

UNIVERSITY OF GHANA

DEPARTMENT OF PSYCHOLOGY



**UNIT-LEVEL COUNTERPRODUCTIVE WORK BEHAVIOUR:
THE ROLE OF AUTHENTIC LEADERSHIP AND COLLECTIVE
PERSONALITY**

BY

MAWULI KWEKU AMEGAH

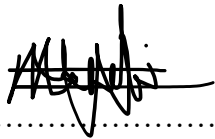
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DECLARATION


I, Mawuli Kweku Amegah, this day, do hereby declare that this thesis has been conducted by me under the supervision of Dr. Inusah Abdul-Nasiru and Dr. Eric Delle. This thesis has never been presented to any other examining body in its current or any other form for the award of any degree. Where the views and ideas of others have been used, they have been duly acknowledged. I therefore bear sole responsibility for any inaccuracies and flaws detected in this thesis.



Date: 31/01/2023


Mawuli Kweku Amegah
(10536793)

This thesis has been submitted for examination with the approval of:



Date: 31/01/2023

Dr. Inusah Abdul-Nasiru
(Principal Supervisor)



Date: 31/01/2023

Dr. Eric Delle
(Co-Supervisor)



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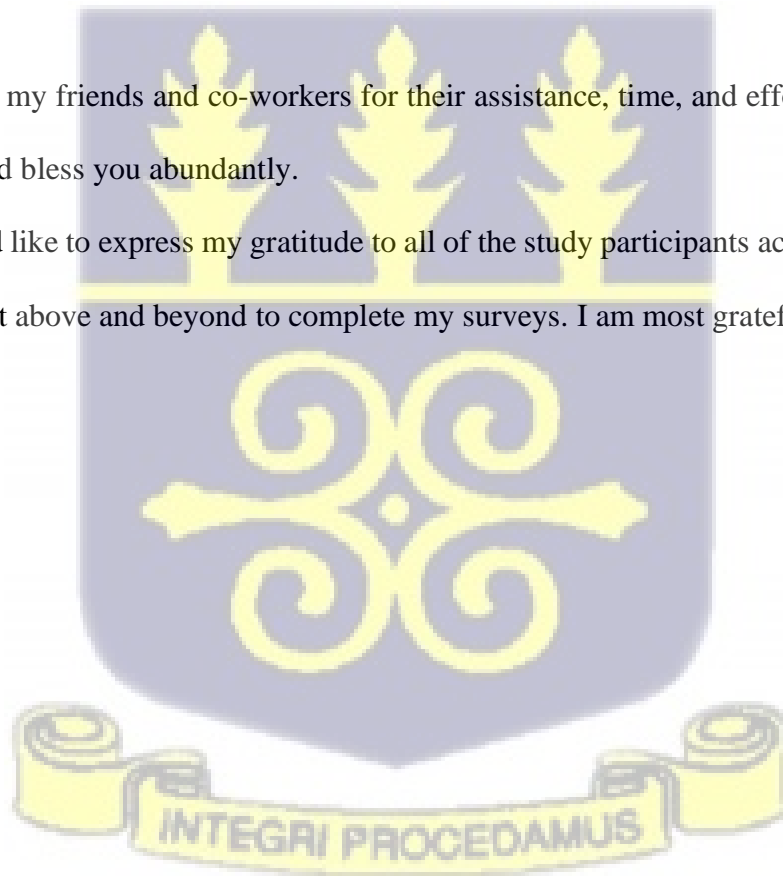
First and foremost, to God be the glory for the wonderful things He has done. Throughout the duration of this project, I thank the Almighty God for his undeserved grace and mercies. May He alone be praised.

My profound gratitude goes out to my supervisors, Dr. Inusah Abdul-Nasiru and Dr. Eric Delle, whose patience, understanding, and direction have been invaluable over the course of this study. I'm very appreciative.

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DEDICATION

This thesis is dedicated to my Lord and Personal Saviour Jesus Christ, my family, my colleagues and co-workers.



ABSTRACT

This study examines the influence of authentic leadership on unit-level counterproductive work behaviour (CWB). It also examines collective personality and its dimensions as a moderator of the relationship between authentic leadership and unit-level counterproductive work behaviour. Three hundred and twenty-one (321) employees were purposively sampled from both public and private-owned banking institutions within the Greater Accra Metropolitan Area for this quantitative cross-sectional study. Data were analysed using hierarchical multiple regression analysis. Results indicated that the authentic leadership dimension of relational transparency was negatively related to CWB. Collective agreeableness and collective extraversion were negatively related to CWB while no relationship was established with collective openness, collective conscientiousness and collective emotional stability. Collective personality was not found to moderate the relationship between authentic leadership and CWB. Findings of this study indicate that authentic leadership reduces CWB. Findings also show that collective extraversion and collective agreeableness reduces CWB within units. In order to reduce CWB at work, organizations must therefore prioritize hiring employees with higher scores on the authentic leadership component, who also are outgoing and prioritize social harmony. Organisations can also undertake authentic leadership programmes to educate and train present and future leaders in the development of authentic leadership traits.

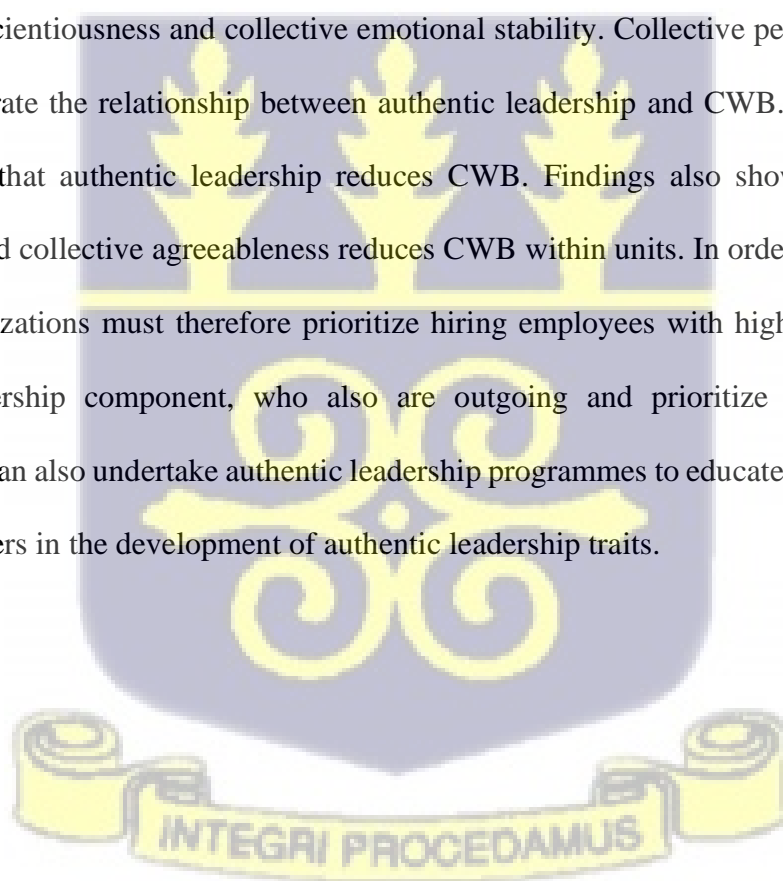


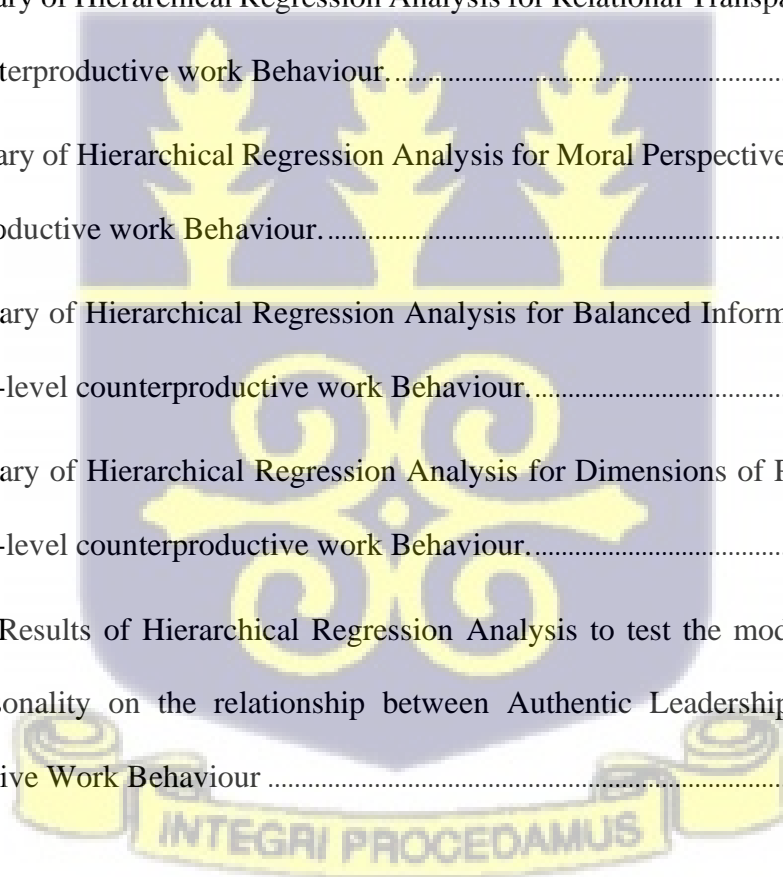
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CHAPTER ONE INTRODUCTION

1.1 Background of the Study

Employees have the opportunity to display a wide range of behaviours at work, and research has increasingly acknowledged the need to investigate these behaviours and how they impact the day-to-day functioning of any organization (Czarnota-Bojarska, 2015; Mackey et al., 2019). Most often, employers anticipate that these behaviours will benefit the firm and will include meticulously fulfilling obligations as well as engaging in a variety of additional activities to promote the organization's interests. Regrettably, some of these behaviours tend to violate organizational standards, harm the organization's interests, and hinder the achievement of organizational objectives and can include actions such as sabotage, absenteeism, verbal abuse, harassing behaviours, and theft. The U. S. Chamber of Commerce reports that organizations lose more than \$1 trillion annually as a result of such harmful employee behaviours (Smoktunowicz et al., 2015; U. S. Chamber of Commerce, 2002). Casebier (2014) also reported that an alarming 75% of employees engage in theft, violence and fraud activities at work, while the U.S. Occupational Safety and Health Administration (OSHA) division of the Department of Labour (DOL) revealed that workplace violence cost organisations over 500,000 employees and 1.2 million work hours in turnover rates, amounting to \$55 million in wages lost per year (Creighton, 2019; Sun et al., 2017).

