Counterproductive Work place Behaviors and Organizational Citizenship Behaviors among Nurses

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Abstract

Background: counterproductive work behavior (CWB) is significant factor that can negatively impact organizational citizenship behavior (OCB). CWB can damage trust between employees and the organization, lower job satisfaction, and this lower OCB. **Aim:** Explore the association between counterproductive work place behavior and organizational citizenship behavior among nurses. **Study design:** Descriptive correlational research design was used. **Setting:** Sohag University Hospital. **Sample:** The sample size was 266 nurses. **Tools:** three tools were used: Personal and occupational data sheet, Counterproductive workplace behavior checklist, and organizational citizenship behavior scale. **Results:** half of studied nurses 50% have high counterproductive workplace behavior level**,** and about 71.10% of them have moderate organizational citizenship behavior level. **Conclusion:** There was high statistical significant negative correlation between counterproductive workplace behavior with organizational citizenship behavior **Recommendations:** Emphasize on applying corrective disciplinary actions to decrease counterproductive workplace behavior. Motivate nurses by giving them recognitions on their good practice.

Keywords: *Behavior, Citizenship, Counterproductive, Nurses, &Organizational.*

Introduction

Counterproductive workplace behavior (CWB) refers to actions that are considered deviant and harmful, often stemming from negative emotions towards colleagues or the work environment. It's essential to address employees' feelings and thoughts, ensuring they feel valued, as this fosters a more efficient and positive organizational atmosphere **(Black Thomas, 2022).**

Organizations may face challenges from individuals who intentionally undermine their colleagues, workflow processes, leaders, customers, and the overall work environment. These destructive behaviors involve employees deliberately acting to disrupt organizational activities and inflict harm on the organization itself **(Alfuqaha, et al., 2023).**

Bennett, et al., (2019) added that a Counterproductive workplace behavior encompasses any actions by employees that hinder the goals and interests of a business. These behaviors can take various forms, including tardiness, theft, fraud, sexual harassment, workplace bullying, absenteeism, substance abuse, workplace aggression, and sabotage. Such actions not only diminish the quality of work from the individuals involved but also adversely affect the productivity of

their colleagues and pose significant risks for the employer.

Ardebili, et al., (2021) discussed that Counterproductive workplace behaviors can escalate to physical assault, including actions like punching, stabbing, or pushing. Additionally, racial and sexual harassment are serious forms of abuse that contribute to a hostile work environment. These offensive behaviors often manifest as part of a broader pattern of workplace bullying, which targets one or more employees. Bullying is unfortunately common and can take many forms, typically involving ongoing, negative, antisocial behavior and psychological mistreatment directed at an individual by another worker.

Counterproductive Work Behavior (CWB) refers to harmful actions that can be mitigated through Employee Engagement (EE), which is crucial in managing and developing human resources to enhance the performance of dedicated employees. The success of an organization relies on its human resources actively contributing to its goals. To optimize performance, organizations need competent employees who can support progress, align with organizational objectives, and work collaboratively towards achieving set targets. This alignment is essential, especially at higher levels, and is further

supported by Organizational Citizenship Behavior (OCB) **(Yupono Bagyo, 2018)**

Organizational Citizenship Behavior (OCB) refers to individual actions that, while not formally mandated as part of a job, significantly contribute to the overall success of a team or organization. These behaviors enhance the workplace environment and support collective goals. Managers consistently strive to understand and promote employee behaviors that align with desired performance objectives, fostering a culture of cooperation and commitment **(Cheema, et al., 2020).**

Employee behavior is a crucial element of an organization's overall performance and significantly contributes to its effectiveness. Organizational Citizenship Behavior (OCB) is defined as actions that not only enhance the financial success of the organization but also strengthen its social and psychological foundations. Researchers have shown interest in how employee moods can influence these work behaviors. Importantly, OCB is characterized as a voluntary act by employees, reflecting their commitment to the organization beyond their formal job requirements **(Moksnes & Lazarewicz, 2019).**

Organizational Citizenship Behaviors are closely linked to organizational support, job satisfaction, and transformational leadership. The five behaviors he identified are altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. When exhibited in a group setting, these behaviors contribute to a more positive and productive work environment **(Cheema, et al.,2020).**

Significance of the study

Both Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CWB) are encompassed within a broader definition of work performance that goes beyond assigned tasks. When evaluating an employee's performance, managers consider these behaviors as they significantly impact individual and organizational effectiveness and productivity. However, many organizations have overlooked these issues and are unprepared to address and mitigate the challenges posed by CWB. This neglect can hinder overall performance and workplace harmony.

