FACTORS AFFECTING COUNTERPRODUCTIVE WORK BEHAVIOR IN ORGANIZATIONS

by

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DEDICATION

The thesis paper is devoted to my beloved supervisor Dr. Binod Sundararajan, whose steadfast mentorship, and extensive knowledge have greatly influenced my academic pursuits at Dalhousie University. In addition to improving my knowledge of the business world, Dr. Sundararajan's dedication to quality in teaching and research, along with his priceless mentoring, has motivated me to work hard and honorably towards my objectives. His advice and support have been invaluable in helping me finish this thesis, and I will always be appreciative of that. This achievement is proof of the significant influence he has had on both my personal and professional development.

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ABSTRACT

An investigation of the variables affecting counterproductive work behavior (CWB) in organizations is presented in this thesis. Examining the roles that job satisfaction and supervisor support play in influencing this behavior is at the heart of this research. The study is based on an extensive survey-based research methodology that collected responses from a heterogeneous cohort of participants in different parts of the world, such as the USA, Canada, and the UK. Understanding CWB in modern workplaces is made easier by the demographic variety that includes a wide range of genders, races, and job statuses. The important findings of this research provide insights that job satisfaction and supervisor support may affect CWB. According to the findings of this research, supervisor support is positively correlated with job satisfaction and negatively correlated with CWB. The study also emphasizes the crucial role that job satisfaction plays as a mediator.

LIST OF ABBREVIATIONS USED

FGS	Faculty of Graduate Studies
Dal	Dalhousie University
CWB	Counterproductive Work Behavior
JS	Job Satisfaction
SS	Supervisor Support

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CHAPTER 1: INTRODUCTION

Counterproductive work behavior (CWB) is defined as voluntary acts and behaviors that are detrimental to organizations and employees (Liu et al., 2020). CWB, which includes concepts like cyberloafing, was always a measurement provided by the workers themselves or by their colleagues (Luo et al., 2022). Counterproductive work behavior is the negative behavior of an employee toward an organization which goes against the goals and values of an organization (Skarlicki and Folger, 1997). CWB includes unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness (Robbins et al., 2007). The symptoms of counterproductive work behavior are harassment, violation, theft, and sabotage which are not congenial for the workplace and the organization. Counterproductive work behavior undermines morale, reduces stability, and diminishes an organization's reputation (Robinson et al., 2019).

This research will investigate the factors that play a role in counterproductive work behavior. Counterproductive work behavior is not only harmful for the organization but also for the coworker. Violation of rules and violation of social norms are all considered counterproductive work behavior (Czarnota et al., 2015). There are two types of counterproductive behavior. One way of counterproductive work behavior is passive; that is, invisibly done by workers/employees. In this process, only employees understand that the organization is facing challenges from its employees. The other way is active where coworkers and employers can identify the counterproductive work behavior caused by the employees.

Various factors contribute to achieving organizational goals. However, not all of them are equally important. One of the most important factors of an organization is human resources (employees). Employees not only have the capability to play a vital role in profit and capital maximization of the organization but also can contribute to attaining the overall organizational mission and vision. Therefore, while the employees of an organization get engaged with counterproductive work behaviors, it becomes tough to achieve the organizational goals.

In this study, independent variable is "supervisor support", mediator is "job satisfaction", and dependent variable is "counterproductive work behavior" (CWB). Supervisor support is one of the crucial factors that should be taken into consideration while measuring counterproductive

work behavior. Supportive supervisors can significantly contribute to creating a workplace culture where coworkers are more unified by setting the tone and conventions for the organization (Modaresnezhad et al., 2021). Across all businesses, supervisor support has a significant impact on job satisfaction (Griffin et al., 2001). Supervisor support has been linked to job satisfaction, with higher supervisor support levels being linked with increased levels of job satisfaction (Steinhardt et al., 2003). This study will investigate how supervisor support influences job satisfaction and ultimately counterproductive work behavior.

We hypothesize that supervisor support influences job satisfaction of the employees and job satisfaction plays a role in reducing counterproductive work behavior. That is, if the supervisors provide necessary training and instructions to their subordinate employees, job satisfaction tends to increase and due to the increased level of job satisfaction, counterproductive work behavior is decreased. We investigated how supervisor support and job satisfaction affect counterproductive work behavior (CWB). Organizations must address the challenges faced by their employees which might lead them to behave in an unwanted manner. This behavior, in turn, may be detrimental and affect the organization (Kanten & Ulker, 2013).

CHAPTER 2: LITERATURE REVIEW

Employee job satisfaction is likely to increase if they feel that their supervisors provide them strong support (Ratiu et al., 2022). Counterproductive work behavior can be defined as behavior that goes against the goals and objectives of the organizations (Spector et al., 2006). It is the set of different behaviors that can harm the employees, organization, and its stakeholders such as; clients, coworkers, customers, and supervisors (Spector & Fox, 2005; Sackett, 2002). It can even put the stability of organization at risk (Martinko et al., 2002). CWB can take many forms such as theft, sabotage, verbal abuse, withholding of effort, lying, refusing to cooperate, and physical assault (Robinson et al., 1995). These occur either at I) interpersonal level or II) organizational level. At an interpersonal level, these include behaviors (such as aggression, verbal abuse, favoritism, and gossip, etc.) that affect employees within the organization. At the organizational level, these refer to the behaviors (absenteeism, misuse of the employer's assets, and withdrawal) that affect the organization (Bashir et al., 2012; Chang & Smithikrai, 2010; Galperin, 2002; Robinson and Bennett, 1995; Sackett, 2002).

Job satisfaction is related to how well an individual's needs are met at work (Tziner et al., 2012). When managers approach emotional intelligence positively, it leads to an intrinsic drive for the job, which is one of the sources of job satisfaction. Job satisfaction can be correlated with intrinsic factors related to the core functions of the job, as well as extrinsic factors related with externally mediated factors, such as adequate and appropriate pay (Porter and Kramer, 2004). Biased decisions of employers' cause employees to behave in a certain way, for instance, deviant workplace behavior, less productivity, absenteeism, and wastage of organizational resources, (Czarnota et al., 2015). On the other hand, if the employers create an equal opportunity for all the employees, the employees tend to work positively to achieve the organizational goals.

Employees spend a large part of their day at work. Hence, the work environment and supervisor support are very important for them. The study on counterproductive work behavior is still sparse and most studies are centered on organizational and individual factors as the reason for counterproductive work behavior (Di Stefano et al., 2019; Kanten & Ulker, 2013; Khan et al., 2019; Nurmaya et al., 2020). It refers to what people say and do at their workplaces (Robbins & Coutler, 2002; Sims, 2002; Hiriyappa, 2008).

2.1 Job satisfaction

Job satisfaction and well-being are influenced by supervisor support (Hoak, 2021). Job satisfaction is related to how well an individual's needs are met at work. (Tziner et al., 2012). Organizational research has focused on the multifaceted and intricate concept of job satisfaction for many years. It expresses an individual's level of job satisfaction, which is important since it affects both their performance and well-being (Locke, 1976). The nature of the work, pay, prospects for advancement, and work-life balance are some of the elements that affect job satisfaction (Herzberg, 1966).

Academics have highlighted how crucial job satisfaction is for forecasting a range of employee outcomes. Judge et al. (2001), showed a high link between job satisfaction and job performance, indicating that people will perform better if they are happier in their jobs. Additionally, Tett & Meyer (1993) found a negative correlation between job satisfaction and turnover and absenteeism, suggesting that satisfied workers are more likely to remain with their company and attend work regularly. Perceived support from managers and the company is a vital factor in job satisfaction. As per the social exchange theory, employees are obligated to reciprocate good behaviors and show high performance when they get support (Blau, 1964; Eisenberger et al., 1986).

In the fields of organizational behavior and psychology, job satisfaction is a critical component that has been thoroughly studied for its effects on employee performance and well-being. According to Robbins and Judge (2017), job satisfaction is a favorable emotional state brought on by an evaluation of one's work or experiences at work. This attitude represents how workers feel about their jobs and is impacted by several variables, such as the nature of the work, connections with coworkers and managers, and individual traits (Spector, 1997).

The importance of job satisfaction goes beyond personal health to include organizational performance. Employee satisfaction increases the likelihood that they will be engaged, productive, and devoted to their company (Organ, 1988). Important outcomes including job performance, employee turnover, and organizational citizenship behaviors have all been related to job satisfaction (Robbins & Judge, 2017).

Additionally, employee attitudes about their work and the workplace are closely linked to job satisfaction. According to Locke (1976), an employee's perception of what they are getting from their job and what they desire from it both affect how satisfied they are with their employment. To summarize, job satisfaction serves as a crucial gauge of employee attitudes and a forecaster of workplace results, emphasizing the need to design work environments that prioritize the needs and welfare of the employees.

2.2 Supervisor support

Another area of attention is "supervisor support" in connection to CWB. Employee views of organizational support are significantly influenced by supervisor support, which is defined as the degree to which supervisors care about the welfare of their subordinates and respect their contributions (Eisenberger et al., 2002). Supervisor support perceptions are negatively correlated with CWB and can mitigate the impact of workplace stresses (Duffy et al., 2002).

There is a complicated and multidimensional link between counterproductive work behavior (CWB) and supervisor support. An employee's behavior and attitudes at work are greatly influenced by supervisor support, which includes both the practical and emotional help that supervisors offer (Eisenberger et al., 2002). Employee job satisfaction and organizational commitment are frequently stronger when they feel high levels of support from their superiors; this might therefore result in a drop in CWB (Rhoades & Eisenberger, 2002).

Sabotaging, stealing, and aggressive behavior in the workplace are examples of CWB, which is usually a reaction to unfavorable work conditions or perceived injustices. Workers who perceive a lack of support from their managers are more prone to engage in CWB as a coping strategy or act of revenge (Tepper, 2000). Thus, by promoting a good work environment and lessening the effects of workplace stress, supervisor support serves as a buffer, decreasing the likelihood of such behaviors (Duffy et al., 2002).

The interaction may be comprehended within the theoretical framework of social exchange theory. It suggests that when supervisors act in a supportive manner towards their subordinates, for example, pleasant social exchanges take place, and as a result, workers feel obligated to return the favor by acting positively towards the company, which includes abstaining from CWB (Blau,

1964).

2.3 Relationship among job satisfaction, supervisor support, and CWB

One important topic of interest in organizational behavior is the link between counterproductive work behavior (CWB), supervisor support, and job satisfaction. The interaction of these three dimensions has a major impact on employee behavior and workplace dynamics.

Job satisfaction and CWB: There is a significant inverse association between job satisfaction and CWB. Employment satisfaction measures how happy a person is with their employment. A contented workforce is less likely to act negatively towards their employer or other workers (Judge et al., 2001).

Job Satisfaction and Supervisor Support: One important factor influencing job satisfaction is supervisor support, and how much workers believe their superiors appreciate their efforts and are concerned about their welfare (Eisenberger et al., 2002). Job satisfaction rises with higher levels of perceived supervisor support.

Supervisor Support and CWB: According to Duffy et al. (2002), supervisor support has a direct influence on CWB, with higher levels of support being linked to lower rates of CWB. This association may be partially explained by the higher levels of job satisfaction brought about by encouraging supervisory actions.

