AN ANALYSIS OF COUNTERPRODUCTIVE WORKPLACE BEHAVIOURS

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An Analysis of Counterproductive Workplace
Behaviours

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An Analysis of Counterproductive Workplace
Behaviours

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DECLARATION

I hereby declare that:

(1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) The word count of this research report is ___16644___.

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Date: 29 November 2019

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Last but not least, I would like to thank my family and friends for overwhelming love, support, and encouragement throughout this MBA journey. This project could not be completed without the presence of all of assistance, guidance, and support from each and every of you.

DEDICATION

This dissertation is specially dedicated to:

Dr. Komathi a/p Munusamy, my final year project supervisor

and

To my family and my fellow friends and course mate,

And

All the respondents.

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PREFACE

The objective of this research project is to analyse the causes of Counterproductive Workplace Behaviours (CWB) from the perspective of Dark Traits Personality and job constraints. This study is important to understand how Dark Traits Personality and job constraints impact the employee behaviours. Subject to the time constraints, efforts and resources, all possible attempts have been made to study the problem in detail. The whole project is measured through questionnaire, then the data collected from the study will be analyzed by using SSPS and interpreted for further study.

According to prior studies, there were limited numbers of research when it comes to the analysis of causes of CWB in Malaysia. CWB causes huge loss in organization due to loss of productivity and assets.

Therefore, the outcome of this study is expected to provide insight into the causes of CWB in Malaysia. Hopefully, this research will provide useful information for manager and organization to understand the seriousness of negative influence of CWB, the causes of CWB, and the potential determinants of CWB, so that a proper prevention steps could be implemented to benefit the organization.

ABSTRACT

Counterproductive Workplace Behaviour (CWB) easily goes unnoticeable in many organizations, this penalized organizations a huge cost. Therefore, in recent years many researches had been done in Western country to explore the causes of CWB from different constructs. Many factors could influence CWB, for example personality traits, quality of leadership, job environment, and internal control. CWB will reduce productivity, motivation, and cause many problems to organization.

Therefore, to contribute to the gap of research in Asian Country about CWB, this study tends to examine the causes of CWB in Malaysia. Four independent variables which were Narcissism, Machiavellianism, Psychopathy, and Job Constraints had been adopted in this research to identify the causes of CWB.

A total of 225 respondents in Malaysia were participated and responded in this survey. Based on the findings and analysis, this study revealed that there are two independent variables that have positive significant relationship in affecting the CWB which are Psychopathy and Job Constraints. Hopefully, these findings can be used by manager and organization in Malaysia to develop a good recruitment procedure to avoid recruiting candidates with high CWB characteristics. Lastly, based on the findings, the researcher also suggested a few recommendations for further study and improvement.

CHAPTER 1

INTRODUCTION

1.1   Introduction

Negative workplace behaviours penalize employers a huge cost, and these behaviours are happening daily in organizations all over the world. According to Penney and Spector (2002), about 68.9% of managers reported they had been treated with some form of verbal aggression before, for example rude insulting words, when they performed negative performance review with their subordinates. Research had also indicated that up to 75% of employees take back unauthorized company assets at least once. Business loss is as high as $200 billion annual in American businesses due to employee theft.

In Malaysia, very few of us never experience rude behaviours in workplaces, for sure most of us have experienced rude customer services before in shops. Very few employees will put themselves in the shoes of others, by practicing respect and not openly direct criticize and not embarrassing others. The employee who acts rudely to others in workplace, maybe a victim of such negative behaviour before, therefore he or she is frustrated and tired, and no motivation to show empathy to others just like the other bullies (Irene, 2015).

The recent 108th Session of the International Labour Conference in Geneva, Switzerland has embraced the convention against violence and harassment at the workplace. The Malaysian Trades Union Congress and Malaysian Employees Federation have supported the idea of eliminating harassment and violence should be included in the Employment Act. According to International Labour Organisation (ILO) convention (2019), violence and harassment at workplace are unacceptable and doesn't matter it occurring regularly or only once, as the behaviours will cause physical, psychological, sexual or economic harm (Ronald, 2019).

Therefore, recently many researches have focused on finding out the causes and effects of counterproductive workplace behaviours.

Figure 1.1: Workplace Bullying, Malaysia, 2015
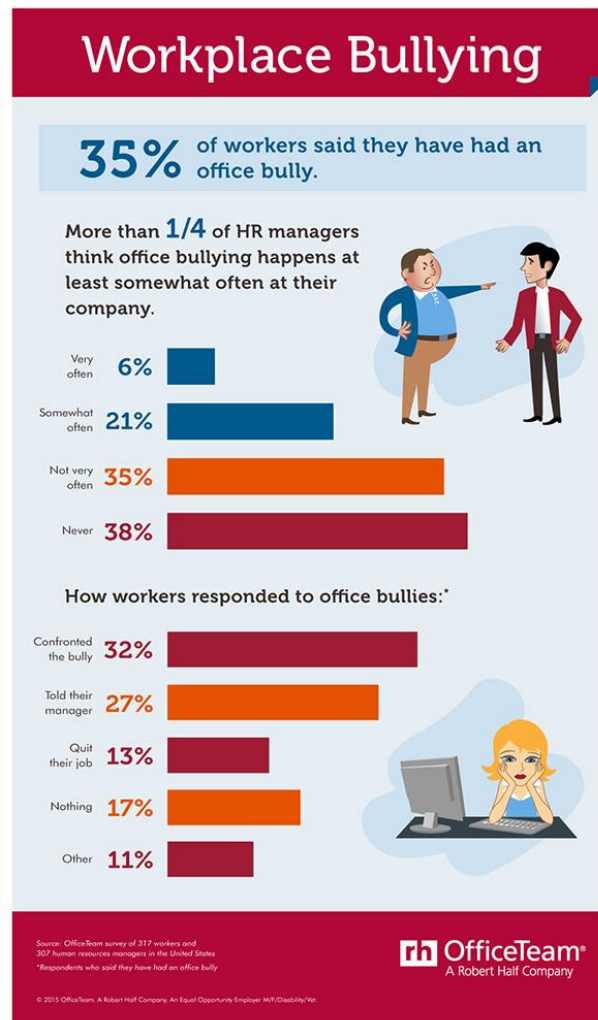
Source: HRSC, 2015

1.2   Background of the Study

The study aims to further analyze the causes of Counterproductive Workplace Behavior (CWB), from both employee personality traits and working environment perspective. It's important to know what's the causes that drive the unfavorable behavior more, so that organization will be able to beneficial from the study by implementing necessary precaution procedure in employee recruitment screening or by improving the working environment to prevent the happening of undesirable behavior.

According to World Health Organization (WHO) (2019), generally reported issues at work are harassment and bullying, that influence employee mental health negatively. Estimated globally 264 million people are suffering from depression and anxiety, and the impacted cost to global economy is US$ 1 trillion per year in lost productivity.

From the "Countries at Risk Report 2019" produced by International Trade Union Confederation (ITUC), there's increasing trend of organizations suppress the rights of employee to access to justice, organization blocks the employee's access to legal way of confrontation when employee is treated unfairly, many employee have no way to fight back their rights.

Table 1.1: ITUC Global Rights Index, 2019

Issue	Global Index
Denied workers access to justice	72% of Countries
Exclude some or all workers from labor law, and the denial of the right to form or join a trade union	74% of Countries
Workers are arrested and detained	64 Countries
Deny or constrain worker's freedom of speech	54 Countries
Workers experienced violence	52 Countries

1.3   Problem Statement

DeShong et al. (2015) stated that frequently happening of Counterproductive Workplace Behavior (CWB) will cause a serious damage to business image and reputation. The negative behavior is not limited to happen internally between employee, but also to happen between employee and external stakeholders for example customer and vendor. A Sales Manager who is used to scold his or her subordinate, may be unable to control his or her temper when dealing with demanding customer. Therefore, customer will have a negative perception toward the business, and business will lose the sales in the long term. If a Procurement Manager is treating the vendors disrespectfully, the good vendors who can provide a competitive

procurement price to the business, may reject to deal with the business in the long term, and the business maybe forced to buy from alternative vendors who's selling at a much higher price.

Employee who demonstrates CWB will generate an extra unnecessary cost to business. Business will need to spend extra money to repurchase assets that have been purposely sabotaged or stolen by the employee, and the employee may purposely waste business's resources for example electricity and printing materials. A substantial cost as high as $200 billion is incurred by American business annually for employee counterproductive behavior (Penney & Spector, 2002).

Loss of productivity due to employee spending the working hours to do personal thing, will affect business sales adversely. The production inefficiency will affect the stock availability of business, business may not be able to meet customer order deadline if the production cannot produce the required quantity of stocks on time. In the long run, if the situation persists and customer cannot get their stocks as per agreed schedule, customer may seek for alternative supplies and business will lose sales (Penney & Spector, 2002).

According to Huang et al. (2017), employee self-determined motivation is impacted by CWB. Employee will demonstrate lower motivation in workplace if the employee demonstrates CWB more frequently. Low motivation will cast a negative office culture of low morale, in the long run, the overall team will be affected adversely. Business will find it difficult to retain talents if the situation persists, talents generally prefer a positive working environment which will motive business growth.

Reilly et al. (2017) stated that business led by narcissistic CEO encountered higher legal risk. Business waste more time in handling litigation and lawsuit, and the lawsuit generally going through longer time period and therefore higher cost. The legal litigation is mostly caused by the narcissistic CEO decision, and the business position in court is normally a defendant. The narcissistic CEO is normally overconfident in winning the lawsuit. This endanger the business growth in the long run, the associated legal cost and compensation to plaintiff is also a major issue to the business.

Therefore, the researcher has conducted this study to contribute to the gap of knowledge. The following paragraphs will further explain the gap of research contributed by this study.

Firstly, most of the CWB research was conducted in Western country, very few CWB studies available in Asian country including Malaysia. The culture and individual difference between Western country and Asian country are materially different, therefore, the constructs that shown valid in Western country may not be the same in Asian country. The research has focused the study in Malaysia to further understand and contribute to CWB research in Malaysia.

Secondly, many CWB research either purely focused on personality traits or job environment. This study has adopted both personality traits perspective and job environment perspective, to predict the CWB. Besides that, 2 different theories and model were put together to construct the research framework in this study, therefore this study has contributed to the gap of knowledge by adopting both personality traits perspective and job environment perspective.

1.4   Objective of the Study

The overall aim of this research is to find out the causes of Counterproductive Workplace Behaviors (CWBs) from both employee personality traits and working environment perspectives.

For the specific objective, there are two as stated below:
  i.   To examine the relationship between personality traits and Counterproductive Workplace Behaviors (CWBs).
  ii.   To examine the relationship between job constraints and Counterproductive Workplace Behaviors (CWBs).

1.5   Research Questions

  i.   Is there any relationship between personality traits and Counterproductive Workplace Behaviors (CWBs)?
  ii.   Is there any relationship between job constraints and Counterproductive Workplace Behaviors (CWBs)?

1.6   Summary of Hypotheses

H^1: Narcissism will be positively related to Counterproductive Workplace Behavior.

H^2: Machiavellianism will be positively related to Counterproductive Workplace Behavior.

H^3: Psychopathy will be positively related to Counterproductive Workplace Behavior.

H^4: Job constraints will be positively related to Counterproductive Workplace Behavior.

1.7   Significance of the Study

The objective of this study is to examine the causes of CWB from both employee personality traits and job environment perspectives. This study will enhance the awareness and understand of managers and organizations toward the happening of CWB, as well as the causes of the behavior.

This study contributes to business by understanding the factors that influence employee counterproductive behavior, so that business can implement effective strategies during employee recruitment screening or promotion. Business may want to employ candidates without or with lesser negative personality traits that prove to be related to CWB. Failed to hire the right candidates will make the business suffer from high unnecessary cost originated from employee counterproductive workplace behaviors. The harmonization of office culture also cannot be maintained if the candidates bring too many negative attitudes to the office, as mentioned earlier this will impact the overall office culture to be low motivation and low morale.

This study contributes to society by creating awareness to business that job environment is important to ensure employee do not engage in frequent CWB. The study wants to prove that job constraints will relate to CWB. Therefore, business should comply to labor law all the time and provide a safe working environment to employee. Business should allow employee to voice up their legal rights as a labor and do not suppress their voice if they are treated unfairly.

1.8 Definition of Terms

The study conducted will be focusing on the factors that influence CWB. Therefore, some of the following terms for the constructs used in this research are defined in the context of this study and presented as follows**:**

i. **Counterproductive Workplace Behaviour (CWB)**

"Counterproductive work behaviours (CWBs) are deliberate actions that harm the organization or its members. They include a variety of acts that can be directed toward organizations (CWB-O) or toward other people (CWB-P). Destroying organizational property, purposely doing work incorrectly, and taking unauthorized work breaks are examples of CWB-O, whereas hitting a co-worker, insulting others, and shouting at someone are forms of CWB-P. CWB is considered an umbrella term that subsumes, in part or whole, similar constructs concerning harmful behaviours at work, including aggression, deviance, retaliation, and revenge." (Cohen, 2015).

ii. **The Dark Triad Personality**

"Dark triad is a constellation of three theoretically separable, albeit empirically overlapping, personality constructs that are typically construed as interpersonally maladaptive: psychopathy, narcissism, and Machiavellianism." (Cohen, 2015).

iii. **Narcissism**

"Narcissism includes an inflated view of the self, fantasies about control, success, and admiration, and the desire to have self-love reinforced by others"(DeShong et al., 2015).

iv. **Machiavellianism**

"Machiavellianism is characterized by cynical, pragmatic, misanthropic, and immoral beliefs, emotional detachedness, agentic and self-beneficial motives, strategic long-term planning, manipulation and exploitation, and deception" (DeShong et al., 2015).

    v.   **Psychopathy**

"Psychopathy is characterized by glib charm, shallow emotions, parasitic lifestyles, and may include criminal activities"(DeShong et al., 2015).

    vi.   **Job Constraints**

"Situational constraints are circumstances or conditions in the immediate work situation that prevent individuals from using their abilities and motivation toward effective performance"(Penney & Spector, 2002).

