CHAPTER FOUR

DISCUSSION

The chapter starts with overview of the main objectives of this research. It then presents discussion on the key findings of this study: the descriptive statistical findings and the hypothesized relationships. The last section of the chapter presents the conclusions.

4.1 Overview of this Research

The purpose of this research study was to study the stressor-strain model of OCB and CWB. This thesis developed and empirically tested a hypothesized model for understanding the factors affecting OCB and CWB in a job stress perspective in a better way. By extending the previous model of OCB and CWB in context of an organization, this study incorporated factors from other well known theories and models applied in OB research stream. In this background, the main objectives of the research included identifying factors that affect OCB and CWB, developing a job stress model of OCB and CWB, and testing the hypothesized model for validating it by exploring relationships between studied factors.

As described in chapter 1, the research model in this present study proposed that Locus of Control (LOC), Entitled Equity Preference (EEP), Trait Anger (TA), Trait Hostility (TH) and Mental Physical Stress (MPS) are the common personality variables which affect Organizational Citizenship Behavior (Both Interpersonally targeted i.e. OCB-I and Organizationally targeted OCB-O) and Counterproductive work behavior (Both Interpersonally targeted i.e. CWB-I and Organizationally targeted CWB-O). Similarly, certain interpersonal job stressors viz. Interactional justice (IJ) and Interpersonal Conflicts (IC) and organizational job stressors viz. Organizational Constraints (OC) and Job Demands (JD); affect Organizational Citizenship Behavior (Both Interpersonally targeted i.e. OCB-I and Organizationally targeted OCB-O) and Counterproductive work behavior (Both Interpersonally targeted i.e. CWB-I and Organizationally targeted CWB-O). The model also establishes cause effect relationship between personality variables and job stressors. Thus, the model established the Mediational role of job stressors in the relationship between Personality variables and OCB/CWB. The relative importance of each of these factors in the prediction of OCB and CWB was also evaluated.
In order to achieve the above mentioned research objectives, a detailed and organized literature review was conducted, which is already reported in chapter 1. Different theories were compared and empirical research studies were reviewed. The literature suggested that the Spector Fox Job stress model of OCB/CWB was the most appropriate for the present study due to its simplicity, parsimony and specific focus on OB. Hence, it was selected as base model. However, it was identified that core constructs of this model were not sufficient to explain the Stressor-strain model of OCB/CWB; therefore, a need for additional variables was also identified. In addition, interpersonally targeted and organizationally targeted OCB/CWB factors were identified from literature and they were incorporated in the model.

This study employed a quantitative approach using a longitudinal field survey for collecting primary data. A questionnaire was developed from the published literature by adapting existing measurement scales reported by previous research studies and then developing a self made questionnaire. Prior to using questionnaire in the main survey, one pre-test and a pilot study and focused group interviews in respondent organization were conducted. The purpose of focused group interviews was to identify the problems that the respondent organization faced, develop the correct rationale behind the formation of questionnaire which suffices the objectives of study and thus provide solutions to the organizational problems. The purpose of the pre-test and pilot study was to detect any errors and ambiguities in the measurement instrument in order to avoid confusions and misinterpretation (already mentioned in detail in chapter 2). The scales were revised and modified where necessary.

Being a longitudinal design, a final sample during time 1 was 2120 and during time 2 were 1132 responses for data analysis. The data collected was then analyzed using two statistical software tools i.e. SPSS and AMOS. The SPSS version 16.0 was used for the descriptive analysis, missing value analysis and exploratory factor analysis while the AMOS version 16.0 was used for structural equation modeling (SEM) analysis i.e. confirmatory factor analysis (CFA), testing model fit to the data and hypothesis testing. The descriptive analysis of the survey presented demographic profile of the sample and item analysis. The exploratory factor analysis was performed to extract latent factors (constructs), which were then confirmed by confirmatory factor analysis. Finally, the hypothesized relationships between the constructs were examined by structural equation modeling. A two step-stage approach was adopted in SEM. In the first stage, the measurement model, using CFA method, was tested to examine and assess the reliability and validity of the constructs used in the model. In the second stage, hypothesized structural model was assessed using path analysis technique for testing the
hypothesized causal relationship among the constructs proposed in the research model. In the end the Sobel test was used to analyze the Mediation mechanism in the model. The proposed research model was found to be valuable in explaining the stressor-strain relationships between personality variables and OCB/CWB and adequately fit the data.

The results of this study largely support the hypothesized relationships proposed in the model. In particular, the results suggested that personality variables jointly affect the job stressors. Similarly, job stressors jointly affect OCB/CWB (Both Interpersonally targeted and organizationally targeted). Also it was found that job stress mediates the relationship between personality and OCB/CWB. The structural model was evaluated and a discussion of the findings is presented in more details in the next section. It is to be noted that the discussion in this chapter is organized around hypotheses testing results and findings in respect to the proposed hypothesized research model. This followed by the conclusions of this chapter.

4.2 Discussion

Following section provide discussion on the response rate, participant’s demographic characteristics, construct and items, and hypotheses tested in this study.

4.2.1 Response rate

This field study employed a quantitative approach using a longitudinal design survey for collecting data. As discussed in section 2.7 of chapter 2, the final response rate for Time 1 data collection was 37.12% and the final response rate for Time 2 data collection was 55.84%. The overall useable response rate in this study seems relatively low but it was higher than the researcher’s initial anticipation drawn from the response rate reported in previous studies in the same domain. The response rate achieved in this study is reasonably higher than that of in earlier studies on OCB/CWB. For instance, the response rate reported in the study by Penny & Spector (2005) was 20.3%, O’Reilly & Raver (2008) received 10.5%, Perrewé (1986) reported 10.8%, and Maxwell & Cole (2007) had 15.7% of usable responses. Miles, Borman, Spector & Fox (2002) in their research survey received 21.8% usable responses. Therefore, the final response rate in this study can be considered relatively better than the previous studies mentioned above.
4.2.2 Participant’s demographic characteristics

The results of participant’s demographic characteristics revealed that the majority of the respondents were men (Time 1: 81.5% and Time 2: 85%). This was not surprising because being an organization belonging to heavy manufacturing industry; it comes as a natural choice to recruit men with mechanical egg. Competencies. Another reason may be that the plant locations are in rural places where employment of men is high and women prefer managing household responsibilities. This explains the high percentage of male responses obtained in this survey. In addition, the finding suggests that there are more men employed in the respondent organization than women. This is also consistent with previous studies that revealed that in the heavy manufacturing industries, the employers prefer recruiting men rather than women especially in Indian contexts (Giri 2004).

In addition, the age of about 62% of the respondents in this survey was between 20 years and 40 years during time 1 and 40% during time 2. This finding suggests that the majority (about 62% & 40%) are adults of working age in the respondent organization. Thus it can be inferred that the organization has a young working population.

The findings also revealed that the level of education of the most (about 40% during time 1 and 38% during time 2) of the participants was minimum a bachelor’s degree. Clearly the respondent organization has higher educational background. It can possibly be explained that being engineering and services company, the recruitment is done keeping qualification as one of the major criteria. Also the in-house hr practices of employee development by providing higher an educational opportunity plays a significant role in helping employees graduate in egg. Studies.

A study on designations of participant reveals that Workman (46% during Time 1 and 50% during time 2) made the first half of the responses. The other half of responses was of the employees from M2, M3, M4 and M5 combined. Hence there is a balanced participation from workers, mid level employees and managers in the survey. This demographic figure supports the quality of data collected principle as put up by Little (1988) that there should not be an evident bias in the number of respondents and equal representations in respondent categories participating in the survey.

The research findings in this survey also states that the respondents who participated in the survey had total work experience of 10 to 30 years (during time 1 : 26% and Time 2 : 35%)
and also those with total work experience less than 10 years was 32% during Time 1 and Time 2. This finding shows that majority of the respondents had work experience less than 30 years. This finding suggests that the respondents were in mid of their careers.

A study of participant’s length of service in the respondent organization shows that, majority of the respondents had completed up to 10 years of service in the respondent organization i.e. 78% i.e. (41+37) during Time 1 and 78% i.e. (44+34) during Time 2. This finding suggests that majority of respondents were those who had worked in the organizational culture for more than 10 years were accustomed with it.

Hours of work in each week were major criteria to determine the job stress of the employees. In this study it was found that the majority of respondents (i.e. 58% during Time 1 and 52% during Time 2) worked from 54 to 71 hours per week. Clearly this data signifies that respondents had to work more that the statutory hours of work and had a huge work load.

4.2.3 Construct and Items

This section provides discussion on the ratings of construct items obtained through exploratory factor analysis (EFA).

4.2.3.1 Organizational Citizenship Behavior – Interpersonal (OCB-I)

There were 15 items to measure this construct. The findings revealed that the mean scores for the fifteen items for this scale were between 1.93 (+/- 1.916) and 3.01 (+/-1.846) during Time 1 and 3.93 (+/- 1.92) and 4.01 (+/- 1.87) during Time 2.

Item SAS-OCB-I-5 “Always share work information with the co-workers.” was rated low and item OCB-I-1 “I extend my help to my co-workers if they were absent at work.” was rated high during Time 1. During Time 2 item SAS-OCB-I-2 “Share the workload of co-workers if they are overloaded with work assignments.” was rated low and OCB-I-1 “I extend my help to my co-workers if they were absent at work.” was rated high.

