

**COUNTERPRODUCTIVE WORK BEHAVIOUR ANOMG TEACHERS:
AN EXPLORATORY STUDY**

**A dissertation submitted
to
Lovely School of Education
In partial fulfillment of the requirements
For the award of the degree of the
Master in Education**

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2017**

DECLARATION

I do hereby the dissertation titled “**Counterproductive Work Behaviour among Teachers: An Exploratory Study**” submitted in partial fulfilment of the requirement for the award of the degree of Master of Education is entirely my original work and all ideas and references have been duly acknowledged. It does not contain any works that have been submitted for the award of any other degree or diploma from any other university.

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CERTIFICATE

This is certify that Manjit Mall has completed her dissertation titled “**Counterproductive Work Behaviour among Teachers: An Exploratory Study**”, under my guidance and supervision. To the best of my knowledge, the present work is the result of her original investigation and study. No part of the dissertation has been submitted for any other degree or diploma to any other university. The dissertation is fit for submission for the partial fulfilment of the requirement for the award of Master of Education degree.

Date:

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Manjit Mall

Date:

ABSTRACT

Teacher is the pillar of an education system. Teacher plays a vital role in inculcation of good values among the students. Like every profession, teaching job requires so much ethics, values and etiquettes in the teaching profession and commitment towards this noble profession on the part of teachers. Present study intends to analyze the counterproductive work behaviour of the teachers in the various institutional setting. The objective of the present study was to analyze the counterproductive work behaviour among female and male teachers working in government and private schools. The present study was descriptive in nature thus survey method was used by the investigator to collect the relevant information for the study. The sample of the study was selected through stratified random sampling technique. The sample for study was taken from teachers working in government and private (secondary, elementary) schools of Jalandhar district of Punjab. The sample size of the present study was 200 secondary and elementary teachers. The standardized tools were used to collect the Data. The tool used was counterproductive work behaviour checklist. The statistical techniques used for the analysis and interpretation of data were mean and standard deviation, One way ANOVA, T-value. The investigator concluded that females are more inclined towards counterproductive work behaviour than males. Teachers working in government schools are more involved in counterproductive work behaviour than teachers working in private schools on counterproductive work behaviour. Female teachers working in government schools exhibited higher score on counterproductive work behaviour than male teachers working in government schools.

Keywords: Counterproductive Work Behaviour, Government Schools; and Private Schools

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counterproductive work behaviour checklist

CHAPTER 1

INTRODUCTION OF THE PROBLEM

1.1 THEORETICAL ORIENTATION OF THE PROBLEM

Teaching is one of the most significant professions of the world. All the professions in the society have its base in this noble professions; it is quite evident from that the pace of evolution greatly depends on teaching quality. Schools are important institution where children follow careers and give meaning to their lives. “No education system can rise above the level of its teachers”, to a large extent therefore, the success or failure of any educational system, depends majority on the teachers, being the hub of the educational system. It was generally perceived that teachers attitude to work of the major factors in the declines in educational achievement. Poor performance of students in both internal and external examinations had been attributed to the poor performance of teachers, as well as their attitudinal disposition toward their job and school vision. However, there were other contributing factors to the declines in educational achievement, such as communication problems, lack of motivation and encouragement of teachers, absence and lack of commitment on the part of teachers, to mention a few.

One of the real worry of numerous association that need earnest consideration is counterproductive work conduct which is thought to be an issue that abuses noteworthy hierarchical standards and undermines the prosperity of an association. Negative feelings are identified with counterproductive work conduct since representatives who make issue in others work and not help other people for the most part have pessimistic feelings.

Counterproductive work behaviour (CWB) is employee behaviour that goes against the genuine interests of an organization. These behaviours can harm organizations or people in organizations including employees and clients, customers, or patients. It has been proposed that a person-by-environment interaction can be exploiting to explain a variety of counterproductive behaviours. For insistence an employee who is high on trait anger (tendency to experience anger) is more likely to respond to a stressful incident at work (being treated rudely by a supervisor) with CWB. Some researchers use the CWB term to consider related constructs that are separate. Workplace deviance is behaviour at work that violates norms for appropriate behaviour. Retribution consists of destructive behaviours done by employees to get back at someone who has treated them unjustly. Workplace revenge is

behaviours by employees intended to hurt another person who has done something harmful to them. Workplace violence consists of harmful acts that harm others in organizations. Counterproductive work behaviour is any intentional unacceptable behaviour that has the potential to have negative consequences to an organization and the staff members within that organization. These behaviours include acts such as theft, calling in sick when you're not sick, fraud, sexual harassment, violence, drug and alcohol use, and inappropriate use of the internet. Counterproductive work behaviours can range in severity from minor offences such as stealing a pen to serious offences such as embezzling millions from an organization. They can occur at either the interpersonal level or at an organizational level. Counterproductive behaviours at the interpersonal level are behaviours that affect the employees within the organization and include acts such as favouritism, gossip, and harassment. The counterproductive work behaviour not only causes loss of efficiency but also causes loss of resource of organization and also leads to loss of morale among other employees. Every organization acknowledges the existence of the problem and also is working out ways to avoid or eliminate the problem. But what many organizations don't seem to realize is that one of the main causes of the problem is managerial decisions. The managerial decisions are many times to be blamed for causing the counter-productive work behaviour in employees. While the managers are justified that the decision they are taking in the best interest of the organizations and they are not answerable to anyone but their superiors, they don't realize that they are always under watch by their juniors. Their decisions they take can be exciting to their subordinates or can cause differ. It is when they cause differ that counter-productive behaviour arises. Counterproductive work behaviour (CWB) is employee behaviour that goes against the genuine interests of an organization. These behaviours can harm organizations or people in organizations including employees and clients, customers, or patients. It has been proposed that a person-by-environment interaction can be exploiting to explain a variety of counterproductive behaviours. For instance an employee who is high on trait anger (tendency to experience anger) is more likely to respond to a stressful incident at work (being treated rudely by a supervisor) with CWB. Some researchers use the CWB term to consider related constructs that are separate. Workplace deviance is behaviour at work that violates norms for appropriate behaviour. Retribution consists of destructive behaviours done by employees to get back at someone who has treated them unjustly. Workplace revenge is behaviours by employees intended to hurt another person who has done something harmful to them. Workplace violence consists of harmful acts that harm others in organizations. Counterproductive work behaviour is any intentional unacceptable behaviour that has the

potential to have negative consequences to an organization and the staff members within that organization. These behaviours include acts such as theft, calling in sick when you're not sick, fraud, sexual harassment, violence, drug and alcohol use, and inappropriate use of the internet. Counterproductive work behaviours can range in severity from minor offences such as stealing a pen to serious offences such as embezzling millions from an organization. They can occur at either the interpersonal level or at an organizational level. Counterproductive behaviours at the interpersonal level are behaviours that affect the employees within the organization and include acts such as favouritism, gossip, and harassment. The counterproductive work behaviour not only causes loss of efficiency but also causes loss of resource of organization and also leads to loss of morale among other employees. Every organization acknowledges the existence of the problem and also is working out ways to avoid or eliminate the problem. But what many organizations don't seem to realize is that one of the main causes of the problem is managerial decisions. The managerial decisions are many times to be blamed for causing the counter-productive work behaviour in employees. While the managers are justified that the decision they are taking in the best interest of the organizations and they are not answerable to anyone but their superiors, they don't realize that they are always under watch by their juniors. Their decisions they take can be exciting to their subordinates or can cause differ. It is when they cause differ that counter-productive behaviour arises. Any periodic techniques for defeating pieces, achieving objectives fulfilling intentions, assuaging dissatisfaction decrease and look after balance. Each individual utilize his own particular component of acclimation to keep up the adjust of his identity in the general public, however analyst have listed the strategy for pressure lessening and their alteration system. Person is objective situated and in accomplishing the objective there are obstructions in way which may bring about dissatisfaction, stresses and nerves. When we don't see equity in our way of life by this the disposition or conduct of the general population get influenced. At the point when the conduct of the individual gets manufactured, individual can't see how to talk, how to live with the other individuals. Individual gets savage effectively and if the individual is working in an association the individual's conduct can get simulated by this. There are different purposes behind changing in the conduct of individual e.g. does not give regard for other, this prompts to counterproductive work conduct. Counter-beneficial work conduct is hurtful for association or individuals who work in association including worker and customers, clients or patient. CWB attempt to makes tracks in an opposite direction from your objective in light of the fact that CWB incorporate; discourteous conduct, physical and verbal animosity, hurt, robbery, truancy, delay and so on. Representative

practices can be arranged into those that advantage the association and those that hurt it. The vast majority of our mental research has concentrated on the previous, focusing on how we can improve execution. Be that as it may, from the authoritative perspective, there exists a negative side to conduct, in that regularly workers confer acts that can be unsafe. Obviously, at times what is unsafe to the association can formal the person? In late year consideration has been coordinated toward understanding this other kind of conduct.

