



Internship report

On

An analysis of the factors that affect Counterproductive work Behavior of employees in Padakhep Manabik Unnayan Kendra

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An analysis of the factors that affect Counterproductive work Behavior of employees in Padakhep Manabik Unnayan Kendra

Submitted To

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

Submitted By

Tasmim Reza
ID: 0242220004083025
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Submission Date: 12 May 2024

Letter of Transmittal

12th June, 2024

Md. Alamgir Hossan

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Subject: An analysis of the factors that affect Counterproductive work Behavior of employees at Padakhep Manabik Unnayan Kendra.

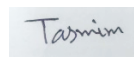
Dear Sir,

With due respect, I would like to inform you That it's a great moment for me to submit this internship report on **“An analysis of the factors that affect Counterproductive work Behavior of employees in Padakhep Manabik Unnayan Kendra”** as a mandatory requirement of MBA program. This internship program was my first working experience with Padakhep Manabik Unnayan Kendra and I have learned many new experiences to working with them. I have tried to make a full full-fledged report which will complete all the related requirements that you have asked for.

I feel grateful to get this chance to do an internship under your great supervision. I will be grateful if you kindly give your valuable time to go through this internship report and evaluate this report's performance.

Sincerely Yours,

.....



Tasmim Reza

ID: 0242220004083025

Major: MBA in Human Resource Management

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Letter of Acceptance

This is to certify that this internship report on “**An analysis of the factors that affect Counterproductive work Behavior of employees in Padakhep Manabik Unnayan Kendra**” which is completed by Tasmim Reza ID: 0242220004083025 Major in Human Resource Management, Under Department of Business Administration. This reports all data and findings seem to be authentic. Thus, she is permitted to submit her report for the presentation in the final defense.

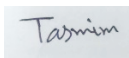
I wish her success in every stage of life.



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

Student Declaration

Me Tasmim Reza, I would like to announce that this internship report on “**An Analysis of the Factors that Affect Counterproductive Work Behavior of Employees in Padakhep Manabik Unnayan Kendra**” I have completed the internship report for Padakhep Manabik Unnayan Kendra after working there as an intern for three months. I am making sure that this report is prepared for only academic purposes. I hereby state that this internship report will not be used for any other purpose without my written consent.



Tasmim Reza
ID: 0242220004083025
Major: MBA in Human Resource Management
Department of Business Administration
Faculty of Business and Entrepreneurship
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Internship Acceptance Letter



Ref: PMUK/HR&A/2023/ ৫৪৫

05th October, 2023

To
Dr. Md. Abdur Rouf
Associate Professor & Director of MBA
Department of Business Administration
Faculty of Business and Entrepreneurship
Daffodil International University.

Internship placement for Ms. Tasmim Reza.

Dear Sir,

With reference to your letter we are pleased to inform you that our management has agreed to accept **Ms. Tasmim Reza** as an Internee in our organization for the period from **01st October' 2023 to 31st December' 2023**. She will be attached to our **Head Office of Human Resource & Admin Division** which is located at House No- 548, Road- 10, Baitul Aman Housing Society, Adabar, Dhaka-1207. She is advised to contact with **Ms. Naznin Sharif, Assistant Director** (01713379361).

It is to be noted that Padakhep will not pay any expenses in this regard.

Ms. Tasmim Reza have to prepare and submit one copy of the intern reports to our management.

With best regards.

Sincerely,

(Md. Sayedul Islam)
Joint Director (HR&A)
Head Office.

CC.

1. Executive Director, Head Office.
2. Director, Microfinance Wing and Acting Director, Programme & Enterprise Wing Head Office..
3. Ms. Naznin Sharif, Assistant Director, Head Office, [For necessary action].
5. Ms. Tasmim Reza.
6. Office Copy.



Padakhep Manabik Unnayan Kendra

ফোন: ২ ০৮৬৬৬২০, ০২৭৭৭৯৯৯২

info@padakhep.org

www.padakhep.org

বিত্তি: ৫৪৮, রোড নং: ১০, বায়তুল আমান হাউসিং সোসাইটি, আদাবর, ঢাকা-১২০৭

House # 548, Road # 10, Baitul Aman Housing Society, Adabar, Dhaka-1207

সম্ভাবনার ক্ষমতায়নে আমরা গড়া টেকসই অবিভাজ্যের লক্ষ্যে ১৯৮৬ থেকে | Empowering potentials for equitable and sustainable future since 1986

Acknowledgment

First of all, I want to show my gratitude to my almighty god for giving me the strength to fulfill my internship job responsibilities and complete this report within the internship period time. The internship opportunity for which I got an offer from the Padakhep Manabik Unnayan Kendra was a great chance for me to professionally development. I feel lucky to as a part of this wonderful organization. I am also grateful to have met with lots of wonderful and professional people in my internship journey who always supported me during this journey from start to end.

I acknowledge and gratitude my respective faculty and my supervisor Md. Alamgir Hossan who always inspired me and supported me to complete this report. His guidance and supervision help me to finish this report in due time. This internship report also helps me to understand and try to realize the value of working as a team.

I would like to give that to all staff members of the Padakhep Manabik Unnayan Kendra who always gave me tremendous support during my internship period. Special thanks to Naznin Sharif Mam for providing me with important information about the organization. Rayhan Hossain Assistant Manager HR department assisted me and provided me his mentoring support during my internship journey.

Executive Summary

Counterproductive work behavior poses a big challenge for the organizational employee's work productivity and effectiveness. This internship report shows the factors that contribute to counterproductive work behavior among the employees of Padakhep Manabik Unnayan Kendra and it's a non-government organization. By different approaches such as combining surveys and face-to-face interviews, data were collected from various departments from this Padakhep Manabik Unnayan Kendra. This analysis shows that multifactor influencing counterproductive work behavior which include organizational internal culture, employees' job satisfaction, perceived justice, leadership, etc. But some individual characteristics like employees' personality traits and demographics play an important role in counterproductive work behavior. This report's findings suggest that interventional factors can mitigate counterproductive work behavior and improve organizational performance. This internship report research contributes both theoretical and practical strategies for controlling counterproductive work behavior in similar organizational practices.

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List of Acronyms

SL No	Abbreviation	Explanation
1	CWB	Counterproductive Work Behavior
2	EI	Emotional Intelligence
3	PMUK	Padakhep Manabik Unnayan Kendra
4	HR	Human Resource

CHAPTER 1

INTRODUCTION

1.0 Introduction

In the ever-changing world of how people behave at work, it's crucial to understand the various reasons why employees engage in counterproductive work behavior (CWB). CWB includes actions that work against what an organization is trying to achieve. Counterproductive work behavior is intentional actions by the employees that's are harmful for the organization and for employees. Understanding counterproductive work behavior is very important because it significantly impacts on employees performance, morale, ethics, and workplace environment. Counterproductive work behavior categorized into two driven one is interpersonal and another is organizational. Organizational factors include some actions that directly hamper the organization and some issues such as breaking company policy and misuse of company assets,. Interpersonal deviance involves negativity, bullying, aggression, and discrimination. Some factors contribute CWB which include traits, organizational culture, etc, and employees with personality traits, high-level narcissism, and low-level conscientiousness are highly engage in counterproductive work behavior. Additionally, high job stress, poor management practices, can also increase CWB. The result of counterproductive work behavior is very costly. Its can lead to financial losses, damage the organization reputation, decrease employees productivity and increase turnover. This study aims to explore the many factors that contribute to CWB, looking at things like individual traits, company culture, leadership styles, and outside pressures. For organizations aiming to be efficient and successful, it's important to pinpoint why counterproductive work behavior happens, whether it's subtle rudeness in the workplace or more obvious acts of sabotage. This research dives into the psychological, organizational, and interpersonal aspects that influence CWB. By understanding how these factors interact, we hope to offer useful insights for organizations trying to reduce the impact of counterproductive work behavior. This analysis aims to uncover the causes of CWB and contribute to creating specific plans and approaches. The goal is to build a positive work environment, improve employee well-being, and ultimately increase overall organizational productivity. By examining the elements that lead to CWB, we want to provide practical solutions that help organizations create workplaces where

collaboration, innovation, and success thrive. So Counterproductive work behavior is harmful for the organization and the individual.