Social Exchange Theory: This interaction may be described by the social exchange theory (Blau, 1964), which postulates that workers who get supportive treatment from their supervisors are obligated to return the favor by engaging in good behaviors (lower CWB and higher job satisfaction). The interdependence of these three factors is demonstrated in this review, which also emphasizes the significance of job satisfaction and supervisor support in controlling and comprehending CWB in organizational contexts.

CHAPTER 3: HYPOTHESES

3.1: Relationship between supervisor support and counterproductive work behavior.

Engagement in CWB is adversely correlated with supervisor support (Ratiu et al., 2022). Therefore, supervisor support is a crucial factor in increasing employee productivity. These behaviors of employees at work in the organization reduce the counterproductive work behavior of employees (Protsiuk, 2019). While the employees receive support from their supervisors, they put their maximum efforts into achieving organizational goals. Besides, a good relationship is established between the employees and employers which ultimately assists in reducing CWB.

The incivility of coworkers and employers also degrades the employee's performance in the organization due to positive counterproductive work behavior (Sakurai, & Jex, 2012). They also pinpointed that high-level of workplace incivility by the employer is becoming employees' workplace ostracism- Workplace ostracism is the voluntary or involuntary isolation of an employee from his/her work. Due to workplace ostracism employees are practicing more and more counterproductive work behavior. In modern organizations, positive support from employers can reduce counterproductive behaviors and boost employee productivity. This approach creates a more open and comfortable work environment, contributing to the achievement of long-term organizational goals. So, we can hypothesize that,

H1: Supervisor support has a negative association with counterproductive work behavior in organizations.

3.2: Relationship between supervisor support and job satisfaction:

Job satisfaction is the affirmative feelings towards the job (Czarnota et al., 2015). The positive relationship between the employees and the employers creates a high level of cohesion among the personnel of the organization. The consequences of a high level of cohesiveness between the employee and employer ensure the zenith level of job satisfaction for the employees in any enterprise. A high level of job satisfaction strengthens the high level of productivity in an organization. In addition to recognizing, discussing, and trying to resolve issues with employees, supervisors should implement an open-door policy to learn the thoughts and suggestions of the employees (Al-Romeedy et al., 2022). Perceived organizational & employer support have a moderating effect on the employees' job satisfaction. From the literature we get a clear idea that

employees' job satisfaction abundantly depends on the supervisor's support.

So, we can hypothesize that,

H2: Supervisor support has a positive relationship with job satisfaction.

3.3: Job satisfaction and counterproductive work behavior.

In organizational contexts, there is a complex and nuanced relationship between counterproductive behaviors and job satisfaction. Workers who are very satisfied in their positions are less likely to take up activities that might endanger the well-being of their coworkers or the company. Numerous variables, such as improved morale, increased adherence to organizational principles, and a strengthened feeling of loyalty and dedication, might be the cause of this.

An individual's behavior is influenced by motivation from their job, and an unhappy employee is more likely to be engaged in counterproductive work behaviors (Sypniewska et al., 2022).

CWB directed both at the individual and organizational level has a negative correlation with job satisfaction (Mount et al., 2006). There should always be a negative correlation between counterproductive work behavior and job satisfaction (Dalal, 2005). According to the mentioned citations, most scholars have agreed that there is a negative correlation between job satisfaction and CWB, meaning that increased job satisfaction helps to reduce counterproductive work behaviors. When characteristics like organizational fairness, workplace stress, and the tendency towards aggressive behavior are considered, there may be a correlation between increased job satisfaction and a decreased inclination for counterproductive behavior.

Therefore, we can hypothesize that,

H3: Job satisfaction has a negative association with counterproductive work behavior in organizations.

3.4 Job satisfaction as a mediator between the supervisor's support and negative CWB

Supervisor support is a crucial component that reflects the degree to which employees perceive their superior's support when they are stuck somewhere. This kind of assistance increases job satisfaction by meeting the emotional and professional requirements of workers, which in turn creates a positive work atmosphere that discourages the CWB activities. This mediating impact of

job satisfaction is thought to materialize as increased psychological empowerment among workers, which in turn promotes positive organizational behaviors while discouraging negative ones. Job satisfaction mediates the relationship between reducing counterproductive work behavior and supervisor support, also known as perceived organizational support, or POS (Cook et al., 2013). It follows that supervisor assistance may have an impact on job satisfaction, which may lower CWB, especially among less proactive individuals. Mount et al., (2006) provides more evidence in favor of the negative relationship between CWB and job satisfaction, indicating that workplace incivility reduction initiatives may enhance employee contentment and hence lower CWB. So, we can hypothesize that,

H4: Job satisfaction has a mediating relationship between Supervisor support and counterproductive work behavior.
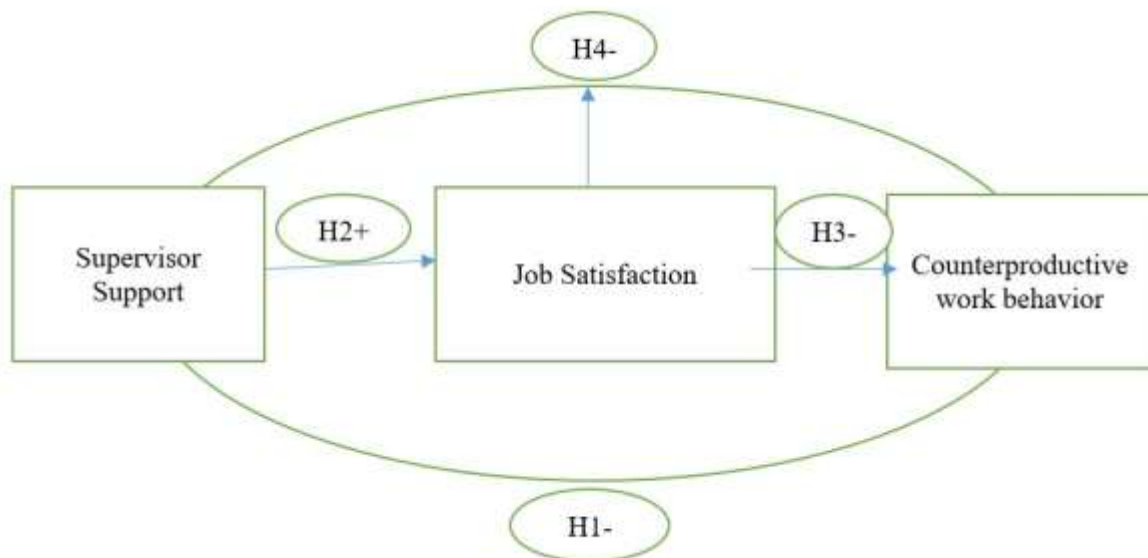
Figure: Conceptual Framework of the Hypotheses

CHAPTER 4: METHODOLOGY

4.1 Procedures:

The study was approved by Dalhousie University's Social Sciences & Humanities Research Ethics Board and carried out by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans. Prolific, a crowdsourcing platform, was used for data collection, and participants were asked to complete an extensive survey.

Those who are 18 years of age or older, live in the US, the UK, or Canada, are currently employed under a manager or supervisor, and work either full- or part-time were the target audience for our Prolific recruiting. The survey was made to be as thorough as possible, collecting all the information needed for our study. By confirming their voluntary participation and comprehension of the study's specifics, including data keeping and the possible use of their anonymized replies, participants gave their informed permission.

The Qualtrics poll included questions on demographics after it reaffirmed some inclusion criteria, such as role and current job status. The study's key measures, which were based on a 7-point Likert scale for accurate data collection, were focused on factors of job satisfaction and views of supervisor support.

4.2: Scale selection

In survey research, choosing the right scale is essential to guaranteeing the dependability and quality of the data gathered. Because it strikes a compromise between respondent ease and sensitivity, a 7-point Likert scale is frequently used in research settings.

Scales with too many points might confuse respondents and decrease answer accuracy, while those with too few points may fail to capture the subtleties of respondents' attitudes and views (Alwin, 1997). According to Krosnick and Fabrigar (1997), the 7-point scale achieves a balance by offering enough gradation to discern between various answer levels without overwhelming the respondent. Furthermore, it has been discovered that the 7-point scale enhances the validity and dependability of the data gathered. It provides responders with more alternatives, enabling more focused and distinct replies (Joshiet al., 2015). This is especially crucial for psychological and

social science research, as even minute variations in beliefs and attitudes have a big impact (Cummins & Gullone, 2000).

The 7-point scale's propensity to lessen the central tendency bias—the phenomenon in which respondents choose middle alternatives disproportionately—is another benefit. More choices encourage respondents to utilize the whole scale, which results in more diversified and insightful data (Babakus & Mangold, 1992). Additionally, research demonstrating the 7-point scale's connection with T-test findings lends credence to the idea that information gathered using this scale may be successfully applied to inferential statistical analysis (Lewis, 1993).

The 7-point Likert scale balances answer sensitivity and usability, improves data validity and reliability, lessens central tendency bias, and is appropriate for statistical analysis, making it a useful instrument in survey research. Its use in a variety of study domains highlights how well it captures the attitudes and perceptions of people.

4.3 Participants selection:
A total of 188 responded to the survey. Out of 188, a total of 151 met the eligibility requirements. To ensure that all participants provided a complete and attentive replies, those who did not fulfill the inclusion criteria were not included in the analysis.

The participants' demographic breakdown revealed a wide age range and a notable presence from several relevant occupational areas. To analyze the correlations between these factors, a thorough collection of data spanning a variety of elements of counterproductive work behaviors and job satisfaction indicators was necessary. The number of respondents from the USA was 7 (4%), the UK was 129 (73.3%), and Canada was 33 (18.8%). Furthermore, 119 (67.6%) full-time and 45 (25.6%) part-time employees responded to the survey. Among them, 165 (93.8%) employees have a supervisor, and 11 (6.3%) employees don't have a supervisor. Most of the respondents were white (120 (78.9%). Among the respondents, 47 (30.9%) were male and 102 (67.1%) were female. Most of the participants (64.9%) were between the ages of 18 to 38 years.

4.4 Measurement scales:
We have 3 variables in our research. These are job satisfaction, supervisor support, and

counterproductive work behavior. The measurement scales for these variables are described below:

4.4.1 Measurement scale for supervisor support

For supervisor support, we have 4 measurement scales by Deschênes (2023) & Rhoades et al., (2001). The scales are provided in Appendix D, page 34.

4.4.2 Measurement scale for job satisfaction

We have 3 measurement scales for job satisfaction by Cammann et al., (1983). The scales are provided in Appendix D on page 35.

4.4.3 Measurement Scale for Counterproductive Work Behavior (CWB)

We have 17 measurement scales for CWB by Skarlicki et al., (1997). The scales are provided in Appendix D, page 35.

4.5 Data analysis procedures

Path analysis, reliability test, correlations, CPA analysis, and descriptive statistics were all used in the data analysis process. At first, comprehension of the data distribution and central patterns were analyzed by the descriptive statistics. To find important relationships between the variables, correlation was used. Following that, path analysis—which was made possible by structural equation modeling—was employed to investigate the proposed connections between supervisor supports, job satisfaction and CWB.