The average mean score of these items was 2.893 during Time 1 and 3.991 during Time 2. This finding reveals that the OCB-I was low during Time 1 and it gradually improved during Time 2. In addition, Cronbach’s Alpha coefficient for this construct was revealed .788 Cronbach’s alpha reliability for this construct during Time 1 and .892 Cronbach’s alpha reliability for this construct during Time 2. This finding suggests strong internal consistency of the measurement items of OCB-I construct.
The improvement in OCB-I from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.2 Counterproductive Work Behavior – Interpersonal (CWB-I)

There were 15 items to measure this construct. The findings suggest that the mean scores ranged between 3.89 (+/- 1.916) to 4.05 (+/-1.846) for Time 1 (n=2120). For Time 1 (n=1132) the mean scores ranged between 1.78 (+/- 1.516) and 3.01 (+/- 1.446).

Item CWB-I-4 “Worked under the influence of alcohol or any narcotic drugs on the job.” was rated low and item SAS-CWB-I-1 “Uttered derogatory words to your co-worker at work.” was rated high during both Time 1 and Time 2.

The average mean score of these items was 3.129 during Time 1 and 1.919 during Time 2. This finding reveals that the CWB-I was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of this Construct revealed .715 Cronbach’s alpha reliability during Time 1 and .871 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in CWB-I from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.3 Organizational Citizenship Behavior – Organizational (OCB-O)

There were 15 items to measure this construct. The mean scores ranged between 1.95 (+/- 1.916) to 3.06 (+/-1.846) for Time 1 (n=2120). For Time 2 (n=1132) the mean scores ranged between 3.97 (+/- 1.516) and 4.04 (+/- 1.446).

Item SAS-OCB-O-3 “Don’t force work stoppage by causing unwarranted work interruptions.” was rated low and item OCB-O-1 “Extend help to co-workers if they were absent at work.” was rated high during Time 1. During Time 2 item OCB-O-5 “I strictly maintain informal work ethics.” was rated low and SAS-OCB-O-5 “Strictly maintains informal work ethics.” was rated high.

The average mean score of these items was 2.132 during Time 1 and 3.895 during Time 2. This finding reveals that the OCB-I was low during Time 1 and it gradually increased during Time 2.
The reliability statistics of this Construct revealed .692 Cronbach’s alpha reliability during Time 1 and .768 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in OCB-O from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.4 Counterproductive Work Behavior – Organizational (CWB-O)

There were 15 items to measure this construct. The mean scores ranged between 3.89 (+/-1.916) to 4.05 (+/-1.846) for Time 1(n=2120). For Time 1 (n=1132) the mean scores ranged between 1.78 (+/- 1.516) and 3.01 (+/- 1.446).

Item SAS-CWB-O-4 “Taken an unwarranted work break.” was rated low and item SAS-CWB-O-1 “Openly humiliated co worker at work.” was rated high during Time 1. During Time 2 item CWB-O-4 “Taken an unwarranted work break.” was rated low and CWB-O-1 “Openly humiliated co worker at work.” was rated high.

The average mean score of these items was 3.95 during Time 1 and 1.99 during Time 2. This finding reveals that the CWB-O was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the Counterproductive Work Behavior – Organizational (CWB-O) construct revealing .623 Cronbach’s alpha reliability for this construct during Time 1 and .798 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in CWB-O from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.5 Locus of Control (LOC)

There were 5 items to measure this construct. During Time 1 (N=2120), the LOC mean value range observed was between 1.33 (+/-1.176) and 4.11 (+/-1.174). At Time 2 (N=1132), the LOC ranged between 1.13 (+/-1.076) and 4.35(+/-1.074). This shows that respondents perceived LOC significantly more during Time 1 as compared to Time 2.

Item LOC5 “Rewards and Fridge Benefits are mostly given to deserving People on merit.” was rated low and item LOC3 “Getting enhanced remuneration is a matter of good luck.” was rated high during Time 1. During Time 2 item LOC3 “Getting enhanced remuneration is a
matter of good luck.” was rated low and LOC4 “Only those Employees who perform well get the Job Promotions.” was rated high.

The average mean score of these items was 1.798 during Time 1 and 4.218 during Time 2. This finding reveals that the IC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the IC construct revealing .744 Cronbach’s alpha reliability for this construct during Time 1 and .800 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in TA from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.6 Entitled Equity Preference (EEP)

There were 5 items to measure this construct. The mean score of the EEP items for this construct was between 1.19 (+/-1.13) and 4.44 (+/-1.65) during time 1 and 1.38 (+/-1.46) and 4.46 (+/-1.5) during time 2. This shows that respondents perceived EEP significantly more during Time 1 as compared to Time 2.

Item EEP5 “I prefer greater work engagements in addition to my assigned work.” was rated low and item EEP1 “I will prefer to give up the job if I am required to do hard work all the time.” was rated high during Time 1. During Time 2 item EEP1 “I will prefer to give up the job if I am required to do hard work all the time.” was rated low and EEP3 “When I am without work I feel restless.” was rated high.

The average mean score of these items was 1.901 during Time 1 and 4.243 during Time 2. This finding reveals that the EEP was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the IC construct revealing .704 Cronbach’s alpha reliability for this construct during Time 1 and .810 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in TA from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.7 Trait Anger (TA)
There were 5 items to measure this construct. The mean ratings of TA shows that all items had mean over 4. The average mean rating for items of this construct was 3.59 (+/-1.98) during Time 1. During Time 2 the mean ratings reduced to 1.55 (+/- 1.55).

Item TA4 “I am enraged when I am criticized in front of others.” was rated low and item TA2 “Slowdown of my work due to impediments created by others annoys me.” was rated high during Time 1. During Time 2 item TA1 “I feel always my anger is on my nose tip.” was rated low and TA4 “I am enraged when I am criticized in front of others.” was rated high.

The average mean score of these items was 4.523 during Time 1 and 1.519 during Time 2. This finding reveals that the IC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the IC construct revealing .645 Cronbach’s alpha reliability for this construct during Time 1 and .896 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in TA from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.8 Trait Hostility (TH)

There were 5 items to measure this construct. During Time 1 (N=2120), the TH mean value range observed was between 3.50 (+/-1.476) and 4.11 (+/-1.674). At Time 2 (N=1132), the TH ranged between 1.50 (+/-1.876) and 3.01(+/-1.774). This shows that respondents perceived Interactional justice significantly more during Time 1 as compared to Time 2.

Item TH4 “At times my colleagues crack jokes about me in my absence.” was rated low and item TH2 “At times I am surprised to find myself extremely harsh to others.” was rated high during Time 1. During Time 2 item TH2 “At times I am surprised to find myself extremely harsh to others.” was rated low and TH1 “At times I envy others.” was rated high.

The average mean score of these items was 3.834 during Time 1 and 2.390 during Time 2. This finding reveals that the IC was high during Time 1 and it gradually reduced during Time 2.
The reliability statistics of the IC construct revealing .714 Cronbach’s alpha reliability for this construct during Time 1 and .867 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in TA from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.9 Mental and Physical Stress (MPS)

There were 15 items to measure this construct. The mean ranged between 3.96 (+/- 1.795) and 4.76 (+/-1.757) for this construct during Time 1. During Time 2 mean ranged between 1.04 (+/- 1.555) and 3.50 (+/-1.300) for this construct.

Item MPS6 “Stomach disorder” was rated low and item MPS10 “Headache” was rated high during Time 1. During Time 2 item MPS8 “Loss of Sleep” was rated low and MPS15 “Exhaustion or Weakness” was rated high.

The average mean score of these items was 4.229 during Time 1 and 2.910 during Time 2. This finding reveals that the IC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the IC construct revealing .788 Cronbach’s alpha reliability for this construct during Time 1 and .892 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in MPS from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.10 Interactional Justice (IJ)

There were 5 items to measure this construct. During Time 1 (N=2120), the IJ mean value range observed was between 3.91 (+/-1.776) and 4.05 (+/-1.774). At Time 2 (N=1132), the IJ ranged between 1.55 (+/-1.776) and 3.05(+/-1.774). This shows that respondents perceived Interactional justice significantly more during Time 1 as compared to Time 2.

Item IJ1 “I feel that my remuneration is reasonable:” was rated low and item IJ4 “To make job decisions, my manager collects accurate and complete information.” was rated high during both Time 1 and Time 2.
The average mean score of these items was 4.000 during Time 1 and 2.000 during Time 2. This finding reveals that the IC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the IC construct revealing .608 Cronbach’s alpha reliability for this construct during Time 1 and .709 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in JD from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.11 Interpersonal Conflicts (IC)

There were 5 items to measure this construct. During Time 1 (N=2120), the IC mean range observed was between 3.90 (+/-1.776) and 4.01 (+/-1.774). At Time 1 (N=1132), the IC ranged between 1.50 (+/-1.776) and 3.01 (+/-1.774). This shows that respondents perceived Interpersonal conflicts significantly more during Time 1 as compared to Time 2.

Item IC1 “I feel that my colleagues intentionally overlook me at work.” was rated low and item IC4 “I feel that my colleagues avoid interacting with Me.” was rated high during both Time 1 and Time 2.

The average mean score of these items was 3.98 during Time 1 and 2.212 during Time 2. This finding reveals that the IC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the IC construct revealing .700 Cronbach’s alpha reliability for this construct during Time 1 and .803 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in JD from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.12 Organizational Constraints (OC)

There were 5 items to measure this construct. The mean rating of OC construct item during Time 1 (N=2120) was between 4.01 (+/- 1.788) and 4.76 (+/- 1.885). During Time 2 (N=1132) OC ranged from 1.11 (+/- 1.788) to 1.86 (+/- 1.885). Results shows that at Time 1 all items relating to OC were highly rated by the respondents and the entire items mean was
greater than the neutral point (3). Results also shows that at Time 2 all items relating to OC were lowly rated by the respondents and the entire items mean was less than the neutral point (3).