1.2 Literature Review

Research show that personality traits are strongly connected with counterproductive work behavior. High level of neuroticism, low level conscientiousness are connected with counterproductive work behavior. (Bennett, 2000). Emotional intelligence (EI) has been recognized as a key factor of counterproductive work behavior. Those employee with better EI they are good at managing their emotion and its helps to reduce to likelihood of engaging harmful behavior. A study by (Goleman, 1998). Job satisfaction is a very strong predictor of counterproductive work behavior. When employees are dissatisfied with their current job then they engage with such behavior that's are detrimental for the organization. (Spector, 2022) model shows frustration and aggression model, suggesting that employee dissatisfaction leads to frustration which turn into counterproductive work behavior. Within the organization, a leadership style can significantly impact of counterproductive work behavior. Transformational leadership, inspiration, motivation, consideration has been help to reduce CWB and its fostering positive and supportive work environment inside the organization. (Probst, 2007) notes that transformative leader creates a positive work culture and discourage counterproductive work behavior by promoting job satisfaction and ethical behavior among the employees. Organizational justice, and fairness where employees are treated curial determine counterproductive work behavior. Employees who are facing high levels of injustice from the organization, interpersonal threats, and processes, are more likely to engage in counterproductive work behavior (Greenberg, 1990). Organizations have the ethical responsibility to ensure a safe workplace for their employees. Addressing counterproductive work behavior aligns with ethical principles and shows and forecasts a positive organizational work culture (Michel, 2022). Engaging toxic behavior that creates bullying and harassment work behaviors in the office culture and among colleagues. Counterproductive work behavior has serious effects on both individuals and the organization as a whole. CWB can decrease employees' morale and highly turn over gradually overall productivity of the employees and the organization. (Mount M. K., 2006). Counterproductive work behavior consequences is pervasive which impact on both the organization and the employees. At the organizational level, CWB leads to more financial loss,

reduced productivity, and damaged the organization's reputation (Cohen-Charash, 2001). Intervention strategies focus to identifying and addressing counterproductive work behavior when this happen inside the organization or individual people. This includes clear policies and procedures for managing it. Proper training and communication can be managed it effectively (Griffin, 2005). Conducting regular employee surveys and taking regular feedback that can help the organization to track and monitor work environment and identified the issues befor they escale (Hollinger, 2010). Unstructured organizational structure, like unclear roles and job responsibilities, no accountability, high work pressure, and excessive bureaucracy can create high confusion and frustration among the employees, leading to counterproductive work behavior and increasing job neglect and the tendency to job switch (LeBlanc, 2002). Always try to encourage a healthy work-life balance by offering a flexible work environment, proper weekends, and discouraging higher workloads, Heavy stress can contribute to counterproductive work behavior. Organizations should support employees to manage their workload effectively. Counterproductive work behavior is a significant challenge both for the organization performance and for individuals. Understanding and antecedents of the consequences of counterproductive work behavior is very important for making effective strategies. By addressing both individuals and organizations and implementing board prevention and intervention that can help to positive work environment. Job satisfaction is a more important factor for reducing CWB from the organization (Judge T. A., 2001). Personality traits like low conscientiousness and high criticism are highly connected with counterproductive work behavior (Mount M. K., 2006). Additionally, the dark side of the individual personality traits Machiavellianism, and psychopathy both are associated with an increased propensity of counterproductive work behavior (O'Boyle, 2012). Organizational, distributive, and procedural injustice will likely contribute to counterproductive work behavior (Colquitt, 2001). Jod dissatisfaction and poor management are also the reasons for CWB (Judge T. A., 2006). Developing a fair and established transparent system for distributing rewards can reduce the injustice perception. Practicing a positive working culture and climate by excellent leadership development and employee engagement is very necessary initiative for maintaining counterproductive work behavior (Glomb., 2013). In extreme cases of workplace aggression victims of aggression also search for new job to escape from this situation to avail alternation opportunities. If these happen for the organization manager or supervisor. Also another case there

is tendency for targeting a person for aggression to release their frustration by direct retaliation which hampers the organization's reputation and the quality of work being performed by the affected victims. (Baron., 1998).

1.3 Background of the report

This report is done for the final requirement of the MBA program at Daffodil International University. This internship program consists of 90 days. Achieving professional and practical knowledge from any organization based on the internship topic that I prepared for the report. This internship report is complete for 90 days of practical experience at Padakhep Manabik Unnayan Kendra. Padakhep Manabik Unnayan Kendra gives this opportunity for doing internships depending on the time requirements of the students. The full internship procedure was carried out by the Padakhep Manabik Unnayan Kendra under the supervision of their Human Resource Department. Organizational success depends on employee motivation, and management behavior, A productive approach is a proper way to keep employees motivated in the workplace. This internship report covers the factors that affect the counterproductive work Behavior of employees at Padakhep Manabik Unnayan Kendra.

1.4 Scope of the report

Scope refers to the coverage of the internship report. This report covers Interpersonal Workplace Aggression, Counterproductive Work Behavior, and Organizational Citizenship Behaviors of the Padakhep Manabik Unnayan Kendra. This report close observation of Padakhep Manabik Unnayan Kendra's counterproductive work behavior, interpersonal workplace aggression, etc.

1.5Objective of the report

1.5.1 Board Objective

The board objective of the report is to understand the counterproductive work behavior of Manabik Unnayan Kendra. As well as to analyze the work behavior and intention to quit and Employees performance job satisfaction and counterproductive work behavior.

1.5.2 Specific Objective

- To understand the factors affecting CWB in Padakhep Manabik Unnayan Kendra.
- To analyze the factors of CWB in Padakhep Manabik Unnayan Kendra.
- To provide some recommendations based on findings.

1.6 Methodology

The Purpose of the internship report is to analyze the counterproductive work behavior of PMUK and its employees. In terms of research instruments data from gloms aggressive behavior, and job dissatisfaction was developed by Fox and Spector, and CWB was developed by Bennett & Robinson. The final research instrument included 12 items which 4 represented workplace aggression, 6 items were counterproductive work behavior 2 are organization culture. The questionnaire are Likert scale, ranging from Strongly agree to strongly disagree. All the questionnaires were administered to individuals with the PMUK office. Most of the respondents are from the PMUK head office and few are from the branch office. A total of 100 respondents were selected based on the convenience sampling technique. The questionnaire employed some branch and head office employees and some data were collected by face-to-face discussion and interview. Out of 100 respondents, a total of 67 respondents answered the questionnaire answer. It's qualitative research and all data is properly exploratory. All were collected from both primary and secondary sources from the Padakhep Manabik Unnayan Kendra.

1.6.1 Research Design-

This internship report analysis of counterproductive work behavior with PMUK. The qualitative research design has been designed for objectively measure for analyze the employees. This approach is suitable for collecting and analyzing the data. This internship report is structured as follows. Chapter two is an organizational overview which PMUK overall details. Chapter three analyzes counterproductive work behavior, factors of CWB, strategies for prevention, and intervention of counterproductive work behavior. Chapter Four discusses on findings and analysis. Finally, chapter five describes the recommended conclusion about the full research paper.

Population

The total population of this study is nearly 3500 employees of Padakhep Manabik Unnayan Kendra. A sampling technique is necessary for the large population to make this report feasible and more understandable. A random sampling technique is used within the organization. This technique divides the population into groups, based on their characteristic, their job role, department. All subgroup is proportionally presented in the sample.

Sampling technique

For completing this internship report. Mainly used random sampling technique for collecting data from the respondents. Each respondent has been given equal chance for giving their opinion about counterproductive work behavior.

Sample size

The sample size of this study is 45 employees. The sample size balances the data for practical constraints. The random sampling method helps obtain a sample representing the whole population, enhancing the findings.

Analysis tools

The collected data is analyzed by descriptive statistical tools (frequency, relative frequency, cumulative frequency, cumulative percentage) and used Excel to summarize the data and overview the prevalence of counterproductive work behavior.

