



Daffodil
International
University

**“Internship Report On
An analysis of factors affecting employees counterproductive work behavior
of DIRD Group”.**

Submitted To

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Date of Submission: 18 September 2024

Letter of transmittal

18 September 2024
Md. Alamgir Hossan
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Subject: Submission of internship report on, “An analysis of factors affecting employees counterproductive work behavior of DIRD Group”

Dear Sir,

This is a great pleasure for me to inform you that I have accomplished my internship report on DIRD Group. I tried to know about the Implication of **“An analysis of factors affecting employees counterproductive work behavior of DIRD Group”**. I have tried to give my best to prepare the report and concentrate during preparing the report.

I would like to express my sincere gratitude for your continuous guidance and support during my internship, which has been invaluable in completing this report. I hope you will kindly overlook any unintentional mistakes and give your valuable feedback so that I can utilize your judgment for further prospects.

Sincerely Yours,



Abdullah Bin Kader Ovi
ID: 221-14-411
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Declaration

I hereby declare that the "Internship Report" titled “**An analysis of factors affecting employees counterproductive work behavior of DIRD Group**” contains the results of my own independent research work, which was conducted under the supervision of Md. Alamgir Hossan, Assistant Professor, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University Bangladesh.

I also confirm that this report is entirely original and has not been submitted, in whole or in part, by any other student for the fulfillment of an MBA or any other degree.



Abdullah Bin Kader Ovi

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Letter of Acceptance

This is to certify that the Internship Report titled “**An analysis of factors affecting employees counterproductive work behavior of DIRD Group**” has been submitted in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA) major in Human Resource Management from Daffodil International University carried out by **Abdullah Bin Kader Ovi** of bearing **ID: 221-14-411**, under my supervision. To the best of my knowledge and as per his declaration, no part of this report has been submitted previously for any other degree, diploma, or certificate. He is hereby permitted to submit this internship report for presentation and defense.

I wish him all success in his future endeavors.



Md. Alamgir Hossan
Assistant Professor
Department of Business Administration
Faculty of business and Entrepreneurship
Daffodil International University

Acknowledgment

First and foremost, I would like to sincerely thank Allah for giving me the strength to do the things I have set out to do in life. I could not have done what I had done without Him helping me.

Second, I want to express my sincere gratitude to my parents for their unwavering support. I hope to live up to their expectations, while I may never be able to fully repay their contributions.

I am also appreciative of my prestigious university for giving me the chance to intern. I would like to express my gratitude to Md. Alamgir Hossan, my supervisor, for all his assistance during my internship and for his unfailing support and encouragement.

Finally, I would like to express my gratitude to all my lecturers, whose expertise has helped me grasp the company even better. I am also thankful to the entire staff at DIRD Group for their cooperation and support throughout my internship. My grasp of counterproductive work behavior has been tremendously enhanced by their openness to share their expertise and experiences. Once more, I want to draw attention to the wonderful workplace that made my interactions and research activities during my internship so much easier.

Executive Summary

This report titled “An analysis of factors affecting employees counterproductive work behavior of DIRD Group”, delves into the multifaceted aspects that contribute to undesirable behaviors among employees within the organization. This comprehensive analysis underscores the significance of understanding the interplay between organizational culture, management practices, employee satisfaction, and workplace environment. It identifies key factors such as inadequate leadership, lack of motivation, insufficient communication, and unsatisfactory job conditions as pivotal in driving counterproductive work behaviors. Through a detailed examination of these elements, the study offers actionable recommendations for the DIRD Group to address and mitigate these issues. Strategies suggested including enhancing leadership skills, improving communication channels, fostering a supportive and inclusive workplace culture, and revising organizational policies and practices to better align with employee needs and expectations. The goal is to create a more engaged, motivated, and productive workforce, thereby reducing the incidence of behaviors that negatively impact the organization's performance and morale. The counterproductive work behavior of DIRD Group meticulously examines specific factors contributing to adverse behaviors among employees, pinpointing areas such as leadership deficiencies, communication gaps, and inadequate reward systems. It highlights how these elements collectively demotivate staff, leading to decreased productivity and increased negativity within the workplace. The summary proposes targeted interventions like leadership training, establishment of clear communication protocols, and restructuring of reward mechanisms to directly address these issues. Additionally, it emphasizes the importance of regular employee feedback mechanisms to identify and rectify dissatisfaction promptly. The analysis concludes with a call for ongoing assessment and adaptation of strategies to ensure a dynamic, supportive, and engaging work environment, ultimately minimizing counterproductive behaviors and fostering organizational success.

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List of Abbreviations

SN	Abbreviation	Explanation
1	HR	Human Resources
2	SPSS	Statistical Package for Social Sciences
3	EMS	Environmental Management System
4	BSCI	Business Social Compliance
5	WARP	Worldwide Responsible Accredited Production
6	ETI	Ethical Trading Initiative
7	GOTS	Global Organic Textiles Standard
8	OCS	Organic Content Standard
9	GRS	Global Recycled Standard
10	SWOT	Strengths, Weaknesses, Opportunities, and Threats

Chapter: 1

Introduction

1.1 Introduction

Counterproductive work behavior (CWB) refers to any actions or behaviors of employees within an organization that have a negative impact on its productivity, efficiency, and overall functioning. CWB encompasses a wide range of behaviors, ranging from relatively minor acts of misconduct to more serious forms of workplace deviance. Counterproductive work behaviors can be categorized into two main types: interpersonal and organizational. Interpersonal CWB includes behaviors that are directed towards individuals, such as bullying, harassment, gossiping, and spreading rumors. On the other hand, organizational CWB refers to behaviors that harm the broader functioning of the organization, such as theft, fraud, sabotage, and excessive absenteeism. There are several factors that contribute to the occurrence of counterproductive work behavior. These can include personal factors, such as personality traits (e.g., aggression, low conscientiousness), job-related factors (e.g., high workload, low job satisfaction), organizational factors (e.g., poor leadership, lack of organizational justice), and environmental factors (e.g., workplace culture, peer influence). The consequences of counterproductive work behavior can be significant for both individuals and organizations. At the individual level, employees engaging in CWB may experience job dissatisfaction, stress, and strained interpersonal relationships. For the organization, CWB can result in decreased productivity, increased turnover, damaged reputation, and financial losses. Organizations can take several measures to address and minimize counterproductive work behavior. This includes establishing clear policies and guidelines, promoting a positive and respectful work environment, providing training on appropriate workplace behavior, fostering effective leadership, implementing fair performance management systems, and addressing underlying causes of CWB such as excessive workload or lack of support. In conclusion, counterproductive work behavior encompasses a range of negative behaviors exhibited by employees that can harm individuals and organizations alike. By understanding the causes and consequences of CWB, organizations can take proactive steps to prevent and manage such behaviors, ultimately fostering a more productive and harmonious work environment.

Effective work management For Employees Counterproductive work behavior (CWB) includes actions like absenteeism, theft, or harassment that hinder organizational goals. Addressing CWB requires clear policies, effective management, and a supportive workplace culture. Understanding and mitigating counterproductive work behavior (CWB) is paramount for maintaining a productive and harmonious work environment. CWB encompasses actions that directly oppose the group's objectives and values, such as absenteeism, theft, or harassment. These behaviors not only disrupt daily operations but also erode trust among team members and compromise the group's reputation. Therefore, it's essential for the DIRD group to identify the root causes of CWB and implement proactive measures to address them effectively. This involves establishing clear policies and procedures outlining expectations for behavior and consequences for violations. Additionally, fostering open communication channels and providing support systems can help mitigate factors contributing to CWB, such as stress or dissatisfaction. By promoting a culture of accountability and mutual respect, the DIRD group can cultivate an environment where employees feel

empowered to address conflicts constructively and uphold professional standards. Moreover, investing in ongoing training and development programs can equip employees with the skills and resources needed to navigate challenges and make informed decisions. Ultimately, by prioritizing the prevention and management of CWB, the DIRD group can safeguard its mission, promote employee well-being, and sustain long-term success.

1.2 Literature Review

The DIRD Group, a notable entity with a diverse operational scope, faces challenges related to counterproductive work behavior (CWB) among its employees, which negatively impacts organizational effectiveness and productivity. CWB, including actions such as sabotage, theft, and lack of adherence to policies, is a critical issue that can stem from various internal factors. This study focuses on exploring the influence of company culture, workload, accountability mechanisms, and employee well-being initiatives on CWB within the DIRD Group. Given the detrimental effects of CWB on both organizational goals and employee morale, understanding these dynamics is crucial for developing strategies to mitigate such behaviors. The research aims to provide targeted insights into how the DIRD Group can enhance its workplace environment and reduce CWB, offering valuable implications for similar organizations seeking to improve employee behavior and organizational outcomes. The literature review explores the fundamental concepts of compensation management and its impact on employee motivation and organizational performance. This section synthesizes various scholarly sources to provide a theoretical foundation for the study. Counterproductive Work Behavior represents a spectrum of actions by employees that harm or intend to harm organizations and their stakeholders (Spector & Fox, 2005). These behaviors range from theft, sabotage, and verbal abuse to more subtle forms like procrastination and unauthorized absenteeism (Robinson & Bennett, 1995). The relevance of CWB has been underscored in organizational research due to its significant impacts on productivity, employee morale, and overall organizational effectiveness (Gruys & Sackett, 2003). Organizational culture plays a significant role in shaping employee behaviors, including CWB. A culture that promotes ethical values, transparency, and employee engagement is found to be inversely related to CWB occurrences (Denison, 1990; O'Reilly & Chatman, 1996). Conversely, toxic workplace cultures, characterized by high stress, unfair treatment, and lack of support, can exacerbate CWB (Martin & Cullen, 2006). Studies by Smith et al. (2012) have shown that a positive organizational culture significantly reduces the instances of CWB by fostering a sense of belonging and alignment with organizational goals. The relationship between workload and CWB is complex. Excessive workload can lead to stress, burnout, and an increase in CWB as employees seek ways to cope with the pressure (Bakker, Demerouti, & Verbeke, 2004). However, a moderate level of workload is shown to engage employees and reduce the likelihood of CWB by providing a sense of accomplishment and purpose (Csikszentmihalyi, 1990). Balancing workload is thus essential for minimizing CWB (Greenhaus & Beutell, 1985). Accountability mechanisms, such as performance appraisals and feedback systems, are designed to monitor, evaluate, and communicate employee

performance (Tetlock, 1985). When effectively implemented, these mechanisms can deter CWB by clarifying expectations and the consequences of negative behaviors (Vardi & Weitz, 2002). However, overly punitive or unfairly administered accountability systems can provoke CWB as a form of retaliation or protest (Adams, 1965; Bies & Tripp, 1996). Investing in employee well-being initiatives, such as wellness programs, flexible work arrangements, and psychological support, can mitigate CWB by addressing its root causes (Quick, Henley, & Quick, 1992). Programs that enhance job satisfaction and personal fulfillment are shown to decrease CWB by improving employee morale and reducing stress (Kahn, 1990; Maslach, Schaufeli, & Leiter, 2001). Moreover, well-being initiatives signal organizational care and support, which can strengthen employee loyalty and discourage CWB (Eisenberger, Huntington, Hutchison, & Sowa, 1986). The role of organizational culture in influencing CWB has been extensively examined, with findings suggesting that cultures characterized by low levels of trust, support, and fairness are more prone to CWB (Neubert et al., 2009). A culture that promotes ethical standards and open communication is found to reduce incidences of CWB (Appelbaum et al., 2007). This aligns with the proposed investigation into the DIRD Group's culture, emphasizing the need for a supportive and transparent culture to mitigate CWB. Workload has been linked to CWB through the stress it generates, with excessive workload leading to burnout, dissatisfaction, and subsequent CWB (Fox et al., 2001). The job demands-resources model (Bakker & Demerouti, 2007) illustrates how job demands, such as high workload, can lead to strain and, consequently, CWB. This perspective supports the examination of workload within the DIRD Group as a potential factor in CWB occurrence. Accountability mechanisms, including performance evaluations and disciplinary procedures, play a crucial role in mitigating CWB. Research by Treviño et al. (1999) suggests that clear accountability standards and consistent enforcement can deter CWB by creating an environment where negative behaviors are less likely to be tolerated or go unnoticed. This highlights the importance of evaluating the DIRD Group's accountability mechanisms as part of the effort to reduce CWB. Employee well-being initiatives are designed to improve employees' physical and psychological health, thereby potentially reducing the occurrence of CWB. Wellness programs, mental health support, and work-life balance policies are examples of such initiatives. Studies have shown a negative correlation between employee well-being and CWB, indicating that higher levels of well-being are associated with lower levels of CWB (Wright & Cropanzano, 2004). This underlines the relevance of exploring employee well-being initiatives within the DIRD Group as a strategy to combat CWB.

1.3 Background

The DIRD Group, a notable entity with a diverse operational scope, faces challenges related to counterproductive work behavior (CWB) among its employees, which negatively impacts organizational effectiveness and productivity. CWB, including actions such as sabotage, theft, and lack of adherence to policies, is a critical issue that can stem from various internal factors. This study focuses on exploring the influence of company culture, workload, accountability

mechanisms, and employee well-being initiatives on CWB within the DIRD Group. Given the detrimental effects of CWB on both organizational goals and employee morale, understanding these dynamics is crucial for developing strategies to mitigate such behaviors. The research aims to provide targeted insights into how the DIRD Group can enhance its workplace environment and reduce CWB, offering valuable implications for similar organizations seeking to improve employee behavior and organizational outcomes.

1.4 Origin of the Report

For an MBA student, the internship program is the most important stage. The internship program lasts three months and provides the best learning opportunity to learn about the business and adapt to the environment like trained personnel. Interns will become more beautiful and professional in their eventual career area as a result of their internship experience.

From an internship program, a mandatory component of the MBA curriculum at Daffodil International University, Bangladesh. The internship, spanning three months, provides practical learning opportunities, allowing students to apply their theoretical knowledge in real-world business environments. As part of this program, students are required to complete an internship with a corporation, organization, institution, or multinational company to gain firsthand experience in professional settings. The completion of this internship, along with a detailed report, is essential for post-graduation from the MBA program. This specific report is focused on an analysis of factors affecting counterproductive work behavior of DIRD Group in Bangladesh, conglomerate of garment, textile, engineering, software, and agriculture companies. The aim is to provide insights into various factors influencing job satisfaction within the company, contributing to the overall understanding of employee dynamics in the corporate sector.