1.2. INTRODUCTION OF VARIABLE-

COUNTERPRODUCTIVE WORK BEHAVIOUR

Counterproductive work behaviour (CWB) is worker behaviour that conflicts with the honest to goodness interests of an association. These practices can hurt associations or individuals in associations including representatives and customers, clients, or patients. It has been suggested that a man by-condition connection can adventure to clarify an assortment of counterproductive practices. For request a worker who is high on characteristic outrage (propensity to experience outrage) will probably react to an upsetting episode at work (being dealt with impolitely by an administrator) with CWB. A few scientists utilize the CWB expression to consider related builds that are independent. Workplace abnormality is conduct at work that damages standards for suitable conduct. Reprisal comprises of dangerous practices done by representatives to settle the score with somebody who has treated them shamefully. Workplace requital is practices by representatives proposed to hurt someone else who has accomplished something destructive to them. Workplace viciousness comprises of destructive acts that mischief others in associations. Counterproductive work behaviour is any purposeful unsuitable conduct that can possibly have negative outcomes to an association and the staff individuals inside that association. These practices incorporate acts, for example, robbery, phoning in wiped out when you're not wiped out, misrepresentation, lewd behaviour, savagery, medication and liquor utilize, and unseemly utilization of the web. Counterproductive work practices can extend in seriousness from minor offenses, for example, taking a pen to genuine offenses, for example, stealing millions from an association. They can happen at either the interpersonal level or at an authoritative level. Counterproductive practices at the interpersonal level are practices that influence the workers inside the association and incorporate acts, for example, bias, talk, and badgering. The counter-gainful work conduct causes loss of productivity as well as causes loss of asset of association and furthermore prompts to loss of resolve among different representatives. Each

association recognizes the presence of the issue and furthermore is working out approaches to stay away from or wipe out the issue. Be that as it may, what numerous associations don't appear to acknowledge is that one of the primary driver of the issue is administrative choices. The administrative choices are commonly to be reprimanded for bringing on the counter-beneficial work conduct in representatives. While the administrators are defended that the choice they are taking to the greatest advantage of the associations and they are not liable to anybody but rather their bosses, they don't understand that they are constantly under watch by their youngsters. Their choices they take can energize to their subordinates or can bring about vary. It is the point at which they cause contrast that counter-beneficial conduct emerges. Counter-profitable work practices are those practices that tend to work against one's accomplishment in an association. They might be mellow or serious, endless or intense. The part of the director is to see the conduct and proactively react to it as quickly as time permits.

1.2.1 DIMENSIONS OF A COUNTERPRODUCTIVE WORK BEHAVIOUR

1. **Absenteeism:** - Absenteeism is normally measured by time lost (number of days missing) measures and recurrence (number of nonattendance scenes) measures. It is feebly connected to full of feeling indicators, for example, work fulfilment and duty. Nonappearances fit into two sorts of classes. Pardoned nonattendances are those because of individual or family ailment; unexcused unlucky deficiencies incorporate a representative who does not come to work keeping in mind the end goal to do another favoured movement or fails to bring into a manager. Nonappearance can be connected to occupation disappointment. Significant determinants of representative nonattendance are worker influence, statistic attributes, hierarchical nonappearance culture, and association nonattendance arrangements. Nonattendance because of non-work commitments is identified with outside components of an occupation as for disappointment with part strife, part uncertainty, and sentiments of strain. Unlucky deficiencies because of stress and disease are identified with interior and outer elements of the occupation, exhaustion and sex. Examine has found that ladies will probably be missing than men, and that the nonattendance control strategies and culture of an association will anticipate truancy.
2. **Abuse against others:** - bodily act of violence by member of an association, committed in managerial setting are measured as place of work fighting. While most researchers scrutinize overall place of work anger, there is a column of explore that separate place of work violent actions according to its target, whether interpersonal or

directorial. In this reproduction of bureau belligerence, characteristic antagonism and interpersonal variance have been brought into being to be important predictors of interpersonal antagonism, while interpersonal disagreement, situational constraint, and managerial constraint contain been established to be predictors of managerial violence. Previous factor considerably concurrent to hostility are sexual category and mannerism irritation, by means of men and persons with superior level of mannerism irritation presentation more hostile behaviours.

3. **Bullying:** - Workplace tormenting comprises of dynamic and efficient abuse of one worker by another. It might incorporate verbal mishandle, tattling, social rejection, or the spreading of gossipy titbits. The expressions "tormenting" and "mobbing" are in some cases utilized reciprocally, yet "harassing" is all the more regularly used to allude to lower levels of reserved conduct that do exclude workgroup support. The expenses of tormenting incorporate misfortunes in efficiency, higher non-attendance, higher turnover rates, and lawful charges when the casualties of harassing sue the association. Announced occurrence of harassing is equivocal with rates being accounted for from under 3% to more than 37% relying upon the technique used to accumulate frequency insights. The most grounded element foreseeing tormenting conduct is by all accounts introduction to episodes of harassing. This proposes harassing is a falling issue that should be shortened in its most punctual stages. Notwithstanding introduction to occurrences of tormenting, being male likewise appears to improve the probability that one will take part in harassing conduct. It is recommended that the HR capacity can give direction in the moderation of tormenting conduct by playing a dynamic part in distinguishing and halting the practices.
4. **Lateness:** - Lateness is portrayed as touching base at work later or leaving sooner than required. Issues related with delay incorporate traded off authoritative productivity. Late and late workers in charge of basic undertakings can adversely influence authoritative creation. Different workers may encounter mental impacts of the late representative including confidence and motivational issues as they endeavour to "get a move on." Other representatives may start to copy the illustration set by the conduct of late workers.
5. **Production deviance:** - Production abnormality is ineffectual occupation execution that is done intentionally, for example, doing assignments inaccurately or withholding of exertion. Such practices can be seen in disciplinary activities and wellbeing infringement.

