

REPORT



COUNTERPRODUCTIVE **W**ORK **B**EHAVIOUR

Michael Floyd

ID: 810505xxxxxxx

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COUNTERPRODUCTIVE WORK BEHAVIOUR
SUMMARIZED REPORT

Assessment Date: 2019-11-04

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 PROBABILITY OF CWB Very High High Medium Low Very Low High

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B. ASSESSMENT SCALES : Counterproductive Work Behaviour – CAUSATIVE FACTORS

B.1 Utilization – Participation & Empowerment



This is the degree to which the person feels and experiences being fully part of and involved (or not) in the organization at which he is employed, in the sense of feeling welcome, needed, appreciated, utilized and allowed to participate to his optimal capacity and being empowered to take part in decision-making whenever he so wishes and/or is able to, being given the opportunity and being facilitated to utilize himself to the fullest extent.

It is especially when the person feels under-utilized or being deliberately barred from (denied) the opportunity to use his skills and abilities or to *develop his potential* in been allowed to participate in some/particular activities, that can inculcate negative sentiments that may eventually give rise to fully fledged counterproductive behaviour in some people over time or under certain circumstances. In other words, some people are more susceptible than others, but if the 'causative factors' are present, the probability for submission to CWB is naturally higher, whatever the degree of susceptibility in a particular person is.

B.2 Conditions of Employment – Fairness in Practice



This scale centres around assessing the standard of the **official conditions of employment** existing in the organization, the extent it is *adhered to* and how well it is *applied* in practice – with special emphasis on how this is being *perceived* and *experienced* by staff, i.e., do they feel secure in their employment, objectively and fairly treated in an organization where transparency and openness is a generally accepted policy and way of life. It is when staff does not feel secure, well looked after, and alienated that uncertainty, distrust and disloyalty starts to fester with the resulting higher probability of counterproductive behaviour – especially under certain circumstances and conditions.

B.3 Recognition and Reward



This scale centres around determining how satisfied the testee is regarding the entire sphere of being **recognized** for what he is *worth* in terms of his skills, potential and abilities and what he rightfully *deserves* in terms of being **rewarded** for his contribution and performance. This kind of appreciation can be expressed in various ways, but it is especially the more tangible and measurable monetary reward-system and actual pay and pay-level that are of importance. This may prove to be a *highly sensitive factor* in actual and comparative terms – objectivity, consistency and fairness are of paramount importance. Because of the personalized nature of this factor, a relatively small perceived irregularity in the reward system may result in an exaggerated level of negative sentiment festering in the host without any one even being aware of it – like a time-bomb waiting for the 'right' stimuli to cause disastrous counterproductive work behaviour, like sabotaging the employer. It would thus be wise to submit staff to the **CWB- profile**, as a *survey tool* from time-to-time, to 'test the waters' as a precautionary measure.

B.4 Human Dignity



Human dignity is a common denominator in the human race – we all like to be recognized as someone of value, to be treated with consideration, compassion, basic respect, tolerance and high esteem. In the work context we do not want to be just a ‘number’ and to be treated as a ‘common worker’ or a ‘non-entity’ that can be shouted at, abused, exploited, looked down on and ‘walked over’, but to be perceived and treated as a respected human being and a fully fledged member of the organization at which we are employed – if this is not the case, it is an incubator of counterproductive work behaviour by a person who does not feel wanted and part of the organization, but an alienated entity who must give vent to this hurt himself – and perhaps rightfully so!

B.5 Development – Furthering Lifestyle Aspirations & Skills Development



This entire scale centres around the candidate’s perception of the degree to which his employer is helping him in advancing/enhancing his life, persona, skills and career development.

The orientation of the organization regarding this concept presents itself over an entire continuum; on the one extreme, a total lack of interest in their staff’s development, in virtually all facets, is shown, to the other extreme, where the development and involvement of staff in all its facets, is a declared organizational culture – a way of ‘life’. In the latter case, the organisation is a proactive partner in the development process; from determining the person’s strengths /skills and total potential, to developing such in a planned and well-structured career growth-process, which also includes assisting him to realize his aspirations in life per sé – i.e., realizing his hopes and dreams.

It is well established and generally experienced over years of observation and study, that staff of such organisations became positively entrenched in the developmental culture of the organisation; to such an extent that they associate fully with the organisation as ‘**their organisation**’, being very loyal and supportive to it in terms of the services/products rendered and management and that such organisations experience less staff conflict, dissatisfaction, disciplinary action and low staff turn-over.

The opposite is, however, also true. In such instances, staff perceives the organisation as only a place to earn an income, where career growth and development are of little interest, where one must look after yourself and always seek for greener pastures and ‘stay on the move’ (so to speak) – a proverbial rolling stone.

