Reducing Counterproductive Work Behaviour with Intrusion of Capacity Building & Emotional Intelligence: A study on FATA Secretariat Pakistan

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Abstract

This study aim the capacity building practices intrusion on emotional intelligence and counterproductive work behavior about the staff members of FATA Secretariat, Pakistan. The study incorporated questionnaires as a survey tool for data collection among the individual respondents on cross-sectional basis. Two statistical software's namely SPSS and Liseral were utilized to analyze the collected data. Reliability and validity of the survey tool was checked through confirmatory factor analysis and found ideal. Structure equation modeling was integrated to tartan 3 devotee variables and was also found good. Result of the study depicts that there exists direct positive path among predictors and response variable. Suggestions and future research indications are also included in the study.

Keywords: Capacity Building, Emotional Intelligence, Counterproductive Behaviour, SEM

In recent era, organizations become more realistic and performance oriented. The decline of organizational success is due to negative employee performance within the organization which is known as Counterproductive Work Behavior (CWB) and is harmful for organization (Kelloway etal., 2002). The CWB is against the legal interests of an organization (Sackett etal., 2000). These sorts of behaviors tarnish the image of organization and are

very detrimental for organizational employees, customers and success. Some scholars depict the facets of CWB which are workplace deviance (violation of norms), retaliation (vengeance), and workplace aggression (belligerence behavior) and are harmful for organization (Neuman & Baron, 1997). The reason why individuals subsist in CWB is lack of skilled labor, emptiness, insufficient skilled managerial staff, quality control and emotional inconsistency. For organizational sustainability and enduring success CWB should be diminish or trim down. There is a great need of Capacity Building (CB) and Emotional Intelligence (EI) practices in order to overcome CWB at workplace.

CB focuses on the development of skills, knowledge and information through training, mentoring and technical education which aims at performing tasks accurately and precisely (Awan, 2008). Capacity development of an organization needs to be made people centered through individuals who must be given information, resources and skills to carry out their work (Cheema, 1997). EI is an ability to discriminate between individual emotions at workplace i.e. good or bad. EI also work as a guide for individual thinking and behavior. Employers are now giving more emphasis towards employee development with new knowledge and appropriate skills through training and mentoring interventions. Trained individuals cannot operate in a vacuum of emptiness which leads towards CWB and provide him/herself all the time for necessary assistance, support and expertise (Penny & Spector, 2002).

This research study will endeavor to examine how much CB practices improve EI of individuals and control CWB at workplace and how EI of individual reduces CWB. Study objectives are to inspect the impact of CB practice i.e. (training, mentoring/coaching, technical education and skills and knowledge) towards controlling CWB including (performance deviance, workplace bullying, cyber loafing, property sabotage) and improving EI including (self regulation, self awareness,

empathy/motivation, social skills) and also to find out the impact of EI on controlling CWB. In order to meet those objectives the study organization will be employees of FATA Secretariat Peshawar.

Literature Review

Capacity Building and Counterproductive Work Behaviour

Capacity Building (CB) focuses on the development of individual job skills, knowledge, information through training, coaching/mentoring and education (Awan, 2008). Whereas, Counterproductive Work Behavior (CWB) is describe as a behavior of a workforce that contravene organizational regulations and rules which leads to detrimental effect for organization and its member's well-being (Bennett & Robinson, 2000). Training and education are different in nature as education is the process of transferring information and knowledge where as training specifically designed to improve individual job skills which further leads towards enhancement in performance and productivity (Maharajj, Moodley & Reddy, 2000). CB practices enhance employee's potential skills and reduce performance deviance (Cascio, 1998). Study depicts that the when challenges are harmonized to skill and capability, the individual experiences job satisfaction and focused attention (Cheema, 1997). Trained workforce is a vital source of the firm efficiency (Clark, 2000) because all the companies studied by Vakola (2000) reported an urgent need of training in order to use the existing skills and competencies efficiently. The major benefit infatuated by Japan and South East Asian countries were extremely trained technical workforce. A strapping mechanism was needed to translate the available expertise into economically productive output (Fransman, 1995).

