ORGANIZATIONAL POLITICS AND CULTURE AS DETERMINANTS OF WORKPLACE COUNTERPRODUCTIVE BEHAVIORS: A MODERATION STUDY OF MANAGEMENT CONTROL SYSTEM

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ABSTRACT

Counterproductive Workplace behavior (CPWB) is not an emerging issue neither it is getting solved to date. With a growing society, organizations are growing and so the employee deviant behaviors. This study aims to find out the determinants that are influencing and enforcing the counterproductive workplace behaviors among employees. Survey methodology has been applied in Southern region of Punjab on service dealers of the automobile industry. The service dealing employees from 3 major automobile companies Honda, Toyota, and Suzuki more specifically from the service department were surveyed. Sample has been collected through convenient sampling.   The scatter plot analysis is used to predict the relationships developed between the variables. The variables of organizational politics, organizational culture, subjective well-being, and management control system are equally found to be strongly influencing the counterproductive workplace behaviors in the organization. With the moderating impact of the Management Control System, the relationship developed between Organizational Politics and Organizational Culture on Counterproductive Workplace behavior was found to be negative and the relationship between Subjective well-being with Counterproductive Workplace Behavior was strongly positive.
Keywords: Theory of Planned Behavior, Counterproductive workplace behaviors, Organizational politics, Organizational culture, Subjective well-being and Management Control System

INTRODUCTION

Counterproductive Workplace behavior (CPWB) is not an emerging issue and it is getting solved to date. With a growing society, organizations are growing and so the employee deviant behaviors (Zuva, 2023). Every organization develops rules and regulations that make a fit to their environment but not every individual employee needs to follow and comply with the organizational set behaviors (Ashena, 2019). The set standards of any organization might be universal for all but employees cannot always follow those standards they may and will deviate for different reasons. Employee workplace deviance behaviors are perceived to be an unexpected occurrence for any organization as they always perceive an employee adhering to the set rules, regulations, and organizational policies (Aksu, 2016).

Organizations face different kinds of CPWB behavior that impact the formal workflow of an organization disturbing the employee and manager relationship, employee peer-to-peer relationship as well as employee and productivity relationship (Sharma, 2023). Employee productivity is the most affected part of these deviant behaviors. Policies and rules implemented by organizations work as a guideline for employees (Mackey, 2022) but when employees' perceptions, needs, and expectations do not match with the organizational policies deviant behavior dominates in their performance.

Employee's emotions and feelings in an organizational setting have progressively influenced the prevalent behaviors (Abdullah, Huang, Sarfraz, Naseer, & Sadiq, 2021). Feelings have a great influence on work environment practices; majorly the negative emotions and feelings towards the organization have became the reason for counterproductive work behavior (Sotiriadis, 2022). In the field of HR, counterproductive work behaviors have attained professional importance as the

employee behavior influenced by their emotions have become an essential concern in a competitive environment (Chen, Richard, Boncoeur, & Ford Jr, 2020). With its negative influence on organization's performance the CPWB is considered as a harmful behavior (Tian, 2023).

One of the dominating factor of workplace deviant behavior is the organizational politics that impact the employee perception towards the organization as well as their attitude towards their jobs and other employees. It is referred to as the behaviors that are acted intentionally to promote self-interest over the organizational interests and intentions (Karim, 2021). Organizational politics (OP) in previous literature studies was stated as an organizational behavior and practice that have a strong impact on decision-making and further influences other employees practices and intentions (Brouer, Harris, & Kacmar, 2011; Dhar, 2011; Elkhalil, 2017; Tlaiss, 2013). Concerning organizational politics employees usually perceive the environment of an organization to be unjust, based on inequality, and a threat to employee's careers as well as the organization's well-being (Goo et al. 2019).

Organizational Politics negatively influence the employees' actions and workplace behaviors by manipulating the working environment and reducing employee-compatible behaviors and productivity (Hussain, 2020). The harms of organizational politics have some common impacts such as employee lack of satisfaction, lack of organizational commitment, decreased performance output and increased job stress. Few consequential outcomes of organizational politics have been discussed previously in the study of Daskin and Tezer (2012). According to their research, for every organization the behaviors and practices followed through organizational politics are different and so employee behavior and counterproductive actions may also differ based on the individual cultures as well as organizational cultures (Shao, Rupp, Skarlicki, & Jones, 2013). Employees are also culture-dependent so their acceptance and rejection behaviors towards organizational politics may also be impacted due to their cultural practices. The dominating practices of organizational politics and resultant employee reactions are more common in societies that follow the cultural representations of femininity, individualism, uncertainty avoidance, and low power distance (Shao et al., 2013). A study by Hochwarter

et al., (2020), discussed the recent development in organizational politics by highlighting the practices of 100 countries where 2700 employees were surveyed and the research concluded that organizational politics is the basis error in the development of the modern work environment.

Subjective well-being is another factor that impacts employee counterproductive behaviors. Every employee in an organization has a priority goal of professional well-being in the organization (Li, 2014). According to Li (2014), well-being is more related to the progressive life of an employee and can also be termed as the positive evaluation of own life and a self-positive emotional balance. In an organization the subjective well-being is highly predicted through counterproductive workplace behaviors. The feeling of stress is a determinant of subjective well-being with a negative influence on employee performance and stress experienced at work is a crucial part of CWB model, as it is associated to interaction stressor-personality (Zhou, Meier, & Spector, 2014; Zhou, 2019). The positive influences of subjective well-being are related to wealth acquisitions, level of education, personal economic status and professional growth. In organizational culture, the professional growth within the organization measures the workplace transforming behaviors with low emotional stability and high interpersonal conflicts. The lack of professional satisfaction influences counterproductive behaviors among employees. Subjective well-being is an important measure of active employee participation and workplace performance and has gained much attention in the field of research (Khan, 2021).