1.9   Outline of the Study

The research attempts to identify the factors which influence the CWB. Besides, it is also to assess the interrelationship among dark triad personality i.e. Narcissism, Machiavellianism, and Psychopathy, Job Constraints, and CWB.

Chapter 1 provides the background of the study. Besides, by referring to the latest research, the study problems were established for this research referring to the gaps identified. Subsequently, the aim of the study and the research objectives are presented.

Chapter 2 presents the definition and literature review of variables or factors identified in research framework. An overview of concepts in Dark Triad Personality I.e. Narcissism, Machiavellianism, and Psychopathy, Job Constraints, and CWB are reviewed and presented. Besides, this chapter will also explain the Social Exchange Theory model and the Cognitive-Affective Personality Theory model, which will be adopted in this research. Then, a conceptual framework will be proposed and discussed on the hypotheses established for this research based on the review of the literature.

Chapter 3 presents the research methodologies that were used to verify the hypotheses developed. Besides, the research design, measurements of variables, the technique of data collection and the description of the sampling strategy will be extensively discussed. Furthermore, the statistical procedures that were implemented in data analysis and the ethical consideration are also presented.

Chapter 4 presents the data analysis using SPSS software, which will be the statistical analysis of the data collected from the questionnaire survey. In this chapter, presentation will be based on techniques such as descriptive analysis, scale measurement, inferential analysis, factor analysis and the summary that produce the result. All those questions, objectives and also hypotheses of the report are corresponded to the patterns and exploration of the results.

Chapter 5 presents the discussion and conclusion based on the findings. The last chapter will be the argument of major findings according to the final results of the analysis. In addition to that, the limitations of the research, proposal for future study and an overall conclusion will be reported as well.

1.10 Conclusion

In this section, this study has outlined an overview of this study, which guides and attract the attention and interest of readers by presenting the context of the study. Then, it followed by the statement of problem and purpose. Next, the researcher has developed some questions from the past empirical studies. The study objectives and questions will ensure this study in the right direction to complete the project. Lastly, the researcher has elaborated the significance of the findings. This chapter dedicated a concise introduction to the composition of this study. Last but not least, it can be used as a guideline for readers before moving on to the coming chapter.

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

This chapter will present a review of the literature and description of the vital concepts on the variables of the study. It reviews studies and theories by other scholars especially studies on Dark Triad Personality, Counterproductive Workplace Behaviour (CWB), and Job Constraints. This chapter also explains the variables that affect CWB and defines the dependent and independent variables. Then, the proposed theoretical framework will be formed. The formulated hypotheses based on the relationship between the variables are also explained.

2.1   Counterproductive Workplace Behavior (CWB)

Since last decennium, CWB has become a hot topic among scholars. This pricey problem is ubiquity across all organization. The most common CWB are submitting fictitious claim, absenteeism, employee theft, and misuse of sick leave. CWB impacts on organizations destructively in terms of exorbitance maintenance cost due to stolen or spoiled property, low production yield, and damaging company reputation (Abdul Rahim, Shabudin, & Mohd Nasurdin, 2016).

According to Raman et al. (2016), generally managers do not notice or failed to give attention to CWB. CWB can be premeditated or unintentional. CWB can be ranged from mild to severe.

Raman et al. (2016) also stated that "CWBs are characterized by a disregard for societal and organizational rules and values. CWB is the result of a complex interaction

between the person and the environment in which the individual's reasoning about the environment and expected outcomes drive the individual's behavior".

Certain negative stimuli exist in the working environment will trigger the employee to act on CWB. For example, if there's no internal control implemented at the workplace, where one employee can prepare and at the same time approve the transaction alone, this situation will create an opportunity for the employee to defraud. Therefore, organization which is weak in internal control procedure will encourage the happening of CWB. (Raman et al., 2016)

According to Abdul Rahim et al. (2016), CWB can be further sub-categorized into Production CWB, Property CWB, and Political CWB. Production CWB defines as the employee behavior that do not follow organizational rules and regulations that apply to quality and quantity of work. Property CWB is described as employee offends the company rules and regulations that apply to company property or assets by stealing or destroying the property or assets. Political CWB refers to employee that plays around the office politics and caused other employee to be in a position of political disadvantage.

Gentry (2019) had conducted a survey among 74 employees in the same organization, and the results shown that the most common CWB recorded was that employees stealing time from employer. Gentry (2019) stated that the 5 common ways employees could steal time from employer were late arriving at workplace without prior approval, extending longer lunch break, blank their mind instead of concentrated working, early leaving work without prior approval, and pretending to look work-occupied when in fact they are free.

According to Huang et al. (2017), employee's psychological well-being is one of the main influencer to CWB. Huang et al. (2017) also stated that if an employee's basic psychological needs have not been fulfilled, there's higher chance that the employee will engage in CWB. Generally, employee with positive psychological condition will see things and react to challenging working environment more positively, whereas employee with negative or sensitive psychological condition may take things and react to challenging working environment more personally and pessimistically.

2.2 Descriptions of Dependent Variables included in the Study

2.2.1 Dark Triad Personality

Goodboy and Martin (2015) stated that Dark Triad Personality refers to three explicit, yet unfavorable personality traits i.e. Narcissism, Machiavellianism, and Psychopathy. The researcher will further discuss the three personality traits in details in the immediately following sessions. The three personality traits are deceitful or dishonest and tend to achieve personal goals by using unethical or underhanded tactics and strategies to others, hurting other's interests.

The Dark Triad Personality is heritable traits, according to Goodboy and Martin (2015). Individual who possess Dark Triad Personality will be lack of self-control, emotional intelligence, and equity sensitivity, this acts like a penalty to them as a "psychological cost".

According to Harms and Spain (2015), when an individual is in a period of high psychological stress, the Dark Triad Personality will appear to be more obvious. Dark Triad Personality is not categorized under clinical pathologies as the individual do not have a problem to carry on normal daily live activities. The personality is described as "Dark" because it's really immoral to improve self-interest by exploiting or damaging other's interest, the golden rule for social norm is that "do unto others as you would have them do unto you", therefore the Dark Triad Personality is considered unwelcome to society and do not meet social expectation.

Dark Triad Personality is very popular among scholars or researchers to predict the Counterproductive Workplace Behavior (Harms & Spain, 2015).

2.2.2 Narcissism

According to Reilly et al. (2017), Narcissism is characterized by distorted personal superiority feelings, illogical overconfidence level. Individual with strong Narcissism personality tends to be hungry of power and worship, when confronted by others the individual tends to react with unnecessary high hostility level.

From scholar's researches and studies, CEO Narcissism is closely linked to high corporate tax avoidance risk and accounting data manipulation risk (Reilly et al., 2017). As

mentioned in Chapter 1, CEO Narcissism tends to attract high litigation risk because the CEO might be overconfidence to make illogical corporate decision.

The psychologist, Grotstein (2018) in his book "Narcissism A New Theory" stated that he believed most of the Narcissist individuals had experienced trauma in their early stage of childhood development, and their response to the traumatized incident in their childhood was crucial to determine the level of Narcissism they would be now as an adult.

Brummelman et al. (2015) had conducted a longitudinal research on origin of Narcissism to successfully support the argument that parental overvaluation is associated to predictor of Narcissism, and parental overvaluation is a stronger predictor of Narcissism than a lack of parental cares and warmth.

Many parents had overpraising their child at early stage of the child's development, and this distorted the child's internal self-perception in term of perfection. Then, the child will interpret the frequent overvalued praise from parents as fact, and started to presume herself or himself as special and superior to others, and the child will demand for privileges and demonstrate Narcissism personality when the child interact with external society. Brummelman et al. (2015) also mentioned there's a trend of increasing Narcissism among Western young, and the phenomenon has caused an increase in number of societal problems reported such as youngster violence and bullying.

On the other hand, a lack of parental cares and warmth also contribute to child's Narcissism personality. Some parents who care very little toward their child, hardly motivate or praise their child, may result in their child being eager to seek confirmation from third party, to prove that himself or herself is special and superior. The child was hurt by parent's ignorance, the traumatized childhood experience will cause the child eagerly to receive approval from other that he or she is good and valuable. Therefore when the child had turned into an adult, he or she will show extreme hostile reaction when other rejected or confronted them, because they couldn't accept to experience the traumatic feeling of being ignorance by parents in their childhood again (Brummelman et al., 2015).

2.2.3 Machiavellianism

Harley (2015) described the Machiavellianism personality as a person who put their self-interest as the most important priority over others, that they tend to manipulate or exploit others to achieve their objectives. The term Machiavellianism was derived from a well-known book "The Prince" written by the philosopher Niccolò Machiavelli. The book embraced the writer's strong view of "glory and survival justified any means", doesn't matter if one viewed the action as sinful or unethical.

Generally, men were found to have Machiavellianism personality more prevalent than women. Nevertheless, Machiavellianism personality can occur in anyone, including children. Machiavellianism people see power and money as more important than sincere relationship; their own interests and goals are their main focused; they manipulate others that they can get ahead of others; they are very used to deceive others to achieve their objectives; very seldom they will feel empathy to others; they tend to avoid close emotional attachment with others or they don't like to have commitment; and sometimes, they will use a long time to figure out their own actual emotions (Harley, 2015).

Machiavellianism does not believe human are good in nature. Realistically, they tend to think that they can only depend on themselves, and they view others who depend on third party as naive and not so smart. Since they can trust nobody, hardly they will lend a helping hand to others without an intrinsic or extrinsic return. Personal gain over others is the most important goals in a relationship (Harley, 2015).

Machiavellianism is most commonly seen in social relationship, for example friendship. According to Abell et al. (2016), a relational aggression is popular as women's manipulation strategy in friendship, instead of physical aggression. Relational aggression is defined as the strategy that used to abuse other through the manipulation of relationship in the forms of gossip, bad rumors, and exclusion.

Women who's high in Machiavellianism most likely perceived others as weaker than her. Therefore she is confident that she can manipulate the relationship between herself and the person, and derive personal gains from that (Abell et al., 2016).

Greenbaum et al. (2014) stated that Machiavellianism is a personality trait that portray one's habit to control others, suspect others, and manipulate others. Greenbaum et al. (2014) also agreed that employee with Machiavellianism personality trait will affect the organization functioning efficiency adversely. Besides that, the employee will ignore moral standards when it's convenient to use the manipulative strategy to achieve personal gain.

2.2.4 Psychopathy

According to Book et al. (2015), psychopaths are educed trickster who shares similar characteristic as Machiavellians, they manipulate others for personal gain. Generally, psychopaths tend to avoid responsibility, very seldom they show empathy to other, their behaviors are daredevil, foolhardy, and causing harms to others with no feeling of guilty. A short-term mating tactic or strategy is commonly used by psychopaths for immediate personal gain. However, Book et al. (2015) also mentioned that psychopaths less likely pick on genetically related kin.

Lilienfeld et al. (2015) stated that psychopathy is genetically pathological, a psychopath can be successful or unsuccessful. A successful psychopath has better self-control and clearer personal goals, while an unsuccessful psychopath is carefree and violence.

Not to surprise that a psychopath can be very successful in his or her profession, for example they can be a politician or businessman. As mentioned before, psychopath is self-focused, feeling sinless when manipulating others, a career success can be achieved by using short-term mating tactic. Psychopaths are smart and carefree to engage in cruel strategy over others to achieve personal goals. In front of people a psychopath can be seen as super charismatic, all the harming tactics are hidden behind the eye of society by the successful psychopath (Lilienfeld et al., 2015).

On the other hand, an unsuccessful psychopath, generally remarked by society as insanity. They are carefree and almost zero-empathy, they are overrepresented in criminal case where they used extremely inhuman methods to torture the victims. In workplace, psychopathy is the strongest predictor of CWB over many researcher journals (Lilienfeld et al., 2015).

2.2.5 Job Constraints

Constraint serves as a limit to output. For example, in a factory, constraints will limit the number of productions per run. Good management of constraints can lead to maximum output and increase business profitability. Bad management of constraints will lead to high production bottleneck and low output, therefore low profitability (Steven, 2018).

Jobs constraints can be subdivided into many different categories, and it's common to have constraints in job, hardly or never a company with no constraint can exist in market. Steven (2018) had divided job constraints into marketplace constraint, paradigm constraint, physical constraint, policy constraint, raw material constraint, and sales department constraint.

Thiran (2016) had identified four common constraints that prevent an organization to grow. Firstly, business model constraint and this was the crucial constraint that caused Nokia to fail and dropped out of market, that the organization dared not to be innovative and constraint itself in the old business model. Second is the processes and organisational structure, an over-bureaucratic organization will slow down the information flow between top and bottom management and across different department. Followed by leadership constraint, a bad leader will cause a good team to leave, this do not limit to only top level, but also to middle and bottom level management. Finally, culture constraint will result in a low morale and low motivation team. Thiran (2016) stated that "Culture is the cumulative beliefs or mindsets of an organisation, manifested in actions.", therefore an unhealthy culture will constraint an organization to grow as it manifested in employee actions for example CWB.

According to Benz (2018), the classic projects constraints faced by most project managers are time, scope, and budget, and it's called triple constraints. Besides that, the triple constraints are closely link to project outcome quality, customer satisfaction, sustainability, and risk. The triple constraints described by Benz (2018) can be extended to general employee working environment, it's common that an employee will receive urgent work requests, unclear work instruction or scope, and limited budget for resource execution.

2.3   Review of Relevant Conceptual Framework

2.3.1   Cognitive-Affective Model of Personality

According to Mischel (1930), situational factors will affect an individual's behavior, an individual will react to the needs of a given situation. Therefore, in different situation, an individual will have different behavior. Palmer et al. (2017) stated that this theory would be used to measure CWB with perceived organizational support. Palmer et al. (2017) also stated that perceived negative organizational support will enhance CWB in an organization. In this study, the researcher used this theory to measure CWB with perceived job constraints, the assumption is that perceived in higher job constraints will enhance CWB.

