

# HOW ORGANIZATIONAL REWARDS AND ORGANIZATIONAL JUSTICE AFFECT THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND COUNTERPRODUCTIVE WORK BEHAVIOR: ANALYSIS OF PAKISTAN SERVICE INDUSTRIES

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## Abstract

Organizations want that the employee's work with effectively and efficiently and their employees must help to increase the organization performance and leave all the unethical behavior in organizations. This study has sought to examine the relationship of extrinsic rewards comprising of pay, promotion, job security and intrinsic rewards such as work life balance and organizational justice with individual performance measured as organizational citizenship behavior and work contra productive behavior. Furthermore, the study has sought to examine the mediation role of organizational justice elements justice in reward performance relationships. The author administered 152 participants Rewards scale, organizational OCB scale, and CWB scale of service industries in Pakistan. Validity and reliability tests were used to evaluate the questionnaire contents. The result indicated a significant positive relation between intrinsic and extrinsic reward and OCB and a significant positive relation between rewards and CWB and between OCB.

**Keywords:** Intrinsic Rewards, Extrinsic Rewards, Organizational Citizenship Behavior, Counterproductive Work Behavior.

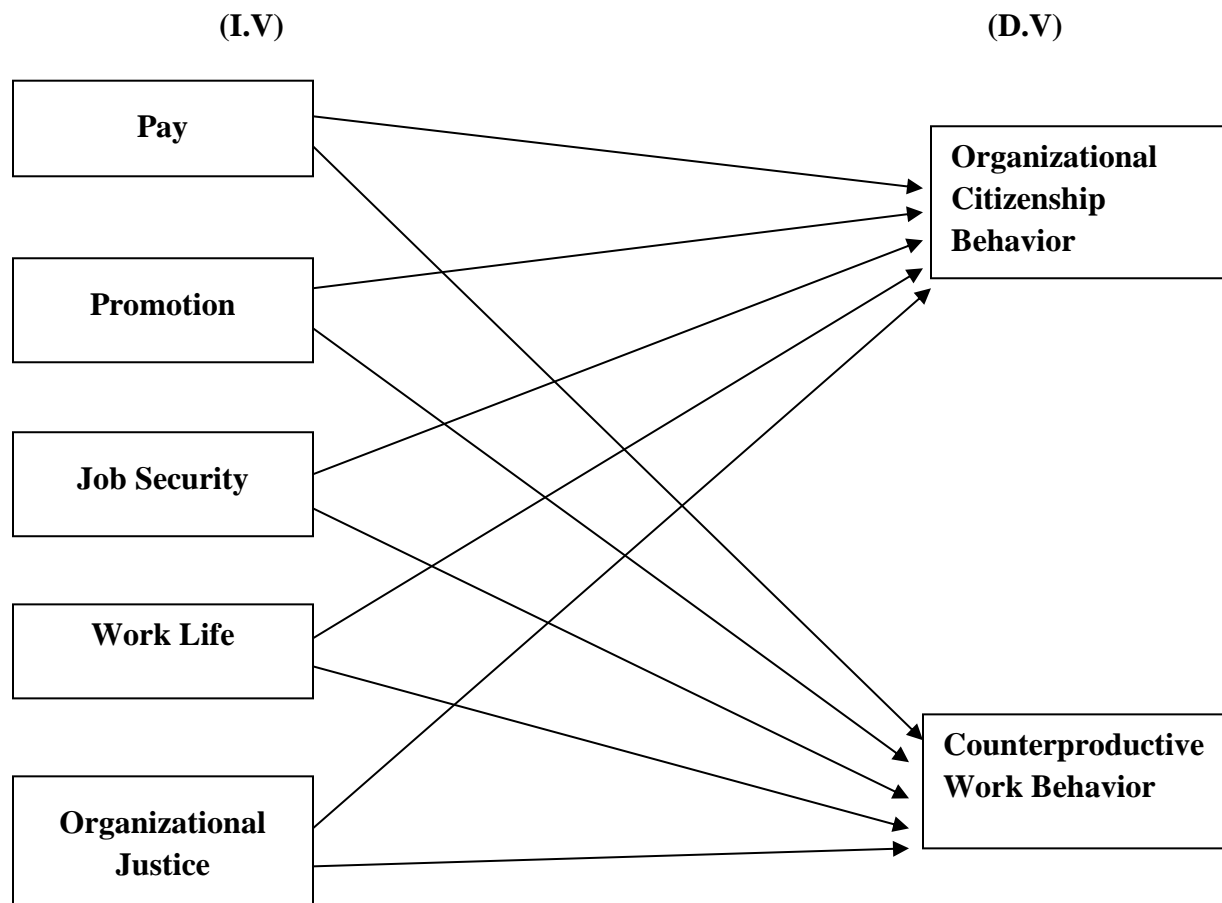
## 1. Introduction

Human resource management practices (HRMP) are widely explained and extensively researched in diversified cultures and contexts around the globe. These HRMP such as rewards, job security, training and leadership have been examined with different organizational outcomes such as employee commitment, job satisfaction and performance both in service and manufacturing sector organizations (Teseema et al, 2006; (Ali & Ahmed, 2009; Boachie-Mensah & Zungbey, 2012; Edwards, 2009; Ismail *et al.*, 2012; Teclemichael Tessema & Soeters, 2006; Yasmin, 2008). Organizational rewards such as pay and promotions attract the attention of skilled employees if planned and executed effectively (Bae & Lawler, 2000; Boxall, 1996; Edwards, 2009; Yasmin, 2008).

Organizational rewards are classified into extrinsic rewards and intrinsic rewards. The extrinsic rewards are tangible cash or non-cash based incentives being offered to the employees (Brown *et al.*, 2010). The examples of extrinsic rewards are pay, job security, promotions, trainings etc. Whereas the intrinsic rewards are intangible and non-monetary in nature like feelings of achievement, sense of recognition and work life balance (Brown *et al.*, 2010).

The extrinsic and intrinsic rewards have statistically significant relationships with both task and contextual performance in the field of reward-performance relationships in diversified contexts ((Edwards, 2009). Both extrinsic and intrinsic rewards are significantly related to employee satisfaction and employee performance (Ali & Ahmed, 2009; Danish & Usman, 2010; Edwards, 2009; Gerhart & Milkovich, 1990; Lawler, 2000; Teclemichael Tessema & Soeters, 2006; Yasmin, 2008). On the other hand the organizational citizenship behavior (OCB) is another aspect of employee performance which has been discussed separately as independent performance measure (Organ, 1997; Vey & Campbell, 2004). The counterproductive work behavior dimension is considered to be the negative aspect of OCB and is generally examined along with organizational citizenship behavior (Sackett *et al.*, 2006).