The traditions, rules, regulations, beliefs and routine practices of employees in mutual terms form the organizational culture (Hochwarter, 2020). The organizational culture highly influences the way employees behave in an organization. OC is the main factor that regulate enforces the employee and overall organizational practices (Khuwaja, 2020). Employees gradually learn to manage their organizational routine matters and work life with these cultural consequences. It is one of the clear factors in organization that impacts the workplace deviant behaviors but till the date less research work has been done on this topic (Abdullah, 2021). One of the interesting fact found from the literature studies is that Organizational culture can be predicted and estimated through the right and wrong doings (Di

Stefano, 2019). The factor norms and values in terms of organizational profitability, employee honesty and employee commitment are the positive predictors of Organizational culture and the factor unethical values such as absenteeism, organizational theft and fraudulent activities are considered as negative predictors of organizational culture (Ameer, 2017). The rise of counterproductive workplace behaviors is predicted through the negative predictors of organizational culture.

The organizational factor that can control the employee behavior and modify it to the desired organizational behavior is the Management control system (MCS) (Klein, 2019). It is one of the dominating factor in field of research that claims the development of the desired organizational obligatory behaviors that eventually oppress undesirable behaviors in employee eventually contributing towards desired outcomes (Bellora-Bienengräber, 2022). MCS defines the authority of executives and their control on the organizational factors including employees, cultural and personal control (Langevin, 2013). The moderating effect of the Management control System will extend the literature in finding whether the MCS factors will reduce the counterproductive behaviors in the organization and provide the manager with desirable employee behaviors.

Prominent outrage at companies like Volkswagen and Wells Fargo has brought increased focus from academicians and societies on the need for a deeper comprehension of organizational issues, such as unethical and counterproductive work behaviors. These behaviors encompass actions that contravene organizational norms and are detrimental to the organization or its members (Bellora-Bienengräber, Radtke, & Widener, 2022). Counterproductive behavior is a negative employee behavior that most commonly negates employees rule violent activities (Abdullah, 2021) such as misuse of organizational services and assets to fulfill their personal needs and goals. Further, the factors of Subjective well-being, Organizational culture, Organizational politics and the moderating impact of the Management Control System have a combined effect on Counterproductive workplace behaviors (Chen, 2020; Goo, 2022; Khan, 2021; Klein, 2019). This study aims to find out the relationship developed between these variables and the type of influence these factors have on employees. The results obtained will help professional practitioners

in predicting their employees' behavior and will be a leading factor for future researchers as it will provide new dimensions of research.

2. Literature Review
2.1 Counter-Productive Workplace Behaviors (CWPB)

It is defined as a discretionary action. Counterproductive behaviors show individuals engaging or backing out from activities harmful to the organization and stakeholders such as customers, colleagues, managers, and suppliers (Ansari, 2013). Counterproductive workplace behavior has gained much practical and theoretical attention due to its growing impact on organizations and employees' intentional adoption of such behaviors. According to the definition of Cohen (2018), these are cautious actions of violations of organizational policies, rules, and regulations that organizations must be aware of and should control employee behaviors to avoid them. The counterproductive workplace behaviors witnessed at the workplace by employees include playing mean pranks, swearing at coworkers, falsifying expense reports, and sabotaging the work of others (Cohen, 2017).

Dictating the employee as a main source of such action (Dalal, 2018) stated that CWPB is not organization-based but is influenced by individual personality traits. From literature studies, the linkage has been predicted and found with a positive impact on employee personality characteristics and deviant work behaviors Greenidge, 2015; Kalemci, 2019). Another view observed in the literature is the ignorance of employees' small misconducts or violations by managers, resultantly leads to major deviant behavior at work (Di Stefano, 2019).

There are two kinds of CWPBs distinguished from literature studies; CWPBs that are directed toward the organization (CWPB-O) and CWPBs that are directed towards the employees in the organization (CWPB-E) (Oliveira, 2020). These forms combine to form deviant behaviors of an individual or a group of employees that directly and dominantly violate the organizational norms, morals, and culture by negatively impacting employee job efficiency and performance (Mackey, 2022). This violating behavior creates a threat to the professional growth of employees and the healthy well-being of the organization and its people. From an organizational view, literature studies have defined CWPB-O's, as deviant behaviors that are directed

toward the organization such as interruption and interference with organizational processes, theft, fraud, absenteeism, and lack of punctuality at work, leaving work before time, taking long breaks, deliberately reducing work efficiency, constant and excessive wastage of organizational resources (Tian, 2023). CWPB-Es are defined as the deviant behaviors of employees in the organization towards other employees such as sexual harassment, abusive language, shifting among colleagues, a culture of favoritism, and gossiping all around the organization (Wang, 2018). CWPB-o and CWPB-E have a significant relationship with each other (Oliveira, 2020). However, still, they still act differently with factors of Organizational Policies, Organizational Politics, Citizenship Behaviors, Organizational perceived justice, and Employee Personality Traits.

Abuse against others

Abusive behaviors at the workplace are violent treatment for the workers and the organization (Chinwuba, 2023). Abusive behaviors are reported to have a long-term impact on the worker's emotional, cognitive, and psychological health. From literature studies the organizational view of abusive behaviors obtained includes managerial practices of humiliation, mistreating, intimidating, shouting, invading privacy, and falsifying promises to employees (Cohen, 2018). Another view of organizational abusive behavior obtained from literature studies is that it could be physical violence towards an employee or subordinate such as using a weapon, pushing, heaving, stabbing, punching, or setting a body trap against co-workers or even harassing them sexually.

Sabotage

Employees manipulate the organization's reputation through disruptive actions and behaviors to highlight self-importance towards the employees and their boss (Chinwuba, 2023). In other words, employees' intention to damage the organization for their self-interest is also termed as workplace sabotage behaviors. Intention to create unfavorable working conditions for others to destroy the company's property, misusing assets, intentionally coming late and leaving early work without informing seniors, and without any justification, misusing the organization's confidential and private plans and information, acting as a threat for the organization and its members; all these actions combine to form

common examples of employee workplace sabotage behaviors (Yao, 2021).