1.5 Objectives of the study

A research objective is a statement that describes what the research tries to get achieved. The objective of this report is to discuss an analysis of factors affecting counterproductive work behavior of DIRD Group.

The other objectives of this report are as given follows.

1.5.1 Broad Objective

- To analyze and address factors leading to counterproductive work behavior (CWB) within the DIRD Group, aiming to enhance organizational effectiveness, employee well-being, and productivity.

1.5.2 Specific Objectives

- To identify the key reasons of counterproductive work behavior (CWB) at DIRD Group.

- To analyze the factors affecting counterproductive work behavior of employees in DIRD Group.

1.6 Research Scope

The scope statement outlines a comprehensive study focusing on the impact of company culture, workload, accountability mechanisms, and employee well-being initiatives on counterproductive work behavior (CWB) within the DIRD Group. Key aspects of our inquiry include:

- ❖ **Focused Subject Area:** The study targets a specific area of organizational behavior by examining how company culture, workload, accountability mechanisms, and employee well-being initiatives contribute to CWB. This focused approach allows for a deep dive into these factors and their interplay in influencing CWB.
- ❖ **Organizational Relevance:** By concentrating on the DIRD Group, the study aims to provide tailored insights into the organization's internal dynamics and how they impact CWB. This case-specific focus can yield actionable recommendations that are directly applicable to the DIRD Group, potentially enhancing its organizational effectiveness and employee productivity.
- ❖ **Broader Applicability:** While the study is specific to the DIRD Group, the insights and interventions developed could have broader applicability to similar organizations facing CWB issues. This means that the findings could inform CWB management strategies in a wider organizational context beyond the DIRD Group.
- ❖ **Comprehensive Analysis:** The study proposes to analyze four key variables (company culture, workload, accountability mechanisms, and employee well-being initiatives) and their direct relationship with CWB. This comprehensive approach ensures a holistic understanding of the factors contributing to CWB and how they interact with one another.
- ❖ **Practical Recommendations:** One of the study's aims is to offer practical recommendations for improving organizational effectiveness and employee productivity. This implies that the research is not just theoretical but is intended to provide tangible solutions that can be implemented to mitigate CWB.
- ❖ **Contribution to Broader Discourse:** By focusing on managing and reducing CWB in the workplace, the study seeks to contribute to the broader academic and professional discourse on organizational behavior. The findings could enrich the existing body of knowledge on CWB and provide a basis for further research and discussion.
- ❖ **Understanding Interrelations:** The study's focus on understanding the interrelations among the key factors contributing to CWB is crucial. Recognizing how these variables influence each other can lead to more effective interventions aimed at reducing CWB.

In summary, the scope of the study is well-defined and addresses a critical area of organizational behavior with potential implications for both the specific context of the DIRD Group and broader organizational practices.

1.7 Methodology

The study incorporated a mixed-method approach, blending both quantitative and qualitative research techniques to provide a comprehensive understanding of employee perspectives.

1.7.1 Research Design

Population: The population under study comprises 150 employees working at Head Office of DIRD group.

Sampling Techniques: For quantitative data collection, a stratified sampling technique was used to select a representative sample of 25 employees by the department wise from DIRD group. 11.56% employees from each department are selected as participants. Qualitative insights were gathered through semi-structured interviews with certain staff members. The selection of these interviewees may have involved purposive sampling, focusing on individuals who could provide valuable qualitative information about employee job satisfaction.

Sample Sizes: The study included a sample size of 25 employees for quantitative data collection. While the exact sample size for qualitative interviews is not specified, it likely involved a smaller, select group of staff members, typically used in qualitative research to obtain in-depth insights.

Analysis tools: MS Office, Google form, Canva (Picture editing).

- MS Office: Utilized for a range of tasks including data compilation, document creation, and spreadsheet analysis. This suite of tools provided robust functionality for organizing and presenting the gathered information in a structured and accessible format.
- Google Forms: Employed for conducting surveys and gathering responses. Its user-friendly interface allowed for the efficient collection of data directly from participants, facilitating the analysis of employee feedback on compensation practices.
- Canva: I have used it for picture editing and visual content creation. This tool was instrumental in enhancing the visual appeal of the report, allowing for the creation of engaging graphics and layouts to better illustrate key findings and concepts.

1.8 Sources of Data

There are two sources of data. These are as follows:

Primary Data:

- Questionnaire Survey conducted with employees of DIRD group.

- Interview session with employees of DIRD group.

Secondary Data:

- ✓ Company reports of DIRD group.
- ✓ Text Book and academic articles on employee satisfaction.
- ✓ Magazines.
- ✓ DIRD Group Website.
- ✓ Relevant industry reports.
- ✓ Data from the related website and other similar resources.

All the data in this report was collected from both primary and secondary sources.

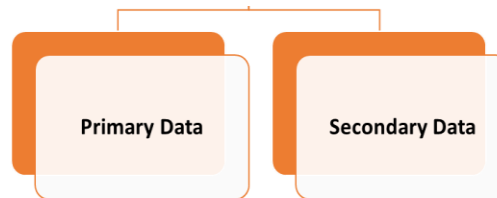


Fig 1 : Types of Data.

1.9 Limitations

I tried my level best to complete the report according to the requirements. But there is some limitation to complete the report:

Sample Size and Diversity: The report's findings are based on a small group of employees, which may not accurately reflect the views of all employees at DIRD group. Additionally, this group might not represent the diverse backgrounds and experiences of the entire workforce.

Response Bias: Employees might be inclined to give answers they think are socially acceptable or what they believe the researchers want to hear. This could lead to responses that don't truly reflect their genuine feelings, potentially affecting the accuracy of the data.

Time Constraints: The study was conducted over a relatively short period, which means it may not capture long-term trends in job satisfaction. Some factors affecting employee satisfaction might take time to surface and evolve.

Access to Information: Limited access to internal company data could restrict the depth of our analysis. Having more comprehensive data would allow for a more thorough examination of various aspects related to compensation and job satisfaction.

Subjectivity: Employee satisfaction is a subjective measure that can vary from person to person. It may not fully capture the complexity of individual experiences and preferences.

External Factors: The report may not account for external factors that could influence job satisfaction, such as personal life events or economic conditions.

Language Barriers: Language differences among employees might have affected their ability to express their opinions accurately, potentially leading to misinterpretation of responses.

Seasonal Variations: Job satisfaction levels can fluctuate throughout the year due to seasonal changes in workload or external factors, which may not be fully considered in the report's timeframe.

Influence of Leadership Changes: Changes in company leadership or management during the study period might not have been fully accounted for in the analysis, even though they can significantly impact employee satisfaction.

Chapter: 2

Organizational Overview

2.1 Background of DIRD Group

The DIRD Group, founded by Mr. Itemad Ud Daulah upon his return to Bangladesh in 1983, exemplifies a remarkable journey from a single engineering company to a multifaceted conglomerate, embracing the garments sector by 1984 with DIRD Garments Ltd. This bold diversification marked the beginning of an expansive journey, leading to the establishment of a significant presence across various sectors including textile, engineering, software, and agriculture. Today, DIRD Group stands as a testament to sustainable innovation and development, deeply embedded in its commitment to positively impacting society and the environment. The conglomerate is structured into four distinct divisions: Textile, Engineering, Agro, and Software, each underpinned by a dedicated management team and professional expertise aimed at maintaining leadership within their respective domains. The Textile division, for instance, is renowned as one of Bangladesh's leading manufacturers and exporters of readymade garments, boasting an impressive capability to produce approximately 70 million pieces of garments annually. This success is supported by a workforce of over 16,500 employees and a substantial operational footprint. Engineering innovation at DIRD introduced geosynthetics to Bangladesh, solidifying its status as a pioneer in geotechnical engineering and contributing to the nation's major infrastructure projects. The Agro division, featuring the first commercial orchid farm in the country, highlights DIRD's engagement in sustainable agriculture and rural economic development. Meanwhile, the Software division, through Raven Systems Ltd., demonstrates DIRD's forward-looking approach to technology and digital solutions, including running Sheiboi, the largest e-commerce platform for Bangla E-books. DIRD Group's ethos is built around a core of integrity, responsibility, innovation, excellence, sustainability, and loyalty, values that resonate through its operations and strategic initiatives. With a management team that shares decades of collective experience and a vision geared towards long-term sustainability and customer satisfaction, DIRD Group continues to forge paths towards inclusive growth and environmental stewardship.

This background reflects not only DIRD Group's business achievements but also its profound impact on society and the environment, embodying a holistic approach to corporate success that prioritizes social responsibility alongside economic objectives. (DIRD Group, 2024).



Fig 2 : DIRD Group.

2.2 Corporate Information of the Organization Company Profile

Company Profile	
Name of the Company	DIRD Group
Address	Faruk Rupayan Tower 2nd, 12th, 13th, 16th & 19th floor 32, Kemal Ataturk Avenue Banani Dhaka 1213 Bangladesh
Phone	Tel:- +880-2 9820592; +880-2 9820594; +880-2 9822271; +880-2 9822333; +880-2 9822334 Fax: +880-2 9820593
Website	https://www.dirdgroup.org/
Chairman	Itemad Ud Daulah
Year of Establishment	1983
Factory Space	DIRD Group produce approximately 70 million pcs of garments per year, with more than 16,500 employees in more than 170,000 square meters of built-up floor space.
Number of Employees	16500
Quality Certification	ISO9001: Quality Management Systems. ISO 14001: Environmental Management Systems (EMS) Worldwide Responsible Accredited Production (ID:11075) OEKO-TEX (Standard 100). GOTS (Global Organic Textiles Standard). OCS (Organic Content Standard. GRS (Global Recycled Standard).
Logo	 DIRD GROUP

Table 1 : Company Profile

2.3 Corporate Governance

Corporate Governance represents a framework of systems and processes by which corporations are directed and managed. It encompasses the roles and responsibilities of the board of directors, management teams, and various committees tasked with oversight functions. This structure supports the company in achieving its strategic objectives while safeguarding stakeholder interests, fostering a culture of integrity, and promoting sustainable business growth.

2.4 Vision

To provide quality products and services based on the core foundation of ethical and sustainable practices.

2.5 Mission

To be a responsible company that exceeds customer's expectations by delivering quality products and services while establishing sustainable practices for improvement of the community and environment.

2.6 Products

The DIRD Group is a multifaceted organization with a diverse range of products and services across multiple sectors. Their portfolio includes textiles, engineering solutions, energy projects, agriculture, and software development. The DIRD Group offers a diverse range of products and services, including:

- **Textiles:** They produce knit composite textiles and woven garments.
- **Washing Plant Services:** Specialized services for garment washing.
- **Geotechnical Engineering:** Solutions for engineering challenges.
- **Sustainable Energy:** Initiatives focused on green energy.
- **Agriculture:** Specifically, export-oriented orchid farming.
- **Software Solutions:** A variety of IT and software services.



Fig 3 : Products (DIRD Group)

2.7 Customers

The DIRD Group provides a range of textile services including the production of knit composite textiles, woven garments, and specialized washing services for garments. including:

- ❖ **Textile Companies:** They focus on delivering high-quality textile products and services, emphasizing sustainability and innovation in their processes.
- ❖ **Engineering Contracts:** Their engineering division offers specialized services in geotechnical engineering, which likely encompasses soil testing, foundation analysis, and construction material testing. They might also provide engineering solutions tailored to infrastructure development and sustainability projects.
- ❖ **Agriculture-based Companies:** Their agro-based services focus on export-oriented orchid farming. They specialize in the cultivation and international trade of orchids, leveraging sustainable farming practices to produce high-quality flowers for the global market.
- ❖ **Software Companies:** They offer a range of software services focusing on innovative and customized IT solutions. These services cater to various sectors by providing specialized software development, aiming to enhance operational efficiency and meet the specific needs of their clients.

The commitment to customer satisfaction is evident in our responsive service, technical support, and the enduring relationships we have built with each segment of our customer community. At

DIRD Group, every client is valued, and we strive to meet their unique needs with expertise and care.

2.8 Corporate Departments

DIRD Group has structured its corporate departments to efficiently manage operations and maintain the highest standards of service.

The departments include:

Production and Quality Control: Overseeing the manufacturing process to ensure all products meet their stringent quality standards.

Sales and Marketing: Driving business growth by developing marketing strategies, managing customer relationships, and expanding market reach.

Human Resources (HR): Attracting, developing, and retaining talent, as well as managing employee relations and ensuring compliance with labor laws.

Finance and Accounting: Managing financial records, controlling expenses, and planning budgets to ensure financial health and transparency.

Supply Chain Management: Ensuring the efficient flow of raw materials to production and finished products to market, optimizing the supply chain to reduce costs and improve delivery times.

IT & Software Development: Support for internal systems and client-based software solutions.

Legal and Compliance: Ensuring all operations adhere to legal standards and ethical practices, while also managing risk.

Corporate Governance: Ensuring compliance, ethical business practices, and strategic planning.

Sustainability and Environment: Developing and implementing practices that minimize our environmental footprint and promote sustainable development.

Each department within DIRD Group plays a vital role in the company's success, working together to deliver excellence and uphold the reputation.