Figure 2.1: Cognitive-Affective Model of Personality
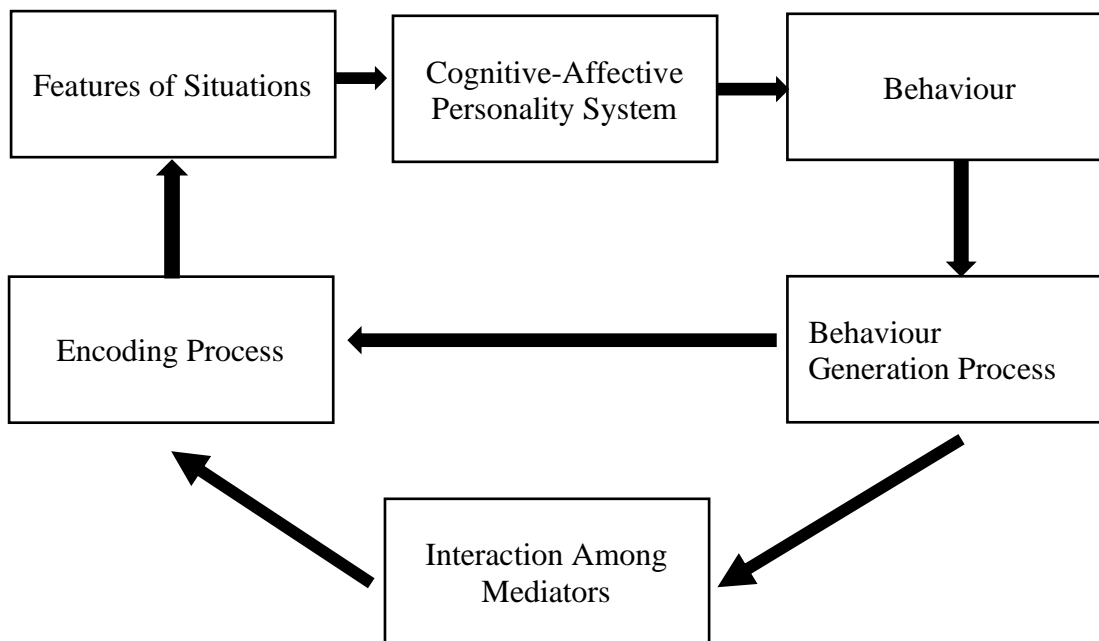
Source: Mischel (1930)

2.3.2   Social Exchange Theory

Social Exchange Theory developed by sociologist George Homans suggests that an exchange process produces social behavior. The exchange is concerned about maximize benefits and minimize costs. When the costs exceed the benefits gain, people tend to give up the relationship (Cherry, 2019). Palmer et al. (2017) suggested that Dark Triad personality can be activated when the perceived benefit is high, on the other hand, if internal control in an organization is strong and perceived cost is high, Dark Triad personality may not be so

prevalent. CWB can be associated in term of perceived costs and benefits, for instance when CCTV has been installed in an office, CWB in the office may be happening less frequently.

