

A Correlational Study of Organizational Climate and Counterproductive Work Behavior among Private Sector Employees Shubhangi Moghe and Shaili Misra****

Abstract

The appellation 'organizational climate' classifies the basic ambiance or vibe in an organization that is majorly swayed by mutual attitudes, beliefs, and actions. It comprises the common 'mood' or 'feel' of the workspace and has a strong effect on employee's perception and communication with their company. Destructive behavior that hurts people or organizations at work is known as counterproductive work behavior, or CWB. Employees participate in a variety of CWBs; some are aimed at the employer, while others are intended for particular individuals. Customers, patients, and members of the public are examples of outsiders as well as insiders in the organization (such as coworkers or subordinates). The standardized questionnaires have been utilized to gather primary data from sample of 120 among private sector employees. Data was acquired using the conducted using Organizational Climate Scale developed by Giles in 2010 and Counterproductive Work Behavior developed by Spector, P. E. in 2010. The statistical analysis involves the use of Pearson's correlation as the applied method for data analysis.

The outcomes depicted there is a negative correlation between Organizational Climate and Counterproductive Work Behavior among private sector employees, negative correlation between the dimensions of Organizational Climate i.e. warmth, reward, standards, risk & conflict and counterproductive work behavior among private sector employees whereas positive correlation between the dimensions of Organizational Climate i.e. structure, support & commitment and counterproductive work behavior among private sector employees.

Keywords: Organizational Climate, Counterproductive Work Behavior, private sector employees.

Organizational Climate

The appellation 'organizational climate' classifies the basic ambiance or vibe in an organization that is majorly swayed by mutual attitudes, beliefs, and actions. It comprises the common 'mood' or 'feel' of the workspace and has a strong effect on employee's perception and communication with their company. An understanding and research of the organizational environment is required to evaluate an employee's health, job contentment, motivation, and comprehensive performance in the workplace.

According to Campbell, "Organizational climate can be demarcated as a set of attributes specific to a specific organization that may be induced from the mode that organization deals with its members and its environment. For the individual members within the organization, climate takes the form of a set of attitudes and experiences which label the organization in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome-outcome possibilities."

As per Evans (1996), "Organizational Climate is a system which helps in understanding the problems and challenges of organizations. It is described as a set of perceptions which individuals have about different work aspects in the organization".

Dimensions of Organizational Climate are:

1. Reward: It shows the feeling of reward that workers feel when they complete a task successfully. Rewards emphasize the perceived fairness of the pay and promotion systems and are the feeling of being recognized for a job well done.

2. Warmth: The organization is characterized by a widespread sense of excellent solidarity. Put simply, warmth in working settings focuses on being popular

and the prevalence of friendly and casual social groupings.

3. Support and Commitment: Support is a reflection of the mutual support and trust that permeate organizations. When employees believe they are a part of the company and that their managers are there to assist them, support levels are high. The feeling that you are an important and valued employee of a company. Employee commitment is a reflection of their dedication level to the objectives of the organization and their feeling of pride in belonging to it.

4. Structure: The feeling that employees have of the limitations within the company. The number of policies, guidelines, and procedures that have been put in place inside an organization, as well as whether or not "red tape" is prioritized, are all considered aspects of its organizational structure.

5. Risk and Conflict: Conflict is the feeling that managers and other staff members are open to hearing opposing viewpoints; it is the focus on bringing issues to light rather than minimizing or resolving them. Risk is defined as both the risks that employees take and the risks that employers encourage them to take in order to protect themselves.

6. Standards: It measures how much pride employees take in their work and how much pressure they feel to perform better. Standard, however, refers to precisely stated, high-performance requirements.

Counterproductive Work Behavior:

Destructive behavior that hurts people or organizations at work is known as counterproductive work behavior, or CWB. Employees participate in a variety of CWBs; some are aimed at the employer, while others are intended for particular individuals.

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Customers, patients, and members of the public are examples of outsiders as well as insiders in the organization (such as coworkers or subordinates). There are five main forms of CWB, which include:

Abuse occurs when someone is mistreated verbally or physically at work. The most frequent forms of abuse are insulting, demeaning, or unduly critical remarks. Saying to someone that they are stupid is one example. Other examples of abuse might be sexual or racial harassment. These many forms of abuse can be an aspect of a bullying pattern that occurs at work and may be directed at one or multiple employees.

