great vs. small degrees of office stressors. Spector and Zhou (2014) propose that because of sexual category generalizations and roles of gender, ladies may be mingled to avoid reacting in ways that are seen as injurious or hostile; while, these reactions may be extra predictable with sexual category roles for male. Subsequently, men might have a larger propensity than ladies to react to job stressors by involving in counterproductive work behavior. Bowling and Burns (2015) claim that sexual category contrasts might arise because male have larger impulsivity than ladies.

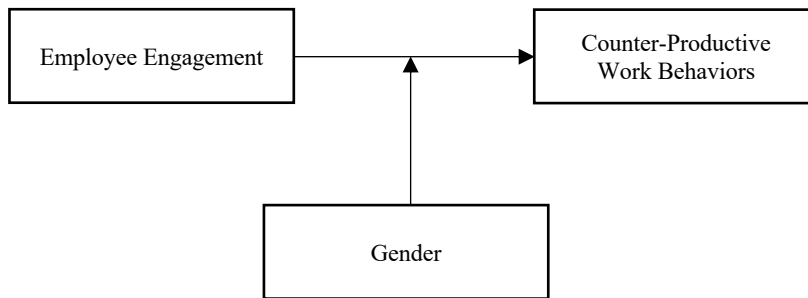


Figure 1: Conceptual Framework of the Study

METHODOLOGY

Sample

The study's participants are full-time workers of public and private organizations. The participants included in this study are from commercial banks located in Sargodha, Khushab and Jouharabad cities of Pakistan and some employees were included from the University of Sargodha, Pakistan. The data were collected through questionnaires. In total, about 280 questionnaires were distributed of which only 236 were returned back. This makes about 84.3% response rate. Those questionnaires that contained illegible responses were removed. Such responses were 36 in number. By following this exclusion criterion, valid questionnaires were 200. This makes about 71.4% as valid response rate. From total of 200 responses, male employees were 65% ($n = 130$) whereas female employees were 35% ($n = 70$) and the job experience was from 2 to 20 years ($M = 7.69$, $SD = 4.90$).

Procedure

The data were collected approximately in January and February 2020. First, permission was taken from required offices; all of those contacted permitted their employees to participate in the study. After that, 280 questionnaires along with the informed consent and participant's demographics sheet were distributed among the sample. Informed consent form contained the aim of the study conducted, there was also written that employees are voluntarily participating and that their privacy would be protected strictly. Questionnaires were taken back from participants after one and two days of distribution.

Measures

Each variable in the self-administered research was measured by using the scales containing multiple items. Each of these scales was taken from previous researches. The Cronbach's alpha (internal consistency) of each questionnaire was verified through the software SPSS. A newer version of Counter-productive Work Behavior (CWB) scale consisted of 10 items developed by Spector, Bauer and Fox (2010) was used. All items were anchored on a 5-point likert instrument where 1 corresponds to never, 2 corresponds to once or twice, 3 corresponds to once or twice a month, 4 corresponds to once or twice a week and 5 corresponds to every day. Respondents were asked to indicate the frequency of behaviors that occurred and larger scores on the instrument represent a large level of CWB and less scores indicate a low level of CWB among employees. The alpha reliability coefficient in the present study was ($\alpha = .90$). The scale for Job Engagement (JE) consisted of 18 items developed by Rich, Lepine, & Crawford (2010). JE scale has three sub-scales as physical containing items from 1 to 6 (item e.g., I exert a lot of energy at work), emotional containing items from 7 to 12 (item e.g., I feel positive about my job) and cognitive dimension containing items from 13 to 18 (item e.g., I devote a lot of attention to my job). All items were anchored on a 5-point likert instrument where 1 corresponds to strongly disagree, 2 corresponds to disagree, 3 corresponds to neither agree nor disagree, 4 corresponds to agree and 5 corresponds to strongly agree. The alpha reliability coefficient in this study for job engagement was ($\alpha = .88$) along with physical domain was ($\alpha = .73$), for emotional domain was ($\alpha = .84$), and for cognitive domain was ($\alpha = .85$).

RESULTS

In order to perform data analysis, Statistical Package for the Social Sciences (SPSS) version 22 was used to analyze the internal consistency, descriptive statistics and correlations among the study variables. Before testing the study generated hypothesis, it was preferred to measure psychometric properties, alpha reliabilities and correlation

coefficients. The results showed that data's reliability is good because of the exclusion of the invalid cases from the study.