Figure 2.2: Social Exchange Theory

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┌─────────────┐      ┌─────────────┐      ┌─────────────┐
│   Benefits  │  ──  │    Costs    │  =   │   Profits   │
└─────────────┘      └─────────────┘      └─────────────┘
```
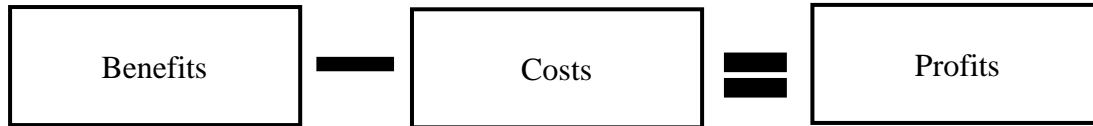
Source: Cherry (2019)

2.4   Proposed Research Framework

The proposed research framework for this research showed is adopted from several researcher studies, which were shown in Figure 2.4. The model of Dark Triad Personality (Narcissism, Machiavellianism, Psychopathy) is adopted from Jones and Paulhus (2014), the model of Job Constraints is adopted from Spector and Jex (1998), and finally the model of Counterproductive Workplace Behaviors (CWBs) is adopted from Spector et al. (2006).

Figure 2.3: Research Framework for Analysis of Major Causes of Counterproductive Workplace Behaviors
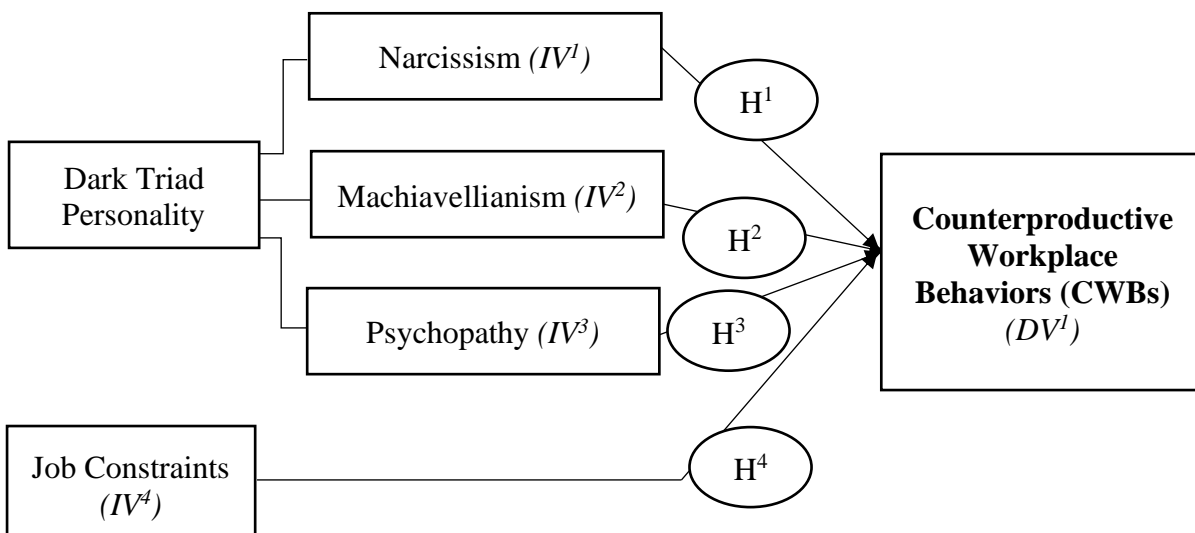
2.5 Hypothesis Development

The causes of CWB can be in many forms, numerous researches have been carried out to find out the main causes of CWB, but there's no absolute answer found. Whereas in Malaysia, very few researches have been carried out in this area to identify the causes of CWB. In this conceptual framework, CWB will be categorized as dependent variable, which depends on or affected by the independent variables identified in this study i.e. Narcissism, Machiavellianism, Psychopathy, and Job Constraints.

2.5.1 The Relationships between Narcissism and Counterproductive Workplace Behaviours (CWBs)

A study conducted by Paulhus and Williams (2002) suggested that Narcissism is an important factor to trigger CWB. Narcissism tends to perceive oneself as superior over others, and difficult to accept criticism or objection. However, in workplace, it's common to have arguments among each other daily. Therefore, the internal irritants encountered by Narcissist will enhance the CWB.

Individual who scores high in Narcissism test prone to carry on CWB or unethical behavior. Narcissist tends to be hungry of power, and use of all type of unethical interpersonal CWB to gain the power he or she desires (Cohen, 2015).

After studied the previous researches about Narcissism and CWB, the hypothesis is drawn as follow:

H[1]: Narcissism will be positively related to Counterproductive Workplace Behaviors (CWBs).

2.5.2 The Relationships between Machiavellianism and Counterproductive Workplace Behaviours (CWBs)

A study conducted by Paulhus and Williams (2002) suggested that Machiavellianism is an important factor to trigger CWB. Machiavellianism tends to manipulate or harm other for personal gain, as one of the main sources for "Office Politics". Junior employee is likely to become the victim of exploitation of senior Machiavellian, overall this will affect organizational operation.

The organization with high political culture tends to attract more Machiavellian, because the political culture provides a good opportunity for Machiavellian to manipulate others for personal gain (Cohen, 2015).

After studied the previous researches about Machiavellianism and CWB, the hypothesis is drawn as follow:

H^2: Machiavellianism will be positively related to Counterproductive Workplace Behaviors (CWBs).

2.5.3 The Relationships between Psychopathy and Counterproductive Workplace Behaviours (CWBs)

A study conducted by Paulhus and Williams (2002) suggested that Psychopathy is an important factor to trigger CWB. Psychopathy tends to be irresponsible, reckless, zero-empathy, easily trigger office violence case. CWB engaged by psychopaths is normally violence for example hitting another employee. Many researches have agreed that psychopathy is the strongest predictor of CWB compared to Narcissism and Machiavellianism in Dark Triad personality.

Cohen (2015) stated that many researchers have overlapped the term of Dark Triad and used "Psychopathy" to describe the three distinctive Dark Triad personalities. However, it's more precise to distinguish the three personalities different by using different terms.

In recent years, psychologists found out that there one type of psychopath who can control emotion well to avoid outburst of violence and impulsiveness. This is the successful psychopath who is pursuing successful career in many organizations, and is a dangerous source of CWB. To other the successful psychopath appears to be an ideal and charismatic leader, all the dark side of his or her personality are veiled behind the face. Recent evident also reveals that successful psychopath is toxic to both the organization and colleague he or she works in (Cohen, 2015).

After studied the previous researches about Psychopathy and CWB, the hypothesis is drawn as follow:

H³: Psychopathy will be positively related to Counterproductive Workplace Behaviors (CWBs).

2.5.4 The Relationships between Job Constraints and Counterproductive Workplace Behaviours (CWBs)

According to Penney and Spector (2002), using Job Constraints as an indicator of CWB, it will be expected that Job Constraints will be positively related to CWB. Job Constraints cause feeling of stress and frustration to individual, and some individuals will perceive the organization is unfair and blame the organization for Job Constraints to cause stress to them, so Job Constraints will enhance CWB.

Job Constraints prevent individual from achieving desired work-related outcome, and this may cause the individual to get blamed by others. This resulted in unhealthy feeling in the person's perception and enhance the engagement in CWB by the person (Penney & Spector, 2002).

After studied the previous researches about Job Constraints and CWB, the hypothesis is drawn as follow:

H⁴: Job constraints will be positively related to Counterproductive Workplace Behaviors (CWBs).

2.6   Conclusions

In conclusion, a comprehensive literature review has been conducted toward the Dark Triad, Job Constraints and CWB. The researcher had identified several areas in the literature to be further investigated and explored. There are many CWB researches in Western country, but limited researches in Asian country including Malaysia. Factors like Dark Triad and Job Constraints which may significantly influence the CWB can be further studied. Therefore, this research plan to further study and gather more meaningful data on the interrelationships between Dark Triad and Job Constraints which will affect CWB in Malaysia.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to describe the methodology that will be used to collect data and to affirm the proposed hypotheses in this study. In addition, Chapter 3 also would include exploration structure (research design) and inspecting plan (sampling design), measurements of each variable, information gathering instruments, questionnaire formulation, pilot test and data analysis techniques that are being employed.

3.2 Research Design

Bulmer (2017) in his book "Sociological Research Method" mentioned that to arrive at a casual explanation of social relationship or social action, a proper sociological research method design is important to ensure the social world knowledge is systematic, reliable and valid.

To ensure the achieving of study objectives, the research design includes research problem specification, conceptual framework definition, hypothesis development, and definition of sample population to be testified (Bulmer, 2017). In chapter 2, the researcher had specified the research problem, defined the conceptual framework, as well as developed the hypothesis for testing. The targeted population to be studied and sampling design would be explained in the following part.

According to Bulmer (2017), cross-sectional study is more suitable to use if there's no strong evidence that the targeted population would change over different point in time. In this study, the research would adopt cross-sectional design. Therefore, the researcher would measure the behavior of the sample population only once at a point in time. If independent

variables i.e. Dark Triad and Job environment are consistent, the dependent variable i.e. CWB should also be consistent upon the same sample population.

Research can be designed in the form of qualitative, quantitative, or a mix of both qualitative and quantitative, depending on the needs of study (Bulmer, 2017). Ayoko et al. (2003) had used qualitative method i.e. interview to get broader understanding from sample population in regard to the definition of CWB, however, the method to carry out interview is important to ensure the data validity. If too large-scale of interviewees were involved at one time, the final results might be distorted. The interaction between interviewee and researcher is also crucial. In this study, the researcher will not carry out qualitative method i.e. interview to understand the terms, instead detail literature reviewed had been done in chapter 2 to understand the terms definition of dependent and independent variables.

The researcher will adopt quantitative method for this study. Bulmer (2017) stated that quantitative method is suitable to study the cause and effect, and generally a questionnaire would be designed to testify the targeted respondent's social characteristic and behaviors. The collected questionnaires would then be analyzed mathematically upon empirical assessment.

3.3   Data Collection Method

To ensure to usefulness of data collected, the researcher would need to ensure proper control is in place to ensure there is no bias. According to Bulmer (2017), researcher must have suitable data collection method to ensure the data collected are reliable and valid. Data would be analyzed against the theoretical framework during data interpretation. Questionnaire would be distributed across Malaysia mainly via social media to gather necessary information to testify hypothesis. Data analysis techniques like correlation analysis and reliability test would be used in this study. The two main information gathering method are primary data and secondary data. For this study, primary information gathering method is used through a questionnaire survey.

3.3.1   Primary Data

Primary data is described as the information gathered via the first hand. According to Bulmer (2017), primary data is more reliable and creditor because it has yet been published.

For this research, the self-administered questionnaire was used to obtain the quantitative data. Respondents would fill in the questionnaire alone with no assistance from the researcher. The approach was cost-effective and efficient to gather large quantity of data in a short time. The questionnaire was shared across the social media or social Apps to reach as many respondents as possible. The questionnaire that used in this study was not developed by the researcher own self but adopted from several relevant published research journals in order to ensure the validity and accuracy of questions.

3.4 Sampling Design

The researcher followed the five stages outlined in the book "Sociology Research Method" written by Bulmer (2017). The stages are firstly to select a population, then decide on the sampling structure and inspecting the area, then testing approach, size and finally, to proceed with the process of sampling. Besides, information obtained via sampling design will avoid large errors and will make the data collection process smooth and efficient.

3.4.1 Target Population and Location

In this study, the target population consists of employed adults in Malaysia. According to Department of Statistic Malaysia (2019), in September the labour force participation rate is 68.7%, and unemployed rate is 3.3%. The remaining population who's fall under working aged (15-64 years) were consisted of housewives, students, retires and others who are excluded from labour force.

3.4.2 Sampling Size

According to Bulmer (2017), generally around 200 respondents are enough and good to represent the overall population in a social science research. Most of the CWB research journals also engaged in the sample size of around 200 respondents, for example in the CWB study conducted by Palmer et al. (2017), 208 respondents was used; and in the CWB study conducted by Penney and Spector (2002), 215 respondents was used. Therefore, in this study targeted number of respondents is 200 employed adults in Malaysia as respondents.

3.4.3 Sampling Frame

Non-probability sampling would be used for this research, therefore the testing frame is not suitable in this examination (Ayoko et al., 2003). Employed adults would be selected

randomly in Malaysia as respondents regardless of the gender, education level, job position level, and income level with no sampling frame.

3.4.4 Sampling Technique

According to Bulmer (2017), there are two sampling approach which are a likelihood (probability) approach and the non-likelihood (non-probability) approach. The non-probability approach consists of snowball sampling, quota sampling, convenience sampling and judgmental sampling. Convenience sampling is described as choosing the respondents based on their availability, and easy accessibility. Convenience sampling is cost-effective and time efficient. Therefore, convenience sampling would be applied to this research to facilitate the researcher to obtain enough number of questionnaire respondents within limited budget and time constraints.

3.5 Research Instrument

Only online questionnaire survey will be utilized in this examination, because online questionnaire is cost-effective and convenience, as well as good in avoiding wastage of papers and pollution reduction. The respondents would answer the online questionnaire using their smart devices alone without the assistance from the researcher, the questionnaire was self-administered. To ensure the questionnaire would not be too lengthy to cause the respondents feeling tired and lost in interest, each questionnaire would only need about 15 minutes to complete.

3.5.1 Questionnaire Design

Jacoby (2016) mentioned that questionnaire development is one of the main criteria to ensure the research objectives are met. In addition, the questionnaire design and administration are also closely related to the research objectives, hypothesis developed, literature's support and the constructs adopted.