Abuse for others

Such behaviors are intolerable and should be addressed with zero tolerance. Abusive dominating activities by subordinates or supervisors lead to negative psychological attitudes and behaviors (Chinwuba, 2023). Studies in literature have shown that when supervisors and employees engage in abusive behaviors towards each other, it can lead to serious psychological issues for employees. These issues include mental exhaustion, anxiety attacks, depression, and mental illness which can ultimately result in avoidance from peers and, to some extent, even job replacement (Martinko et al., 2013). Surprisingly, abusive workplace behavior has also been seen as a factor for improvement in employee creative potential (Carpenter, 2022). But this finding also contradicts a few literature studies where abusive culture in the organization has been considered as an employee creativity fading factor (Li, 2014; Mackey, 2022).

Production Deviance

Production deviance occurs when an employee deliberately violates an organization's formally established norms regarding the quality and quantity of work performed. It was also confirmed by the research (Mercado, 2018) that production deviance is the intentional work behavior that goes against organizational goals and causes instability. Shao, (2013) highlighted that deviant work behavior is a harmful behavior that aims to disrupt the goals of the organization. Cohen, (2018) agrees with the concept that it is a deviation and violation of basic stated organizational rules so that employees can work for benefits of their own or can harm the organization for their own benefit. It refers to the intentional failure of employees to perform their routine job duties effectively and efficiently, which can go against the goals of the company. Such behavior can include taking long breaks, working slowly, gossiping, and wasting resources (Chinwuba, 2023). While these production deviances may seem minor, they can have a significant impact on the organization's performance growth rate. In the long run, these negative effects can lead to the destruction of the organization and create an unpleasant work environment. It is essential to recognize the importance of curbing deviant behavior in the

workplace, as it can contribute to the success and longevity of the organization.

Theft
Organizational theft is a negative workplace deviant behavior that means stealing organizations' property or any asset in intangible or tangible form (Carpenter, 2021). According to the definition from the literature it is described as (Ansari, 2013), it is illegal and unauthorized to use, transfer, or take organizational money. Organizational theft usually leads to huge financial losses and the waning of worthy assets in the organization. Theft brings huge economic damages as reported by Ashena (2019), more than 30% of businesses in the Forbes report face economic downturns due to employee theft behaviors and fraud activities. This type of deviant behavior has been observed to be common among employees but the level of theft can be more or less dangerous based on the quantity and worth of the assets that include money, devices, machinery, stationary and other relevantly useful resources (Chinwuba, 2023).

2.2 Organizational Culture
Organizational culture is defined as the set of norms, values, morals, perceptions and self-beliefs of the members towards their organization; that further influence their action behaviors, attitudes, intentions, thoughts and emotions (Ameer, 2017). The cultural factor in firms is a strong dictator of intentions, attitudes and behaviors of employees (Di Stefano, 2019). The belief system developed by organizational members is a mutually shared belief system that develops a shared employee culture and frames a possible collective construct of organizational culture. The organizational culture becomes an influential factor of behavior deviation by employees (Putri, 2021). The managers actual work demand and expectations are rooted in organization culture that somehow trigger directly or indirectly, positively and negatively employee actions; including both desirable actions and deviant behaviors (Sundararajan, 2020).

Individual behavior can create a high level of complexity in output and overall organizational performance, so it is necessary to observe the cultural constructs that create such triggering counterproductive behaviors and should be managed, because in the end the work of the organization is achieved through people, either individually or collectively, either by himself or with the help of technology (Khan, 2020). Therefore, the management of organizational behavior has a central position in the organization due to some issues related to the goals of organizational behavior itself (Di Stefano, 2019). Organizational culture as described by previous research can be motivating or controlling; with motivating factors, employee can become more deviant while with more controlled values and culture employees become obedient (Ameer, 2017).

2.3 Subjective well-being:
It is a psychological behavior and an individual's emotional and perceptional analysis of their life (Li, 2014; Taheri, 2023). This emotional perception of well-being is related to both personal and professional life (Zhou, 2019) It is a complex phenomenon, that includes both hedonistic and eudemonic aspects of well-being. The hedonistic well-being relates to psychological and emotional well-being and the eudemonic focuses on the self-perceptional positive evaluation of one's life (Khan, 2021). The positive self-perception on professional grounds comes from task authority and independence, financial growth that relates to monetary incentives, less intensive work environment, and job safety and security (Putri, 2021). With all these factors on job the positive self-evaluation and emotional balance help the employee pursue a productive professional life. Without these well-being factors in professional life, the employee feels more emotional instability which ultimately results in counterproductive workplace behavior (Zhou, Meier, & Spector, 2014). it has been observed that with increased emotional instability the employee's productivity is negatively impacted with high interpersonal conflicts and rules-violating behavior of employees.

2.4 Organizational Politics:
This phenomenon is defined as an employee behavior that is directed towards prioritizing self-interest rather then organizational desires and goals (Khuwaja, 2020). Organizational politics is the most powerful tool for the employees as they use it manipulate the situation and create a strong influence on executives or managers through power or by enforcing employee unity, timing tactics, negotiations and outside consultations are few employee powerful sources used to enforce their

prioritized decision (Hussain, 2020). This kind of power influence can be a negative factor for the organizational progress and performance as it negatively impacts the overall control of organization and organizational well-being and goals. The literature studies has declared the employee organizational politics as the most harmful behavior as power influence for personal benefits could impact the whole organizational system and it could also lead employee towards a harmful violation of rules and regulations (Brourwe, 2011; Dhar, 2011; Hochwarter, 2020; Goo, 2022). Employee encouragement towards challenging the authorities can destroy the whole organizational decorum and uniformity. On the other hand, this is the most positive and beneficial tool that employees use or can use to turn the circumstances an situations into their favor (Karim, 2021; Sharma, 2023). The importance of OP lies in the significant advantages for individuals who stand to gain or lose from the consequences, either substantially or in terms of setting standards (Sharma, 2023). Although research on OP is continuously improving, we have not definitively classified it as solely a pessimistic or optimistic process.

2.5 Management Control system:

While it is acknowledged that leadership and management are interconnected, the knowledge progression have frequently evolved independently of each other. As a result, the connections between these disciplines are not explored yet (Langevin, 2013). The research has specially emphasized on the research of informal management control elements, such as personnel and cultural controls (Sotiriadis, 2022). Academic research has confirmed that organizational regulation involves not only the utilization of outcome-driven measures (Klein, 2019), but also includes components that operate in a more implicit manner.