Organizations Policies, procedures and structure are made on the biases on vision and mission statement. Organizations want to employees work with efficiency and effectively and connect with organization for long time. (Kahn, 1990; Rich *et al.*, 2010). How employees are more loyal with the organization and work for long term? Organizations are used different practices for increase the employee's satisfaction, in this study has wanted to inspect the relationship research between organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) and how these affect by extrinsic rewards comprising of pay, promotion, job security and intrinsic rewards such as work life balance and organizational justice with individual performance. When employees are engaged in their work, they enhance the occasion of behaviors that encourage efficient and effective functioning of the organization these behaviors are called (OCB). The behavior refers to act by employees that go in opposition to the organization rules and regulation of the organization that called the counterproductive work behaviors (CWB).



OCB and CWB have linked in opposite directions; OCB will be increased when CWB is decreased (Bennett & Stamper, 2001; Organ & Paine, 1999). Van Scotter *et al.* (2000) has discussed and examined the contextual performance including citizenship behavior elements. However, the task performance and contextual performance have been more commonly used performance dimensions to measure the individual performance of the employees (Borman & Motowidlo, 1997; Edwards, 2009).

## 2. Literature Review and Hypotheses

The different human resource management practices (HRMP) are identified and discussed in relation to their relationships with overall employee performances for both service and manufacturing sector organizations in different cultural contexts. Furthermore, the human resource management practices in particular relation to Pakistani context are discussed in detail. The motivation theories are briefly discussed highlighting their features and relevant theories are critically reviewed in view of existing literature and current study. Organizational rewards as extrinsic rewards and intrinsic rewards and explains these rewards in view of literature available in reward-performance discipline. The existing literature is significantly analyzed in terms of scope, methodologies, findings and potential involvement to existing theory or knowledge in reward-performance discipline.

Employee performance or job performance is aggregated implication to an organization of the position of behaviors that employees contribute both directly and indirectly to organization objectives (Brown *et al.*, 2010). Many people are concerned to the business field due to rewards and high bonus. Studies have shown that pay is ranked upon the most important work goals. The culture of an organization is a very important organizational factor. Employee engagement is a raise that captures the difference across individuals and the amount of energy and loyalty they put in to their job (Kahn, 1990).