In this study, the questionnaire will be divided into two parts. The first part consists the respondents' demographic background information which are gender, aged group, income level, education level, and job position level. The second section of the questionnaire would comprise of all the independent variables and dependent variable to unveil the elements affecting the CWB. Questions in second part would include Narcissism (9 items),

Machiavellianism (9 items), Psychopathy (9 items), Job Constraints (11 items), and CWB (32 items).

Only close-end questions would be used in this survey to ease the process of data analysis. Data collection method as mentioned before, would be self-administered.

3.5.2 Measurement Scale

Penney and Spector (2002) suggested that a Likert scale is suitable for quantitative research method. Therefore, this study used Likert scale to allow respondents to point out their answers clearly in the questionnaire second part.

In the Dark Triad test for Narcissism, Machiavellianism, and psychopathy, a 5-point Likert-scale would be used to let respondents indicate their agree and disagreement of the statements. Scale point "5" specified "Strongly Agree", point "4" specified "Agree", point "3" specified "Neutral", point "2" specified "Disagree" and point "1" specified "Strongly Disagree".

In the Job Constraints test, a 5-point Likert-scale would be used to let respondents indicate how frequent they encountered the issues relating to job constraints. Scale point "5" specified "Several times per day", point "4" specified "Once or twice per day", point "3" specified "Once or twice per week", point "2" specified "Once or twice per month" and point "1" specified "Less than once per month or never".

In the CWB test, a 5-point Likert-scale would be used to let respondents indicate how frequent they have done the actions in their works. Scale point "5" specified "Everyday", point "4" specified "Once or twice per week", point "3" specified "Once or twice per month", point "2" specified "Once or twice" and point "1" specified "Never".

3.5.3 Pilot Test

Bulmer (2017) stated that a pilot study would beneficial to the research by examining the reliability and validity of the poll before the actual study. In addition, the pilot test would be able to assist the researcher to immediately resolve the questionnaire issue or error informed by pilot test respondents before the actual study, for example questionnaire format issue.

Bulmer (2017) also suggested that the suitable sample size for pilot test is ranged from 25-100 respondents. Therefore, the researcher had gathered around 30 respondents' answers to run the pilot test (Table 3.1).

Table 3.1: Reliability Test Results of Pilot Test

Variables	Constructs	Cronbach's Alpha	N of Items
Dependent Variable	Counterproductive Workplace Behavior (CWB)	0.923	32
Independent Variables	Narcissism	0.809	9
	Machiavellianism	0.712	9
	Psychopathy	0.820	9
	Job Constraints	0.909	11

3.6   Measurements of Variables in the Study

In this study, to build a reliable measurement scale items and constructs, a two ways approach were taken. Firstly, a literature review was carried out on the CWB, Dark Triad, and Job Constraints to identify the initial measurements on the related variables. Secondly, after studying all the literature review related to CWB, Dark Triad, and Job Constraints, the measurements construct which were most suitable to the objectives of this study had been chosen and adopted. The immediately following session would further discuss all the measurements adopted.

Dark Triad Personality

This study would adopt the 27-item Short Dark Triad scale developed by Jones and Paulhus (2014) to measure respondents' Dark Triad Personality. The data used in the study was tested using Cronbach's alpha on the reliability of data, and the result is satisfactory. Refer to Table 3.2, the table outlined 27 items that the researcher adopted in this study to measure Dark Triad, item 1 to 9 would test for Narcissism; item 10 to 18 would test for Machiavellianism; and finally, item 19 to 27 would test for Psychopathy.

Table 3.2: Dark Triad Scale

Items	Dark Triad
1. People see me as a natural leader	Narcissism
2. I like being the center of attention	
3. Many group activities tend to be dull without me	
4. I know that I am special because everyone keeps telling me so	
5. I like to get acquainted with important people	
6. I do not feel embarrassed if someone compliments me	
7. I have been compared to famous people	
8. I am not an average person	
9. I insist on getting the respect I deserve	
10. It's not wise to tell my secrets	Machiavellianism
11. I like to use clever manipulation to get my way	
12. Whatever it takes, I must get the important people on my side	
13. I will avoid direct conflict with others because they may be useful in the future	
14. It's wise to keep track of information that I can use against people later	
15. I should wait for the right time to get back at people	
16. There are things I should hide from other people because they don't need to know	
17. I will make sure my plans benefit me, not others	
18. I believe most people can be manipulated	
19. I like to get revenge on authorities	Psychopathy
20. I do not avoid dangerous situations	
21. I believe payback needs to be quick and nasty	
22. People often say I'm out of control	
23. It's true that I can be mean to others	
24. People who mess with me always regret it	
25. I have gotten into trouble with the law before	
26. I enjoy having sex with people I hardly know	
27. I'll say anything to get what I want	

Sources: Jones & Paulhus (2014)

Job Constraints

This study would adopt the 11-item Organizational Constraints Scale by Spector and Jex (1998) to measure respondents' frequency in facing job constraints at workplace. The data used in the study was tested using Cronbach's alpha on the reliability of data, and the result is satisfactory. Refer to Table 3.3, the table outlined 11 items that the researcher adopted in this study to measure job constraints.

Table 3.3: Job Constraints Scale

How often do you find it difficult or impossible to do your job because of ...?
1. Poor equipment or supplies
2. Organizational rules and procedures
3. Other employees
4. Your supervisor
5. Lack of equipment or supplies
6. Inadequate training
7. Interruptions by other people
8. Lack of necessary information about what to do or how to do it
9. Conflicting job demands
10. Inadequate help from others
11. Incorrect instructions

Sources: Spector and Jex (1998)

CWB

This study would adopt the 32-item version of the Counterproductive Work Behavior Checklist by Spector et al. (2006) to measure respondents' frequency in doing the actions at workplace. The data used in the study was tested using Cronbach's alpha on the reliability of data, and the result is satisfactory. Refer to Table 3.4, the table outlined 32 items that the researcher adopted in this study to measure CWB.

Table 3.4: CWB Scale

How often have you done each of the following things on your present job
1. Purposely wasted your employer's materials/supplies
2. Purposely did your work incorrectly
3. Came to work late without permission
4. Stayed home from work and said you were sick when you weren't
5. Purposely damaged a piece of equipment or property
6. Purposely dirtied or littered your place of work
7. Stolen something belonging to your employer
8. Started or continued a damaging or harmful rumor at work
9. Been nasty or rude to a client or customer
10.Purposely worked slowly when things needed to get done
11. Taken a longer break than you were allowed to take
12. Purposely failed to follow instructions
13. Left work earlier than you were allowed to
14. Insulted someone about their job performance
15. Made fun of someone's personal life
16. Took supplies or tools home without permission
17. Put in to be paid for more hours than you worked
18. Took money from your employer without permission
19. Ignored someone at work
20. Blamed someone at work for error you made
21. Started an argument with someone at work
22. Stole something belonging to someone at work
23. Verbally abused someone at work
24. Made an obscene gesture (the finger) to someone at work
25. Threatened someone at work with violence
26. Threatened someone at work, but not physically
27. Said something obscene to someone at work to make them feel bad
28. Did something to make someone at work look bad
29. Played a mean prank to embarrass someone at work
30. Looked at someone at work's private mail/property without permission

| 31. Hit or pushed someone at work |
| 32. Insulted or made fun of someone at work |

Sources: Spector et al. (2006)

3.7 Data Processing

To convert data into valuable information, the data would need to be processed. Data processing would involve data checking, data editing, data coding, data transcribing and data cleaning. Then, the processed data would be in good flow for systematic interpretation.

3.7.1 Questionnaire and Data Checking

To improve the quality of the actual questionnaire, a pilot test was done to capture the potential problems and error that will affect the reliability of data. Amendments had been made to enhance the quality of actual questionnaire during pilot test.

3.7.2 Data Editing

In this process, the incomplete or irrelevant data will be filtered out to ensure the data remains consistent, complete, reliable, and valid.

3.7.3 Data Coding

In this process, the researcher different each measurement into a unique number to represent the feedback of each question. The purpose of data coding is to make the data analysis process smooth and easy.

3.7.4 Data Transcribing

This study would use Statistical Package for Social Sciences (SPSS) to perform statistical analysis, SPSS is commonly used in social science research. The analysis method used in SPSS will be further discussed in the following parts.

3.7.5 Data Cleaning

With the assistance of SPSS software, the missing value or outliners would be identified and eliminated from the data.

3.8   Data Analysis

3.8.1 Demographic Characteristic of the Respondents

Section I consists of the demographic characteristics of respondents like gender, age group (Table 3.5), income level (Table 3.6), education level (Table 3.7), and job position level (Table 3.8). Descriptive analysis of demographic characteristics of respondents would be presented in table form and bar chart form to ease the understanding of readers.

Table 3.5: Aged Group

Age Group
30 and below
31 to 40
41 to 50
51 and above

Table 3.6: Income Level

Income Level (MYR)
3000 and below
3001 to 5000
5001 to 7000
7001 to 10,000
10,001 and above

Table 3.7: Educational Level

Education Level
Secondary School and below
Diploma
Degree
Master
Doctorate (PhD)

Table 3.8: Job Position Level

Position Level
Non-executive
Executive
Manager
Professional
Entrepreneur

3.8.2 Reliability Test

Abell et al. (2016) stated that reliability test is crucially important to affirm the consistency and stability in measuring the inter-correlation of the data. Generally, Cronbach's alpha will be used to conduct the testing to ensure the same covariance and same concept of measurements are in the group. Table 3.9 below shows the Range of Cronbach's Alpha value.

Table 3.9 Range of Cronbach's Alpha Value

Cronbach Alpha (α)	Indication
α value between 0.81 ~ 0.95	Very Good
α value between 0.71 ~ 0.80	Good
α value between 0.61 ~ 0.70	Fair
α value < 0.60	Poor

Source: Abell et al. (2016)

3.8.4 Descriptive Analysis and Central Tendencies Measurement of Constructs

According to Abell et al. (2016), for all the variables to be considered as normal, the acceptable range value of the Skewness is (±3), and the range value of Kurtosis is (±10). In chapter 4, the study would analyze the data in detail to ensure the values fall under acceptable range.

3.8.5 Normality Test

To examine the normal distribution of data collected, a normality test would be conducted in chapter 4.

3.8.6 Inferential Analysis

Abell et al. (2016) suggested that inferential analysis is used to affirm the relationship of independent and dependent variables and to conclude on it. In this study, SPSS is used as the tool to lead the Multiple Regression Analysis.

3.8.6.1 Multiple Linear Regression Analysis

This study has one dependent variable (Y), and more than one or several independent variables (X), therefore multiple linear regression analysis is chosen to run the data. It is used to estimate the dependent variable (Y), by first determining if each of the independent variable (X) is positive or negative connection with dependent variable (Y), and later an equation can be drawn. The multiple linear regression model is as below:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

In this study, the dependent variable is the CWB. The multiple linear regression is used to prove whether the independent variables have a significant relationship with the dependent variable. The equation of the study as below:

$$CWB = \beta_0 + \beta_1(N) + \beta_2(M) + \beta_3(P) + \beta_4(JC) + e$$

CWB = Counterproductive Workplace Behavior

N = Narcissism

M = Machiavellianism

P = Psychopathy

JC = Job Constraints

e = Error Term

3.9   Ethical Consideration

To administer the research, the three main ethical issues to be handled carefully would be first, the harm protection; second, the research confidentiality and lastly, informed consent. Several precaution steps had been taken to safeguard and prevent all the potential ethical issues during the implementation of the study.

The researcher's personal contact details, research objective and background had been included in the questionnaire to ensure the respondents feel safe and comfortable when answering the questionnaire. In addition, a promise of confidentiality also indicated on the questionnaire to respondents. The researcher had properly safekeeping the data collected from respondents to ensure no leaking of respondents' answer or information to unauthorized third party.

On the other hand, the research method was also designed carefully to ensure the risks associated with the research had been carefully considered, and precaution steps had been taken to avoid all the associated risks.

3.10 Conclusion