Four dimension are in the management control system which are given below:

1. Result control:

These are the measuring tools that objectify the consequential performance outcomes and make separate comparison of each employee performance. Organizations establish performance standards and strive to fulfill their jobs in alignment with these standards. Within the context of results controls, scholarly studies indicate that firm executives

effectively manage employees by demonstrating appreciation through reliance on qualitative aspects of performance evaluation (Bellora-Bienengräber, 2022).

2. Action Control:

These tools serve as indicators for the anticipated results of tasks and determine the necessary steps to complete a routine task. Maintaining formal standards throughout the organization is vital in ensuring that junior staff remain focused on their tasks and play crucial roles in achieving high levels of productivity within the organization (Bellora-Bienengräber, 2022).

3. Personal Control:

These actions include the management control over the organizational processes such as employee recruitment, training and development and positioning procedures (Bellora-Bienengräber, 2022). Personal control assists leaders and decision-makers in strategically selecting and promoting the company's valuable human resources.

4. Cultural Control:

Cultural control helps the organization in setting and maintaining mutually accepted standards, morals, and performance standards throughout the organization (Bellora-Bienengräber, 2022).

2.6 Research Frame Work and Hypothesis Development
2.6.1 Theory of Planned Behavior

It is the most influential theory in predicting the human intentions towards performing certain behaviors in the organization (Ajzen, 1991). Intentions in organizational context are refereed to employee efforts to act a certain type of behavior that is influenced by three factors; subjective norms, attitudes and perceived behavioral controls. Subjective norms referred as social pressure in performing certain behaviors, attitudes are favourable and unfavorable evaluations of behaviors and perceived behavioral control is ease or difficulty in performing certain behaviors (Shirahada, 2022).

The three elements of TPB in this study focus on the organizational factors and human psychological factors that impact the counterproductive workplace behaviors. The organizational policies and culture have a direct influence on employee perceptions and intentions to show counterproductive behaviors. The

subjective well-being is a psychological factor that develops human perceptions about the organization a enforces them to act in a certain way. Management control system works as a perceived behavioral control factor that eventually is perceived to control the human behaviors and the counterproductive actions in the organization.
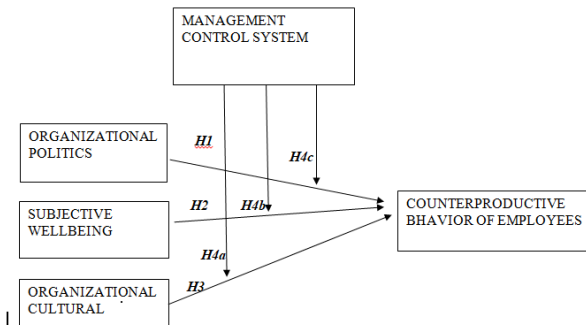
(Diagrammatical representation of relationship between independent and dependent variables along with moderating effect)

2.6.2 Organizational Politics and Counterproductive Behavior of employees

In organizational settings, employees encounter various challenges, including navigating through political dynamics. In workplaces with political influences, employees often experience favoritism and unjust managerial decisions (Brouer, 2011; Elkhalil, 2017). This type of work environment is viewed as unpredictable and intimidating by the staff. Consequently, this leads to discomfort among employees, leading to negative experiences in their roles and exhibiting adverse job-related results such as reduced dedication to the organization, ineffective performance outside of assigned duties, and increased intentions to leave their positions (Goo, 2022).

Employees may experience discomfort due to the presence of stressful and demanding situations in the workplace, leading to negative outcomes. Stressful and demanding circumstances can diminish employee well-being, while organizational politics can prioritize self-interest over the organization's goals (Hochwarter, 2020).

H1: Organizational politics has a significant impact on Counterproductive behavior of employees

2.6.3 Subjective wellbeing and Counterproductive Behavior of employees

Employees with higher satisfaction tend to have lower rates of absenteeism compared to those with lower satisfaction (Greenidge, 2014). However, the research on the connection between CPB and SWB

is somewhat limited (Khan, 2021). Therefore, our defined relationship between SWB and CPB in this paper would offer additional insights into this area, contributing to a more comprehensive understanding of the field.

There are two aspects of Subjective Wellbeing, namely the Life Satisfaction Index and the Affect Balance Scale. The Life Satisfaction Index measures satisfaction with life, reflecting on past experiences, happiness levels, contentment with current circumstances, and overall wellbeing (Maddux, 2017). On the other hand, the Affect Balance Scale assesses feelings of excitement or lack thereof, interest or disinterest in activities, pleasure derived from various events or situations, perceived status in society as well as emotions like restlessness boredom and depression (Snodgrass, 2017). These components collectively indicate a notable connection between subjective wellbeing and employee Counterproductive Behavior.

H2: Subjective wellbeing has significant effect on the counterproductive behavior of employees.

2.6.4. Organizational Culture and counterproductive behavior of employees

Putri (2021), suggests that organizational culture exerts a strong influence on employees, with their beliefs and values shaping their actions and behavior. Both managers and employees are influenced by the organization's culture rather than acting in a value-neutral context. This dynamic environment motivates employees to go above and beyond their prescribed roles for the organization's success (Khan, 2020). Organizational culture sets out the expected behaviors within the organization, outlining what is deemed important. Kalemci (2019), highlight that organizational culture prioritizes security, teamwork, and respect for its members.

H3: Organizational culture has a significant impact on reproductive behavior of employees.

2.6.5. The Moderating effect of the Management Control System

The literature has not adequately addressed the influential role of the Management Control System in mitigating employees' counterproductive behavior (Klein, 2019). Existing research emphasizes that individuals react to their perception of reality rather than actual reality, underscoring the significance of understanding how people perceive organizational politics (Khuwaja, 2020) Furthermore, scholars have

found evidence linking perceptions of fairness and justice to organizational politics (Shao, 2013). According to Sharma (2023), managerial control significantly influences the values and norms present in a company. According to Snodgrass (2017), suggest that control has a notable impact on culture which can lead to performance improvement.