6. **Sabotage:** - Employee harm is practices that can "harm or upset the association's generation, harming property, the devastation of connections, or the hurting of representatives or clients." Research has demonstrated that regularly demonstrations of treachery or demonstrations of countering are spurred by impression of authoritative foul play and performed with the goal of making damage the objective.
7. **Sexual harassment:-** Sexual badgering is characterized as "unwelcome lewd gestures, demands for sexual favours, and other verbal or physical contact when (an) accommodation to the direct by the representative is either unequivocally or verifiably a term or state of an individual's business, (b) accommodation to or dismissal of such lead by an individual is utilized as a reason for business choices influencing the individual as well as (c) such direct [that] has the reason or impact of nonsensically meddling with work execution, or making a scary, threatening or hostile working condition
8. **Substance abuse:-** Substance mishandle by representatives at work is an issue that can affect work participation, execution, and wellbeing and can prompt to different wounds outside of work and medical issues.
9. **Theft:** - Employee robbery is characterized as representatives taking things not having a place with them from an association. Worker burglary is evaluated to represent billions of dollars of misfortune all around every year, with representatives representing more robbery than clients. This may incorporate huge thefts or the stealing of pencils and paperclips, yet the misfortunes in the total are generous. No less than one review proposes that 45% of organizations experience money related misrepresentation, with normal misfortunes of \$1.7 million. Variables, for example, Conscientiousness have been appeared to be contrarily identified with burglary practices. Numerous associations utilize uprightness tests amid the underlying screening process for new workers with an end goal to dispose of those considered well on the way to confer robbery. Reasons for worker burglary incorporate attributes of the individual and ecological conditions, for example disappointing and uncalled for working conditions.
10. **Turnover:-** Substance mishandle by representatives at work is an issue that can affect work participation, execution, and wellbeing and can prompt to different wounds outside of work and medical issues.
11. **Withdrawal:** - Employee robbery is characterized as representatives taking things not having a place with them from an association. Worker burglary is evaluated to

represent billions of dollars of misfortune all around every year, with representatives representing more robbery than clients. This may incorporate huge thefts or the stealing of pencils and paperclips, yet the misfortunes in the total are generous. No less than one review proposes that 45% of organizations experience money related misrepresentation, with normal misfortunes of \$1.7 million. Variables, for example, Conscientiousness have been appeared to be contrarily identified with burglary practices. Numerous associations utilize uprightness tests amid the underlying screening process for new workers with an end goal to dispose of those considered well on the way to confer robbery. Reasons for worker burglary incorporate attributes of the individual and ecological conditions, for example disappointing and uncalled for working conditions.

Fox et al., (2001) conducted a study on counterproductive Work Behaviour (CWB) in Response to Job Stressors and Organizational Justice Some Mediator and Moderator Tests for Autonomy and Emotions. In this review, 292 samples had been taken. They were utilized self-study strategy. Results were steady with a hypothetical occupation push system in which hierarchical requirements, interpersonal clash, and saw foul play are employment stressors, CWB is a behavioural strain reaction, and antagonistic feeling intercedes the stressor–strain association. Just extremely powerless maintain was establish for the directing part of full of feeling air (characteristic outrage and quality uneasiness), and no support was found for the normal directing part of self-governance in the stressor–CWB relationship.

Penney et al., (2002) conducted a study on Narcissism and Counterproductive Work Behaviour Do Bigger Egos Mean Bigger Problems. In this review, 215 examples had been taken. In this review study technique and Narcissistic Personality Inventory, The ten-thing Spielberg Trait Anger Scale, The Organizational Constraints Scales were utilized. The outcomes were steady of the theories that narcissism would identify with characteristic outrage, work requirements, and CWB and that the connection amongst narcissism and CWB would be intervened by outrage. Likewise, narcissism was found to direct the connection between employment requirements and CWB, with the end goal that people high in narcissism revealed more CWB when imperatives were high, than people low in narcissism.

Salgado (2002) conducted a study on The Big Five Personality Dimensions and Counter-productive work Behaviours. The consequences of the meta-examinations completed here demonstrated that reliability anticipated degenerate practices and turnover,

and extroversion, openness, appropriateness and enthusiastic solidness anticipated the turnover model. Be that as it may, none of the Big Five identity measures were observed to be indicators of non-appearance or mishaps. The ramifications of these discoveries for future research and practice are talked about

Lau et al., (2003) conducted study on a qualitative and quantities review of antecedents of counterproductive behaviour in organizations test size of 42,359 workers is utilized as a part of this review, Data were investigated with Meta systematic technique. (Meta-Analysis Software Version 5.2) The outcomes show that representatives who are youthful or disappointed participate in more cpbs. Furthermore, truancy is more pervasive among workers who are youthful, female, have bring down salary, have bring down employment fulfilment, and who see a more grounded nonattendance standard, or a more grounded capacity to be on time.

Spector and Penney (2005) conducted a study on Job stress, incivility, and counterproductive work behaviour (CWB) the moderating role of negative affectivity. In this review, 299 have been taken. Comes about show that incivility, authoritative requirements, and interpersonal clash were contrarily identified with occupation fulfilment and emphatically identified with CWB. Support was additionally found for the part of negative affectivity as an arbitrator of the connection between occupation stressors and CWB, albeit just a single huge mediator was discovered utilizing peer-revealed CWB. When all is said in done, the connections between employment stressors and CWB were more grounded for people high in adverse affectivity than for people low in pessimistic affectivity.

Mount et al (2006) conducted a study on Relationship of Personality Traits and Counterproductive Work Behaviour: The Mediating Effects of Job Satisfaction. In this review, 141 have been taken. The Workplace Deviance Scale was utilized. Comes about demonstrate that identity characteristics differentially foresee CPBs and that workers' mentalities about their occupations clarify, to some degree, these personality-behaviour affiliations.

Charash and Mueller (2007) conducted a study on Does Perceived Unfairness Exacerbate or Mitigate Interpersonal Counterproductive Work Behaviours Related to Envy, in this review, the 188 specimens have been taken. The outcomes bolster the social trade model of reasonableness, demonstrating that more elevated amounts of envy and saw injustice result in larger amounts of interpersonal counterproductive work conduct (Study 1),

particularly among high self-regard people (Study 2) Keywords: begrudge, decency, interpersonal counterproductive work.

Ahmad. Et al., (2008) conducted study on the control environment, employee fraud and counterproductive workplace behaviour: An empirical analysis. A specimen 433 representatives in Malaysia were included in this exact review information was accumulated by means of a self-controlled poll study. After effects of this relapse investigations performed distinguish components of the control condition that could impact demeanours towards worker states of mind towards representative extortion and hence highlight components that ought to get more consideration at last an association must set up a data framework that can identify false practices and in the meantime build up the correct control condition that can forestall fake exercises.

Salami (2010) conducted study on Job stress and counterproductive work behaviour: negative affectively as a mediator. In this study 422 secondary school teachers at random selected from southwest Nigeria. Questionnaire was used for data analysis; the finding of the study is that CWB does not arise in a social science.

Yin (2010) conducted study on Emotional Intelligence as a Moderator in the relationship between Negative Emotions and Counterproductive Work Behaviours, The example size of the review is 170, overview technique, poll are utilized as a part of the review, The occupation related full of feeling prosperity scale (JAWS) it is demonstrated that there is a optimistic connection between unenthusiastic feelings and CWB, affirming the feeling jogged model of CWB, that CWB is raised by the unenthusiastic feelings created by representatives. In addition it is shown that EI is directing the connection between unenthusiastic feelings and CWB. Given a similar circumstance and same level of pessimistic feelings encountered, the general population with high reengage less CWB contrasted with those with low EI, affirming the impacts of age the prescient relationship. In view of the outcomes and discoveries, moves can be made by associations to decrease CWB in the associations, limiting the misfortunes brought about by CWB.

Jensen and Patel (2011) conducted a study on Predicting counterproductive work behaviour from the interaction of personality traits. In this review, 517 specimens had been taken. Comes about because of a multi-national example represent the communication of qualities expands the expectation of CWB far beyond a solitary characteristic approach. The cooperation's propose workers play out the slightest CWB when they are high on both

characteristics (in the separate attribute pairings), yet low levels on either quality identify with expanded CWB, and at levels equivalent to people low on both attributes. We finish up research on identity and CWB would profit by an intuitive approach as it takes into consideration more noteworthy expectation of CWB-O and CWB-I, which is critical in light of the authoritative and interpersonal results of representative mischief.

Zaman et al., (2012) conducted study on Relationship between counterproductive work behaviour and organizational citizenship behaviour empirical evidence from Pakistani banks. Data were collected from 187 officers. Scale that was adopted from motowidlo and van Scotter (1994) and lee and Allen (2002) sppss was used for data operation. The result of regression showed fairly 6 percent of the variance in organizational citizenship behaviour can be accounted for counterproductive work behaviour.