In conclusion, this chapter outlined the research methodology that would be used for this study. A quantitative approach would be taken by using questionnaire survey for data collection to find out the major causes of CWB.

In addition, in this chapter all the measurement scales adopted from relevant research journals had been outlined in detail to ensure the accuracy and reliability of questions. The description for sampling design and sampling method had also been included comprehensively. Finally, in the coming chapter the results obtained by using SPSS analysis would be presented, and the proposed hypotheses could be answered from there.

CHAPTER 4

DATA ANALYSIS

4.0   Introduction

This chapter would present the results of the data collected for this study. Together, adequate explanation would be done to support the overall findings. The Statistical Package for Social Science (SPSS) version 23.0 software was used to analyze the data. Data will be analyzed using descriptive analysis, reliability test, and inferential analysis which is Multiple Linear Regression Analysis.

4.1   Demographic Characteristics of the Respondents

In this study, the survey conducted had collected 225 completed questionnaires, majority of respondents lived around the Klang Valley area. The gender of the respondents was almost even with male respondents (51.1 per cent), and the balance were female respondents, as shown in Table 4.1, with 48.9 per cent.

Table 4.1: Percentage Distribution of Respondents Gender

Gender	Total (%)
Male	51.1
Female	48.9
Total	**100.0**
Sample size (n)	**225**

Figure 4.1: Bar Chart of Respondents' Gender
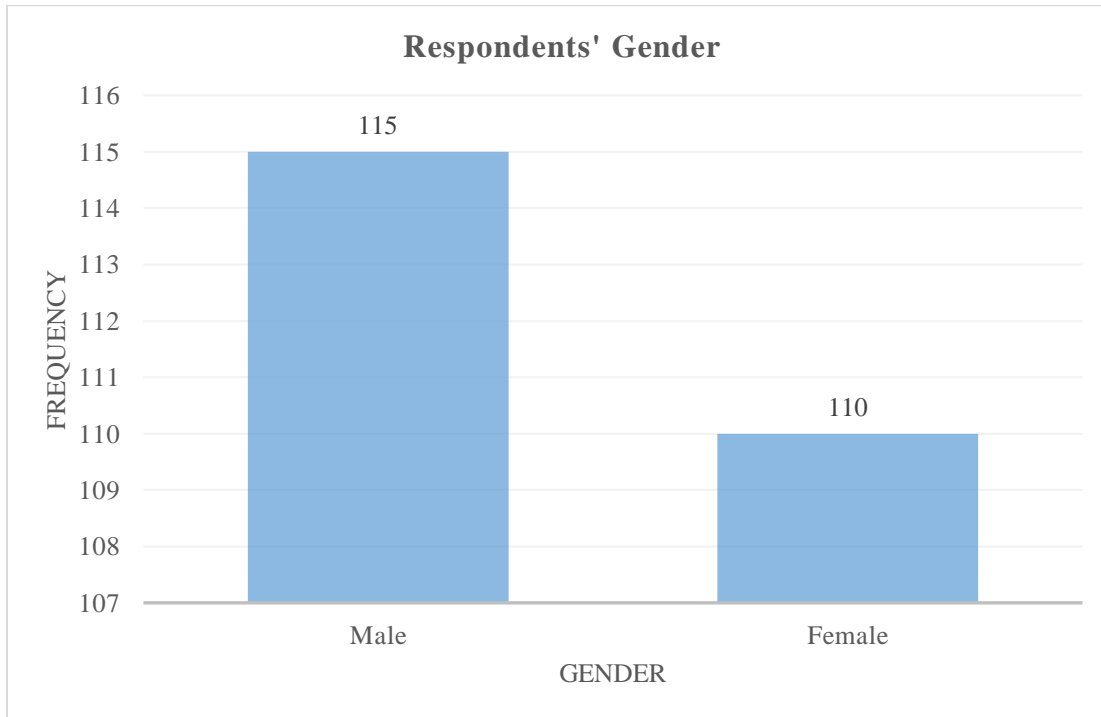
In terms of age group distribution, the majority of the respondents were between aged 31 to 40 years (42.2 per cent) and 30 years and below (40.0 per cent). The rest of the minority respondents were aged between 41 to 50 years (15.6 per cent). Respondents who were aged 51 and above only consists of (2.2 per cent) (Table 4.2).

Table 4.2: Percentage Distribution of Respondents Aged by Gender

Aged	Male (%)	Female (%)	Total (%)
30 and below	39.1	40.9	40.0
31 to 40	34.8	50.0	42.2
41 to 50	21.7	9.1	15.6
51 and above	4.3	0.0	2.2
Total	**100.0**	**100.0**	**100.0**
Sample size (n)	**115**	**110**	**225**

Figure 4.2: Bar Chart of Respondents Aged by Gender
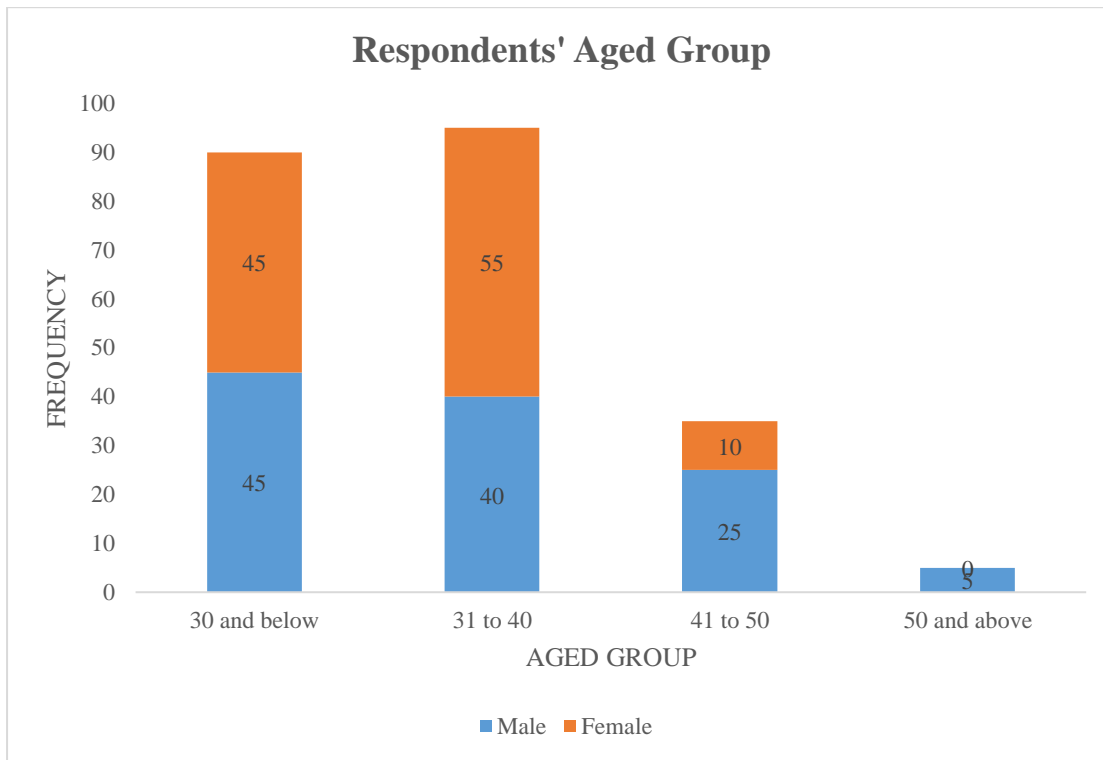
Table 4.3 shows that majority of the respondents are educated with a minimum degree level (93.3 per cent) and out of it 48.9 per cent have master level education. Therefore, the assumption that all the respondents can read and write should be valid, and the result from the survey will be very useful because all the respondents are educated and will face minimal difficulties in understanding and answering the questionnaire survey. Higher number of female respondents are holding degree level education, whereas higher number of male respondents are holding master level education. However, none of the respondent in the sample has PhD level education, PhD level was one of the options in the questionnaire design.

Table 4.3: Percentage Distribution of Respondents Education Level by Gender

Education Level	Male (%)	Female (%)	Total (%)
Secondary School and below	0.0%	9.1%	4.4%
Diploma	0.0%	4.5%	2.2%
Degree	39.1%	50.0%	44.4%
Master	60.9%	36.4%	48.9%
Total	**100.0%**	**100.0%**	**100.0%**
Sample size (n)	**115**	**110**	**225**

Figure 4.3: Bar Chart of Respondents Education Level by Gender
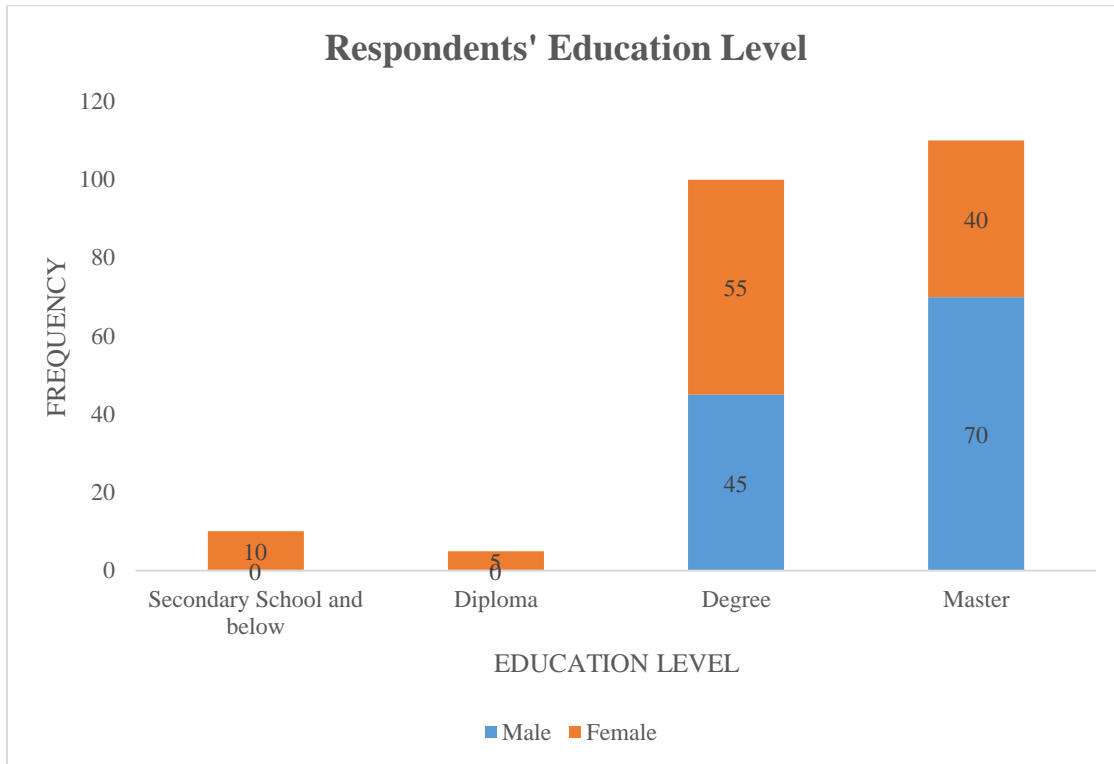
As shown in Table 4.4, Overall, there were more than 70.0 per cent of respondents earning RM3,001 and above. This shows that the respondents, as an employee, highly likely currently holding a long-term position in his or her organization, and their employment contract with the organization is mostly permanent instead of part-time basis. In the study conducted by DeShong et al. (2015), where they used 163 students as the respondents and found out that all of the student respondents worked on part-time basis would deteriorate the results of the CWB survey, because a part-time worker would view the undesired workplace as temporary so the worker would not invest the efforts heavily in the workplace, and higher rate of CWB resulted.

Table 4.4: Percentage Distribution of Respondents Income Level by Gender

Income Level	Male (%)	Female (%)	Total (%)
MYR 3000 and below	21.7%	22.7%	22.2%
MYR 3001 to 5000	8.7%	40.9%	24.4%
MYR 5001 to 7000	13.0%	27.3%	20.0%
MYR 7001 to 10,000	30.4%	4.5%	17.8%
MYR 10,001 and above	26.1%	4.5%	15.6%
Total	**100.0%**	**100.0%**	**100.0%**
Sample size (n)	**115**	**110**	**225**

Figure 4.4: Bar Chart of Respondents Income Level by Gender
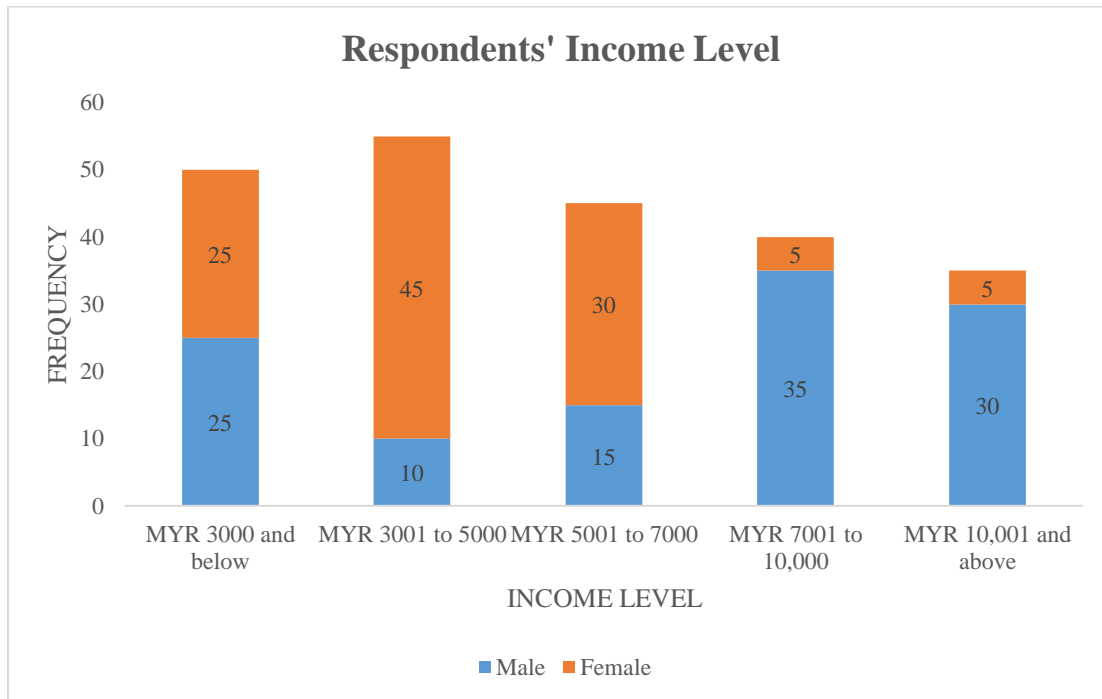
The Table 4.5 indicated that most of the respondents work as Manager in this study with 80 respondents and accounted 35.6 per cent of total number of respondents. Respondents work as Executive is slightly lower, consists of 75 respondents with 33.3 per cent of total number of respondents. Followed by Professional level with 45 respondents (20.0 per cent). Lastly, only 25 respondents (11.1 per cent) are involved in Non-Executive level in this study. From the result, the researcher has a stronger supporting that currently most of the respondents in the survey are holding a senior and stable employment position, therefore the results of the survey would not be more meaningful and useful.

Table 4.5: Percentage Distribution of Respondents Job Position Level by Gender

Job Position	Male (%)	Female (%)	Total (%)
Non-Executive	4.3%	18.2%	11.1%
Executive	26.1%	40.9%	33.3%
Manager	60.9%	9.1%	35.6%
Professional	8.7%	31.8%	20.0%
Total	**100.0%**	**100.0%**	**100.0%**
Sample size (n)	**115**	**110**	**225**

Figure 4.5: Bar Chart of Respondents Job Position Level by Gender
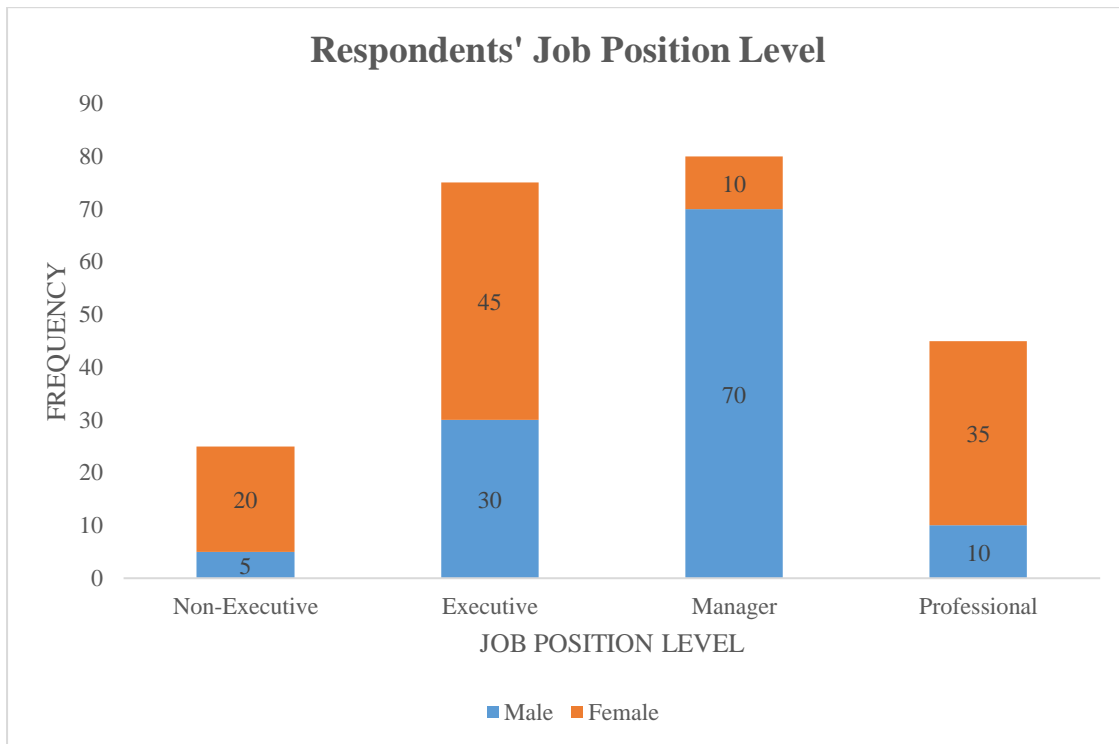
4.2 Reliability Analysis

In this research, reliability test was done to support the consistency and stability in measuring the inter-correlation of the data. Meanwhile, Cronbach's alpha value will be calculated using SPSS to measure the reliability that shows to what extend the variables are correlated among each other. The higher value of Cronbach's Alpha also shows that the measurements in the group have the same concept and the same covariance.

From this study, the researcher found that the Cronbach's Alpha for the dependent variable, which is the CWB was 0.983. Then, the four independent variables which were tested with Cronbach's Alpha were above 0.60 (the first factor was 0.826, the second factor was 0.746, the third factor was 0.836, the last factor was 0919) as shown in Table 4.6. according to Jacoby (2016), Cronbach's Alpha value of 0.610 and above is reliable, and Cronbach's Alpha value of more than 0.710 is good reliability.

Table 4.6 also shows that the Cronbach's alpha value was between the range 0.746 to 0.983, this supports that the variables are inter-correlated among each other and the constructs are reliable and consistent.

Table 4.6: Descriptive Statistics on the Constructs and Cronbach's Alpha

Variables	Constructs	Cronbach's Alpha	N of Items
Dependent Variable	Counterproductive Workplace Behavior (CWB)	0.983	32
Independent Variables	Narcissism	0.826	9
	Machiavellianism	0.746	9
	Psychopathy	0.836	9
	Job Constraints	0.919	11

4.3 Descriptive Statistics

In order for the data to be considered normal, Harms and Spain (2015) stated that the range value of the Skewness (±3) is acceptable, and the acceptable range value of Kurtosis is (±10). Table 4.7 describes the statistics in detail; all the variables are within the range value of Skewness and Kurtosis, which means the data in this research, is normal.

Table 4.7: Descriptive Analysis of Dependent Variable and Independent Variables

		Narcissism	Machiavellianism	Psychopathy	Job_Constraints	CWBs
N	Valid	225	225	225	225	225
	Missing	0	0	0	0	0
Mean		3.1901	3.4469	2.4519	2.4444	1.5118
Median		3.3333	3.4444	2.5556	2.2727	1.2188
Mode		3.67	2.89[a]	2.56	1.82[a]	1.00[a]
Std. Deviation		.67742	.64528	.75615	.89048	.74706
Variance		.459	.416	.572	.793	.558
Skewness		-.776	.133	.210	.368	2.216
Std. Error of Skewness		.162	.162	.162	.162	.162
Kurtosis		.183	-.148	-.568	-.714	3.782
Std. Error of Kurtosis		.323	.323	.323	.323	.323
Range		3.22	3.22	3.00	3.45	2.84
Minimum		1.33	1.78	1.00	1.00	1.00
Maximum		4.56	5.00	4.00	4.45	3.84
Sum		717.78	775.56	551.67	550.00	340.16

Statistics

Narcissism

Table 4.7 shows that the mean of Narcissism in this study is 3.190 for the 225 respondents with a standard deviation of 0.677, 3.190±0.677. The variance value is 0.459. The median value is 3.333, and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 4.56, and the minimum value is 1.33. The range is 3.22. The skewness value is -0.776, which is within 0. The Kurtosis value is 0.183, which is less than 1. Therefore, the data is symmetrical.

Machiavellianism

The mean of Machiavellianism (Table 4.7) in this study is 3.447 for the 225 respondents with a standard deviation of 0.645, 3.447±0.645. The variance value is 0.416. The median value is 3.444, and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.000, and the minimum value is 1.780. The range is 3.220. The skewness value is 0.133, which is within 0. The Kurtosis value is -0.148, which is less than 1. Therefore, the data is symmetrical.

Psychopathy

In this study, Table 4.7 shows the mean of the Psychopathy is 2.452 for the 225 respondents with a standard deviation of 0.756, 2.452±0.756. The variance value is 0.572. The median value is 2.556, and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 4.000, and the minimum value is 1.000. The range is 3.000. The skewness value is 0.210, and the Kurtosis value is -0.568 is still within the range of 0 to 1. Therefore, the data is symmetrical.

Job Constraints

Table 4.7 shows that the mean of Job Constraints in this study is 2.444 for the 225 respondents with a standard deviation of 0.890, 2.444±0.890. The variance value is 0.793. The median value is 2.273, and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 4.450, and the minimum value is 1.000. The range is 3.450. The skewness value is 0.368, which is within 0. The Kurtosis value is -0.741, which is less than 1. Therefore, the data is symmetrical.

CWBs

The mean of CWBs (Table 4.7) in this study is 1.512 for the 225 respondents with a standard deviation of 0.747, 1.512±0.747. The variance value is 0.558. The median value is 1.219, and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 3.840, and the minimum value is 1.000. The range is 2.840. The skewness value is 2.216, the Kurtosis value is 3.782. Therefore, the data is skewed to the left.

4.3.1 Normality Test

In this study, the dependent variable, which is the CWB is tested by using a normality test to determine whether the collected data is normally distributed. Figure 4.6 shows that the histogram is all bell-shaped, suggesting that the residuals (and hence the error terms) are approximately normally distributed. Besides, the normal P-P plot showed that mostly all the data are located near the linear regression line, supporting the condition that the error terms are normally distributed (Figure 4.7).

Figure 4.6: Histogram Analysis
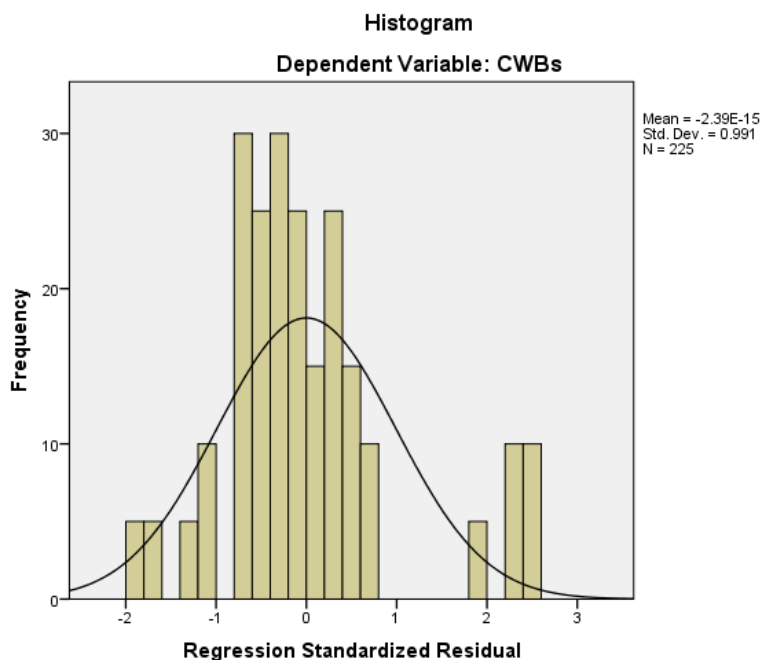
Figure 4.7: Normal P-P Plot Analysis

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: CWBs
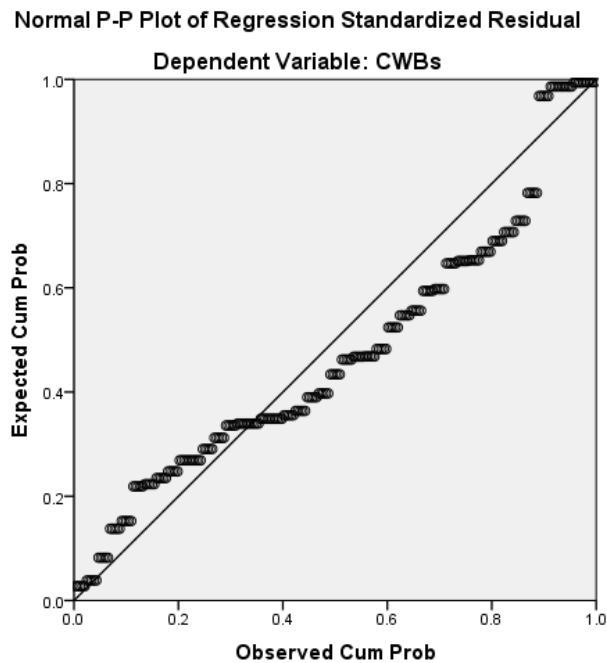
4.4 Multiple Regression

According to Harms and Spain (2015), the multiple regression is used to verify the relationship developed in hypotheses and to conclude on the relationship of both independent and dependent variables. In addition, the inferential analysis also is used to validate on the research questions, research framework, and hypothesis. In this study, SPSS has been used as the tool to run the Multiple Regression Analysis.

In Table 4.8, the regression equation shows that the explanatory variables accounted for about 37.4 per cent of the variation in the CWB in Malaysia, using multiple regression analysis and can be explained by Narcissism, Machiavellianism, Psychopathy, and Job Constraints. The adjusted r-square value is 36.2 per cent.

Refer to Table 4.8, the Durbin-Watson value is 2.479, as the rule of thumb, the value in the range of 1.5 to 2.5 is considered as no autocorrelation. The value less than 1 or more than 3 could be cause for concern (Palmer et al., 2017).

Table 4.8 Model Summary of Multiple Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.611[a]	.374	.362	.59665	2.479

a. Predictors: (Constant), Job_Constraints, Machiavellianism, Psychopathy, Narcissism

b. Dependent Variable: CWBs

Referring to Table 4.9 below, the significant level, p-value from the ANOVA is shown as 0.000. The p-value is smaller than alpha 0.05, it can be explained that at least one of the four independent variables from Narcissism, Machiavellianism, Psychopathy, and Job Constraints can be used to model the CWB. In addition, the groups or sample means are also significantly differences as shown.

Table 4.9: Analysis of Variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.696	4	11.674	32.793	.000[b]
	Residual	78.317	220	.356		
	Total	125.013	224			

a. Dependent Variable: CWBs

b. Predictors: (Constant), Job_Constraints, Machiavellianism, Psychopathy, Narcissism

In this study, the regression equation can be explained that the explanatory variables accounted for about 37.4 per cent of the variation in the CWB (Y) by using multiple regression analysis (Table 4.10). Estimations show that the explanatory variables, namely Psychopathy (X_1) and Job Constraints (X_2) are the most important explanatory variables with statistically significance at alpha level 0.01. Therefore, a one per cent increase in Psychopathy (X_1), on average, has the positive relationship effect of an increase in the CWB by 0.518 per cent with statistical significance at the 0.01 level, holding constant with other variables. Similarly, a one per cent increase in the Job Constraints (X_2), on average, has the positive relationship effect of increase in the CWB by 0.125 per cent with statistical significance at the 0.01 level.

According to Harms and Spain (2015), to avoid a problem with multicollinearity, the value of tolerance should be more than 0.20, and Variance Inflation Factors (VIF) should be below 4.0. The Multicollinearity statistics illustrated that the tolerance for Narcissism (0.412),