H1: CB has positive effect on controlling CWB.

Emotional Intelligence (EI) and Counterproductive Work Behavior (CWB)

The EI came from the idea of social intelligence that was presented by (Thorndike, 1920). The idea of EI was firstly produced by Salovay and Mayer (1990) and stated that it is a capability of the individual's to cope up with emotions. The other scholars explicitly explain the EI as an aptitude to be familiar with one's emotions in diverse situation through self regulation, self awareness, empathy/motivation and social skills (Wong and Law, 2002). Scholars identified two forms of performance deviance associated with employees which are interpersonal deviance and organizational deviance. The interpersonal deviance is detrimental for individuals whereas organizational deviance is harmful for organization (Bennett & Robinson, 2000). CWB was found a serious issue for organizational success which has to be addressed. One research study revealed that if employee emotional intelligence enhanced employees deviant work behaviors would reduce astonishingly (Mayer etal., 2003). The scholars further suggested that there exist negative relationship between EI and CWB.

The study on EI was depicted that it plays a pivotal role in preventing negative behaviors of employees (Martin & Kuiper, 1999). Another study concluded that employees EI permanence has adversely affect on CWB (Salgado, 2002). Employees having high level of EI have good moral attitudes towards those who possess low EI (Deshpande etal., 2005). In addition, to that research scholars hypothesize that those employee who have high EI engages less in deviant behaviors as compared to those who have low EI (Petrides, Frederickson & Furnham, 2004). Employees with low EI is the key factor for performance deviance and CWB (Deshpande etal., 2005). In the light of different studies

it concludes that high EI is the main factor which reduces the CWB's. So the second hypothesis of the study is as follows:

H2: EI has positive effect on controlling CWB.

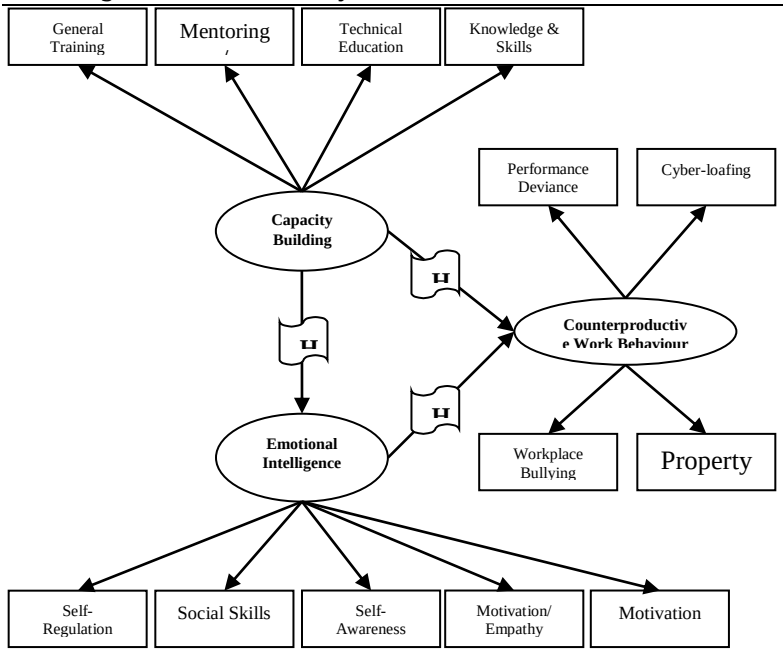
Capacity Building and Emotional Intelligence

A study concluded that low level of individual's EI is enhanced through CB practices and interpersonal skills (Jordan etal., 2002). The study of Slaski and Cartwright (2003) reported that EI can be enhanced through on or off the job training interventions. It is obvious that training in general has positive impact towards positive outcome of individual communication and conflict resolution. A study of Mayer and Salovey (1997) reported that CB practices increases the individuals awareness, understanding, facilitation and emotion of management. On the basis of literature the third hypothesis of the study is as follows:

H3: CB has positive effect on EI.