Item OC2 “Incompetent Supervision” was rated low and item OC4 “Inadequate Job Instructions” was rated high during Time 1. During Time 2 item OC1 “Faulty Tools or Materials” was rated low and OC4 “Inadequate Job Instructions” was rated high.

The average mean score of these items was 4.367 during Time 1 and 1.445 during Time 2. This finding reveals that the OC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the OC construct revealing .655 Cronbach’s alpha reliability for this construct during Time 1 and .802 Cronbach’s alpha reliability for this construct during Time 2.

The improvement in OC from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.3.13 Job Demands (JD)

There were 5 items to measure this construct. The mean ratings of JD during Time 1 (N=2120), the highest and lowest ratings of the items were 3.98 (+/-1.940) and 4.19 (+/-1.86). During Time 2 (N=1132), JD ranged from 1.10 (+/-1.940) and 1.98 (+/-1.86).

Item JD3 “Do you feel that your job requires you to work hard frequently?” was rated low and item JD5 “Are you ever required to deliver more work than your potential?” was rated high during Time 1. During Time 2 item JD2 “Do you feel that people at work are impolite to you?” was rated low and JD3 “Do you feel that your job requires you to work hard frequently?” was rated high.

The average mean score of these items was 4.00 during Time 1 and 1.476 during Time 2. This finding reveals that the OC was high during Time 1 and it gradually reduced during Time 2.

The reliability statistics of the OC construct revealing .694 Cronbach’s alpha reliability for this construct during Time 1 and .820 Cronbach’s alpha reliability for this construct during Time 2.
The improvement in JD from Time 1 to Time 2 could be due to the positive effect of Stress Management Program of the respondent organization.

4.2.4 Hypothesis Testing

4.2.4.1 Interactional Justice (IJ)

Interactional Justice (IJ) and Interpersonal Organizational Citizenship Behavior (OCB-I)

In the proposed research model it was hypothesized that, Interactional Justice will have a significant positive effect on the Interpersonal Organizational Citizenship Behavior. At time 1, the standardized regression weight and critical ratio for IJ to OCB-I was 0.373 and 5.792 respectively, suggesting that this path was statistically significant at the p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for IJ to OCB-I was 0.280 and 4.810 respectively, suggesting that this path was statistically significant at the p=0.001. The results demonstrated strong support for this hypothesis. It was found that, if there was increase in Interactional Justice then it would positively influence the Interpersonal Organizational citizenship behavior. These results are in agreement with earlier studies examining effects of organizational justice (Scott, B., & Colquitt, J. 2007) in which it has been found that interactional justice has positive correlations with organizational citizenship behavior. It can thus be stated that the display of organizational citizenship behavior increases when employees treat each other in a just, fair and equitable manner. In summary, these results further suggest that IJ was a major determinant of OCB-I and the results are in agreement with prior research.

Interactional Justice (IJ) and Interpersonal Counter Productive Work Behavior (CWB-I).

In the proposed research model it was hypothesized that, Interactional Justice will have a significant negative effect on the Interpersonal Counter Productive Work Behavior. At time 1, the standardized regression weight and critical ratio for IJ to CWB-I was 0.285 and 4.883 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for IJ to CWB-I was 0.284 and 4.856 respectively, indicating statistical significance at p=0.001. The results demonstrated strong support for this hypothesis. The results suggested that there is inverse relationship between IJ and CWB-I, thus when IJ increases CWB-I reduces and vice-versa. These results are in agreement with earlier studies by Aquino, K., Lewis, M. U., & Bradfield, M. (1999) who proposed a model of CWB in which justice constructs were under study and there effects on
CWB were identified. In our empirical study it is found that employees display counterproductive work behavior when incidences of lower interactional justice within the employees and supervisors are on increase. Thus there is an inverse negative relationship between Justice and CWB. In summary, IJ was found to be important determinant of CWB-I; however, it was found to have an exactly opposite influence to OCB-I. These results are in agreement with prior research as well.

4.2.4.2 Interpersonal Conflicts (IC)

Interpersonal Conflict (IC) and Interpersonal Organizational Citizenship Behavior (OCB-I)

In the proposed research model it was hypothesized that, Interpersonal Conflict will have significant negative effect on the Interpersonal Organizational Citizenship Behavior. At time 1, the standardized regression weight and critical ratio for IC to OCB-I was 0.403 and 6.044 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for IC to OCB-I was 0.450 and 6.569 respectively, indicating statistical significance at p=0.001. The results suggested that, there is inverse relationship between IC and OCB-I, thus when IC increases OCB-I reduces and vice-versa. These results are in agreement with earlier studies related to OCB; it was found that, interpersonal conflicts when reduced led to an increase in OCB (LePine, J. A., Erez, A., & Johnson, D. E. 2002). In summary, IC was found to be important determinant of OCB-I. These results are in agreement with prior research as well.

Interpersonal Conflict (IC) and Interpersonal Counter Productive Work Behavior (CWB-I)

In the proposed research model it was hypothesized that, Interpersonal Conflict will have a significant positive effect on the Interpersonal Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for IC to CWB-I is 0.554 and 7.596 respectively, suggesting that this path is statistically significant at the p=.001. Similarly at Time 2, the standardized regression weight and critical ratio for IC to CWB-I is 0.341 and 5.426 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Interpersonal Conflict then it would positively influence the Interpersonal Counter Productive Work Behavior. These results are in agreement with prior studies by Ayoko, O., Callan, V., & Hartel, C. (2003) in which it was stated that workplace conflicts lead to bullying and CWB. In this study the researcher found that, the display of CWB by employees
increased when interpersonal conflicts were reported more at the workplace. Moreover, it was found that Interpersonal conflicts acted as job stressors leading to CWB. In summary, IC was found to be important determinant of CWB-I; however, it was found to have an exactly opposite influence to OCB-I. These results are in agreement with prior research as well.

4.2.4.3 Organizational Constraints (OC)

Organizational Constraints (OC) and organizationally targeted Organizational Citizenship Behavior (OCB-O)

In the proposed research model it was hypothesized that, Organizational Constraints will have a significant negative effect on the organizationally targeted Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for OC to OCB-O was 0.562 and 7.614 respectively, indicating statistical significance for H1.5 at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for OC to OCB-O was 0.372 and 5.792 respectively, indicating statistical significance for H1.5 at p=0.001. The results suggested that there is inverse relationship between OC and OCB-O, thus when OC increases OCB-I reduces and vice-versa. These results are in agreement with prior studies stating that, when employees perceive less organizational constraints, their citizenship behavior gets enhanced. (Peters, L. H., & O'Connor, E. J. 1980). In summary, OC was found to be important determinant of OCB-O. These results are in agreement with prior research as well.

Organizational Constraints (OC) and organizationally targeted Counter Productive Work Behavior (CWB-O)

In the proposed research model it was hypothesized that, Organizational Constraints will have a significant positive effect on the organizationally targeted Counter Productive Work Behavior. At time 1, the standardized regression weight and critical ratio for OC to CWB-O is 0.691 and 8.994 respectively, suggesting that this path was statistically significant at the p=.001. Similarly at Time 2, the standardized regression weight and critical ratio for OC to CWB-O is 0.282 and 4.883 respectively, suggesting that this path was statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Organizational Constraints then it would positively influence the organizationally targeted Counter Productive Work Behavior. This is consistent with findings of previous studies that, when the employees experience more organizational constraints
there counterproductive work behavior increases (Peters, L. H., & O'Connor, E. J. 1980). In
summary, OC was found to be important determinant of CWB-O; however, it was found to
have an exactly opposite influence to OCB-O. These results are in agreement with prior
research as well.

4.2.4.4 Job Demands

Job demands (JD) and organizationally targeted Organizational Citizenship Behavior (OCB-
O)

In the proposed research model it was hypothesized that, Job demands will have a significant
negative effect on the organizationally targeted Organizational Citizenship Behavior. At
Time 1, the standardized regression weight and critical ratio for JD to OCB-O was 0.252 and
4.550 respectively, indicating statistical significance for at p=0.001.Similarly at Time 2, the
standardized regression weight and critical ratio for JD to OCB-O was 0.245 and 4.439
respectively, indicating statistical significance for at p=0.001. The results suggested that there
is inverse relationship between JD and OCB-O, thus when JD increases OCB-O reduces and
vice-versa. This is consistent with prior research findings that, when employees perceive low
job demands they display OCB Spector, P., & Jex, S. (1998). In summary, JD was found to
be important determinant of OCB-O thus we may state that It is the perception of employees
about what job demands from them that leads to the intention to either perform OCB or
perform CWB. These results are in agreement with prior research as well.

Job demands (JD) and organizationally targeted Counter Productive Work Behavior (CWB-
O)

In the proposed research model it was hypothesized that, Job demands will have a significant
positive effect on the organizationally targeted Counter Productive Work Behavior. At Time
1, the standardized regression weight and critical ratio for JD to CWB-O is 0.275 and 4.780
respectively, suggesting that this path was statistically significant at the p=.001.Similarly at
Time 2, the standardized regression weight and critical ratio for JD to CWB-O is 0.214 and
4.139 respectively, suggesting that this path was statistically significant at the p=.001. The
results demonstrated strong support for this hypothesis. This indicated that if there was
increase in Job demands then it would positively influence the organizationally targeted
Counter Productive Work Behavior. This is consistent with previous studies stating that,
work overload experienced by employee’s leads to deviant behavior Spector, P., & Jex, S.
(1998). In summary, JD was found to be important determinant of CWB-O; however, it was found to have an exactly opposite influence to OCB-O. These results are in agreement with prior research as well.