OCB is behavior that is intentional and not part of proper role necessities and not directly recognized by the formal reward system. OCB has been identified to increase an organization's effectiveness, efficiency, and generally performance by lubricate the social equipment of the organization, reducing resistance and increasing efficiency (Podsakoff *et al.*, 1997; Smith *et al.*, 1983). On the other hand Counterproductive behavior at workplace has emerged as a main part of concern for researchers, theorists and managers in organizations due to its heavy cost and disruptive nature. Impression management motive is a desire to create and maintain a positive image OCB and avoid negative CWB behavior. Each of these motivational factors includes some kind of reward for the individual, thus supporting the belief that employees engage in OCB because they believe that such behavior will result in a favorable outcome for themselves (Finkelstein & Penner, 2004).

The narrow part of job performance is task performance and contextual performance. Recently, concentration of researchers has been given to extra-role or contextual performance, which refers to behavior, not included as part of an employee's official job duties that affect the well-being of the organization or its members. Contextual performance is the less formal "emergent" behaviors that contribute to organizations less directly (Borman & Motowidlo, 1997). These types of behaviors do not contribute directly to organization's technical core, but rather, they contribute to the organization by fostering a social and psychological environment conducive to the accomplishment of work involved in the organization's technical core. When individuals invest energy into their work roles, they should have higher contextual performance, which relates to an individual's propensity to behave in ways that facilitate the social and psychological context of an organization (Borman & Motowidlo, 1997). Rewards are thought to be an indicator of employee willingness to expend discretionary effort to help the employer. Contextual performance was defined as performance that is not formally required as part of the job but that helps shape the social and psychological context of the organization (Borman & Motowidlo, 1997).

There are two performance related behavior that go beyond the assigned tasks and responsibilities the positive and negative behavior (Huberman & Miles, 2002). On the positive side, researchers have looked at voluntary behavior that goes beyond the core tasks which are labeled OCB and contextual performance. On the negative side, there is

independent stream of research concerning detrimental, potentially destructive acts that hurt organization or coworkers, which are labeled CWB. Perceptions of the work environment relate to positive emotion which is positively correlated with the occurrence of OCB. Conversely, negative perception of the work environment relate to negative emotion, which is positively correlated with the occurrence of CWB.

OCB involves voluntary and informal behaviors that can help coworkers and the organization. Recent researches also indicate that OCB are important parts and predictors of employee engagement by Rewards and organizational justice in that OCB is conceptualized as positive behavior and willingness to exert energy for success of the organization. Most researchers have found that to lead employee engagement are non-financial in their nature. In fact, performance should be linked with reward, but human resource is not motivated by money alone. OCB can benefit coworkers or the organization's effectiveness by influencing the social and psychological commitment of the organization. OCB is behavior that contributes to goals of the organization by contributing to its social and psychological environment (Rotundo & Sackett, 2002).

OCB contribute indirectly to the organization through the maintenance of organization's social system that supports task performance (Organ, 1997). OCB has been the many topics of empirical works (LePine *et al.*, 2002); however, the taxonomy of OCB throughout the years has not been completely consistent. Constructs that have overlapped with OCB include prosocially organizational behavior (Brief & Motowidlo, 1986); contextual performance (Motowidlo, 2000); organizational spontaneity (George & Brief, 1992); and extra role behavior (Mayfield & Taber, 2010). OCB is behavior that is voluntary and not part of formal role requirements and not directly recognized by the formal reward system. OCB has been known to enhance an organization's effectiveness, efficiency, and overall performance by lubricating the social machinery of the organization, reducing friction and increasing efficiency (Borman & Motowidlo, 1997; Podsakoff *et al.*, 1997; Smith *et al.*, 1983). Research from a social exchange perspective has viewed OCB as a contribution to the organization (Organ & Paine, 1999).