Kanten & Ülker (2013), The Effect of Organizational Climate on Counterproductive Behaviours: An Empirical Study on the Employees of Manufacturing Enterprises research directed on 204 workers The examination has been led through reviews, utilizing accommodation inspecting strategy Questionnaire study technique is utilized for information accumulation, Based on the discoveries, noteworthy and negative connections have been seen between counterproductive practices and measurements of hierarchical atmosphere, for example, compensate, warmth, bolster/responsibility, authoritative structure and authoritative principles.

Ariani (2013) conducted a study on The Relationship between Employee Engagement, Organizational Citizenship Behaviour, and Counterproductive Work. In this review, 507 examples and engagement scale, authoritative OCB scale, and Counterproductive Work Behaviour scale were utilized. The outcome demonstrated a huge positive connection between worker engagement and OCB and a critical negative connection between representative engagement and CWB and amongst OCB and CWB .this outcome likewise showed no contrasts between representative engagement of female and male. This outcome demonstrates that there is an alternate in mean score of OCB and CWB amongst male and female.

Anjou (2013) conducted study on a qualitative and quantitative review of antecedents of counterproductive behaviour in organizations, variable utilized as a part of this review are Counterproductive Behaviour at Work and Blue Collar and White Collar Workers. This exploration examines the extent of counterproductive work practices in a gathering of 400

hands on and cubicle specialists Three self revealed instruments utilized as a part of this review are, Minnesota Job Satisfaction Scale, the Interpersonal Conflict Scale (ICAW) and the Counterproductive Work Behaviour Checklist (CWB-C). Results are found by applying a few procedures of unmistakable and inferential insights, for example, mean rank examination, free specimens t-test, Pearson relationship and relapse. Comes about demonstrate that a measurably huge distinction exists in the greatness of counterproductive work practices (taxicabs) in blue and clerical specialists. The after-effects of the review additionally present the consistency of CWB on the premise of the greatness of relational clashes and occupation fulfilment. It is presumed that the employment fulfilment diminishingly affects counterproductive practices.

Brienza (2013) conducted study on Workplace Injustice and Counterproductive Work Behaviour: The Moderating Role of Employee Age, an example of 192 representatives is utilized for the review, 5-point likert-sort scales (where 1 = to a little degree and 5 = to a substantial degree) are utilized. The finding recommends that more youthful individuals are more roused by instrumental concerns; social concerns turn out to be more remarkable as they age.

Meier & Spector (2013) conducted study on Reciprocal Effects of Work Stressors and Counterproductive Work Behaviour: A Five-Wave Longitudinal Study, the example is gathered from 633 representatives, in this review information utilizing an online longitudinal overview; Bennett and Robinson's (2000) aberrance scale are utilized for the review. The outcome is in support that there is plausibility of complementary relationship Organizational imperatives (yet not experienced incivility) anticipated ensuing CWB, and CWB anticipated resulting hierarchical requirements and experienced incivility. Since corresponding impacts indicate an endless loop with hindering impacts of CWB to both on-screen characters and focuses, in result the discoveries are of both hypothetical and pragmatic significance.

Manikadan & A.P (2013) conducted study on Organizational Commitment as a mediator of counterproductive work behaviour and organizational culture. The information were gathered from 141 members, Organizational Culture Inventory (OCI) and Organizational Commitment Scale (OCS) are utilized, the finding of the review is that there exists positive connection between authoritative culture and hierarchical responsibility, hierarchical culture and counterproductive work conduct and hierarchical duty and

counterproductive work conduct. The outcome showed that hierarchical duty intercedes the connection between authoritative culture and counterproductive work conduct.

Barbaranelli et al ., (2013) conducted study on assessing counterproductive work behaviour: A Study on the dimensionality of CWB checklist, the specimen utilized for the review is 856 specialists, Checklist, Constraints Scale, Work Scale, Quantitative Workload Inventory. The consequences of this review, the two fundamental aspects of CWB, CWB toward association and CWB to-ward individuals, came about related yet distinct. Truth be told, an option demonstrate setting a solitary essential element fundamental the two aspects was not bolstered Vis a Vis the observational information. In addition, the two CWB aspects appeared with an alternate example of relationships among various work stressors. While these two features appear to have a typical root, they are by the way without a doubt assorted, and this distinction is of imperative importance for down to earth and hypothetical purposes.

Ariani (2013) conducted study on The Relationship between Employee Engagement, Organizational Citizenship Behaviour, and Counterproductive Work Behaviour, 507 workers are utilized for the review. Strategy utilized for the review is polls and study technique. Likert Scale is utilized, the finding of the review demonstrate that a noteworthy positive connection between representative engagement and OCB and a critical negative connection between worker engagement and CWB and amongst OCB and CWB This outcome demonstrates that there is no contrasts between representative engagement of female and male. This outcome additionally demonstrates that there is an alternate in mean score of OCB and CWB amongst male and female.

Hai & Tziner ((2014) conducted study on Relationships between counterproductive work behaviour, perceived justice and climate, occupational status, and leader-member exchange, the factors utilized as a part of this review was counterproductive work conduct, saw equity and atmosphere, word related status, and pioneer part exchange, The members, who volunteered to partake in the review, were 120 Israeli workers, An experimenter clarified that the review would include noting questionnaire. The comes about bolstered the speculations and demonstrated negative connections between saw authoritative distributive judges, generally speaking and moral atmospheres, and CWB. Essentially, the nature of saw pioneer part trade and representative's word related level were found to direct the connection between saw distributional equity and authoritative moral atmosphere (separately) and counterproductive work conduct.

Ralph et al., (2014) conducted study on Exploratory Study of Job Insecurity and Entrepreneurial Intention as Correlates of Counterproductive Work Behaviour. Test of 257 investors are utilized for the review, 10 thing scale and 7-thing scale are utilized for the study. The result demonstrated that occupation weakness had critical positive association with counter beneficial work behaviour. Therefore, theory one, which expresses that there, will be a huge connection among employment frailty and counterproductive work conduct was acknowledged. The outcome likewise showed that capitalist aim had huge positive association with counter gainful work conduct Therefore, speculation two which expressed that there will be a noteworthy connection between industrial aim and counterproductive work conduct was acknowledged.

Onyishi & Onunkwo (2014) Counterproductive work behaviour among school teachers. The contributions of psychological contract breach and job stress, Test of 257 investors are utilized for the review, 10 thing scale and 7-thing scale are utilized for the study. The result demonstrated that occupation weakness had critical positive association with counter beneficial work behaviour. Therefore, theory one, which expresses that there, will be a huge connection between employment frailty and counterproductive work conduct was acknowledged. The outcome likewise showed that commercial aim had huge positive association with counter gainful work conduct Therefore, speculation two which expressed that there will be a noteworthy connection between commercial aim and counterproductive work conduct was acknowledged.

Chand & chand, (2014) conducted study on job stress or predictor of counterproductive work behaviour in Indian banking sector. Add up to 300 junior directors were picked through purposive inspecting strategy. Information was gathered by examiner strategy. Consequence of the exploration think about uncovers undermine withdrawal and burglary measurements of counter beneficial work conduct were discovered constructive and huge in co-connection with association obliges, amounts workload stock entomb individual clash of work environment and physical side effects stock measurements of employment stress.

Ozdemir.M & Demircioglu.E., (2015) conducted study on counterproductive work behaviour and psychological constricts in public high schools. The example utilized as a part of this review is 452 instructors from 34 government funded schools in the regions of Ankara. This review was composed as study. The review is of subjective nature and information have

been investigations with quantitative nature and information has been broke down with amounts systems. The outcomes demonstrated that Turkish state funded teacher's pc recognitions were at a direct level and CPWP at some point happened connection examination uncovered low yet noteworthy connections between the sub measurements of PC and CPWB. In the meantime, the social and operational sub measurement of pc was watched o represent joyfully 2 % of variety in CPWP.