4.2.4.5 Locus of Control (LOC)

Locus of Control (LOC) and Interactional Justice (IJ)

In the proposed research model it was hypothesized that, Locus of Control will have a significant negative effect on Interactional Justice as an interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for LOC to IJ was 0.630 and 8.395 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to IJ was 0.334 and 5.359 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between LOC and IJ, thus when LOC increases IJ also increases and vice-versa. This consistent with previous studies stating that, a strong negative correlation was identified between Locus of Control and Interactional justice (Greenberg: 1990). On the basis of results of this study, researcher states that, when employees experience inequity at work place, the employee perceives that his ability to have a control on circumstances around him has reduced. This feeling in turn causes stress and leads to deviant behaviors. In summary, LOC was found to be important determinant of IJ. These results are in agreement with prior research as well.

Locus of Control (LOC) and Interpersonal Conflict (IC)

In the proposed research model it was hypothesized that, Locus of Control will have a significant positive effect on Interpersonal Conflict as an interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for LOC to IC was 0.438 and 6.359 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to IC was 0.230 and 4.396 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between LOC and IC, thus when LOC increases IC also increases and vice-versa. This consistent with previous studies stating that, when an employee feels that he cannot control events affecting him, his conflicts with others at work place increase significantly and vice versa (Spector 1988). In summary, LOC was found to be important determinant of IC. These results are in agreement with prior research as well.
Locus of Control (LOC) and Organizational constraints (OC)

In the proposed research model it was hypothesized that, Locus of Control will have a significant positive effect on Organizational constraints as an organizational stressor. At Time 1, the standardized regression weight and critical ratio for LOC to OC was 0.241 and 4.439 respectively, indicating statistical significance for at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to OC was 0.348 and 5.493 respectively, indicating statistical significance for at p=0.001. The results suggested that there is a direct relationship between LOC and OC, thus when LOC increases OC also increases and vice-versa. Hershcovis, M., et al. (2007) had found a negative correlation between LOC and OC. The results of our study indicate that, most of the times, supervisors feel that they are not able to help the subordinates and juniors as they feel that someone else controls the events in the workplace and they act simply as directed. This low feeling of locus of control leads them to thinking that there exist Organizational constraints in their path to work with freedom and autonomy. This leads to workplace aggression. In summary, LOC was found to be important determinant of OC.

Locus of Control (LOC) and Job Demands (JD)

In the proposed research model it was hypothesized that, Locus of Control will have a significant positive effect on Job demands as an organizational stressor. At Time 1, the standardized regression weight and critical ratio for LOC to OC was 0.038 and 1.389 respectively, indicating no statistical significance at p=0.165. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to OC was 0.003 and 1.019 respectively, indicating no statistical significance at p=0.165. The results suggested that there is no direct relationship between LOC and OC. In summary, LOC was not found to be important determinant of JD.

Locus of Control (LOC) and Interpersonal Organizational Citizenship Behavior (OCB-I)

In the proposed research model it was hypothesized that, Locus of Control will have significant positive effect on the Interpersonal Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for LOC to OCB-I was 0.402 and 6.032 respectively, indicating statistical significance for at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to OCB-I is 0.302 and 5.023 respectively, suggesting that this path was statistically significant at the p=.001. The results
demonstrated strong support for this hypothesis. The results suggested that, there is inverse relationship between LOC and OCB-I, thus when LOC increases OCB-I reduces and vice-versa. This is consistent with previous empirical finding of Hutri & Lindeman, M. (2002) stated that locus of control negatively affects organizational citizenship behavior. The results of our research state that, enhancement in citizenship behavior occurs when employees are given authority to control circumstances around them at workplace. In summary, LOC was found to be important determinant of OCB-I. These results are in agreement with prior research as well.

Locus of Control (LOC) and interpersonally targeted Counterproductive Work Behavior (CWB-I)

In the proposed research model it was hypothesized that, Locus of Control will have a significant negative effect on the individually targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for LOC to CWB-I was 0.032 and 1.390 respectively, indicating no statistical significance at p=0.160. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to CWB-I was 0.004 and 1.008 respectively, indicating no statistical significance at p=0.165. The results suggested that there is no direct relationship between LOC and CWB-I. In summary, LOC was not found to be important determinant of CWB-I.

Locus of Control (LOC) and organizationally targeted Organizational Citizenship Behavior (OCB-O).

In the proposed research model it was hypothesized that, Locus of Control will have a significant positive effect on the organizationally targeted Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for LOC to OCB-O was 0.565 and 7.617 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to OCB-O was 0.470 and 6.671 respectively, indicating statistical significance at p=0.001. The results suggested that there is inverse relationship between LOC and OCB-O, thus when LOC increases OCB-O reduces and vice-versa. This consistent with an empirical finding of Hutri & Lindeman, M. (2002) that locus of control negatively affects organizational citizenship behavior. In summary, LOC was found to be important determinant of OCB-O. These results are in agreement with prior research as well.
Locus of Control (LOC) and organizationally targeted Counter Productive Work Behavior (CWB-O)

In the proposed research model it was hypothesized that, Locus of Control will have a significant negative effect on the organizationally targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for LOC to CWB-O was 0.692 and 8.994 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for LOC to CWB-O is 0.594 and 7.949 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was an increase in Locus of Control then it would positively influence the organizationally targeted Counter Productive Work Behavior. This finding is consistent with previous study by (Jockin, V., Arvey, R., & McGue, M. (2001) that, one of the best ways to reduce CWB was by increasing the Locus of Control of labors by practices like workers participation in management decision making, etc. Our study found that, certain counterproductive work behaviors like workplace aggression, conflict and victimization, were caused due to the feeling that labors could not bargain with the management and had very less control on the event affecting them at workplace. In summary, LOC was found to be important determinant of CWB-O; however, it was found to have an exactly opposite influence to OCB-O. These results are in agreement with prior research as well.

4.2.4.6 Entitled Equity Preference (EEP)

Entitled Equity Preference (EEP) and Interactional Justice (IJ)

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant positive effect on Interactional Justice as interpersonal job stressors. At Time 1, the standardized regression weight and critical ratio for EEP to IJ was 0.657 and 8.574 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for EEP to IJ was 0.651 and 8.547 respectively, indicating statistical significance at p=0.001. The results suggested that there is a direct relationship between EEP and IJ, thus when EEP increases IJ also increases and vice-versa. These findings are similar to a study by Judge, T., Thoresen, C., Bono, J., & Patton, G. (2001). In this study it was found that interactional justice and entitled equity preference are positively related to each other. The findings of this study state that employees perceive just, fair and equitable treatment by co-workers as the most important factor affecting their
interpersonal behavior In summary, EEP was found to be important determinant of IJ. These results are in agreement with prior research as well.

Entitled Equity Preference (EEP) and Interpersonal conflict (IC)

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant negative effect on Interpersonal conflict as interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for EEP to IC was 0.301 and 5.005 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for EEP to IC was 0.271 and 4.050 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between EEP and IC, thus when EEP increases IC also increases and vice-versa. This finding is in agreement with another study related to Equity sensitivity (Kickul, J., & Lester, S. 2001) which stated that the main factor for increase in interpersonal conflicts is the low levels of Equity preference that employees experience at workplace. This research work adds the above by stating that when employees get what they desire from a relationship with co-worker, they quarrel less at workplace and vice versa. In summary, EEP was found to be important determinant of IC. These results are in agreement with prior research as well.

Entitled Equity Preference (EEP) and Organizational Constraints (OC)

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant negative effect on Organizational Constraints as Organizational job stressor. At Time 1, the standardized regression weight and critical ratio for EEP to OC was 0.023 and 1.248 respectively, indicating no statistical significance at p=0.001 or p=0.01. Similarly at Time 2, standardized regression weight and critical ratio for EEP to OC was 0.001 and 0.151 respectively, indicating no statistical significance at p=0.001 or p=0.01. The results suggested that there is no direct relationship between EEP and OC. In summary, EEP was not found to be important determinant of OC.

Entitled Equity Preference (EEP) and Job Demands (JD)

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant negative effect on Job Demands as Organizational job stressor. At Time 1, the standardized regression weight and critical ratio for EEP to JD was 0.277 and 4.780 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for EEP to JD was 0.276 and 4.779
respectively, indicating statistical significance at $p=0.001$. The results suggested that there is direct relationship between EEP and JD, thus when EEP increases JD also increases and vice-versa. This finding is in agreement with empirical research conducted by Liu, Y. (2006) has found that job demands and work overload correlated negatively with Equity preference. The findings of our research work state that, when employee gets what he/she desires then his /her perception towards job demands & work overload remain affirmative. Conversely, when the work outcome is not as desired, the employees perceive the task at hand as unmanageable and thus the feeling that the job demands are beyond their capacity to perform increase. Thus greater the equity preference lower are the perceived job demands and vice versa. In summary, EEP was found to be important determinant of JD. These results are in agreement with prior research as well.

Entitled Equity Preference (EEP) and Interpersonal Organizational Citizenship Behavior (OCB-I).