Konovsky and Organ (1996) identified five dimensions belonging to OCB: altruism, courtesy, sportsmanship, civic virtue, and generalized compliance. Altruism refers to voluntary actions that help another person with a problem. Courtesy includes efforts to prevent a problem with others and to avoid abusing the rights of others. Sportsmanship refers to any behavior demonstrating tolerance of less than ideal circumstances without complaining. Civic Virtue refers to constructive behaviors indicating a willingness to participate responsibly in the life of the organization. Finally, generalized compliance involves discretionary actions beyond the minimum requirements of the organization in areas of attendance. Empirical and conceptual work in this area suggests two broad categories: OCBO-behaviors and OCBI-behaviors (Turnley *et al.*, 2003). OCBO is behaviors that benefit the organization and OCBI is behaviors that immediately benefit specific individuals. The dimensions of OCBO are generalized compliance and civic virtue, whereas the dimensions of OCBI are altruism, courtesy, and sportsmanship. This study uses three of five dimensions from Organ and Konovsky (1989) that we can be defined as OCB.

Employee satisfied by rewards and organizational justice has been examined as a potential predictor in several OCB studies (Rich *et al.*, 2010). One explanation for why employee commitment related to OCB based upon social exchange theory and the principle of reciprocity. Employees may perform OCB because it includes an emotional component (Bennett & Robinson, 2000). This possibility is consistent with models suggesting that extra role behavior is the direct result of employee emotion (Miles *et al.*, 2002). The social exchange and the emotion-based explanations may be related, because the desires to reciprocate and positive emotion are both the result of favorable treatment from one's organization (Rhoades & Eisenberger, 2002). Employee loyalty is one of the potential predictor of OCB. Individual who are high in employee loyal have a tendency to engage in constructive and responsible behavior at work (i.e. OCB).

Extra-role behavior consists of OCB and CWB, but they are different. OCB is extra-role behavior that helps organizations and their members; CWB is extra-role behavior that is performed with the intention of harming organizations and/ or their members. OCB has been defined as employee behavior that is at least somewhat volitional and that improve the functioning of an organization (Organ & Paine, 1999); whereas CWB is defined as volitional

employee behavior that harms, or at least is intended to harm, the legitimate interests of an organization (Meyer *et al.*, 2010). Those individuals who engage in OCB are unlikely to engage in CWB and vice versa. CWB refers to negative employee behavior that is harmful to the organization or other employees (Lee & Allen, 2002).

CWB refers to voluntary behavior in that employees either lack motivation to conform to or become motivated to violate. CWB also means that employee is not motivated to conform and/ or is motivated to act against accepted organizational norms. These CWB acts at work can take different forms, for example theft, fraud, sabotage, absenteeism, and physical aggressive and verbal aggressive. Robinson and Bennett (1995) argued that an important distinction between types of deviance was whether the deviance was directed or targeted at either the organization (organizational deviance) or at members of the organization (interpersonal deviance).

CWB is overlapped with antisocial behavior, counterproductive behavior, workplace deviance, dysfunctional behavior, and organizational misbehavior (Bennett & Robinson, 2000; Rotundo & Sackett, 2002; Yasir *et al.*, 2016). CWB is also defined as voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of organizations, its members, or both. Social exchange theory and reciprocity theory also provide possibility explanation. Employees who are having low employee satisfied might engage in CWB as means of retaliating against their employees for proving an unpleasant work environment. Employees who are low in employee engagement care relatively little about losing their jobs and are willing to engage in behaviors that could potentially jeopardize their employment. Based on that literature review and the previous researches, I can say that the higher distributive reward system with organizational justice, the higher OCB and the lower CWB. Therefore hypotheses can be concluded as below:

- H1a: There is a significant relationship between Pay and OCB.
- H1b: There relationship between pay and CWB is negative.
- H2a: There is a significant relationship between Promotion and OCB.
- H2b: The relationship between Promotion and CWB is negative
- H3a: There is a significant relationship between Job Security and OCB is positive
- H3b: The relationship between Job Security and CWB is negative
- H4a: there is not significant relationship between Work life Balance and OCB
- H4b: The relationship between Work Life Balance and CWB is negative
- H5a: The relationship is positive between Organizational Justice and OCB.
- H5b: There is not significant relationship between Organizational Justice and CWB

According to the gender socialization theory, women tend to be more relationship oriented. From a social-role theory perspective, men value success whereas women value relationship. Females cooperated much more than males and more likely to act in prevent harm and to help around negative outcomes. The results of Kong's study show that there exist differences in employee loyalty between male and female employees in the company (Lee, 2009). Female employees value more their jobs than male ones. Research has suggested that the level of employee loyalty is general is affected by demographic characteristics, the work place, and job demand (Demerouti *et al.*, 2005; Kahn, 1990).