Machiavellianism (0.370), Psychopathy (0.504), and Job Constraints (0.721) as shown in Table 4.10 which all greater than 0.20. Besides that, the VIF value for all the variables is less than 4.0. Therefore, indicating no multicollinearity problems existed.

Table 4.10: Multiple Regression

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.050	.237		-.210	.834		
Narcissism	-.064	.092	-.058	-.699	.485	.412	2.428
1 Machiavellianism	.055	.102	.048	.543	.588	.370	2.704
Psychopathy	.518	.074	.525	6.980	.000	.504	1.983
Job_Constraints	.125	.053	.149	2.370	.019	.721	1.387

a. Dependent Variable: CWBs

According to the result shown in Table 4.10, the model's equation is formed as the following:

$$CWB = -0.050 + (-0.064_{x1}) + 0.055_{x2} + 0.518_{x3} + 0.125_{x4}$$

$x1$ = Narcissism

$x2$ = Machiavellianism

$x3$ = Psychopathy

$x4$ = Job Constraints

4.5   Hypothesis Testing

The testable hypothesis was developed in Chapter Two in order to achieve the study objectives. The following parts would present the testing of the relationship between the independent variables and dependent variables under study as in Chapter Two.

H^1: Narcissism will be positively related to Counterproductive Workplace Behaviors (CWBs).

Based on the finding results as shown in Table 4.11, this hypothesis is not supported because the p-value is 0.485 (Table 4.10), which is higher than alpha level 0.01. It can be

concluded that Narcissism do not have a positive significant relationship in affecting the CWB in Malaysia.

H²: Machiavellianism will be positively related to Counterproductive Workplace Behaviors (CWBs).

Based on the finding results as shown in Table 4.11, this hypothesis is not supported because the p-value is 0.588 (Table 4.10), which is higher than alpha level 0.01. It can be concluded that Machiavellianism do not have a positive significant relationship in affecting the CWB in Malaysia.

H³: Psychopathy will be positively related to Counterproductive Workplace Behaviors (CWBs).

Referring to the analysis in Table 4.11, the hypothesis is supported because the p-value is 0.000 (Table 4.10), which is less than alpha level 0.01. Therefore, this hypothesis is accepted. In conclusion, the Psychopathy has a positive significant connection in affecting the CWB. The hypothesis H^3 indicated that each additional score of independent variables (Psychopathy) coefficient is increased, on average, the score of CWB will be increased by 0.518.

H⁴: Job constraints will be positively related to Counterproductive Workplace Behaviors (CWBs).

Referring to the analysis in Table 4.11, the hypothesis is supported because the p-value is 0.019 (Table 4.10), which is less than alpha level 0.01. Therefore, this hypothesis is accepted. In conclusion, the Job Constraints has a positive significant connection in affecting the CWB. The hypothesis H^4 indicated that each additional score of independent variables (Job Constraints) coefficient is increased, on average, the score of CWB will be increased by 0.125.

Table 4.11 Summary of Hypothesis Tests

Hypothesis	Hypothesis	Result
H^1	Narcissism will be positively related to Counterproductive Workplace Behaviors (CWBs)	Not Supported
H^2	Machiavellianism will be positively related to Counterproductive Workplace Behaviors (CWBs)	Not Supported
H^3	Psychopathy will be positively related to Counterproductive Workplace Behaviors (CWBs)	Supported (at 1% level)
H^4	Job constraints will be positively related to Counterproductive Workplace Behaviors (CWBs)	Supported (at 1% level)

Figure 4.8: Results of the Theoretical Framework
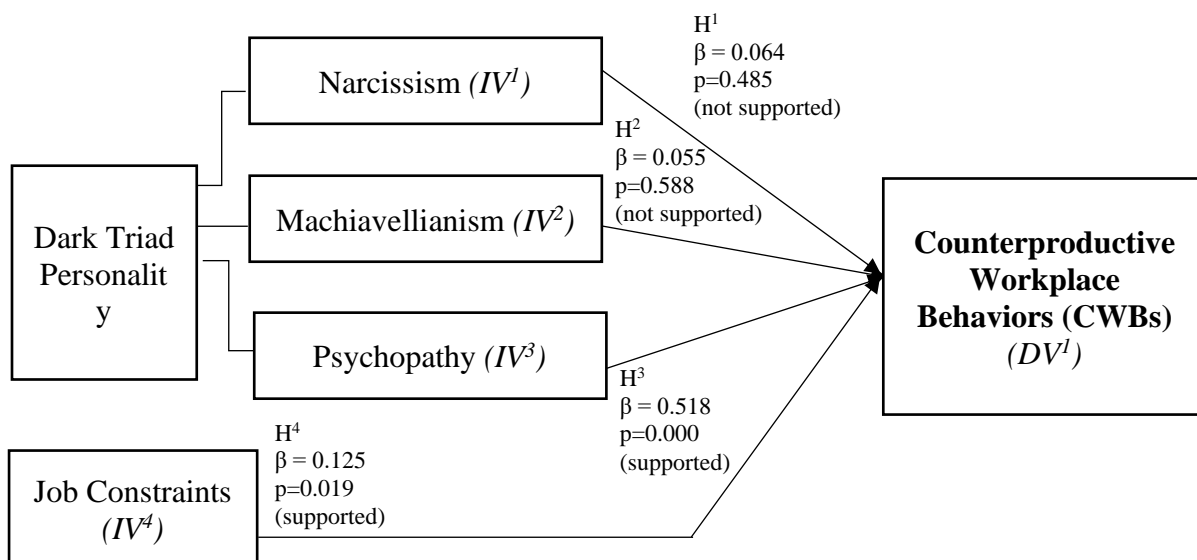
4.6 Conclusion

In this chapter, SPSS was used to analyze and to interpret data collected. The hypotheses developed in Chapter 2 was verified against the findings and results of the tests. In addition, descriptive analysis was used to summarize the demographic profile of the respondents into table and bar chart, and the construct measurements of the four variables were also tabulated into tables. All the data findings also fulfilled the multiple regression analysis's requirements. Finally, normality test and reliability test for the data collected also included in scale measurement.

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On the other hand, in accordance to analysis above, findings proposed that all sample items from the questionnaire were reliable and consistent, and by using multicollinearity statistics, there are no multicollinearity problems exist. The relationship between Independent and dependent variables was analyzed by multiple regression analysis. In the next Chapter 5, the findings of Chapter 4 would be discussed and its implication on theories, limitations, recommendations and future study would also be highlighted and presented in a proper flow.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0   Introduction

In this chapter, the research results presented in chapter 4 will be interpreted in detailed and hypotheses will be validated. Furthermore, research limitations and recommendations for future study would also be included in this chapter. The main research objective is to analyze the major causes of CWB. Both Dark Triad personality and Job Constraints were used in this study as main factors to measure the influences it would have on CWB. The results obtained had proven that Psychopathy and Job Constraints play a material part in influencing the CWB. Lastly, the study conclusion will conclude the relationship between factors (Narcissism, Machiavellianism, Psychopathy, Job Constraints) and CWB.

5.1   Summary of the Research's Findings

Based on the findings, this research outlined the summary of hypothesis, as shown in Table 5.1 below. From the total of four hypotheses which were predetermined in chapter 2, two of them were supported, and the remaining two of them were not supported. These hypotheses have all fulfilled the objectives of this study, which are to analyze major causes of CWB in Malaysia.

Table 5.1: Summary of Hypothesis Testing

Hypothesis	Hypothesis	Result
H^1	Narcissism will be positively related to Counterproductive Workplace Behaviors (CWBs)	Not Supported
H^2	Machiavellianism will be positively related to Counterproductive Workplace Behaviors (CWBs)	Not Supported
H^3	Psychopathy will be positively related to Counterproductive Workplace Behaviors (CWBs)	Supported (at 1% level)
H^4	Job constraints will be positively related to Counterproductive Workplace Behaviors (CWBs)	Supported (at 1% level)

H^1: Narcissism will be positively related to Counterproductive Workplace Behaviors (CWBs).

Based on the finding results as shown in Table 5.1, this hypothesis is not supported in Malaysia. It can be concluded that Narcissism do not have a positive significant relationship in affecting the CWB in Malaysia. Raman et al. (2016) also stated that there was a weak relationship between Narcissism and CWB in Malaysia. This might due to the reason that the culture in Malaysia is different from Western, Asian culture tends to be more group think and followers basis so in workplace people seldom express disagreement and objection openly, therefore Narcissist in Malaysia may not frequently face the problem of being challenged by others in workplace over the self-created feeling of superiority over others.

H^2: Machiavellianism will be positively related to Counterproductive Workplace Behaviors (CWBs).

Based on the finding results as shown in Table 5.1, this hypothesis is not supported in Malaysia. It can be concluded that Machiavellianism do not have a positive significant relationship in affecting the CWB in Malaysia. Abdul Rahim et al. (2016) also stated that there was a weak relationship between Machiavellianism and CWB in Malaysia. This might be due to the sample respondents in this study are mainly consisted of youngsters i.e. aged 40 years and below, so they have experienced or learnt lesser manipulative tactics over others at

workplace. Unmatured Machiavellian may be easily caught by others at workplace as the manipulative skills may be too childish or low standard, to measure the costs and benefits, it's better not to engage in CWB to avoid being unwelcome by others.

H3: Psychopathy will be positively related to Counterproductive Workplace Behaviors (CWBs).

Referring to the analysis in Table 5.1, the hypothesis is supported in Malaysia. In conclusion, the Psychopathy has a positive significant connection in affecting the CWB. Lilienfeld et al. (2015) also revealed in the study that in general, Psychopathy is the strongest predictor of CWB over other personality traits identified in Dark Triad. As mentioned before, successful psychopaths are difficult to detect in workplace and they are dangerous as they would harm the organization's interests in the long term.

H4: Job constraints will be positively related to Counterproductive Workplace Behaviors (CWBs).

Referring to the analysis in Table 5.1, the hypothesis is supported in Malaysia. In conclusion, the Job Constraints has a positive significant connection in affecting the CWB. Abdul Rahim et al. (2016) stated that job characteristics would affect CWB. On the other hand, Palmer et al. (2017) also mentioned that individual perceived positive organizational support would less likely engage in CWB, therefore, job constraints would reduce the perceived organizational support and result in higher CWB.

5.2   Implications of the Study

5.2.1   Managerial Implication

Research results had proven that only two independent variables have a critical positive relationship in causing the CWB in Malaysia. The Psychopathy was the most significant reason in causing the CWB in Malaysia. As mentioned by Lilienfeld et al. (2015), out of the three Dark Triad personalities, many researchers had proven that Psychopathy is the strongest predictor of CWB. Psychopathy is commonly existed in individual's traits genetically, organization is advised to carefully design the recruitment process to avoid recruiting candidate

with strong psychopathy traits, as in the long term the candidate would affect the operation of the organization negatively. CWB done by successful psychopath is normally hidden and uneasy noticed by others.

On the other hand, Job Constraint is also part of the major factor affecting CWB in Malaysia. Based on the survey, respondents would engage in CWB more frequently if the Job Constraint in workplace is high. Penney and Spector (2002) mentioned that job constraints would demotivate employee and increase in feeling of unfairness, therefore low-morale employee would not put in discretional dedication towards the achievement of organizational goals. They would rather focus on their personal goal, and many of them would do their personal things during working hours, this further reduce the productivity of the organization.

However, this study also found out that Narcissism and Machiavellianism did not have a significant critical connection in affecting the CWB in Malaysia. As mentioned in previous part, this mainly due to culturally different between Western country and Asian country. Many Western research journals had proven positive relationship between CWB and Narcissism as well as between CWB and Machiavellianism. However, Grotstein (2018) stated that the compared to Western, the working culture in Asian country is more introversively, therefore Narcissist and Machiavellian might face lesser negative interaction problem when dealing with workplace issue, so less CWB triggering factors exist around Narcissist and Machiavellian in Malaysia. For example, very unlikely in Malaysia someone at workplace would challenge a narcissist's idea openly in front of others, as Malaysians are normally conservative in expressing their thoughts.

Another finding is that most of the respondents had indicated very seldom they engage in CWB. The mean of data collection in regard to 32-item CWB scale is 1.5, that indicated never or once or twice in life. This may be due to majority of the respondents are well educated as indicated in descriptive analysis that more than 90 per cent of respondents hold a degree, therefore they would not want to engage in such behavior as they know that CWB would limit the organization growth, and also limit their career path. An organization that did not perform well would not award its staffs with good salary increment and promotion. CWB is a kind of distorted behavior for short-term stress release, for long term CWB brings zero benefit to both the individual and organization.

Based on the findings and analysis on factors that affect the CWB in Malaysia, it is hoped that the data collected can be used by manager in Malaysia to build a good team with the right personnel. Human capital is a famous term since last decade, a proper recruitment process must be designed to ensure the organization would be able to filter out candidate who possess high potential to engage in CWB. CWB will cause a great loss to organizations, so organizations must take it seriously to understand employee behavior as well as taking precaution to prevent CWB. By understanding the causes of CWB, a good internal control can be implemented to prevent CWB.

5.2.2 Theoretical Implications

Social Exchange Theory and Cognitive-Affective Model of Personality were used to develop a foundation for this study to examine and understand the factors affecting CWB. From the total four independent variables, this study has successfully identified two independent variables which are psychopathy and job constraints, which have a positively significant relationship in affecting the CWB in Malaysia.

5.3 Limitations of the Study

The main challenges of this study are time and budget constraints. The objective of this study has been achieved; however, the quality and accuracy of results could be enhanced if the researcher has a better budget and more time for this. The data was collected using convenient sampling method to ensure large pool of respondents could be gathered in a short time. This is cost-effective, but the results could be more meaningful if the researcher only focuses on a single industry.