Manzoor, et al., (2015) conducted study on Reducing Counterproductive Work Behaviour with Intrusion of Capacity Building & Emotional Intelligence. A review on FATA Secretariat Pakistan, a specimen of 124 respondents is utilized for the review. In this review overview technique is utilized. Consequence of the review demonstrates that there exists coordinate positive way among indicators and reaction variable. Recommendations and future research signs are additionally incorporated into the review.

Sepehrad & Gheitani (2015) conducted study on exploring the effect of job characteristics on organizational citizenship behaviour and counterproductive work behaviour with the effect of mediating work engagement in employees of Azad Islamic University, Defuel Branch, the sample of 220 workers are utilized for the review. Survey is utilized for information accumulation. Comes about demonstrates that work engagement assumes the parts of intervention involved with occupation principles to authoritative citizenship practices, saw hierarchical support to authoritative citizenship practices and relational clash to counterproductive work and furthermore in connection between saw association support and Organizational citizenship conduct through hard working attitude variable.

Waldali & Lubis (2016) conducted study on Personality Traits and Counterproductive Work Behaviour: Moderator Effect of Perceived Organizational Support, information were gathered from 203 respondents the review technique and survey are utilized for the review. The Findings of the review expresses that apparent hierarchical support had directing impacts in diminishing authoritative degenerate practices in conjunction with pleasantness and awareness. This review gave critical bits of knowledge with respect to the reasons for cwbs in associations. On the off chance that associations think about the reasons of cwbs, they can work proactively to stay away from such sorts of events they can find a way to enhance the associations with the representatives so that the workers feel more upheld and esteemed by them and at last aberrance conduct will be limited.

Debusscher, Et al (2016) conducted study on the effect of state core self evaluation on task performance, organizational citizenship behaviour and counterproductive work behaviour. In this review two experience examining thinks about led the first surveying the connection between state CSEs and levels of transitory undertaking execution and OCB and a moment consider in which workers announced. On their levee of state CSEs and fleeting CWB. Result demonstrated that there is significant inside individual fluctuation in CSEs and that these inside individual fluxion identified with inside individual variety in assignment execution, OCB and CWB towards the association, and CWB towards the person. In addition CSEs tentatively anticipated inside individual contrasts in errand execution and CWB towards the association though the switched impact did not hold. These finding probably recommend that state CSEs anticipate execution instead of a different way.

1.3 SIGNIFICANCE OF THE STUDY

One of the real worries of numerous associations that need critical consideration is counterproductive work behaviour which is thought to be an issue that disregards noteworthy hierarchical standards and debilitates the prosperity of an association, its individuals, or both. Negative feelings are identified with counterproductive work conduct since representatives who make issue in others' work and not help other people ordinarily have antagonistic feelings. Counterproductive work environment conduct is a class of practices that demonstrations against the interests of the association, which people, more often than not, intentionally take part in. counterproductive work conduct is any purposeful conduct with respect to an association part seen by the association as opposed to its true blue interests. Increment in counterproductive work conduct has been connected to diminish in execution or efficiency, boss disappointment, and more noteworthy mental pain. Negative worker conduct is identified with conduct of representatives with others which thusly may decrease other worker execution and cause struggle.

Teaching is one of the stressful occupations in the world for staying in this profession one requires to have strong emotional intelligence to coupe up with the challenges in day routine. But the situations at the school level are such that one tends to work in the wrong direction against the interest of the school management and students. There are many reasons due to which the teachers resort to counterproductive behaviour such that low salary, low designation less opportunities, stereotypes, far off posting etc. The present study is an attempt to explore the counter-productive work behaviour of the teachers and elementary and

secondary level teachers. It will bring to light the extend of counter-productive work behaviour among teachers. Also the comparison will help to understand the complexity of the problem at the two levels.

1.4 STATEMENT OF THE PROBLEM

The present study is entitled counterproductive work behaviour among teachers: an exploratory study. Counterproductive work conduct is a class of conduct that demonstrations against the enthusiasm of the association, which people, for the most part deliberately take part in. In the problem counterproductive work behaviour is the capability to supervise the one's have and other's opinion and emotions to differentiate among them and to use this information to guide one's thinking and action. Thus, in the present study, an attempt has been made establish the role of counter-productive work behaviour in elementary and secondary school teachers. The locale of the study has been be elementary and secondary schools of Punjab and teachers from elementary and secondary has been become part of its sample. Counterproductive work conduct (CWB) is worker conduct that conflicts with the honest to goodness interests of an association.

1.5 OPERATIONAL DEFINITION OF THE VARIABLE

Industrial sociology has explored CWB extensively and the studies have been conducted mainly in the non-service sectors. The fundamental difference between the effects of CWB in service and non-service sectors is the closeness. In the service sector, the negative impact of CWB is immediate and the actions are likely to affect the customers' evaluations of the organization. Counterproductive work behaviour (CWB) is fairly common among employees in many organizations, but much of it apparently goes ignored, unreported, or both. Counterproductive work behaviour is employee behaviour that goes against the legitimate interests of an organization.

1.6 OBJECTIVES

The objectives of the study are

1. To study the counter-productive work behaviour of teachers working in elementary and secondary schools.
2. To compare the counter-productive work behaviour of teachers working in government and private schools.

3. To compare the counter-productive work behaviour of male and female teachers working in secondary schools.
4. To study the counter-productive work behaviour of the teachers with respect to Religion.
5. To compare the counter-productive work behaviour of the teachers with respect to Qualification.

1.7 HYPOTHESIS

The following hypotheses were framed to achieve the objective of the present study.

1. There is no significant difference in the counter-productive work behaviour of teachers working in elementary and secondary schools.
2. There is no significance difference in the counter-productive work behaviour of teachers working in govt. and private schools.
3. There is no significance difference in the counter-productive work behaviour of the teachers with respect to gender.
4. There is no significance difference in the counter-productive work behaviour of the teachers with respect to Social Religion.
5. There is no significance difference in the counter-productive work behaviour of the teachers with respect to Qualification.

1.8 DELIMITATION

The study under investigation was limited to the following

1. The area of study is limited to variable of counterproductive work behaviour only.
2. The study was delimited to 200 teachers of elementary and secondary schools.
3. The study was delimited to government and private schools of Jalandhar districts only.

CHAPTER II

METHODOLOGY

2.1 Research Methodology

Research methodology is a path to scientifically explain the investigate crisis. It may be understand as a science of studying how research is done. It is required for the research methodology is wider than research methods. It considers the logic behind the methods used in the context of our research study. It is the way which is to be followed by the research to attain the aim. In an easy word research plan is declared as a design of act, a design of collecting and analyzing records is a well-organized and relative manner.

A research method is an important in research process. A report should be based on objectively, reliability and validity upon methods. The selection of proper method, tool and techniques adopted in research problem. Such as manner the definitions, validation of data gathering tools, collection, analysis and interpretation of data.

2.2 SAMPLING

In the present study random sampling technique is employed to choose the sample. The population for present study is Jalandhar district of Punjab state. List of government schools prepared all the schools could not have formed the subjects of the study by a single researcher. Hence, it decide to select a representative sample of 40 schools on the basis of simple random sampling (lottery method) 5 teachers is selected from each school. Finally, a sample of 200 teachers teach in different elementary and secondary schools constituted the sample for the study out of 100 were government school teachers and 100 were private school teachers.