In the proposed research model it was hypothesized that, Entitled Equity Preference will have significant positive effect on the Interpersonal Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for EEP to OCB-I was 0.340 and 5.748 respectively, indicating statistical significance at $p=0.001$. Similarly at Time 2, the standardized regression weight and critical ratio for EEP to OCB-I is 0.277 and 4.784 respectively, suggesting that this path is statistically significant at the $p=.001$. The results demonstrated strong support for this hypothesis. The results suggested that there is inverse relationship between EEP and OCB-I, thus when EEP increases OCB-I reduces and vice-versa. It has been stated in a recent study that EEPs positively effects are seen on OCB (Kelloway, E. K., Loughling, C., Barling, J., & Nault, A. 2002). Our research findings are in line with this stating that when an employee gets the outcomes of his work as desired by him, his citizenship behavior increases. In summary, EEP was found to be important determinant of OCB-I. These results are in agreement with prior research as well.

Entitled Equity Preference (EEP) and interpersonally targeted Counterproductive work behavior (CWB-I)

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant negative effect on the individually targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for EEP to CWB-I was 0.091 and 1.999 respectively, indicating no statistical significance at $p=0.001$ or $p=0.01$. Similarly
Entitled Equity Preference (EEP) and organizationally targeted Organizational Citizenship Behavior (OCB-O).

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant positive effect on the organizationally targeted Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for EEP to OCB-O was 0.380 and 5.800 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for EEP to OCB-O was 0.281 and 4.810 respectively, indicating statistical significance at p=0.001. The results suggested that there is inverse relationship between EEP and OCB-O, thus when EEP increases OCB-O reduces and vice-versa. In a research work related to OCB and CWB (Kelloway, E. K., Loughling, C., Barling, J., & Nault, A. 2002) it has been stated that EEPs positively affect OCB. Thus our research findings are similar to it. In summary, EEP was found to be important determinant of OCB-O. These results are in agreement with prior research as well.

Entitled Equity Preference (EEP) and organizationally targeted Counter Productive Work Behavior (CWB-O)

In the proposed research model it was hypothesized that, Entitled Equity Preference will have a significant negative effect on the organizationally targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for EEP to CWB-O was 0.389 and 5.865 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for EEP to CWB-O is 0.286 and 4.856 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Entitled Equity Preference then it would positively influence the organizationally targeted Counter Productive Work Behavior. In a research work related to OCB and CWB (Kelloway, E. K., Loughling, C., Barling, J., & Nault, A. 2002) it has stated that Entitled equity preference relates to both OCB and CWB. In this study the construct of entitled equity preference has been identified as differentiating construct between OCB and CWB. Using this construct, the researcher differentiates between OCB and CWB. It has been found that...
EEP affects OCB and CWB but in exactly opposite effects. EEP has strong negative effect with CWB and EEPs positively effects are seen on OCB. This finding is similar to the finding out this research work which states that when an employee gets the outcomes of his work as desired by him, his citizenship behavior increases and counterproductive behavior reduces in summary, EEP was found to be important determinant of CWB-O.; however, it was found to have an exactly opposite influence to OCB-O. These results are in agreement with prior research as well.

4.2.4.7 Trait Anger (TA)

Trait Anger (TA) and Interactional Justice (IJ)

In the proposed research model it was hypothesized that, Trait Anger will have a significant negative effect on Interactional Justice as interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for TA to IJ was 0.377 and 5.792 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to IJ was 0.271 and 4.729 respectively, indicating statistical significance at p=0.001. The results suggested that there is inverse relationship between TA and IJ, thus when TA increases IJ reduces and vice-versa. This finding is in agreement with previous research study by Brondolo, E., et al. (1998) in which it is stated that people with high levels of Trait Anger report low levels of interactional justice. This research study has also found that employees with high levels of Trait Anger report low levels of interactional justice because they often feel that their colleagues don’t treat them with just and fair interpersonal behavior. In summary, TA was found to be important determinant of IJ. These results are in agreement with prior research as well.

Trait Anger (TA) and Interpersonal Conflict (IC)

In the proposed research model it was hypothesized that, Trait Anger will have a significant positive effect on Interpersonal Conflict as Interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for TA to IC was 0.285 and 4.883 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to IC was 0.182 and 3.838 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between TA and IC, thus when TA increases IC also increases and vice-versa. Brondolo, E., et al. (1998) conducted an empirical research amongst city traffic agents.
and in this research it was concluded that Trait anger is an important determinant of job stressors at work. It was stated that people who display high levels of Trait anger are often involved in Interpersonal conflicts. The findings of this study are in agreement with it. In summary, TA was found to be important determinant of IC. These results are in agreement with prior research as well.

Trait Anger (TA) and Organizational Constraints (OC)

In the proposed research model it was hypothesized that, Trait Anger will have a significant positive effect on Organizational Constraints as Organizational job stressor. At Time 1, the standardized regression weight and critical ratio for TA to IC was 0.320 and 5.279 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to OC was 0.229 and 4.297 respectively, indicating statistical significance at p=0.001. The results suggested that the Trait Anger has positive strong effect on the Organizational Constraints. This implied that there is direct relationship between TA and OC, thus when TA increases OC also increases and vice-versa. These results are in agreement with previous study by Brondolo, E., et al. (1998) stating that people who display high levels of Trait anger are often involved in Interpersonal conflicts. They also experience high levels of organizational constraints which make it impossible for them to control and exhibit the anger experienced by them. In summary, TA was found to be important determinant of OC. These results are in agreement with prior research as well.

Trait Anger (TA) and Job Demands (JD)

In the proposed research model it was hypothesized that, Trait Anger will have a significant positive effect on Job Demands as Organizational job stressor. At Time 1, the standardized regression weight and critical ratio for TA to JD was 0.351 and 5.520 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to JD was 0.251 and 4.502 respectively, indicating statistical significance for H 2.12 at p=0.001. The results suggested that there is direct relationship between TA and JD, thus when TA increases JD also increases and vice-versa. This finding is in agreement with recent study (Bongard, S., & al'Absi, M. 2005) in which it was found that Trait Anger and Job demands are positively related. The findings of our research work furthermore state that when job demands increase, employees experience job stress. Their blood pressure levels increase and this result in increase in the feeling of anger expression in
an occupational setting. In summary, TA was found to be important determinant of JD. These results are in agreement with prior research as well.

Trait Anger (TA) and Interpersonal Organizational Citizenship Behavior (OCB-I)

In the proposed research model it was hypothesized that, Trait Anger will have significant negative effect on the Interpersonal Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for TA to OCB-I was 0.482 and 6.828 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to OCB-I is 0.385 and 5.882 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. The results suggested that there is inverse relationship between TA and OCB-I, thus when TA increases OCB-I reduces and vice-versa. In a previous study, Trait Anger has been considered as a major predictor of organizational citizenship behavior (Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. 2001). In this study a strong negative correlation has been found between TA and OCB. The findings of our research work are similar to the above. Furthermore findings of our study state that, an angry employee hardly displays any citizenship behavior. In summary, TA was found to be important determinant of OCB-I. These results are in agreement with prior research as well.

Trait Anger (TA) and interpersonal Counter Productive Work Behavior (CWB-I)

In the proposed research model it was hypothesized that, Trait Anger will have a significant positive effect on the interpersonal Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for TA to CWB-I was 0.280 and 4.872 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to CWB-I is 0.189 and 3.827 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Trait anger then it would positively influence the interpersonally targeted Counter Productive Work Behavior. Bennett, R. J. (1998) in his research on dysfunctional behavior stated that employee deviance is a result of perceived powerlessness which leads to increase in levels of displayed trait anger in employees. This research has found that trait anger and counterproductive work behavior are directly proportional to each other. The findings of our research work are in agreement of it. In summary, TA was found to be important determinant
of CWB-I.; however, it was found to have an exactly opposite influence to OCB-I. These results are in agreement with prior research as well.

Trait Anger (TA) and organizationally targeted Organizational Citizenship Behavior (OCB-O)

In the proposed research model it was hypothesized that, Trait Anger will have a significant negative effect on the organizationally targeted Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for TA to OCB-O was 0.199 and 3.944 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to OCB-O was 0.291 and 4.941 respectively, indicating statistical significance at p=0.001. The results suggested that there is inverse relationship between TA and OCB-O, thus when TA increases OCB-O reduces and vice-versa. The study conducted by Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. 2001 also stated the same. In summary, TA was found to be important determinant of OCB-O. These results are in agreement with prior research as well.

Trait Anger (TA) and organizationally targeted Counter Productive Work Behavior (CWB-O)

In the proposed research model it was hypothesized that, Trait Anger will have a significant positive effect on the organizationally targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for TA to CWB-O was 0.381 and 5.280 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TA to CWB-O is 0.222 and 4.279 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Trait Anger then it would positively influence the organizationally targeted Counter Productive Work Behavior. This research finding is in agreement with the findings of Bennett, R. J. (1998) in his research on dysfunctional behavior which stated that, employee deviance is a result of perceived powerlessness which leads to increase in levels of displayed trait anger in employees. This research has found that trait anger and counterproductive work behavior are directly proportional to each other. In summary, TA was found to be important determinant of CWB-O.; however, it was found to have an exactly opposite influence to OCB-O. These results are in agreement with prior research as well.
4.2.4.8 Trait Hostility (TH)

Trait Hostility (TH) and Interactional Justice (IJ)

In the proposed research model it was hypothesized that, Trait Hostility will have a significant negative effect on Interactional Justice as interpersonal stressor. At Time 1, the standardized regression weight and critical ratio for TH to IJ was 0.377 and 5.792 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TH to IJ is 0.271 and 4.729 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Trait Hostility then it would negatively influence the Interactional Justice. This research finding is in agreement with a study examining exchange relationships and psychological contracts, it has been stated that trait hostility has negative correlations with interactional justice (Coyle-Shapiro, J. A., & Conway, N. 2005). Our research finding is in agreement with it. Findings of our study furthermore state that, employees who have negative inhibitions about certain other employees (due to their past interactions) do not treat them fairly. This leads to an interpersonal stressor of interactional justice. Thus in summary, TH was found to be an important determinant of IJ and this finding is in agreement with prior research as well.

