

# Relationship of Big 5 Personality Traits on Counterproductive Work Behaviour

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**Abstract - Counterproductive Work Behaviour is an important phenomena impacting the healthy functioning of any organization. It's a barrier to the goal achievement and impacts the business interest negatively. It is varied along two dimensions-Organization & People. Personality to an extent impacts organizational performance. The study aims at linking Big5 Personality traits to CWB. The counterproductive behaviour is a costly phenomenon which occurs in organizations putting it into a risk every year. Research shows that personality traits acts as antecedents for CWB . Emotional stability, Conscientiousness and agreeableness sounds as important antecedents for CWB.**

**Key Words: Achievement, Big5 Personality, Counterproductive ,Emotions, Stability.**

## I. INTRODUCTION:

Employment is a process of exchange that happens between an employee and an organization where each has a chance to earn out of it. The relationship between employee and employer was stable and much predictable during the olden times. People's behavior plays a major role in organizations. These are being analyzed by various means and methods. A lot of research are carried out to find what makes a people behave the way they do. More focus has been given on relationship between personality trait and CWB. CWB to a greater extend are dangerous to the healthy functioning of organization. These behaviors can take various forms like aggressiveness, theft, sabotage, production disruptions, abuse and many more. Organizations consider personality traits in employee selection and their development. Thus, in this study the relationship between personality traits and CWBs will be investigated, which is the Big Five Personality traits. Individual as well as situational factors account for negative workplace behaviour. There are a lot of assumptions which are made stating that Big 5 personality has a dominance in CWB. It is very essential for an organization to have productive and loyal employees which helps in organizational performance improvement.

## II. WHAT IS WORK BEHAVIOR?

Work behavior are activities undertaken to meet job objectives and requirements. These comprises of observable and unobservable components which includes in one or more task performance. Every manager expects to have best employee with them who are capable of effectively managing the job stress with less strain on management. While hiring its always better to target on procuring the best available. Personality of an individual to a greater extend impacts the work behavior. To a certain extend research shows that organizational culture contribute towards

modifying a person's behavior either in a positive or negative form.

### Counterproductive Work Behavior

CWB is any workplace action that contradicts a company's priorities and interests. It comes in many different ways which may include tardiness, theft, fraud, sexual assault, absenteeism, sabotage, workplace violence or drug abuse. These actions can impact the quality of work, productivity and pose unnecessary risk for the employer. Stressful environment and problematic leadership are few reasons resulting in CWB in organizations. A lot of deviations occurs due to these kinds of negative behavior in organization. Behaviors can be even active or passive . Personality plays a major role in people's reaction on the basis of their perception on the environment. Environmental conditions and personality impacts on the CWB. Constant disagreement with coworkers in the organization are associated with CWB-O . Even constant conflicts in group or organizations arises as a result of CWB. There exists a lot of models which explains why people engage in CWB. These are considered as voluntary actions against organization and these resulted due to combination of various personality factors. CWB also gets influenced by situational factors in a workplace. CWB has a negative impact on organization as well as individuals (Dalal, 2005, and Rotundo and Sackett, 2002).The loss that organizations suffers due to misconduct at workplace is huge(past research). Studies shows that even businesses fail due to the counterproductive work behaviour. Several factors leads to CWB which includes work environment as well as personal factors. It is even proved that the personality trait of an individual affects the likelihood of involving in such behaviors. Gender based studies are also conducted which shows that male are more likely to involve in CWB. Organizational constraints affects the goal

achievement of individuals which leads to a negative behavior from them. The coworker performance failure results in increasing the pressure and workload on other employees further leading to worsen employee performance . Another common reason is due to supervisor pressure which results in burnout, job stress ,employee turnover and more negative behavior.

### Personality Traits:

People's characteristics, thoughts and behaviors are reflected through personality traits. This makes people different from each other. It always determine what an individual does in a situation. It even implies the consistency and stability of individual. Five- Factor Model is the most widely used trait system. These include Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism.

### Big 5 Personality Traits:

It's a hierarchical organization of personality traits. These include conscientiousness, agreeableness, neuroticism, openness to experience and extraversion. These impact their emotional, attitudinal and interpersonal behaviour. Even the level of motivation gets effected due to personality trait.

#### Openness to Experience:

Individuals mental experiences and imaginations are involved in formation of a desire to try out new things. These category of individuals are high on creativity. They are followed by curiosity and are less likely to have CWB.

#### Extraversion:

These category builds good relationship with others and very social . they are more emotional and less likely to leave organization and involve in CWB. High level of extraversion results in team effectiveness. Low level extraversion doesn't mean they engage in CWB but they are slow in performing tasks.

#### Agreeableness:

These are categories of people who are likely to follow the rules and regulations and they get along with people much easily. They showcases high level of performance and are less likely to get involved in CBW. Their personality showcases cooperative behaviour and maintains good social relationship. Studies shows that there is always a negative relationship between agreeableness and CWB.

#### Conscientiousness:

People with this personality trait aims for achievements above expectations. People with high conscientiousness are likely to demonstrate low CWB-O and CWB-I

#### Neuroticism:

It relates majorly to people working in an unfamiliar work environment. They always have a negative feeling and

thought process which results in exhibiting and expressing negative behaviour. They are the categories who are always less satisfied with the job and having higher stress levels compared to others. Its been identified that there exists a relationship between CWB and neuroticism.

### Relation between Big 5 personality and CWB:

Extensive studies are conducted to understand relationship between personality and CWB. Certain personality traits contributes towards deviant workplace behavior which are extraversion and conscientiousness. It is identified that personality to a greater extend contributes to negative organizational behaviour .These can be just resulting in minor reactions or issues in organization or even can be major ones. These also results in a lot of loss for the organizations and disrupts the smooth functioning. Certain personality traits are triggered by pressure from superiors and which result in major CWB-O and CWB-I.

The outcomes where based on conclusions from previous studies conducted on these areas. More limitations faced by an individual in an organization leads to negative behaviour from their end. People who are agreeable will get along with others much easily and avoid involving in negative behaviours.

### HR activities to reduce CWB:

CWB can be reduced to a greater extend through selection with the support of unstructured interview which provides more information on an individuals personality. These are considered as a good predictor of personality traits like conscientiousness, agreeableness and emotional stability. But to predict more on job performance structured interview suits best .So a combination of both can be used for understanding about a candidates personality and job skills. Integrity tests also supports in predicting job performance as well as dishonest behavior.

HR functions like 360 degree feedback , performance and outcome based pay incentives , group & individual incentives can be adopted to reduce CWB , but certain pressures created by others high level performance can again have a negative impact.

## III. CONCLUSION

CWB takes many forms depending on personality which has an impact over the team cohesion and organizations wellbeing. Complete elimination of counter productive behavior is not possible but can be minimized with monitoring and setting protocols for problem solving. Positive behavior reinforcement is one which firms can follow and practice. Situational variables also has an influence on CWB which also gets impacted out of personality and job satisfaction. Personality of an individual plays a major role in organizations performance.

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