Table2.1

Sample distribution of the teachers

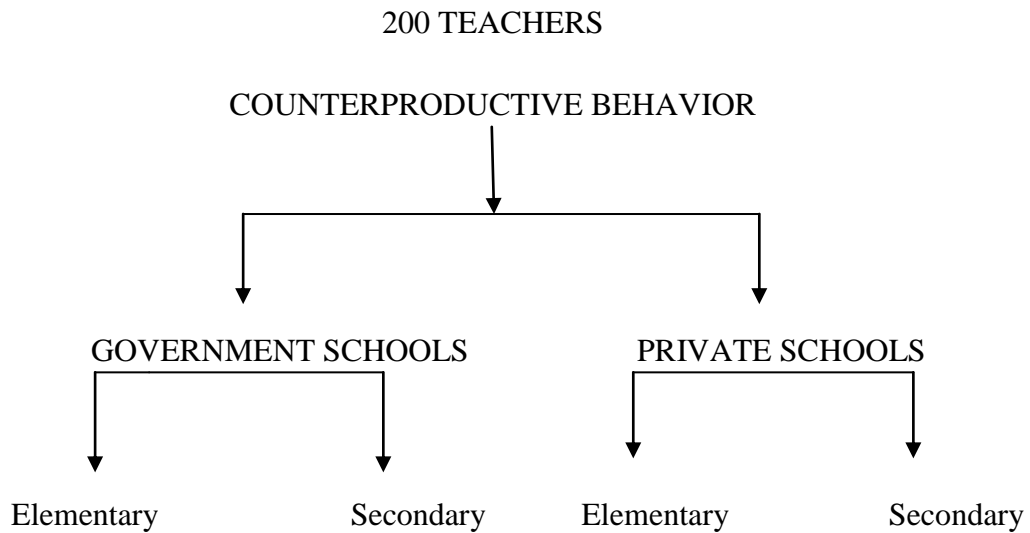
Sex Institution Type	Male	Female	Total
Government	50	50	100
Private	50	50	100
Total	100	100	200

2.3 PROCEDURE OF DATA COLLECTION

For the present study permission were taken from the principle of government and private schools. After getting permission data collected from school teachers. Firstly, all teachers are made comfortable by assuring them that the information taken from them will be kept confidential. Then a questionnaire of the variable counterproductive work behaviour is provided and instructions were given to teachers. Ample amount of times were given to them to fill the questionnaire. After that, checklist was collected & scoring was done.

2.4 RESEARCH DESIGN

Type of institution is study as dependent variable and level of institution are study as independent variable. The systematic layout of the design is presented below:-



2.5 TOOLS USED

Following tool was used to conduct the present study.

1. Counterproductive Work Behaviour Checklist (CWB) – by Fox and Spector (2002)

2.5.1 DESCRIPTION OF CONTERPRODUCTIVE WORK BEHAVIOUR CHECKLIST

Counterproductive work conduct (CWB) is worker conduct that conflicts with the objectives of an association. These practices can be purposeful or unexpected and result from an extensive variety of fundamental causes and inspirations. It has been recommended that man by-condition cooperation can be used to clarify an assortment of counterproductive practices.

2.5.2 RELIABILITY

Inward consistency unwavering quality evaluations (coefficient alpha) are accessible from 3 consolidated specimens in Spector et al. (2006).

Abuse	736	24.1	6.7	18-82	18-90	.81
Production deviance	737	3.7	1.3	3-12	3-15	.61
Sabotage	738	3.6	1.1	3-11	3-15	.42
Theft	738	5.8	1.5	5-20	5-25	.58
Withdrawal	738	6.9	2.3	4-16	4-20	.63
CWB-Organization	735	31.1	7.4	21-81	21-105	.84
CWB-Person	735	26.3	6.3	22-88	22-110	.851
CWB-Total	731	58.9	12.6	44-173	44-220	.871

N = 731-738 for everything except Abuse and CWB-Person where n = 460 because of missing information. Alphas modified since the 2006 paper to represent erasing thing 4 from Abuse and detailing institutionalized alpha.

2.5.3 SCORING

To score the CWB-C, just entirety the reactions to fitting things, where 1 = the minimum regular reaction (Never) and 5 = the most incessant reaction (Every day). The aggregate score is the total of each of the 45 things. The table demonstrates the things by subscale. For more exchange see Spector et al. (2006). Counterproductive Work Behaviour Checklist Items By Subscale How frequently have you done each of the accompanying things on your present job? 1=Never 2=Once or twice 3=Once or twice for every month 4=Once or twice for every week 5=Every day.

2.6 Statistical Techniques

The following statistical techniques were employed to analyze the data.

1. Descriptive statistical techniques such as mean, standard deviation and percentage were used to check the distribution of score.
2. T-value was calculated to find the significant difference between various groups.
3. One way ANOVA were employed to find the significant difference among various groups on the score of counterproductive work behaviour.

CHAPTER-III

ANALYSIS AND INTERPRETATION

In the preceding chapters, rationale of the study, objectives, sample, design, method, hypotheses and review of literature, procedure and tools used were discussed. The present chapters devoted to analysis and interpretation of results, recommendations limitations and suggestions for study. The standard score of organizational commitment and psychological capital have been calculated as per direction of the manual and results related to various group differences are presented below under following headings;

Following acronyms have been throughout the chapter:

Govt.	:	Government
M	:	Mean
S.D	:	Standard deviation
Sig.	:	Significance
CWB	:	counterproductive work behaviour

3.1 sample characteristics with respect to school level, school type, gender, caste, and religion.

3.2 ‘t’ratios for differences in scores of counterproductive work behaviour in relation to level of school

3.3 ‘t’ratios for differences in scores of counterproductive work behaviour in relation to type of school

3.4 ‘t’ratios for differences in scores of counterproductive work behaviour in relation to gender

3.5 ‘t’ratios for differences in scores of counterproductive work behaviour in relation to religion

3.6 one way ANOVAs on counterproductive work behaviour with respect to teachers qualification

Table 3.1**SAMPLE CHARACTERISTICS WITH RESPECT TO SCHOOL LEVEL,
SCHOOL TYPE, GENDER, CASTE, AND RELIGION.**

Table 3.1 presents Characteristics with respect to level and type of institution, gender, qualification, caste, religion in respect to total score of counterproductive work behaviour. Description of sub-samples is following Table:-

Variable	Classification	Frequency	Percent (%)
School Level	Secondary	100	50
	Elementary	100	50
	Total	200	100
School Type	Government	100	50
	Private	100	50
	Total	200	100
Gender	Female	145	72.50
	Male	55	27.50
	Total	200	100
Qualification	Post Graduate	120	60
	Graduate	61	30.5
	ETT	6	3
	12 th	13	6.50
	Total	200	100
Caste	Gen.	100	50
	SC	82	41
	OBC	18	9
	Total	200	100
Religion	Hinduism	130	65
	Sikhism	70	35
	Total	200	100

From the above table 3.1 it is evident that there were 100 teachers from secondary school and 100 teachers were from elementary school. The data comprises of 50% of secondary teachers and 50% of elementary teachers. Similarly, from the above table type of school 100 teachers were from government school and 100 teachers were from private schools. The data comprises of 50% of government teachers and 50% of private teachers. The table shows that there were 145 female teachers and 55 were male teachers. The data comprises of 72.5% of female teachers and 27.5% of male teachers. Similarly, from the above table there were 120 teachers from post graduation, 61 teachers are from graduation, 6 teachers are from ETT, and 13 teachers from 12th. The data comprises of 60% teachers has been post graduate, 30.5% teachers has been graduate, 3% teachers has been ETT and 6.5% teachers has been 12th. From the above data can be seen that there are 100 teachers belonging from general category, 82 teachers belonging from scheduled caste, 18 teachers are belonging to other backward classes. The data comprises of 50% teachers has been general category, 41% teachers has been scheduled caste, 9% teachers has been other backward classes. From the above table that there were 130 teachers are following to Hindu religion and 70 teachers were following Sikh religion. The data comprises of 65 % teachers has been following Hindu religion and 35% teachers has been following Sikh religion.