Trait Hostility (TH) and Interpersonal Conflicts (IC)

In the proposed research model it was hypothesized that, Trait Hostility will have a significant positive effect on Interpersonal Conflicts as interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for TH to IC was 0.556 and 7.596 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TH to IC was 0.454 and 6.569 respectively, indicating statistical significance for H 2.14 at p=0.001. The results suggested that there is direct relationship between TH and IC, thus when TH increases IC also increases and vice-versa. This finding is in agreement with a study by Coyle-Shapiro, J. A., & Conway, N. (2005) in which it was stated that when people have inherent negative beliefs about other, they invariably conflict with each other. In summary, TH was found to be important determinant of IC. These results are in agreement with prior research as well.

Trait Hostility (TH) and Organizational Constraints (OC)
In the proposed research model it was hypothesized that, Trait Hostility will have a significant positive effect on Organizational Constraints as organizational job stressor. At Time 1, the standardized regression weight and critical ratio for TH to OC was 0.441 and 6.462 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TH to OC was 0.342 and 5.426 respectively, indicating statistical significance p=0.001. The results suggested that there is direct relationship between TH and OC, thus when TH increases OC also increases and vice-versa. This finding is in agreement with research carried by Fortunato, V., & Harsh, J. (2006) in which they have found a positive effect between negative affectivity and organizational job stress. Findings of our study further state that, when an employee feels that his/her productivity is getting reduced due to organizational constraints, his/her feeling of negative beliefs about others at workplace start increasing and such employees feels the job stress. In summary, TH was found to be important determinant of OC. These results are in agreement with prior research as well.

Trait Hostility (TH) and Job Demands (JD)

In the proposed research model it was hypothesized that, Trait Hostility will have a significant positive effect on Job Demands as organizational job stressor. At Time 1, the standardized regression weight and critical ratio for TH to JD was 0.271 and 4.754 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for TH to JD was 0.197 and 3.754 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between TH and JD, thus when TH increases JD also increases and vice-versa. This finding is in agreement with findings of a recent study by Coyle-Shapiro, J. A., & Conway, N. (2005) which stated that the negative belief regarding supervisor leads to a feeling in minds of juniors that they are allotted work greater than others at workplace. This trait hostility leads to a perception that job demands are high and there is work overload. In summary, TH was found to be important determinant of JD. These results are in agreement with prior research as well.

Trait Hostility (TH) and Interpersonal Organizational Citizenship Behavior (OCB-I)

In the proposed research model it was hypothesized that, Trait Hostility will have significant negative effect on the Interpersonal Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for TH to OCB-I was 0.180 and 3.384
respectively, indicating statistical significance at \(p=0.001\). Similarly at Time 2, the standardized regression weight and critical ratio for TH to OCB-I is 0.189 and 3.348 respectively, suggesting that this path is statistically significant at the \(p=.001\). The results demonstrated strong support for this hypothesis. The results suggested that there is inverse relationship between TH and OCB-I, thus when TH increases OCB-I reduces and vice-versa. This finding is in agreement with research study conducted by Bolino, M. C., Turnley, W. H., & Niehoff, B. P. (2004) in which it has been found that negative trait emotion correlates inversely with organizational citizenship behavior. In summary, TH was found to be important determinant of OCB-I. These results are in agreement with prior research as well.

Trait Hostility (TH) and interpersonal Counter Productive Work Behavior (CWB-I)

In the proposed research model it was hypothesized that, Trait Hostility will have a significant positive effect on the interpersonal Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for TH to CWB-I was 0.322 and 5.225 respectively, indicating statistical significance at \(p=0.001\). Similarly at Time 2, the standardized regression weight and critical ratio for TH to CWB-I is 0.221 and 4.252 respectively, suggesting that this path is statistically significant at the \(p=.001\). The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Trait Hostility then it would positively influence the interpersonally targeted Counter Productive Work Behavior. In a study of CWB, it has been found that employees who report greater hostility are often found to report higher levels of counterproductive work behavior (Aquino, K., Tripp, T., & Bies, R. 2001). These findings are similar to the findings of our study. Thus in summary, TH was found to be important determinant of CWB-I.; furthermore, it was found to have an exactly opposite influence to OCB-I.

Trait Hostility (TH) and organizationally targeted Organizational Citizenship Behavior (OCB-O)

In the proposed research model it was hypothesized that, Trait Hostility will have a significant negative effect on the organizationally targeted Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for TH to OCB-O was 0.437 and 6.385 respectively, indicating statistical significance at \(p=0.001\). Similarly at Time 2, the standardized regression weight and critical ratio for TH to OCB-O was 0.337 and 5.385 respectively, indicating statistical significance at \(p=0.001\). The results suggested that that there is inverse relationship between TH and OCB-O, thus when TH increases OCB-O
reduces and vice-versa. In summary, TH was found to be important determinant of OCB-O. This finding is in agreement with research study conducted by Bolino, M. C., Turnley, W. H., & Niehoff, B. P. (2004) in which it has been found that negative trait emotion correlates inversely with organizational citizenship behavior. These results are in agreement with prior research as well.

Trait Hostility and organizationally targeted Counterproductive work behavior (CWB-O)

In the proposed research model it was hypothesized that, Trait Hostility will have a significant positive effect on the organizationally targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for TH to CWB-O was 0.09 and 1.009 respectively, indicating no statistical significance at p=0.001 or p=0.01. Similarly at Time 2, standardized regression weight and critical ratio for TH to CWB-O was 0.001 and 1.013 respectively, indicating no statistical significance at p=0.001 or p=0.01. The results suggested that there is no direct relationship between TH and CWB-O. In summary, TH was not found to be important determinant of CWB-O.

4.2.4.9 Mental Physical Stress (MPS)

Mental Physical Stress (MPS) and Interactional Justice (IJ)

In the proposed research model it was hypothesized that, Mental Physical Stress will have a significant negative effect on Interactional Justice as interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for MPS to IJ was 0.320 and 5.225 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to IJ was 0.278 and 4.729 respectively, indicating statistical significance at p=0.001. The results suggested that there is inverse relationship between MPS and IJ, thus when MPS increases IJ reduces and vice-versa. This research finding is in agreement with findings from a research study by Zohar, D. (1995) in which it is stated that interactional justice is a major interpersonal job stressor. This construct correlates negatively with Physiological stress experienced by employees. In summary, MPS was found to be important determinant of IJ. These results are in agreement with prior research as well.
Mental Physical Stress (MPS) and Interactional Conflict (IC)

In the proposed research model it was hypothesized that, Mental Physical Stress will have a significant positive effect on Interactional Conflict as interpersonal job stressor. At Time 1, the standardized regression weight and critical ratio for MPS to IC was 0.138 and 3.384 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to IC was 0.184 and 3.838 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between MPS and IC, thus when MPS increases IC also increases and vice-versa. This finding is in agreement with findings of previous research work by Fox, S., & Spector, P. E. (1999). In summary, MPS was found to be important determinant of IC. These results are in agreement with prior research as well.

Mental and Physical Stress (MPS) and Organizational Constraints (OC)

In the proposed research model it was hypothesized that, Mental and Physical Stress will have a significant positive effect on Organizational Constraints as organizational job stressor. At Time 1, the standardized regression weight and critical ratio for MPS to OC was 0.270 and 4.745 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to OC was 0.221 and 4.297 respectively, indicating statistical significance at p=0.001. The results suggested that there is direct relationship between MPS and OC, thus when MPS increases OC also increases and vice-versa. This finding is in agreement with findings of previous research work by Fox, S., & Spector, P. E. (1999). In summary, MPS was found to be important determinant of OC. These results are in agreement with prior research as well.

Mental and Physical Stress (MPS) and Job Demands (JD)

In the proposed research model it was hypothesized that, Mental and Physical Stress will have a significant positive effect on Job Demands as organizational job stressor. At Time 1, the standardized regression weight and critical ratio for MPS to JD was 0.443 and 6.462 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to JD was 0.335 and 5.359 respectively, indicating statistical significance for at p=0.001. The results suggested that the Mental and Physical Stress that there is direct relationship between MPS and JD, thus when MPS increases JD also increases and vice-versa. This finding is in agreement with findings
of previous research work by Fox, S., & Spector, P. E. (1999). In summary, MPS was found to be important determinant of JD. These results are in agreement with prior research as well.

Mental and Physical Stress (MPS) and Interpersonal Organizational Citizenship Behavior (OCB-I)

In the proposed research model it was hypothesized that, Mental and Physical Stress will have a significant negative effect on the Interpersonal Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for MPS to OCB-I was 0.256 and 4.550 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to OCB-I is 0.239 and 4.396 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. The results suggested that there is inverse relationship between MPS and OCB-I, thus when MPS increases OCB-I reduces and vice-versa. These findings are consistent with the findings of study by Sauter, S.L., Lim, S.Y., & Murphy, L.R. (1996) in which it is stated that physiological stress is a construct that shows negative correlations with OCB. Furthermore, it is stated that greater the physiological stress experienced by the employees lower are the instances of citizenship behavior displayed by them. In summary, MPS was found to be important determinant of OCB-I. These results are in agreement with prior research as well.