Research has shown that these behaviours are the products of several behavioural inconsistencies that exist in varying levels within each employee as a function of various environmental and individual factors (Penney et al., 2011). These behaviours are referred to as counterproductive work behaviours (CWB) and represent intentional and voluntary employee behaviours and actions that violate significant organizational norms and threaten the well-being and stability of the organization, its members, or both (Bennett & Robinson, 2003; Liang & Hsieh, 2007; Lubbadah, 2021). CWB has also been described as deliberate behaviours

displayed by employees to harm organizations and their stakeholders, which the organization deems contrary to its legitimate interests (Lubbadeh, 2021; Ugwu et al., 2017). As has consistently emerged from CWB research, these behaviours are often volitional and intentional and can range in severity from trivial acts such as taking extended breaks during working hours to more severe ones such as physical assault and sexual harassment (Lebron, 2018). These behaviours are harmful to the organization, either by directly affecting its activities or assets or by negatively influencing personnel in ways that reduce their productivity. In addition to its organizational impact, CWB also has a direct negative effect on employees, who may experience reduced job satisfaction and commitment, increased job stress, and increased turnover intentions as a result (Berry et al., 2012; De-Clercq et al., 2019).

CWB is classified according to the direction of its influence with Bennett and Robinson (2000) describing CWB actions that affect individuals as interpersonal CWB (CWB-I), and CWB actions that affect organizations as organizational CWB (CWB-O) (Dalal, 2005). CWB-I can involve actions such as bullying, verbal and physical abuse while CWB-O can involve production deviance, theft and organizational sabotage. CWB has, therefore, been observed to be a multi-dimensional construct with attendant effects on both the individual employee as well as the larger organization.

Research has however been particularly biased in its approach to understanding CWB as it has predominantly focused on explaining CWB from an individual-level of analysis, rather than from a multi-level perspective (Carpenter et al., 2021; O'Boyle et al., 2011). This is of particular concern as the majority of CWB's consequences most often result in unit-level, rather than individual-level outcomes (Carpenter et al., 2021). As a result, this study focuses on understanding CWB from the unit-level (group, team, unit or department level) perspective, thus addressing the biases of past research and attempting to rectify the misalignments between theory and levels of measurement (Carpenter et al., 2021; Kozlowski & Klein, 2000). Thus,

unit-level CWB is defined as a variable that exists at the unit level and represents intentionally and unintentionally harmful behaviours perpetrated by unit members that potentially harm the unit, the organisation, or both (Carpenter et al., 2021). Simply put, unit-level CWB reveals how prevalent counterproductive work behaviours are throughout a unit. As a result, unit-level CWB can be said to reveal the presence of harmful voluntary behaviours performed by unit members that endanger the unit's well-being.

Previous research focused on understanding CWB by assessing individual-level outcomes (Gotz et al., 2019). However, more recent research has emphasized the role of the unit in influencing behaviour and shaping and facilitating employee interactions Carpenter et al. (2021). Organizational psychology researchers have therefore made significant strides in a bid to understand CWB, its diverse nature, considering its antecedents, as well as the causes and consequences of such behaviours, specifically as it applies to organizational units (Berry et al., 2007; Dalal, 2005; Mackey et al., 2019; Penney & Spector, 2005).

Leadership has been found to play a significant role in nurturing and boosting employees' attitudes as well as prescribing behaviours in the workplace (Walumbwa et al., 2008; Den Hartog & Belschak, 2012). According to Carpenter et al. (2021), leaders are models in the workplace whose behaviours standardize and guide the behaviours and actions of units and as such, form a crucial element of the units' environment. As a result, various leadership styles have been studied concerning counterproductive work behaviours. Mayer et al. (2012) found that ethical leaders play a strong role in preventing counterproductive work behaviours as they were found to greatly reward appropriate behaviours that support the organization. The same can be said of transformational leaders who were found to encourage behaviours in line with organizational goals and objectives, thus decreasing employee tendencies for deviant behaviour (Resick et al., 2009). The need for leadership that contributes to employees' positive organizational behaviour from a sustainable, long-term perspective has given rise to an increase

in authentic leadership research (Caza & Jankson, 2011). However, despite the wealth of studies on the association between leadership behaviours and CWB, there is still a gap in the literature on the relationship between authentic leadership and CWB, in particular, which this study seeks to fill.

After the emergence of authentic leadership, researchers have investigated its impact on employees' job outcomes and performance, especially considering its potential for explaining leaders' impacts on human interactions in organizational settings (May et al., 2003). Authentic leadership by itself has been widely theorized to positively influence employee voluntary behaviours, attitudes and job performance because of the authentic leader's ability to generate benefits for employees as well as for entire organizations (Duarte et al., 2021; Rego et al., 2012; Yousaf & Ul Hadi, 2021). Authenticity in leadership is descriptive of leaders with strong abilities to process varied information about themselves, adapt their leadership behaviour in line with their beliefs, have a strong sense of self and can balance their needs and preferences to suit societal demands (Chan et al., 2005). This leadership style is notable because it promotes a healthy and ethical organisational environment as well as increased intellectual capital within the organisation (Yousaf & Ul Hadi, 2021).

Authentic leadership is therefore best described as a process that relies on both positive psychological capacities and a highly developed organisational framework to produce greater self-awareness and positive self-regulated behaviours in leaders and colleagues, ultimately encouraging positive self-development (Luthans & Avolio, 2003). Walumbwa et al. (2008) describe authentic leadership as a multifaceted phenomenon characterized by leaders who display the dimensions of "self-awareness", exhibit "relational transparency", demonstrate "balanced information processing" and rely on an "internalized moral perspective" to build trust and a healthy working environment (Wong & Laschinger, 2013). According to Chan et al. (2005), these dimensions of authentic leadership together, describe a leader who who

exhibits authenticity in their leadership have a strong ability to effectively communicate information about themselves (their values, beliefs, goals, and feelings), the capacity to modify their leadership behaviour in accordance with their own selves, a distinct sense of who they are personally, and the capacity to balance their preferences with societal demands. Self-awareness is the ability of a leader to show that they are aware of how they interpret and give meaning to the world, as well as how this meaning-making process affects how they view themselves over time. It also relates to a leader's awareness of their strengths and weaknesses, as well as their exposure to others' perspectives on themselves and their awareness of how their actions affect others. (Kernis, 2003). Authentic leaders display relational transparency by presenting themselves to others as genuine. These leaders promote trust by openly sharing information and expressing their honest thoughts and feelings while seeking to minimize inappropriate emotional displays (Kernis, 2003). Before making a decision, authentic leaders demonstrate balanced processing by objectively analysing all relevant data that is free of biases. Such leaders also seek different perspectives that challenge their deeply held beliefs (Gardner et al., 2005). Authentic leaders possess an internalized moral perspective which represents an integrated set of moral beliefs and value systems which then characterizes their behaviours and decision-making processes.

Authentic leaders are therefore aware of their strengths and weaknesses and desire to understand themselves more in order to serve others better. They function and act according to profound personal values which guide their behaviours to build credibility, earn respect and gain the trust of their followers. They lead in a way that followers see and define as real by encouraging varied opinions and developing diverse networks of collaborative interactions with followers (Avolio et al., 2004). Authentic leadership is therefore a key leader characteristic in understanding behavioural anomalies associated with CWB as it tends to

influence how individual employees' CWB interact, aggregate, and emerge as a completely separate and unique construct at the unit level.

While leader characteristics are a likely predictor of counterproductive work behaviour, they are insufficient to fully explain the complexities surrounding counterproductive work behaviour because the construct is known to be a function of both individual and environmental antecedents (Penney et al., 2011). As a result, certain aspects of individual and unit personality traits must be highlighted because they may help to explain some of the variation in producing counterproductive work behaviour.

In light of this, personality variables have been among the most often researched construct, as they remain reliable predictors of behaviour and have been found to have a profound impact on employee work behaviour at the individual level (Berry et al. 2007; Ferreira & Nascimento, 2016; Kozako et al., 2013; Ozbag, 2019; Salgado 1997). The role of personality traits as a mechanism through which authentic leaders influence the display of CWB within units has however received very limited attention. Personality, according to Denham (2010), refers to the distinguishing qualities embodied by an individual as characterized by their habitual patterns of behaviour, temperament, and emotion. Collective personality emerges only when the behavioural regularities of individuals come together to interact at the unit level, as is the case within work units and teams. These behavioural regularities are commonly referred to as routines, habits, norms, organisational routines, and route dependencies at the collective level (Feldman, 1984). Collective personality thus describes the routines occurring in the collective as a whole (Hofmann et al., 2005). They refer to the patterns of behaviour that exist within a group (Roberge & Huang, 2019). Collective personality applies the big five theories of personality to the unit level, rather than the individual level, as recent literature suggests (Salgado, 2002); Mount et al., 2006, Chang & Smithikrai, 2010). Collective personality has characteristics that facilitate both positive and negative intragroup behaviours. Units with

personality traits that promote friendship, supportive social relationships, and conflict resolution are more likely to develop prosocial and interpersonal citizenship behaviours. On the other hand, units whose collective personality consists of shared anxious, depressive, and stressful emotions, are more likely to generate a negative working environment and, as a result, engage in counterproductive work behaviour. Many studies have shown links between an employee's CWB and the elements of their distinct characteristics, such as the Big-Five personality dimensions which postulate five basic personality domains namely: “emotional stability”, “extraversion”, “openness to experience”, “agreeableness”, and “conscientiousness” (Colbert et al., 2004; Goldberg, 1990; Otero-Lopez et al., 2021; Ozbag, 2019).