Fig 4 : Department members

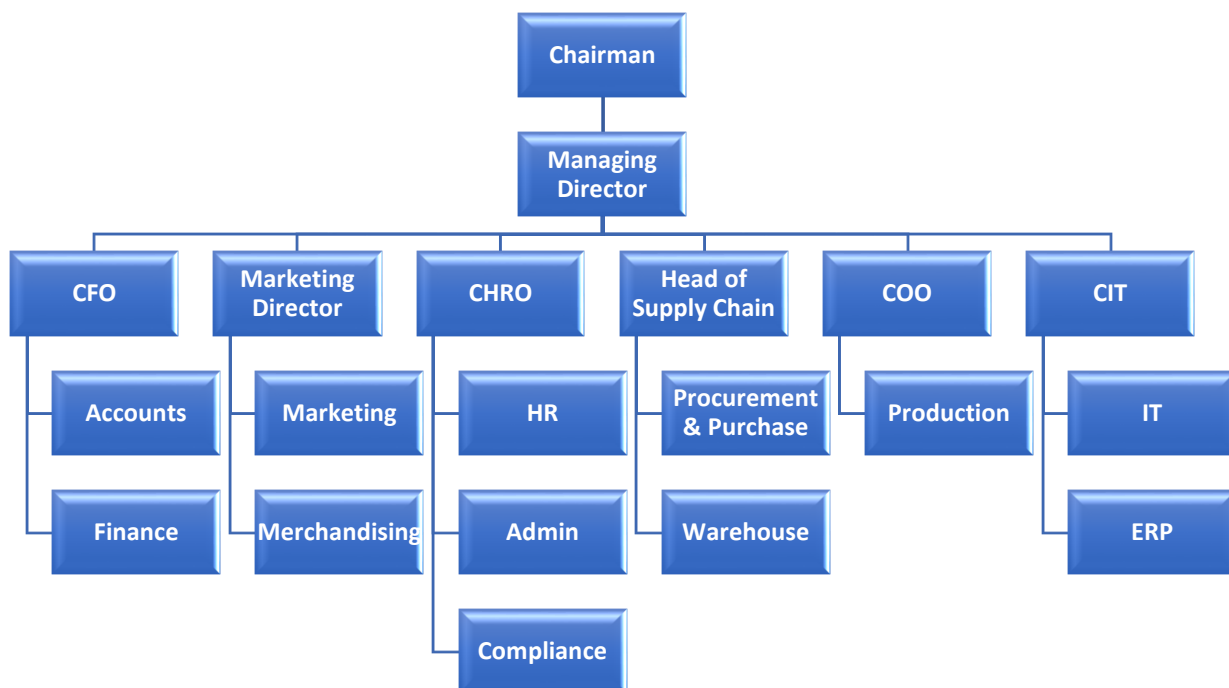


Fig 5: Organogram Chart

Chapter: 3

Factors Affecting Counterproductive Work Behavior of DIRD Group.

3.1 Counterproductive Work Behavior

Counterproductive work behavior (CWB) is a term used to describe actions by employees that work against the goals and efficiency of a company. These behaviors encompass a wide range of actions, from relatively minor offenses like showing up late or spreading gossip to more serious transgressions such as theft or deliberately damaging company property. Understanding the root causes of CWB is paramount for organizations like the DIRD Group as it directly impacts their ability to function effectively and sustainably over time.

In order to comprehensively address CWB, it is essential to conduct a thorough exploration and analysis of the various factors that contribute to such behaviors. This entails examining different aspects of the work environment, organizational culture, individual characteristics, and interpersonal dynamics within the DIRD Group. By delving into these factors, valuable insights can be gained that not only help in addressing existing instances of CWB but also in devising strategies to prevent future occurrences.

Moreover, recognizing the determinants of CWB extends beyond mere organizational performance; it also has profound implications for the well-being of employees. By identifying and mitigating factors that contribute to negative behaviors in the workplace, a more positive and supportive work environment can be cultivated. This, in turn, can lead to higher levels of employee engagement, motivation, and job satisfaction.

Importantly, this research endeavor aligns closely with the core values and ethical principles of the DIRD Group. By promoting a workplace culture that discourages CWB, the organization demonstrates its commitment to ethical business practices, environmental stewardship, and social responsibility. Creating an environment where employees feel valued and respected not only benefits the individuals themselves but also contributes to the overall success and sustainability of the company.

In summary, understanding the determinants of CWB is crucial for the DIRD Group to maintain a productive, efficient, and ethical work environment. By addressing the underlying factors contributing to CWB, the organization can foster a culture of integrity, responsibility, and mutual respect, ultimately enhancing both employee well-being and organizational performance.

3.2 Categorization of Factors:

The factors of counterproductive work behavior (CWB) are complex and can be divided into three main categories: individual, organizational, and environmental factors. Individual factors involve personal traits and feelings, organizational factors are about the company's culture and rules, and environmental factors include outside pressures and cultural norms. In this chapter, we'll look at how these factors show up in the DIRD Group and suggest ways to reduce CWB in this diverse workplace.

When it comes to individual factors, things like personality traits and mental states play a big role in CWB. For example, someone who is easily stressed might be more prone to engaging in negative behaviors at work. In the DIRD Group, understanding how different personalities and mindsets influence behavior can help managers support employees better and reduce CWB.

Organizational factors include aspects of the company's culture, how leaders manage, and the rules they set. If the company culture encourages competition over cooperation, for instance, employees might act in ways that harm others to get ahead. By promoting a culture of collaboration and fairness, the DIRD Group can create an environment where CWB is less likely to happen.

Environmental factors refer to outside influences like societal norms and pressures from the industry. For instance, if the industry as a whole tolerates unethical behavior, employees might feel more justified in engaging in CWB. By setting high ethical standards and promoting integrity, the DIRD Group can counteract these external pressures and foster a workplace where CWB is not tolerated.

By examining how individual, organizational, and environmental factors interact within the DIRD Group, we can gain a deeper understanding of what drives CWB and how to address it effectively. This knowledge can guide the implementation of strategies aimed at creating a more positive and productive work environment for all employees.

3.3 Organizational Factors:

Exploring the organizational factors contributing to Counterproductive Work Behavior (CWB) within the DIRD Group reveals important insights into how the company's culture, leadership, and job design impact employee behavior. Here's a more detailed examination:

- **Organizational Culture and Climate:** The culture and climate within the DIRD Group significantly influence CWB. A positive and inclusive culture, where employees feel valued and respected, fosters a sense of belonging and satisfaction. When employees feel supported and appreciated, they are less likely to engage in behaviors that undermine productivity. Therefore, fostering a culture of respect, collaboration, and inclusivity can serve as a powerful deterrent to CWB within the organization.
- **Leadership and Management Styles:** The leadership and management styles employed within the DIRD Group play a pivotal role in shaping employee behavior. Transformational leadership, characterized by motivation, inspiration, and support, has been shown to mitigate CWB by fostering trust and engagement among employees. In contrast, authoritarian or micromanagement styles may inadvertently contribute to CWB by creating an atmosphere of fear or resentment. Thus, promoting leadership practices that empower and inspire employees is crucial for reducing CWB within the organization.

- **Job Design and Work Conditions:** The design of jobs and the conditions in which employees work can also impact CWB. Jobs that offer autonomy, task variety, and clear role definition are more likely to result in satisfied and engaged employees who are less inclined to engage in CWB. Additionally, favorable work conditions, such as a safe and supportive work environment, contribute to employee well-being and reduce the likelihood of negative behaviors. Therefore, optimizing job design and work conditions to enhance employee satisfaction and engagement can help mitigate CWB within the DIRD Group.

By addressing these organizational factors, the DIRD Group can create a more positive and conducive work environment that discourages CWB and promotes employee well-being and productivity. This requires a concerted effort to cultivate a culture of respect, implement effective leadership practices, and design jobs and work conditions that empower employees and foster job satisfaction. Through these initiatives, the DIRD Group can effectively mitigate CWB and foster a workplace characterized by mutual respect, collaboration, and productivity.

3.4 Individual Factors:

Examining individual factors that contribute to Counterproductive Work Behavior (CWB) sheds light on how personality traits, stress, job satisfaction, and social support impact employee behavior within the DIRD Group. Here's a more detailed exploration:

Personality Traits: Research indicates that certain personality traits, like high neuroticism (meaning being more prone to negative emotions), low conscientiousness (less organized and responsible), and low agreeableness (less cooperative and friendly), are associated with a higher likelihood of engaging in CWB. Understanding these personality dynamics among employees at the DIRD Group can help in designing interventions tailored to address specific traits and mitigate associated behaviors.

Stress and Job Satisfaction: Stress levels and overall job satisfaction significantly influence CWB. When employees experience high levels of stress, it can lead to frustration and negative coping mechanisms, including engaging in counterproductive behaviors. Conversely, when employees are satisfied with their jobs, they are less likely to engage in such behaviors. For the DIRD Group, creating a supportive work environment that addresses stressors and enhances job satisfaction can help reduce instances of CWB.

Employee Relations and Social Support: The quality of interpersonal relationships and the availability of social support within the organization play a vital role in mitigating CWB. Positive employee relations and strong social support networks can act as buffers against stressors that often trigger CWB. Cultivating a culture at the DIRD Group that values collaboration, teamwork, and support can serve as a protective factor against counterproductive behaviors.

By understanding and addressing these individual factors, the DIRD Group can create a more positive and conducive work environment that minimizes the occurrence of CWB. This involves implementing strategies to support employees' mental well-being, enhance job satisfaction, and foster positive relationships and social support networks within the organization. Through these efforts, the DIRD Group can promote a culture of respect, cooperation, and productivity while reducing instances of CWB among its workforce.

3.5 Environmental and External Factors:

Examining external factors that impact Counterproductive Work Behavior (CWB) provides valuable insights into how economic conditions, technological changes, and social and cultural context influence employee behavior within the DIRD Group. Here's a more detailed exploration:

- ✓ **Economic Factors:** External economic conditions, such as downturns, inflation, and job market instability, can significantly affect employee behavior, including CWB. When economic conditions are challenging, employees may experience increased financial stress, which can lead to higher instances of CWB as individuals try to cope with perceived or real economic threats. Understanding these economic factors is important for the DIRD Group to mitigate CWB and support employees during times of economic uncertainty.
- ✓ **Technological Changes:** Technological advancements and changes in the workplace can have a profound impact on employee behavior, sometimes contributing to CWB. Rapid technological shifts may result in job insecurity, skill mismatches, and feelings of obsolescence among employees, creating environments where CWB can thrive. By recognizing the implications of technological changes, the DIRD Group can implement strategies to support employees through training, reskilling, and adapting to technological advancements, thereby reducing the likelihood of CWB.
- ✓ **Social and Cultural Context:** The social and cultural context surrounding the DIRD Group also influences CWB. Cultural norms, societal values, and community expectations shape employee behaviors and attitudes toward the organization. Understanding these social and cultural dynamics is essential for the DIRD Group to effectively address CWB and foster a positive work environment. By aligning organizational practices with cultural values and societal expectations, the DIRD Group can create a workplace culture that discourages CWB and promotes mutual respect and collaboration among employees.

By considering these external factors, the DIRD Group can gain a comprehensive understanding of the influences on CWB and develop targeted interventions to mitigate negative behaviors. This involves addressing economic challenges, embracing technological changes, and aligning organizational practices with social and cultural context to create a supportive and conducive work

environment. Through these efforts, the DIRD Group can promote employee well-being and productivity while reducing instances of CWB within the organization.

3.6 Analysis of Factors:

Analyzing the determinants of Counterproductive Work Behavior (CWB) involves exploring how individual traits, organizational factors, and external influences interact and collectively contribute to CWB within the DIRD Group. Here's a more detailed breakdown:

- **Interrelation of Factors:** This section will delve into how individual traits, like personality characteristics, interact with organizational factors such as culture and leadership styles, as well as external influences like economic conditions. For instance, we'll examine how a stressful work environment may exacerbate the impact of individual traits, leading to higher instances of CWB. Additionally, we'll explore how organizational culture can either amplify or mitigate the influence of individual traits on CWB. Understanding these interrelations is crucial for devising effective strategies to address CWB within the DIRD Group.
- **Empirical Evidence:** We will present empirical evidence gathered through data analysis, case studies, and research findings to support our analysis of these determinants within the DIRD Group. By examining real-world examples and research outcomes, we aim to provide concrete evidence of how the interplay between individual, organizational, and environmental factors influences CWB. This empirical evidence will serve as a solid foundation for developing targeted interventions aimed at reducing CWB and fostering a positive work environment.

Through this comprehensive analysis, we seek to provide valuable insights into the multifaceted nature of CWB determinants within the DIRD Group. By understanding how these factors interact and impact employee behavior, we can effectively address CWB and promote a healthier and more productive workplace environment.

3.7 Mitigation Strategies:

In tackling Counterproductive Work Behavior (CWB) at the DIRD Group, it's crucial to have a strategic plan covering all angles – the organization, individuals, and the environment. This ensures a thorough response to the different factors contributing to CWB.

Preventive Measures: Organizational Strategies: To prevent CWB, it's important to build a strong organizational culture that actively discourages such behavior. This can be done through positive reinforcement, clear communication of expectations, and creating a supportive work

environment. Additionally, providing leadership training can help managers spot and address CWB early on.

Individual Strategies: Offering support programs focusing on mental health and stress management is key. It's also helpful to provide career development opportunities that match employees' goals and skills. Setting up a mentorship system can offer guidance and a sense of belonging to employees.

Environmental Strategies: Adapting to external pressures is important. This can include offering flexible work arrangements and providing financial planning assistance. Keeping up with technological changes ensures employees have the right skills and resources.

Policy Recommendations: Having clear policies about CWB is crucial. These policies should outline how the organization deals with prevention, identification, and resolution of CWB. Regularly reviewing and updating these policies keeps them effective.

- ✓ Developing a comprehensive mandatory training program: This program should be designed to educate all employees on how to recognize CWB, understand its impacts on the organization, and know what steps to take when such behaviors are observed. Emphasizing the importance of a positive workplace culture and the role each employee plays in fostering it is crucial. The training should be mandatory for all staff members to ensure widespread understanding and adherence to organizational values.
- ✓ Establishing a transparent reporting and feedback system: Creating a system where employees feel safe and encouraged to report concerns without fear of reprisal is essential. This system should facilitate open communication channels for employees to express their observations and experiences regarding CWB. Additionally, providing timely and effective responses to reported issues is vital for maintaining trust and confidence in the organization's commitment to addressing CWB.
- ✓ Adopting a holistic approach to CWB mitigation: By taking a comprehensive approach to addressing CWB, the DIRD Group can enhance its overall organizational health. This involves not only addressing individual instances of CWB but also examining and addressing underlying systemic issues within the organization. By fostering a positive work environment where employees feel valued, supported, and engaged, the DIRD Group can cultivate a more productive workforce and uphold its commitment to ethical and sustainable business practices.

By implementing these strategies, the DIRD Group can create a workplace where CWB is less likely to occur, promoting a positive and productive environment for everyone.

3.8 Summary and Implications

This chapter has extensively explored the factors contributing to Counterproductive Work Behavior (CWB) within the DIRD Group. By categorizing these factors into individual, organizational, and environmental aspects, we've highlighted the complex dynamics at play.