In spite of some international studies done on this problem as "The impact of Counterproductive Behavior and Organizational Citizenship Behavior on Employee Performance with employee engagement acting as a crucial intervening variable." **(Yupono Bagyo, 2018)**," Relation between Counterproductive Behavior and Organizational Citizenship Behavior" **Barbara S., (2020).** There is no national study were conducted on the association between counterproductive work place behavior and organizational citizenship behavior among nurses. So, it was felt necessary to study the association between counterproductive work place behavior and organizational citizenship behavior among nurses.to find a way to overcome this problem.

Aim of the study

The study aimed to explore the association between counterproductive work place behavior and organizational citizenship behavior among nurses.

Specific objectives

1. Assess nurses' perception toward counterproductive workplace behavior.
2. Assess nurses' perception toward organizational citizenship behavior.

Study questions

1. What is the level of counterproductive workplace behavior among nurses?
2. What is the level of organizational citizenship behavior among nurses?
3. Is there a negative correlation between nurses' counterproductive work place behavior and organizational citizenship behavior?

Subject & Method
Technical design

This design includes research design, setting, subjects and data collection tools.

Research design

The present study was carried out using a descriptive correlational research design.

Setting

Study was conducted at Sohag University Hospital, a multispecialty hospital which is affiliated to Sohag University and consists of 6 buildings, each building is composed of five floors with capacity of 913 beds. These 6 building are oncology, kidney dialysis, emergency and burns, pediatric and premature, surgery and critical care, and medical services building which contain the outpatient clinics. This hospital provides advanced surgical, curative and preventive services for all citizens in Sohag Governorate.

Sample

Systematic Random sample of nurses from Sohag University Hospital which included in the study. Total number of nurses are 850 nurses, the sample size is (266) nurses according to **Cohen, (1992)**.

Data collection tools

Three tools were used in the study:

Tool I: Personal and occupational data sheet: It was designed to collect data about nurses' gender, age, marital status and years of experience, and hospital unit.

Tool (II): Counterproductive Workplace Behavior Checklist: which developed by Spector et al. (2006), to assess counterproductive behavior, it contains 32 items. The items were grouped into the categories of Ineffective job performance (3 items), Workplace Harassment (15 items), Theft (5 items), Absenteeism (4items), and Sabotage(5items). Each item is measured with a 5-point Likert scale ranging from 1 (Almost Never) to 5 (Almost Always). **Scoring system**: Score (32-96) indicate low level, (97 - 119) indicate moderate level, and (120 -160) indicate high level of counter productive workplace behavior.

Tool (III): Organizational Citizenship Behavior Scale: developed by Podsakoff, et., al, (1990), the overall scale consists of 24 items, each item was measured with a 5-point, Likert scale ranging from 1 (Almost Never) to 5 (Almost Always).

 Scoring system: Score (24-56) indicate low level, (57 - 88) indicate moderate level, and (89 -120) indicate high level of organizational citizenship behavior.

Administrative design

An official approval to carry out this study was obtained from the Dean of Faculty of Nursing - Sohag University, Director of Sohag University Hospital, Nursing Director in Sohag university hospital to collect the necessary data for the present study.

Ethical considerations

1- An official approval to carry out this study was obtained from the ethical committee at Faculty of nursing at Assiut University on 29/1/2023 code 110230553.
2- A verbal agreement was obtained from the participants in the present study.
3- Study participants have the right to refuse or to participate and/or withdraw from the study without any rational at any time.
4- There is no risk for study participants during application of the research.
5- Study participants' privacy was considered during collection of data, confidentiality and anonymity was assured during collection of data.