Emotionally stable employees can maintain and regulate their emotional states, making them less prone to experiencing negative emotions such as despair, rage and anxiety (Costa & McCrae, 1992; Jia et al., 2013). On the other hand, individuals who lack emotional stability and are unable to manage their emotions as much tend to be high on the neuroticism dimension and thus, experience greater pessimism, nervousness and display withdrawal (Szostek, 2020). The prevalence of counterproductive work behaviours including production deviance, absenteeism, and disengagement among employees and across work units is therefore expected to decrease in emotionally stable employees (Gonzalez-Mulé et al., 2013). Extraversion refers to the qualities of assertiveness, friendliness and dominance. Extroverts are more inclined to be sociable and seek excitement from the outside world. They are more likely to display higher self-confidence, dominance, optimism and ambition. Individuals with low extraversion are more likely to experience anger, emotional exhaustion, and are more sceptical, making them more likely to engage in CWB (Kozako et al., 2013; Jensen & Patel, 2011). Openness to experience represents individuals’ tendencies to be creative and resourceful. Individuals who possess the openness to experience trait are non-traditional in thought, imaginative and take interest in experiencing new things due to their heightened feelings of curiosity. Individuals

who are high on openness are most often seen to be risk-taking, curious and seeking change whereas those individuals low on the trait are most often unimaginative and conventional in their ways (Abdullah & Marican, 2016). Open individuals are thus more likely to overcome work challenges more easily and will most often find ways to achieve work goals and tasks, reducing chances of engaging in CWB. Similarly, agreeableness represents the tendency to be compassionate, modest, cooperative and kind. Agreeable individuals seek social harmony and unity, concern themselves with the welfare of others, are good-natured, and are generally trusting. Individuals who lack the trait are generally more suspicious, antagonistic, stubborn, uncooperative and mistrustful in their dealings with others and instigate social disruption, which is most commonly reflected as CWB (Ozbag, 2019). Finally, conscientiousness is represented in individuals who are purposeful, persistent, and hardworking and are therefore achievement striving. Conscientious individuals set high but realistic goals for themselves and direct their effort towards achieving those goals, and can therefore be described as task-oriented individuals (Ozbag, 2019). They possess a high sense of moral obligation and place high premiums on being truthful and honest. Individuals high on the conscientiousness trait are therefore assumed to be more likely to avoid CWB as their energies are most often directed towards goal and task achievement (Kozako et al., 2013; Penney et al., 2011).

The focus of contemporary organizational psychology research has focused mainly on understanding the relationship between counterproductive work behaviours and other proximal and distal constructs, mostly at the individual level, neglecting the influence of the social environments on the employee. Authentic leadership elicits several desired outcomes for employees and the larger organization as such leaders tend to influence behaviour positively based on moral, objective and fair actions, grounded within the complete understanding of who they are. This implies that authentic leadership strongly influences employee behaviours, attitudes, and subsequent performance. However, authentic leadership remains insufficient as

it focuses on the social environment of the work unit. Previous research has found that there is substantial evidence backing the relationship between personality differences and counterproductive behaviour, but only when personality traits are linked to theoretically relevant outcome variables. The strongest relationships have therefore been discovered among agreeableness, emotional stability and conscientiousness (Berry et al., 2007; Chang & Smithikrai, 2010; Mount et al., 2006; Pletzer et al., 2019; Salgado, 2002; Scherer et al., 2013). Collective personality thus remains important as it focuses on the individual differences that characterize the work unit, to understand how unit-level CWB is expressed. Both authentic leadership and collective personality thus interact with one another in the prediction of unit-level CWB, which this study seeks to comprehensively examine.

1.2 Statement of the Problem

Organizations across the world value human resources as their most critical and valuable asset. Hence, managers across these organizations aim to encourage creativity, innovation and efficiency among employees by giving them the freedom to work at their own pace while instituting policies and protocols to ensure that work goals and objectives are met, and in most cases, exceeded. This self-sufficiency encourages performance because it empowers employees to act more freely within the confines of their jobs. Highly engaged employees give back to their organizations by improving their organization's profitability and efficiency while increasing their productivity thereby promoting improved employee well-being and reducing turnover rates. Nonetheless, not all employee behaviours are directed toward the benefit of the organization. Employees display negative behaviours which are contrary to the organization's norms and culture and are consequently destructive and harmful to the well-being of the organization.

Many organizations incur needless costs as a result of employees' engagement in counterproductive work behaviour. According to reports, CWBs are pervasive and cost firms

over \$50 billion each year and may be responsible for up to 20% of lost businesses (Bennett, Marasi, & Locklear, 2019). According to a recent poll, nearly 25% of firms have dismissed employees for inappropriate Internet use while at work while 14% of employees have been found to be engaged in workplace violence (American Management Association, 2005; Creighton, 2019). CWB causes inefficiency in organizations in terms of the destruction of resources, resulting in huge losses to the government, especially concerning the financial and human resources available to them (Sypniewska, 2020). Economic and social planning is also hampered, thereby affecting organizational effectiveness (Jabatan Audit Negara, 2011). Khalizani et al. (2013) furthermore, reported that CWB cases have drastically increased over the last 10 years and as a consequence, have led to social and economic risks, resulting in financial meltdowns and negative work-life relationships (Bolin & Heatherly, 2001). Also, the negative psychological impact of CWB should not be overlooked, as it has led to decreased employee morale, organizational commitment and job satisfaction (Hoel & Salin, 2003; Mount et al., 2006), while causing an increase in absenteeism and turnover rates (Salgado, 2002).

In line with the above, researchers have reported positive and significant relationships between CWB and leadership (O'Boyle et al., 2011), abusive supervision (Mitchell et al., 2015; Ma et al., 2017), organizational culture (Nacinovic Braje et al., 2020), personality traits (Kozako et al., 2013), HR systems (Götz et al., 2019), job satisfaction (Judge et al., 2006) and performance (Carpenter & Berry, 2017) among corporate and formal sector workers. However, in the context of Ghana's banking sector, the role of personality in determining unit-level counterproductive behaviours is still an unexplored issue. The banking sector in Ghana is one of the most diverse industries in the country and is represented by people from all walks of life. As a result, various types of people with various personality types make up each unit within these banks. The recent wave of liquidation of banks has been as a result of a mix of both poor leadership, poor person-job fit and poor financial management of these organizations. The

management of the human resource is a crucial component as it could significantly contribute or otherwise to the organization's bottom line. The units that make up these Organisations in Ghana's banking sector that ignore these obvious problems are therefore unaware of the dangers that the personalities of unit members pose to their bottom line and overall effectiveness. Understanding these issues in the Ghanaian context will help Ghanaian organisations formulate various interventions, primarily in terms of recruitment while also implementing relevant training plans to develop the capacities of staff while retaining productivity. Also unexplored is the direct relationship between authentic leadership as it relates to unit-level counterproductive work behaviour within the Ghanaian context as it is posited to have a significant influence (Berry et al., 2007; Salgado, 2002). Additionally, studies on leadership and collective personality have mostly been conducted in developed countries with little to no regard for the influences that working in a developing country has on employee attitudes and behaviour.

To address these problems, this study focuses on the crucial element which is authentic leadership to determine the mechanisms by which it interacts with unit-level variables to exert their influence on CWB. It also draws on the relationship between collective personality and unit-level counterproductive work behaviour to better understand how the different personality traits of the unit come together to influence and predict CWB within the unit. This study in turn will bridge research gaps by focusing on the developing country of Ghana.

1.3 Aim and Objectives of the Study

This study aims to assess the role of authentic leadership and dimensions of collective personality in determining how unit-level counterproductive work behaviour is displayed among employees within Ghanaian banks. More specifically, the objectives of this study are:

- To examine the relationship between authentic leadership and unit-level CWB among employees in banking institutions in Ghana

- To investigate the unique relationship that exists between collective personality and unit-level CWB among employees in banking institutions in Ghana
- To investigate the extent to which collective personality moderates the relationship between authentic leadership and unit-level CWB among employees in banking institutions in Ghana

1.4 Relevance of the Study

When employees engage in counterproductive behaviour, it results in reduced productivity and inefficiency, organizational failure, disruption of work social relationships, and other negative consequences (Shen & Lei, 2022). This study will assist governments, corporate organisations, and other commercial bodies to identify and understand some of the situational and dispositional elements that cause unit-level CWB thus, enabling them to develop concrete ways to reduce and prevent its negative unit and organizational impacts. This study will also help build a case by highlighting the important role of leadership in preventing negative unit and organizational outcomes such as CWB. In this regard, this study will serve as a guide to management to emphasize the components of authentic leadership in designing leadership programmes, strategies, evaluations, and selection procedures to reduce the chances of hiring employees with CWB tendencies. Along with its organizational and practical significance, this study will contribute to academia by stimulating research into this area, thus expanding the knowledge base.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The theoretical framework and a review of related studies are presented as the two main sections of the literature review. According to the Social Information Processing theory (Salancik and Pfeffer, 2001), leaders provide important cues to subordinates about which behaviours are expected within the organisation. The Conservation of Resources theory by Hobfoll (2001) describes how people direct their energies into work-related behaviour. The section that follows examines additional studies that are related to and relevant to the current study. It also includes the rationale for the study, a statement of hypotheses and the hypothesised model of the relationships between the various variables.

2.1 Theoretical Framework

This section provides a supporting structure for the methodical and orderly display of data and aids in the prediction, understanding, and explanation of concepts, as well as the extension and challenge of existing knowledge, based on critically bound assumptions (Abend, 2013). The situational and individual antecedents of counterproductive work behaviours have been the subject of a good number of explanations and assumptions. Thus, the current study is founded on the Social Information Processing theory and Conservation of Resources theory to provide a framework for conceptualizing the relationship between unit-level counterproductive work behaviours, authentic leadership, and collective personality.

2.1.0 Social Information Processing Theory

According to Salancik and Pfeffer (1978), the Social Information Processing theory (SIP) asserts that units are inextricably linked to the influence of their work environments as the environment impacts how the units “construct, understand and behave” within each context.

This theory basically investigates how individuals make decisions and form attitudes in a social context, with a particular emphasis on the workplace. The theory explains that people rely heavily on social information available to them in their environments, such as input from colleagues and peers, to shape their attitudes, behaviours, and perceptions the work unit is constantly seeking out “information, perceptions and evaluations” from others within the unit to make sense of their environments and a unit’s leader provides some of the strongest behavioural cues for this sense making process. It implies that people heavily rely on social information available to them in their environments, such as input from colleagues and peers, to shape their attitudes, behaviours, and perceptions. The theory explains that the leader’s behaviour most likely influences the behaviours expressed within the unit, suggesting that if the unit’s perception and evaluation of the environment are negative, the unit will, based on their evaluation, most likely express negative behaviour. Authentic leaders display numerous positive employee behaviours and attitudes such as high levels of organisational commitment, work engagement, and organizational citizenship behaviours, all of which lead to improved job performance (Mubarak & Noor, 2018).

According to the SIP, these attitudes promote a positive organizational climate and optimistic intellectual capital within the unit, and provide important cues to subordinates, as to which behaviours are expected within the unit. This results in a trickle-down effect leading to the creation of an ethical climate which results in positive employee attitudes, behaviours and outcomes (Qureshi & Hassan, 2019). Authentic leaders convey the importance of accepted and required work unit behaviour by demonstrating behaviour based on transparency, trust, integrity, honesty and high moral standards. These attitudes are likely to ultimately shape unit members’ behaviours towards achieving the goals of the unit as a whole (Gardner et al., 2005; Walumbwa et al., 2008).