The interrelation between these factors underscores the multifaceted nature of CWB and its impact on the overall health of the organization. For the DIRD Group, recognizing and understanding these determinants is paramount for devising effective interventions to address CWB.

By implementing the mitigation strategies outlined in this chapter, the DIRD Group can work towards creating a more positive and productive work environment. These strategies aim to enhance productivity and employee satisfaction, ultimately benefiting the organization as a whole.

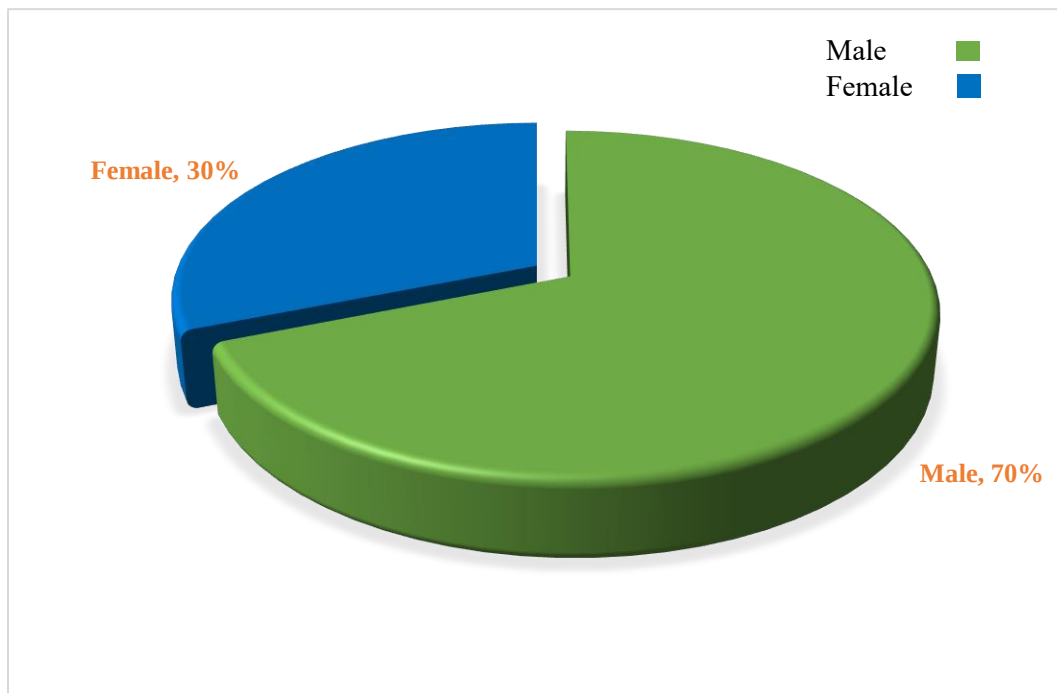
Chapter 4

Analysis, Findings, and Discussion

4.1.1 Questionnaire and analysis

Demographic Profile of the Respondent

The study included 150 employees in total. Out of these, collected data from 25 employees with the survey questionnaire. Out of them, 20 were men (70%), and 5 were women (30%). This means that most of the respondents were men, with 20 out of the 25 employees. Here is the breakdown of the respondents' demographics:



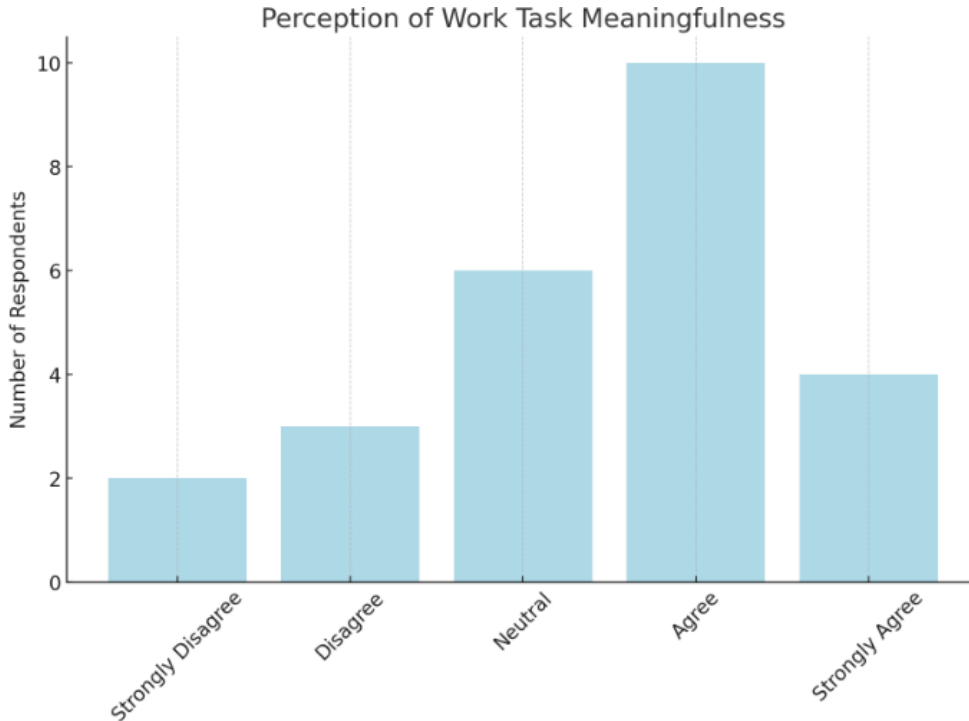
Graph 1 : Demographic Profile of the Respondent (Male & Female)

Likert Scale

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree.

❖ Job Dissatisfaction:

1. It is often felt that the work tasks assigned are not meaningful or fulfilling.

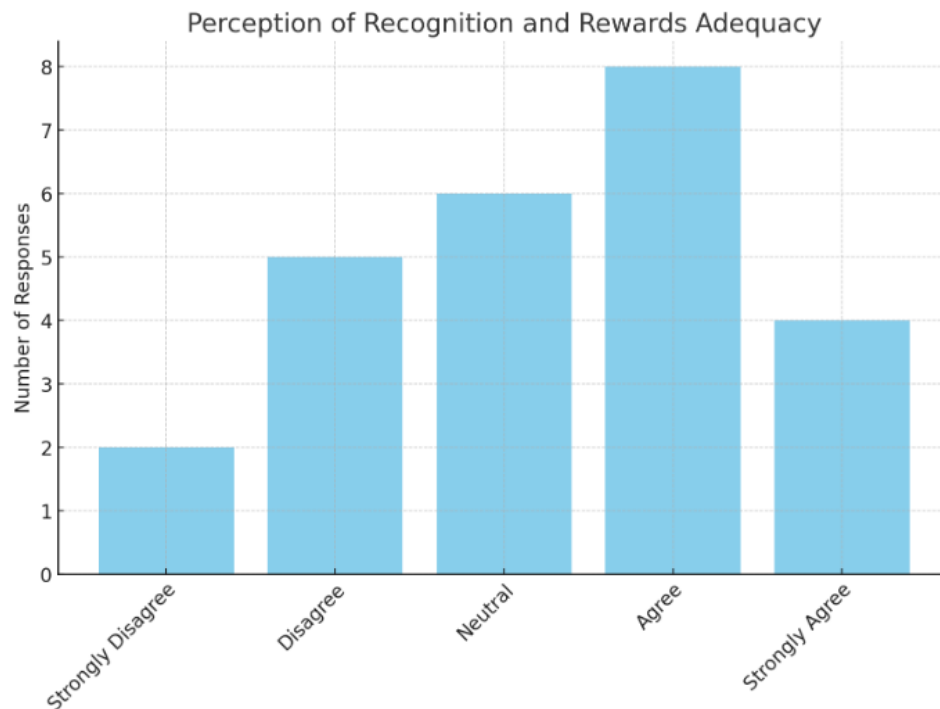


Graph 2 : Work tasks assigned are not meaningful or fulfilling

Interpretation:

The bar diagram reflects the sentiments of 25 respondents regarding the meaningfulness of their work tasks. A majority indicates an agreement that their tasks lack fulfillment, with the highest number of respondents agreeing or strongly agreeing to this sentiment. A smaller portion remains neutral or disagrees, suggesting variations in perceptions of task meaningfulness within the group. This highlights a potential area for management to enhance employee engagement and job satisfaction by addressing concerns related to task significance.

2. The recognition and rewards received are perceived as inadequate for the effort invested.



Graph 3 : The recognition and rewards received are perceived as inadequate

Interpretation:

The bar diagram indicates that a majority of the surveyed employees (12 out of 25) feel that the recognition and rewards they receive are inadequate for their efforts, with 8 agreeing and 4 strongly agreeing with this sentiment. Meanwhile, a smaller fraction of the workforce either disagrees (5) or strongly disagrees (2) with this perception, and 6 employees remain neutral. This highlights a significant concern among employees regarding how their contributions are valued and suggests an opportunity for the organization to reassess its recognition and reward strategies to enhance employee satisfaction and motivation.

3. Opportunities for professional growth and advancement seem to be limited or non-existent.



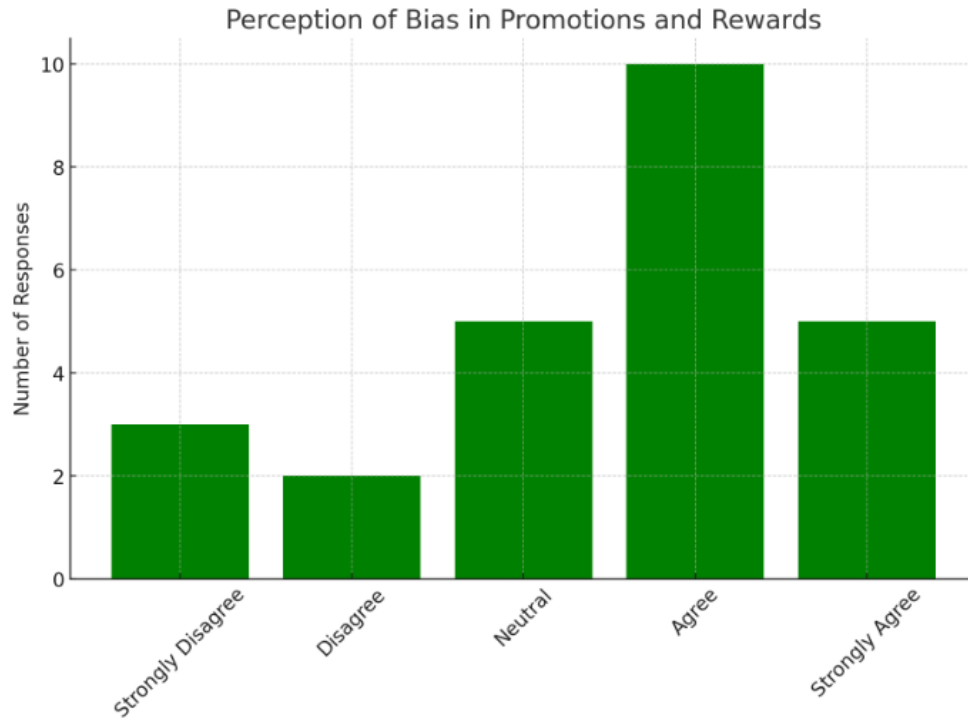
Graph 4 : Opportunities for professional growth and advancement

Interpretation:

The pie diagram illustrates that the majority of respondents, 48%, agree that opportunities for professional growth and advancement within their organization seem to be limited or non-existent. Additionally, 28% strongly agree with this sentiment. In contrast, a smaller segment, 24%, remains neutral on this issue, with no participants selecting "Disagree" or "Strongly Disagree." This indicates a prevailing perception among the surveyed employees that there is a significant limitation in growth and advancement opportunities, highlighting an area for organizational development and focus.

❖ Perceived Injustice or Unfair Treatment:

1. Decisions regarding promotions and rewards appear to be biased or unfair.

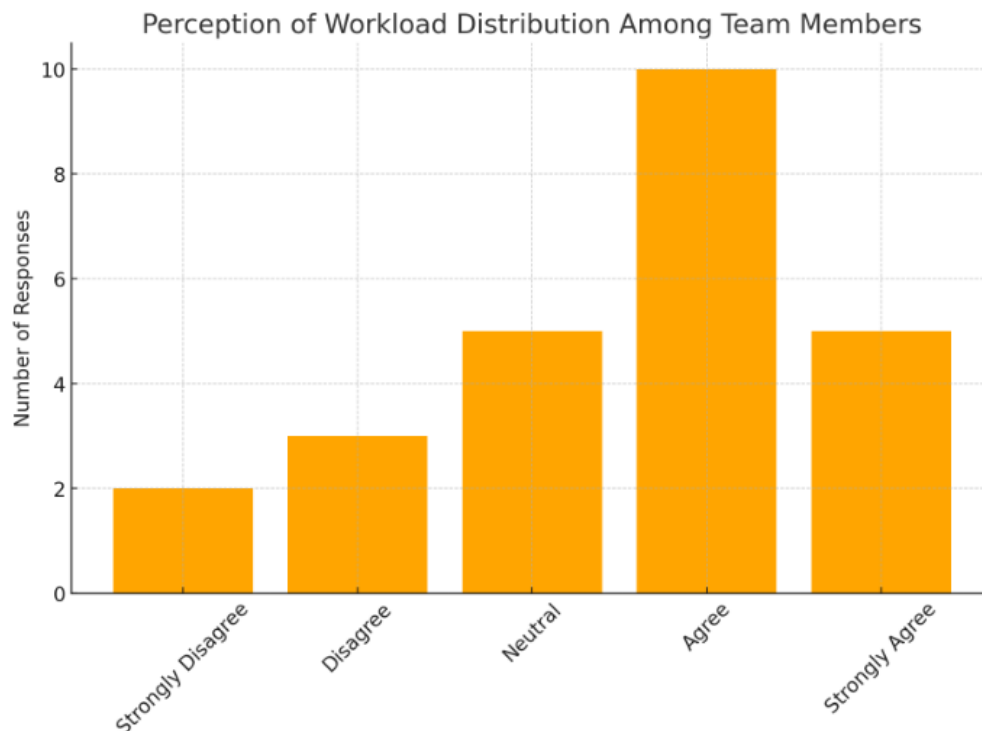


Graph 5 : Decisions regarding promotions and rewards

Interpretation:

The bar diagram indicates a significant portion of respondents (15 out of 25) perceive bias in promotions and rewards, with the majority agreeing or strongly agreeing with the statement. Conversely, a smaller fraction (5 out of 25) disagrees or strongly disagrees, suggesting they see these decisions as fair. The presence of a neutral group (5 out of 25) points to uncertainty or indifference regarding this issue. This pattern highlights concerns about fairness and transparency in promotional practices within the organization, underscoring the need for management to address these perceptions to enhance trust and equity among employees.