Reliability

The study tools were tested for its reliability by using Crombach's Alpha Co- efficient test, it was **(α = 0.854)** for Counterproductive Workplace Behavior Checklist, and **(α = 0.836)** for Organizational Citizenship Behavior Scale**.** Thus indicates a high degree of reliability for the study tools.

Validity

The face validity of the study tools (Personal and occupational data sheet, Counterproductive Workplace Behavior Checklist, and Organizational Citizenship Behavior Scale) was reviewed by the five experts of the Nursing Administration Department- Faculty of Nursing - Assiut University.

Pilot study

A pilot study on 27 nurses which represent (10%) from total study participants working at Sohag university hospital taken based on **Rufus, (2017)** if sample size is 100 then 10% must be taken for pilot study (1/10th), to ensure the clarity, accessibility and understandability of the study tools and for time estimation before actual data collection. The data obtained from the pilot study was analyzed and no changes were done for the study tools, which was included in the study sample.

Data collection

The researcher met individually with each nurse involved in the study to explain its purpose and request their participation. After securing verbal consent, the study tools were provided to the participating nurses, who completed a self-administered questionnaire designed to assess counterproductive workplace behavior and organizational citizenship behavior. Each participant took about thirty minutes to fulfill the questionnaire, The whole duration for data collection took about four months from June to September 2023.

Statistical design

Data entry and statistical analysis were conducted using SPSS version 22 (Statistical Package for Social Sciences). The results were presented as counts, percentages, and means. Pearson correlation was used to evaluate the correlation between quantitative variables. P-value considered statistically significant when $P \leq 0.05$

Results

Table (1): Shows that, more than half **59.8%** of the studied nurses are females and are married, **40.6%** of them have less than 5 years of experience with Mean ± SD **6.278±4.969,** more than one third **36.1%** of them are aged from 25-<30 years old with Mean ± SD **28.597±5.886**, and **27.1%** of them worked at surgical unit.

Figure (1): Demonstrates that high percent (**50%**) of the studied nurses have high level, while low percent (**36.5%**) of them have low level of counterproductive workplace behavior.

Figure (2): Reveals that, (**24.4%**) of the studied nurses have low level, while low percent (**4.5%**) of them have high organizational citizenship behavior level.

Figure (3): Shows that there is a negative correlation between organizational citizenship behavior with counterproductive workplace behavior Also there is high statistical significant relation among variables at (**P≤0.000**).

Results

Table (1): Personal characteristics and Occupational data of studied nurses (n=266)

| Personal characteristics and Occupational data	No. (266)	%
Gender		
Male	107	40.2
Female	159	**59.8**
Age		
<25	69	25.9
25-<30	96	**36.1**
30-<35	55	20.7
≥35	46	17.3
Mean ± SD	28.597±5.886	
Marital status		
Married	159	**59.8**
Un married	107	40.2
Years of experience:		
<5	108	**40.6**
5-<10	106	39. 9
≥10	52	19.5
Mean ± SD	6.278±4.969	
Hospital unit:		
Intensive Cardiac Unit (ICU)	29	10.9
Emergency	64	24.1
Dialysis	3	1.1
Chronic Cardiac Unit (CCU)	23	8.6
Surgical	72	**27.1**
Medical	35	13.2
Obstetrics and gynecology	22	8.3
Pediatric	11	4.1
Ophthalmology	7	2.6