Variables	M	SD	Range	Cronbach's α	CPWB	JE	PJE	EJE	CJE
CPWB	21.8	8.7	10-44	.90	-	-.454**	-	-.403**	-
JE	64.1	13.58	28-123	.88		-	.382**		.395**
PJE	21.54	6.26	8-77	.73			.849**	.872**	.872**
EJE	21.67	4.70	9-30	.84			-	.556**	.557**
CJE	21.89	4.86	9-30	.85				-	.768**

Table 1: Psychometric Properties and Pearson Correlation

CPWB = Counterproductive Work Behavior, JE= Job Engagement, PJE= Physical Job Engagement, EJE= Emotional Job Engagement and CJE = Cognitive Job Engagement.

** $p < .01$

Table 1 displays psychometric properties and Pearson correlation for all investigation variables. The reliability coefficient ranges between .73 and .90 which shows satisfactory alpha values. Job engagement and counterproductive work behavior have a significant negative relationship as ($r = -.45$, $p < .01$). The subscales of job engagement name as physically engagement in job has a momentous negative association with counterproductive job behavior ($r = -.382$, $p < .01$), emotional job engagement has a momentous negative relationship with counterproductive work behavior as ($r = -.403$, $p < .01$) and cognitive job engagement has a momentous negative relationship with counterproductive work behavior as ($r = -.395$, $p < .01$).

Predictor	Model B	Outcome: Counterproductive Work Behavior
		95% CI LL, UL
(Constant)	40.440***	[-.764, 6.78]
Job engagement	-.454***	[-.474, 4.31]
R ²	.206	
F	51.426***	

Table 2: Regression Coefficients of Job Engagement on Counterproductive Work Behavior

*** $p < .001$

Table 2 shows that job engagement is significantly positively predicting the counterproductive work behavior as { $R^2 = .206$, $f(1,198) = 51.42$, $p < .001$ }.

Models	B	SEB	T	P
CPWB	43.26 [35, 51]	4.17	10.36	$P < .001$
JE	-.31 [-.43, -.18]	.06	-5.4	$P < .001$
Gender	-3.1 [-14.6, 6.7]	5.38	8.25	$P > .05$
(JE) x (Gender)	.0171 [-.14, .17]	.0810	.211	$P > .05$

Table 3: Moderation of gender between Job Engagement and Counterproductive Work Behavior

CPWB = Counterproductive Work Behavior, JE = Job Engagement

*** $p < .00$, $p > .05$

Table 3 indicates that job engagement is the negative predictor of counterproductive work behaviors ($B = -.31$) $t = -5.4$, $p < .001$) and gender is the negative predictor of counterproductive work behaviors ($B = -3.1$) $t = 8.25$, $p < .001$. Gender shows non-significant results in relationship to job engagement and counterproductive work behaviors ($B = .017$) $t = .211$, $p > .05$ and the overall model is explaining 21% variance in the dependent variable (counterproductive work behaviors).

Variables	Male (n=100)		Female (n=100)		t (198)	p	Cohen's d
	M	SD	M	SD			
JE	63.40	14.60	66.41	12.36	1.573	.117	.22
CPWB	22.70	9.02	20.78	8.12	1.581	.115	.22

Table 4: Mean Comparison of Male and Female Participants on Job Engagement and Counterproductive Work Behavior

JE = Job Engagement; CPWB = Counterproductive Work Behavior.

$p > .05$

Table 4 shows non-significant mean differences among study variables. Result indicated that males tend to engage higher on CPWB ($M = 22.70$, $p > .05$) as compared to females ($M = 20.78$, $p > .05$). The value of Cohen's d was 0.22 (< 0.5) which indicated a small effect size. Results also indicated that females tend to engage higher on job engagement ($M = 66.41$, $p > .05$) as compared to males ($M = 63.40$, $p > .05$). The value of Cohen's d was 0.22 (< 0.5) which indicated a small effect size.