The validity and reliability of the assessed constructs were taken into consideration during the whole analysis process. Standard fit indices were used to assess the fit of the path analysis model, and the findings were interpreted in the context of the body of literature to derive significant implications regarding the effect of supervisor support on employee job satisfaction.

CHAPTER 5: DATA ANALYSIS & INTERPRETATIONS

As indicated earlier, there were 188 participants, but only 151 had completed responses and the rest were discarded. We ran reliability tests on each of the three sets of items, the Supervisor Support – SS (4 items), the Job Satisfaction – JS (3 items), and the Counterproductive Work Behavior – CWB (17 items). The SS items had a Cronbach Alpha score of 0.937 (F-17.291, $p <$ 0.001), the JS items had a Cronbach Alpha score of 0.914 (F-14.167, $p < 0.001$), and the CWB items had a Cronbach Alpha score of 0.898 (F-46.849, $p < 0.001$).

This has allowed us to ensure that the items are reliable, and we proceeded to the next stage of dimension reduction. Factor reduction for the CWB 17 items was necessary as they correlated and covaried highly with one another. Using Principal Components Analysis (PCA) with Varimax Rotation, we determined that 61% of the variance was explained by three factors. We named these Rumors_Steal_Mess, Disobeyed_Gossiped, and Poor_Work_Ethic. Having performed dimension reduction, we next proceeded to conduct path analysis using AMOS structural equation modeling software. Since it was a slightly complex model, path analysis serves us better than multiple regression using SPSS. While this approach also allows us to test model fit, it is also expected to prove causality (Streiner, 2005).

Hypothesis (H1): Supervisor support has a negative association with counterproductive work behavior in organizations.

Analysis and Findings (H1): An examination of the replies shows that a sizable portion of participants feel that their supervisors are very supportive. For example, 55.9% agreed that their supervisor is interested in what they have to say (Care about their opinions). In a similar vein, 77 respondents (50.6%) agreed that their supervisor is concerned about their well-being. Conversely, low frequencies of CWB-related behaviors were recorded (Never: 143 respondents, 94.7%; Rarely: 4 respondents, 2.6%). Examples of such behaviors include purposefully working slowly or devoting time to personal affairs while at work.

We created the path diagram with the Supervisor Support items as exogenous (independent) variables and the three CWB reduced factors Rumors_Steal_Mess, Disobeyed_Gossiped, and

Poor_Work_Ethic as endogenous (dependent) variables. Figure 1 shows the path diagram and Table 1 shows the Critical Ratios. For the model, Chi Square was 0.037 (df=1), P=0.847 indicating a very good model fit. The model fit indices NFI (1.000), IFI (1.002), and CFI (1.000), along with the RMSEA (Root Mean Square Error Approximation) of 0.00 (PCLOSE = 0.879) all confirmed a very good model fit. (Details are in Appendix F, pages 37-38)
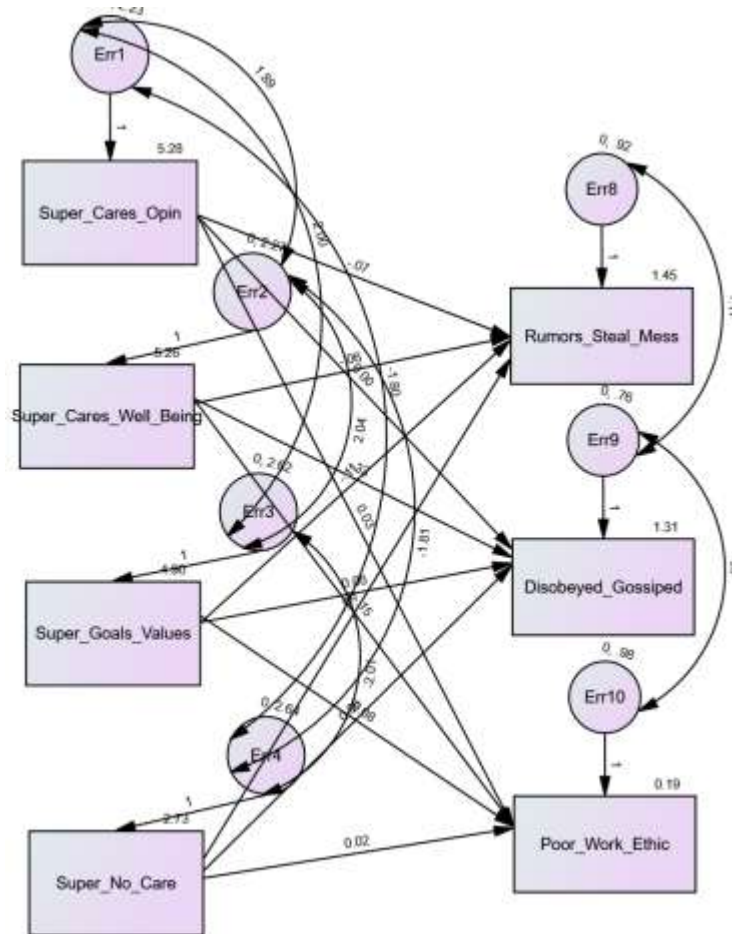
Figure 1: Hypothesis H1 – Path Analysis Diagram

Table 1: H1 Path Analysis Critical Ratios & P Values

Variables		Estimate	S.E.	C.R.	P
Rumors_Steal_Mess <---	Super_Cares_Opin	-.072	.109	-.657	.511
Disobeyed_Gossiped <---	Super_Cares_Opin	-.003	.099	-.030	.976
Poor_Work_Ethic <---	Super_Cares_Opin	.025	.112	.224	.823

Variables		Estimate	S.E.	C.R.	P
Rumors_Steal_Mess <---	Super_Cares_Well_Being	-.057	.109	-.519	.604
Disobeyed_Gossiped <---	Super_Cares_Well_Being	-.334	.099	-3.364	***
Poor_Work_Ethic <---	Super_Goals_Values	.081	.106	.766	.444
Poor_Work_Ethic <---	Super_No_Care	.021	.082	.254	.800
Poor_Work_Ethic <---	Super_Cares_Well_Being	-.146	.113	-1.299	.194
Disobeyed_Gossiped <---	Super_Goals_Values	.064	.093	.685	.493
Rumors_Steal_Mess <---	Super_Goals_Values	-.115	.102	-1.119	.263
Rumors_Steal_Mess <---	Super_No_Care	-.075	.080	-.946	.344
Disobeyed_Gossiped <---	Super_No_Care	.059	.072	.816	.414

From Table 1 we note that none of the Supervisor Support items are statistically significant with any of the three CWB factors, except for Supervisor Cares about my Well Being, which is negatively significant with Disobeyed-Gossiped (CR= - 3.364; p < 0.001). It supports that while supervisors care about the well-being of the employees, "Disobeyed_Gossiped (CWB)" is highly reduced since CR value is -3.364). Besides, the first 2 items show that while supervisors care about the opinion "Rumors_Steal_Mess" & "Disobeyed_Gossiped" are reduced (CR values are -0.657 & -0.030 respectively). Based on the values we found in table 1, we can say that hypothesis 1 is supported.

Second hypothesis (H2): Supervisor support has a positive relationship with job satisfaction.

Analysis & Findings (H2): A positive trend was also seen in the responses about job satisfaction. A significant number of respondents said that they were satisfied with their job while they receive supervisor support (Like Working Here: Strongly Agree: 24 respondents, 15.9%; Agree: 64 respondents, 42.4%) and their job (Strongly Agree: 20 respondents, 13.2%; Agree: 54 respondents, 35.8%). All the data support the idea that job satisfaction is increased while supervisor support is increased.

We drew the path diagram using the three CWB factors (JS_No_Like_Job, JS_Satisfied, and JS_Like_Work_Here) and the Job satisfaction items as endogenous variables. Table 2 displays the

critical ratios, and Figure 2 denotes the path diagram. Chi Square for the model was 95.227 (df=1), P=0.000, which suggests a reasonable model fit. A reasonable model fit was further confirmed by the model fit indices NFI (0.903), IFI (0.904), and CFI (0.901), as well as the RMSEA (Root Mean Square Error Approximation) of 0.710 (PCLOSE = 0.000). (Details are in Appendix F, Page: 38-39)
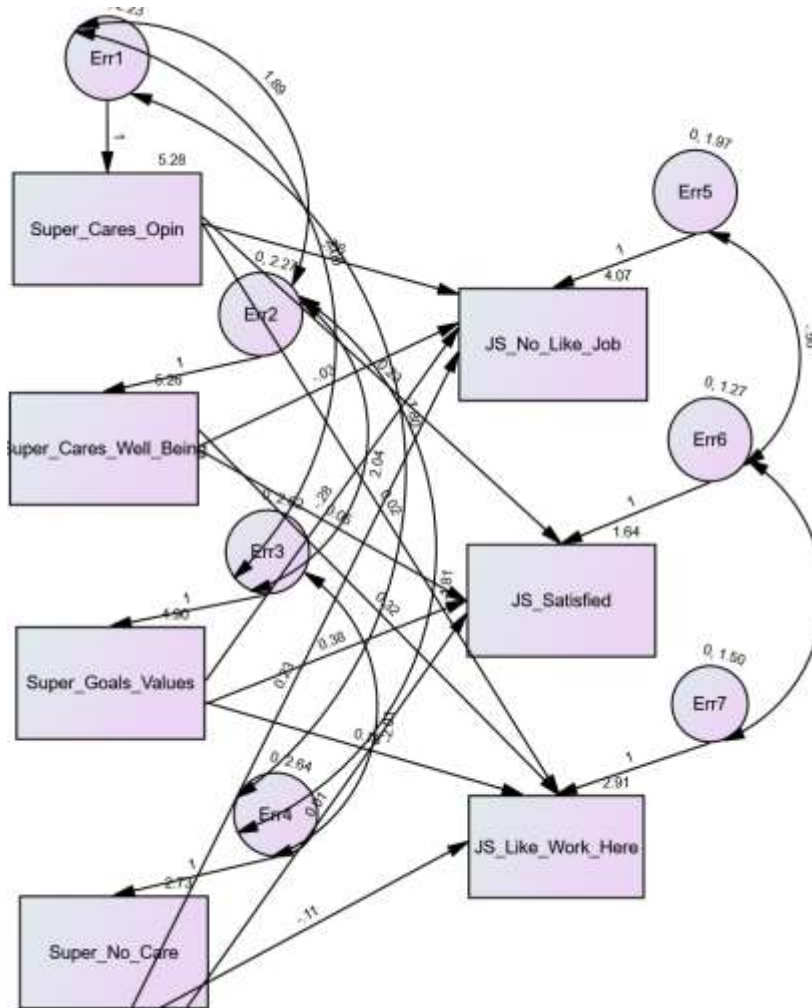
Figure 2 for Hypothesis H2 – Path Analysis Diagram

Table 2: Hypothesis H2 Path Analysis Critical Ratios

Variables			Estimate	S.E.	C.R.	P
JS_Satisfied	<---	Super_Cares_Opin	.232	.128	1.815	.070
JS_Like_Work_Here	<---	Super_Cares_Well_Being	.317	.139	2.274	.023
JS_No_Like_Job	<---	Super_Goals_Values	-.280	.150	-1.866	.062
JS_Satisfied	<---	Super_Goals_Values	.377	.120	3.138	.002
JS_No_Like_Job	<---	Super_No_Care	.228	.117	1.958	.050

From Table 2, we note that the supervisor support item "supervisor care about my goals and values" (Super_Goals_Values) is statistically significant with job satisfaction (CR=3.138; p <0.002). All other items also show a significant positive relationship between supervisor support and job satisfaction. Therefore, H2 is well supported by the data, which shows a positive correlation between job satisfaction and supervisor support. It implies that employees often have better levels of job satisfaction when they perceive their supervisors to be supportive.