Figure (1): Counterproductive workplace behavior levels among studied nurses (n=266)
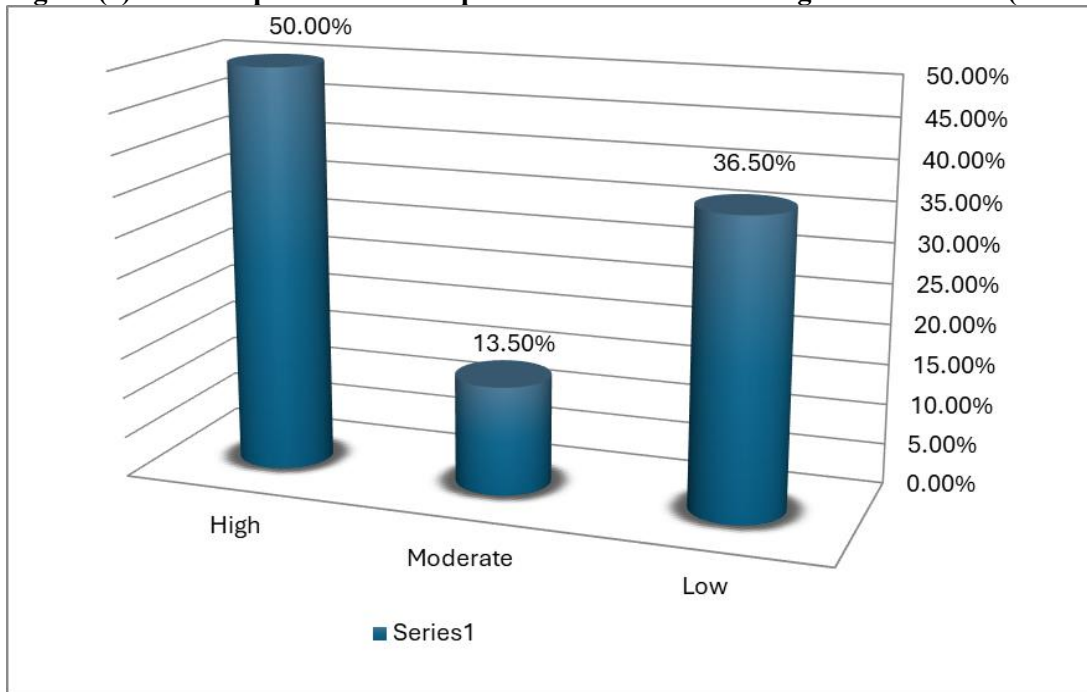
Figure (2): Organizational citizenship behavior levels among studied nurses working at Sohag university hospital (n=266)
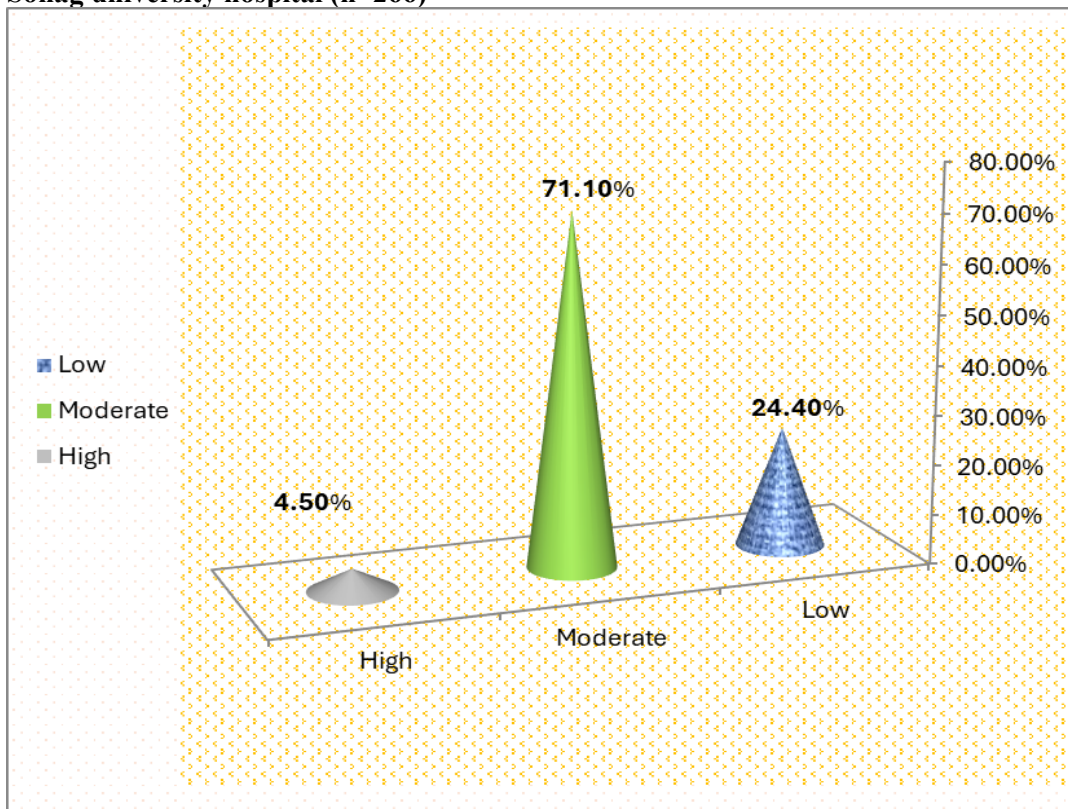