Mental and Physical Stress (MPS) and interpersonal Counter Productive Work Behavior (CWB-I)

In the proposed research model it was hypothesized that, Mental and Physical Stress will have a significant positive effect on the interpersonal Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for MPS to CWB-I was 0.782 and 4.780 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to CWB-I is 0.342 and 5.493 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Mental and Physical Stress then it would positively influence the interpersonally targeted Counter Productive Work Behavior. This finding is in agreement with findings of study by Kiewitz, C., & Weaver; J. (2001), in which it is stated that Mental and Physical stress recorded has been identified as directly proportional to incidences of counterproductive work behavior. In this study it has been identified that respondents who experienced greater
physiological stress were found to be involved in incidences of media violence. In summary, MPS was found to be important determinant of CWB-I.; however, it was found to have an exactly opposite influence to OCB-I. These results are in agreement with prior research as well.

Mental and Physical Stress and organizationally targeted Organizational Citizenship Behavior (OCB-O)

In the proposed research model it was hypothesized that, Mental and Physical Stress will have a significant negative effect on the organizationally targeted Organizational Citizenship Behavior. At Time 1, the standardized regression weight and critical ratio for MPS to OCB-O was 0.371 and 5.748 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to OCB-O was 0.342 and 5.493 respectively, indicating statistical significance at p=0.001. The results suggested that there is inverse relationship between MPS and OCB-O, thus when MPS increases OCB-O reduces and vice-versa. These findings are consistent with the findings of study by Sauter, S.L., Lim, S.Y., & Murphy, L.R. (1996) in which it is stated that physiological stress is a construct that shows negative correlations with OCB. Furthermore, it is stated that greater the physiological stress experienced by the employees lower are the instances of citizenship behavior displayed by them. In summary, MPS was found to be important determinant of OCB-O. These results are in agreement with prior research as well.

Mental and Physical Stress and organizationally targeted Counter Productive Work Behavior (CWB-O)

In the proposed research model it was hypothesized that, Mental and Physical Stress will have a significant positive effect on the organizationally targeted Counter Productive Work Behavior. At Time 1, the standardized regression weight and critical ratio for MPS to CWB-O was 0.494 and 6.999 respectively, indicating statistical significance at p=0.001. Similarly at Time 2, the standardized regression weight and critical ratio for MPS to CWB-O is 0.184 and 3.827 respectively, suggesting that this path is statistically significant at the p=.001. The results demonstrated strong support for this hypothesis. This indicated that if there was increase in Mental and Physical Stress then it would positively influence the organizationally targeted Counter Productive Work Behavior This finding is in agreement with findings of study by Kiewitz, C., & Weaver, J. (2001), in which it is stated that Mental and Physical stress recorded has been identified as directly proportional to incidences of counterproductive
work behavior. In this study it has been identified that respondents who experienced greater physiological stress were found to be involved in incidences of media violence. In summary, MPS was found to be important determinant of CWB-O; however, it was found to have an exactly opposite influence to OCB-O. These results are in agreement with prior research as well.

4.2.4.10 Mediational mechanism analysis and hypothesis testing using Sobel Test

In the proposed research model it was hypothesized that, Job stressors will mediate the relationships between Employee personality differences and OCB/CWB.

As discussed in previous sections, to test the overall pattern of relationships as proposed in H4, a path analysis using the Time 1 self-report data was performed. This resulted in an identified model. The fit statistics were found to be satisfactory and parameter estimates were also satisfactory. Also at Time 2, to test the overall pattern of relationships as proposed in Hypothesis 4, a path analysis using the Time 2 self-report data was performed. This also resulted in an identified model. The fit statistics were found to be satisfactory and parameter estimates were again satisfactory.

The individual relationships proposed in Hypotheses 4 were then tested using bootstrapped Sobel analyses. Bootstrapping is a process that generates randomly sampled observations with replacement from the data set, and computes the statistic of interest in each resample. This process is repeated many times in order to approximate the sampling distribution of the statistic. This statistic can then be used in hypothesis testing that requires fulfilment of distributional assumptions.

The bootstrapping procedure is performed using the raw data in a process based on the Sobel test. To perform this procedure, a command set is executed in SPSS syntax, activating a macro (Preacher & Hayes, 2004). Larger resample’s require more time, but provide more accurate estimates. Because of the large number of hypothesis tests, 1,000 resample was chosen to balance estimation accuracy and computational workload for both Time 1 and Time 2 data collection separately. Consequently, an alternative test of the Mediational hypotheses 4 is based on the output from the bootstrapping macro at Time 1 (Table 3.16.1) and Time 2 (Table 3.16.2).

At Time 1, Results from the bootstrapped analyses were mixed. Overall, the indirect effect of personality on supervisor-reported CWB, mediated by stressors (interpersonal conflict, low
interactional justice, and organizational constraints) was significant except for hostility and interactional justice. In this case, the direct effect was not significantly reduced when mediated by interactional justice. The patterns for CWB-I and CWB-O were identical to that of overall CWB, consistent with the findings from the exploratory factor analysis.

The pattern for OCB was inconsistent. In all cases, trait anger was mediated by stressors (interpersonal conflict, low interactional justice, and organizational constraints). Equity preference and hostility were not mediated by interpersonal conflict, and hostility and locus of control were not mediated by organizational constraints. The pattern is more predictable when interpreting the interpersonal and organizational dimensions of OCB separately. Specifically, OCB-I was mediated only by interactional justice for all personality traits. Conversely, the relationship between personality and OCB-O was mediated by all stressors (interpersonal conflict, low interactional justice, and organizational constraints) except for the hostility/interpersonal conflict relationship.

Conversely at Time2, Results from the bootstrapped analyses were consistent. Overall, the indirect effect of personality on supervisor-reported CWB, mediated by stressors (interpersonal conflict, low interactional justice, and organizational constraints) was significant. In case of hostility and interactional justice, the direct effect was significantly reduced when mediated by interactional justice. Thus the patterns for CWB-I and CWB-O were identical to that of overall CWB, consistent with the findings from the exploratory factor analysis.

The pattern for OCB was also consistent. In all cases, trait anger and Mental and Physical stress was mediated by stressors (interpersonal conflict, low interactional justice, and organizational constraints). Equity preference and hostility were mediated by interpersonal conflict, and hostility and locus of control were mediated by organizational constraints. The pattern is more predictable when interpreting the interpersonal and organizational dimensions of OCB separately. Specifically, OCB-I was mediated by interactional justice for all personality traits. The relationship between personality and OCB-O was mediated by all stressors (interpersonal conflict, low interactional justice, and organizational constraints).
4.3 Identification of Cause and Effect Relationships

4.3.1 Job Stressors and OCB/CWB

In this research work, the first hypothesis primarily states that “Job Stress affects employee’s OCB and CWB.” As discussed in chapter 1, this research study considers targeted behaviors as dependent variables. Organizational citizenship behavior is studied by bifurcating it into interpersonally targeted citizenship behavior (OCB-I) and organizationally targeted citizenship behavior (OCB-O). Similarly, Counterproductive work behavior has been studied by bifurcating it into interpersonally targeted behavior (CWB-I) and organizationally targeted behavior (CWB-O).

A total of 41.2% of the variance in the organizational citizenship behavior (OCB-I) was explained by two direct predictors variables. The factor analysis and hypothesis testing states that Interpersonal conflicts (IC = 0.403) affect interpersonally targeted Organizational citizenship behavior (OCB-I) more than Interactional Justice (IJ=0.373).

Similarly, a total of 46.1% of the variance in the organizational citizenship behavior (OCB-O) was explained by two direct predictor’s variables. Organizationally targeted Organizational citizenship behavior (OCB-O) is affected more by Organizational Constraints (OC=0.562) than Job Demands (JD =0.252).

Furthermore, a total of 51.1% of the variance in the interpersonally targeted counterproductive work behavior (CWB-I) was explained by two direct predictors variables. Interpersonally targeted counterproductive work behavior (CWB-I) is affected more by Interpersonal conflicts (IC=0.554) than Interactional Justice (IJ=0.285).

Moreover, a total of 54.4% of the variance in the organizationally targeted counterproductive work behavior (CWB-I) was explained by two direct predictors variables. Organizationally targeted counterproductive work behavior (CWB-O) is affected more by Organizational Constraints (OC=0.691) than Job Demands (JD=0.275). These findings show that job stress affects employees’ OCB and CWB. Interpersonal Conflicts (IC) and Organizational constraints are major job stressors/factors affecting OCB and CWB. This is followed by Interactional Justice (IJ) and Job Demands (JD).
4.3.2 Job Stressors and Personality Variables

In this research work, the second hypothesis primarily states that “Job Stressors affect Personality variables”. This research work identified four job stressors viz. Interactional Justice (IJ), Interpersonal Conflicts (IC), Organizational Constraints (OC) and Job Demands (JD). The common personality variables identified in the research model were Locus of Control (LOC), Entitled Equity Preference (EEP), Trait Anger (TA), Trait Hostility (TH) and Mental and Physical Stress (MPS). It has been hypothesized that there exists relationship between each personality variable and each job stressor. On the basis of factor analysis and hypothesis testing done for each relationship following is the research interpretation:

A total of 41.1 % of the variance in the Interactional Justice (IJ) was explained by five direct predictor’s variables. Interactional Justice (IJ) is affected most by Entitled Equity Preference (EEP=0.657) and Locus of Control (LOC=0.630). This is followed by Trait Anger (TA=0.377) and Mental and Physical Stress (MPS=0.320). Trait Hostility (TH=0.108) least affects Interactional Justice (IJ).