Secondly, the online questionnaire form had some system bugs that sometimes, some respondent's complaint that they could not submit their answer after they completed the survey. Some social media did block the online survey form with no reason. This further limited the data collection available platform. The questionnaire was self-administered by respondents, so they might interpret the question wrongly and given a less accurate answer, as one question could be viewed from many different perspectives, different people might interpret the same questions differently. Furthermore, respondents might doubt the confidentiality of online

questionnaire system, so they might feel reluctant to reveal the true answer from the bottom of their hearts.

Thirdly, this study only focused on four variables. For personality traits, more characteristics could be used to explain CWB as well for example agreeableness. With more resources, future research could be carried out to include more factors to analyze CWB in Malaysia.

Lastly, the researcher has limited access to quality pool of respondents. The researcher could only share the questionnaire across limited networks with limited budget. It's difficult to engage professional survey company for questionnaire distribution as it would involve a huge cost.

5.4   Recommendations for Future Study

At this stage, the researcher would suggest some possible improvements to the future researchers who plan to administer a similar study about CWB in Malaysia. Firstly, future study could do a longitudinal study instead of cross-sectional study, future study could measure the behavior of the same employee at more than one point of time, this might further enhance the accuracy of behavior measurement. Future study could play around with environment characteristics to determine if the same individual would engage in the same level of CWB.

Secondly, more factors could be included in analyze the causes of CWB. Obviously, many factors other hand Dark Triad and Job Constraints could trigger CWB, for example leadership quality and availability of trainings. The research results would be enhanced if more factors are included.

Lastly, future research could improve in data collection method. With the availability of time and budget, future research can access to more quality pool of respondents, for example different education background, and different job position level. Individuals at different level would perceive CWB differently, so the research results would be enhanced if a professional approach was taken to source for targeted respondents. Besides that, face-to-face interviews could also be carried out to further explore respondent's thought on CWB. A trustworthy online

questionnaire platform could be used to enhance the trustworthiness of respondent's perceived confidentiality, so respondents would provide the answers from the bottom of their hearts.

To develop a complete theoretical model to link the factors affecting the CWB in Malaysia, future studies may use this research as a steppingstone.

5.5   Conclusion

In this chapter, it outlined the whole report findings from the results of statistical analysis and explanation was done in details. This study had examined the relationship of Narcissism, Machiavellianism, Psychopathy, Job Constraints and CWB. Two hundred twenty-five respondents were participated in this study and data collected were tested using descriptive statistics, normality, reliability, and multiple regression using the SPSS program.

This study found out that among the four independent variables, two out of it had been proven affecting CWB significantly. The two significant independent variables are psychopathy and job constraints. The findings conclude that manager in an organization should avoid recruiting candidate with strong psychopathy trait, as well as manage should reduce job constraints in the organization to reduce CWB among employee.

Last but not least, all the research questions had been answered by the findings as well as all the research objectives had been achieved. The research limitations and suggestions for future studies had also been properly outlined for future researchers who plan to study in the similar area. The studies of CWB in Malaysia are limited, therefore this study hopefully would serve as a reference point for future researchers.

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APPENDIX A

Survey Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT (FAM)
MASTER OF BUSINESS ADMINISTRATIONS
Research Questionnaire

Research Topic: Analysis of major causes of Counterproductive Workplace Behaviours.

Dear Participant,

I am a student that currently pursuing Master of Business Administration in Faculty of Accountancy and Management at Universiti Tunku Abdul Rahman (UTAR). Currently, I am conducting the above-mentioned study as my final year research project. As part of the fulfilment of this project, I am required to conduct the research. This survey attempts to analyse the causes of counterproductive workplace behaviours from the perspective of Dark Traits Personality and job constraints.

The objective of this research project is to analyse the causes of counterproductive workplace behaviours from the perspective of Dark Traits Personality and job constraints. This study is important to understand how Dark Traits Personality and job constraints impact the employee behaviours. Enclosed with this letter is a brief questionnaire and you are invited to complete the questionnaire and your kind participation are truly appreciated. I would like to thank you for sparing your precious time to fill in this questionnaire.

The questionnaire requires approximately 10 minutes to complete and all the individual response will be kept strictly confidential. If you have any questions about the survey, I am glad to provide you with further information.

Thank you.

Survey Questionnaire

Section I: Demographic

Guideline: please tick on ONE statement that is relevant to you

1. **Gender**

□ Male   □ Female

2. Aged Group

□ 30 and below   □ 31 to 40   □ 41 to 50   □ 50 and above

3. Education Level

□Secondary School and below   □ Diploma   □Degree   □Master   □PHD

4. Position Level

□Non-Executive   □Executive   □Manager   □Professional

□Director   □ Entrepreneur

5. Income Level

□MYR 3000 and below   □MYR 3001 to 5000   □MYR 5001 to 7000

□MYR 7001 to 10,000   □MYR 10,001 and above

Part 1: Dark Traits Personality Test

1. Please indicate the extent to which you agree or disagree with the following statements:

> 1 = Strongly Disagree (SD)
> 2 = Disagree
> 3 = Neither Agree nor Disagree
> 4 = Agree
> 5 = Strongly Agree (SA)

	SD				SA
1. People see me as a natural leader	1	2	3	4	5
2. I like being the centre of attention	1	2	3	4	5
3. Many group activities tend to be dull without me	1	2	3	4	5
4. I know that I am special because everyone keeps telling me so	1	2	3	4	5
5. I like to get acquainted with important people	1	2	3	4	5
6. I do not feel embarrassed if someone compliments me	1	2	3	4	5
7. I have been compared to famous people	1	2	3	4	5
8. I am not an average person	1	2	3	4	5
9. I insist on getting the respect I deserve	1	2	3	4	5
10. It's not wise to tell my secrets	1	2	3	4	5
11. I like to use clever manipulation to get my way	1	2	3	4	5
12. Whatever it takes, I must get the important people on my side	1	2	3	4	5
13. I will avoid direct conflict with others because they may be useful in the future	1	2	3	4	5
14. It's wise to keep track of information that I can use against people later	1	2	3	4	5
15. I should wait for the right time to get back at people	1	2	3	4	5
16. There are things I should hide from other people because they don't need to know	1	2	3	4	5
17. I will make sure my plans benefit me, not others	1	2	3	4	5
18. I believe most people can be manipulated	1	2	3	4	5
19. I like to get revenge on authorities	1	2	3	4	5

20. I do not avoid dangerous situations	1	2	3	4	5
21. I believe payback needs to be quick and nasty	1	2	3	4	5
22. People often say I'm out of control	1	2	3	4	5
23. It's true that I can be mean to others	1	2	3	4	5
24. People who mess with me always regret it	1	2	3	4	5
25. I have gotten into trouble with the law before	1	2	3	4	5
26. I enjoy having sex with people I hardly know	1	2	3	4	5
27. I'll say anything to get what I want	1	2	3	4	5

Part 2: Job constraints Test

1. Please indicate the frequency of job constraints encountered by you.

1 = Less than once per month or never
2 = Once or twice per month
3 = Once or twice per week
4 = Once or twice per day
5 = Several times per day

How often do you find it difficult or impossible to do your job because of ...?	Less than once per month or never				Several Times per day
1. Poor equipment or supplies	1	2	3	4	5
2. Organizational rules and procedures	1	2	3	4	5
3. Other employees	1	2	3	4	5
4. Your supervisor	1	2	3	4	5
5. Lack of equipment or supplies	1	2	3	4	5
6. Inadequate training	1	2	3	4	5
7. Interruptions by other people	1	2	3	4	5
8. Lack of necessary information about what to do or how to do it	1	2	3	4	5
9. Conflicting job demands	1	2	3	4	5
10. Inadequate help from others	1	2	3	4	5
11. Incorrect instructions	1	2	3	4	5

Part 3: Counterproductive Workplace Behaviours (CWB) Test

1. Please indicate the frequency of below actions done by you at work.

> 1 = Never
> 2 = Once or twice
> 3 = Once or twice per month
> 4 = Once or twice per week
> 5 = Everyday

Never   Everyday

How often have you done each of the following things on your present job					
1. Purposely wasted your employer's materials/supplies	1	2	3	4	5
2. Purposely did your work incorrectly	1	2	3	4	5
3. Came to work late without permission	1	2	3	4	5
4. Stayed home from work and said you were sick when you weren't	1	2	3	4	5
5. Purposely damaged a piece of equipment or property	1	2	3	4	5
6. Purposely dirtied or littered your place of work	1	2	3	4	5
7. Stolen something belonging to your employer	1	2	3	4	5
8. Started or continued a damaging or harmful rumor at work	1	2	3	4	5
9. Been nasty or rude to a client or customer	1	2	3	4	5
10.Purposely worked slowly when things needed to get done	1	2	3	4	5
11. Taken a longer break than you were allowed to take	1	2	3	4	5
12. Purposely failed to follow instructions	1	2	3	4	5
13. Left work earlier than you were allowed to	1	2	3	4	5
14. Insulted someone about their job performance	1	2	3	4	5
15. Made fun of someone's personal life	1	2	3	4	5
16. Took supplies or tools home without permission	1	2	3	4	5
17. Put in to be paid for more hours than you worked	1	2	3	4	5
18. Took money from your employer without permission	1	2	3	4	5
19. Ignored someone at work	1	2	3	4	5
20. Blamed someone at work for error you made	1	2	3	4	5
21. Started an argument with someone at work	1	2	3	4	5

22. Stole something belonging to someone at work	1	2	3	4	5
23. Verbally abused someone at work	1	2	3	4	5
24. Made an obscene gesture (the finger) to someone at work	1	2	3	4	5
25. Threatened someone at work with violence	1	2	3	4	5
26. Threatened someone at work, but not physically	1	2	3	4	5
27. Said something obscene to someone at work to make them feel bad	1	2	3	4	5
28. Did something to make someone at work look bad	1	2	3	4	5
29. Played a mean prank to embarrass someone at work	1	2	3	4	5
30. Looked at someone at work's private mail/property without permission	1	2	3	4	5
31. Hit or pushed someone at work	1	2	3	4	5
32. Insulted or made fun of someone at work	1	2	3	4	5

- THANK YOU VERY MUCH FOR COMPLETING THIS QUESTIONNAIRE -

APPENDIX B

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Narcissism	225	1.33	4.56	3.1901	.67742
Machiavellianism	225	1.78	5.00	3.4469	.64528
Psychopathy	225	1.00	4.00	2.4519	.75615
Job_Constraints	225	1.00	4.45	2.4444	.89048
CWBs	225	1.00	3.84	1.5118	.74706
Valid N (listwise)	225				

Statistics

		Gender	Aged	Education	Position	Income
N	Valid	225	225	225	225	225
	Missing	0	0	0	0	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	115	51.1	51.1	51.1
	FEMALE	110	48.9	48.9	100.0
	Total	225	100.0	100.0	

Aged

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 and below	90	40.0	40.0	40.0
	31 to 40	95	42.2	42.2	82.2
	41 to 50	35	15.6	15.6	97.8
	50 and above	5	2.2	2.2	100.0
	Total	225	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School and below	10	4.4	4.4	4.4
	Diploma	5	2.2	2.2	6.7
	Degree	100	44.4	44.4	51.1
	Master	110	48.9	48.9	100.0
	Total	225	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executive	25	11.1	11.1	11.1
	Executive	75	33.3	33.3	44.4
	Manager	80	35.6	35.6	80.0
	Professional	45	20.0	20.0	100.0
	Total	225	100.0	100.0	

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MYR 3000 and below	50	22.2	22.2	22.2
	MYR 3001 to 5000	55	24.4	24.4	46.7
	MYR 5001 to 7000	45	20.0	20.0	66.7
	MYR 7001 to 10,000	40	17.8	17.8	84.4
	MYR 10,001 and above	35	15.6	15.6	100.0
	Total	225	100.0	100.0	

Reliability Statistics

Cronbach's Alpha	N of Items
.826	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DTQ1	25.38	33.808	.176	.848
DTQ2	25.62	29.611	.595	.801
DTQ3	25.71	29.269	.594	.801
DTQ4	25.78	26.602	.783	.775
DTQ5	25.38	30.415	.513	.810
DTQ6	25.27	29.482	.631	.797
DTQ7	26.16	29.150	.629	.797
DTQ8	25.29	31.233	.486	.813
DTQ9	25.11	30.501	.413	.824

Reliability Statistics

Cronbach's Alpha	N of Items
.746	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DTQ10	27.07	31.804	.136	.758
DTQ11	27.93	24.973	.616	.687
DTQ12	28.07	25.777	.591	.694
DTQ13	26.93	32.563	.026	.775
DTQ14	27.98	25.602	.479	.713
DTQ15	27.56	25.069	.508	.707
DTQ16	26.93	28.634	.468	.719
DTQ17	28.09	25.305	.509	.707
DTQ18	27.62	27.736	.433	.721

Reliability Statistics

Cronbach's Alpha	N of Items
.836	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DTQ19	19.60	35.464	.681	.804
DTQ20	19.44	38.150	.522	.822
DTQ21	19.36	35.230	.646	.808
DTQ22	19.82	37.647	.595	.815
DTQ23	18.82	39.879	.339	.842
DTQ24	19.20	36.991	.514	.824
DTQ25	20.33	38.750	.543	.821
DTQ26	20.07	35.241	.575	.817
DTQ27	19.89	38.715	.532	.822

Reliability Statistics

Cronbach's Alpha	N of Items
.919	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JCQ1	24.89	87.242	.457	.921
JCQ2	24.51	79.626	.708	.910
JCQ3	24.42	79.352	.636	.914
JCQ4	24.38	81.486	.597	.916
JCQ5	24.80	85.250	.549	.917
JCQ6	24.73	78.143	.790	.906
JCQ7	23.91	79.947	.640	.914
JCQ8	24.02	78.013	.734	.909
JCQ9	24.31	75.126	.804	.905
JCQ10	24.53	79.268	.742	.909
JCQ11	24.38	75.861	.815	.904