2.1.1 Conservation of Resources Theory

The Conservation of Resources (COR) theory of job stress emphasizes the importance of resources in preventing psychological strain outcomes (Hobfoll, 2001). The theory depicts resources to be “objects, conditions, personal characteristics or energies” that are of value to an individual or that serve as a means to obtain other “objects, conditions, personal characteristics or energies.” According to the theory, conscientiousness, for example, can act as a resource for employees who are task achieving, by enabling them to draw on their abilities to set and pursue task-related goals as a resource. The theory asserts that employees may invest available resources to obtain additional resources and emphasizes that counterproductive work behaviour, as a behavioural strain, may reflect deliberate resource investment strategies used by employees to address perceived work stressors or obtain resources to achieve work goals.

Zellars et al. (2006) argued that because of qualities, or in this case, resources such as dependability, hard work and diligence, conscientious employees tend to deploy fewer resources to accomplish their work-related goals, thus conserving large chunks of their resources. The theory thus suggests that employees who are low in conscientiousness are more likely to engage in CWB as they attempt to invest additional resources into goal achievement. The COR theory also emphasizes that personality interacts with employees’ motivational intentions associated with goal setting to affect job-related behaviour (Barrick et al., 2003) and highlights conscientiousness and emotional stability as the most valid predictors of employee behaviour. With regards to emotional stability, the COR theory explains that emotionally stable employees are more relaxed, secure and calm and thus require fewer resources to regulate their emotions, and therefore have sufficient resources to deploy to attain work-related goals. On the other hand, emotionally unstable employees have to deploy substantial resources to manage their emotions and reduce their negative emotions, leaving little to no additional resources for goal setting. Accordingly, the theory suggests that employees who are low on the openness to

experience trait and are thus unimaginative and unconventional and hence, do not possess motivation towards goal achievement are more likely to engage in CWB.

The theory also indicates that for employee's low on agreeableness, who are independent of others and lack personal affection, and for those high on extraversion and excitement seeking, expression of CWB will be greater due to their reduced inclinations for goal setting and task performance. As a result, the theory proposes that units with high scores on specific personality dimensions will account for more variance in predicting counterproductive work behaviours than others. COR thus provides a strong basis for explaining personality's role in understanding the behaviour expressed within units.

The theories presented above serve as a foundation for this study. Leaders establish acceptable standards of behaviour and a quality working environment to ensure that employees' needs are met in order for the organisation to function effectively (Laschinger, Wong, Cummings, & Grau, 2014). According to the Social Information Processing Theory, units take cues from their leaders about acceptable and appropriate social behaviour. As a result, authentic leaders are more likely to instil acceptable and appropriate work behaviours in their units in order to reduce the prevalence of CWB. However, according to the COR theory, this leader-member exchange is dependent on whether or not units direct their energies and resources towards achieving work-related goals. When the collective personality of the unit is such that members direct their energies towards work, there will be a likely reduction in unit-level CWB. On the other hand, When units direct their energies towards goals other than work goals, the likelihood of unit-level CWB within the unit increases. This discussion leads to the development of the hypotheses and conceptual framework listed below.

2.2 Review of Related Studies

2.2.1 Authentic Leadership and Unit-level Counterproductive Work Behaviour

Several studies have been conducted on the relationship between authentic leadership and counterproductive workplace behaviour, most of which have studied the CWB construct under the aggregates of organizational or workplace deviance. According to Laschinger et al. (2012), authentic leaders express themselves clearly, follow through on their promises, look for perspectives that contradict their own, and solicit criticism to enhance interactions and relationships with others. When these behaviours are valued by their followers, they are less likely to engage in organizational deviant behaviour (Reisel et al., 2010). Duarte et al. (2021), based on the social support and social learning theory of Bandura (1977) explained that when employees perceive their supervisors to be respectful, supportive, considerate, and authentic, they may feel obligated to enhance their performance in return. Also, Cropanzano and Mitchell (2005) who advanced Gouldner's norm of reciprocity (Gouldner, 1960), revealed that employees who perceive their leader to be authentic may feel compelled to reciprocate the leader's positive behaviours in order to keep the exchange relationship balanced.

Liu et al. (2018) surveyed a large health organization to explore how authentic leadership influences employees' workplace behaviour through the mediating mechanisms of identification with supervisor, psychological safety and job engagement. In the cross-sectional survey, the researcher collected data on about 200 employees, including their direct supervisors on one of the organization's multiple sites. Based on data analysis using structural equation modelling, it was discovered that authentic leadership was directly negatively related to workplace deviance behaviour. Again, the data revealed a negative relationship between authentic leadership and subordinates' workplace deviance behaviour, as mediated by identification with supervisor, psychological safety, and job engagement. The results indicated that authentic leadership influences employees' negative work behaviour through its strong influence on psychological safety and job engagement. By implication, authentic leaders can

reduce the incidence of counterproductive work behaviour by enhancing high-quality relationships based on the principles of social exchange (Ilies et al., 2005).

Examining the relationships between authentic leadership and organizational deviance, Erkutlu and Chafra (2013), tested a random selection of 848 lecturers including the department heads of ten Turkish state universities. The researchers employed the use of hierarchical regression analysis and observed that authentic leadership negatively predicted organizational deviance. The results indicated that leaders who possessed the qualities of an authentic leader were more likely to reduce the rate at which their subordinates engaged in organizational deviant behaviour. In addition, the data analysed using moderated hierarchical regression as stipulated by Cohen and Cohen (1983) revealed that psychological contract violation moderated the negative relationship between authentic leadership and psychological contract violation. Again, the results revealed a strong negative relationship between authentic leadership and organizational deviance when psychological contract breach was high, as opposed to when it was low. The results imply that as followers attribute authenticity, hopefulness, resilience and consistency to a leader's behaviours and actions over time, it diminishes the tendencies of negative attitudes and behaviours at work. In addition, the results indicate that employees are more likely to exhibit organizational deviant behaviour when they perceive contract breaches and a lack of trust between them and their leaders.

The researchers thus suggested the adoption of measures and interventions aimed at increasing authentic leadership in organizations as they were advantageous in consequently increasing organizational effectiveness and minimising employee deviance. They further suggested an investment in fostering trust and managing psychological contracts effectively as it had a significant tendency to decrease employee workplace deviance.

According to Rotundo and Sackett (2002) and Dalal (2005), CWB has been considered a negative aspect of performance that can have a substantial detrimental influence on

organizations. Ribeiro et al. (2018), in testing the assertion, sought to examine the relationship between authentic leadership, affective commitment and employee performance. To achieve this, the researchers using a quantitative method, conveniently sampled 212 Portuguese employees from small and medium-sized companies in the central region of Portugal, using an online survey design. Using the Baron and Kenny (1986) linear regression method and Sobel test (Sobel, 1982), they reported that authentic leadership promotes employee affective commitment which in turn increases individual and organizational performance. In other words, the researchers found that leaders' authenticity reinforces employees' emotional connections with their organizations which in turn increases their performance, thereby reducing the tendency to engage in counterproductive work behaviours. The results put authentic leadership forward as a relevant mechanism that allows leaders to create a positive and supportive work environment that edifies employees and reduces negative organizational outcomes such as organizational deviance.

Again, Wang et al. (2012), in contributing to organizational behaviour literature, examined the impact of authentic leadership on performance by assessing the role of followers' positive psychological capital and relational processes. An online survey was used to collect data from 801 employees of a Chinese logistics company for the study. Using a three-step hierarchical multiple regression analysis, results indicated that authentic leadership was positively related to follower performance. Again, a two-way interaction was subsequently assessed revealing that the relationship between authentic leadership and performance was stronger when employees' psychological capital was low rather than high. Finally, in determining whether leader-member exchange mediated the effects of authentic leadership on performance, the findings revealed that leader-member exchange significantly mediated the relationship between authentic leadership and performance. Since CWB has been considered a negative aspect of performance (Rotundo & Sackett, 2002), these results imply that followers who

perceive their leaders as authentic will likely perform better at work, which in turn, leads to reduced engagement in CWB. Again, the results reveal that authentic leaders elicit better performance from followers when followers lacked the core psychological resources of optimism, hope, efficacy and resilience (Luthans et al., 2007). Lastly, the findings suggested that those team members who perceived their leaders as authentic reported positive relationships with their leaders, which was associated with higher job performance. This implies that teams led by authentic leaders who have positive interactions with their followers will engage in low levels of CWB.

Furthermore, Mira and Odeh (2019) conducted a study to investigate the role of authentic leadership in mediating the relationship between employee training and employee performance. The researchers used a sample of 260 employees from Jeddah's Islamic Port to validate their data, which was validated using a two-step partial least square structural equation model (PLS-SEM). The results revealed that authentic leadership was positively related to employee performance. Also worth noting is that authentic leadership was a significant mediator of the relationship between employee training and employee performance. These findings emphasize authentic leadership as contributory to higher employee performance, and thereby crucial to reducing negative employee work behaviours such as CWB. The findings of the study furthermore indicate a positive significant mediating role of authentic leadership, employee training and employee performance, further highlighting the importance of authentic leadership in promoting positive employee behaviour consequently leading to a reduction in deviant behaviours such as CWB.

In addition, Qureshi and Hassan (2019) investigated the impact authentic leadership had on workplace incivility, which is a known deviant work behaviour (Andersson & Pearson, 1999). They conducted a cross-sectional survey on a sample of 127 employees of profit-oriented private sector organizations in Pakistan's core economic city of Karachi. The results,

determined using path analysis indicated that authentic leadership significantly negatively predicted workplace incivility. The findings of this study revealed that authentic leadership played a significant role in reducing workplace incivility, which in turn relates to fewer counterproductive work behaviours. Accordingly, this study also supports the notion that a negative perception of leadership among followers is one of the major predictors of workplace incivility and thus, CWB (Bulutlar & Oz, 2009). This, therefore, implies that followers who believe their leaders are authentic are less likely to engage in counterproductive work behaviours. According to the study, authentic leaders establish strong value systems and ethical standards by ensuring an improved ethical climate as well as a positive, supportive, and harmonious working environment, thereby reducing workplace incivility and counterproductive work behaviour.

Poormokhtari and Karimi (2017) investigated the relationship between perceptions of authentic leadership and deviant behaviours to understand the basis of deviant behaviours. The study was carried out among employees of an educational organization in Isfahan city using a descriptive survey technique. Based on data analysed using Pearson's correlation coefficient, stepwise regression and analysis of variance, the results indicated a negative relationship between the relational transparency, internalized moral perspective, and balanced processing dimensions of authentic leadership with deviant behaviour. Employees with high levels of relational transparency, internalised moral perspective, and balanced information processing were thus more likely to avoid deviant behaviour than those with low levels of these components. These findings imply that deviant behaviour is unlikely among employees who have demonstrated their true selves to others by openly sharing information and expressing true thoughts and emotions. Employees who conduct an objective analysis of all relevant data before making a decision, maintain consistency between their core principles and the judgments they express,

and demonstrate justice and a high level of professional practice are also more likely to avoid deviant behaviour.