A total of 52.9 % of the variance in the Interpersonal Conflicts (IC) was explained by five direct predictor’s variables. Interpersonal Conflicts (IC) is affected most by Trait Hostility (TH=0.556) and Locus of Control (LOC=0.438). This is followed by Entitled Equity Preference (EEP=0.301) and Trait Anger (TA=0.285). Mental and Physical Stress (MPS=0.138) least affects Interpersonal Conflicts (IC).

A total of 50.1 % of the variance in the Organizational Constraints (OC) was explained by five direct predictor variables. Organizational Constraints (OC) is affected most by Trait Hostility (TH=0.441) and Trait Anger (TA=0.320). This is followed by Mental and Physical Stress (MPS=0.270) and Locus of Control (LOC=0.241). Entitled Equity Preference (EEP=0.023) least affects Organizational Constraints (OC).

A total of 45.6 % of the variance in the Job Demands (JD) was explained by five direct predictor variables. Job Demands (JD) is affected most by Mental and Physical Stress (MPS=0.443) and Trait Anger (TA=0.351). This is followed by Trait Hostility (TH=0.271) and Entitled Equity Preference (EEP=0.277). Locus of Control (LOC=0.038) least affects Job Demands (JD).

These findings show that job stressors affect personality variables and vice-versa. Locus of Control (LOC), Trait Anger (TA) and Trait Hostility (TH) are major personality variables
which mostly get affected by job stressors. This is followed by Entitled Equity Preference (EEP) and Mental Physical Stress (MPS).

4.3.3 Personality Variables and OCB/CWB

In this research work, the third hypothesis primarily states that “OCB and CWB are affected by personality variables”. As discussed in chapter 1, this research study considers targeted behaviors as dependent variables. Organizational citizenship behavior is studied by bifurcating it into interpersonally targeted citizenship behavior (OCB-I) and organizationally targeted citizenship behavior (OCB-O). Similarly, Counterproductive work behavior has been studied by bifurcating it into interpersonally targeted behavior (CWB-I) and organizationally targeted behavior (CWB-O).

A total of 47.8% of the variance in the organizational citizenship behavior (OCB-I) was explained by five direct predictors variables. Findings on interpersonally targeted organizational citizenship behavior (OCB-I) state that Trait Anger (TA=0.482) and Locus of Control (LOC=0.402) affect OCB-I the most. This is followed by Entitled Equity Preference (EEP=0.340) and Mental Physical Stress (MPS=0.256). Trait Hostility (TH=0.180) least affects OCB-I. This finding suggests that interpersonally targeted citizenship behavior (OCB-I) is caused primarily by high level of Trait Anger and Locus of Control. This is followed by Entitled Equity Preference and Mental Physical Stress. Interpersonally targeted citizenship behavior (OCB-I) is least caused by Trait hostility.

A total of 44.2% of the variance in the organizational citizenship behavior (OCB-O) was explained by five direct predictor variables. The research findings on organizationally targeted citizenship behavior (OCB-O) state that Locus of Control (LOC= 0.565) and Trait Hostility (TH=0.437) affect OCB-O the most. This is followed by Mental Physical Stress (MPS=0.371) and Entitled Equity Preference (EEP=0.380). Trait Anger (TA=0.199) least affects OCB-O. This finding suggests that organizationally targeted citizenship behavior (OCB-O) is caused primarily by high level of Trait Hostility and Locus of Control. This is followed by Entitled Equity Preference and Mental Physical Stress. Interpersonally targeted citizenship behavior (OCB-I) is least caused by Trait Anger.

A total of 50.2% of the variance in the organizational citizenship behavior (CWB-I) was explained by five direct predictors variables. Findings on interpersonally targeted counterproductive work behavior (CWB-I) state that Mental Physical Stress (MPS=0.782)
and Trait Hostility (TH=0.322) affect CWB-I the most. This is followed by Trait Anger (TA=0.280) and Entitled Equity Preference (EEP=0.09). Locus of Control (LOC=0.03) least affects CWB-I. This finding suggests that interpersonally targeted counterproductive work behavior (CWB-I) is caused primarily by high level of Trait Hostility and Mental Physical Stress. This is followed by Entitled Equity Preference and Trait Anger. Interpersonally targeted counterproductive work behavior (CWB-I) is least caused by Locus of Control.

A total of 52.2% of the variance in the organizational citizenship behavior (CWB-I) was explained by five direct predictors variables. The research findings on organizationally targeted counterproductive work behavior (CWB-O) state that Locus of Control (LOC=0.692) and Mental Physical Stress (MPS=494) affect CWB-O the most. This is followed by Trait Hostility (TH=0.437) and Entitled Equity Preference (EEP=0.389). Trait Anger (TA=0.381) least affects CWB-O. This finding suggests that organizationally targeted counterproductive work behavior (CWB-O) is caused primarily by high level of Mental Physical Stress and Locus of Control. This is followed by Entitled Equity Preference and Trait Hostility. Organizationally targeted counterproductive work behavior (CWB-O) is least caused by Trait Anger.

4.4 Conclusions

This chapter aimed to discuss the key findings of the research study. It was observed that the response rate (i.e. Time 1 data collection was 37.12% and the final response rate for Time 2 data collection was 55.84%) achieved in this study was higher than the initial expectation of the researcher, and compared reasonably well with earlier studies on stressor strain model of OCB/CWB.

The results of participant’s demographic characteristics revealed that the majority of the respondents were men (Time 1: 81.5% and Time 2: 85%). The majority of the respondents (about Time1: 62% & Time2: 40%) were adults of working age hence organization had a young working population. The findings also revealed that the level of education of the most (about 40% during time 1 and 38% during time 2) of the participants was minimum a bachelor’s degree. A study on designations of participant revealed that Workman (46% during Time 1 and 50% during time 2) made the first half of the responses. The other half of responses was of the employees from M2, M3, M4 and M5 combined. Hence there is a balanced participation from workers, mid level employees and managers in the survey. The research findings in this survey also stated that the respondents who participated in the survey
had total work experience of 10 to 30 years (during time 1: 26% and Time 2: 35%) and also those with total work experience less than 10 years was 32% during Time 1 and Time 2. This finding shows that majority of the respondents had work experience less than 30 years. This finding suggests that the respondents were in mid of their careers. A study of participant’s length of service in the respondent organization shows that, majority of the respondents had completed up to 10 years of service in the respondent organization i.e. 78% i.e. (41+37) during Time 1 and 78% i.e. (44+34) during Time 2. Hours of work in each week were major criteria to determine the job stress of the employees. In this study it was found that the majority of respondents (i.e. 58% during Time 1 and 52% during Time 2) worked from 54 to 71 hours per week. Clearly this data signifies that respondents had to work more that the statutory hours of work and had a huge work load.

The job stress model of OCB/CWB in this study helped to explain the overall relationships among the predictor variables and the outcome variables. The findings show that job stress affects employees’ OCB and CWB. Interpersonal Conflicts (IC) and Organizational constraints are major job stressors/factors affecting OCB and CWB. This is followed by Interactional Justice (IJ) and Job Demands (JD).

Job Stressors affect Personality variables. The findings show that job stressors affect personality variables and vice-versa. Locus of Control (LOC), Trait Anger (TA) and Trait Hostility (TH) are major personality variables which mostly get affected by job stressors. This is followed by Entitled Equity Preference (EEP) and Mental Physical Stress (MPS).

OCB and CWB are affected by personality variables. The finding suggests that interpersonally targeted citizenship behavior (OCB-I) is caused primarily by high level of Trait Anger and Locus of Control. This is followed by Entitled Equity Preference and Mental Physical Stress. Interpersonally targeted citizenship behavior (OCB-I) is least caused by Trait hostility. The finding suggests that organizationally targeted citizenship behavior (OCB-O) is caused primarily by high level of Trait Hostility and Locus of Control. This is followed by Entitled Equity Preference and Mental Physical Stress. Interpersonally targeted citizenship behavior (OCB-I) is least caused by Trait Anger. The finding suggests that interpersonally targeted counterproductive work behavior (CWB-I) is caused primarily by high level of Trait Hostility and Mental Physical Stress. This is followed by Entitled Equity Preference and Trait Anger. Interpersonally targeted counterproductive work behavior (CWB-I) is least caused by Locus of Control. The finding suggests that organizationally targeted counterproductive work
behavior (CWB-O) is caused primarily by high level of Mental Physical Stress and Locus of Control. This is followed by Entitled Equity Preference and Trait Hostility. Organizationally targeted counterproductive work behavior (CWB-O) is least caused by Trait Anger.

A study into the meditational mechanism in the proposed model found that job stress mediates the relationship between personality variables and OCB/CWB. Overall, the indirect effect of personality on supervisor-reported CWB, mediated by stressors (interpersonal conflict, low interactional justice, and organizational constraints) was significant. In case of hostility and interactional justice, the direct effect was significantly reduced when mediated by interactional justice. Thus the patterns for CWB-I and CWB-O were identical to that of overall CWB, consistent with the findings from the exploratory factor analysis.

The pattern for OCB was also consistent. In all cases, trait anger and Mental and Physical stress was mediated by stressors (interpersonal conflict, low interactional justice, and organizational constraints). Equity preference and hostility were mediated by interpersonal conflict, and hostility and locus of control were mediated by organizational constraints. The pattern is more predictable when interpreting the interpersonal and organizational dimensions of OCB separately. Specifically, OCB-I was mediated by interactional justice for all personality traits. The relationship between personality and OCB-O was mediated by all stressors (interpersonal conflict, low interactional justice, and organizational constraints).

The following chapter will present the conclusions of this thesis.