Third hypothesis (H3): Job satisfaction has a negative association with counterproductive work behavior in organizations.

Findings and Analysis: Individuals who expressed greater job satisfaction also reported engaging in CWB behaviors (Rarely: 22 respondents, 14.6%; Never: 114 respondents, 75.5%). This pattern shows a direct correlation between lower CWB and job satisfaction.

We created the path diagram with the Supervisor Support items as independent variables and the three CWB reduced factors Rumors_Steal_Mess, Disobeyed_Gossiped, and Poor_Work_Ethic as dependent variables. Figure 3 shows the path diagram and Table 3 shows the Critical Ratios. For the model, Chi Square was 136.536 (df=1), indicating a moderate model fit. The model fit indices NFI (0.638), IFI (0.640), and CFI (0.620), along with the RMSEA (Root Mean Square Error Approximation) of 0.851 (PCLOSE = 0.000) (Details are in Appendix F, page: 40) all confirmed only a moderate fit. Typical values of fit indices need to be at or above 0.70. Here the Chi-Square value could not be reduced any further without compromising the degree of freedom.
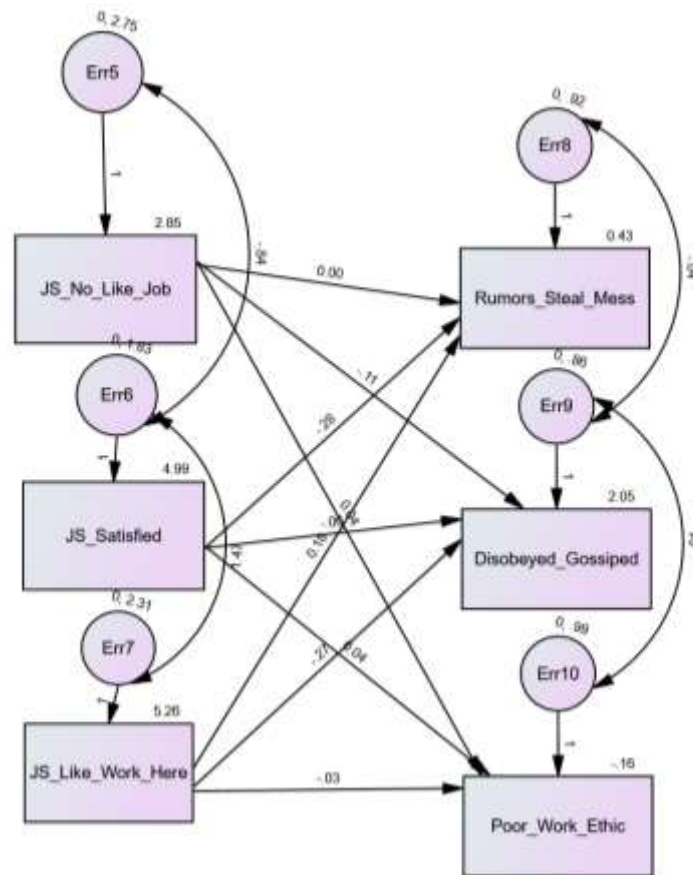
Figure 3: H3 Path analysis

Table 3: H3 Path analysis Critical Ratios

Variables		Estimate	S.E.	C.R.	P
Disobeyed_Gossiped <---	JS_No_Like_Job	-.114	.054	-2.118	.034
Rumors_Steal_Mess <---	JS_Satisfied	-.276	.097	-2.833	.005
Rumors_Steal_Mess <---	JS_Like_Work_Here	.177	.080	2.207	.027
Disobeyed_Gossiped <---	JS_Like_Work_Here	-.266	.078	-3.431	***

From Table 3 we find that the first and third items in the table don't support the hypothesis, but the second and fourth items support hypothesis 3. Among all of them, "I like working here" with the CWB factor Disobeyed_Gossiped is highly negatively significant (CR= -3.431). The other three variables indicate statistical significance in "Not liking the job" vs. Disobeyed_Gossiped (CR=-2.118; p = 0.038). This is consistent with job satisfaction numbers. However, while JS_Satisfied has negative CR with Rumors_Steal_Mess (CR=-2.833, p=0.005), it is puzzling that JS_Like_Work_Here has a positive significance with Rumors_Steal_Mess (CR=2.207, p = 0.027). It is possible that participants responded to both in a similar fashion, which can also denote the poor to moderate fit of this model.

Fourth hypothesis (H4): Job satisfaction has a mediating relationship between supervisor support and counterproductive work behavior.

Analysis and Findings (H4): Although a mediation analysis is not directly provided by the descriptive statistics, the observed patterns show a possible mediating effect on job satisfaction. Reduced CWB is correlated with higher job satisfaction, which is correlated with high levels of supervisor support.

We created the path diagram with the Supervisor Support items as endogenous variables and the three CWB reduced factors Rumors_Steal_Mess, Disobeyed_Gossiped, and Poor_Work_Ethic. Figure 4 shows the path diagram and Table 3 shows the Critical Ratios. For the model, Chi Square was 0.040 (df=1), indicating a very good model fit. The model fit indices NFI (1.000), IFI (1.001), and CFI (1.000), along with the RMSEA (Root Mean Square Error Approximation) of 0.000 (PCLOSE = 0.847) all confirmed a very good model fit. (Details are in Appendix F, page: 41-42)
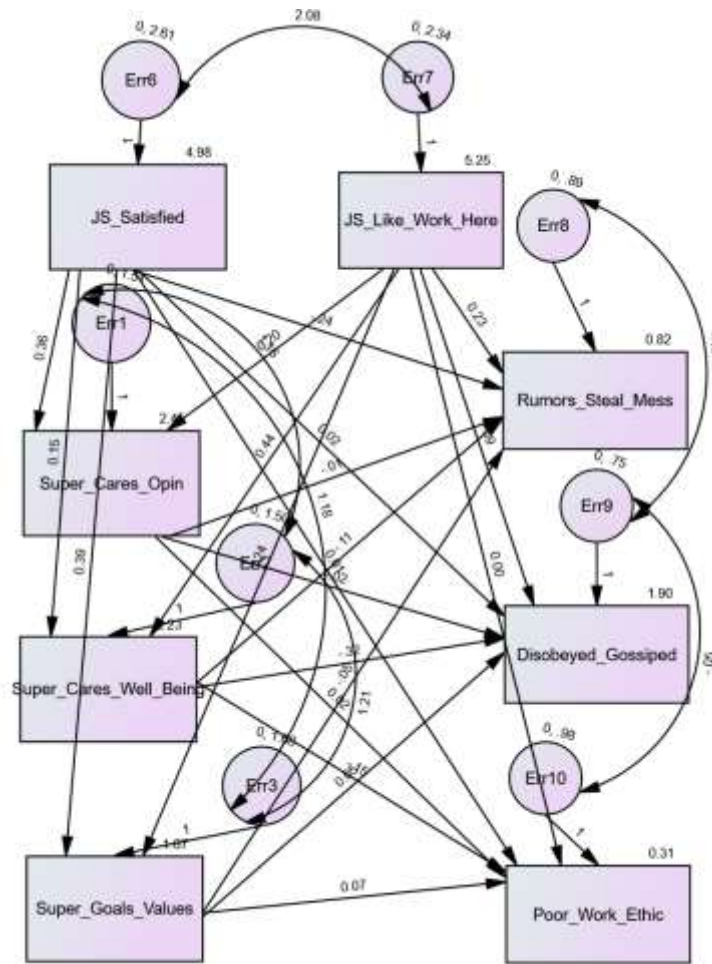
Figure 4: Path analysis for hypothesis 4

Table 4: Path analysis Critical Ratios

			Estimate	S.E.	C.R.	P
		Variables				
Super_Cares_Opin	<---	JS_Satisfied	.355	.115	3.080	.002
Super_Goals_Values	<---	JS_Satisfied	.394	.122	3.235	.001
Super_Cares_Opin	<---	JS_Like_Work_Here	.201	.122	1.651	.099
Super_Cares_Well_Being	<---	JS_Like_Work_Here	.436	.121	3.590	***
Super_Goals_Values	<---	JS_Like_Work_Here	.241	.129	1.876	.061
Disobeyed_Gossiped	<---	Super_Cares_Well_Being	-.316	.102	-3.118	.002
Rumors_Steal_Mess	<---	JS_Satisfied	-.239	.094	-2.552	.011

According to Table 4, all of the items support the hypothesis where "Like_Work_Here" is highly significant (C.R=3.590). Since all the values are significant, they all support hypothesis 4.

Overall Analysis:

CWB and Supervisor Support

The study shows an inverse relationship between CWB and supervisor support. Employees who believe that their supervisors are supportive—particularly when it comes to showing concern for their views and welfare—tend to be less likely to participate in CWB. This lends credence to the theory that reducing unfavorable workplace behaviors requires strong supervisor support. Support from supervisors seems to play a significant role in influencing attitudes and behaviors at work. This kind of assistance, which includes both practical and emotional elements, discourages actions that are counterproductive to the objectives of the organization and increases job satisfaction.

Job Satisfaction and CWB

The study clearly shows a substantial negative relationship between CWB and job satisfaction. Higher job satisfaction is associated with Reduced CWB activities. This shows that employees are less likely to commit acts that harm their coworkers or the company when they are satisfied in their positions. The results support the concept that job satisfaction plays a critical role in shaping employee behavior, impacting not just productivity and well-being but also attitudes toward participating in risky working practices.

Interaction of CWB, Job Satisfaction, and Supervisor Support

The study clarifies the relationship that exists between CWB, job satisfaction, and supervisor support. Increased supervisor support enhances the employee's job satisfaction, which lowers the risk of CWB. This relationship emphasizes how crucial it is to create an encouraging work environment with managers who are understanding, sympathetic, and attentive to the needs of their staff. Notable is the mediation function that job satisfaction plays in this process. It implies that job satisfaction acts as a mediating factor, rather than a direct effect of supervisor support on CWB. Supported workers are more likely to be satisfied with their positions, which reduces the likelihood of CWB.

Implications for strategy and organizational management

An increased level of supervisor support might be a good way to reduce CWB in the organizations. Higher authorities of the organizations may consider training programs that provide supervisors with the knowledge and abilities needed to provide effective support to their subordinates. Additionally, a smart strategy for reducing CWB and promoting a healthy company culture is to design work settings that emphasize employee well-being and overall job satisfaction.