1.6.2 Sources of Data

Primary Data- primary data collected by

- Questionnaire
- Official discussion of Padakhep Manabik Unnayan Kendra
- Meetings and conversations with different department
- Collected data from practical work experience, observation, and physical discussion.

Secondary Data- For this report, in addition main data in my internship report I have also gathered some secondary data from different sources.

- Padakhep Manabik Unnayan Kendra Website
- Annual report of Padakhep Manabik Unnayan Kendra.
- Some of my previous and colleagues' internship reports were done during their internship at Padakhep Manabik Unnayan Kendra.
- Articles
- Books
- Newspaper

Data processing and analysis:

Firstly, accumulated the data then processed it and compiled it by using Excel and statistical formulas and other computer software. Data analysis tables have been prepared based on data collection and various statistical tools have been applied for data analysis. Elaborate data analysis has been added in this internship report.

1.7 Limitations of the report

- Insufficient reports, journals and books
- The report topic is confidential for any organization that's why most employees are unwilling to provide information.
- The survey respondent was biased and its accuracy is not 100% and can't be measured.
- Preparation of this report took a longer time than expected in real-time because the officials were very busy with their regular work.
- The data are inaccurate because the respondents are asked to fill up the questionnaire but lot of chance they were not fully truthful in giving their honest opinion and they are reluctant to fill the survey questionnaire.

CHAPTER 2

ORGANIZATIONAL OVERVIEW

2.0 History

Padakhep Manabik Unnayan Kendra started their journey in 1986 with its small resources in a remote village at Barisal District. The motto was the utilize the holistic development approach. Their air to improve socioeconomic conditions in different sectors such as most vulnerable people in rural and urban areas. Padakhep Manabik Unnayan Kendra works for various sectors including education, healthcare, microfinance, women's empowerment, agriculture, solar, and many more programs that focus on society development. Padakhep Manabik Unnayan Kendra works for poor and economically marginalized communities, women empowerment, and youth skill development through different enhancement programs. Padakhep Manabik Unnayan Kendra launches three projects. Amra Shikhi, Amra Pari (We learn, We grow). It's one of the most creative initiative programs for remote economic inclusion people providing them better educational opportunities and solvent livelihood. Padakhep Manabik Unnayan Kendra jointly works with lots of different organizations such as PFDA-Vocational Training Center, specially-abled Communities and Society for the Welfare of Autistic Children (SWAC), and One Culture Foundation Amr Joti Special School among them. Through this Collaboration Padakhep Manabik Unnayan Kendra provides them capacity capacity-building training, life skill training, and personal hygiene training, for making personal hygiene products and hand rubs. From the beginning padakhep continuously worked to overcome many problems and now they currently working all the Bangladesh with their 250+ branch offices and strong workforce with more than 3500 employees and serving over 50 million people in Bangladesh to change their live.



2.1 At a glance of Padakhep Manabik Unnayan Kendra



497,135 MEMBERS



31,26
EMPLOYEES



10,47,500
BNEFICIRY



373
MEMBERS

2.2 Mission

Padakhep Manabik Unnayan Kendra is working for SDG aspirations by taking the initiative of holistic, multi-sectorial creative and innovative projects depending on different business models that help the communities people live standard livelihoods and transition out of poverty.



2.3 Vision

Creating shared values for the sustainable socio-economic prosperity of the nation.

2.4 Values

- Momentum for Members
- Action is Adventurous
- Innovation should be infectious
- Growth is Glorious
- Rejoice in Responsibility
- Inspiration in Integrity
- Teamwork beats talent

2.5 Objectives of Padakhep Manabik Unnayan Kendra

- Remove Poverty
- Solvent Communities
- Innovation for Humanity
- Create Opportunities
- High moral and ethical standards

2.6 Development Journey with Padakhep

❖ **Health & Nutrition**

- ✓ European Union support for health and nutrition
- ✓ HIV prevention
- ✓ Urban Health
- ✓ Sanitary development
- ✓ Safe street food promotion and practice

❖ **Social Development**

- ✓ Enrich program
- ✓ Solar program
- ✓ Wash Program
- ✓ Vulnerable group development

❖ **Financial impact choice**

- ✓ Loan products and service
- ✓ Jagron Loan- Rural and urban microcredit
- ✓ Agrosor-Microenterprise loan
- ✓ Sohas- disaster Management loan
- ✓ Buniad-Ultra poor loan program
- ✓ Sufolon- Seasonal loan and agriculture microcredit

❖ **Agriculture and climate change impact**

- ✓ Haor Program
- ✓ Aquaculture development project
- ✓ Canal and pond improvement project

❖ **Connection with Market**

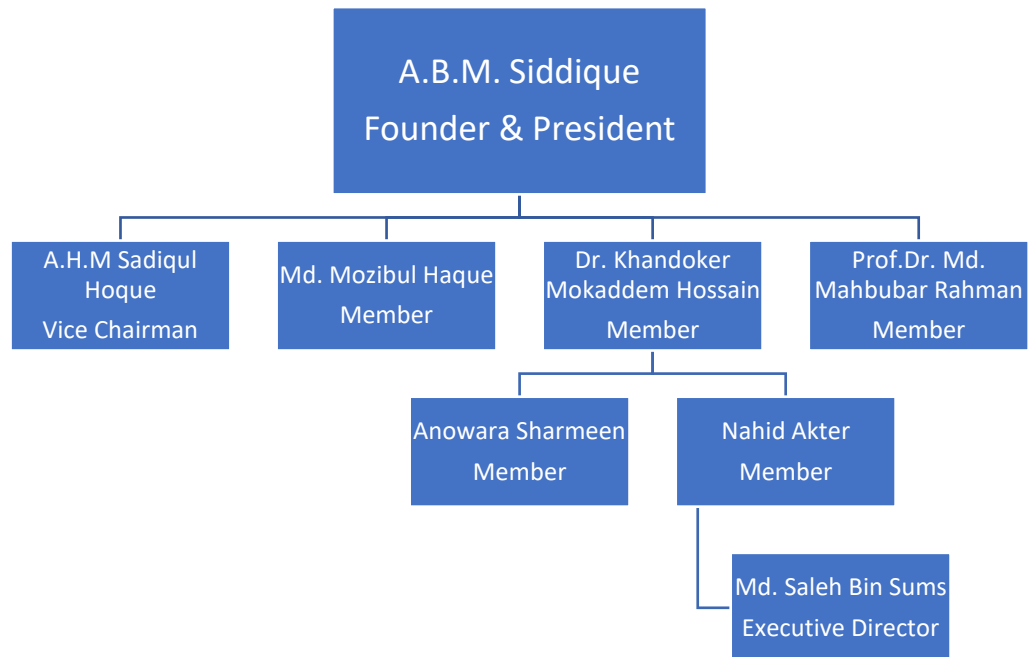
❖ **Education and skill development**

- ✓ Drop out of school children's education program
- ✓ Sustainable enterprise project
- ✓ Environment-friendly sustainable handcraft project

2.7 Working area of Padakhep



2.8 Organogram



CHAPTER 3

COUNTERPRODUCTIVE WORK BEHAVIOUR IN PMUK

Counterproductive work Behavior

Counterproductive work behavior means action or showing employee behavior that goes against the company goal and objective of the organization and it is also detrimental to overall organizational effectiveness and productivity. CWB can harm the prosperity, and well-being of the organization, employees, or management. This behavior is generally considered undesirable and it can create negative effects in the workplace environment.

Counterproductive work behavior can take numerous forms.

Sabotage: Destruction or damage to equipment, property, or the organizational work of colleagues. Sabotage is destruction, organizational system, and activity that's why an organization fails to achieve its goals. Sometimes it involves actions to damage control or hinder the operation. Employees in the corporate office engage in sabotage to show their discontent or damage their colleagues or competitors. By affecting Counterproductive work behavior, an employee intentionally or unintentionally damages office equipment or office property.