Production Deviance is when someone intentionally does a task wrong. When Bob confused the two orders in an effort to get even with his employer, he did this. Since production deviance is purposeful, it differs from honest errors or poor performance. Examples would be disobedience to safety regulations (wearing protective gear to prevent accidents) or customer service standards (answering calls from customers in order to promote positive customer relations).

Sabotage is the deliberate destruction or defacement of a company's assets or reputation. Physical sabotage examples that have been encountered include driving a car without motor oil until the engine was destroyed and smashing tools into machines to inflict damage. Negative publicity about the company, whether through social media or word-of-mouth, can cause reputational damage.

Theft is taking the employer's property without authority. Employee theft can cost retail businesses more products than customer shoplifting. A consumer may steal a few items by hiding them in a pocket or beneath a jacket. When the store is closed at night, an unauthorized employee may steal a full carload of products.

Withdrawal means not putting in the hours that an employee is supposed to. Examples include arriving late to work, leaving early (as Bob did), and reporting absence while unwell.

Review of Literature

Organizational Climate

Singh (2014) conducted "A comparative study was done on the organizational climate of 4 elected State universities in Haryana with non-teaching staff". OCTAPACE profile with 40 items in 8 values was used by him. ANOVA technique was employed to collate the organizational climate of the universities and discovered there was vital difference in the organizational climate of the opted universities with the F-value (18.475) i.e. the organizational climate of each university was discerned in a distinct way by the employee selected for that specific university. The most promising climate with the highest value (124.026) was of Kurukshetra University found by the university employees. Whereas the unpromising climate with the lowest value (113.231) was of the Maharshi Dayanand University found by the

university's non-teaching employees. Hence, the set 40 Hypothesis was accepted. The highest mean value in 2 factors was discovered by non-teaching employees of the Guru Jambheshwar University of Science and Technology which held hidden aspects of the information and the trust within the employees implies the existence of rope climate within the GJU of Science and Technology. Naganna (2015) strived to gauge and "compare organizational climate and job contentment in chosen commercial banks of the public and private sectors." Samples were accumulated from a total of 31 banks, each of the banks with 318 branches strewed across rural, urban, semi-urban areas in Kadapa district, based in the Rayalaseema region of Andhra Pradesh. Data was carefully accumulated from a total of 3,890 employees comprising 450 staff members, 1460 officials, and 1,980 people in clerical roles. Diverse statistical techniques like T-tests, coefficient of correlations, and chi-square analysis were employed to examine the accumulated data. The examination of the data showed that employees in both public and private sector banks commonly kept promising perceptions of their own organizational climates. However, substantial discrepancies arose between employees of public and private sector banks regarding explicit dimensions of organizational climate comprising feedback, work relations, communication, performance, employee welfare, formalization, and innovation. More so, noteworthy differences were observed in the employee's satisfaction level in the job of these two sectors. Henceforth, private-sector bank employees noted lower job satisfaction in comparison to their mates in public-sector banks. Public sector bank employees tended to favorably value factors like recognition, job protection, and a sense of service to society. Nagaraju and Pooja (2017) conducted "A comparative analysis of the working experiences of employees in private and public sector banks, focusing on organizational climate parameters." The study aimed to explore how an employee-focused and success-oriented organizational approach can contribute to enhanced performance. Data were collected from sample of 150 employees representing both private and public sector banks. The analysis involved the use of ANOVA, standard deviations, means, and statistical methods to assess the gathered data. The results revealed significant differences in organizational climate between public and private sector banks. The study emphasized pivotal role of organizational climate in fostering employee motivation and a sense of belonging in the workplace. Notably, employees in private sector banks expressed considerably higher perceptions regarding job-related training and its effectiveness in meeting professional standards, consequently contributing to increased efficiency and overall effectiveness in their work.

Counterproductive Work Behavior:

Parvez and Anjum (2013) investigates “the magnitude of counterproductive work behaviors in a group of 400 blue collar and white collar workers.” The Counterproductive Work Behavior Checklist, Interpersonal Conflict Scale, Minnesota Job Satisfaction Scale are the three self-reported measures employed in this study. Many descriptive and inferential statistical techniques, including regression, independent samples t-test, mean rank analysis, and Pearson correlation, are used to infer results. The magnitude of CWBs varies statistically significantly between blue- and white-collar workers, according to the results. White-collar professionals report high levels of job satisfaction, low levels of interpersonal friction, and few instances of counterproductive productive work behaviours. However, blue-collar workers report higher levels of interpersonal conflict, counterproductive work behaviours, and low job satisfaction. The study's conclusions also demonstrate how CWB can be predicted based on the intensity of interpersonal conflicts as well as job satisfaction. It is shown that counterproductive behaviors are less likely to occur when a person is satisfied with their job.