H4a: Management control system moderate the relationship between OC and CPB.

People in an organization engage in their activities to meet their needs. Prior to undertaking any tasks, they seek remuneration and advantages. Various forms of benefits such as salary increments, employee perks, and preferred job assignments are all overseen by the organization (Sotiriadis, 2022). The policy control within the organization plays a vital role in influencing employee behavior through managing rewards (Zhou, 2014; Tian, 2023). These rewards can take the shape of extrinsic or intrinsic incentives.

H4b: Management control system moderates the relationship between subjective wellbeing and counterproductive behavior.

Management control involves influencing individuals within an organization to effectively and efficiently accomplish its objectives (Karim, 2021). Strategic planning is the process of establishing corporate goals and the methods to achieve them,

while also responding to external factors affecting companies. Management control serves as a means of overseeing and evaluating how management operates in order to enhance efficiency and effectiveness (Hussain, 2020). Organizations engage in strategic maneuvering to attain their goals.

H4c: Management Control System moderates the relationship between Organizational Politics and Counterproductive Behavior of employees

3. Methodology:

Employees from the automobile industry in Southern Punjab were chosen for the study using convenient sampling, given the wide presence of company branches in the region. The data was collected from 375 respondents working in the service departments of three major automobile companies: Toyota, Honda, and Suzuki.

3.1 Reliability of the Instrument:

In this study, the overall instrument's reliability is found to be satisfactory. The Cronbach's alpha value of 0.7 indicates good internal consistency. Furthermore, the measurement of .931 attests to the reliability of the instrument used for assessing the study's constructs.

Reliability Statistics
Table 1.0

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.931	0.927	75

3.1.1 Organizational Politics:

It is defined as the organizational practices conducted with influence of power to control the assets and resources for the personal achievements. The Organizational politics measurement scale was adopted from Kcmar and Ferris et al (1991). There are total 12 measuring items for the variable OP. 5 point likert scale is used to measure the variable.

3.1.2. Subjective Wellbeing:

It is defined as the individual emotional perceptions and behaviors and global judgement of life satisfaction. This study has adopted the subjective well-being scale form the study of Liang (1985). There are two dimensions measured under this variable:

    i). Life Satisfaction Index (LSI)

    ii). Affect Balance Scale (ABS)

Life Satisfaction Index dimension has 7 items and Affect Balance Scale (ABS) dimension has 8 items. In total Subjective Wellbeing has 15 items. Responses have been recorded on 5- point Likert scale.

3.1.3 Organizational Culture:

It can be describe as the values believes and hidden assumption that organization members have in common. In this study a Eighteen-item scale developed by (Zeitz, Johannesson, & Ritchie Jr, 1997) has been used to measure the construct of Organizational Cultural. The scale consists of Eighteen items (e.g. my job requires me to use a number of complex or high level skills.) with five following dimensions

1) Job Challenge
2) Communication
3) Trust
4) Innovation
5) Social Cohesion

The responses will be collected on the 5-point linker scale. Sample items include "The job requires me to do many different things at work, using a variety of skills and talents". (job challenge), "My organization gives praise and recognition for outstanding performance" (communication), "I feel free to discuss problems or negative feelings with my supervisor" (trust), "People in my work unit are encouraged to try new, and better ways of doing the job" (innovation), and " problems co-existing between the coworkers" (social cohesion).

3.1.4 Counterproductive Behavior:

Counterproductive Behavior of employees shows the negative behavior of employees and they use the organization services and Assets for their personal use , they waste their time .increases the expense of the organization, they lied with upper level management. Theft also include in Counterproductive behavior of employees.
Counter Productive Behavior scale was developed by Robinson and Bonnets . There is no dimension in this scale. In total counterproductive behavior have 10 item of measurement. Responses have been recorded on five point Likert scale that ranges from strongly agree (5) to strongly disagree (1)

3.1.5 Management Control System:

This specify that how top level management controls the organization employees either in result control, Action Control, Personal Control, Cultural Control.

The scale used in the study was developed by (Merchant & Van der Stede, 2012). The measurement of leadership styles can be assessed on the following four dimensions:
1. Result Control
2. Action control
3. Personal Control
4. Cultural Control

Management Control System consists of four dimensions. Result Control dimension has 5 items , Action Control dimension has 5 items. Personal Control dimension has 5 items , Cultural Control dimension has 5 items. In total Management Control System has 20 items. Responses have been recorded on 5- point Likert scale that ranges from strongly agree (1) to strongly disagree (5).

4.Results and Discussion
4.1 Descriptive Statistics

A crucial assumption in regression analysis is the normal distribution of errors. If the errors are not normally distributed, it can lead to incorrect calculation of T values. One major factor contributing to non-normality is the presence of outliers (extreme values), which can significantly impact the results of the analysis and should be carefully addressed during regression analysis. There are two commonly used methods for checking the normal distribution of errors: conducting tests and drawing plots. The plot method is preferred due to its ease of interpretation as it reveals sources of non-normality, whereas test performance does not provide insights into such sources.

Descriptive Statistics

Table 1.1

	N	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
com_op	375	2.58	3.42	2.9616	.01394	.27004	.073	.173	.126	-.829	.251
com_oc	375	2.39	3.50	2.7994	.01936	.37490	.141	.617	.126	-.632	.251
com_swb	375	3.33	3.87	3.4946	.00773	.14976	.022	.626	.126	.334	.251
com_mcs	375	2.70	3.30	2.9244	.00889	.17223	.030	.546	.126	-.104	.251
com_cpb	375	3.00	4.20	3.5728	.01261	.24420	.060	-.247	.126	-1.023	.251
Valid N (listwise)	375										

4.2 Correlational Matrix

The final data requirement is the absence of multicollinearity between the variables. Multicollinearity occurs in a regression model when two or more independent variables are strongly correlated. The extent of multicollinearity can be assessed by analyzing the predictor variables, which should not exhibit a very high level of interrelationship. To check for multicollinearity, one can examine the correlation matrix and collinearity diagnostics.