Absenteeism: Continuous absence without any valid reason. Absenteeism prevents organizational counterproductive work behavior which significantly impact on organization productivity and employee morale. This absenteeism occurs when employees continuously miss the work deadline without any valid reason, reflecting issues like job dissatisfaction and organizational poor workplace culture and management. High-level absenteeism can hamper workflow which increases the burden of employee productivity and its leads to financial losses for the organization. Some factors contribute absenteeism that's include mental stress, lack of employees engagement and not enough support from the organizational management. Organizations should find out the main root by promoting a positive work culture, and environment, promoting work-life balance, and give proper support to the employees. Removing absenteeism from the organization should requires positive approach and should focus on employees well being and their job satisfaction.

Abuse of resources: Inappropriate uses of company time, and equipment and misuse of company resources for personal uses. This behavior can overall impact the financial health of the organization. Employees use organizational resources during office hours which wastes the organizational assets and increases operational cost and reduces the availability of resources. This behavior creates an unfair work environment and employees should compensate this wastage of assets. This abuse sometimes stems from low job satisfaction, poor culture, and inefficient management. For addressing these issues organizations should implement clear policies for promoting a positive work culture and discourage such behavior. Effective training and proper communication can help to understand the proper utilization of organization resources.

Cyber loafing: Spending office working hours engaging in non-work-related office work like using social media, shopping, or watching movies which contribute to CWB. It reduces employees' work productivity and efficiency. This also misuses organizational resources and leads to delays in completing the project and continuously misses the assigned deadline. Excessive cyberloafing can strain workplace relations and distract employees from the focus. Cyberloafing can create company security risks, potential cyber threats, and data theft. This habitual behavior can cultivate disengagement and employee morale. Addressing cyberloafing and promote a balance work life and implement digital policies for using organizational resources.

Bullying or harassment: Engaging toxic behavior that creates bullying and harassment work behaviors in the office culture and among colleagues. Counterproductive work behavior has serious effects on both individuals and the organization as a whole. CWB can decrease employees' morale and highly turn over gradually overall productivity of the employees and the organization.

Workplace Ostracism: Workplace ostracism refers to a social phenomenon. It's a silent treatment, neglect, and avoidance. Workplace ostracism is a specific ostracism that individuals perceive. They are neglected or rejected by other colleagues in the workplace or a kind of emotional torture. When an employee suffers workplace ostracism then it will cause them from self-respect, create negative feelings, continuously grow a negative mindset, reduce work efficiency, and hinder employees' well-being. When employees feel isolated from the team, then

their interpersonal stress will be generated automatically. Then it affects employee engagement and reduces satisfaction level and reduce wellbeing from the work.

3.1 Understanding Counterproductive Work Behavior and Addressing:

Organizational Productivity: Counterproductive work behavior can hinder workplace productivity like theft, financial losses, sabotage, intentional disruption, etc.

Workplace Morale and Office culture: Counterproductive work behavior creates a toxic work environment, spreads negativity, and hampers employee morale and organizational culture. These effects can increase employee turnover, absenteeism, difficulties, and failure to attract talented employees.

Employee relationship: Padakhep Manabik Unnayan Kendra counterproductive work behavior hampers employee relationships and continuously reduces teamwork work and it can hinder the organization's success, achievement, and goals.

Resource allocation: Padakhep Manabik Unnayan Kendra needs to allocate its resources especially its financial resources, human resources, and time to find out the bad consequences the counterproductive work behavior and find resources and more productivity to take strategic initiatives.

Reputation damage: Instance counterproductive work behavior if it happens openly in the office it can damage the organizational name fame and reputation. Negative work culture and publicity may affect people's trust, donor confidence, and relationship with stakeholders.

Legal consequence: Some forms of counterproductive work behavior like harassment, discrimination, and bullying can lead to legal consequences for the organization. Addressing counterproductive work behavior can prevent legal liabilities and ensure laws and all regulations.

Employee well-being: Identifying counterproductive work behavior is very vital for organizational employees' well-being who have suffered such behavior. A healthy and friendly work environment fosters employee satisfaction, loyalty engagement, and overall well-being.

Presentation escalation: Understanding counterproductive work behavior can prevent the escalation of negative behavior and intervention can help resolve the conflicts.

Risk Management: Actively managing and addressing CWB is an important part of the risk management of the organization. Identify CWB of potential issues, Padakhep Manabik Unnayan Kendra can mitigate their losses, property damage, legal trouble, and Padakhep Manabik Unnayan Kendra's reputation.

Ethical responsibility: Organizations have the ethical responsibility to ensure a safe workplace for their employees. Addressing counterproductive work behavior aligns with ethical principles and shows and forecasts a positive organizational work culture.

3.2 Individual Factor of CWB:

Personality traits- certain personalities such as lack of honesty, low conscientiousness, and humility are high levels of counterproductive work behavior.

Emotional stability – A lower level of emotional stability can cause difficulties and empathize with others.

Job satisfaction – Dissatisfied employees engage in counterproductive work behavior and it affects the overall organization. Employee job satisfaction on their work whether they like their job or some individual aspect like the nature of the job or their supervisor. In several studies, researchers noted that job satisfaction measures how is their feel about their job.

Perceived injustice- Employees who feel perceived as unfair with them like favoritism, injustice, inequity, and discrimination. These are causes of counterproductive work behavior.

Organizational Commitment - Low organizational commitment makes employees less loyal. Less loyal employees engage with counterproductive work behavior which is harmful to the organization.

Self-esteem -lack of self-control can make susceptible and engage to unethical behavior.

3.3 Organizational Factor of CWB

Organizational Culture- A negative and toxic organizational work culture that has low morale, lack of trust, unethical treatment, and high work pressure can increase counterproductive work behavior. When a negative organizational work culture runs inside the organization then employees may engage in negative work behavior and they try to cope up with perceived injustices.

Leadership style- Showing authoritarian and abusive leadership provokes employees to engage with CWB of retaliation. This type of leadership style may result in all employees feeling demotivated, disengaged, and unsupported and it leads to counterproductive work behavior due to this lack of unfair leadership style.

Job satisfaction and engagement- lower levels of job satisfaction and lack of engagement are highly connected with higher counterproductive work behavior. When an employee feels undervalued, feel bored, or unfulfilled in the designated job role they may engage and express their job dissatisfaction and find stimulation.

Lack of recognition and rewards- when an employee faces undervalued and is underappreciated for his outstanding contribution in the organization. Then they may engage with CWB and express their frustration to seek attention from the supervisor or management.

Poor communication- Inadequate and poor communication methods or unclear communication expectations can lead to misunderstanding, internal conflict, and the spread rumor inside the organization and faces difficulties.

Organizational structure- Unstructured organizational structure, as like unclear roles and job responsibilities, no accountability, high work pressure, and excessive bureaucracy can create high confusion and frustration among the employees which leads to counterproductive work behavior and increases job neglect and the tendency to job switch.

Performance Management System- performance appraisal which is perceived as unfair or biased can contribute to counterproductive work behavior and it demotivate employees. Employees engage in CWB and try to protest the unfair appraisal system.

3.4 Environmental factor CWB-

Environmental factor plays a significant role in the occurrence of counterproductive work behavior. Some factors are broader work environments and influence employees' behavior, attitudes, and their interaction with their peers.

Physical work environment- Workplace conditions as like cramped, with low lighting, high noise, and uncomfortable workplace temperatures can cause stress and frustration leading to counterproductive work behavior within the employee and they are trying to escape from the unpleasant condition.

High workload and job demand- At the workstation unrealistic and tight deadlines, lack of resources can feel overwhelming, and huge pressure are the reasons for CWB and it's a procrastination of job task avoidance.

Safety workstation- An unsafe workplace and inadequate safety protocols can hamper employee's motivation for their work at the office. As a result, I distrust the organization which leads to sabotage.

Complexity and autonomy- Unclear job role tasks, low-level autonomy, and decision-making systems can be feeling disempowerment and disengagement forecasting CWB such as job negligence and aggressive behavior.

Work-life balance- long-time office hour culture causes employee burnout and resentment and highly leading counterproductive work behavior such as trying to extend break time or misuse of organizational resources.