### **3. Method**

#### **3.1 Sample and Procedure**

This study use self-administered questionnaires were distributed to collect individual data on the respondents. The survey took approximately three months. The sample consisted of 152 employees (with response rate 60.8 %) of

250 employees from service industries in Pakistan. The demographic profile characteristics under investigation include the gender. Of the 152 respondents, 27 were female and 125 were male. Respondents of the service industries in Pakistan received pen-and-paper surveys. Respondents were assured of anonymity and completed the survey during working hours.

### 3.2 Measures

The instruments were designed for individual level unit of analysis. Each respondent in the study was required to complete four measures: extrinsic and intrinsic rewards, organizational justice and OCB, CWB. The questionnaire of extrinsic rewards of pay, promotion is taken by previous researcher, job security questionnaire is taken from Jeon (2009) and intrinsic rewards such as work life balance questionnaire is taken from Ms. Sneha Paryani (2014). Questionnaire on the organizational justice is taken from the (Jeon, 2009). On the OCB questionnaire is taken from the previous researcher Ernest H. O'Boyle Jr.(2004) and CWB question is taken from those developed by previous researchers, such as Impelman (2006). Rest of the questionnaires is leaved in all previous researcher thesis because these are not the part of my research. All of the scales were measured on 5-point Likert Scale ranging from 1. Such as 1 (S.A) 5 (S.D).

### 3.3 Reliability and Validity Analysis

To assess the reliability of the measurement items of all the variables, an internal consistency check was carried out. The Cronbach alpha from the test yielded a record of 0.755 for Pay, 0.747 for Promotion, 0.690 for Job security, 0.621 for Work life balance, 0.568 for Organizational justice, 0.823 for OCB, and 0.726 for CWB, which is far above the cut-off line of reliability as recommended by (Tufail *et al.*, 2014). Content validity that is used to assess for the measurement instruments was done in the pre-tested stage by soliciting the expert opinions of two professors from a university who are research specialists in quantitative methodology and Human Resource Management disciplines. The scale was then pre-tested on 30 respondents who were the employees that have similar characteristics to the target population as suggested by Tufail *et al.* (2014), Factor analysis (FA) was also performed on the construct under study. Factor extraction was executed and any Eigen value that is greater than one (1) will be adopted. To further simplify the interpretation and seek a simpler structure, the orthogonal technique and the varimax rotation was then performed. The varimax rotated principal components factor revealed one structure factor. The factor loading recorded loading of between 0.538 and 0.729. Given all the items extracted were recorded above 0.5, three (1) items were deleted. With varimax rotation and factor loading of minimum 0.5 as suggested by Tufail *et al.* (2014) the results of construct validity testing are practically significant.

## 4. Results

This research uses a questionnaire that is developed by some previous researchers. Factor analysis is carried out to test construct validity. Then, with varimax rotation and factor loading the minimum of 0.5 are achieved as a result of construct validity test which is practically significant. Then, the items that have the construct validity with the use of factor analysis are tested for their reliability. Based on theoretical and empirical estimations relationship between Rewards and OCB is positive, relationship between Rewards and CWB are negative and the relationship between Organizational justice and OCB is positive and the relationship between Organizational Justice and CWB is negative. Alpha and inter correlations between all variables are provided in Table 1 and 2.

The result of validity and reliability test show that six items of Extrinsic reward pay, four items of promotion, seven items of Job security, five items of intrinsic reward work life balance, eleven items of organizational justice, seven items of OCB, and nine items of CWB are valid with the loading factor were higher than 0.5. The internal consistency reliabilities were 0.755 for Pay, 0.747 for Promotion, 0.690 for Job security, 0.621 for Work life balance, 0.568 for Organizational justice, 0.823 for OCB, and 0.726 for CWB.

Correlation between Extrinsic reward pay and OCB was positive and significant ( $r = 0.603, p < 0.00$ ). As shown in the table, hypothesis 1a was supported. Correlation between Promotion and OCB was positive and significant ( $r = 0.517, p < 0.00$ ) shown in the table 2 and hypothesis 2a was supported. Correlation between Job Security and OCB was Positive and significant ( $r = 0.537, p < 0.00$ ) shown in the table 2 and hypothesis 3a was supported. Correlation between Work Life Balance and OCB was Positive and not significant ( $r = 0.093, p < 0.255$ ) shown in the table 2 and hypothesis 4a was supported.

Correlations between Organizational justice and OCB was Positive and significant ( $r = 0.096, p < 0.241$ ) as shown in the table 2, hypothesis 5a was supported.