Conceptual Framework

Conceptual framework of the study is as follows namely, CEC model.



Methodology

Sample and Population

Population of the study was comprised of 200 staff members of FATA Secretariat Peshawar KP, Pakistan. The sample size was determined by the formula of (Cochran, 1977) i.e.

$n=N/1+N*e^2$

Where n=sample size

N=Population

E=marginal rate of error i.e. (5%)

$n=200/1+200*(.05)^2$

n=133

The final sample was consisted of 133 staff members in whom 124 members have taken part in survey.

Measures

Measurement instrument tool was questionnaire which was comprised of 2 parts. Part 1 was based on demographic

information and part two encompasses the questions regarding CB, EI and CWB on Liker Scale (5-point).

Capacity Building

CB including (training, mentoring/ coaching, technical education and knowledge and skills) was measured from the studies of (Awan, 2008; Clark, 2000) respectively. For each variable five items were incorporate on Liker Scale (5-point). Cronbach's α was found .801.

Emotional Intelligence

EI including (self regulation, self awareness, empathy/motivation, social skills) was measured with slightly changes from the study of (Deshpande etal., 2005; Wong & Law, 2002). Cronbach's α value was found .798.

Counterproductive Work Behavior

For measuring CWB including (performance deviance, cyber-loafing, workplace bullying and property sabotage) some items were taken from the study of (Awan, 2008; Bennett & Robinson, 2000). Scale reliability found .791.

Findings

Demographic information

Total 124 respondents of FATA secretariat included male and female were incorporated in the study. Management level were categorized in three sections low level employee were supervisors that come under cadre 16 and 17 grade, middle level managers were come under cadre of 18 and19 grade and the top level managers include 20 grade and above. The following table briefly depicts the respondent information.

Table 1

Gender, Age and Management

	Age				Total	Frequency	Mean	SD
		15-30	31-45	45 & over				
Gender	Female	9	4	3	16	12.9%	1.78	.137
	Male	73	29	6	108	87%	2.99	.289

Management Level			
Low level	Middle Level	Top Level	Total
82	33	9	124

Reliability Statistics

Acceptable range of Cronbach's α is between .79 and above (Sekran, 2003). Following table depicts all values are in adequate ranges.

Table 2.

Variables Measurement

Measure	Items	Mean	SD	A
Capacity Building	General Training	3.92	.588	
	Mentoring/ Coaching	3.83	.472	
	Technical Education	3.62	.559	.801
	Knowledge & Skills	4.07	.511	
Emotional Intelligence	Self Awareness	4.06	.612	
	Self Regulation	4.09	.593	
	Social Skills	3.01	.683	.798
	Empathy	4.02	.757	
Counter Productive Work Behaviour	Motivation	3.14	.582	
	Performance	3.42	.593	.791
	Deviance			
	Cyber-loafing	4.02	.683	
	Workplace bullying	3.12	.581	
	Property Sabotage	3.73	.456	

Matrix Correlation

Following table depicts the values of matrix correlation that depicts there exist positive relationship at (r = .702*, p ≤ 0.01*)*, (r = .612*, p ≤ 0.01), (r = .603*, p ≤ 0.01**)** among CB, EI & CWB respectively.

Table 3
Correlation Matrix

	Mean	SD	1	2	3	4	5
1. CB	3.20	1.26	.115	.061			
2. EI	3.29	1.17	.080	.064	.702*		
3. CWB	3.27	1.21	.137	.046	.612*	.603*	1

** p ≤ 0.01 (2-tailed)*

Validity and Confirmatory Factor Analysis (CFA)

Before proper data collection phase the questionnaire were distributed among 20 employees of FATA Secretariat Peshawar, KP, Pakistan. Questionnaire items were found by experts in logical order, clear and understandable that depicts face validity was sound enough for data collection. In addition, veteran research scholars were asked to critically observe and rectify the measurement instrument tool if they feel any gap in it and make it the actual representative of the needs of the study. After critically observation by the expert's scholars they reported that all the statements were sufficient enough for the data collection and were the true representative of the needs of the study (content validity). Construct validity for questionnaire items was performed by confirmatory factor analysis (CFA) by using LISRAL software version 8.80.

Table 4
CFA Result

Models	X^2/df	GFI	AGFI	NNFI	CFI	RMR	RMSEA

Model4: 3 factor model	2.9	0.94	0.87	0.93	0.91	0.02	0.08
Model3: 2 factor model (CB & CWB)	2.6	0.93	0.90	0.95	0.96	0.02	0.06
Model2: 2 factor model(EI & CWB)	2.8	0.92	0.85	0.93	0.94	0.03	0.08
Model1: 2 factor model (CB & EI)	2.6	0.91	0.90	0.92	0.97	0.02	0.07

Different models of study were analyzed by incorporating structure equation modeling (SEM) technique. CFA's analyses reveal that all values of 7 fit indices were in recommended range according to Usluel, Askar & Bas (2008) i.e. (RMSEA≤0.06 or ≤0.08, X^2/df≤ 3.00, GFI≥0.90, AGFI≥0.80, RMSR≤ 0.10, NNFI≥ 0.90, CFI≥0.90).

Structure Model Analyses

Model 1 (Capacity Building and Emotional Intelligence)

Model 1 was evaluated by utilizing 7 fit indices. According to Usluel, Asker and Bas (2008) all variables have their own significant loading because all are in standard range. Direct path indicates 65% variation exist in response variable.

Table 5

Model 1 (Capacity Building and Emotional Intelligence)

Model 1	***X*²/df**	**GFI**	**AGFI**	**NNFI**	**CFI**	**RMR**	**RMSEA**
Capacity Building & Emotional Intelligence	2.6	0.91	0.90	0.92	0.97	0.02	0.07
Standard Valu (Usluel etal., 2008)	<3.0	>.90	>.80	>0.90	>.90	<.10	0.06-0.08

Chi-Square=139.23, df =53, P-value=.000, RMSEA=0.07

Model 2 (Capacity Building and Counterproductive Work Behaviour)

Model 2 was evaluated by utilizing 7 fit indices. According to Usluel, Asker and Bas (2008) all variables have their own significant loading because all are in standard range. Direct path indicates 70% variation exist in response variable.

Table 6

Model 2(Capacity Building and Counterproductive Work Behavior)

Model 2	X^2/df	GFI	AGFI	NNFI	CFI	RMR	RMSEA
Capacity Building & Counterproductive B	2.7	0.93	0.90	0.95	0.96	0.02	0.06
Standard Value (Uslue etal., 2008)	<3.0	>.90	>.80	>0.90	>.90	<.10	0.06-0.08

Chi-Square=144.25, df =52, P-value=.000, RMSEA=0.07

Model 3 (Emotional Intelligence and Counterproductive Work Behaviour)

Model 1 was evaluated by utilizing 7 fit indices. According to Usluel, Asker and Bas (2008) all variables have their own significant loading because all are in standard range. Direct path indicates 63% variation exist in response variable.

Table 7

Model 3 (Emotional Intelligence and Counterproductive Work Behavior)

Model 3	X^2/df	GFI	AGFI	NNFI	CFI	RMR	RMSEA
Emotional I & Counterproductive B	2.8	0.92	0.85	0.93	0.94	0.03	0.08
Standard Value (Uslue etal., 2008)	<3.0	>.90	>.80	>0.90	>.90	<.10	0.06-0.08

Chi-Square=138.15, df =48, P-value=.000, RMSEA=0.08

Model 4: (Capacity Building, Emotional Intelligence & Counterproductive Work Behaviour)

Following is the result of three factor model (CB, EI & CWB).

Table 8

Model 4: (Capacity Building, Emotional Intelligence & Counterproductive Work Behavior)

Model 4	X^2/df	GFI	AGFI	NNFI	CFI	RMR	RMSEA
CB, EI & CWB	2.9	0.94	0.87	0.93	0.91	0.02	0.08
Standard Valu (Usluel etal., 2008)	<3.0	>.90	>.80	>0.90	>.90	<.10	0.06-0.08

Chi-Square=88.29, DF=32, P-value=0.00000, RMSEA=0.081

Model 4 was evaluated by utilizing 7 fit indices. According to Usluel, Asker and Bas (2008) all variables have their own significant loading because all are in standard range. Direct path CB, EI and CWB were significant and found (β=0.70, t=11.2, p<0.05), (β=0.60, t=9. 84, p<0.05) and (β=0.61, t=10.04, p< 0.05) respectively.

Discussion, Recommendation & Conclusion

Scholars turn out to be more familiar with the significance of the development of managers. Yet, diminutive attention has been specified towards controlling CWB by CB and EI practices in eastern work setting. Depiction of the researchers (De Noble, Jung & Ehrlich, 1999; Covin & Slevin, 1989; Makombe, 2006) this study explored the impact of CB and EI practices on reducing CWB. The study portrays the 3-factor model i.e. CB, EI and CWB. CFA's result exhibits that all the values were in adequate ranges. Model testing depicts that CB has straight impact on EI. In addition, EI further impacts on reducing/controlling CWB. CB and EI explain 72% variation in controlling CWB. Result further exhibits that CB has strong impact on EI that further leads towards controlling CWB.

Table 6

Summary of Result

Hypotheses	Supported/ Not Supported
H1: CB has positive impact on controlling CWB.	Supported
H2: EI has positive impact on controlling CWB.	Supported
H3: CB has positive impact on EI.	Supported

Aforementioned table demonstrates that all three hypotheses of the study were supported.

Theoretical Contributions

Previous research studies on CB and EI in Pakistan not focus intensely on controlling CWB (Awan, 2008; Coleman, 2008). So, this study was incorporated to enhance the literature on controlling CWB through CB and EI practices in Pakistan. In addition, results of the study have direct insinuation on the reduction in CWB and developing the organizational environment.

Practical Implications

Study illustrates some vital implication for the managers. Managers become more conscious about the significance of CB and EI and its influence on CWB. In addition, managers furnish high level of support in the direction of CB and EI practices for reducing/controlling CWB at workplace. The study recommended that the supervisors can reduce the CWB by directly maneuver two predictors i.e. CB and EI practices.

Recommendations

Administration should put into practice such strategies that develop the culture of organization in Pakistan. It is vital to build such an ambiance where workers are well contented and motivated. This study strappingly suggests that CB and EI

practices must subsist within the organization because this purely compact with the growth of organizational culture.

Limitation & Research Future Area

Research study was partially generalized for the reason that sample size of the study was only taken from one province of Pakistan that is KP. Data was collected on cross-sectional basis. So, this conceded the fact that the possibility of common errors in some of our results. Thus, it is suggested that the future research study should be conducted on longitudinal basis and executed on larger sample size that makes the study generalize for a bigger population. Future research study will stumble upon some more vital and imperative mediators' variables that influence towards reducing CWB at workplace.

Conclusion

Three vital construct of SEM model i.e. (CB, EI and CWB) reveal significant relation amid the variables. However, CB result portrays most momentous and strapping relation with controlling CWB. CB and EI practices were originated to be most imperative if properly implemented in the organizations of Pakistan. Furthermore, CB and EI practices have a optimistic impact on reducing/controlling CWB that further brings benefits in terms of higher productivity and performance, favorable outcome, increased cognitive ability and enhancement of skills and knowledge of organizational workforce. Study findings exhibits that CB and EI practices are extremely beneficial and have direct effect on reducing/controlling CWB.

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