Within natural science research, Hao et al. (2020) assessed the positive impact and the action mechanism of authentic leadership on employee performances, explored from the multilevel perspective, particularly involving the transparency of human beings and the employability of artificial intelligence. A cross-sectional survey was conducted on a sample of 799 members comprising both leaders and team members of artificial intelligence development teams in China. The data was analysed using an industry-specific aggregation test, a correlation, hierarchical regression and multilevel linear model analysis. The study revealed that at the individual level, individual-oriented authentic leadership, which describes the perceptions of leader behaviour by each employee in their interactive process with the leader, was positively related to individual performance. Also in this regard, the study discovered that individual-oriented authentic leadership behaviour and an individual's performance are mediated by psychological safety. These findings suggest that followers who perceive their leaders to be authentic were more likely to display positive work behaviours, leading to reduced counterproductive work behaviours. The study also suggested that the good interpersonal relations between leaders and followers that characterize psychological safety mediated the relationship between individual-oriented authentic leadership and individual performance.

At the team level, team-oriented authentic leadership, which represents the average perception of leader behaviour by all employees, and individual level performance was found to be mediated by the team atmosphere. The findings suggest that team-oriented authentic leadership, characterized by an environment with open-information communications, characterized by a value and safety of public sharing behaviours, allowing for increased psychological security to share information publicly, facilitates improved individual performance and as a result, reduces counterproductive work behaviours.

To summarise, authentic leadership has been shown to have a direct negative impact on employees' deviant behaviour at work. This relationship has been studied under various aggregates such as workplace incivility, poor job performance, and deviant behaviour. It has also been established that several organisational variables have the potential to mediate the relationship between authentic leadership and counterproductive work behaviour in employees. Despite the consistency of the results, these findings have failed to focus on the direct relationship between authentic leadership and counterproductive work behaviour at the unit level, especially considering that the majority of the outcomes of leader behaviour are related to unit-level, rather than individual-level outcomes, which this study seeks to address.

2.2.2 Collective Personality and Unit-level Counterproductive Work Behaviour

Personality traits have also been extensively researched concerning both interpersonal and organizational CWB with conscientiousness, emotional stability and agreeableness having proved to be negative predictors of CWB (Berry et al., 2007; Ozbag, 2019; Sackett et al., 2006). Some researchers have emphasized that the Big Five personality traits affect employee performance through motivational intentions whilst others believe that CWB is a reflection of behaviours that particular traits dispose us to (Barrick et al., 2003; Penney et al., 2011). Berry et al. (2007) used journals, databases, and social science citation indexes to investigate the common correlates of employees' engagement in interpersonal and organisational deviant workplace behaviours across psychological, industrial/organizational, management, industrial, and social science studies. Following a review of the present body of studies on the construct, the results suggested significant negative relationships with interpersonal and organizational deviance and conscientiousness, agreeableness and emotional stability.

Ozbag (2019) conducted a study which aimed to analyse the link between the five-factor personality traits and CWB both directed toward organization and people. 144 employees who

worked within the distinguished industrial provinces in Turkey were sampled for this study. Data was collected via online, mail, and in-person surveys, and it was analysed using partial least squares (PLS) path modelling. PLS-Graph also used the bootstrap method to determine the statistical significance of the path coefficients. The findings of this study revealed that emotional stability, agreeableness and conscientiousness had negative relationships with CWB-O whilst openness to experience and extraversion showed no significant relationships. The study also revealed that conscientiousness was the strongest predictor of CWB-O, as alluded to by Salgado (2002). These findings suggest that employees who appear to be cautious, hardworking, task-oriented, and goal-oriented are less likely to engage in CWB. Again, the results indicate that employees who are high in agreeableness and thus, attentive to subordinates' needs and are concerned about the well-being of others are less prone to engage in CWB. Also, the study revealed that employees who are emotionally stable and thus, experienced less anxiety and depression engaged less in CWB.

In examining the relationship between big five personality traits on counterproductive work behaviour, Kozako et al. (2013), using a simple random sampling procedure, gathered survey data on 178 employees of five hotels listed in the Malaysian Association of Hotels. The outcomes of correlation and regression analysis indicated negative relationships between CWB-O and emotional stability and agreeableness, whereas openness to experience was positively related to CWB-O. The findings showed that employees high on emotional stability, and agreeableness were more likely to demonstrate lower CWB-O, compared to their counterparts who are high on openness to experience as they were more likely to demonstrate CWB-O. There were also negative relationships between CWB-I and extraversion, agreeableness and emotional stability whilst conscientiousness recorded no relationship. The study demonstrated that employees high on extraversion, agreeableness and emotional stability

were more likely to demonstrate interpersonal counterproductive behaviours such as gossiping, aggression, and verbal abuse.

Abdullah and Marican (2016) conducted a study to establish the personality profile of public-sector personnel and to investigate the link between that profile and deviant behaviour. A descriptive cross-sectional survey was employed on a non-probability sample of 410 managerial employees in federal ministries in Malaysia. The study findings showed a positive association between surgency, which represents a middle point between extroversion and introversion, and organizational deviance. The findings also revealed a negative association between conscientiousness and openness to experience and organizational deviance whilst agreeableness and adjustment showed no significant relationship with organizational deviance. Also, surgency was positively related to organizational deviance and interpersonal deviance whereas conscientiousness was negatively related to both. Lastly, the relationship between agreeableness and adjustment was not significant with interpersonal deviance (Abdullah & Marican, 2016).

The findings suggest that public employees possess the desired personality traits that could contribute to organisational development, allowing them to adapt to different work environments for task performance.

Similarly, Guay et al. (2016) examined the relationships between personality traits, organizational commitment and two target-based factors of workplace deviance namely organizational deviance and interpersonal deviance. Using the survey research design, they used data from 150 regular non-managerial staff and their supervisors from a Fortune Global 500 South Korean banking corporation. Results from path analysis showed that both conscientiousness and agreeableness were significantly negatively to organizational and interpersonal deviance respectively. The study results also revealed that the relationship between conscientiousness and organizational deviance, and agreeableness and interpersonal

deviance were both partially mediated through organizational commitment. The researchers demonstrated that the influences of personality on organizational deviance differed across individuals. Using the five-factor model of personality traits and the social exchange theory, their findings suggest that people with high levels of conscientiousness who are organised, diligent, and responsible are less likely to engage in organisational deviant behaviour such as taking excessively long breaks, producing poor quality work, and sabotage. Again, the findings show that agreeable employees, who are courteous, considerate, cooperative, and good-natured, are less likely to engage in interpersonal deviant behaviour such as gossiping, verbal abuse, and bullying.

Furthermore, the findings showed that conscientious individuals are capable of developing emotional attachments to their organisations, and thus employees who are committed to their organisations are less likely to engage in organizational deviance. Employees who are cooperative and generally agreeable are also more easily able to form emotional connections with their organisations and others within the organisation, making them less likely to engage in interpersonal deviance.

Lim et al. (2016) investigated the five-factor model of personality with workplace deviance in an empirical study. In a cross-sectional survey, 200 volunteers from six emergency relief centres in Peninsular Malaysia completed self-reported questionnaires. Descriptive statistics were used to organise the data, which was further analysed using hierarchical multiple regression analysis and Pearson product-moment correlation. The study's findings revealed that neuroticism was positively related to overall workplace deviance, and more specifically, interpersonal deviance, and organizational deviance. This implies that workplace deviance was generally negatively related to emotional stability. The study also determined that extraversion was significantly positively correlated with interpersonal deviance and overall workplace deviance. Lastly, the study also established no significant relationships between agreeableness,

conscientiousness and openness to experience with any of the two target-based workplace deviance components. The study showed that the personality traits of the volunteers were important in determining their behaviour at the volunteer organization. It also showed that employees who are high on extraversion and neuroticism have significant positive relationships with workplace deviance and thus, had the tendency to engage more in workplace deviant behaviour at the organization. The researcher also explained the reasons for the non-significant scores stating that employees who scored high on agreeableness, conscientiousness, and openness to experience workplace deviance tended to share, volunteer, and help others, which deterred them from engaging in acts that harm the organisation (Lim et al., 2016).

Employees engage in deviant behaviour despite clear ethical guidelines governing workplace behaviour. To understand this, Sudha and Khan (2013) examined how the big five personality traits and motivational traits influence employee engagement in workplace deviance among employees in the public and private sectors. A purposive sample of 60 engineers was obtained from selected IT departments in public and private sector organizations centred around India's National Capital Region of Delhi. Correlation analysis was used to investigate the relationships between various components of personality, motivational traits, and workplace deviance in organizations in both the public and private sectors.

The findings revealed that interpersonal deviance was higher in private sector organisations than in public sector organisations, and this difference was attributed to high stress levels, arbitrary and unjust managerial actions, and feelings of powerlessness (Bennett, 1998; Sudha & Khan, 2013). Again, the findings indicated that neuroticism was significantly positively related to organizational deviance, implying that emotionally stable employees were less likely to engage in organizational deviance. Also established was that agreeableness, conscientiousness and openness to experience were negatively related to workplace deviance in both the private and public sectors. This suggests that employees within these sectors who

are easy-going, courteous and compassionate, as well as those who are outgoing and excitement-seeking, as well as those who are detail-oriented, disciplined and hardworking, were less likely to engage in workplace deviance. Extraversion, on the other hand, had a negative correlation with organizational deviance but a positive correlation with interpersonal deviance. The findings of this study underlined the importance of neuroticism in particular, which accounted for between 41 and 58 percent of workplace deviance in both public and private sector organisations.

Likewise, Pletzer et al. (2019) carried out a meta-analytic study to compare the validity of the Big Five personality dimensions and the HEXACO domains with workplace deviance to better understand the relationship between personality and workplace deviance. The meta-analysis included 749 articles published between 1998 and 2016 from scientific databases such as EBSCO, Web of Science, JSTOR, and Google Scholar, and was conducted using strict inclusion and exclusion criteria relating to the level of analysis of the workplace deviance construct, the number of personality domains reported, and the size of the samples assessed. Hunter and Schmidt's (2014) method for meta-analyses of correlation coefficients with a random-effects model using the metafor package in R (Viechtbauer, 2010) and a two-stage random-effects meta-analytical structural equation modelling were used to analyse the data (Cheung, 2015) to establish self-ratings of workplace deviance (Pletzer et al., 2019).