Correlation exceeding 0.70 suggests the presence of multicollinearity, yet statisticians advocate employing various diagnostic methods for identifying it. This study also examines VIF and tolerance table in addition to the correlation matrix. A VIF value surpassing 10 denotes multicollinearity

(O'Brien, 2007). Detecting collinearity is relatively straightforward through tolerance or VIF calculation. According to scholars, a tolerance below 0.10 indicates significant multicollinearity issues. As indicated in Table 4.2, the variance inflation factor values for this study's data are less than 10 and the variables' tolerance values exceed 0.1, hence indicating an absence of multicollinearity.

According to recent studies, some academic experts argue that there is no concern about multicollinearity when the correlation is near or even at 0.70, contrary to traditional beliefs that it should be below this value (Tabachnick & Fidell, 2007). However, values from the VIF/Tolerance table provide further evidence indicating that multicollinearity is not a significant issue.

Correlation Matrix:
Table1.2

		mean_cencpb	mean_cenop	mean_cenoc	mean_censwb	intt_mcsop	intt_mcsoc	intt_mcsswb
Pearson Correlation	mean_cencpb	1.000	-.594	-.331	.217	.107	.348	.265
	mean_cenop	-.594	1.000	.820	.439	-.515	-.610	-.352
	mean_cenoc	.331	.820	1.000	.721	-.653	.564	.144
	mean_censwb	.217	.439	.721	1.000	-.412	-.158	.267
	intt_mcsop	.107	-.515	-.653	-.412	1.000	.803	.502
	intt_mcsoc	.348	-.610	-.564	-.158	.803	1.000	.850
	intt_mcsswb	.265	-.352	-.144	.267	.502	.850	1.000
Sig. (1-tailed)	mean_cencpb	.	.000	.000	.000	.019	.000	.000
	mean_cenop	.000	.	.000	.000	.000	.000	.000
	mean_cenoc	.000	.000	.	.000	.000	.000	.003
	mean_censwb	.000	.000	.000	.	.000	.001	.000
	intt_mcsop	.019	.000	.000	.000	.	.000	.000
	intt_mcsoc	.000	.000	.000	.001	.000	.	.000
	intt_mcsswb	.000	.000	.003	.000	.000	.000	.
N	mean_cencpb	375	375	375	375	375	375	375
	mean_cenop	375	375	375	375	375	375	375
	mean_cenoc	375	375	375	375	375	375	375
	mean_censwb	375	375	375	375	375	375	375
	intt_mcsop	375	375	375	375	375	375	375
	intt_mcsoc	375	375	375	375	375	375	375
	intt_mcsswb	375	375	375	375	375	375	375

4.3 Regression Coefficients

Table 1.3 shows the regression results of all three independent variables. The impact of organizational behavior is negative and significant with a contributing value of 0.635 which defines a unit change in organization politics will reduce counterproductive behavior by 0.635, while on the

other hand organizational control and subjective well being has positive significant relationship with counterproductive behavior with beta contribution of 0.349 and 0.748 respectively.

The findings from the research have shown that organizational politics, meaning, the perceptions held by organizational members regarding the level

of politics swirling around in their organizations, are positively related to undesirable work outcomes which can lead to job burnout, and turnover intentions, and (Chang et al., 2009). As noted earlier, recent studies have also explored the implications of Organizational politics for counter work behaviour.

Specifically, they have investigated the direct association between Organizational politics and Counter work behavior, and the integrated effect of Organization Politics(Ashkanasy & Ashton-James, 2005) on counter work behaviour.

Coefficients[a]

Table 1.3

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.649	.250		6.599	.000		
	com_op	-.574	.052	-.635	-11.000	.000	.279	3.589
	com_oc	-.228	.049	.349	4.666	.000	.166	6.037
	com_swb	1.220	.078	.748	15.689	.000	.409	2.446

4.4 Scatter Plots for Linearity between Dependent and Independent Variables.

Scatter plots are created to demonstrate the linear correlation between independent and dependent variables. Tuckey (1983). foresaw that computerized methods would eventually replace manual processes in creating graphs, offering valuable assistance in exploratory data analysis. The ongoing advancement of computer-based approaches has resulted in established guidelines for effective data visualization. However, as the quantity and complexity of data grow substantially, existing tools and techniques prove insufficient, necessitating more advanced devices for thorough data analysis.

4.3.1.1 Scatter Plot of Counterproductive behavior and Organizational Politics:

Figure 1a illustrates the close linear association between Organizational Politics (independent variable) and a cluster of data points. The scatter plot indicates a strong relationship between Organizational Politics and

Counterproductive behavior (dependent variable). It is evident from the scatter plot that the independent variable positively impacts the dependent variable, confirming their linear connection.

The impact of organizational politics, violation of the psychological contract, and specifically burnout reinforces the explanation regarding justice and fairness. The study of According to Fox et al. (2001), and Hershcovis (2007), have indicated few negative employee reactions to unfair treatment such as emotional arousal, outrage, and enmity, revenge desire, as well as various direct and indirect behavioral reactions such as theft, vandalism, reduced display of positive behaviors at work or in the community,, disengagement ,and opposition. Future studies should further explore how the overall approach toward fairness is linked to Counterproductive Work Behaviors. Such an investigation is essential both theoretically and practically considering arguments of Griffin's (2005) that there is a significant requirement for extensive theory development that incorporates diverse viewpoints.
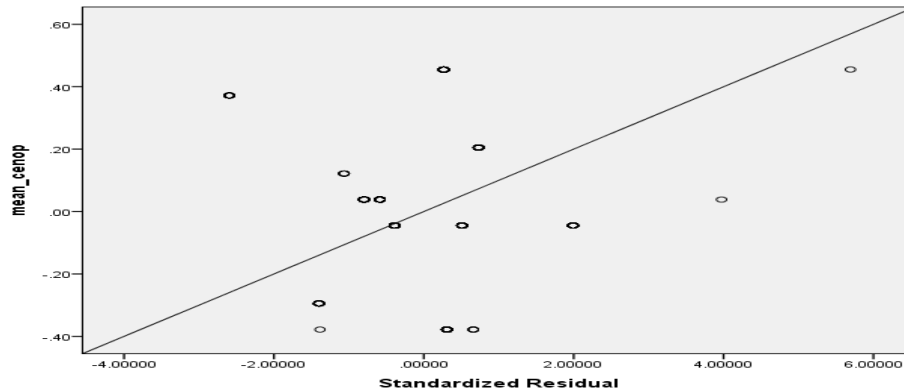
Fig 1a