DISCUSSION

There were four basic purposes of this study was first to scrutinize the association between job engagement and counterproductive job behaviors, the second was to see the impact of employees' job engagement on their deviant behaviors, the third aim was to find out the role of gender in relationship to job engagement and counterproductive work behaviors and the last aim of this investigation was to examine whether male and female employees differ on the study variables. After completing data, differential statistical analyses were carried out for the analysis of outcomes comprising descriptive statistics, reliability coefficient, Pearson correlation, linear regression, and t-test analysis were applied to investigate the hypotheses of the study. The reliability of such instruments was satisfactory. All the results of the present study were discussed along with the generated hypotheses as well as with the support of previous researches. This study hypothesis was that "there will be a significant negative relationship between job engagement and counterproductive work behaviors among organizational employees". The present study results were in support of this hypothesis (see table 1). The present study hypothesis and result both were supported in the study done by Ariani (2013), who founded the similar results that there was a momentous negative association between workers engagement in the job and showing deviant workplace behaviors because these are the two opposite constructs studied at the same place and are inversely proportional to each other. Counterproductive work behaviors are found to very widely exist in banks (Amazue et al., 2014).

The second postulate of the current investigation was that "job engagement will be a significant predictor of counterproductive work behavior in organizational employees". The present study results were in support of this hypothesis (see table 2). From past researches and by knowing the theoretical meaning behind both employee engagement in job and counterproductive work behaviors it is obvious that when employees are satisfied with their job and working conditions then they perform their duty with energy and these positive emotions keep them away from showing the behaviors that are not productive to both the workers and organization itself. So, it is the responsibility of both managers and top management to encourage their workers to be extra involved in their work as counterproductive work behaviors are the organizational outcomes that are both associated and affected by employee engagement in the job (Wang et al., 2017).

The third postulate of the current investigation was that "Gender will significantly moderate the relationship between job engagement and counterproductive work behaviors in organizational employees". The present study results were not in support of this hypothesis (see Table 3). As present study results revealed that both males and females are not

providing strength nor weakening the association between engagement in job and counterproductive job behaviors among employees. These outcomes are not in support with the prior researches as because in recent studies male employee's exhibits non-productive behaviors at the workplace, but female employee's exhibits greater involvement in their jobs. It means that when males adopt counterproductive work behaviors then their involvement in the work goes down and when females are showing job engagement qualities then their non-productive work behaviors go down it means that the relationship also exists and the role of gender in weakening and strengthening this relationship also exists.

The fourth hypothesis of the current study was that "There will be a significant gender difference in job engagement and counterproductive work behaviors among organizational employees". The present study results were not in support of this hypothesis (see table 4) because the present study resulted in non-significant sexual category differences. It exhibited that male employees were greater on counterproductive work behaviors as compared to female employees and female employees showed higher job engagement as compared to male employees. These results are in line with the past studies as males more often exhibited specimens of workplace deviant behavior (Chernyak-Hai et al., 2018). Two recent studies revealed that sexual category moderated the association between job stressors means when an employee is not satisfied with the job and is not getting mentally engaged in work then show counterproductive work behaviors (Bowling and Burns, 2015; Spector and Zhou, 2014), such that male employees were extra probable than ladies to report involving in larger extents of counterproductive work behaviors at great versus low intensities of workplace stressors. To our knowledge, no direct study was done on the influence of job engagement on counterproductive work behavior with the moderating role of gender, so this present research filled the gap of job engagement and counterproductive work behaviors among organizational employees of a specific area.

CONCLUSION

From the present study, it is concluded that job engagement and counterproductive work behaviors are two constructs that are opposite to each other and having a negative relationship as if one is increasing then the other is decreasing. Furthermore, this study also concluded that gender is reacting differently on these two social constructs as females are higher on job engagement as compared to male employees and males are higher on showing counterproductive work behaviors as compared to females. However current study depicted that gender is playing no significant relationship between employee's job engagement and counterproductive work behaviors within the organizations. CPWB are certainly causing economic costs, psychological and as well as social costs to the organizations (An and Wang, 2016).

Practical Implications

The existing findings can be very insightful for people working in any organization or institute and can become aware of the issues and difficulties that organizational employees face due to life stressors, misunderstanding of the work. Such organizations need to develop programs that can train the employees to be aware of their feelings and to use appropriate ways to deal with these feelings consistent with situations. After getting awareness there might be possible that the level of counterproductive work behaviors decreases in level which was beneficial and productive for the organizational flourishing and for its workers too.

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