Thakur (2017) conducted a study on “Personality in Relation to Counterproductive Work Behaviour: A Study on The Employees of Manufacturing Industry.” The objective of the investigation was to look into the relationship between personality (Big Five) and CWB in Baddi, Himachal Pradesh's industrial sector. There were 150 male and 150 female responders among the 300 production department employees that made up the sample. Results of the analysis revealed that for Organizational-Counterproductive Work Behavior, extraversion, neuroticism, conscientiousness, openness to experience, contributed 21% of the variance in totality for the entire sample, and for Interpersonal Counterproductive Work Behavior, extraversion, neuroticism, conscientiousness contributed 18% of the variance in totality. In terms of agreeableness, neuroticism, and organizational CWB, there is a statistically significant difference between males and females.

Thapar and Brar, (2022) conducted a study on “A Comparative Study of Counterproductive Work Behaviour and Moral Disengagement amongst Police Personnel and Middle-Level Industrial Managers.” The research sample was split into two groups: industrial employees at managerial level (N=50) and policemen at officer rank (N=200). Descriptive statistics and an unequal independent t-ratio were used for analysis. The findings indicate that while both groups performed poorly on all counterproductive aspects, there were significant differences in all other dimensions, such as the overall CWB score, with the exception of sabotage. Consequently, the results demonstrate that compared to industrial managers, police officers had higher rates of engaging in counterproductive work

behaviors such as staff theft, abuse, withdrawal, production deviance and total scores for CWB.

Objectives

To study the effect of Organizational Climate and Counterproductive Work Behavior among private sector employees.

To study the effect of all the dimensions of Organizational Climate i.e. Warmth, Reward, Structure, Support and Commitment, Standards, Risk and Conflict and Counterproductive Work Behavior among private sector employees.

Hypotheses

H₁ : There will be a significant correlation between Organizational Climate and Counterproductive Work Behavior among private sector employees.

H₂ : There will be a significant correlation between all the dimensions of Organizational Climate i.e. Warmth, Reward, Structure, Support and Commitment, Standards, Risk and Conflict and Counterproductive Work Behavior among private sector employees.

Method

Sampling Stratification: The sample of 120 participants has been selected from Uttar Pradesh, and Gujarat using random sampling. This research participants fall in the 30-55 years age range, included faculties of higher educational institutions and managers of private sector organizations. The sample comprised 60 males and 60 females.

Tools

Organizational Climate Scale: This scale was developed by Giles in 2010 & Heyart in 2011. For the responses to the statements on the scale, a five-point Likert-type metric has been employed, with the following anchors: "1- strongly disagree, 2- disagree, 3- neither agree or nor disagree, 4- agree, 5-strongly agree".

Counterproductive Work Behavior Scale: This scale was developed by Spector, P. E. in 2010. For the responses to the statements on the scale, a Likert-type metric, that is, expressions with five intervals has been used. Anchored such; "1- Never, 2- Once or Twice, 3- Once or Twice a month, 4- Once or Twice a week, 5- Everyday".

Procedure: The study utilized a standardized scale for participant convenience and outreach, disseminating it via WhatsApp status and other social networking platforms, with assistance from family, friends, and members of the faculty. Subsequently, scoring was conducted using Google Docs, and the entered results were analyzed and presented.

Statistical Analysis: This applied for data analysis will be Pearson's correlation.

Results

The coefficient of Pearson correlation of Organizational Climate and Counterproductive Work Behavior among private sector employees is $r = -0.12$, which means it is not significant at the 0.01 level (1-tailed).

From above table 1, it shows the dimensions of Organizational Climate and Counterproductive Work

A clear organizational structure helps in defining roles, responsibilities, and expectations, which can

Table 1: - Showing Pearson’s correlation among the dimensions of Organizational Climate and Counterproductive Work Behavior among private sector employees.