2. The distribution of workload among team members is perceived as uneven or unjust.

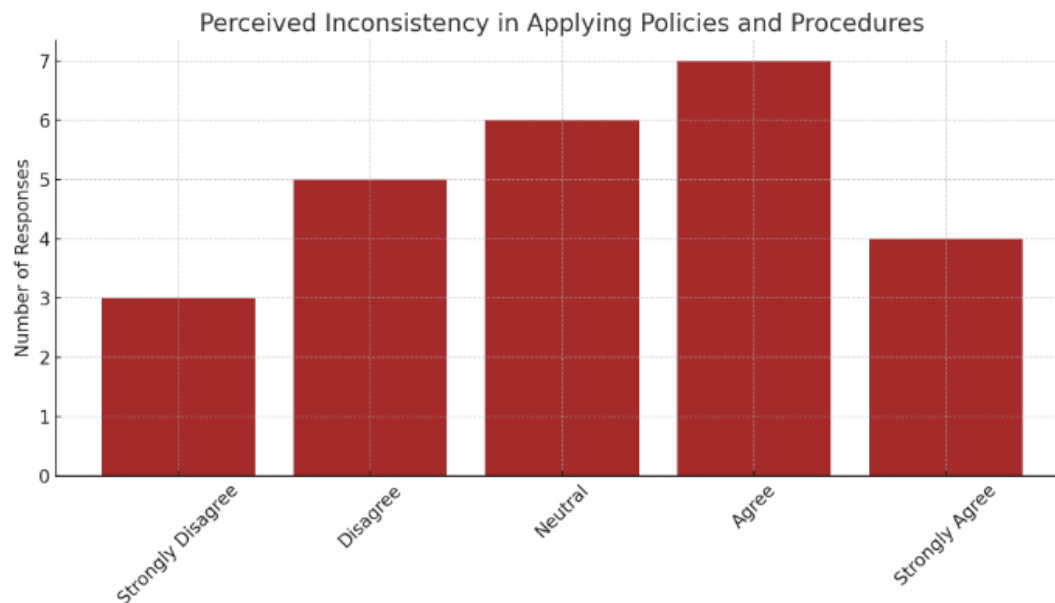


Graph 6 : The distribution of workload among team members

Interpretation:

The bar diagram shows that a majority (15 out of 25) of respondents perceive workload distribution as uneven or unjust, with 10 agreeing and 5 strongly agreeing with the statement. This suggests concerns about fairness in workload allocation among team members, highlighting a potential area for management intervention to improve perceptions of equity and team cohesion.

3. Policies and procedures are perceived to be applied inconsistently across the organization.



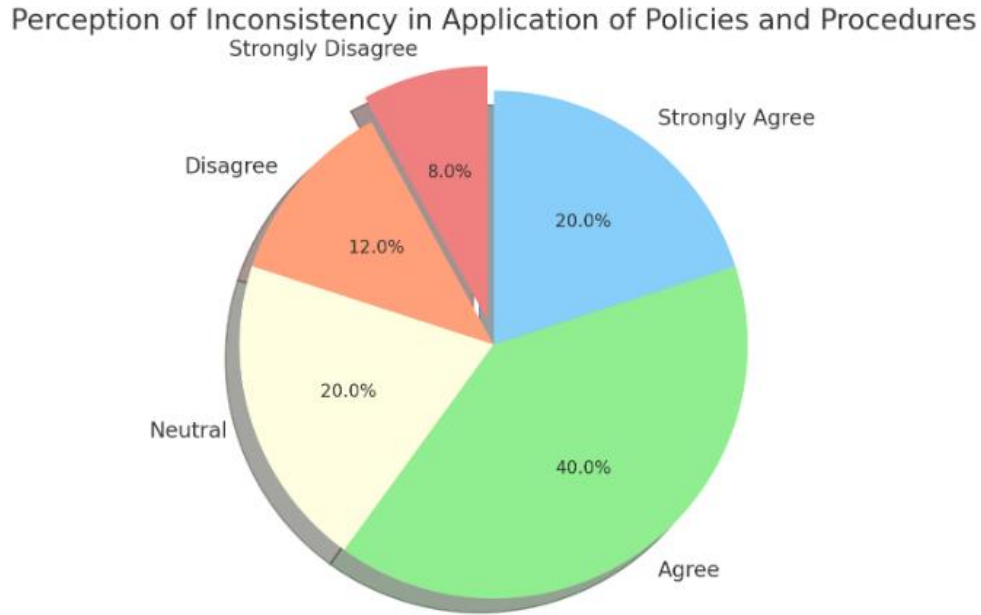
Graph 7 : Policies and procedures are perceived to be applied inconsistently

Interpretation:

The bar diagram illustrates the distribution of responses from 25 participants regarding the perceived inconsistency in applying policies and procedures within their organization. Most respondents are divided between neutral, agree, and strongly agree categories, indicating a significant portion of the workforce perceives a lack of uniformity in policy enforcement. This suggests an area for organizational improvement, emphasizing the need for consistent application of rules and procedures to foster fairness and transparency in the workplace.

❖ **High Stress Levels:**

1. The work environment is frequently experienced as overly stressful, or pressure filled.

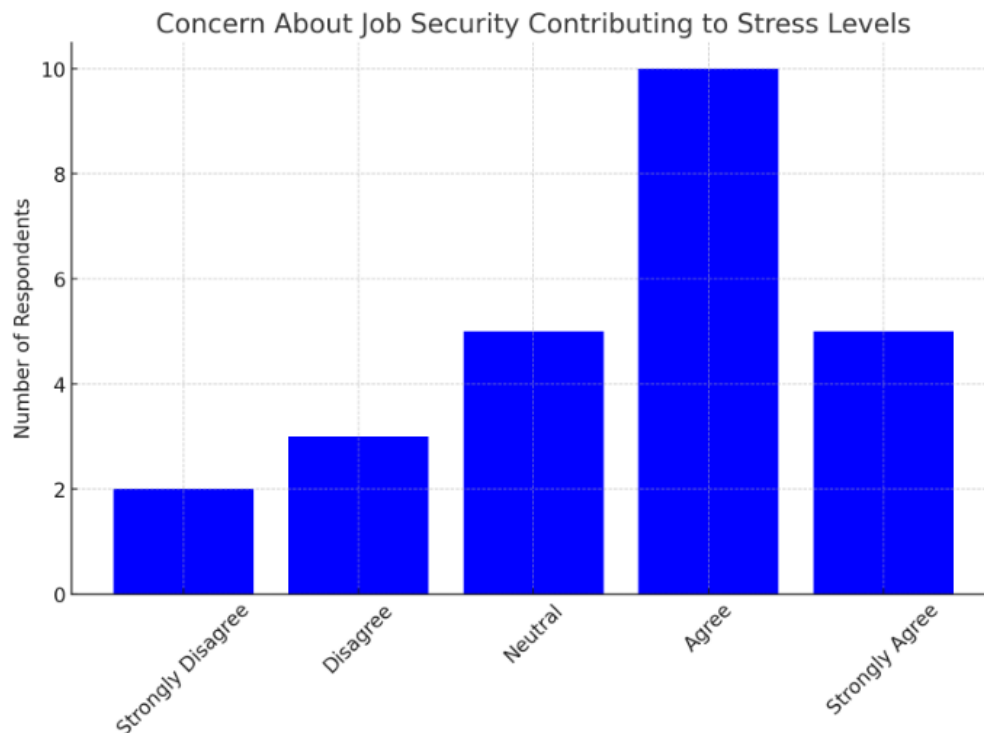


Graph 8 : The work environment is frequently experienced

Interpretation:

The chart reveals that a notable 60% of respondents perceive inconsistency in the application of policies and procedures within their organization, with 40% agreeing and 20% strongly agreeing. This majority viewpoint signals a critical area for organizational improvement. Conversely, a smaller fraction, comprising 20% (12% disagree and 8% strongly disagree), views the application as consistent. The remaining 20% are neutral, indicating ambiguity or lack of sufficient information to form a definite opinion. This distribution underscores the need for the organization to address perceived disparities in policy application to foster a more transparent and equitable work environment.

2. There is a significant concern about job security, contributing to stress levels.

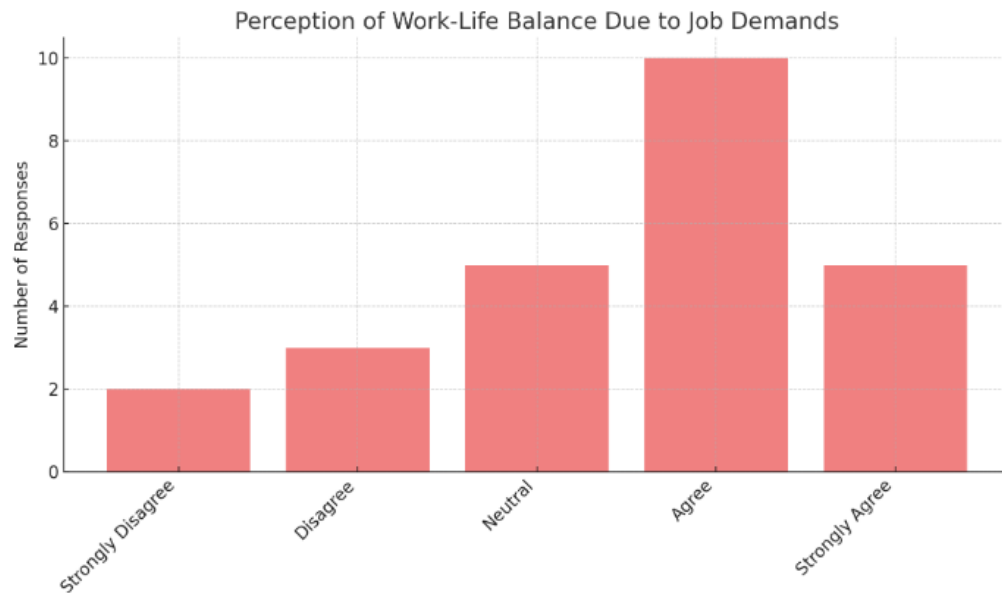


Graph 9 : Job security, contributing to stress levels

Interpretation:

The bar diagram shows that job security is a notable concern contributing to stress levels among the respondents, with the majority either agreeing (10 respondents) or strongly agreeing (5 respondents) to its impact. Fewer participants are neutral (5), disagree (3), or strongly disagree (2), indicating that concerns about job security and its role as a stress factor are prevalent in this group. This highlights the need for organizations to address job security to mitigate stress among employees.

3. The balance between work and personal life is perceived as poor due to job demands.



Graph 10 : Job security, contributing to stress levels

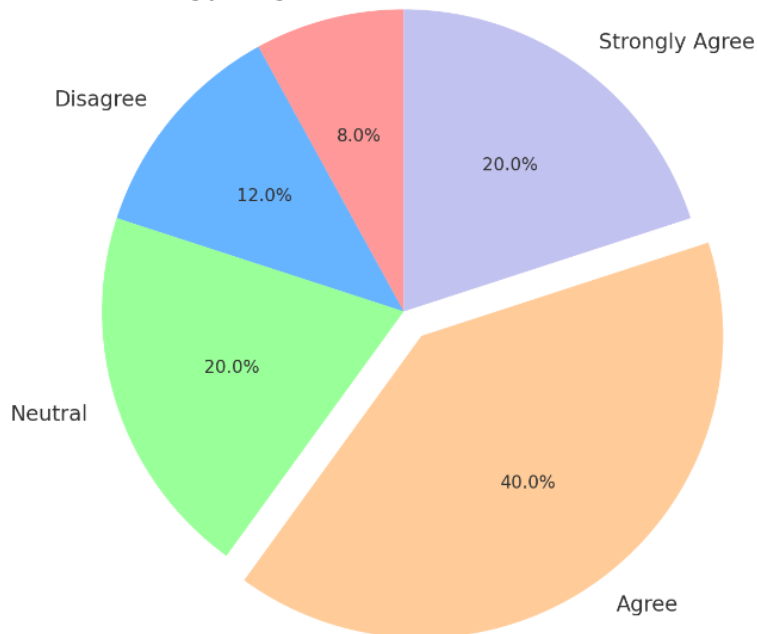
Interpretation:

The bar diagram illustrates respondents' perceptions regarding the impact of job demands on work-life balance. A significant number of respondents (10) agree, while 5 strongly agree, indicating a predominant view that job demands negatively affect their work-life balance. Conversely, smaller groups express neutrality (5), disagreement (3), and strong disagreement (2), suggesting varied experiences among employees. This highlights the need for organizational strategies to address work-life balance concerns effectively.