The study revealed that, unlike in previous research that found conscientiousness to be the strongest predictor of workplace deviance (Barrick et al., 2001; Ozbag, 2019; Salgado, 2002), neuroticism was the most important dimension in predicting and controlling workplace deviance. Again, findings discovered significant relationships between conscientiousness, agreeableness, and neuroticism and workplace deviance, while extraversion and openness to experience had no significant relationships with workplace deviance (Pletzer et al., 2019). Concerning the HEXACO domains, conscientiousness, agreeableness and emotionality

remained significant negative predictors of workplace deviance while openness to experience and extraversion were not significant predictors. More specifically, this study discovered significant negative relationships between conscientiousness and agreeableness with workplace deviance, indicating that highly conscientious and agreeable employees were less likely to engage in workplace deviant behaviour. The study also discovered a significant positive relationship between neuroticism and workplace deviance, implying a negative relationship between emotional stability and workplace deviance (Pletzer et al., 2019). This finding implied that the more depressed, anxious, and insecure an employee was, the more likely he or she was to engage in workplace deviance. On the other hand, the more an employee maintained a stable emotion and was calm, reserved and continuously strived for a greater sense of emotional health, the less likely they were to display workplace deviant behaviour. Finally, extraversion and openness to experience had no significant relationship with organizational deviance suggesting that an employee who is sociable and outgoing, as well as one who is imaginative and risk-taking, did not significantly determine their engagement in workplace deviance.

This study discovered that the HEXACO dimensions had a greater explanatory power of the variance in workplace deviance, accounting for 31.97 percent as opposed to the Big Five dimensions' 19.05 percent. As a result, the researchers prioritised the HEXACO in determining workplace deviance. This study was limited, however, by its emphasis on data collected using a cross-sectional design, which does not allow for causal inferences. However, because personality is assumed to be relatively stable (Larsen & Buss, 2005), acting defiantly is unlikely to determine someone's personality. The researchers, therefore, proposed the use of longitudinal designs to investigate the effects of personality on workplace deviance.

In the same vein, Kluemper et al. (2015), in a two-part study, compared the validities of self- and acquaintance-reported personality in the prediction of workplace deviance. The first study

yielded a sample of 391 acquaintance ratings, including supervisors, acquaintances and job incumbents, who were then contacted within two weeks for supervisors to provide an assessment of their incumbents' workplace deviance. Conscientiousness, agreeableness, and emotional stability were proposed as predictors of workplace deviance based on acquaintance-rated personality. As demonstrated by the intercorrelation matrices, acquaintance-rated conscientiousness, agreeableness, and emotional stability were negatively related to total workplace deviance. Therefore, higher levels of conscientiousness, agreeableness and emotional stability likely lead to decreases in displays of workplace deviant behaviour.

As a result, emotionally stable employees exhibit less reactivity and sensitivity, which leads to greater unity with others, more positive thoughts and feelings, and other positive behavioural responses that allow them to avoid negative workplace reactions and thus workplace deviance. Those high on the agreeableness domain also value the need for harmony and see situations in a positive light, making them less likely to mistreat others at work. As a result, agreeable individuals should be less likely to engage in deviant behaviour than those who are disagreeable. The study also found that conscientious employees who seek to develop and maintain long-term relationships with their organisations by adhering to rules, upholding workplace norms, and striving for goals and objectives are more likely to avoid organisational deviance. The initial study also demonstrated that self/other convergent validity was the lowest for conscientiousness and agreeableness and not for emotional stability suggesting that conscientiousness and agreeableness had the lowest self/other convergent validity, implying that acquaintance-rated conscientiousness and agreeableness will be more useful in predicting workplace deviance than would their self-reported counterparts. Lastly, this initial study revealed significant interactions between conscientiousness and agreeableness in predicting workplace deviance implying that the conscientious and agreeable traits that employees possess would interact with their respective self-rated traits to predict workplace deviance such that

low levels of both self-rated and acquaintance-rated personality would yield higher levels of deviance.

The second study built upon the first as the researchers administered an additional job-incumbent survey 2 weeks after the first which required job incumbents' supervisors to assess incumbent-reported deviance on a sample of 306 acquaintance-respondents. The intercorrelation matrix revealed that both acquaintance-rated conscientiousness and agreeableness negatively predicted incumbent and supervisor-rated deviance. Emotional stability on the other hand predicted supervisor-rated deviance but not incumbent-rated deviance. Furthermore, the study discovered that Conscientiousness and agreeableness had the lowest self/other convergent validity, implying that because acquaintance ratings are mostly based on past specific observed behaviours, acquaintance-rated conscientiousness and agreeableness will be more useful in predicting workplace deviance than their self-reported counterparts. Finally, this study revealed that acquaintance-reported agreeableness is the most important prosocial personality trait that, when present, helps employees avoid deviant behaviour.

Enwereuzor et al. (2017) investigated the moderating role of the personality factors of agreeableness and conscientiousness in the relationship between emotional exhaustion and workplace deviance while studying burnout among teachers. Their study mainly sought to determine whether agreeableness and conscientiousness were relevant in explaining workplace deviance. The study gathered data from 200 teachers recruited from nine schools in Nigeria's south-eastern region, using a self-report measure for the relevant personality domains as well as workplace deviance. The hierarchical moderated regression analysis was conducted to determine the unique contributions of each of the predictors and their interactions with workplace deviance. According to the findings, the personal demographic factors of the teachers were not significantly related to workplace deviance. Agreeableness and

conscientiousness were both significant negative predictors of workplace deviance, accounting for 10.5 percent of the variance in workplace deviance. Therefore, the more agreeable and conscientious teachers were, the less likely they were to engage in and exhibit workplace deviance. However, agreeableness was a more reliable predictor of workplace deviance than conscientiousness.

Given previous research linking compound personality traits to a variety of counterproductive behaviours in non-work contexts (Jones & Paulhus, 2010), Scherer et al. (2013) investigated whether compound personality, along with the five-factor model, could predict counterproductive behaviours in the workplace. Scherer et al. (2013) thus attempted to study this relationship beyond the five-factor model of personality to investigate the strength of the compound personality trait of sub-clinical psychopathology to predict CWB. The sample for the study consisted of 193 undergraduates from a large urban Midwestern University whose participation earned them course credit. Results obtained from a correlation matrix revealed a significant negative correlation between conscientiousness and agreeableness and CWB with agreeableness being the stronger predictor, accounting for 11 percent of the predictive power. The study also found neuroticism to be significantly positively correlated with CWB, while openness to experience and extraversion recorded no significant relationships. Sub-clinical psychopathy, the stronger predictor of CWB, was also found to be significantly positively correlated with CWB.

Also, Sulea et al. (2013) examined the moderating effects of personality with counterproductive work behaviours and abusive supervision. They sampled and tested 286 employees from three large Romanian organizations on the variables under investigation using a non-probabilistic convenience sampling technique. The survey design was used to collect data from participants, which was then analysed using moderated hierarchical regression. The results showed a positive correlation between abusive supervision and organizational CWB,

while the personality variables of conscientiousness, emotional stability and agreeableness were negatively correlated. In addition, the interaction between the personality dimensions was significant such that when each was low, the relationship between abusive supervision and organizational CWB was stronger. As such, the findings demonstrated that employees experiencing abuse were more likely to engage in CWB-O, as were employees with low levels of conscientiousness, agreeableness and emotional stability.

This study emphasised the importance of managers treating their employees fairly by highlighting the consequences of unfair treatment. The study also emphasised the importance of understanding some employees' sensitivity to abuse and predicting their potentially harmful reactions to the company in such situations, as these were important tools for personnel selection, placement, and management. Employees are more likely to engage in CWB-O when abusive supervision is perceived to be present, and they may do so with increasing frequency or severity as abusiveness increases. The study was limited, however, by its concurrent data collection, which did not allow for the drawing of causal inferences between abuse and CWB-O, emphasising the need for a longitudinal research design to fully enable conclusions for generalisation of results to other new work contexts.

Despite the important roles that non-governmental organisations (NGOs) play in developing countries' development efforts, the sector has been plagued by allegations of corruption, theft, and exploitation of vulnerable groups. Tahir and Shinwari (2019) conducted a study to investigate the relationship between employee personality traits and counterproductive work behaviour in the context of the social sector and NGOs. The researchers used a cross-sectional quantitative research design for this study. Using distributed questionnaires, data was collected on a convenience sample of 170 staff members from five NGOs operating in the social sector and working on projects related to capacity development, women's rights issues, internally displaced citizens, and victims of natural disasters. Counterproductive work behaviour was

measured based on the dimensions of sabotage, withdrawal, production deviance, theft and abuse whilst personality was measured using the five-factor personality dimensions. The results showed extraversion and conscientiousness were negatively related to employees' counterproductive work behaviours. This implies that outgoing, self-assured employees, as well as those who were hardworking, organised, and disciplined, were more likely to work in ways that reduced their chances of engaging in CWB. Openness to experience and neuroticism were also positively related to counterproductive work behaviour, intimating that staff members who are adventurous and experimental by their nature, as well as those who easily lose control of their emotional states, are more likely to switch between positive and negative work behaviours, increasing the likelihood of engaging in CWB. However, agreeableness was not significantly related to CWB.

Likewise, Rahman et al., (2016) conducted a study aimed at assessing the role of personality, emotional intelligence, affectivity, emotional labour and emotional exhaustion with counterproductive work behaviour. The study conducted among a random sample of 512 frontline staff working across 25 ministries found a significant negative relationship between agreeableness and conscientiousness and CWB and a positive relationship between neuroticism and CWB. This implies that frontline employees in the Malaysian public sector who have low levels of agreeableness and conscientiousness and are thus uncooperative, disorganised, and lazy, are more likely to engage in CWB. Also, employees who are unable to maintain stable emotions, resulting in excessive anxiety and depression, are more likely to engage in CWB at work. The relationship between extraversion and openness to experience with CWB however reported no significant differences. According to the study, adequate emotional intelligence training, supervisor support, and a friendly and social work environment can help employees identify themselves with the organisation and its goals, leading to the internalisation of organisational norms relating to emotional displays, which can help reduce their emotional

exhaustion and instances of CWBs. The study was again limited by its data source, which was primarily employee self-reports. The inclusion of supervisor and manager reports would help to eliminate the effects of common variance bias.