Social influence and colleague influence- Negative social influences such as conflict, bullying, and politics can make a holistic work environment that encourages CWB as it means of self-protection within the social media group.

Technological factors- Rapid technological change and lack of training with new technology and its uses. Lack of use of new technology can feel like incompetence, and frustration among employees may lead to computer misuse and data soft.

3.5 Consequence of CWB-

Counterproductive work behavior refers to taking action when employees go against the organization's goal. These behaviors have different consequences for the individual and the organization as a whole.

3.5.1 Individual consequence-

Disciplinary action- Those employees who are engaged in counterproductive work behavior may face disciplinary action them such as showcase, verbal and written warning, suspension even termination depending on their behavior level.

Reputation damage- Engaging with counterproductive work behavior can hamper individual and organizational reputations making it difficult to gain trust among colleagues and organizational supervisors.

Career Implication- Continuously those employees engaging in counterproductive work behavior can hinder their career opportunities, and their assigned supervisors feel hesitant to promote or assign confidential and important tasks with their CWB.

3.5.2 Organizational Consequence-

Decreased productivity- Counterproductive work behavior can decrease productivity because employee wastes their time and engage in counterproductive work behavior which is not beneficial for the organization and sabotages the work of the other staff.

Increased high turnover- A toxic work environment can create counterproductive work behavior increasing high employee turnover and employees to feel dissatisfied and seek new employment elsewhere.

Negative work culture- Counterproductive work behavior emphasizes a negative workplace culture by employees' distrust, low morale, and cheating.

Financial costs- CWB can lead to financial costs for the organization by increased absenteeism, legal regulation, and misconduct. Organizations need to recruit and replace employees.

3.5.3 Impact of the team effort

Dysfunctional teams- Counterproductive work behavior can disrupt organizational team effort by creating conflict, lack of teamwork

Lack of collaboration- Employees showing low interest those employees are connected with CWB and may be less willing to share information with colleagues and break down with teamwork.

3.5.4 Legal and ethical consequences

Legal liability- Those employees particularly connected with counterproductive work behavior like harassment, and unlawful activities organization may take legal action against them.

Ethical concern- Engaging in counterproductive work behavior raises ethical concerns that relate to honesty, and professionalism that can damage the reputation of both the employees and the organization.

3.6 Strategies for intervention and prevention of CWB

Counterproductive work behavior refers to going against the organization's mission and interests. Effectively implementing and preventing CWB can help to mitigate counterproductive work behavior and maintain a productive work culture inside the organization. Here are some strategies that help to prevent CWB.

Clear expectations and organizational policies- The organization must ensure that employees understand what constitutes counterproductive work behavior by clear and policies and guidelines. Organizations should maintain clear communication expectations and acceptable behavior in the workplace.

Promote a positive work culture- The organization should foster a positive work culture so that where employees feel valued, honored, and supported. Always try to encourage open communication, teamwork, and recognition of their achievements.

Training and Education- Organize training and workshops on topics such as how to resolve conflict, Employee stress management, ethical decision-making, etc. This training can increase awareness of counterproductive work behavior and help employees with the skill to handle challenging situations properly.

Leadership & Management Support – Organization leaders and managers play an important role in preventing counterproductive work behavior. Encourage them by providing various

examples, addressing issues fairly, and providing support to their subordinate without difficulties.

Consistent Discipline- Try to establish consistent discipline for addressing counterproductive work behavior. Make sure the consequences of the misconduct are delivered within the organization among all employees.

Employee Assistant Program- Offer confidential counseling and provide them support by the employee assistance program and help employees to deal with their personal and office work related to any issues that may contribute to counterproductive work behavior like abuse, mental and work stress, and financial problems.

Work-life balance- Always try to encourage a healthy work-life balance by offering a flexible work environment, proper weekends, and discouraging higher workloads, Heavy stress can contribute to counterproductive work behavior. Organizations should support employees to manage their workload effectively.

Monitoring and feedback- Regular basis monitoring of employees' behavior and their performance to find out CWB. Provide constructive feedback and give them support to identify issues before they escalate any circumstance.

Promote ethical leadership- Emphasize ethical behavior at all levels of the organization. Encourage all leaders of the organization to show their integrity, honesty for work, accountability for any action and serve as role models among all employees.

Conflict resolution- Establish and monitor effective conflict mechanisms for workplace development. Encourage open dialogue, and mediation service to address underlying the issue of counterproductive work behavior.

CHAPTER 4

ANALYSIS AND FINDINGS

In this section, used some qualitative questionnaires on the internship topic on report on An analysis of the factors that affect the Counterproductive work Behavior of employees. This topic-related survey was conducted from Padakhep Manabik Unnayan Kendra 45 employees from different departments based on their experience.