Figure (3): Correlation between counterproductive workplace behavior and organizational citizenship behavior as reported by studied nurses (n=266)
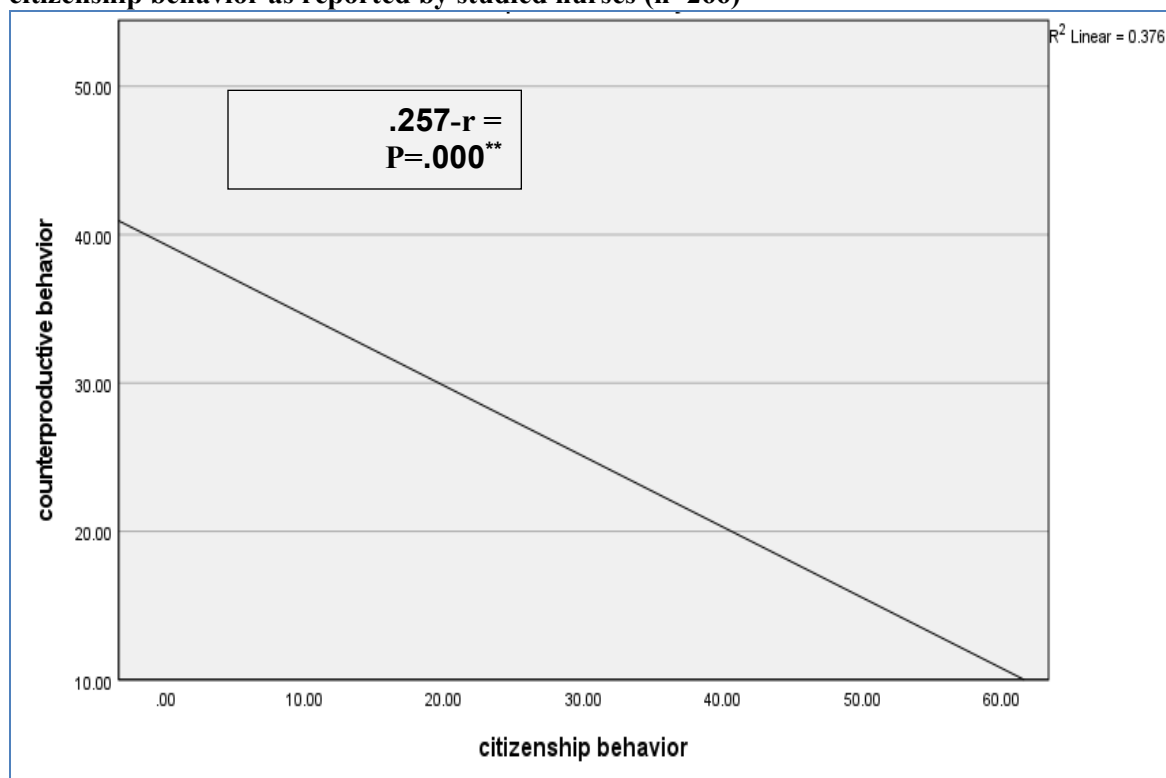
* A statistically significant P≤0.05 ** A highly statistically significant P≤0.001