B.6 Management



To a certain extent the **managerial factor** is associated/involved with all five Causative Factors described above – especially as perceived by staff. They (i.e., management) represent the authority that decides–the fate of staff in general, but more specifically the fate of their own subordinates. Although this may be a folly, because many issues fall outside their (i.e., management’s) jurisdiction, functional authority or control, management is more often than not, held liable and are often blamed for matters going wrong – they are the scape goats; rightly or wrongly so.

Management is thus in a very sensitive position to causing a negative sentiment amongst staff – especially some of them. Research identified management to be the largest contributor of negative (or for that matter, positive) feelings amongst staff in any corporate environment.

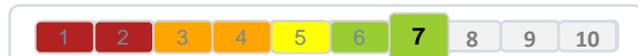
It is especially the following conditions that guide the positive or negative perception staff has regarding the sentiment management generates amongst staff in a corporate work situation:

- Are they fully transparent and open in dealing with staff and situations?
- Can they be fully trusted without having any hidden agenda?
- Are they absolutely fair in treating people and situations at work?

Or, in contrast to the above:

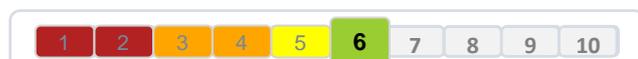
- There is evidence/proof in the organisation that management manipulates (uses) others for their own interests/benefits.
- The behaviour of management at work is unethical/unfair and self-centered.
- The (best) interest of staff does not even feature in management’s basic perception of ‘success’ at work.
- Management looks down on staff and may, in some instances, not even bother showing it in how they treat them in practice.

Counterproductive Work Behaviour – Integrated Causative Factor Rating (ICF)



This composite rating is obtained from the weighted integrated scores calculated from the six causative scales above and represents the best single score in this regard.

Counterproductive Work Behaviour – Adapted Causative Factor Rating (ACF)



This scale represents a converted score of the above **ICF** by adjusting it to the degree the candidate ‘lied’ in completing this part of the CWB as well as taking his Consistency score into consideration - leaving the user with a much more reliable single score on the Causative Factor Rating.

C. ASSESSMENT SCALES : Counterproductive Work Behaviour – MODE LEVELS

C.1 CWB – Passive Mode



Considering the human nature, it is only reasonable that all members of the human race will have a tendency to counterproductive work behaviour under certain circumstances – even if it is at a very low level and for only a fleeting second, in terms of responsible description and measurement, the existence of such feeling should be acknowledged and accommodated in the scientific model and process dealing with this construct in practice.

In acknowledging the above, and in line with the relevant research, analysis and interpretive recommendation-report of the Project Team (PT), the first two Mode Levels (i.e., Low Probability Mode and Passive Mode), were integrated and ‘named’ the **Passive Mode** – for the following convincing reasons:

- a. If a person scores low at all the mode levels embodied in the test, he automatically presents a high risk to submit to counterproductive work behaviour.
- &
- b. There exists a significantly high correlation between people with a low ‘probability-mode’ level and those presenting a ‘passive’ counterproductive work behaviour – i.e., 0.87 at a significant level of 0.001.

The above should thus be interpreted that, although they may experience negative feelings, they mainly tend to present it in a *passive way* as a typical behavioural disposition.

The **Passive Mode** thus represents the first anchor-beacon of the probability-continuum on the part of the employee/test-taker, to submit (in terms of *readiness* and *degree/extent* to get involved in ‘deviant’ behaviour) as a typical behavioural disposition at this point in time and providing the current/present set of circumstances he is in.

The three mode levels (that the test consist of) **progress** from this lowest level at which the test-taker may/will make himself guilty of counterproductive work behaviour. Although this mode is indicative of a ‘**low probability**’ to CWB on the part of the candidate, he will most probably (only) respond in a **Passive Mode** in that he would prefer to remain quiet/passive when his employer is unrightfully ‘put down’ (e.g., wrongly criticized) by someone with the intention to cause the organisation or its services/products harm in the market. The mere fact that he chooses to remain quiet and not to become involved (e.g., not to step into the gap for his employer or manager), is by implication, contributing to the (potential) loss the employer stands to suffer.

C.2 CWB – Responsive-participative Mode

1 2 3 4 5 6 7 8 9 10

The above is followed by the so-called ‘*evolving phase*’ which is recognized by highlighting certain typical attributes related to more ‘serious deviating’ behaviour on the part of the employee. Considering the fact that these attributes virtually all have a common denominator that can best be described as a typical *response* on the part of the candidate in a *participative way/fashion*, the Project Team recommended a merger of modes ‘3’ & ‘4’ of the original five groups and that the resultant mode be called/named, the **Responsive-participative Mode**.