Number of respondents- 45

4.1 What is your gender

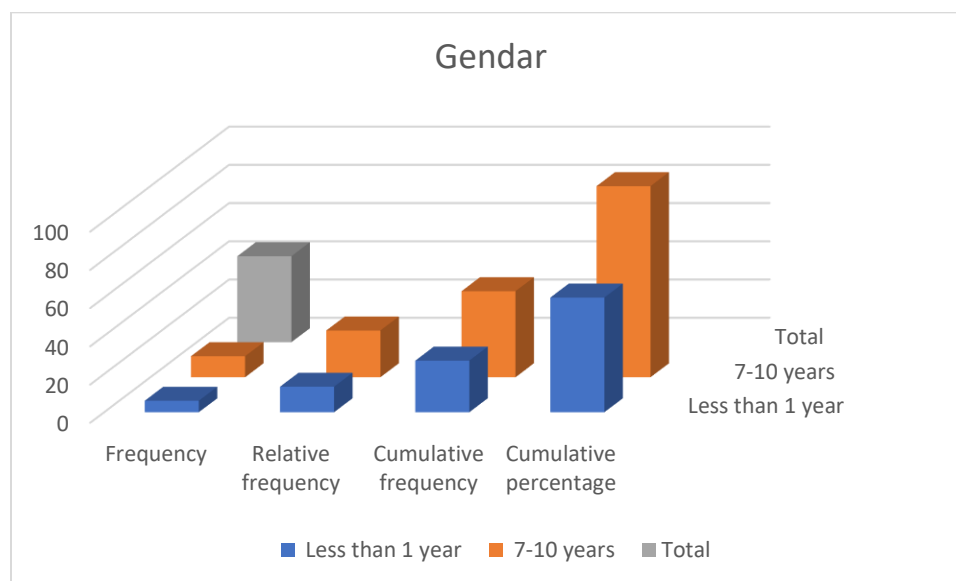


Figure-01

4.2 What is your present employment status of this organization?

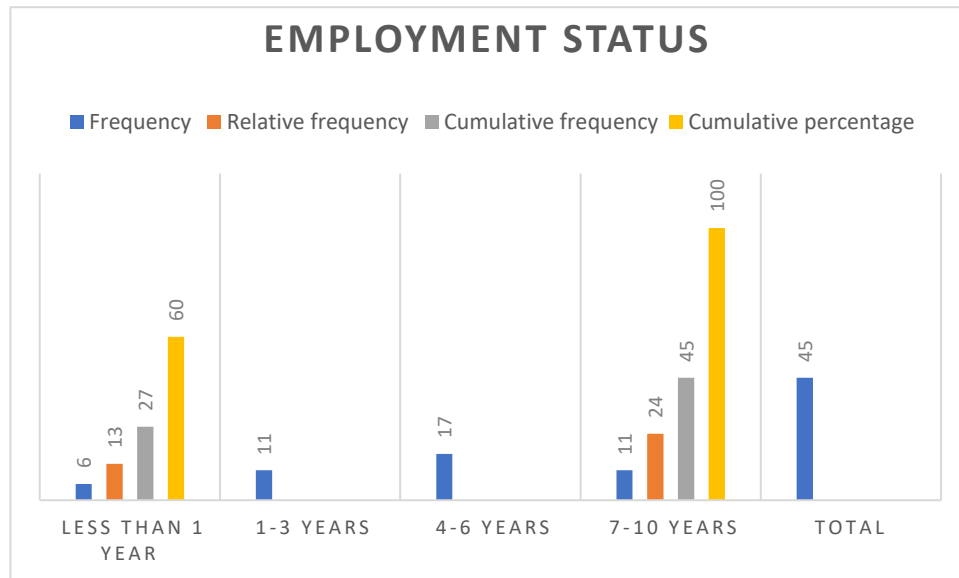


Figure-02

4.3 How long have you been working at Padakhep Manabik Unnayan Kendra?

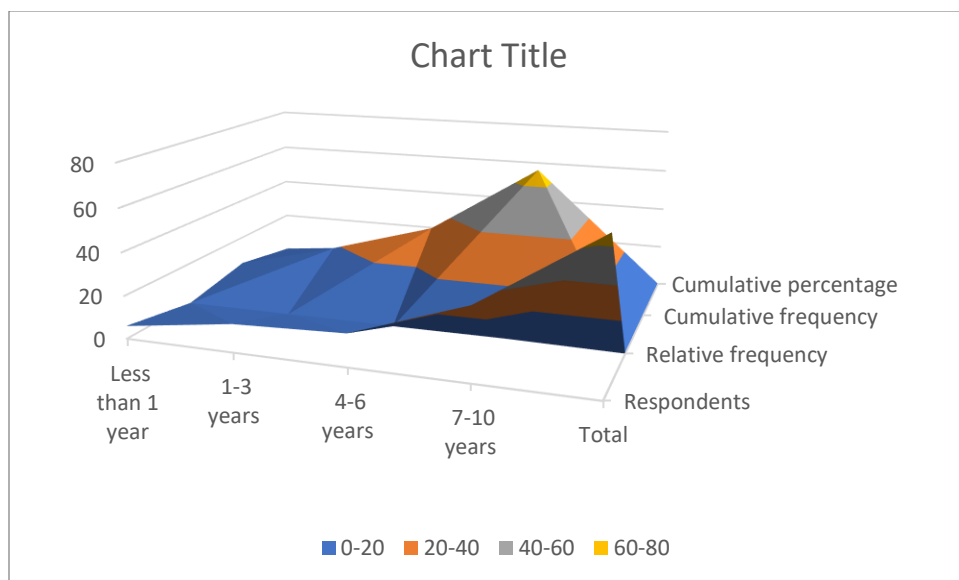


Figure-03

4.4 The employees of the organization are familiar with counterproductive work behavior.

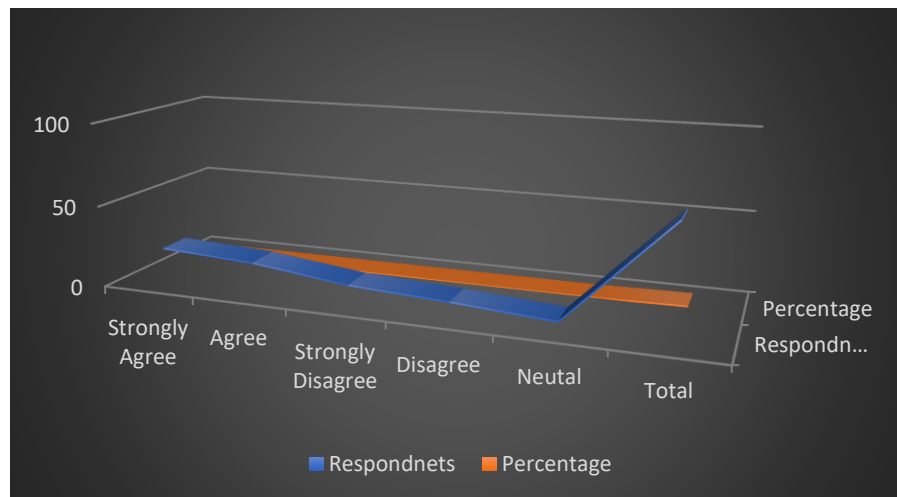


Figure: 04

4.5 Employees have observed or experienced CWB in your workplace

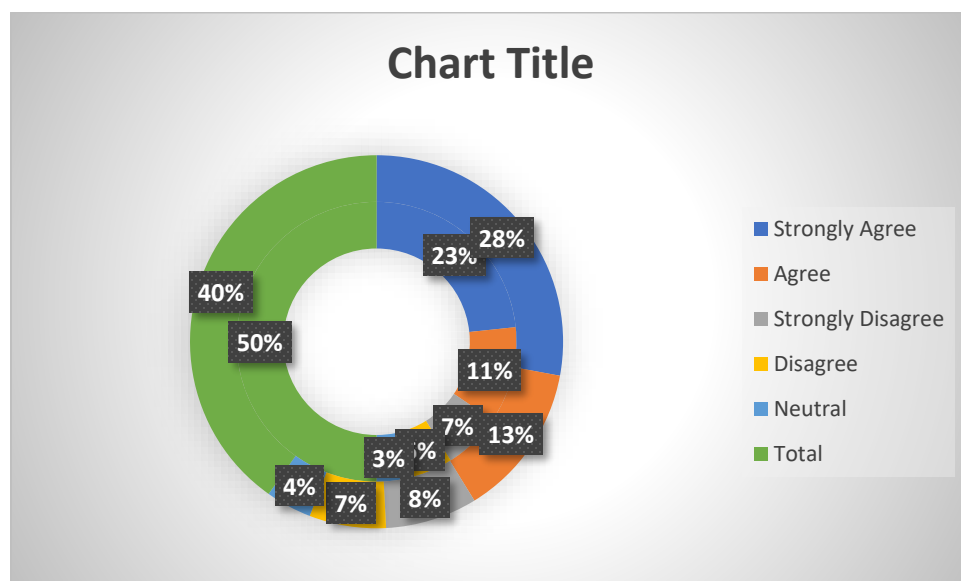


Figure-05

4.6 Job dissatisfaction and poor management added to CWB

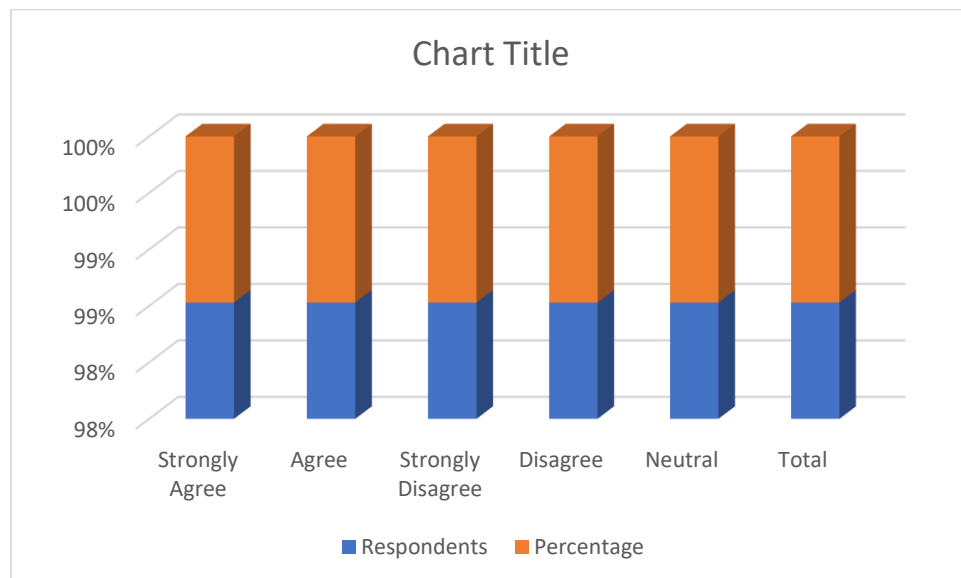


Figure-06

4.7 You are satisfied with your current disciplinary policies and actions inside your organization

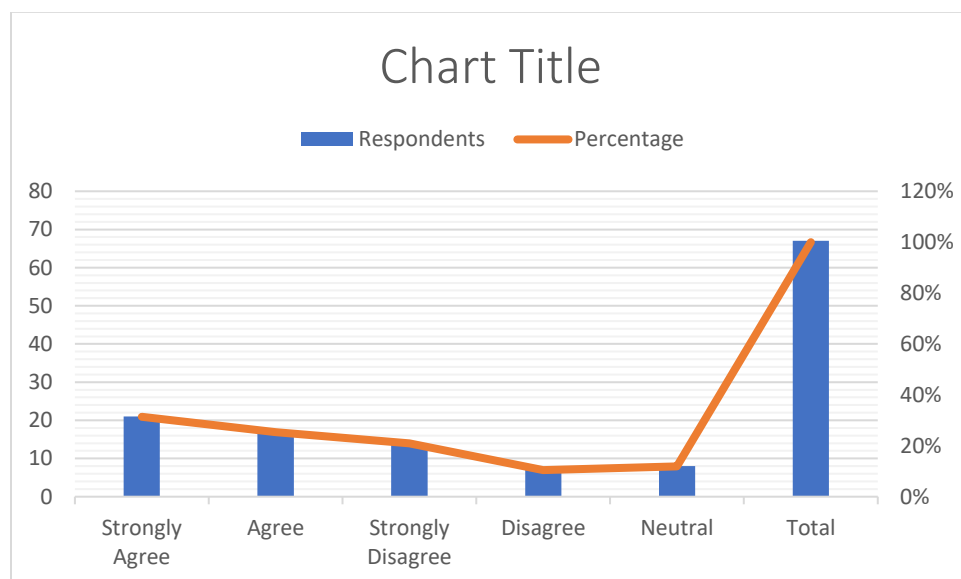


Figure-07

4.8 CWB incidents are addressed in your workplace effectively

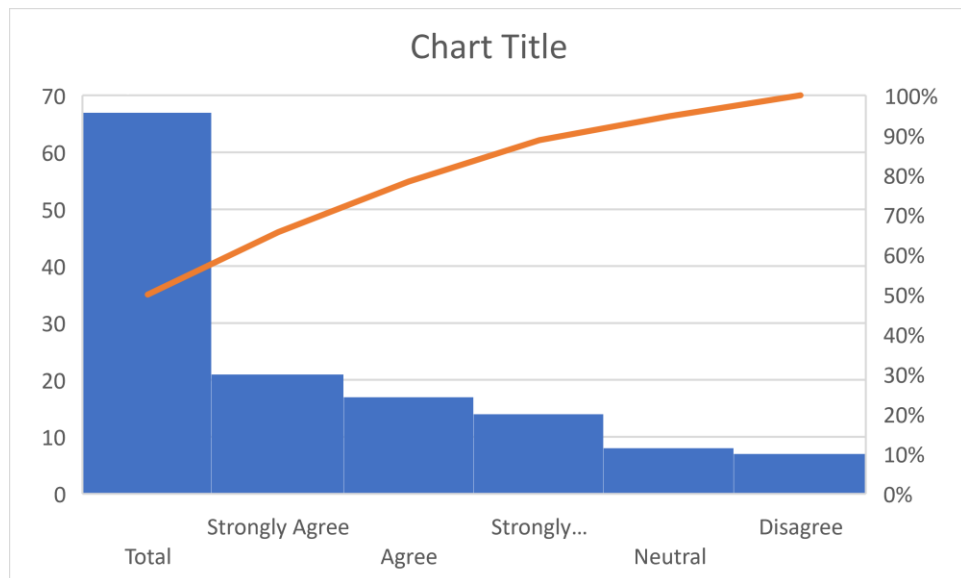


Figure-08

4.9 Employee morality and job satisfaction are highly linked with CWB.

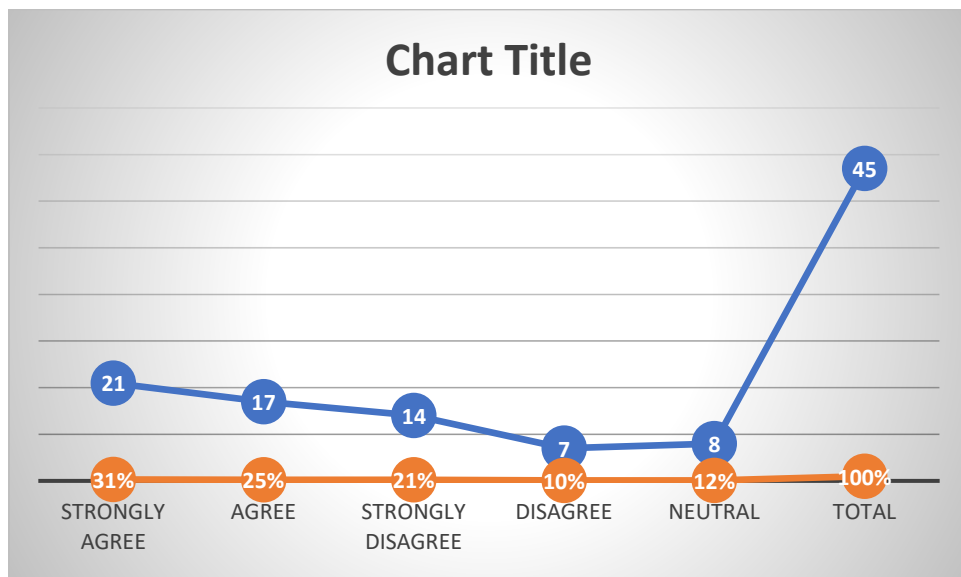


Figure-09

4.10 CWB can be discussed in the team meeting or organizational communication

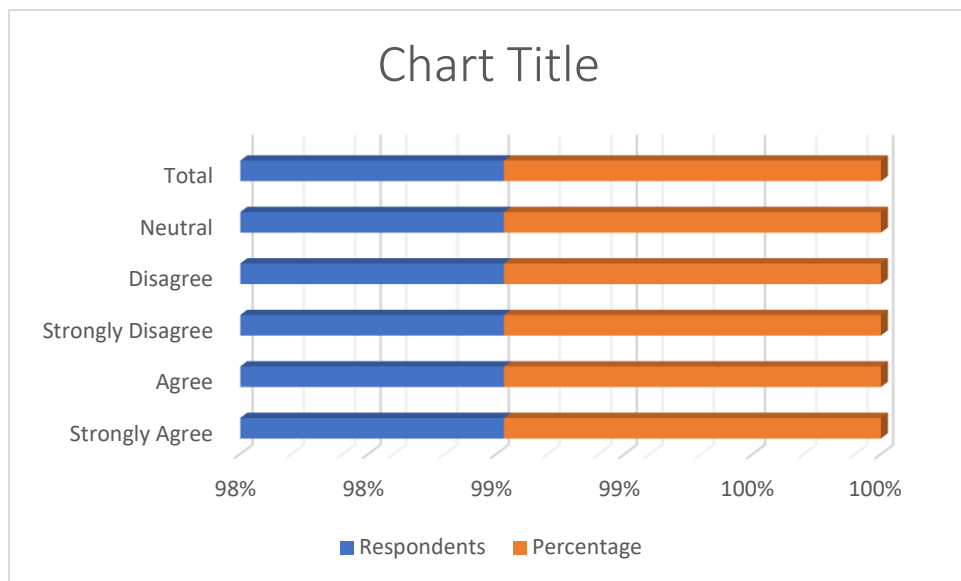


Figure-10

4.11 Training programs on ethics and workplace behavior can reduce CWB.

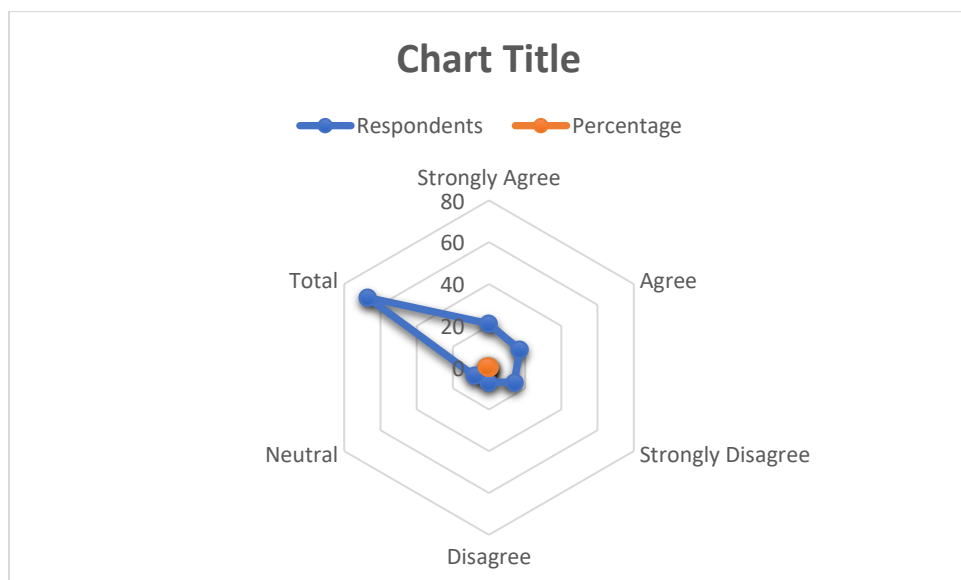


Figure-11

4.12 You feel safe while reporting counterproductive work behavior to your boss or HR department.

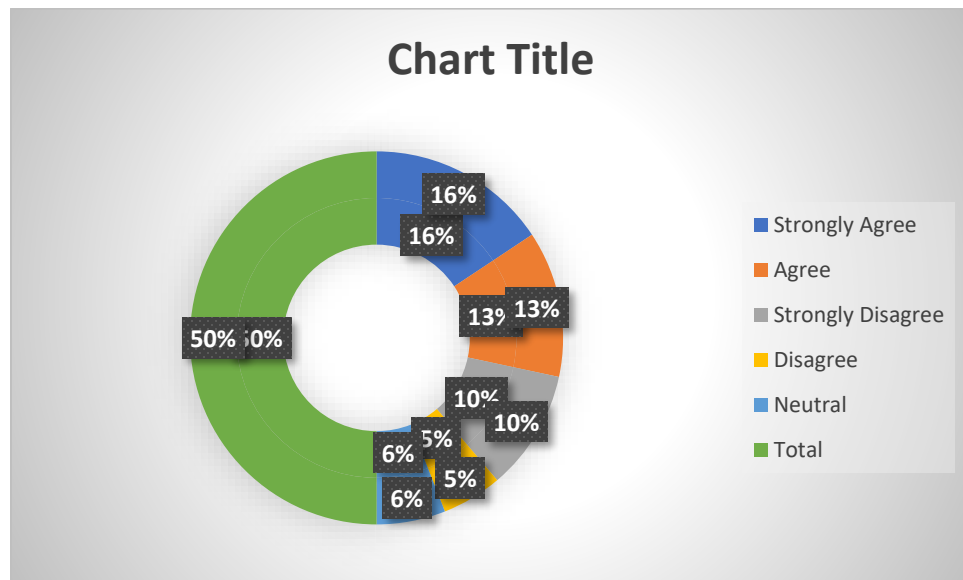


Figure-12

Findings

Counterproductive work behavior among employees depends on multiple factors. Comprehensive analysis reveals key findings.

- ✓ **Personality:** Personal characteristics like attitudes, and personality traits, can impact significantly counterproductive work behavior.
- ✓ **Organizational Culture:** Organizational internal culture, leadership style, and employee justice can play a vital role to shaping counterproductive work behavior. Unfair treatment, lack of supervisor support, and communication lacking can foster counterproductive work behavior.
- ✓ **Reason for CWB:** High levels, of job stress, dissatisfaction, and workload, can engage in counterproductive work behavior.
- ✓ **Workplace social influence:** Sometimes peer influence, social activity, and group contribute to counterproductive work behavior. This negative behavior spread out over social networks, reinforcing negative action.
- ✓ **Family and workplace pressure:** External stress such as family matters, and social pressure, can spill over the workplace's counterproductive work behavior. That's why employees face personal challenges that show workplace absenteeism or sabotage.