Prospects for Further Research

The study provides some insightful suggestions, but it also creates opportunities for more investigation. Future research may investigate the following:

1. Organizational and Cultural settings: A more thorough knowledge may be obtained by looking into CWB and its causes in a variety of organizational and cultural settings. This method would aid in generalizing the results in a specific geographical area (USA, Canada, and UK). However, in this research, we tried to know the behavior patterns of the western employees only. Another research can be done to know the behavior pattern of the employees of Asia and other continents.

2. Sample diversity and Generalizability: Increasing the sample's variety in terms of gender, age, work status, and ethnicity as well as including individuals from a larger range of geographic areas might help the results be more broadly applicable.

3. Integration of Qualitative Methods: Future research might use qualitative techniques including focus groups, interviews, and case studies to supplement the quantitative methodology employed in the current study. These techniques could offer deeper, more complex insight into the individualized experiences and opinions of workers about CWB and supervisor assistance.

4. Handling the Limitations of Self-Reported Data: The self-reported data used in this study is prone to biases such as social desirability and recollection bias. Future studies should investigate ways to reduce these biases and raise response accuracy.

CHAPTER 6: LIMITATIONS

Potential for Non-Response Bias: The study may also be subject to non-response bias. Those who chose to participate in the survey might have different characteristics or attitudes compared to those who did not participate. This could potentially skew the results if the non-respondents hold significantly different views or experiences regarding supervisor support and CWB.

Measurement of Constructs: While the study used established scales and measures to assess constructs like CWB, supervisor support, and job satisfaction, the interpretation of these constructs can vary among individuals. The subjective nature of these constructs may affect the precision of the measurements and the interpretations drawn from them.

Hypothesis 3: Hypothesis 3 is not fully supported. We found that sometimes employees don't get engaged with CWB even if they are not satisfied with their job. Usually, when they become dissatisfied, they were supposed to be engaged with CWB activities. But hypothesis 3 says otherwise. So, more research can be done to investigate this.

In conclusion, while the study provides valuable insights into the factors influencing CWB in organizations, these limitations highlight the need for cautious interpretation of the findings and suggest areas for future research to build upon and address these constraints.

CHAPTER 7: CONCLUSION

This thesis offers a thorough investigation of the factors of counterproductive work behavior (CWB) in organizations with an emphasis of the relationship between job satisfaction and supervisor support. The study demonstrates the significance of supervisor support to reduce the CWB. The results support that workers who believe their managers care more about their ideas, well-being, are less likely to be engaged with CWB activities. This emphasizes how important it is for businesses to have a supportive and empathetic culture where supervisors are taught and encouraged to be more aware of the needs and goals of their employees. A significant correlation was found between job satisfaction and supervisor support. The study also explored the mediating effect of job satisfaction between CWB and supervisor support. It also creates opportunities for more studies to definitively support this connection. Gaining a better understanding of this mediation can help better understand how job satisfaction effects supervisor support, and finally impacts CWB.

To conclude, this thesis highlights how crucial it is to increase job satisfaction and supervisor support to reduce counterproductive work behaviors in organizations. The knowledge gathered from this research can help shape organizational development and human resource management plans that seek to establish more encouraging and successful work environments. To further evaluate these findings, future research should investigate these factors even further. This study adds to our understanding of CWB and its drivers by providing important insights and helpful advice on how to develop more productive and healthy organizational cultures.

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Appendices

Appendix A

Recruitment Message

Project title: Factors affecting counterproductive work behavior in organizations.

Survey:

We are conducting a survey to look at the factors that influence Counterproductive

work behavior in the workplace. If you choose to engage in this survey, you will be asked to

complete a survey that will take approximately 6 minutes to complete, and you will be

compensated £0.90 for your time.

Informed Consent

Project title: Factors affecting counterproductive work behavior in the organizations.

Purpose and Outline

The goal of this study is to better understand the impact of supervisor support and job satisfaction toward counterproductive work behavior. You will be asked demographic questions about yourself and your job experience, as well as questions about your workplace experiences and interactions with your supervisors in this survey.

Eligibility

You may participate in the study if you are:

1. Age: 18 and older
2. Currently live in Canada, the US, or the UK.
3. Employed full-time or part-time.
4. English fluency
5. Working under any supervisor, boss or manager

What You Will Be Asked to Do

You will be asked to supply demographic and work information as a participant in the research. Following that, you will be asked to answer questions about your work attitudes, supervisor, and work environment. This survey will take about 6 minutes to complete. You may leave any comments at the end of the survey. You will be compensated £0.90 for your participation in this Survey.

Possible Benefits, Risks, and Discomforts

You will not get any direct personal benefits for participating, except the pay you will get in exchange for your participation. However, by taking part in this study, you may be able to assist researchers in better understanding employee-supervisor relationships and CWB in organizations. The hazards involved with this study are comparable to those encountered in

ordinary life. It is possible that you will feel apprehensive or uncomfortable when answering questions about your professional experiences, especially encounters with coworkers. If you have any bad feelings at any point during the study, please stop answering questions immediately and notify Md Kamruzzaman via email at k.zaman@dal.ca or using the Prolific messaging platform. You may also decide to seek assistance from your employee assistance programme.

Compensation

You will be rewarded £0.90 for your participation in this survey. To receive the reimbursement, you must answer the final question to be redirected by a link to Prolific. Timed-out submissions (those that surpass the maximum limit set by Prolific) will be immediately rejected. (This guarantees you have ample time to complete a study yet safeguards from idle survey respondents).

How Your Information Will Be Protected

To the extent that we do not have any personally identifying information from you, all data is secret and anonymous. Your name, email address, or phone number will not be collected. Only Md Kamruzzaman and his supervisor, Dr. Binod, will have access to the study's data. Qualtrics will gather survey responses. Once downloaded, the data will be stored in my laptop for a period of 1 year after completion of my thesis and then it will be destroyed. The findings of this research may be discussed in presentations and published publications in future. However, it is optional to include your data into the computer. If you opt out to store your data after the research, it will be removed from the computer after this research. Moreover, no individual results or names will be identifiable in our reports since quantitative findings will be provided in groups anonymously.

If You Decide to Stop Participating

It is not required to answer any questions you do not choose to answer, and you may exit the survey at any moment if you no longer wish to participate. You can also close your browser at any time. If you finish the survey but decide to withdraw your data before the final screen, please make a note of it in the final text box. If, after completing your survey, you decide that you do not want your information to be used, please contact us directly via the Prolific message service, referencing your Prolific ID. You have until October 2023 to withdraw your data from

the research.

How to Obtain Results

Please contact Md Kamruzzaman at k.zaman@dal.ca or through the Prolific messaging system in case would like a summary of the study's results.

Questions

If you have any questions about this study, please contact Md Kamruzzaman at k.zaman@dal.ca. Please feel free to ask as many questions as you like.

Besides, if you have any ethical concerns regarding your involvement in this study, please contact Dalhousie University Research Ethics at (902) 494-1462 or ethics@dal.ca

Confirmation of Consent

I certify that I have read the description of this study, including the data storage protocols, by clicking the I agree button. I was given the chance to ask questions, and all of my inquiries received satisfactory responses. I understand that my participation in this study is optional, and I have the right to revoke my consent for any reason at any time.

Please click "agree" if you agree to participate. Otherwise, please click "disagree".

- Agree (I consent to participate in the survey)
- Disagree (I do not consent to participate in the survey)

Additionally, if you "agree" for anonymous quotes to be utilised in publications and presentations, please let us know. If not, kindly select "disagree".

- Agree (I consent to have anonymous quotes used in publications and presentations)
- Disagree (I do not consent to have anonymous quotes used in publications and presentations)

Appendix C: Survey Measures

We appreciate your interest in our poll. Please begin by responding to the following inquiries.

Where do you currently live?	**R_country** 1) USA 2) Canada 3) UK 4) Other
What is your employment status?	**R_empstatus** 1) Full-Time 2) Part-Time 3) Not sure/Not interested to say
Do you have any supervisor, boss or manager?	<u>**R_Supstatus**</u> 1. Yes 2. No
Branching if participant's answers include one of the items in yellow	Message at survey's conclusion "We appreciate your interest in our survey, but you do not meet the requirements to participate. I hope you have a wonderful day.

Demographics/Job Information

We appreciate you taking part in our research! You can assist us in learning more about how things are going for you at work by taking part in our study.

Please type in your Prolific ID here; it should do it automatically. Alternatively, please enter your Prolific ID.)_____

We'll enquire more about your job in the first section of our survey.

Section 1: Job Information

Job Title	**Jobtitle**

Please describe your job title in your own words.	**JOB_OPen**

For how long have you been employed by your present company? Use numbers to indicate the years and months.	**Orgdur** (years/months)
What is the duration of your employment at this time? Use numbers to indicate the years and months.	**Jobdur** (years/months)
How much of your working day have you spent conversing with or interacting with your boss over the previous month?	**InteractPer** **(slider bar)**

Section 2: Demographics

We'll ask you questions in this second round of our survey to learn more about you.

What race category best describes you? (Pease check all that apply)	**Ethnicity** *1.* Prefer not to say *2.* Black (e.g., African, Afro-Caribbean, African American, African Canadian descent)

3. East/South Asian (e.g., Chinese, Korean, Japanese, Taiwanese descent or Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent)
4. Indigenous (e.g., First Nations, Inuk/Inuit, Metis descent)
5. Latino (e.g., Latin American, Hispanic descent)
6. Middle Eastern (e.g., Arab, Persian, West Asian descent – i.e., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish)
7. South Asian (e.g., South Asian descent – i.e., East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean)
8. White (e.g., European descent)
9. Other_____
10. Unknown

What is your age? Please enter in whole numbers **Age**
(e.g., 35)

Section 3: Study Measures

Now, we want to know more about the supervisor interactions, job satisfaction, and counterproductive work behavior you have at work. Your interactions with your supervisor, your job satisfaction and CWB will all be separately questioned. Remember that these encounters could occur in person, online, or through written communication.

Attitudes towards work **Supervisor Support** Deschênes, A. A. (2023). Professional isolation and pandemic teleworkers' satisfaction and commitment: The role of perceived organizational and supervisor support. European Review of Applied Psychology, 73(2), 100823. Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. Journal of applied psychology, 86(5), 825. **In general my supervisor…**	*(7-point scale)* *1 = strongly disagree* *2 = disagree* *3 = somewhat disagree* *4 = neutral* *5 = somewhat agree* *6 = agree* *7 = strongly agree*
… cares about my opinions	SSP1
… really cares about my well-being.	SSP2
… strongly considers my goals and values.	SSP3
.. shows very little concern for me.	SSP4

Job Satisfaction Cammann, Fichman, Jenkins and Klesh (1983). Part of the Michigan Organizational Assessment Questionnaire. In S. Seashore, Lawler, Mirvis, & Cammann (Eds.), Assessing organizational change: A guide to methods, measures and practices. New York: John Wiley. **During the <u>past month</u>, to what extent would you say that you agreed or disagreed with the following statements…** *** = reverse scored**	*1 = strongly disagree* *2 = disagree* *3 = somewhat disagree* *4 = neutral* *5 = somewhat agree* *6 = agree* *7 = strongly agree*
In general, I don't like my job. *	jobsat1
All in all, I am satisfied with my job.	jobsat2
In general, I like working here.	jobsat3
<u>Counterproductive work behavior</u> Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. Journal of applied Psychology, 82(3), 434. **Over the past month, how often I…**	1- never over the past month) 2- Rarely 3- Sometimes 4- Often 5- 6 or more times over the past month 6-Frequently 7-Very Frequently
On purpose, damaged equipment or work process	CWB1
Took supplies home without permission	CWB2
Wasted company materials	CWB3

Called in sick when not ill	CWB4
Spoke poorly about the company to others	CWB5
Refused to work weekends or overtime when asked	CWB6
Left a mess unnecessarily (did not clean up)	CWB7
Disobeyed a supervisor's instructions	CWB8
"Talked back" to his or her boss	CWB9
Gossiped about his or her boss	CWB10
Spread rumors about coworkers	CWB11
Gave a co-worker a "silent treatment"	CWB12
Failed to give co-worker required information	CWB13
Tried to look busy while wasting time	CWB14
Took an extended coffee or lunch break	CWB15
Intentionally worked slower	CWB16
Spent time on personal matters while at work	CWB17

Do you have any more thoughts on the themes covered in this survey before we conclude? Do you have any thoughts on the survey itself? Otherwise, proceed to the following screen to be redirected to Prolific for the completion code.	**Open-ended**

WE APPRECIATE THAT YOU PARTICIPATED IN THIS STUDY. THANK YOU SO MUCH!