Table 3.2

**T-RATIO FOR DIFFERENCES IN SCORES OF COUNTERPRODUCTIVE
WORK BEHAVIOUR IN RELATION TO LEVEL OF SCHOOL**

School level wise for the sample have been presented in the following table. In order to find the significant differences between them t-test has been applied and results have been tabulated in the following Table:-

Dimensions	Group	N	Mean	Std. Dev.	t- value	Df	Results
CWB Organisation	Secondary	100	22.71	2.244	0.45	198	Not significant
	Elementary	100	22.51	3.767			
CWB Person	Secondary	100	23.30	1.888	0.39	198	Not significant
	Elementary	100	23.48	4.130			
CWB Total	Secondary	100	46.01	3.611	0.02	198	Not significant
	Elementary	100	45.99	7.697			

The table 3.2 shows that the mean score of secondary school teachers in counterproductive work behaviour (organisation) has been turned out 22.71 whereas elementary school teachers it has been 22.51. It clearly showed that, there is no much difference in the mean scores of secondary school and elementary school teachers. Then the t-value was calculated and it came out as 0.45, which is insignificant at both levels of significance. Hence, secondary school and elementary school teachers do not differ significantly w.r.t counterproductive work behaviour (organisation).

However, mean score of Counterproductive work behaviour (person) that secondary school teachers turned out to be 23.30, whereas, elementary school teachers it has been 23.48. It clearly showed that, there is no much difference in the mean scores of secondary school and elementary school teachers. Then the t-value was calculated and it came out as 0.39, which is insignificant at both levels of

significance. Hence, secondary school and elementary school teachers do not differ significantly w.r.t counterproductive work behaviour (person).

Apart from this, mean score of Counterproductive work behaviour (Total) of secondary school teachers turned out to be 46.01, whereas, for elementary school teachers it has been 45.99. It clearly showed that, there is no much difference in the mean scores of secondary school and elementary school teachers. Then the t-value was calculated and it came out as 0.02, which is insignificant at both levels of significance. Hence, secondary school and elementary school teachers do not differ significantly w.r.t counterproductive work behaviour (total).

Hence, the null hypothesis “There exist no significant differences in counterproductive work behaviour of teachers working in elementary and secondary school is” accepted. The results showed that there was insignificant difference between elementary and secondary school teachers. Further from table 3.2 it was clear that secondary school teachers have been scored higher than Elementary school teachers on Dimension 1 (Organisation), Dimension 2 (Person). Thus, it is concluded that secondary school teachers are more inclined towards counterproductive behaviour than elementary school teachers.

Table 3.3

T-RATIO DIFFERENCES IN SCORES OF COUNTERPRODUCTIVE WORK BEHAVIOUR IN RELATION TO TYPE OF SCHOOL

School type wise data for the sample have been presented in the following table. In order to find the significant differences between them t-test has been applied and results have been tabulated in the following Table:-

Dimensions	School Type	N	Mean	Std. Deviation	t-value	df	Results
CWB Organisation	Government	100	22.26	2.144	1.60	198	Not significant
	Private	100	22.96	3.795			
CWB Person	Government	100	23.16	1.895	1.01	198	Not significant
	Private	100	23.62	4.116			
CWB Total	Government	100	45.42	3.588	1.37	198	Not significant
	Private	100	46.58	7.664			

The table 3.3 shows that Counterproductive work behaviour (Organisation) that the mean score of government school teachers turned out to be 22.26 whereas private school teachers it were 22.96. It clearly showed that, there is no much difference in the mean scores of government school and private school teachers. Then the t-value was calculated and it came out as 1.60, which is insignificant at both levels of significance. Hence, government school and private school teachers do not differ significantly w.r.t counterproductive work behaviour (organization).

However, mean score of Counterproductive work behaviour (Person) that government school teachers turned out to be 23.96, whereas, private school teachers

it was 23.626. It clearly showed that, there is no much difference in the mean scores of government school and private school teachers. Then the t-value was calculated and it came out as 1.01, which is insignificant at both levels of significance. Hence, government school and private school teachers do not differ significantly w.r.t counterproductive work behaviour (person).

Apart from this, mean score of Counterproductive work behaviour Total of government school teachers is turned out to be 45.42 whereas for private school teachers it is 46.58. It clearly showed that, there is no much difference in the mean scores of government school and private school teachers. Then the t-value was calculated and it came out as 1.37, which is insignificant at both levels of significance. Hence, government school and private school teachers do not differ significantly w.r.t counterproductive work behaviour (total).

Hence, the null hypothesis, "There exist no significant differences in counterproductive work behaviour of teachers working in government and private school is" accepted. The results showed that there was insignificant difference between government and private school teachers. Further from table 3.2 it was clear that government school teachers had scored higher than private school teachers on CWB(Organisation), CWB(Person). Thus, it can be concluded that government school teachers are more inclined towards counterproductive behaviour than private school teachers.

Table 3.4

**T-RATIO DIFFERENCES IN SCORES OF COUNTERPRODUCTIVE WORK
BEHAVIOUR IN RELATION TO GENDER**

Gender wise data for the sample have been presented in the following table. In order to find the significant differences between them t-test has been applied and results have been tabulated in the following Table:-

Dimensions	Gender	Mean	Std. Dev.	Std. Error Mean	t-value	df	Results
CWB Organisation	Female	22.46	2.432	0.20	1.15	198	Not significant
	Male	23.02	4.39	0.59			
CWB Person	Female	23.26	2.533	0.21	0.91	198	Not significant
	Male	23.73	2.536	0.61			
CWB Total	Female	45.72	4.549	0.37	1.08	198	Not significant
	Male	46.75	8.750	1.18			

The table 3.4 shows that Counterproductive work behaviour (Organisation) that the mean score of female teachers turned out to be 22.46, whereas, for male teachers it was 23.02. It clearly showed that, there is no much difference in the mean scores of female teachers and male teachers. Then the t-value was calculated and it came out as 1.15, which is insignificant at both levels of significance. Hence, female teachers and male teachers do not differ significantly w.r.t counterproductive work behaviour (organization).

However, mean score of Counterproductive work behaviour (Person) that female teachers turned out to be 23.26, whereas, for male teachers it was 23.73. It clearly showed that, there is no much difference in the mean scores of female teachers and male teachers. Then the t-value was calculated and it came out as 0.91, which is insignificant at both levels of significance. Hence, female teachers and male teachers do not differ significantly w.r.t counterproductive work behaviour (person).

Apart from this, mean score of Counterproductive work behaviour Total that female teachers turned out to be 45.72, whereas, for male teachers it was 46.75. . It

clearly showed that, there is no much difference in the mean scores of female teachers and male teachers. Then the t-value was calculated and it came out as 1.08, which is insignificant at both levels of significance. Hence, female teachers and male teachers do not differ significantly w.r.t counterproductive work behaviour (total).

Hence, the null hypothesis, "There exist no significant differences in counterproductive work behaviour of teachers with respect to gender, is" accepted. The results showed that there was insignificant difference between female and male teachers, Further from table 3.4 it has been clear that female had scored higher than male on CWB (Organisation), CWB (Person). Thus, it can be concluded that female are more inclined towards counterproductive behaviour than males

Table 3.5

T-RATIO DIFFERENCES IN SCORES OF COUNTERPRODUCTIVE WORK BEHAVIOUR IN RELATION TO RELIGION

Religion wise data for the sample have been presented in the following table. In order to find the significant differences between them t-test has been applied and results have been tabulated in the following Table:-

Dimensions	Religion	N	Mean	Std. Dev.	Std. Error Mean	t-value	df	Results
CWB Organisation	Hinduism	130	22.3	1.963	0.172	1.94	198	Not Significant
	Sikhism	70	23.19	4.46	0.533			
CWB Person	Hinduism	130	22.96	1.718	0.151	2.61*	198	Not Significant
	Sikhism	70	24.19	4.807	0.575			
CWB Total	Hinduism	130	45.26	3.181	0.279	2.40*	198	Not Significant
	Sikhism	70	47.37	9.048	1.081			

*not significant at 0.01 level

The table 3.5 shows that Counterproductive work behaviour (Organisation) that the mean score of teachers following to Hindu religion turned out to be 22.30, whereas, for teachers it was 23.19. It clearly showed that, there is no much difference in the mean scores of teachers following to Hindu religion and teachers following to Sikh religion. Then the t-value was calculated and it came out as 1.94, which is insignificant at both levels of

significance. Hence, teachers following to Hindu religion and teachers following to Sikh religion do not differ significantly w.r.t counterproductive work behaviour (organisation).