Correlations between Pay and CWB was negative and significant ( $r = 0.469, p < 0.000$ ), as shown in the table 3, hypothesis 1b was supported. Correlations between Promotion and CWB was negative and significant ( $r = 0.513, p < 0.000$ ), as shown in the table 3, hypothesis 2b was supported. Correlations between Job Security and CWB was negative and significant ( $r = 0.563, p < 0.003$ ), as shown in the table 3, hypothesis 3b was supported. Correlations between Work Life Balance and CWB was negative and significant ( $r = 0.242, p < 0.003$ ), as shown in the table 3, hypothesis 4b was supported. Correlations between Organizational Justice and CWB was negative and not significant ( $r = 0.058, p < 0.479$ ), as shown in the table 3, hypothesis 5b was supported.

The low correlation between these variables is caused by characteristics of variables. Confirmatory factor analysis (CFA) was used to examine the discriminate validity of the study variables. Specifically, I tested a three-factor model in which the Rewards and organizational justice, OCB, and CWB items each loaded onto separate latent factors.

An independent sample t-test was conducted to determine whether there are any significant differences in the mean scores of the respondents in seven variables. T-tests were also conducted to see if gender has any bearings on Extrinsic (Pay, Promotion, Job Security) and intrinsic rewards (Work life balance) and organizational justice, OCB, and CWB, and the results are shown in Table 2.

An independent sample t-test was conducted to determine whether there are any significant differences in the mean scores of the respondents in three variables. T-tests were also conducted to see if gender has any bearings on Rewards, OCB, and CWB, and the results are shown in Table 2 and 3. Interestingly, it was found that gender has not effect on Rewards, but gender has an effect on OCB and on CWB.

## 5. Discussion

This finding is at probability with the belief that Rewards is mainly associated with OCB are extra role behavior and CWB. This is because, engaged employees experience a high level of connectivity with their work tasks. Employees strive toward task-related goals that are intertwined with their in role definitions and scripts. Engaged employees are likely to perform extra role behavior because they are able to “free up” resources by accomplishing goals and performing their task efficiently, enabling them to pursue activities that are not part of their job descriptions. Engaged employees also consider all aspects of work to be part of their domain, and then, they step outside of their roles to work toward their goals. Extrinsic and intrinsic rewards are covering the basic dimensions of intrinsic motivation, which ensures goal oriented behavior. High level of Rewards increases proactive work behaviors in the sense of personal initiative such as proactive behavior (Salanova & Schaufeli, 2008). Employees, when they satisfied with organization rewards system, will be more likely to create a social context that is conducive to teamwork, helping, voice, and other discretionary behaviors that can lend to organizational effectiveness (Avolio *et al.*, 2004). Extrinsic and intrinsic rewards and organizational justice should be positively related to OCB because employees who are satisfied in their job should not only fulfill their formal role requirements, but should put forth extra effort to perform

other activities that extend beyond their formal role requirement. Satisfied with rewards employee works with passion and is more committed to the organization. Extrinsic and intrinsic rewards are the extent to which people enjoy and believe in what they do, and feel valued by doing it.

This is not new research I read the previous research paper then I conclude this research paper and apply in services industries of Pakistan. This research already applied in Indonesia by Ariani (2012). Extrinsic and intrinsic rewards are must used to engage and motivate the employees. In this research pay has directly related to the performance. If organizations not give the pay to their employees then no body work with them. Promotion, who not wants that, He is not select for the higher post? Every person is wanted to promote in their organization. If organization will not promote their employees then employees not perform very well. Every person want to security in e very society but on the other hand in the organization the organization responsibility to provide the fully security on job. All variable has the directly relationship with the organizational performance. Work life balance is not significant to the organizational citizenship behavior (OCB) because in Pakistan organizations not want to do the balance of their employees. On the other hand the organizational justice is not significant with counterproductive work behavior (CWB) because here organization not provide the proper justice with their employees; here favoritism has much in many organizations. Justice has much importance in every society and every organization without the justice never any society survive for long time so same situation in every organization if organizations not do the justice with their employees then organizations are not do good perform and not survive for long term.