❖ Poor Management and Leadership:

1. Confidence in the competence of management and leadership is often lacking.

Confidence in Management and Leadership Competence

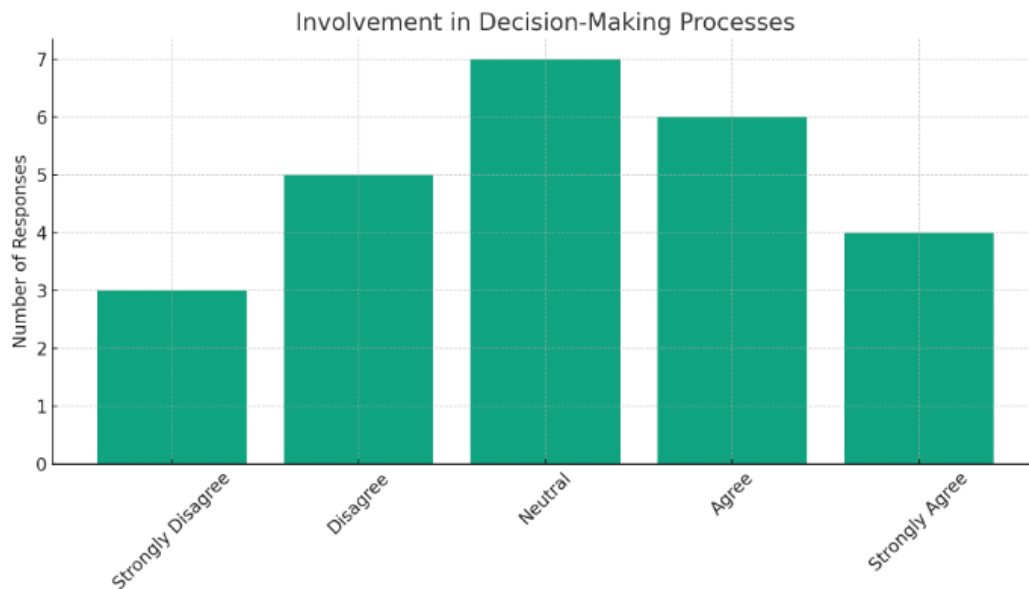


Graph 11 : Confidence in the competence of management and leadership

Interpretation:

The pie diagram indicates that the majority of respondents (60%) have confidence in management and leadership, with 40% agreeing and 20% strongly agreeing. However, 20% are neutral, and a combined 20% express a lack of confidence through disagreement (12%) and strong disagreement (8%). This suggests while most employees feel positively about management's competence, there is a notable portion of the workforce that holds reservations or outright skepticism.

2. The involvement of employees in decision-making processes is seen as minimal or non-existent.

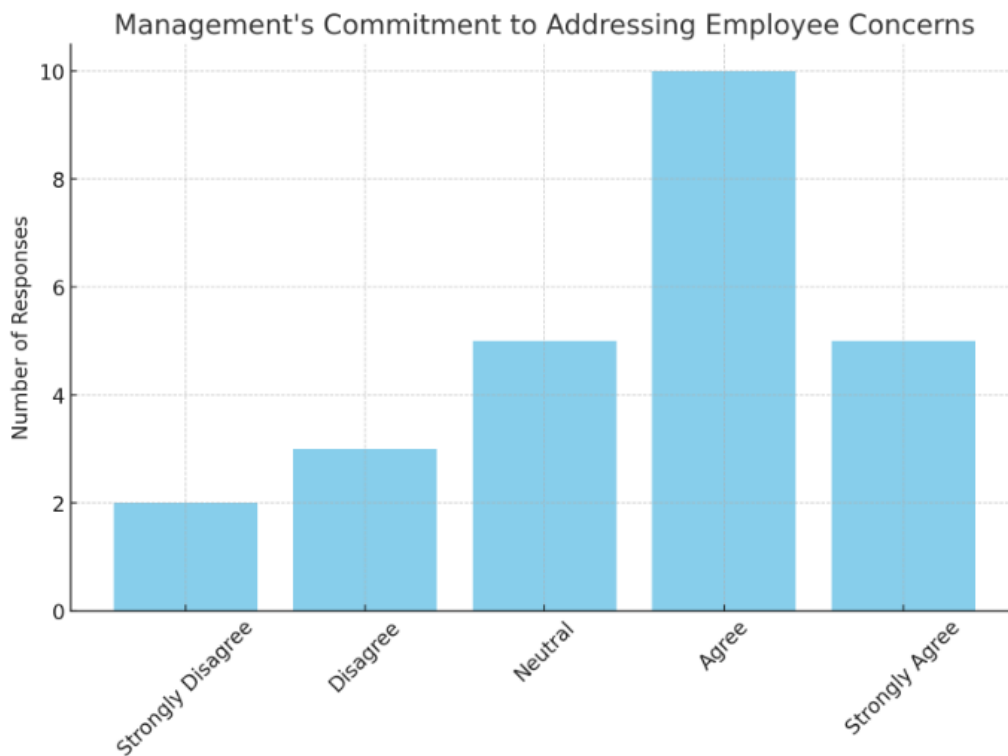


Graph 12 : The involvement of employees in decision-making processes

Interpretation:

The column diagram illustrates the responses of 25 participants regarding their involvement in decision-making processes. A majority fall into the "Neutral" category, suggesting varied perceptions among employees about their participation in decisions. "Agree" and "Disagree" categories also have notable responses, indicating a split opinion on the issue. Fewer employees strongly agree or disagree, reflecting a smaller segment with extreme views. This distribution highlights the need for clearer communication and possibly more inclusive decision-making processes within the organization.

3. Management's commitment to addressing employee concerns is often doubted.



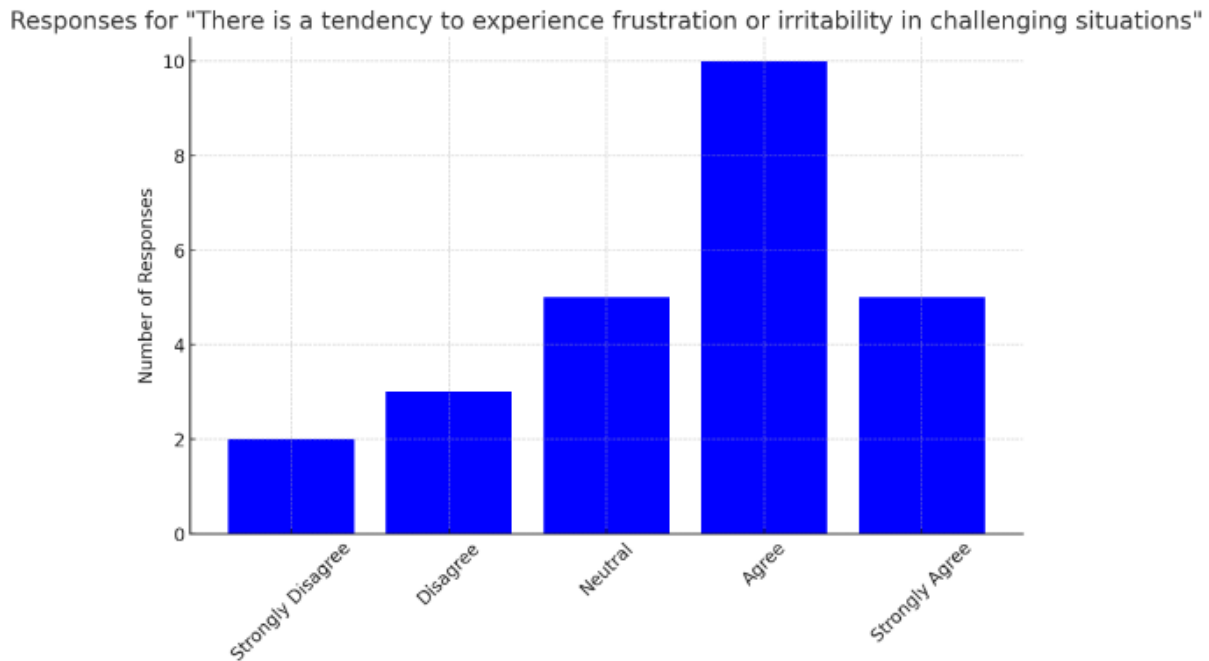
Graph 13 : Management's commitment to addressing employee

Interpretation:

The bar diagram illustrates respondents' perceptions of management's commitment to addressing employee concerns. A significant portion of participants, represented by the highest bars for "Agree" and "Strongly Agree", indicates skepticism or doubt regarding management's commitment. A smaller number of respondents are neutral, while very few disagree or strongly disagree with the statement. This suggests a prevailing sentiment among the majority that there may be room for improvement in how management addresses employee concerns.

❖ Personality Traits:

1. There is a tendency to experience frustration or irritability in challenging situations.



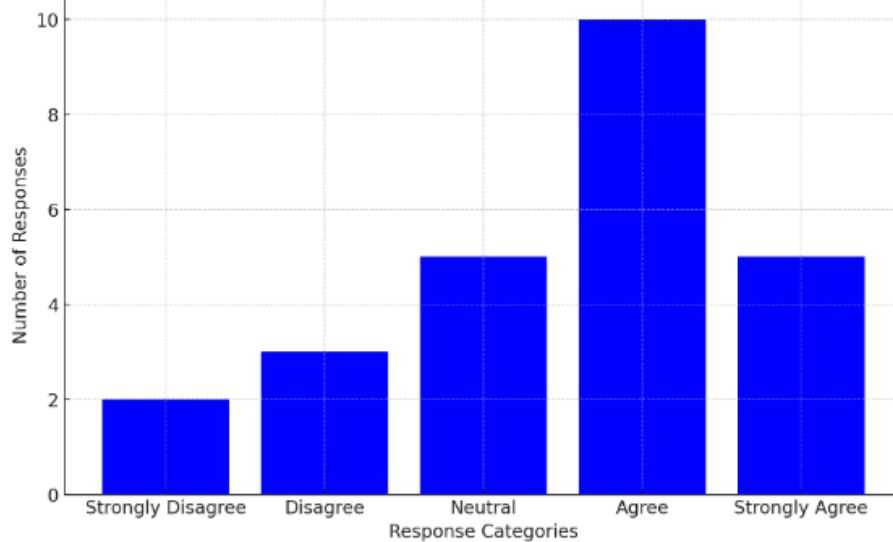
Graph 14 : There is a tendency to experience frustration or irritability

Interpretation:

The bar diagram shows that a majority of the 25 respondents feel frustration or irritability in challenging situations, with 10 agreeing and 5 strongly agreeing. This indicates that 60% of the sample experiences significant emotional responses to challenges. Conversely, only a minority of respondents disagree (3) or strongly disagree (2), and a few (5) remain neutral. This pattern suggests that strategies for managing frustration and improving coping mechanisms could be beneficial for this group.

2. A sense of competitiveness with colleagues is frequently felt, which might affect teamwork.

A sense of competitiveness with colleagues is frequently felt, which might affect teamwork

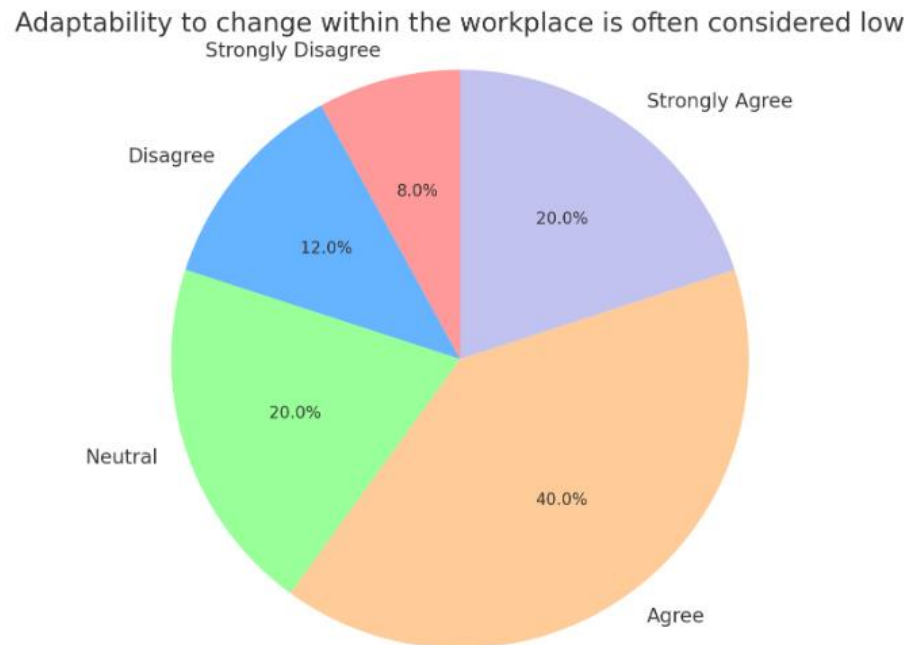


Graph 15 : Competitiveness with colleagues is frequently felt, which might affect teamwork.

Interpretation:

The bar diagram shows that a majority of respondents (15 out of 25) perceive competitiveness among colleagues as negatively affecting teamwork. Most notably, 10 agree and 5 strongly agree with this sentiment, indicating concerns about the impact of competitiveness on team cohesion. Conversely, a smaller group either disagrees (3) or strongly disagrees (2), suggesting they do not view competitiveness as detrimental. The neutral responses (5) reflect ambiguity or mixed feelings on the issue. This highlights a need for balancing competitiveness and collaboration within teams to maintain positive dynamics.

3. Adaptability to change within the workplace is often considered low.



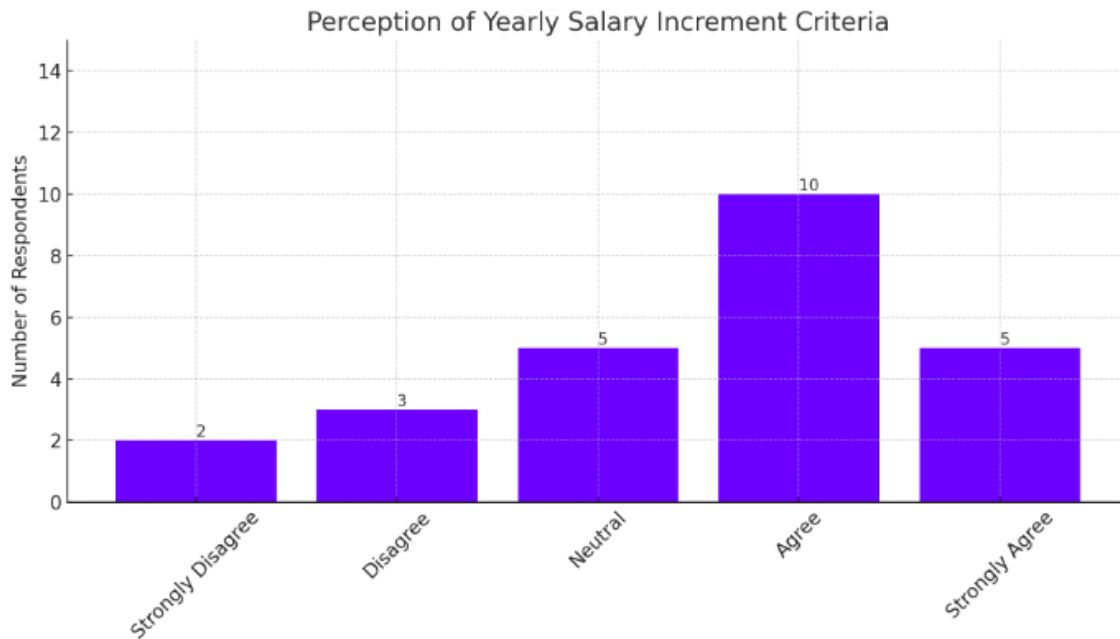
Graph 16 : Adaptability to change within the workplace

Interpretation:

The pie chart indicates a majority of respondents perceive adaptability to workplace changes as low, with 60% agreeing or strongly agreeing. This highlights a significant portion of the workforce facing challenges in adapting to changes. Only 20% express neutrality, suggesting ambivalence or mixed experiences. A minority, 20%, disagrees or strongly disagrees, indicating some employees feel confident in their adaptability. This data suggests a need for focused efforts to improve adaptability through training and supportive workplace practices.

❖ Yearly Increment:

1. The criteria for yearly salary increments are perceived as transparent and fair.

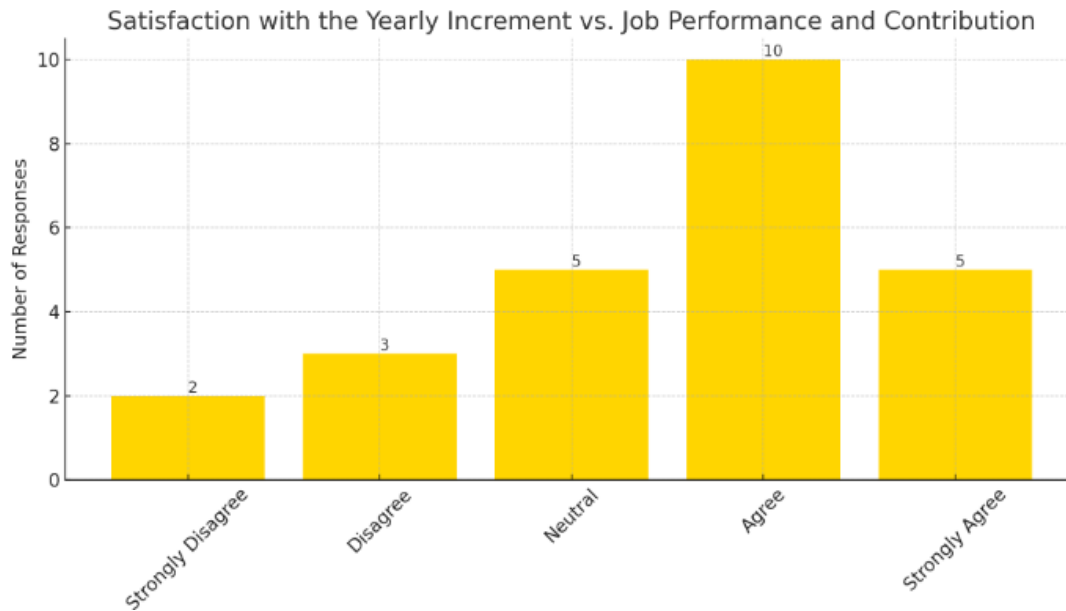


Graph 17 : The criteria for yearly salary increments are perceived

Interpretation:

The bar diagram you've provided displays the responses from a group of participants regarding their perception of yearly salary increment criteria. 2 respondents selected "Strongly Disagree" with the perception that the criteria for yearly salary increments are transparent and fair. 3 respondents selected "Disagree," indicating that they do not think the criteria are clear or fair. 5 respondents remained "Neutral" on the matter, neither agreeing nor disagreeing. The majority, with 10 respondents, chose "Agree," suggesting they find the criteria for increments to be transparent and fair. Finally, 5 respondents selected "Strongly Agree," strongly believing in the fairness and transparency of the increment criteria. Overall, the diagram suggests a trend towards a positive perception of the yearly salary increment criteria, with more respondents agreeing than disagreeing.

2. Satisfaction with the yearly increment is generally felt to reflect the individual's job performance and contribution.

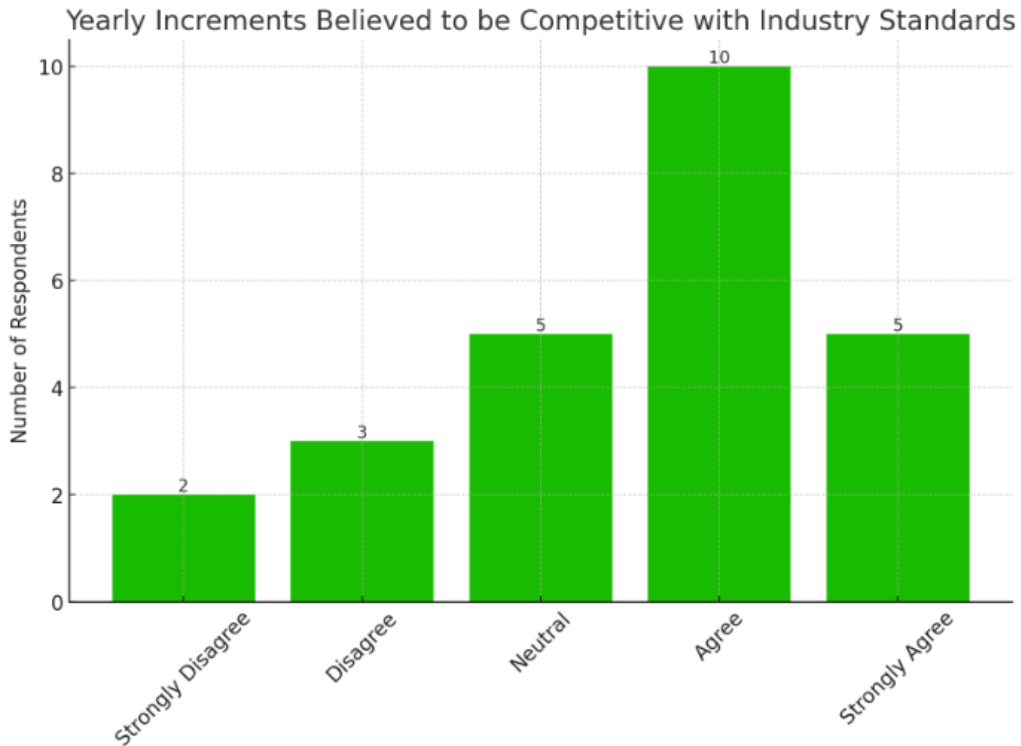


Graph 18 : Reflect the individual's job performance and contribution.

Interpretation:

The bar diagram illustrates responses to the satisfaction with yearly increments reflecting job performance and contributions among 25 respondents. Most agree (10) or strongly agree (5), indicating satisfaction with how increments mirror their contributions. However, a minority express disagreement (3) or strong disagreement (2), and some are neutral (5), suggesting areas for improvement in the increment system's perceived fairness and transparency.

3. Yearly increments are believed to be competitive with industry standards.



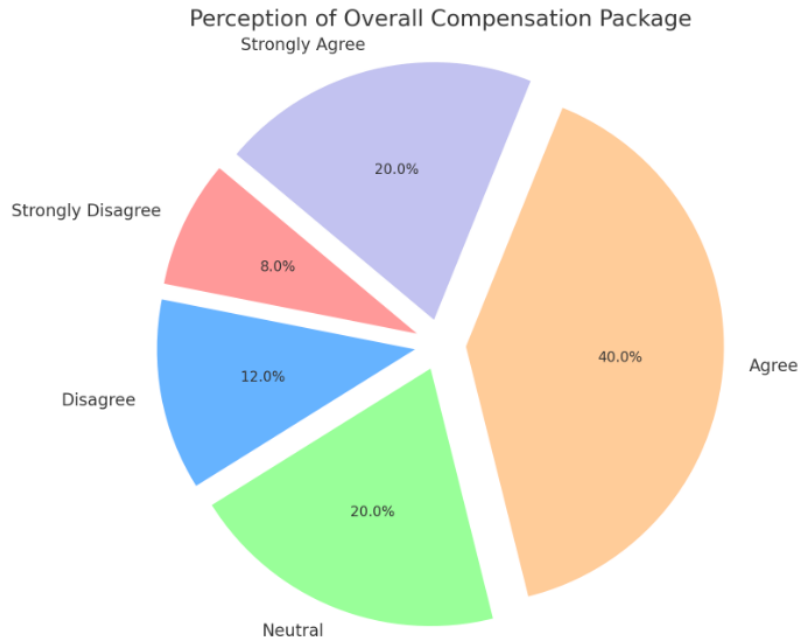
Graph 19 : Reflect the individual's job performance and contribution.

Interpretation:

The bar diagram indicates that most employees (15 out of 25) view their yearly increments as competitive with industry standards, with a majority either agreeing or strongly agreeing. However, a small group (5 out of 25) expresses dissatisfaction or neutrality, suggesting areas for improvement in compensation perception. The results highlight a generally positive outlook on pay competitiveness, with opportunities to address specific concerns for enhanced overall satisfaction.

❖ Compensation:

1. The overall compensation package (including salary, benefits, and bonuses) is perceived as equitable and competitive with the market.

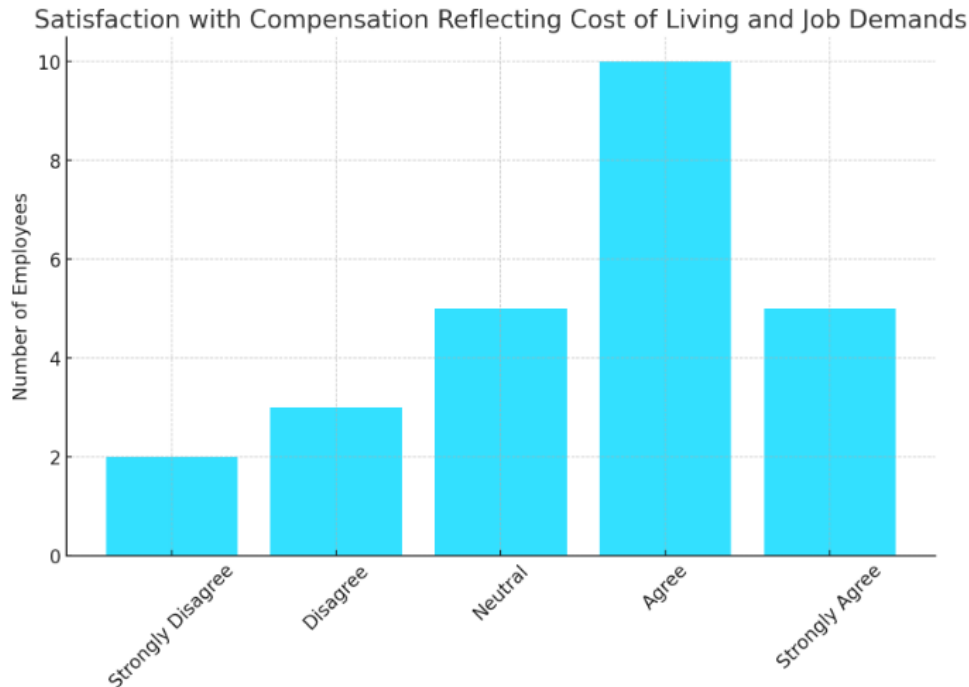


Graph 20 : Compensation package is perceived as equitable and competitive

Interpretation:

The pie diagram illustrates respondents' perceptions of their overall compensation package. A majority (60%) view their compensation as equitable and competitive, with 40% agreeing and 20% strongly agreeing. However, 20% are neutral, and a combined 20% express dissatisfaction, highlighting a need for possible adjustments to improve perceptions of fairness and competitiveness in compensation.

2. Satisfaction with the compensation is seen as reflective of the cost of living and job demands.

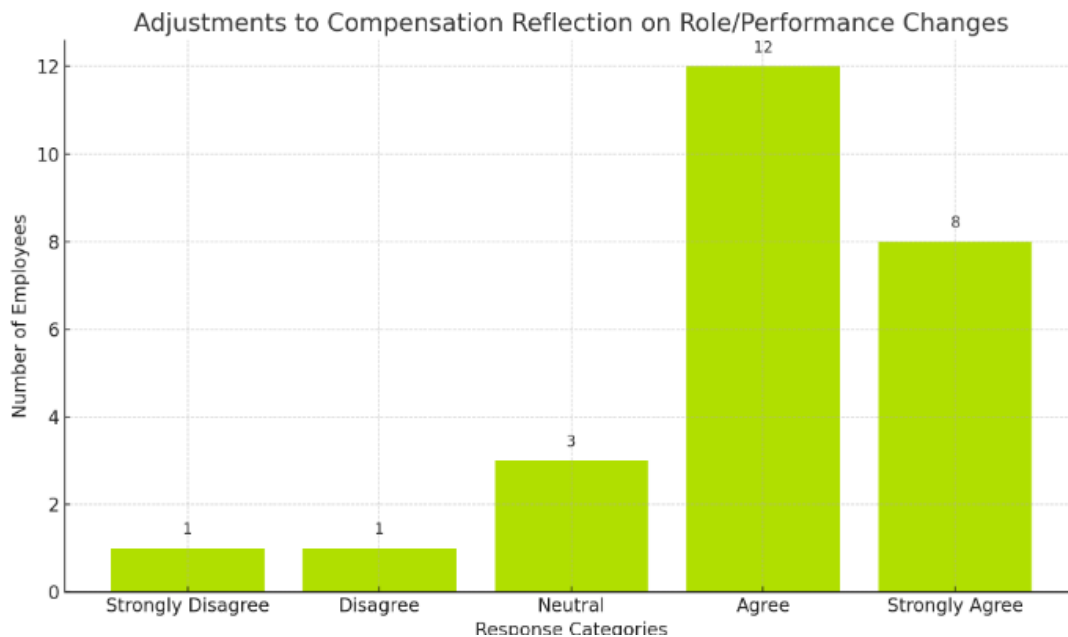


Graph 21 : Compensation is seen as reflective of the cost of living and job demands

Interpretation:

The bar diagram depicting employee perceptions on compensation's reflection of the cost of living and job demands among 25 respondents reveals a predominantly positive outlook, with the largest segment (10 employees) agreeing and another significant portion (5 employees) strongly agreeing that their pay adequately reflects these factors. However, there's a notable minority expressing discontent, including 2 employees strongly disagreeing and 3 disagreeing, highlighting concerns over compensation adequacy. Additionally, 5 respondents remain neutral, indicating either ambivalence or uncertainty. This distribution suggests that while the majority view their compensation favorably in relation to living costs and job demands, there's still room for improvement to address the concerns of the dissatisfied minority.