- ✓ **Fairness of termination:** Employee's perception of organizational support that fairness correlates with counterproductive work behavior. When employees feel that they are valued, respected, and enough rewarded for their contribution then they are less likely to engage in counterproductive work behavior.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

Recommendations

Based on this internship report some recommendations are proposed.

Employee Assistant Program: The employee assistance program provides more confidential support and available resources for employee's problems which they faced and it may contribute to counterproductive work behavior. This initiative can be identified to address issues and this reduces the happening counterproductive work behavior from the organization.

Increased leadership program: Leadership training focused on employee support, fair, and effective training. Supervisor and managers with this effective skill can mitigate and reduce this unfair practice of counterproductive work behavior.

Improved performance management practice: revised management practice to make sure it's perceived as fair and most equitable by all employees. Implementing more specific and clear job objectives, employee performance, providing feedback, and offering opportunities to learn new skill which enhance employee engagement and reduce counterproductive work behavior.

Promote a positive and healthy organizational culture: Promote positive work culture can value employees' well-being and promote clear communication and teamwork. Organizations should emphasize and promote each other's respect, trust, supportive collaboration, and positive environment to conduct more productivity and employee job satisfaction.

Conflict resolution mechanism: Establish a conflict mechanism to identify employees' interpersonal conflict. Encourage employees to raise their voices to resolve problems and prevent counterproductive work behavior.

Monitor evaluation process: Continuously monitoring and evaluation process can reduce counterproductive work behavior. Organizations should collect employee feedback, keep track of

employee performance, and conduct regular assessments to address employee improvement and strategy accordingly.

Implementing these recommendations, Padakhep Manabik Unnayan Kendra can actively control counterproductive work behavior positively among employees and practice a productive work environment for organizational success.

Conclusion

In conclusion, counterproductive work behavior at Padakhep Manabik Unnayaan Kendra has critical insight that informs the organizational strategy and intervention. By in-depth analysis, it has proven that multiple factors can contribute to counterproductive work behavior which include job satisfaction, organizational work culture, leadership style and individual characteristics. For understanding these factors is very vital