<h1 style="text-align: center">Appendix E</h1>

After the end, a debriefing letter given to those who completed our survey.

Project title: Factors affecting counterproductive work behavior in the organization.

Lead researcher: Md Kamruzzaman Bhuiyan, MSc in Business, Dalhousie University,

Dear respondents,

We would like to convey you thanks for taking part in our research! You are receiving this letter because you responded to our survey.

The purpose of this research is to look into the elements that influence counterproductive work behavior in the organization. We're curious about how supervisor support influences job satisfaction and how job satisfaction influences counterproductive work behavior.

We intend to share this knowledge with the scholarly community through presentations and published publications after all of the data for this project has been collected and analyzed.

Best regards,

Md Kamruzzaman Bhuiyan
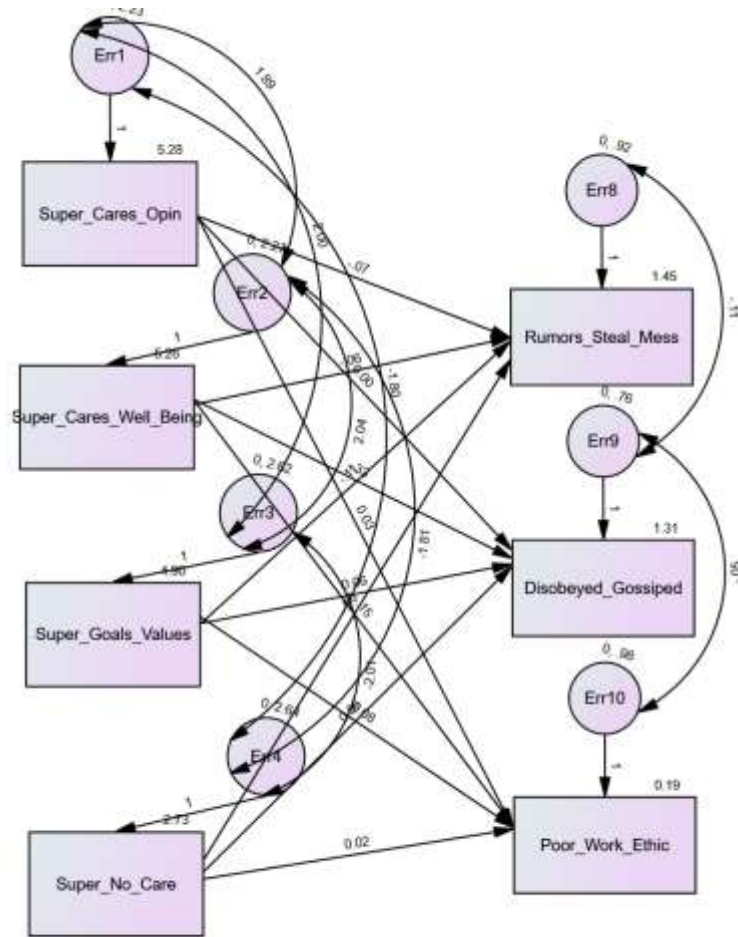
Figure 1 for hypothesis 1

H1

Minimum was achieved

Chi-square = .037

Degrees of freedom = 1

Probability level = .847

	Estimate	S.E.	C.R.	P
Disobeyed_Gossiped <--- Super_Cares_Well_Being	-.334	.099	-3.364	***

Table: 01

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	1.000	.998	1.002	1.047	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.110	.879
Independence model	.331	.308	.354	.000

H2
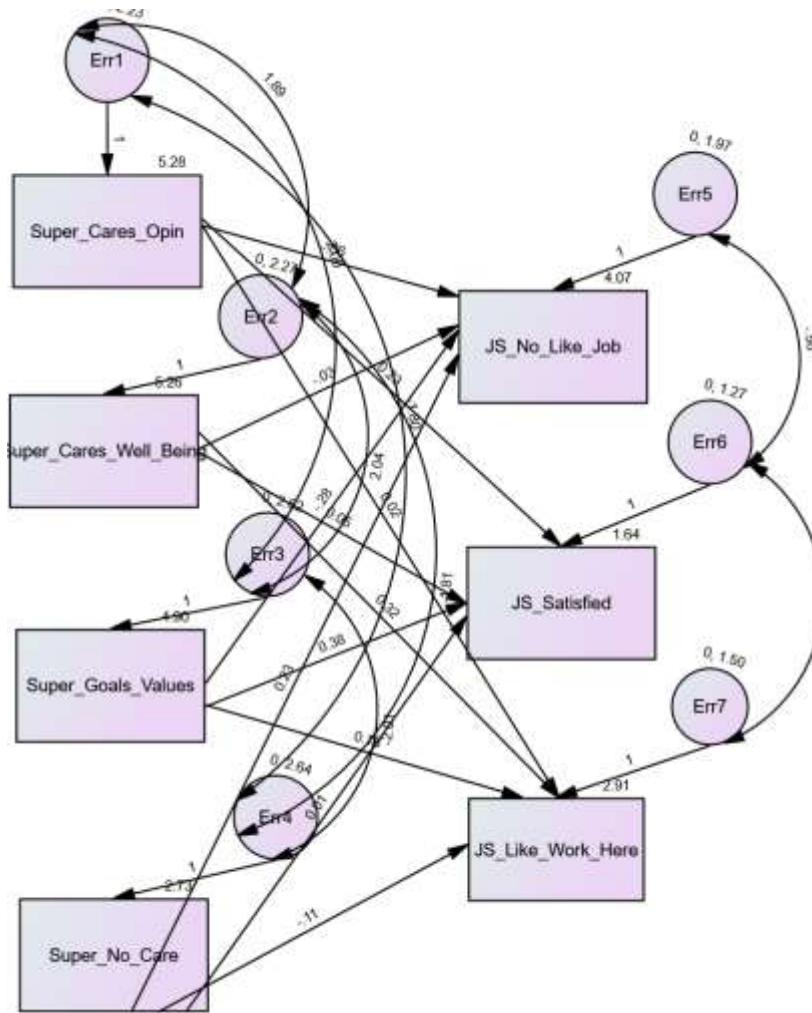
Figure 2 for hypothesis 2

Minimum was achieved

Chi-square = 95.227

Degrees of freedom = 1

Probability level = .000

			Estimate	S.E.	C.R.	P
JS_Satisfied	<---	Super_Cares_Opin	.232	.128	1.815	.070
JS_Like_Work_Here	<---	Super_Cares_Well_Being	.317	.139	2.274	.023
JS_No_Like_Job	<---	Super_Goals_Values	-.280	.150	-1.866	.062
JS_Satisfied	<---	Super_Goals_Values	.377	.120	3.138	.002

42

			Estimate	S.E.	C.R.	P
JS_No_Like_Job	<---	Super_No_Care	.228	.117	1.958	.050

Table 2

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.903	-1.719	.904	-1.769	.901
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.710	.593	.834	.000
Independence model	.427	.404	.450	.000

H3
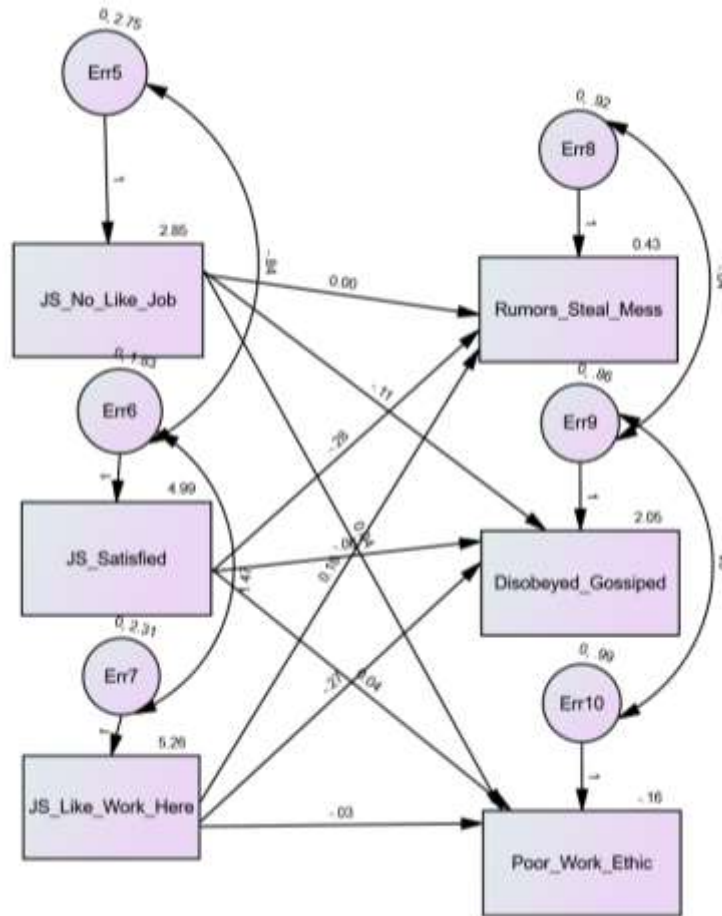
Figure 3 for hypothesis 3

Iteration limit reached

The results that follow are therefore incorrect.

Chi-square = 136.536

Degrees of freedom = 1

	Estimate	S.E.	C.R.	P
Disobeyed_Gossiped <--- JS_No_Like_Job	-.114	.054	-2.118	.034
Rumors_Steal_Mess <--- JS_Satisfied	-.276	.097	-2.833	.005
Rumors_Steal_Mess <--- JS_Like_Work_Here	.177	.080	2.207	.027
Disobeyed_Gossiped <--- JS_Like_Work_Here	-.266	.078	-3.431	***

Table 3

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.638	-6.597	.640	-6.986	.620
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.851	.734	.975	.000
Independence model	.301	.275	.328	.000

H4
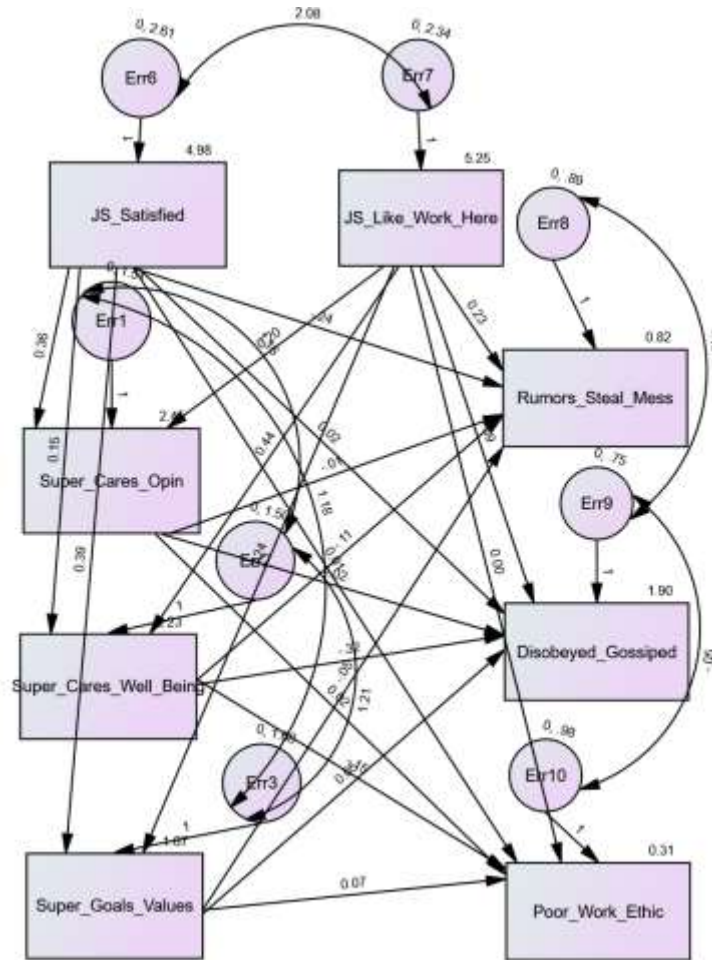
Figure 4

Minimum was achieved

Chi-square = .040

Degrees of freedom = 1

Probability level = .841

			Estimate	S.E.	C.R.	P
Super_Cares_Opin	<---	JS_Satisfied	.355	.115	3.080	.002

			Estimate	S.E.	C.R.	P
Super_Goals_Values	<---	JS_Satisfied	.394	.122	3.235	.001
Super_Cares_Opin	<---	JS_Like_Work_Here	.201	.122	1.651	.099
Super_Cares_Well_Being	<---	JS_Like_Work_Here	.436	.121	3.590	***
Super_Goals_Values	<---	JS_Like_Work_Here	.241	.129	1.876	.061
Disobeyed_Gossiped	<---	Super_Cares_Well_Being	-.316	.102	-3.118	.002
Rumors_Steal_Mess	<---	JS_Satisfied	-.239	.094	-2.552	.011
Rumors_Steal_Mess	<---	JS_Like_Work_Here	.234	.099	2.376	.018

Table 4

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	1.000	.998	1.001	1.050	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.112	.874
Independence model	.320	.300	.341	.000

APPENDIX G:

Descriptive Analysis

Statistics

		Where do you currently live?	What is your employment status?	Do you have a supervisor, boss or manager?	What ethnic category best describes you? (Pease check all that apply)
N	Valid	176	176	176	152
	Missing	12	12	12	36
Mean		2.23	1.39	1.06	7.49
Std. Error of Mean		.044	.046	.018	.122
Std. Deviation		.580	.614	.243	1.509
Variance		.337	.377	.059	2.278
Skewness		1.177	1.320	3.646	-2.697
Std. Error of Skewness		.183	.183	.183	.197
Kurtosis		2.016	.661	11.422	6.412
Std. Error of Kurtosis		.364	.364	.364	.391

Statistics

		What is your gender?	What is your age? Please enter in whole numbers (Years)	In general my supervisor… - 1. cares about my opinions	In general my supervisor… - 2. really cares about my well-being.
N	Valid	152	188	152	152
	Missing	36	0	36	36
Mean		1.75		5.28	5.26
Std. Error of Mean		.053		.121	.123
Std. Deviation		.654		1.497	1.513
Variance		.427		2.241	2.288
Skewness		2.037		-1.216	-1.143
Std. Error of Skewness		.197		.197	.197
Kurtosis		10.157		.910	.958
Std. Error of Kurtosis		.391		.391	.391

Statistics

	In general my supervisor… - 3. strongly considers my goals and values.	In general my supervisor… - 4. shows very little concern for me.	Job Satisfaction: During the past month, to what extent would you say that you agreed or disagreed with the following statements… - 1. In general, I	Job Satisfaction: During the past month, to what extent would you say that you agreed or disagreed with the following statements… - 2. All in all, I

			don't like my job.	am satisfied with my job.
N	Valid	152	151	151	151
	Missing	36	37	37	37
Mean		4.90	2.72	2.85	4.99
Std. Error of Mean		.132	.132	.135	.131
Std. Deviation		1.623	1.618	1.663	1.615
Variance		2.633	2.618	2.765	2.607
Skewness		-.762	1.017	.949	-.943
Std. Error of Skewness		.197	.197	.197	.197
Kurtosis		-.181	.137	-.156	.153
Std. Error of Kurtosis		.391	.392	.392	.392

Statistics

Job Satisfaction: During the past month, to what extent would you say that you agreed or disagreed with the following statements… - 3.In general, I like working here.	Counterproductive work behavior: Over the past month, how often I… - 1. On purpose, damaged equipment or work process	Counterproductive work behavior: Over the past month, how often I… - 2. Took supplies home without permission	Counterproductive work behavior: Over the past month, how often I… - 3. Wasted company materials

N	Valid	151	151	151	151
	Missing	37	37	37	37
Mean		5.26	1.12	1.37	1.28
Std. Error of Mean		.124	.050	.061	.054
Std. Deviation		1.526	.610	.754	.667
Variance		2.329	.372	.568	.445
Skewness		-1.301	6.178	2.389	3.971
Std. Error of Skewness		.197	.197	.197	.197
Kurtosis		1.299	40.884	6.484	21.841
Std. Error of Kurtosis		.392	.392	.392	.392

Statistics

		Counterproductive work behavior: Over the past month, how often I… - 4. Called in sick when not ill	Counterproductive work behavior: Over the past month, how often I… - 5.Spoke poorly about the company to others	Counterproductive work behavior: Over the past month, how often I… - 6. Refused to work weekends or overtime when asked	Counterproductive work behavior: Over the past month, how often I… - 7. Left a mess unnecessarily (did not clean up)
N	Valid	151	151	151	151
	Missing	37	37	37	37
Mean		1.32	2.06	1.61	1.19
Std. Error of Mean		.060	.108	.102	.047
Std. Deviation		.735	1.333	1.249	.582
Variance		.541	1.776	1.560	.339

	2.768	1.482	2.797	3.865
Skewness	2.768	1.482	2.797	3.865
Std. Error of Skewness	.197	.197	.197	.197
Kurtosis	8.633	2.017	8.484	17.120
Std. Error of Kurtosis	.392	.392	.392	.392

Statistics

	Counterproductive work behavior: Over the past month, how often I… - 8. Disobeyed a supervisor's instructions	Counterproductive work behavior: Over the past month, how often I… - 9."Talked back" to his or her boss	Counterproductive work behavior: Over the past month, how often I… - 10.Gossiped about his or her boss	Counterproductive work behavior: Over the past month, how often I… - 11.Spread rumors about coworkers
N Valid	151	151	151	151
Missing	37	37	37	37
Mean	1.48	1.56	1.90	1.32
Std. Error of Mean	.080	.093	.102	.075
Std. Deviation	.979	1.141	1.253	.921
Variance	.958	1.302	1.570	.847
Skewness	2.596	2.630	1.818	3.622
Std. Error of Skewness	.197	.197	.197	.197
Kurtosis	7.251	7.284	3.327	13.971
Std. Error of Kurtosis	.392	.392	.392	.392

Statistics

		Counterproductive work behavior: Over the past month, how often I… - 12.Gave a co-worker a "silent treatment"	Counterproductive work behavior: Over the past month, how often I… - 13.Failed to give co-worker required information	Counterproductive work behavior: Over the past month, how often I… - 14.Tried to look busy while wasting time	Counterproductive work behavior: Over the past month, how often I… - 15.Took an extended coffee or lunch break
N	Valid	151	151	151	151
	Missing	37	37	37	37
Mean		1.34	1.28	2.31	2.33
Std. Error of Mean		.066	.058	.110	.108
Std. Deviation		.816	.713	1.352	1.325
Variance		.665	.509	1.829	1.756
Skewness		2.965	3.780	1.055	1.303
Std. Error of Skewness		.197	.197	.197	.197
Kurtosis		10.130	18.001	.687	1.857
Std. Error of Kurtosis		.392	.392	.392	.392

Statistics

		Counterproductive work behavior: Over the past month, how often I… - 16.Intentionally worked slower	Counterproductive work behavior: Over the past month, how often I… - 17.Spent time on personal matters while at work
N	Valid	153	151
	Missing	35	37
Mean		1.82	2.74
Std. Error of Mean		.092	.115
Std. Deviation		1.144	1.418
Variance		1.308	2.009
Skewness		1.568	.878
Std. Error of Skewness		.196	.197
Kurtosis		2.128	.529
Std. Error of Kurtosis		.390	.392

Frequency Table

Where do you currently live?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	USA	7	3.7	4.0	4.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	UK	129	68.6	73.3	77.3
	Canada	33	17.6	18.8	96.0
	Other	7	3.7	4.0	100.0
	Total	176	93.6	100.0	
Missing	System	12	6.4		
Total		188	100.0		

What is your employment status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full TIme	119	63.3	67.6	67.6
	Part TIme	45	23.9	25.6	93.2
	Not sure	12	6.4	6.8	100.0
	Total	176	93.6	100.0	
Missing	System	12	6.4		
Total		188	100.0		

Do you have a supervisor, boss or manager?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	165	87.8	93.8	93.8
	No	11	5.9	6.3	100.0
	Total	176	93.6	100.0	
Missing	System	12	6.4		
Total		188	100.0		

What ethnic category best describes you?   (Pease check all that apply)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Prefer not to say	1	.5	.7	.7
	Black (e.g., African, Afro-Caribbean, African American, African Canadian descent)	2	1.1	1.3	2.0
	East/South Asian (e.g., Chinese, Korean, Japanese, Taiwanese descent or Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent)	8	4.3	5.3	7.2
	Indigenous (e.g., First Nations, Inuk/Inuit, Metis descent)	1	.5	.7	7.9
	Latino (e.g., Latin American, Hispanic descent)	3	1.6	2.0	9.9
	Middle Eastern (e.g., Arab, Persian, West Asian descent – i.e., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish)	1	.5	.7	10.5
	South Asian (e.g., South Asian descent – i.e., East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean)	10	5.3	6.6	17.1