As alluded to above, the candidate will typically **Respond in a Participative Mode** in situations similar to the above – for example where a group of co-workers ‘bad-mouth’ the employer or its services/products, he will most probably respond by taking part in harming the image of the organisation. It should be noted that the candidate will not typically create/initiate the ‘harming-situations’ in this mode (in other words, by taking the lead), but will *respond* in ‘harming-action’ if the opportunity presents itself. He may even be prepared to go further than the CWB displayed by the group, but will not start/introduce the deviating behaviour himself. The more often this responsive and participative behaviour present itself, the greater the probability that the candidate may ‘upgrade’ his *willingness* to submit to CWB by later-on initiating such situation(s) and related deviant behaviour – progression is the name of the process (or the name of the beast). One is becoming used to this kind of behaviour and it establishes itself as a typical behavioural disposition.

C.3 CWB – Proactive Mode

1 2 3 4 5 6 7 8 9 10

The final and most detrimental mode, the **Proactive Mode**, follows on this by the candidate being willing to instigate and create situations where CWB can be enacted in a progressive and harmful fashion. At the most extreme level of this mode, the candidate pays no mind to the degree of harm he is causing the organisation or even its staff in an aggressive way and in a sabotaging style. Once this mode level is reached and the behaviour related thereto became imbedded in the candidate’s general orientation, it is difficult (if not impossible) to change. The person may start viewing it as ‘normal’ behaviour, influencing others to accept his (life) style and openly submitting to it and promoting it. It can act as the proverbial ‘one bad apple’-syndrome/scenario that is turning the entire basket rotten – in such a case, drastic action is required.

Please Note:

In the manual of the CWB, more attention is given to the interpretation of these two operational sections (i.e., the *Causative Factors* in Section B and the *Mode Levels* in Section C) after the *Monitor* and *Final CWB-Rating* are covered to provide a more holistic perspective to the user of the **CWB-profile** – with special reference to how to use the instrument as a selection, survey, preventative and/or corrective tool.

Each of the three Mode Levels is based/founded on five test-items that gather information from the different perspectives the Mode Levels consists of. The items were generated in the same way as those gathering information on the Causative Factors as described earlier – using the **Project Team (PT)** and their extended support sub-groups as well as the *Item-Analysis* conducted during the Test/Trail-run of the **CWB-profile**.

Counterproductive Work Behaviour – Integrated Mode Level (IML)



An **Integrated Mode Level** is calculated in a weighing approach and **reflected** as representing the one single assessment score that represents the three Mode Levels best.

Counterproductive Work Behaviour – Adapted Mode Level (AML)



An **Adapted Mode Level** is calculated by converting the above mentioned score (**IML**) to **reflect** the extent to which the candidate 'lied' (if at all) in providing information about himself in completing this section of the test.

D. MONITOR

Considering the importance and sensitivity of the subject being dealt within this instrument, there is a non-negotiable need, on the part of the user, to be able to rely on the results generated by it. That is the purpose for including and using the **Monitor Section** as an absolute integral part of the **CWB-profile** – i.e., the **Lie Detector & Consistency** scale.

Integrated Monitor Score



An **Integrated Monitor Score** is calculated in a weighted approach and **reflected** as representing the one single assessment score that represents the two constituting scales best in practice.

D.1 Lie Detector



The score the test-taker obtained on this scale reflects the degree of honesty, objectivity and open-mindedness with which the candidate completed the integrity/assessment questionnaire. A **low score** is a strong indication of a **dishonest orientation** on the part of the candidate, considering the fact that the test-taker is warned against misrepresenting himself during the completion of the questionnaire. A score of below '5' is considered to be a matter of concern in that the user of the test cannot rely on the truthfulness/validity of the information supplied by the candidate. That, in itself, says something about the candidate in a test like this.

D.2 Consistency



This score reflects the degree of consistency with which the candidate completed the questionnaire. This represents the degree to which he consistently tends to deviate in answering test-items covering like areas/subjects as well as the extent to which he understood the items the test consists of and being in command of the language used in composing the test-items. A high score will thus also most definitely be a strong indication that the person who completed the questionnaire, understood the language it was presented in well.

E. FINAL CWB ASSESSMENT

E.1 Integrated Final CWB Rating



With the integration of the Causative Factors in Sector B and the Mode Levels in Sector C, a statistical weighing formula, in favour of the Mode Levels, was applied because of the latter's superiority in significantly relating to the construct, counterproductive behaviour, in the work situation. This weighted integrated rating is provided in the Summarized Report as the best **single score**, on a 10-point scale, representing the entire assessment-profile reflected in Section B & C thereof.

This single score is thus reflecting the candidate's degree of '**readiness**'/**susceptibility** to submit to CWB and the '**extent**' to which he is prepared to submit to such deviant counterproductive action as a typical behavioural disposition in the work situation/environment.

E.2 Adapted Integrated Final CWB Rating



Similar to the cases of the adaptation of the Integrated Causative Factors and Integrated Mode Levels, the Integrated CWB-Rating is also converted according to the degree the test-taker 'lied' in providing information about himself in completing the test-questionnaire as well as taking into consideration how well he is in command of the language used in the test – leaving the user with a much more reliable final single score on the total CWB.

This scale reflects the most critically important single score generated by the CWB.