Employee Rewards system focuses on work performed at a job and represents the willingness to do dedicated physical, cognitive, and emotional resources to this work. A satisfied individual with rewards is one who approaches the tasks associated with a job with a sense of self-investment, energy, and passion which should translate into higher levels of in-role and extra-role performance. When individuals invest energy into their work roles, they should have higher contextual performance. Rewards system is one of the indicators of an employee's compliance to expend flexible effort to help the employer. Rewards are mainly with extra-role behavior. Satisfied employees with rewards are likely to perform extra-role behaviors perhaps because they are able to get done goals and to perform their tasks efficiently, enabling them to pursue activities that are not part of their job descriptions.

Rioux and Penner (2001) examined the motivation for OCB and identified three underlying motives: prosocially values motives, organizational concern motives, and impression management motives. Prosocially values motive is a desire to help others, be altruistic, and gain acceptance. Organizational concern motive is a pride in and care for the organization. Impression management motive is a desire to create and maintain a positive image and avoid negative perceptions from others. Each of these motivational factors includes some kind of reward for the individual, thus supporting the belief that employees engage in OCB because they believe that such behavior will result in a favorable outcome for themselves (Finkelstein & Penner, 2004). Rioux and Penner (2001) argued that individuals choose to engage by rewards in OCB because actions meet their own needs and enable them to attain desired outcomes. Motives to perform OCB are one's pride in their organization.

Using social exchange theory and organizational support theory as a theoretical basis, the researcher hypothesized that employees who feel that their place of employment is providing a safe are more likely to become occupied and display OCB. Social exchange theory provides a theoretical foundation to explain why employees choose to become more or less satisfied in their work and organization. Extrinsic and intrinsic rewards have positive and negative consequences for organizations. There is some empirical research that has reported relationships between Rewards and work behavior. Rewards have been found to be positively related to OCB and negatively related to CWB.

## 6. Conclusion

Extrinsic and intrinsic rewards and organizational justice are the positive attitude held by the employee towards the organization and its values. Practices rewards among employees can improve OCB. My research provides



one answer in that employees who exhibited higher levels of rewards were found to contribute to their organizations with higher levels of individual OCB and lower levels of CWB. Extrinsic and intrinsic rewards and organizational justice are related positively to OCB and negatively to CWB. OCB and CWB are the separate constructs. Organizationally directed OCB and CWB are different types of behavior.

CWB is opposed to OCB. Relationship between OCB and CWB requires further research to truly understand and explain the relationships between these two extra-role behaviors. Gender affects OCB and CWB, but not Rewards. My research result may partly be influenced by common method variance because self-report questionnaires were used to measure extrinsic and intrinsic rewards, OCB and CWB. Therefore, it is likely that method variance inflated the relationships among these variables. The primary limitation of the study is its reliance on a Small sample size. The small sample size of respondents may limit the generalization of my results. My respondents came from a variety of organizations as opposed to a sample drawn from a single organization.

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## APPENDIX

**Table 1: Correlation and Alpha Matrix**

Sr. No	Correlation	1	2	3	4	5	6	7
1	Pay	(.75)						
2	Promotion	.569**	(.74)					
3	Job Security	.532**	.594**	(.69)				
4	Work Life Balance	.012	-.014	.083	(.62)			
5	Organizational Justice	.012	.063	.137	-.100	(.56)		
6	OCB	.603**	.517**	.537**	.093	-.096	(.82)	
7	CWB	.469**	.513**	.563**	.242**	-.058	.661**	(.72)

Alpha are in parenthesis

\*\*p < 0.01 \*p<0.05

**Table No. 02: Regression Analysis of Organizational Citizenship Behavior**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
Pay	.398	.081	.377	4.888	.000
Promotion	.146	.074	.160	1.973	.050

	Job Security	.229	.072	.256	3.193	.002
	Work Life Balance	.067	.073	.055	.905	.367
	Organizational Justice	-.157	.069	-.140	-2.269	.025
<b>R</b>						
<b>R Square</b>		<b>R Square</b>			<b>Adjusted R Square</b>	
<b>.683<sup>a</sup></b>		<b>.466</b>			<b>.448</b>	

**Table No. 03: Regression Analysis of Counterproductive Work Behavior**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Pay	.132	.067	.155	1.958	.052
	Promotion	.170	.061	.233	2.796	.006
	Job Security	.245	.059	.339	4.135	.000
	Work Life Balance	.198	.061	.206	3.270	.001
	Organizational justice	-.090	.057	-.100	-1.586	.115
<b>R</b>						
<b>R Square</b>		<b>R Square</b>			<b>Adjusted R Square</b>	
<b>.662<sup>a</sup></b>		<b>.439</b>			<b>.420</b>	