5.3.1.2 Scatter Plot of Counterproductive behavior and Organizational Cultural:
Figure 1b illustrates the close linear relationship between Organizational Culture (independent variable) and the clustered dots. The scatter plot indicates a strong correlation between organizational culture and counterproductive behavior.
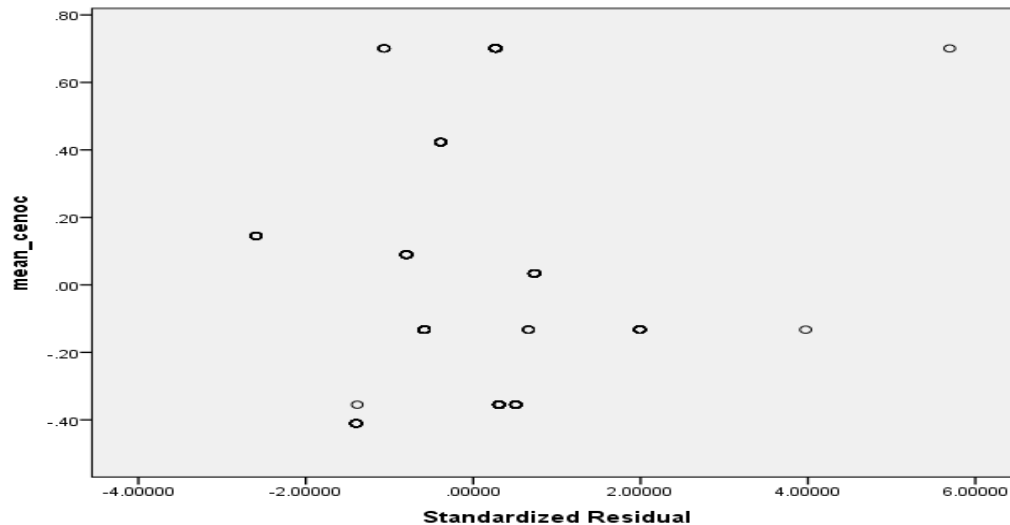

Fig 1b

4.3.1.2 Scatter Plot of Counterproductive behavior and Subjective Wellbeing:
Figure 1c illustrates a strong linear relationship between Subjective Wellbeing (independent variable) and the dot cluster. The scatter plot indicates a robust association of the dot cluster between organizational culture and counterproductive behavior.

When the focus of the workplace is mainly on achieving organizational goals rather than promoting well-being, employees tend to exhibit more negative behaviors, including counterproductive behaviors (Abdullah et al., 2021). Previous research suggests that both the organizational climate and ethical environment have an impact on counterproductive behaviors. Vardi and Weitz (2003), examined the relationship between moral atmosphere and counterproductive behavior. However, there is limited existing research discussing the links between organizational climate and counterproductive actions (Abdullah et al., 2021).
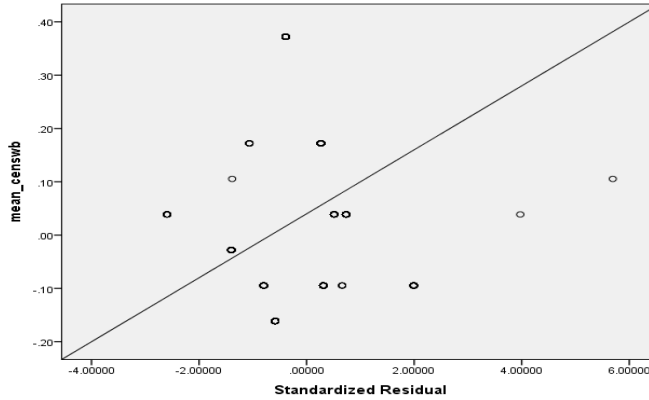
Interaction Terms:

Counterproductive Behavior and Interaction_MCSOP:

Figure 1c illustrates that the independent variable intt_mcsop, representing the interaction term, exhibits a robust linear correlation with counterproductive behavior (the dependent variable) within the dot cluster.

The study of Mintz and Morris (2008), is providing guidance to shape people's behavior in

different situations. The idea that a morally oriented MCS is effective in deterring unwanted behaviors aligns with the theoretical framework of Tenbrunsel, Smith-Crowe, and Umphress (2003), who propose that organizations have established systems that are integral to their ethical structure. An ethical structure encompasses "the organizational components that contribute to an organization's moral efficiency," where such efficiency pertains to influencing moral conduct. This study posits that the morally focused MCS constitutes a crucial formal system within the firm's ethical infrastructure (Bellora-Bienengräber et al., 2022).

Counterproductive Behavior and Interaction_MCSOC:

Figure 1d shows that the interaction term (Intt_MCSOC) as an independent variable has a strong relationship with counterproductive behavior of employees the dependent variable on the dot cluster.
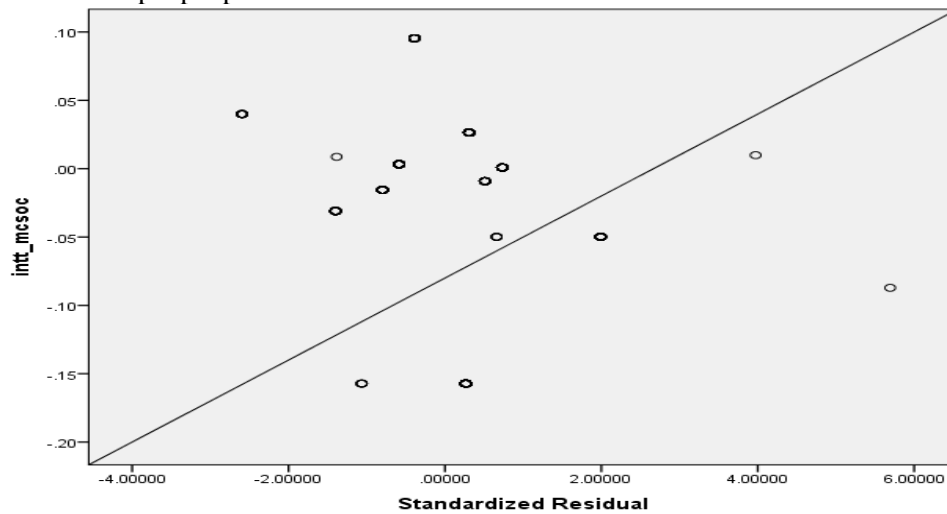

Fig 1d

Counterproductive Behavior and Interaction_MCSSWB:

Figure 1d demonstrates a significant association between the interaction term (Intt_MCSSWB) used as an independent variable and employee counterproductive behavior, indicated by the dot cluster on the graph.