3. Adjustments to compensation are believed to be timely and reflect changes in job role or performance levels.



Graph 22 : Adjustments to compensation are believed to be timely and reflect

Interpretation:

The bar diagram illustrates employee perceptions of timely compensation adjustments based on job role or performance changes among 25 respondents. The majority (20 out of 25) view these adjustments positively, with 8 strongly agreeing and 12 agreeing, indicating effective compensation practices. However, 3 employees are neutral, suggesting some uncertainty, while 1 disagrees and another strongly disagrees, highlighting isolated dissatisfaction. Overall, the responses suggest a generally favorable perception of the organization's compensation adjustments, with minor exceptions indicating potential areas for improvement.

SWOT Analysis:

An in-depth interview process was conducted with several company officials to conduct a SWOT analysis for the Operation Unit in comparison to local competitors. During this analysis, employees identified key strengths and weaknesses. Additionally, the analysis also addressed various challenges, risks, and potential opportunities.

Strengths	• Strong Organizational Structure: DIRD Group has a well-established organizational hierarchy that facilitates clear communication channels and structured leadership, which can be leveraged to enforce policies against CWB effectively. • Employee Training Programs: Existing training programs that focus on skills development could be expanded to include behavioral expectations and strategies for managing workplace stress and conflict, reducing the risk of CWB. • Robust Performance Evaluation: The company's existing performance evaluation system could be a powerful tool in identifying and addressing early signs of CWB, allowing for timely interventions.
Weaknesses	• Lack of Specific Policies on CWB: There is a notable absence of explicitly defined policies and preventive measures targeting CWB, which may lead to inconsistencies in handling such behaviors across different departments. • Inadequate Monitoring Systems: Current monitoring systems may not adequately detect all forms of CWB, particularly those that are subtle and less observable, like sabotage or data manipulation. • Insufficient Managerial Training on CWB: Managers may not be adequately trained to handle CWB, lacking the necessary skills to identify, prevent, and mitigate such behaviors effectively.
Opportunities	• Development of a Comprehensive CWB Policy: There is an opportunity to develop and implement a comprehensive CWB policy that includes clear definitions, preventative strategies, and punitive measures for various types of CWB. • Enhanced Employee Engagement Programs: Increasing investment in employee engagement and satisfaction programs could reduce CWB by directly addressing employee grievances and enhancing job satisfaction. • Leveraging Technology for Better Monitoring: Adopting advanced monitoring technologies can help in better detection and analysis of CWB patterns, facilitating more effective management responses. Innovation in

	Products and Design: Innovating in product design and offerings can open new market opportunities.
Threats	• Changing Work Dynamics: Rapid changes in work environments, such as increasing remote work or restructuring, may exacerbate stress and promote CWB unless carefully managed. • Cultural Conflicts: As the workforce becomes more diverse, cultural misunderstandings and conflicts could potentially increase, leading to higher rates of interpersonal CWB. • Economic Uncertainty: Economic downturns or uncertainty can increase job insecurity and stress among employees, potentially leading to an increase in CWB as employees act out of desperation or frustration.

Table 2: SWOT Analysis

4.2 Discussion

This study offers a comprehensive analysis of the factors affecting employees' counterproductive work behaviors (CWB) within DIRD Group, as explored in the preceding chapters. The findings from both quantitative and qualitative analyses provide significant insights into the complex interplay between individual, organizational, and environmental factors that contribute to CWB. Below are key discussions drawn from the analysis:

1. **Interpersonal vs. Organizational CWB:** The research highlights a distinction between interpersonal and organizational CWB. Interpersonal behaviors, such as bullying and gossip, often stem from personal conflicts and poor interpersonal relationships within the workplace. Organizational CWB, which includes actions like sabotage and theft, is typically influenced more heavily by systemic issues within the company, such as poor management practices or inadequate job design. This distinction is crucial for developing targeted interventions.
2. **Role of Organizational Culture:** The organizational culture at DIRD Group plays a pivotal role in influencing CWB. A culture that lacks transparency and fairness can foster an environment where counterproductive behaviors are more likely to occur. The study emphasizes the importance of a positive organizational culture that promotes ethical behavior and reduces CWB.
3. **Impact of Leadership Style:** Leadership style is found to have a profound impact on CWB. Authoritative and unapproachable leadership can exacerbate CWB by creating an atmosphere of fear or resentment. Conversely, transformational leadership styles that

involve open communication and employee support can mitigate CWB by fostering a more engaged and satisfied workforce.

4. **Job Satisfaction and CWB:** There is a clear correlation between job satisfaction and the prevalence of CWB. Employees who are dissatisfied with their jobs, whether due to high stress, inadequate compensation, or lack of recognition, are more likely to engage in behaviors that are detrimental to organizational goals. Enhancing job satisfaction could thus be a key strategy in reducing CWB.
5. **Preventive and Mitigative Strategies:** Based on the findings, the report recommends several strategies for DIRD Group to consider. These include implementing more robust communication channels, providing adequate training and resources for managers to recognize and address CWB, and revising HR policies to ensure they align more closely with employee needs and organizational goals.
6. **Longitudinal Analysis:** It is suggested that DIRD Group conducts longitudinal studies to track the effectiveness of implemented changes over time. Such studies could provide deeper insights into the persistence of CWB and the long-term efficacy of the interventions.

The insights garnered from this research underscore the complexities of managing CWB in a corporate setting. DIRD Group, by understanding these dynamics, can better equip itself to address and mitigate the factors that contribute to undesirable employee behaviors, ultimately fostering a more productive and positive organizational environment.

4.4 Findings of the study:

The factors influencing counterproductive work behavior (CWB) at DIRD Group has revealed several significant insights:

1. **Prevalence of CWB:** The study found a notable prevalence of both interpersonal and organizational CWB within DIRD Group. Factors such as job dissatisfaction, lack of recognition, and perceived inequities contribute significantly to these behaviors.
2. **Impact of Leadership and Management Styles:** Leadership styles within the company were closely linked to CWB rates. Authoritative and non-participative leadership styles tended to correlate with higher levels of CWB, highlighting the need for more inclusive and supportive leadership approaches.

3. **Organizational Culture's Role:** The organizational culture at DIRD Group, characterized by competitiveness and high pressure, has been identified as a fertile ground for CWB. A culture shift towards collaboration and open communication is recommended to mitigate these behaviors.
4. **Employee Engagement and Job Satisfaction:** Lower levels of employee engagement and job satisfaction were strongly associated with higher instances of CWB. Enhancing job design and employee involvement in decision-making processes could address these issues.
5. **External Pressures and Job Security:** Economic uncertainty and job insecurity were also found to exacerbate CWB. The study suggests that improving job security and providing clear career progression paths could reduce CWB.
6. **Effectiveness of HR Policies:** Current HR policies at DIRD Group are insufficiently equipped to handle the nuances of CWB. The development and implementation of specific CWB-oriented policies and training programs are critical for effectively managing these behaviors.

Chapter: 5

Recommendations & Conclusion

5.1 Recommendations

1. Enhance Employee Recognition and Address Perceived Inequities

- a. **Implement Regular Recognition Programs:** Develop and maintain formal recognition programs to acknowledge employees' achievements and contributions. This can boost job satisfaction and reduce the feelings of being undervalued, which often lead to CWB.
- b. **Conduct Equity Audits:** Regularly assess and ensure fair treatment across all employee levels, addressing any disparities in compensation, promotions, and workload distribution.

2. Adopt More Inclusive Leadership Styles

- a. **Leadership Training:** Provide training for leaders and managers on participative and supportive leadership styles. Encourage leaders to involve employees in decision-making, fostering a sense of ownership and belonging.
- b. **Feedback Mechanisms:** Establish regular feedback channels where employees can voice their concerns and suggestions regarding leadership practices without fear of reprisal.

3. Shift Organizational Culture Towards Collaboration

- a. **Promote Teamwork and Collaboration:** Encourage cross-functional teamwork and create initiatives that emphasize collective success over individual competition.
- b. **Open Communication Channels:** Develop open communication policies where transparency is prioritized, and employees feel comfortable sharing their ideas and concerns.

4. Increase Employee Engagement and Job Satisfaction

- a. **Job Redesign:** Evaluate and redesign job roles to ensure they are fulfilling and align with employees' skills and interests. This could involve job enrichment, job rotation, or creating opportunities for skill development.
- b. **Employee Involvement in Decision-Making:** Foster an inclusive environment where employees at all levels are encouraged to contribute to decision-making processes, especially those that affect their work.

5. Mitigate External Pressures and Improve Job Security

- a. **Clarify Career Progression Paths:** Develop clear, transparent career progression frameworks so employees understand the opportunities available to them and what is required to advance.

- b. Improve Job Security Measures:** Introduce or reinforce policies that enhance job security, such as long-term contracts, and communicate these measures clearly to reduce anxiety related to economic uncertainties.

6. Revise HR Policies to Address CWB

- a. Develop CWB-Specific Policies:** Create and implement HR policies specifically designed to identify, address, and prevent CWB, including clear guidelines on acceptable behavior and consequences for CWB.
- b. CWB Training Programs:** Develop training programs that educate employees and managers on the types of CWB, how to recognize them, and effective strategies to prevent or address these behaviors.
- c. Regular Monitoring and Evaluation:** Establish a system for regular monitoring of CWB incidents and the effectiveness of the policies in place, allowing for ongoing adjustments and improvements.

These recommendations aim to tackle the root causes of counterproductive work behavior identified in the study, promoting a healthier, more productive workplace environment.

5.2 Conclusion

The research on the DIRD Group's counterproductive work behavior (CWB) offers significant insights into the multifaceted nature of such behaviors within the organization and underscores the critical influence of various internal and external factors. I enjoyed and explored my internship period at DIRD Group. From what I learned and experienced, I'm sure it'll help me in my future employment career. Completing part of my MBA. In the company, compensation policies indicate that employees understand and generally view their counterproductive work behavior impacting their motivation and job satisfaction. The report highlights the value employees place on non-monetary benefits. However, it suggests improvements in counterproductive work behavior policies and regular policy reviews. Recommendations include enhancing communication, incorporating employee feedback, and expanding non-monetary benefits to boost employee satisfaction and retention, thereby contributing to the company's productivity and success. Provide a thorough recapitulation of the primary findings or results of my research or analysis. This should include the main points discussed in each significant section of the document, emphasizing how these findings contribute to the field or subject matter. Highlight any surprising or particularly impactful results. The study conclusively shows that leadership style significantly affects CWB. Transformative leadership practices that foster open communication and provide support can substantially decrease the occurrence of CWB. The data confirms that a competitive, high-pressure culture contributes to CWB. Cultivating a positive, transparent, and supportive organizational culture is crucial in mitigating these behaviors. Strong correlation between employee engagement levels and CWB indicates that enhancing job satisfaction and employee engagement can effectively reduce CWB. The findings recommend a revision in HR policies to address CWB explicitly, coupled with comprehensive training programs designed to equip managers with skills to identify and mitigate CWB. The establishment of regular monitoring mechanisms to assess the prevalence of CWB and evaluate the effectiveness of interventions implemented to combat these behaviors is essential. The study's conclusions contribute to a broader understanding of CWB, offering a robust framework for DIRD Group to implement strategic changes. These changes aim to not only reduce CWB but also enhance overall workplace productivity and create a more harmonious work environment. Addressing the root causes of CWB as identified in this research could lead to significant improvements in employee morale and organizational performance.

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Appendix

Survey Form (Questionnaire)

Dear Sir/Madam,

I am currently working on my MBA thesis report, and I am conducting a survey to explore the various techniques organizations use to retain their employees. This survey is an integral part of my academic research, and I would greatly appreciate it if you could kindly complete the following questionnaire. Please rest assured that all information shared in this study will be kept confidential.

Thank you for your participation.

Respondent's Details:

Name: Age: Gender:

Contact (cell): Position:

Please indicate your level of agreement with the following statements in your organization on a scale of 1 to 5, where 1 represents 'strongly disagree' and 5 represents 'strongly agree', by marking the corresponding column with a tick.

❖ Job Dissatisfaction:

1. It is often felt that the work tasks assigned are not meaningful or fulfilling.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. The recognition and rewards received are perceived as inadequate for the effort invested.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. Opportunities for professional growth and advancement seem to be limited or non-existent.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree

❖ **Perceived Injustice or Unfair Treatment:**

1. Decisions regarding promotions and rewards appear to be biased or unfair.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. The distribution of workload among team members is perceived as uneven or unjust.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. Policies and procedures are perceived to be applied inconsistently across the organization.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree

❖ **High Stress Levels:**

1. The work environment is frequently experienced as overly stressful, or pressure filled.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. There is a significant concern about job security, contributing to stress levels.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. The balance between work and personal life is perceived as poor due to job demands.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree

❖ **Poor Management and Leadership:**

1. Confidence in the competence of management and leadership is often lacking.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. The involvement of employees in decision-making processes is seen as minimal or non-existent.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. Management's commitment to addressing employee concerns is often doubted.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree

❖ **Personality Traits:**

1. There is a tendency to experience frustration or irritability in challenging situations.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. A sense of competitiveness with colleagues is frequently felt, which might affect teamwork.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. Adaptability to change within the workplace is often considered low.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree

❖ **Yearly Increment:**

1. The criteria for yearly salary increments are perceived as transparent and fair.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. Satisfaction with the yearly increment is generally felt to reflect the individual's job performance and contribution.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. Yearly increments are believed to be competitive with industry standards.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree

❖ **Compensation:**

1. The overall compensation package (including salary, benefits, and bonuses) is perceived as equitable and competitive with the market.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
2. Satisfaction with the compensation is seen as reflective of the cost of living and job demands.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree
3. Adjustments to compensation are believed to be timely and reflect changes in job role or performance levels.
 - a. Strongly Disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly Agree