S.No .	Dimensions of Organizational Climate	Counterproductive Work Behavior(CWB)	Pearson Correlation (r value)
1	Reward	CWB	-0.20
2	Warmth	CWB	-0.27
3	Support and Commitment	CWB	0.16
4	Structure	CWB	0.20
5	Risk and Conflict	CWB	-0.18
6	Standards	CWB	-0.09

Behavior, shows that the correlation between reward, warmth, risk & conflict, standards and counterproductive work behavior is not significant whereas the correlation between support & commitment, structure and counterproductive work behavior is significant at the 0.01 level.

Interpretation & Discussion

The appellation ‘organizational climate’ classifies the basic ambiance or vibe in an organization that is majorly swayed by mutual attitudes, beliefs, and actions. It comprises the common ‘mood’ or ‘feel’ of the workspace and has a strong effect on employee’s perception and communication with their company. Destructive behavior that hurts people or organizations at work is known as counterproductive work behavior, or CWB. Employees participate in a variety of CWBs; some are aimed at the employer, while others are intended for particular individuals. Customers, patients, and members of the public are examples of outsiders as well as insiders in the organization (such as coworkers or subordinates).

Assessment of Organizational Climate is conducted using Organizational Climate Scale developed by Giles in 2010 and Counterproductive Work Behavior is conducted using the Counterproductive Work Behavior Scale developed by Spector, P. E. in 2010. The sample of 120 participants has been selected from Uttar Pradesh, Delhi-NCR and Gujarat. The participants are between the ages of 25 to 55 years. The statistical analysis involves the use of Pearson’s correlation as the applied method for data analysis.

When employees perceive support from the organization and their colleagues, they are likely to feel valued and less likely to engage in counterproductive behaviors. Support includes emotional backing and resources needed to perform job duties effectively. This can lead to increased job satisfaction and reduced likelihood of CWB. Employees who are highly committed to the organization are generally more motivated to align with organizational goals and values. High commitment often correlates with reduced CWB because these employees are invested in the organization's success and less likely to undermine it.

reduce ambiguity and frustration. When employees understand their roles and the processes they need to follow, they are less likely to engage in CWB that arises from confusion or perceived unfairness.

The lack of significant correlation between reward and CWB suggests that the reward system might not be perceived as impactful or fair by employees. If rewards are not aligned with performance or are seen as inadequate, they may not effectively deter CWB. While a warm and friendly work environment can enhance employee morale, the lack of significant correlation implies that warmth alone may not be sufficient to reduce CWB. Employees might still engage in CWB if other critical factors such as support or structure are lacking. The non significant correlation of risk & conflict and CWB suggests that the presence of risk or conflict in the workplace does not necessarily translate to higher CWB. This may indicate that employees can manage or adapt to these challenges without resorting to counterproductive behavior. The absence of a significant relationship between standards and CWB could imply that the impact of performance standards on behavior is mediated by other factors, such as how well these standards are communicated and supported by the organizational structure and support systems.

Organizational climate refers to the overall atmosphere in a workplace, including how people feel about their jobs, their leaders, and coworkers. When the climate is positive, with good communication and support, employees are not as likely to participate in CWB like gossiping, slacking off, or being rude. In the context of the Indian knowledge system, which emphasizes values like respect, honesty, and working together, a positive climate can encourage behaviors that align with these traditional values. This helps in creating a work environment where negative behaviors are naturally reduced because employees feel valued and connected to their work and colleagues.

On the other hand, if the organizational climate is negative, with stress, poor communication, and lack of recognition, employees may feel disconnected and more likely to engage in CWB. The Indian

knowledge system, with its focus on ethics, responsibility, and the interconnectedness of all actions, can provide guidance on how to improve the workplace climate. By applying these traditional principles, organizations can create a more supportive environment that discourages negative behaviors and promotes well-being and positive actions, helping employees feel more satisfied and motivated in their roles.

Conclusion

The findings highlight that support, commitment, and structure are critical dimensions of Organizational Climate that significantly impact Counterproductive Work Behavior. Organizations aiming to mitigate CWB should focus on enhancing support systems, fostering employee commitment, and establishing clear structures and processes. These factors create an environment that reduces ambiguity, aligns employee goals with organizational objectives, and strengthens the overall work climate.

In contrast, dimensions such as reward, warmth, risk and conflict, and standards do not show a direct significant relationship with CWB in this analysis. This suggests that while these dimensions are important for overall organizational health and employee satisfaction, their impact on CWB might be less direct or mediated by other factors. Organizations should consider integrating these dimensions into a broader strategy that includes support, commitment, and structure to effectively address and reduce CWB.

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