Regarding the formal ethical framework, Mahlendorf et al. (2018), discovered that companies with explicit ethics codes have lower instances of unethical pro-organizational behavior compared to

those without such codes. Somers (2001), also observed reduced perceived wrongdoing in firms with comprehensive corporate codes of ethics encompassing both ethical values and off-limits behavior. According to Rottig, Koufteros, and Umphress, (2011), decreasing emphasis on formal ethical infrastructure leads to an increase in the intention to engage in unethical behaviors—a point further supported by Bellora-Bienengräber et al. (2022) logic that intention precedes behavior.
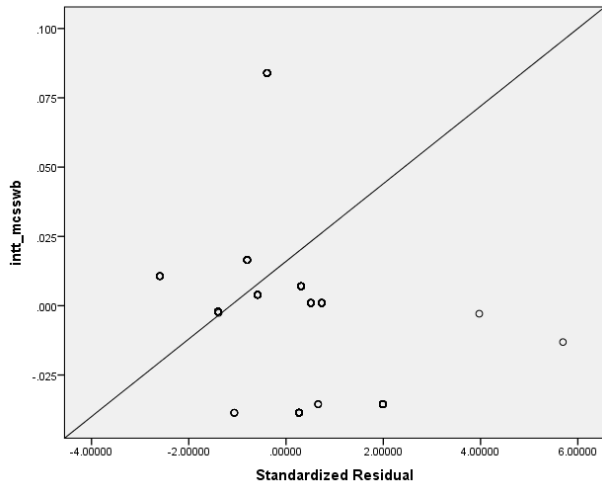
5.0 Discussion:

Three distinct factors—organizational politics, organizational culture, and subjective well-being—influence CPB. The moderating influence of the management control system also plays a key role. Results from data analysis in this research indicate that two independent variables have a negative impact while one has a positive impact on counterproductive behavior as the dependent variable. To highlight the positive and negative role of management control system, this study has introduced the interaction terms namely:

i) Intt_organizational politics management control system (intt_opmcs).
ii) Intt_organizational cultural management control system (intt_ocmcs).
iii) Intt_subjective wellbeing management control system (intt_SWBmcs).

The study utilized a simple slope test to determine the moderating effect of the management control system. This graphical analysis revealed that the management control system enhanced the positive relationship between SWB and counteracted the negative relationships between OP with CPB and OC with CPB.

The proposed conceptual framework was developed based on evidence from academic literature. Utilizing theoretical support from the literature greatly assisted in clarifying the relationships among the variables, categorizing them as independent, dependent, and moderating variables.

The empirical evidence confirms and supports all four hypotheses proposed in the conceptual framework. This clearly indicates that the four predictors have a significant impact on the criterion, which is counterproductive behavior.

Conclusion

This study has developed a theoretical base for the workplace counterproductive behaviors that are emerging and continuously growing as a great problem for organizational capacities. To understand the core issue and for predicting some possible solutions this study has developed a framework comprising of organizational factors and also the psychological factors. The variables Organizational Culture, and Organizational Politics are the two factors that have shown great impact on employees' environment and culture and so the variables have shown great influence on employee counterproductive behaviors. But due to strong Management control system the impact of Organizational culture and Organizational politics is found to be negative. As employees are controlled by the management rules and regulatory systems, they have less chance to show counterproductive behaviors. The human psychological factor Subjeictve well-being is also a dominating factor that instigates human behavior and actions and has shown a positive and strong influence on Counterproductive workplace behaviors. Further, the relationship was also supported and influenced by the moderating effect of the Management Control System. The nature of the effect of all these indicators is different as they have different functional roles in the organization and so the impact created is also very complicated.

Limitations

This study examines the effects of organizational politics, organizational culture, and subjective wellbeing on Counterproductive Behavior of Employees, considering the moderating role of management control systems. However, research is a complex process that continues to evolve with new ideas leading to the emergence of novel theories. It's important to note that CPB may be influenced by various other variables in addition to organizational politics, organizational culture, and subjective wellbeing. The data collected through sampling raises concerns about generalizability. Furthermore, the results are based on a cross-sectional approach which may overlook changes occurring over time compared to a longitudinal approach.

Recommendations

The research is an ongoing and perpetual endeavor, constantly evolving with new ideas emerging and old

ones becoming outdated. Gathering fresh data in response to these changing circumstances remains essential for drawing valid conclusions.

   i. It is more beneficial to use a longitudinal approach rather than a cross-sectional one for gathering and analyzing data using suitable statistical methods in order to achieve more precise and credible outcomes.

   ii. The current research was limited to a single major city in Southern Punjab. Including additional cities can lead to the acquisition of data that offers more dependable and precise results.

   iii. Management control systems do not stand alone in their moderating effect on counterproductive behavior; they interact with organizational politics, organizational culture, and subjective well-being. There are numerous other variables that can also play a moderating role in CPB. To gain a deeper understanding of this process, we can consider the role of organizational politics, organizational culture, and subjective well-being as additional moderators.

   iv. Utilizing various effective sampling methods can improve the handling of generalizability issues in future research.

   v. This study was carried out specifically using data gathered from the service and spare part department of three automobile dealers in Multan, an underdeveloped city in Pakistan. However, conducting similar research in a developed country such as America or England would necessitate a more thorough and detailed investigation.

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