However, mean score of Counterproductive work behaviour (Person) that the teachers following to Hindu religion turned out to be 22.96, whereas, for teachers following to Sikh religion it was 24.19. It clearly showed that, there is miniature difference in the mean scores of teachers following to Hindu religion and teachers following to Sikh religion. Then the t-value was calculated and it came out as 2.61, which is significant at 0.01 levels of significance. Hence, teachers following to religion and teachers following to Sikh religion little bit differ significantly w.r.t counterproductive work behaviour (person).

Apart from this, mean score of Counterproductive work behaviour Total that teachers following to Hindu religion turned out to be 45.26, whereas, for teachers following to Sikh religion it was 47.37. It clearly showed that, there is miniature difference in the mean scores of teachers following to Hindu religion and teachers following to Sikh religion. Then the t-value was calculated and it came out as 2.40, which is insignificant at 0.01 levels of significance. Hence, teachers following to Hindu religion and teachers following to Sikh religion do not differ significantly w.r.t counterproductive work behaviour (total).

Hence, the null hypothesis, there exist no significant differences in counterproductive work behaviour of teachers with respect to religion is” rejected. The results showed that there was insignificant difference between Hindu and Sikh teachers Further from table 3.5 it was cleared that teachers’ following to Sikh religion has been scored higher than teachers following to Hindu religion following to Sikh religion on CWB (Organisation), CWB (Person). Thus, it can be concluded that following to Hindu religion teachers are more inclined towards counterproductive behaviour than following to Sikh religion teachers.

Differences in counterproductive work behaviour different Qualification data for the sample have been presented in the following table. In order to find the significant difference between them one way ANOVA has been applied and results have been tabulated in the following table 3.6:-

Table 3.6

**ONE WAY ANOVA ON COUNTERPRODUCTIVE WORK BEHAVIOUR WITH
RESPECT TO TEACHERS QUALIFICATION**

Differences in counterproductive work behaviour different Qualification data for the sample have been presented in the following table. In order to find the significant difference between them one way ANOVA has been applied and results have been tabulated in the following table 3.6:-

Dimensions	Sov	Sum of Squares	Df	Mean Square	F	P-value
CWB Organisation	Between Groups	12.059	3	4.02	0.41	0.742
	Within Groups	1893.52	196	9.661		
	Total	1905.58	199			
CWB Person	Between Groups	16.298	3	5.433	0.52	0.665
	Within Groups	2027.28	196	10.343		
	Total	2043.58	199			
CWB Total	Between Groups	50.332	3	16.777	0.46	0.709
	Within Groups	7105.67	196	36.253		
	Total	7156	199			

A close glance at the table 3.6 reveals that F-ratio for qualification of teachers viz. Post graduate, graduate, ETT and 12th w.r.t counterproductive work behaviour came out 0.41 which is table value at 0.05 ($p < 0.050$). Hence, which shows that teachers with different-different qualifications do not differ significant w.r.t counterproductive work behaviour. All teachers were equally counterproductive work behaviour.

Thus, the null hypothesis “There exist no significant difference in the counterproductive work behaviour of the teachers Qualification” is accepted. Further, from

the table 3.6 it has been clearly visible that Post Graduate teachers had scored higher than Graduate teachers and the Graduate teachers had scored higher than ETT teachers as well as it has been clearly visible that ETT teachers had higher scored than 12th teachers. Furthermore, from the whole table 3.6, It found that the Post Graduate teachers were scored more than the graduate teachers and as well as the ETT teachers scored more from the 12th teachers. It can be concluded that Post Graduate teachers are more inclined towards counterproductive work behaviour than other qualified teachers.

CHAPTER IV

ANALYSIS AND INTERPRETATION

After the data analysis, the investigator proceeds for the interpretation of the results and at the final stage the conclusions are made. The current chapter concludes the results.

4.1 CONCLUSIONS

Conclusions are a very essential part for any study to reach at some results of the study. They provide an end touch to the study and review to the whole critical efforts. In research work this part of the study plays an important role. Results of research show acceptance or rejection of the hypotheses:

1. Secondary school teachers have been more inclined towards counterproductive work behaviour than elementary school teachers. This means that the dimension of counterproductive work behaviour such as organisation and persons vary to each other.
2. Teachers working in government schools were more involved in counterproductive work behaviour than teachers working in private schools on counterproductive behaviour. This means that the dimension of counterproductive work behaviour such as organisation and persons vary to each other.
3. Female teachers working in government schools exhibited higher score on counterproductive work behaviour than male teachers working in government schools, female teachers working in private schools and male teachers working in private schools for government schools. Female teachers have been more inclined towards counterproductive work behaviour than males. This means that the dimension of counterproductive work behaviour such as organisation and persons vary to each other.
4. Teachers who have been following Hindu religion are more involved in counterproductive work behaviour than teachers who are following Sikh religion. This means that the dimension of counterproductive work behaviour such as organisation and persons vary to each other.
5. Post Graduate teachers have been more inclined towards counterproductive work behaviour than other qualified teachers. This means that the dimension of

counterproductive work behaviour such as organisation and persons vary to each other.

4.2 RECOMMENDATIONS

Keeping in view the findings of study the following recommendations are hereby put forward for the managements and teachers to improve the counterproductive work behaviour of school teachers.

1. Counterproductive work behaviour is detrimental for the organizations because these are counter-productive. Thus, management must think of some ways to minimize the counterproductive work behaviour.
2. Authorities can set up strict policies and monitoring systems to prevent the engagement in Counterproductive work behaviour. Having rules and monitoring systems can tackle the problems to some extent.
3. Authorities should explain clearly to employees about the organization structure, job nature, job evaluation, etc, especially the common external stressors that can easily erect negative emotions of employees.
4. Authorities should also pay more attention to the organization settings, creating a better working environment for employees and seek advice and feedback from employees regularly.
5. Authorities should create a harmonious atmosphere in the organization, encouraging mutual understanding, positive communications and helping behaviours among employees.

4.3 LIMITATIONS

Research has always some limitations. This is especially true in the case of research studies, which involve human behaviour because at the time of data collection, any individual can try to conceal his negative aspects. It is to this the data affect the reliability of research. The present study has also some limitations. Such limitations of a study reduce the reliability and validity of the study. The investigator considered the following limitations in the present study:

- 1.The present study was confined to ten private and 20 government schools jalandhar Districts only.
2. Lack of cooperative attitude from the teachers.
3. Lack of positive attitude from the principal of schools.

4.4 SUGGESTIONS FOR FURTHER STUDY

Research is never ending process. Every investigator after completing his piece of research inevitably becomes aware of areas in which further research is needed and naturally feels motivated to indicate area, which may be taken up for research by other investigators. The present study was undertaken to study the Level of Counterproductive work Behaviour of Teachers: An exploratory study the following suggestions are suggested for further study:

1. The study can be conducted on college and university teachers serving in both government and private institutions with larger sample.
2. Similar study can be conducted in different districts of Punjab.
3. The study can also be extending at the national level.
4. This study can be replicated on a larger scale for better validation of results.
5. The tool can be modified in local language for better results.
6. Similar study can be conducted on doctors, lawyers, engineers and other professions.
7. A similar study can be conducted by making comparison between school and university teachers.
8. A comparative study can be conducted on professionals engaged in different professions.

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