for Padakhep Manabik Unnayaan Kendra. It should allow itself to implement policies and mitigate counterproductive work behavior and foster a positive and more productive work environment. Some identifying issues like communication barriers, and inadequate employee recognition. Ambiguity, Padakhep Manabik Unnayaan Kendra can improve employee engagement, job satisfaction and their overall performance. Furthermore, this report underscores that the importance of regular monitoring and adaption of the organizational policy and practice to align with employee's needs. By proactive initiatives such as proper communication channels, effective training and employee performance evaluation Padakhep Manabik Unnayaan Kendra can cultivate the proper respect and mutual collaboration that reduces counterproductive work behavior and promotes the best culture of excellence. Moving forward for ongoing research collaborating with industry and academia will be more important for deepening understanding of counterproductive work behavior and improving and developing more strategy and innovation for management. For interdisciplinary depth insight and regular practice Padakhep Manabik Unnayaan Kendra can more focus on empowering employees, building mutual trust, and focusing on organizational sustainable success.

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Appendix

What is your gender

- Male
- Female

What is your present employment status at this organization?

- Part-time
- Full time
- Contractual
- Internship

How long have you been working at Padakhep Manabik Unnayan Kendra?

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years

The employees of the organization are familiar with counterproductive work behavior

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

Employees have observed or experienced CWB in your workplace

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

Job dissatisfaction and poor management added to CWB

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

You are satisfied with your current disciplinary policies and actions inside your organization

- Strongly Agree

- Agree
- Disagree
- Strongly Disagree
- Neutral

CWB incidents are addressed in your workplace effectively

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

Employee morality and job satisfaction are highly linked with CWB.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

CWB can be discussed in the team meeting or organizational communication.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

Training programs on ethics and workplace behavior can reduce CWB.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

You feel safe while reporting counterproductive work behavior to your boss or HR department.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral