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A Study of the Critical Organisational Factors at Play in Unmasking Counterproductive Work Behaviours in IT/ITES Organisations in NCR

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Abstract

Purpose: *This study investigates key organizational factors that influence Counterproductive Work Behaviors (CWBs) in IT/ITES organizations in the NCR region. It aims to identify and validate these factors to offer practical insights for reducing workplace misconduct and promoting a positive organizational culture.*

Design/Methodology/Approach: *Drawing from a comprehensive literature review, this research investigates the roles of Organizational Justice, Peer Relationship, Work Meaningfulness, Organizational Reward and Recognition, the Impact of Technology on Work Autonomy, and Work-Life Balance in mitigating CWBs. A survey was conducted with 100 IT/ITES employees in NCR, and hierarchical regression analysis was utilized to evaluate the predictive strength of these factors.*

Findings:

The results highlight the necessity of flexible policies and encouraging work environments by showing that Work-Life Balance (-0.395, $p<0.001$) is the most important predictor of Counterproductive Work Behaviours (CWBs). Organisational incentive & Recognition (-0.285, $p<0.001$) is an important predictor, illustrating how fair and organised incentive systems can help reduce CWBs. Organisational justice (-0.191, $p<0.001$) consistently reduces CWBs by promoting openness, equity, and fairness. Furthermore, the study proposes that changing technological oversight to increase employee autonomy can help to reduce workplace misconduct. While demographic factors like age initially appear significant, their impact lessens as organizational factors take precedence. The model accounts for 31.7% of the variance in CWBs, providing moderate explanatory power.

Research Limitations: *The findings of this study are constrained by a small sample size of 100 participants, which limits the generalizability of the results. Moreover, its focus on the IT/ITES sector in the NCR region may not reflect cultural and contextual differences found in other regions or industries.*

Keywords: Critical Organisational Factors, Counterproductive Work, Behaviours, IT/ITES, NCR

Introduction

India's IT and ITeS sector plays a pivotal role in driving economic growth, particularly in regions like the National Capital Region (NCR), contributing 7% to GDP in FY2023-24 and employing 5.43 million people, 36% of whom are women. Renowned for its cost efficiency, quality, and innovation, this sector solidifies India's position as a global leader in offshoring and technology (n.d.). However, despite its success, the industry faces challenges, especially in organizational dynamics and employee conduct (Gupta et al., 2024). Counterproductive Work Behaviors (CWBs) have emerged as a critical concern due to the increasing complexities of the workplace, driven by technological advancements, globalization, and organizational transformations. These factors harm employees' mental health, leading to rising work-induced stress, reduced productivity, and higher turnover rates. Additionally, the increased demand for quality and efficiency, coupled with competitive team structures, intensifies stress and exacerbates CWBs. Addressing workplace issues such as excessive workloads and reduced job control is crucial to

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mitigating these negative effects on employees and organizations (Shao et al., 2022). The theoretical foundation of Counterproductive Work Behaviors (CWBs) is rooted in theories of moral disengagement and the broader context of organizational behavior. Employees may resort to CWBs when they perceive injustices, experience unfair treatment, or find a disconnect with the values and goals of their organization (Carpenter et al., 2021). Research indicates that factors such as organizational justice are crucial in influencing employee behavior. Justice can be categorized into distributive (fair outcomes), procedural (fair processes), and interactional (fair treatment), all of which are vital for creating a supportive environment that reduces deviant behaviors (Callistus, 2023). Peer relationships also play a significant role in workplace behavior (Nathan et al., 2020). Social learning theory highlights how the attitudes and actions of coworkers can shape individual behaviors. In environments where peer relationships are tense or competitive rather than collaborative, employees may feel isolated, which can increase the likelihood of engaging in deviant acts (Sarwar et al., 2023). This is particularly relevant in the IT/ITES sector, where teamwork is often essential for organizational success (n.d.). Additionally, the meaningfulness of work is crucial—employees who view their tasks as valuable and aligned with their personal goals are less inclined to engage in CWBs. When work lacks meaning, it can lead to frustration, disengagement, and a tendency to undermine organizational objectives (Westhuizen, 2019). Moreover, meaningful work tends to instill a sense of purpose, which enhances commitment and reduces deviant behaviors (Savitha, 2020). Organizational reward and recognition play a crucial role in influencing counterproductive work behaviors (CWBs) (Mishra et al., 2024). When employees receive positive reinforcement through fair reward systems and acknowledgment of their contributions, it enhances their satisfaction and reduces deviant behaviors. On the other hand, a lack of recognition or perceived unfairness in reward can lead to feelings of resentment and promote counterproductive actions (Ramdani et al., 2023). Technological advancements are vital for productivity, but they can also have complex effects on work autonomy. Overdependence on technology or strict monitoring can create a sense of micromanagement and diminish employees' sense of control (Chen et al., 2022). This reduced autonomy can heighten stress and resentment, potentially resulting in CWBs (Thapar & Brar, 2022). Furthermore, work-life balance is a significant issue, especially in the IT/ITES sector, where employees often face long hours and tight deadlines. Poor integration of work and personal life not only affects employee well-being but also leads to increased stress and dissatisfaction, raising the chances of counterproductive behaviors (Wulandari et al., 2023). Organizations need to promote a better balance to create healthier work environments and reduce negative behaviors (Tommy et al., 2017). By exploring these factors within IT/ITES organizations in NCR, this paper seeks to offer practical insights for reducing CWBs and enhancing a more productive organizational culture. The results will help deepen the understanding of workplace behaviors, highlighting the need for customized strategies to tackle organizational challenges and foster harmonious work environments.

Organizational Justice and Counterproductive Work Behaviors (CWBs)

Organizational justice plays a pivotal role in shaping employee behavior, with perceptions of fairness significantly reducing the likelihood of counterproductive work behaviors (CWBs). Research indicates that distributive justice—fairness in outcomes such as pay and rewards—has a profound impact on reducing CWBs, as evidenced among healthcare professionals in Ethiopia, where increased fairness perceptions correlated with lower incidences of harmful behaviors (Adugna et al., 2022). Procedural justice, which ensures fairness in processes, also demonstrates a strong influence, particularly among female banking employees, where clear and equitable procedures help mitigate CWBs through reduced job stress and negative emotions (Aisha et al., 2022). The

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interplay between emotional intelligence (EI) and organizational justice further highlights their combined potential to foster positive workplace behaviors. Musdalifa et al. (2024) found that perceptions of fairness enhance emotional regulation and interpersonal relationships, reducing harmful actions like theft and sabotage. Similarly, Torres et al. (2024) emphasize the cultural and personal dimensions of organizational justice, showing that fairness in distributive, procedural, and interactional domains not only lowers CWBs but also aligns with personal values to shape workplace behaviors. Negative emotions serve as a critical mediating factor in the justice-CWB relationship. Feelings of injustice evoke emotional distress, which in turn fuels harmful behaviors, such as absenteeism or resource misuse (Aisha et al., 2022). However, fostering fairness across distributive, procedural, and interpersonal domains, alongside interventions like EI training and transparent communication, can significantly mitigate these risks (Musdalifa et al., 2024). Although organizational justice is vital, it is insufficient on its own to completely eliminate CWBs. External factors such as personal challenges and workplace constraints can limit its impact, underscoring the need for a holistic approach to fairness that integrates emotional intelligence and cultural considerations (Helmy et al., 2024; Torres et al., 2024). Hence the following hypothesis is proposed:

Proposed Hypothesis

H1: Employees who perceive a high level of organisational justice are less likely to participate in Counterproductive Work Behaviours (CWBs).

Work Meaningfulness and Counterproductive Work Behaviors (CWBs)

Counterproductive Work Behaviors (CWBs) are actions detrimental to workplace productivity and morale, influenced by both individual characteristics and external stressors. Research demonstrates that clearly defined tasks significantly mitigate CWBs by reducing ambiguity and frustration, fostering a supportive work environment (Westhuizen, 2019). Similarly, Olusola et al. (2019) emphasize the critical role of organizational justice in curbing harmful behaviors like sabotage and theft. Their findings suggest that fairness in organizational practices and clear task definitions enhance leader-member relationships, creating a foundation for positive workplace behavior. Personality traits and job demands also interact to shape CWBs. Westhuizen's (2019) study highlights the honesty-humility dimension of the HEXACO personality model, revealing that employees with higher honesty-humility scores are less prone to engaging in CWBs, even under high job demands. This underscores the need for organizations to consider both individual differences and situational factors in workplace management. Moreover, Laure (2022) explores how unclear tasks, workplace stress, and moral disengagement enable CWBs, showing that these behaviors can propagate, creating toxic work environments. Interventions like ethical frameworks and self-reflection can reduce such risks. Strong work ethics emerge as another key factor in reducing CWBs. Norashikin et al. (2024) found that fostering an ethical organizational culture—marked by clear ethical codes, independence, and goal clarity—enhances positive workplace behaviors and reduces stress. Similarly, D. et al. (2023) examine the unintended consequences of unmet performance targets, revealing that misaligned incentives and unrealistic goals often lead to frustration and CWBs. Their findings highlight the need for attainable performance standards to ensure effort aligns with desired outcomes. Collectively, these studies present a comprehensive understanding of CWBs as complex phenomena shaped by individual, organizational, and contextual factors. They suggest that addressing job clarity, ethical culture, and realistic goal-setting are crucial for mitigating these harmful behaviors and fostering a positive work environment. Hence the following hypothesis is proposed:

Proposed Hypothesis

H2: Employees who perceive their work as meaningful are less likely to engage in Counterproductive Work Behaviors (CWBs).

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Impact of Technology on Work Autonomy and Counterproductive Work Behaviors (CWBs)

The adoption of technology in the workplace has transformed organizational processes, enhancing flexibility and efficiency. However, it has also introduced challenges that can lead to counterproductive work behaviors (CWBs). Nemțeanu et al. (2021) investigated the effects of teleworking during the COVID-19 pandemic, finding that while teleworking enhances job flexibility and autonomy, it also reduces workplace interaction, potentially causing professional isolation and diminished self-regulatory capacity. These conditions were shown to increase CWBs among Romanian employees, highlighting the need for strategies to balance autonomy with measures to mitigate isolation. Similarly, Chen et al. (2022) explored the phenomenon of techno-invasion—constant connectivity due to IT usage—and its impact on CWBs. Their study demonstrated that techno-invasion impairs employees' self-regulatory resources, leading to deviant behaviors. However, IT mindfulness, which encourages efficient and creative IT usage, was found to mitigate these effects, underscoring the importance of managing technology boundaries and fostering positive IT practices. Further emphasizing the link between technology and CWBs, Kot (2022) examined technostress, identifying it as a key factor driving negative behaviors such as theft, fraud, and withdrawal. In a study of 676 employees, the research highlighted that technostress creators exacerbate CWBs, while technostress inhibitors reduce them. These findings suggest that organizations should manage ICT-related stressors and enhance support mechanisms to mitigate CWBs. The role of social media in workplace dynamics was studied by Zhou et al. (2024), who revealed that enterprise social media can inadvertently foster workplace loneliness, increasing CWBs. The study, grounded in social affiliation theory, found that ICT hassles amplify the negative impact of loneliness on employee behavior. These results underline the importance of managing social media use and addressing ICT challenges to reduce isolation and its associated negative behaviors.

The Internet of Things (IoT) offers another technological framework for monitoring and potentially reducing CWBs. Savitha and Akhilesh (2020) discussed the integration of IoT-enabled systems to detect harmful behaviors like absenteeism and misconduct. While IoT provides valuable oversight capabilities, its implementation is fraught with challenges such as privacy concerns and employee resistance. These findings highlight the need for careful planning and trust-building strategies to maximize IoT's benefits while minimizing drawbacks. Together, these studies illustrate the dual-edged nature of technology adoption in the workplace. While offering enhanced efficiency and connectivity, technology also introduces risks such as isolation, stress, and privacy concerns that can lead to CWBs. Organizations must adopt a balanced approach, leveraging technological advancements thoughtfully while addressing their negative implications. Hence the following hypothesis is proposed:

Proposed Hypothesis

H3: Employees who perceive technology as enhancing their work autonomy are less likely to exhibit in Counterproductive Work Behaviors (CWBs).

Peer relationship and Counterproductive Work Behaviors (CWBs)

Peer relationships significantly influence counterproductive work behaviors (CWBs) in organizations, shaping employee interactions and workplace culture. Positive peer relationships, characterized by trust, respect, and effective communication, foster a supportive environment that discourages harmful actions. Nathan et al. (2020) emphasize that transparent communication and mutual respect among peers reduce the likelihood of CWBs. Furthermore, peer reporting plays a crucial role in addressing workplace misconduct. The decision to report CWBs is influenced by the severity of the behavior, organizational culture, and perceived risks. Severe infractions like sabotage are more likely to be reported, while minor ones may go unnoticed.

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Creating a transparent environment with clear reporting systems and ethical training can encourage employees to speak up without fear of retaliation, ultimately reducing workplace misconduct (Nathan et al., 2020). Ethical leadership and psychological safety are critical factors in promoting moral agency and encouraging employees to report peer CWBs. According to John et al. (2024), moral potency—comprising courage, efficacy, and ownership—is a key driver of ethical reporting. Ethical leadership enhances moral potency by fostering an environment of integrity and accountability, particularly in routine work settings. Psychological safety also plays a vital role by providing employees with a secure space to report unethical actions.

However, in extreme contexts such as firefighting units, psychological safety may reduce the impact of moral potency on reporting intentions. Using Bandura's Theory of Moral Thought and Action, the study highlights the interplay between individual moral capacities and organizational context, emphasizing the importance of tailored interventions to foster ethical behavior across diverse work environments (John et al., 2024). The quality of interpersonal relationships is another critical determinant of CWBs. Szostek (2019) found that high-quality relationships, based on trust and positive emotions, discourage deviant actions and promote job satisfaction. In contrast, poor peer relationships, marked by suspicion and negative emotions, increase the likelihood of CWBs. These dynamics are further moderated by demographic factors such as age, education, and tenure. For instance, employees with longer tenure may form stronger bonds, reducing the probability of CWBs, while newer employees may be more susceptible to negative peer influences. Organizations should focus on fostering supportive relationships to minimize both the economic and social costs associated with CWBs. Szostek (2021) expands on these findings, emphasizing that interpersonal relationships exist on a continuum, with trust and positivity at one end and suspicion and negativity at the other. Positive relationships are long-lasting and beneficial, while negative relationships dominate perceptions when present, amplifying workplace deviance. This dual nature of relationships underscores the importance of proactive measures to build a cohesive workplace culture. Hence the following hypothesis is proposed:

Proposed Hypothesis

H4: Employees with positive peer interactions are less likely to engage in Counterproductive Work Behaviours (CWBs).

Organization Reward & Recognition and Counterproductive Work Behaviors (CWBs)

Organizational reward and recognition significantly influence employee behavior, shaping both positive outcomes and counterproductive work behaviors (CWBs). Nonmonetary rewards, such as acknowledgment and recognition, have been shown to foster engagement and voluntary contributions, as Cassandra (2023) observed in an online community study.

However, these reward can also create performance pressures, particularly near reward thresholds, leading to CWBs like rule-breaking or gaming the system. Cassandra's research highlights a nuanced dynamic: while reward encourage positive contributions, the stress of achieving them may induce negative actions, especially when sanctions are involved. Similarly, perceptions of fairness in reward and recognition are critical in mitigating CWBs. Ramdani et al. (2023) found that equitable and transparent reward systems foster satisfaction and reduce deviance, while perceived unfairness or inconsistent feedback exacerbates feelings of undervaluation, triggering harmful behaviors. The study underscores the importance of organizational justice—spanning processes, interactions, and outcomes—as a key determinant of employee conduct. Michel (2022) further emphasizes that organizational constraints and lack of control amplify negative behaviors, highlighting the necessity of eliminating workplace barriers to create a supportive environment. Moreover, Mishra et al. (2024) provided a comprehensive analysis of motivational strategies, revealing that a

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combination of monetary and nonmonetary rewardis more effective than singular approaches. Their findings show that inclusive and fair reward systems enhance employee engagement and retention, reducing CWBs by fostering a positive workplace culture. This aligns with Frank et al. (2009), who demonstrated that feedback—an integral part of recognition—evokes emotional responses that mediate employee actions. Positive feedback often results in pride and organizational citizenship behaviors (OCBs), whereas negative feedback, particularly public criticism, triggers frustration or shame, potentially leading to CWBs. These studies collectively highlight that while rewardand recognition can reduce CWBs and enhance motivation, their implementation must be carefully calibrated. Organizations should focus on fairness, transparency, and supportive feedback practices to balance positive outcomes with minimizing unintended negative behaviors. Hence the following hypothesis is proposed:

Proposed Hypothesis

H5: Employees who perceive fair organizational reward and recognition are less likely to engage in Counterproductive Work Behaviors (CWBs).

Work-Life Balance and Counterproductive Work Behaviors (CWBs)

Work-life balance (WLB) is a critical factor in reducing counterproductive work behaviors (CWBs) by fostering employee well-being and enhancing organizational productivity. Wulandari et al. (2023) demonstrated a negative correlation between WLB and CWBs, finding that employees with better balance engage less in harmful workplace actions. Their research on Jakarta's banking sector highlights the importance of organizational efforts to provide health facilities and adequate rest time to support employees, offering both theoretical insights and practical strategies to mitigate CWBs. Work-family conflict (WFC) further complicates this relationship by depleting employees' self-regulatory resources. Jiang et al. (2022), using resource conservation theory, showed that WFC and family-to-work conflict (FWC) drain emotional and physical resources, impairing behavior regulation and increasing CWBs. Emotional intelligence emerged as a mitigating factor, enabling employees to better manage conflicts and reduce negative outcomes. Their nuanced analysis, including the interplay between WFC and FWC, underscores the need for tailored organizational strategies to address these challenges. Moreover, Tan (2019) emphasizes the broader impact of WLB on employee retention and interpersonal relationships, particularly in dual-income households. The study confirmed significant links between WLB, reduced CWBs, and lower turnover intentions, advocating for supportive policies that integrate health and welfare programs into organizational frameworks. Interestingly, no significant gender differences were observed, challenging traditional assumptions about work-life dynamics and suggesting that WLB policies should cater to diverse employee needs.

Quality of Work Life (QWL), encompassing WLB and supervisory support, also plays a vital role in reducing CWBs. Tommy et al. (2017), applying Social Exchange Theory, found that employees perceiving high support from supervisors are less likely to engage in CWBs. Their research on police personnel highlighted the unique occupational challenges and suggested that improved work conditions and supportive environments effectively mitigate harmful behaviors. Collectively, these studies underscore the interconnectedness of WLB, WFC, and CWBs, emphasizing the importance of holistic organizational strategies. By prioritizing employee well-being through balanced policies, emotional resilience programs, and supportive work environments, organizations can mitigate CWBs, foster productivity, and create a positive workplace culture. Hence the following hypothesis is proposed:

Proposed Hypothesis

H6: Employees with better work-life balance are less likely to engage in Counterproductive Work Behaviors (CWBs).

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Method:

Data collection and participants

This study utilized a survey to collect data from employees in the IT/ITES sector within the NCR region. The questionnaire was crafted after examining research on organizational justice, peer relationships, clearly defined tasks, organizational reward and recognition, technology adoption, work-life balance, and counterproductive work behaviors(CWBs). The survey consisted of two sections: the first gathered demographic information, while the second concentrated on factors that influence CWBs. Participants were randomly chosen from a pool of around 450 employees and invited to fill out a Google Form. The form explained the study's objectives and guaranteed participants' anonymity. The overall response rate was 22% (n=450). In the second section, participants expressed their level of agreement with statements related to the research model. Prior to launching the survey, it was tested with 12 employees to ensure clarity, and their feedback was used to improve the questionnaire. The analysis of the demographic data revealed several trends. A majority of participants (63%) were aged between 30 and 39, followed by 34% in the 20-29 age group. Male respondents comprised 64% of the sample, while females represented 36%. In terms of marital status, 42% were single, and 58% were married. Regarding education, 64% of respondents held a Bachelor's degree, while 31% had a Master's degree, and 4% possessed a Doctoral degree. Most participants were in middle management (60%), followed by lower management (36%) and higher management (4%). The majority of respondents had professional experience of 6-10 years (53%) and had been with their current organization for a similar length of time (52%).

Table I: Demographic Profiles of Respondents

DEMOGRAPHIC PROFILES OF RESPONDENTS	
GENDER:	
MALE: 64%	FEMALE: 36%
AGE:	
AVERAGE AGE: Between 30-39 years -63%	
MARITAL STATUS:	
MARRIED: 56%	SINGLE: 42%
EDUCATIONAL LEVEL:	
BACHELORS -64%	
FULL-TIME IT/ITES WORK EXPERIENCE (YRS):	
6-10 YEARS : 54%	
WORK EXPERIENCE IN CURRENT ORGANIZATION:	
6-10 YEARS : 52%	
POSITION LEVEL:	
MIDDLE LEVEL: 60%	
MONTHLY INCOME LEVEL:	
100k - 150k: 31.5%	

Procedure:

We assessed the reliability of the variables using SPSS 26 software (Table II). To evaluate internal consistency, we applied Cronbach's alpha. The first independent variable, organizational justice, recorded a Cronbach's alpha of 0.926. The second variable, peer relationship, had a value of 0.923. For the third variable, work meaningfulness, the alpha was 0.724. Impact of technology on work autonomy, the fourth variable, showed a value of 0.711. The fifth variable, organizational reward and recognition, achieved the

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highest alpha at 0.957. The sixth variable, work-life balance, had an alpha of 0.721. For the dependent variable, counterproductive work behavior, the Cronbach's alpha was 0.817. These findings suggest that all variables, both independent and dependent, demonstrated strong reliability values (Table II).

Table II : Mean, standard deviation and reliability of items

	Mean	SD	Reliability
Organizational Justice (6 items)			
I trust that this organization will handle matters with fairness.	3.70	1.395	0.926
Supervisors and employees in this organization maintain a strong sense of mutual trust.	3.52	1.136	
I believe I can rely on my colleagues for support and cooperation.	3.42	1.247	
I have confidence in the information and guidance provided by my immediate supervisor/manager.	3.63	1.089	
I trust that other teams or departments consistently fulfill their responsibilities.	3.41	1.123	
I feel comfortable sharing information with other teams/departments, knowing it won't be misused.	3.18	1.254	
Peer Relationship (5 items)			
I belong to a highly productive and efficient team.	3.79	.905	0.923
I regularly collaborate with my team members during work.	4.02	.871	
Our team members share a strong foundation of mutual trust.	3.93	.954	
My team consistently works cohesively to achieve common goals.	3.78	.936	
My colleagues and I value our friendships within the group.	3.88	1.021	
Work Meaningfulness(4 items)			
I see my work as a valuable opportunity for personal development.	3.71	1.105	0.724
My job allows me to gain deeper insights into myself.	3.76	1.071	
I feel that my work lacks a significant influence on the broader world.	2.51	1.073	
I firmly believe that my efforts create a meaningful and positive change in the world.	3.80	.977	
Impact of Technology on Work Autonomy (5 items)			
Technology enables me to independently decide how to approach my work.	3.96	.827	0.711
I experience considerable autonomy and flexibility in my tasks due to the technology available in my role.	3.88	.912	
The technological tools I use often keep me engaged with multiple responsibilities.	3.42	1.055	
I feel that my organization closely tracks my activities through technology.	2.97	1.188	
Technology in my workplace governs employee behavior, including monitoring internet usage.	3.25	1.208	
Organizational Reward & Recognition(12 items)			
My supervisor prioritizes my overall well-being.	3.76	1.10	0.957
My supervisor shows understanding and consideration for my needs.	3.86	1.056	
I am appreciated by my supervisor when I accomplish specific goals.	3.81	.944	
My efforts and commitment are recognized by my supervisor.	3.64	.953	
My supervisor values and acknowledges my dedication to the team/department.	3.89	.972	
My organization supports my growth and career advancement.	3.87	.923	
My organization offers me challenging opportunities to expand my skills.	3.74	.915	
All employees in this organization have equal opportunities for promotion.	3.59	1.078	
Management actively promotes employee development and growth.	3.66	.956	
Employees are kept informed about their performance levels.	3.74	1.032	
I receive constructive feedback on my strengths and areas for improvement.	3.53	1.062	
My supervisor encourages and values my input and suggestions.	3.83	.964	

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Work-life Balance (7 items)			
My work negatively impacts my personal life.	2.70	1.217	0.721
I find it challenging to balance my professional and personal responsibilities.	2.84	1.126	
My role energizes me to engage in personal activities.	3.37	1.151	
Conflicting demands from different teams at work make it difficult to manage tasks.	2.75	1.074	
I do not get enough opportunities to take adequate breaks during work.	2.72	1.198	
I have flexibility in choosing my working hours.	3.64	1.160	
My job allows flexibility in work location, subject to organizational requirements.	3.04	1.109	
Counterproductive Work Behaviour (3 items)			
I often spent time on non-work-related activities during office hours, such as browsing news or socializing with friends.	3.39	1.165	0.817
I intentionally reduced my work effort due to dissatisfaction with the organization.	2.67	1.274	
I frequently felt frustrated, angry, or resentful towards my job or colleagues.	3.26	1.359	

Results:

In a standardised four-step method, determinants of Counterproductive Work Behaviours (CWBs) were investigated using hierarchical regression analysis. The model's explanatory power rose with each subsequent predictor, reaching a R^2 of 0.317, accounting for 31.7% of the variation in CWBs.

Step 1: Control Variables Age negatively impacts CWBs ($\beta = -0.315$, $p < 0.001$), showing that older employees are less likely to engage in them. Gender had a small, non-significant negative influence ($\beta = -0.104$), indicating that females may report lower CWBs than males. R^2 Change: 0.063

Step 2: Including Organisational Justice and Peer Relationships.

Adding organisational characteristics significantly improved the model's prediction accuracy (R^2 Change: 0.153, $p < 0.001$). Organisational Justice was found to be a substantial negative predictor of CWBs ($\beta = -0.272$, $p < 0.001$), emphasising its importance in preventing workplace wrongdoing. Peer relationships had a negative effect ($\beta = -0.053$), which was not statistically significant. Control variables, particularly age, remained significant, but their effect was modestly reduced ($\beta = -0.274$, $p < 0.001$).

Step 3: Discussing Work Meaningfulness and the Impact of Technology on Work Autonomy.

The addition of Work Meaningfulness and the Impact of Technology on Work Autonomy enhanced the model (R^2 Change: 0.086, $p < 0.001$). Work Meaningfulness had a substantial negative effect on CWBs ($\beta = -0.014$, $p < 0.01$), showing that employees who feel their work meaningful are less likely to engage in CWBs. Technology had a negative impact on work autonomy ($\beta = -0.047$, $p < 0.01$), but was less significant than other variables.

Step 4: This addressed issues of Organisational Reward and Recognition, as well as Work-Life Balance. The study found that improving Work-Life Balance can significantly reduce Counterproductive Work Behaviours(CWBs) ($\beta = -0.395$, $p < 0.001$). Similarly, Organisational Reward and Recognition showed a strong negative effect on CWB. The overall R-squared value was 0.318, indicating that the model accounts for 31.8% of the variation in CWBs.

A hierarchical regression analysis was conducted that merged organizational justice, peer relationship, work meaningfulness, organizational reward and recognition, impact of technology on work autonomy, work-life balance, and CWB to gain a deeper understanding. The VIF(variance inflation factor) diagnostic test revealed that all variables were free of

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multicollinearity problems, with none above the 10 threshold (Table III).

Table III: Hierarchical multiple regression analysis predicting Counterproductive Work Behaviours

Predictor	B	Counterproductive Work Behaviour R Square Change	VIF
Step 1:		0.063	
Age	-0.315***		1.004
Gender	-0.104		1.005
Step 2:		0.153***	
Age	-0.274***		1.208
Gender	-0.086*		1.087
Organizational Justice	-0.272***		2.226
Peer Relationship	-0.053		2.408
Step 3:		0.086***	
Age	-0.169**		1.234
Gender	-0.077*		1.141
Organizational Justice	-0.191***		2.235
Peer Relationship	-0.037		3.094
Work Meaningfulness	-0.014**		1.354
Impact of technology on work autonomy	0.186		1.487
Step 4:		0.056***	
Age	-0.130*		1.248
Gender	-0.063		1.173
Organizational Justice	-0.089***		2.477
Peer Relationships	-0.022		3.546
Work Meaningfulness	-0.047**		1.446
Impact of technology on work autonomy	0.065		1.752
Organizational Reward & Recognition	-0.285***		2.676
Work-life Balance	-0.395***		1.268
Total R square	0.317***		
N	100		
Notes *p<0.05; **p<0.01; ***p<0.001			

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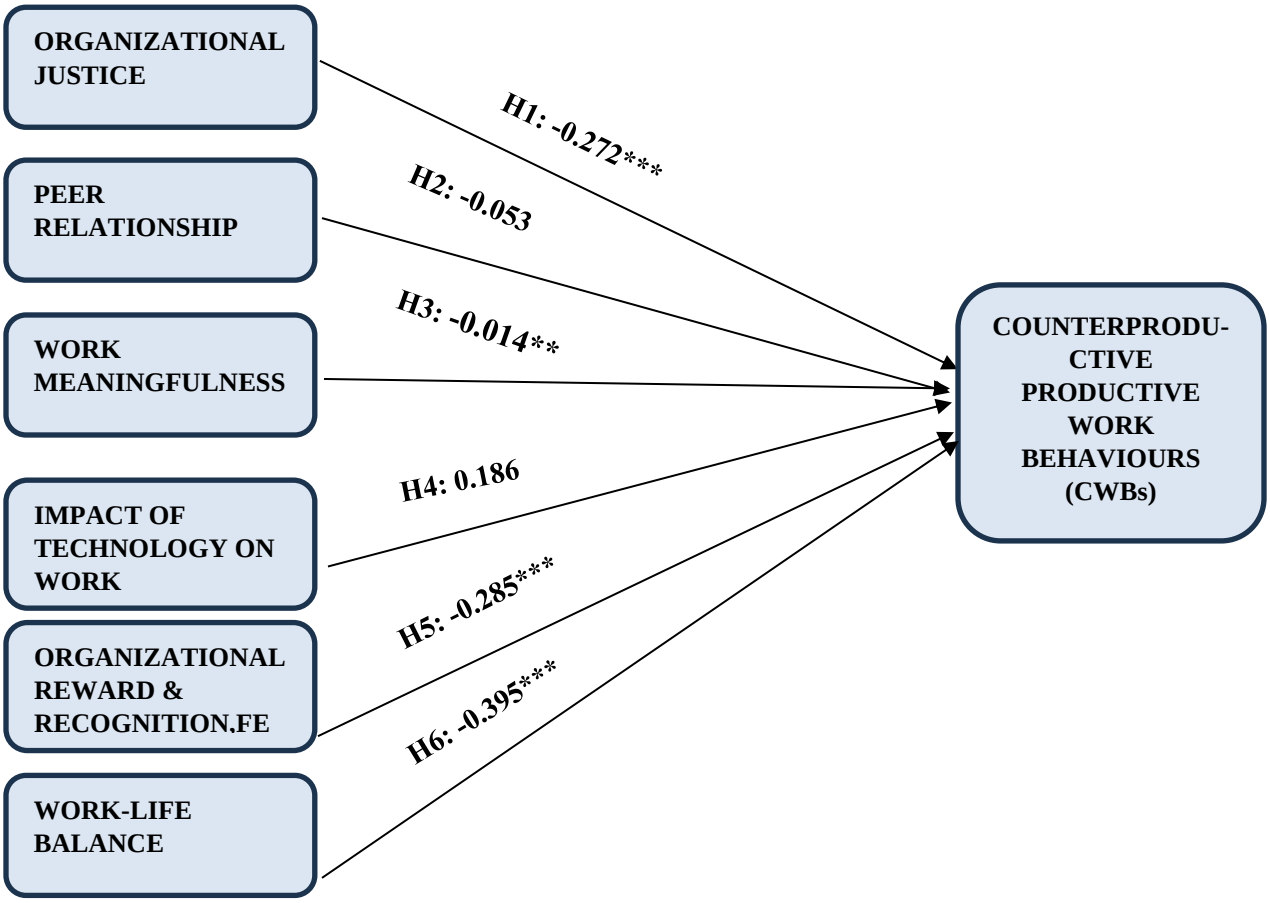
Figure I: Predicting CWB



Discussion

This study aims to identify and validate the key organizational factors that address Counterproductive Work Behaviors (CWBs) in IT/ITES organizations within the NCR region. Counterproductive work behaviour. Based on extensive literature review, we have proposed Organizational Justice, Peer relationship, Work Meaningfulness, Organizational Reward and Recognition, Impact of Technology on Work Autonomy and Work-life Balance. The hierarchical regression analysis reveals key organizational factors that affect Counterproductive Work Behaviour in IT/ITES organizations, emphasizing their relative predictive strength and the implications for intervention.

The findings highlight the significance of organisational elements in minimising counterproductive work behaviours (CWBs). Work-Life Balance (β = -0.395, $p < 0.001$) is the most important predictor, indicating the need for flexible workplace practices and a supportive environment to reduce CWBs. Similarly, Organisational Reward & Recognition (β = -0.285, $p < 0.001$) emphasises the importance of fair and structured reward systems to promote positive behaviour. While Organisational Justice and Impact of Technology on Work Autonomy both contribute to reduce CWBs, their influence is less

significant, highlighting the necessity of transparent processes and balanced technical monitoring. Work Meaningfulness has a modest influence, indicating that it is fairly important to CWBs. Demographic characteristics such as age and gender have a minimal impact, highlighting the importance of tailored organisational initiatives. These findings provide support for strategic HR policies and managerial initiatives aimed at enhancing work-life balance, fair recognition, and developing a culture of fairness and autonomy in order to effectively reduce CWBs and improve organisational performance. With a total R^2 of 0.317, the model indicates moderate explanatory power, suggesting that focused interventions in reward systems, fairness practices, technological monitoring, and work-life balance can significantly reduce Counterproductive Work Behaviours(CWBs). These findings highlight the need for IT/ITES organisations in the NCR to develop strategies that address these components in order to effectively eliminate Counterproductive Work Behaviours(CWBs).

While the study provides important insights, there are several limitations to consider. First, the use of hierarchical regression, while useful for analyzing predictors, has its drawbacks, as the results can be affected by sampling errors. The relatively small sample size of 100 participants also limits the generalizability of the findings, making it difficult to apply the conclusions across various organizational contexts. Another significant limitation is the study's focus on IT/ITES organizations in the NCR region. The unique cultural and economic factors of this area may influence the relationships observed between organizational factors and Counterproductive Work Behaviors (CWBs). For example, the effects of work-life balance or organizational justice on CWBs could differ greatly in other cultural or economic settings. Future research should explore the relevance of these findings in different regions and industries to confirm their applicability. Moreover, the study does not consider other potential influences on CWBs, such as individual personality traits, leadership styles, or team dynamics. Including these factors in future research could lead to a more thorough understanding of what drives CWBs. Additionally, while this study identifies predictors, it does not investigate the underlying mechanisms or reasons for these relationships. Understanding why organizational justice or work-life balance affects CWBs could provide valuable insights for managers. Finally, the cross-sectional design of the study limits its ability to establish causal relationships. Conducting longitudinal research would be advantageous to observe changes over time and assess how interventions impact CWBs. Addressing these limitations in future studies could strengthen the findings and their generalizability.

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