		Frequency	Percent	Valid Percent	Cumulative Percent
	White (e.g., European descent)	120	63.8	78.9	96.1
	Other	6	3.2	3.9	100.0
	Total	152	80.9	100.0	
Missing	System	36	19.1		
Total		188	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	25.0	30.9	30.9
	Female	102	54.3	67.1	98.0
	Prefer not to say	3	1.6	2.0	100.0
	Total	152	80.9	100.0	
Missing	System	36	19.1		
Total		188	100.0		

What is your age? Please enter in whole numbers (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		37	19.7	19.7	19.7
	18	1	.5	.5	20.2
	21	1	.5	.5	20.7
	22	2	1.1	1.1	21.8
	23	3	1.6	1.6	23.4
	24	3	1.6	1.6	25.0
	25	8	4.3	4.3	29.3
	26	5	2.7	2.7	31.9
	27	8	4.3	4.3	36.2

28	1	.5	.5	36.7
29	9	4.8	4.8	41.5
30	6	3.2	3.2	44.7
31	4	2.1	2.1	46.8
32	5	2.7	2.7	49.5
33	4	2.1	2.1	51.6
34	3	1.6	1.6	53.2
35	4	2.1	2.1	55.3
36	8	4.3	4.3	59.6
37	4	2.1	2.1	61.7
38	6	3.2	3.2	64.9
39	5	2.7	2.7	67.6
40	4	2.1	2.1	69.7
41	3	1.6	1.6	71.3
42	4	2.1	2.1	73.4
43	5	2.7	2.7	76.1
44	3	1.6	1.6	77.7
45	4	2.1	2.1	79.8
46	1	.5	.5	80.3
47	8	4.3	4.3	84.6
48	2	1.1	1.1	85.6
49	2	1.1	1.1	86.7
50	1	.5	.5	87.2
51	3	1.6	1.6	88.8
52	3	1.6	1.6	90.4
53	1	.5	.5	91.0
54	5	2.7	2.7	93.6
55	4	2.1	2.1	95.7
56	2	1.1	1.1	96.8
65	1	.5	.5	97.3
66	1	.5	.5	97.9
67	2	1.1	1.1	98.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	7	1	.5	.5	99.5
	ty	1	.5	.5	100.0

What is your age? Please enter in whole numbers (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Total	188	100.0	100.0	

In general my supervisor… - 1. cares about my opinions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	2.1	2.6	2.6
	Disagree	9	4.8	5.9	8.6
	Somewhat disagree	10	5.3	6.6	15.1
	Neither agree nor disagree	5	2.7	3.3	18.4
	Somewhat agree	39	20.7	25.7	44.1
	Agree	60	31.9	39.5	83.6
	Strongly agree	25	13.3	16.4	100.0
	Total	152	80.9	100.0	
Missing	System	36	19.1		
Total		188	100.0		

In general my supervisor… - 2. really cares about my well-being.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	2.7	3.3	3.3
	Disagree	8	4.3	5.3	8.6
	Somewhat disagree	7	3.7	4.6	13.2
	Neither agree nor disagree	9	4.8	5.9	19.1
	Somewhat agree	46	24.5	30.3	49.3

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	47	25.0	30.9	80.3
	Strongly agree	30	16.0	19.7	100.0
	Total	152	80.9	100.0	
Missing	System	36	19.1		
Total		188	100.0		

In general my supervisor… - 3. Strongly considers my goals and values.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.2	3.9	3.9
	Disagree	12	6.4	7.9	11.8
	Somewhat disagree	12	6.4	7.9	19.7
	Neither agree nor disagree	17	9.0	11.2	30.9
	Somewhat agree	41	21.8	27.0	57.9
	Agree	42	22.3	27.6	85.5
	Strongly agree	22	11.7	14.5	100.0
	Total	152	80.9	100.0	
Missing	System	36	19.1		
Total		188	100.0		

In general my supervisor… - 4. Shows very little concern for me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	34	18.1	22.5	22.5
	Disagree	57	30.3	37.7	60.3
	Somewhat disagree	21	11.2	13.9	74.2
	Neither agree nor disagree	14	7.4	9.3	83.4
	Somewhat agree	11	5.9	7.3	90.7
	Agree	10	5.3	6.6	97.4
	Strongly agree	4	2.1	2.6	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		

		Frequency	Percent	Valid Percent	Cumulative Percent
Total		188	100.0		

Job Satisfaction:

During the past month, to what extent would you say that you agreed or disagreed with the following statements… - 1. In general, I don't like my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	13.8	17.2	17.2
	Disagree	66	35.1	43.7	60.9
	Somewhat disagree	13	6.9	8.6	69.5
	Neutral	17	9.0	11.3	80.8
	Somewhat agree	13	6.9	8.6	89.4
	Agree	11	5.9	7.3	96.7
	Strongly agree	5	2.7	3.3	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Job Satisfaction:

During the past month, to what extent would you say that you agreed or disagreed with the following statements… - 2. All in all, I am satisfied with my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	4.3	5.3	5.3
	Disagree	6	3.2	4.0	9.3
	Somewhat disagree	15	8.0	9.9	19.2
	Neutral	15	8.0	9.9	29.1
	Somewhat agree	33	17.6	21.9	51.0
	Agree	54	28.7	35.8	86.8
	Strongly agree	20	10.6	13.2	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Job Satisfaction:

During the past month, to what extent would you say that you agreed or disagreed with the following statements… - 3.In general, I like working here.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	4.3	5.3	5.3
	Disagree	2	1.1	1.3	6.6
	Somewhat disagree	10	5.3	6.6	13.2
	Neutral	14	7.4	9.3	22.5
	Somewhat agree	29	15.4	19.2	41.7
	Agree	64	34.0	42.4	84.1
	Strongly agree	24	12.8	15.9	100.0
	Total	151	80.3	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 1. On purpose, damaged equipment or work process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	143	76.1	94.7	94.7
	Rarely	4	2.1	2.6	97.4
	Sometimes	1	.5	.7	98.0
	Often	1	.5	.7	98.7
	6 or more times	1	.5	.7	99.3
	Frequently	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 2. Took supplies home without permission

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	114	60.6	75.5	75.5
	Rarely	22	11.7	14.6	90.1
	Sometimes	13	6.9	8.6	98.7
	6 or more times	2	1.1	1.3	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 3. Wasted company materials

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	117	62.2	77.5	77.5
	Rarely	30	16.0	19.9	97.4
	Sometimes	2	1.1	1.3	98.7
	6 or more times	1	.5	.7	99.3
	Frequently	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 4. Called in sick when not ill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	119	63.3	78.8	78.8
	Rarely	20	10.6	13.2	92.1
	Sometimes	9	4.8	6.0	98.0
	Often	1	.5	.7	98.7
	6 or more times	2	1.1	1.3	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		

		Frequency	Percent		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 5.Spoke poorly about the company to others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	70	37.2	46.4	46.4
	Rarely	36	19.1	23.8	70.2
	Sometimes	28	14.9	18.5	88.7
	Often	7	3.7	4.6	93.4
	6 or more times	4	2.1	2.6	96.0
	Frequently	5	2.7	3.3	99.3
	Everytime	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 6. Refused to work weekends or overtime when asked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	106	56.4	70.2	70.2
	Rarely	22	11.7	14.6	84.8
	Sometimes	14	7.4	9.3	94.0
	Often	3	1.6	2.0	96.0
	6 or more times	1	.5	.7	96.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	Frequently	1	.5	.7	97.4
	Everytime	4	2.1	2.6	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 7. Left a mess unnecessarily (did not clean up)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	133	70.7	88.1	88.1
	Rarely	11	5.9	7.3	95.4
	Sometimes	5	2.7	3.3	98.7
	Often	1	.5	.7	99.3
	6 or more times	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 8. Disobeyed a supervisor's instructions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	110	58.5	72.8	72.8
	Rarely	24	12.8	15.9	88.7
	Sometimes	9	4.8	6.0	94.7
	Often	4	2.1	2.6	97.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	6 or more times	2	1.1	1.3	98.7
	Frequently	2	1.1	1.3	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 9."Talked back" to his or her boss

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	108	57.4	71.5	71.5
	Rarely	23	12.2	15.2	86.8
	Sometimes	10	5.3	6.6	93.4
	Often	4	2.1	2.6	96.0
	6 or more times	2	1.1	1.3	97.4
	Frequently	3	1.6	2.0	99.3
	Everytime	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 10.Gossiped about his or her boss

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	77	41.0	51.0	51.0
	Rarely	38	20.2	25.2	76.2
	Sometimes	26	13.8	17.2	93.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	Often	1	.5	.7	94.0
	6 or more times	2	1.1	1.3	95.4
	Frequently	7	3.7	4.6	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 11.Spread rumors about coworkers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	126	67.0	83.4	83.4
	Rarely	14	7.4	9.3	92.7
	Sometimes	5	2.7	3.3	96.0
	Often	2	1.1	1.3	97.4
	6 or more times	1	.5	.7	98.0
	Frequently	3	1.6	2.0	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 12.Gave a co-worker a "silent treatment"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	122	64.9	80.8	80.8
	Rarely	14	7.4	9.3	90.1
	Sometimes	11	5.9	7.3	97.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	Often	2	1.1	1.3	98.7
	6 or more times	1	.5	.7	99.3
	Frequently	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 13.Failed to give co-worker required information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	122	64.9	80.8	80.8
	Rarely	22	11.7	14.6	95.4
	Sometimes	4	2.1	2.6	98.0
	Often	1	.5	.7	98.7
	6 or more times	1	.5	.7	99.3
	Frequently	1	.5	.7	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 14.Tried to look busy while wasting time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	54	28.7	35.8	35.8
	Rarely	37	19.7	24.5	60.3
	Sometimes	38	20.2	25.2	85.4
	Often	10	5.3	6.6	92.1
	6 or more times	5	2.7	3.3	95.4
	Frequently	7	3.7	4.6	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 15.Took an extended coffee or lunch break

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	46	24.5	30.5	30.5
	Rarely	48	25.5	31.8	62.3
	Sometimes	38	20.2	25.2	87.4
	Often	7	3.7	4.6	92.1
	6 or more times	6	3.2	4.0	96.0
	Frequently	4	2.1	2.6	98.7
	Everytime	2	1.1	1.3	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		

		Frequency	Percent	Valid Percent	Cumulative Percent
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 16.Intentionally worked slower

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	83	44.1	54.2	54.2
	Rarely	38	20.2	24.8	79.1
	Sometimes	17	9.0	11.1	90.2
	Often	9	4.8	5.9	96.1
	6 or more times	4	2.1	2.6	98.7
	Frequently	2	1.1	1.3	100.0
	Total	153	81.4	100.0	
Missing	System	35	18.6		
Total		188	100.0		

Counterproductive work behavior:

Over the past month, how often I… - 17.Spent time on personal matters while at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	31	16.5	20.5	20.5
	Rarely	40	21.3	26.5	47.0
	Sometimes	47	25.0	31.1	78.1
	Often	16	8.5	10.6	88.7
	6 or more times	7	3.7	4.6	93.4
	Frequently	8	4.3	5.3	98.7

	Everytime	2	1.1	1.3	100.0
	Total	151	80.3	100.0	
Missing	System	37	19.7		
Total		188	100.0		