Barrick et al. (2001) sought to expand the organizational psychology knowledge base by examining personality's role in determining performance by conducting a quantitative meta-analytic review of 15 other meta-analytic studies that have investigated the relationship between the Five Factor Model (FFM) personality traits and job performance. First, striking similarities were discovered in the findings of other meta-analytic studies measuring the same variables that had previously been reported. Conscientiousness was also found to be the most reliable predictor of overall performance across the various occupational groups studied. Employees who are hardworking, persistent, organised, efficient, and goal-oriented are more likely to perform well at work and, as a result, engage in less counterproductive work behaviour. More specifically, the study found that, while emotional stability was predictive of overall performance, it was less predictive of specific job performance and thus inadequate for predicting counterproductive work behaviour within specific occupational groups. Again, this study discovered that extraversion was a reliable predictor of performance within occupational groups where interactions with others are a significant portion of the job, but poor in predicting general overall performance. The study also found that openness to experience and agreeableness were unreliable predictors of both general job performance and occupational job performance. This implies that openness to experience and agreeableness are not fundamental individual differences variables that determine and predict engagement in counterproductive behaviours on a general or job-specific level.

Lastly, Thakur (2017) aimed to investigate the relationship between counterproductive work behaviour (CWB) and personality (Big Five) within the context of a manufacturing industry situated in Baddi, a province in India. The researcher collected responses from 300 employees

and their supervisors in production and manufacturing organisations using a convenient sampling method. The findings revealed a relationship between CWB-O and CWB-I and Big Five personality traits, except for extraversion which had a weak correlation with both CWB-O and CWB-I. It was discovered that agreeableness, conscientiousness, and neuroticism, as well as openness to experience, were associated with higher overall CWB reliability. Agreeableness was found to have a negative relationship with CWB-O and CWB-I, indicating that employees with high agreeableness were less likely to engage in CWB. This study also revealed a negative relationship between conscientiousness and CWB-O and CWB-I. Employees who present themselves as highly conscientious in terms of task planning, organisation, and execution are less likely to exhibit CWBs, according to the findings. In the case of the neuroticism factor, a lower score indicates better emotional adjustment, impulse control, and stress management (Costa & McCrae, 2007). Employees with low neuroticism were thus less likely to engage in counterproductive behaviour both in front of the organisation and co-workers (Jensen & Patel, 2011). Openness to experience was also found to be negatively related to CWB-O and CWB-I intimating that employees high on the openness trait who were imaginative, risk-taking and curious were less likely to engage in CWB.

2.3 Rationale of the Study

There have been several studies conducted on the situational and dispositional antecedents of counterproductive work behaviour. These studies have focused on workplace deviance, organizational deviance and counterproductive work behaviour measured at the individual level (Guay et al., 2016; Lim et al., 2016; Liu et al., 2020). Other studies reviewed have also used measures that compared authentic leadership to employees' workplace behaviour, overall employee performance and organizational deviance (Wang et al., 2012; Erkutlu & Chafra, 2013; Qureshi & Hassan, 2019). Again, almost all the studies reviewed investigated personality using the individual employee as the focal point, even though it has been well established that

situational and individual differences within the unit combine to produce organizational-level outcomes (Chu et al., 2019; Penney et al., 2011).

Some studies on the relationship between personality and CWB focused on the most valid trait predictors of CWB (conscientiousness, agreeableness, and emotional stability), ignoring the other two trait dimensions. Additionally, there appears to be some inconsistency in the relationship between openness to experience in predicting counterproductive work behaviour. Ozbag (2019) and Lim et al. (2016), for example, discovered no significant relationship between openness to experience and counterproductive work behaviour. Other researchers, such as Kozako et al. (2013), found that employees who were high on the openness to experience trait engaged in more counterproductive work behaviour toward the organisation. Meanwhile, Abdullah and Marican (2016) and Sudha and Khan (2013) discovered negative relationships between openness to experience and organisational deviance, implying that employees who scored high on the openness to experience dimension were less likely to engage in organisational deviance. These differences and inconsistencies in the relationships imply that more empirical research into these trait characteristics is needed to predict CWB.

Given that behavioural regularities appear at all levels of analysis, this study attempts to consider the extent to which the Big Five dimensions, a description of behavioural regularities at the individual level, can be applied to teams or other collectives. Collective personality in itself has not been widely researched, especially in the Ghanaian context. However, Stewart (2003) noted that there is some research that describes collectives, in this case teams, using terms similar to those used in the Big Five (Davis-Sacks, 1990; Saavedra, 1990). This study adopts the methodology used by Chan (1998) and Hoffman (2005) by using an established measure of the Big Five (Goldberg, 1992) and adjusted it such that individuals rated the collective as a whole. The hypotheses of this study were thus formulated based on the

interaction between the authentic leadership variables and collective personality scale items to unit-level counterproductive work behaviour.

As a result, this study broadens the scope and analysis of how authentic leadership and personality influence counterproductive work behaviour within organizational work units. This study filled in the gaps further by examining all five dimensions of personality (conscientiousness, agreeableness, extraversion, emotional stability, and openness to experience) for a comprehensive understanding of how personality relates to counterproductive work behaviour. Again, this study expands the scope of personality studies by analysing the personality construct at the unit-level (team/department/organization) to explain its influence on CWB and to offer guidance on hiring, promoting, and placing practices in the banking industry.

2.4 Statement of Hypotheses

Based on the literature and the study objectives, the following hypotheses were tested:

- H₁:** Authentic leadership will be significantly negatively related to unit-level CWB;
- H₂:** Collective conscientiousness will be significantly negatively related to unit-level CWB;
- H₃:** Collective emotional stability will be significantly negatively related to unit-level CWB;
- H₄:** Collective agreeableness will be significantly negatively related to unit-level CWB;
- H₅:** Collective extraversion will be significantly positively related to unit-level CWB;
- H₆:** Collective openness to experience will be significantly negatively related to unit-level CWB;
- H₇:** Collective personality will moderate the relationship between authentic leadership and unit-level CWB such that low scores on personality traits will be associated with greater levels of CWB.

2.5 Conceptual Framework

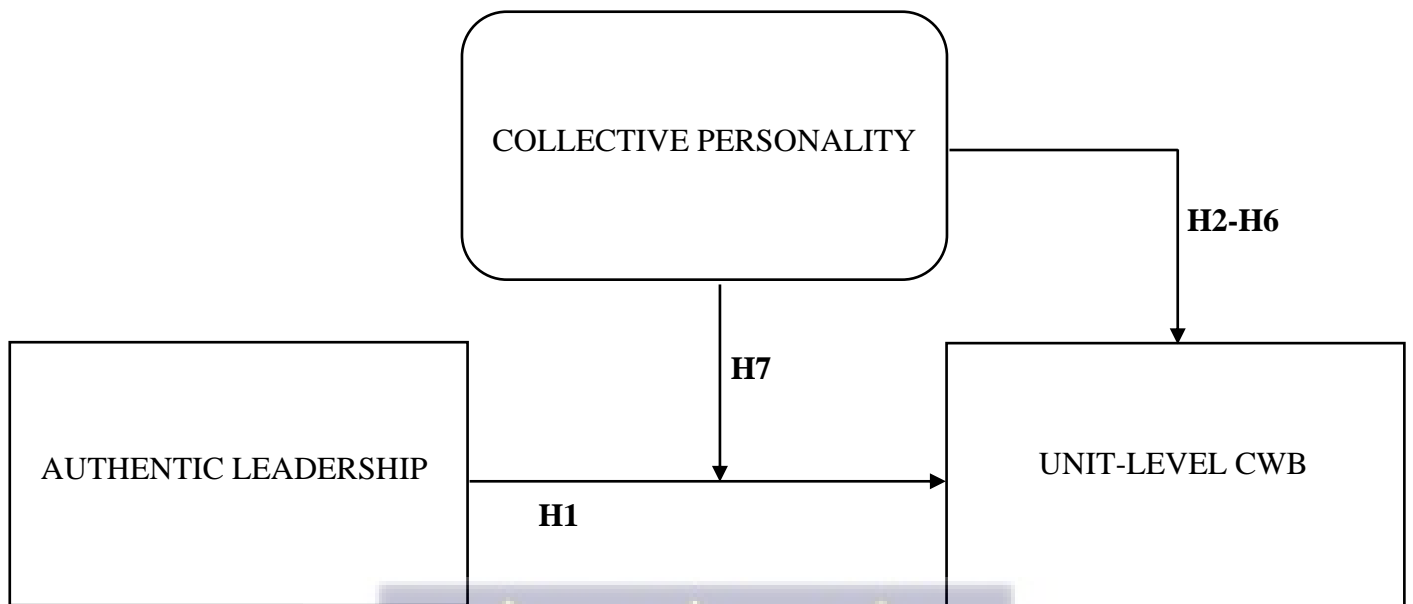


Fig. 1: Schematic Diagram of the Conceptual Framework

According to the proposed conceptual framework, the predictor variables are authentic leadership and collective personality, and the criterion variable is unit-level CWB. This framework proposes that authentic leadership and collective personality will predict unit-level CWB. The framework further indicates that collective personality will moderate the relationship between authentic leadership and unit-level CWB.



CHAPTER THREE METHODOLOGY

3.0 Introduction

The methodological approaches that were used for the study—including the research setting, population and sample, sampling strategy, research design, and instruments and measures—are thoroughly outlined in this chapter. It also outlines the methods used in the study for gathering and analysing data.

3.1 Research Setting

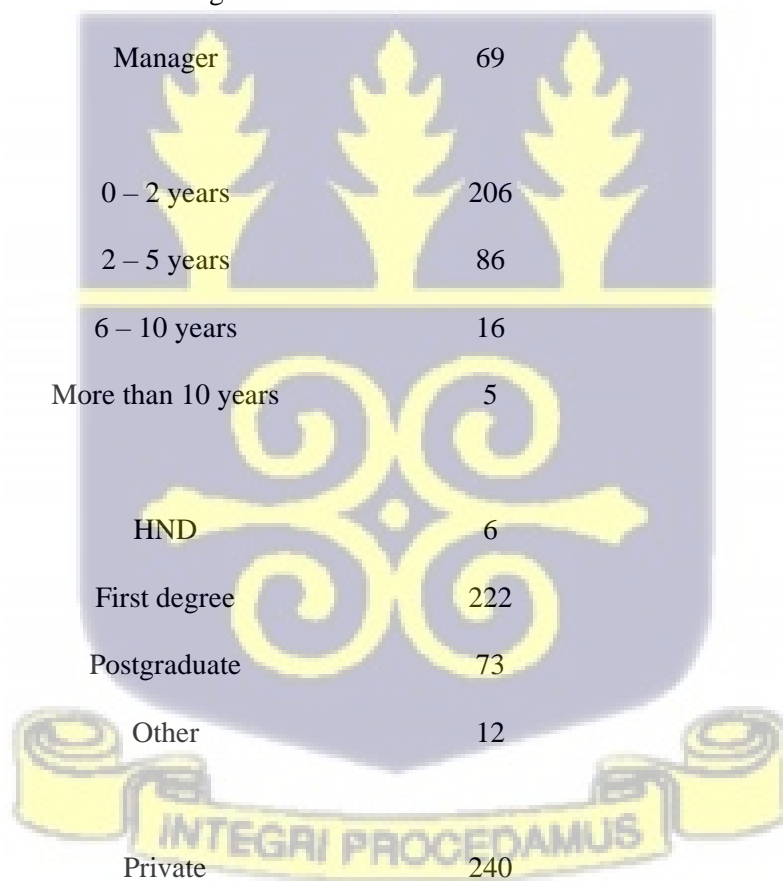
This study was carried out in the Greater Accra Region of Ghana. This setting was chosen because it serves as the capital city of the country and houses most of the headquarters of the major banking institutions in the country. Also, this setting was chosen because it was a densely populated region, allowing for heterogeneity.