Discussion

A crucial factor for any organization to succeed in diverse conditions is having individuals who can drive positive change without relying on formal job descriptions. These actions, which stem from official expectations but are essential for the organization's survival, are known as citizenship behaviors. **(Ghaibi, et al., 2022).**

Organizational citizenship behavior (OCB) helps employees fulfill their responsibilities more effectively by encouraging voluntary acts of assistance. Furthermore, this behavior fosters greater employee commitment, allowing the hospital to thrive and motivating staff to exceed their defined job responsibilities. **(Lewaherilla, et al., 2024).**

Therefore, the present study aimed to explore the association between counterproductive work place behavior and organizational citizenship behavior among nurses

As regard to personal characteristics and occupational data of studied nurses, the current study showed that, more than half of the studied nurses were females and more than one third of them were aged from 25-<30 years old. Also, more than half of them were married, one third of them had less than 5 years of experience

and less than one third worked at surgical unit. **Table (1)**

As regard to counterproductive workplace behavior level among studied nurses the current study revealed that, half of the studied nurses had high Counterproductive workplace behavior level **Figure (1).** This may be due to stressful work environment and lack of perceived psychological support from the managers.

This result was in the same line with **Ali & Elsayed, (2022),** indicated that nursing staff exhibited a high level of counterproductive behaviors in the workplace. However, this finding contrasts with the results of **Ebrahim and Eldeep (2020)**, who found that over half of the nurses studied displayed a moderate level of counterproductive work behaviors. Additionally, this finding was inconsistent with the results of **Badran and Akeel (2022)**, who reported that less than two-thirds of nurses exhibited a moderate level of counterproductive work behavior, while only about one-sixth of the study participants demonstrated a high level of such behavior.

According to organizational citizenship behavior level among studied nurses the current study revealed that, less than three quarters of the studied nurses had moderate organizational citizenship behavior level **Figure (2).** This may be due to the spirit of teamwork

with colleagues and nurses who expect to keep their jobs because they work for long times.

This result disagreed with **Osman, et al., (2022),** who demonstrated that slightly less than two third of staff nurses had high level of organizational citizenship behavior. Additionally, this result was incongruent with **Mohamed, et al., (2018),** who found that nearly half of studied nurses had a low level of organizational citizenship behavior. Moreover, this result was different with **Mohamed, et al., (2021),** who reported that nearly two thirds of the staff nurses had high level of total organizational citizenship behaviors.

Concerning correlation between counterproductive workplace behavior and organizational citizenship behavior as reported by studied nurses the findings of the current study demonstrated that**,** there was negative correlation between counterproductive workplace behavior with organizational citizenship behavior **figure (3).**

This may be because counterproductive behaviors decline organization productivity and decreases employee's performance, additionally, makes nurses powerlessness and feel that their work is meaningfulness which affects negatively on nurses over role behaviors (organizational citizenship behaviors).

This result was in the same line with **Barbara, (2020)** who revealed that there was a statistically significant negative correlation between the OCB dimensions and CWB dimensions. Also, **Yupono Bagyo, (2018)** reported that there was a significant relationship between OCB, CWB. this result was contradicted with **Kanafa-Chmielewska, (2019)** who proclaimed the positive relationship between OCB and CWB.

Conclusions
In the light of the study results, the following conclusion can be drawn:

Half of the studied nurses had high Counterproductive workplace behavior level. While less than three quarters of the them had moderate organizational citizenship behavior level. There was high statistical significant negative correlation between counterproductive workplace behavior with organizational citizenship behavior at (**P≤0.001**)

Recommendations
In the light of the study results, the following recommendations are suggested:
1. Emphasize on applying corrective disciplinary actions to decrease counterproductive workplace behavior.
2. Motivate nurses by giving them recognitions for their high achievements.
3. Encourage the cooperative environment and team spirit.

4. Conduct annual workshop about nursing code of ethics as it is the framework of nursing profession by nurse manager.

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