3.2 Population and Sample Size

This study's population was full-time employees of banking institutions in Ghana. The participants for this study were chosen from 3 public and 4 private banking institutions in Accra's central business district. Graziano and Raulin (2010) argue that when a population is as heterogeneous as that of this study's, a larger sample size is required. Krejcie and Morgan (1970) also proposed that when a population is greater than 4000, the representative sample size to be drawn at .05 confidence interval and power of .80 is 351. As a result, the researcher selected 351 participants from the public and private banking institutions in Accra. The distribution of respondents across demographic factors is shown in Table 1.

Table 1: Summary of Demographic Characteristics of Respondents

| Demographics | | Frequency | Percentages |
|---------------------|--------------------|-----------|-------------|
| Gender | Male | 120 | 38.3 |
| | Female | 193 | 61.7 |
| Age | 20 – 25 years | 120 | 38.3 |
| | 26 – 30 years | 146 | 46.6 |
| | 31 – 35 years | 33 | 10.5 |
| | 36 – 40 years | 8 | 2.6 |
| | Above 40 years | 6 | 1.9 |
| Job Position | Non-manager | 244 | 78.0 |
| | Manager | 69 | 22.0 |
| Tenure | 0 – 2 years | 206 | 65.8 |
| | 2 – 5 years | 86 | 27.5 |
| | 6 – 10 years | 16 | 5.1 |
| | More than 10 years | 5 | 1.6 |
| Education | HND | 6 | 1.9 |
| | First degree | 222 | 70.9 |
| | Postgraduate | 73 | 23.3 |
| | Other | 12 | 3.8 |
| Sector | Private | 240 | 76.7 |
| | Public | 73 | 23.3 |



Based on the inclusion criteria for this study, full-time employees who were at least 18 years of age, of all sex, religion, educational level, marital status, ethnicity and managerial status were eligible to participate in this study. Data was gathered from 313 participants out of the 351 originally sampled, representing an 89.17% response rate. From this number, males constituted 120, representing 38.3% while females constituted 193, representing 61.7%. There was an average age of 27.7 years among respondents whose ages ranged from 20 years to 47 years. In addition, 78.0% worked as non-managers, representing 244 respondents while 22.0% indicated working as managers, representing 69 respondents. Again, 206 respondents (65.8%) had been working in their current roles for less than two years, 86 (27.5%) for between two and five years, 16 (5.1%) for six to ten years, and 5 respondents (1.6%) for more than ten years. Of the 313 respondents, 6 (1.9%) reported having an HND as their highest level of education, 222 (70.9%) had a first degree, 73 (23.3%) had a postgraduate degree, and 12 (3.8%) had other qualifications. Furthermore, 240 of the 313 respondents reported working in a private-owned banking institution, accounting for 76.7%, while 73 worked in a public-owned banking institution, accounting for 23.3%.

3.3 Research Design

The cross-sectional survey method was employed to assess the relationship between authentic leadership, collective personality and unit-level CWB; the study variables. More specifically, a time lag design was employed for the purposes of this study. This design allowed the researchers to collect data across three measurement occasions in order to track session-by-session changes in the same person over time. Data on the independent variable, authentic leadership, as well as demographic variables, were collected at time 1. Time 2 collected information on the moderator variable, collective personality, and Time 3 collected information on the dependent variable, unit-level counterproductive work behaviour. Although this design is more time consuming than others, it is more reliable for gathering

sensitive data from a large number of respondents without subjecting them to response bias, less expensive, and relatively simple to administer (Rubin & Rubin, 2005).

3.4 Sampling Technique

The study adopted purposive and simple random sampling techniques to select respondents. The purposive sampling technique was used because only banks in the central business district of the Greater Accra Region were considered. Based on this population, employees from a few select banks were chosen at random to form the sample for the study.

3.5 Measures

Due to the nature of the study, the researcher collected data from participants using self-report questionnaires. The questionnaire was divided into four major sections, each of which measured a different aspect of the constructs under consideration and included a section that measured collective personality, authentic leadership, unit-level counterproductive work behaviour and the demographic characteristics of the respondents. The data was gathered using a total of sixty-seven (67) scale items.

Section 'A': Collective Personality

Collective Personality was assessed using Goldberg's (1992) Transparent Bipolar Inventory, an adjective-based Big Five measure that has been found to be a highly robust Big Five measure (Goldberg, 1992). For the purposes of this study, the researchers chose five adjectives each (balancing positive and negative words) to describe Conscientiousness, Agreeableness, Openness, Extraversion, and Emotional Stability for this study. They then altered the measure's instructions to shift the focal referent so that individuals rated the collective as a whole on scale items such as 'Considerate', 'Active', 'Temperamental,' 'Simple' and 'Not dependable' (Morgeson & Hofmann, 1999). As a result, a 25-item scale measured on a 5-point Likert scale

was used with responses ranging from 1 (to a very small extent) to 5 (to a great extent) with Cronbach alphas of 0.90, 0.95, 0.84, 0.76 and 0.81. Items on this scale assess how well members described the "character of their unit" and the unit's "typical behaviour. The scores were calculated by adding the scores for each of the 25 subscale items. Before scoring, items 1, 2, 5, 6, 8, 13, 14, 16, 17, 19, 20, 23, 24 and 25 were reversed. As a result, the minimum and maximum possible scores were 25 and 125, respectively. Examples of items on this scale include 'Intellectual', 'Creative' and 'Assertive.' (Refer to Appendix B for the complete items on the scale used for this study)

Section B: Authentic Leadership

The 16-item Authentic Leadership Questionnaire (ALQ) developed by Walumbwa et al. (2008) was used to measure Authentic Leadership among employees. Participants were requested to rate their leaders on their leadership behaviours as described in ALQ. In addition, leaders themselves were required to rate their own authentic leadership using a 5-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree) with a Cronbach alpha of 0.92 (Marinakou & Nikolic, 2016). Scores were obtained by summing the scores for each of the 16-items and thus ranged from 16 to 80, with higher scores indicating authentic leaders. Sample items on the scale include 'My supervisor displays emotions exactly in line with feelings', 'My supervisor solicits views that challenge his or her deeply held positions' and 'My supervisor tells me the hard truth.' (Refer to Appendix A for the complete items on the scale used for this study)

Section C: Unit-level Counterproductive Work Behaviour

Unit-level Counterproductive Work Behaviour was measured with the Counterproductive Work Behaviour Checklist developed by Spector et al. (2007). It was developed primarily to

assess the levels to which co-workers and subordinates perform certain counterproductive behaviours at work. It is a 45-item scale with responses ranging from “Never” to “Every day”. This study utilized the 43-item 2-factor version, which measured CWB toward the organization [21 items; ($\alpha = 0.87$)]. The Counterproductive Work Behaviour Checklist has an overall Cronbach’s alpha coefficient of 0.92. Sample items on the scale include ‘Purposely came late to an appointment or meeting’ and ‘Purposely failed to follow instructions’ and are scored on a 5-point Likert scale ranging from 1 to 5. Scores will therefore range from 21 to 105 with higher scores indicating high levels of unit-level counterproductive work behaviour. (Refer to Appendix C for the complete items on the scale used for this study).

Section ‘D’: Demographic Information

This section collected demographic information from respondents, including gender, age, level of education, current job role and tenure at current job role, years of experience, current department, and the sector in which their organization operates (private/public). The demographic information was required because it allowed for a description of the characteristics of the sample.

3.6 Pilot Study

The instrument was tested on the sampled population to ensure its validity and reliability. This procedure ensured clarity and transparency of the items on the scales. As a result, participants in the pilot study who were of various ages, sexes, job functions, managerial positions, and worked in the public or private sectors received a total of 23 questionnaires. Some participants expressed concerns and offered suggestions with regards to the terminology used to describe some of the scale’s items (e.g., cold, touchy etc.), while some of the items were deemed to be too similar in meaning to others that had already been answered. Such observations were taken into account and incorporated into the main study data collection. Statistical Product and

Service Solution (SPSS) v23 was used to calculate Cronbach's alpha reliability for all scales. Table 4 in the subsequent chapter shows that the internal reliability coefficients for collective personality authentic leadership and unit-level counterproductive work behaviour were 0.89, 0.95, and 0.72, respectively. These constructs all had coefficients above 0.70, making them appropriate for psychometric evaluation and primary data collection (Wells & Wollack, 2003).

3.7 Procedure

The ethical approval to conduct this study was sought and obtained from the Departmental Research Ethics Committee of the Department of Psychology at the University of Ghana, Legon. A copy of the consent form, the ethics approval letter, and sample of the questionnaire was then hand-delivered to the identified banking institutions to obtain permission to collect employee responses. On the same day that the copies were sent, permission was granted to the researcher and research assistants.

Participants were approached on the premises of their respective organizations during their stretch and lunch breaks, as well as after work, to request their voluntary participation. The principal researcher and research assistants also used their contacts and networks to find people who met the inclusion criteria and approached them to request their participation in the study. Those who expressed interest in participating were given documents outlining the research's goal and intent. The document clearly stated the researcher's name, educational level, research purpose, and compensation package for participation. A summary of the study protocols and an estimate of how much time a participant will spend filling out questionnaires will also be included in the document. This document outlined the confidentiality and anonymity guarantees, as well as the restriction of data access to those directly involved in the research and strict monitoring by the research team. The expected benefits of participation in the study, the potential risks associated with participation, as well as a highlight of the voluntary nature of the research were also outlined, implying that they were not required to participate, and that

their decisions to participate were withdrawable at any time with no explanation or consequence.

During the first administration, respondents were given 15 to 20 minutes to complete the survey questionnaire after the researcher had explained the purpose of the survey and after consent forms had been signed. Some completed the questionnaires in the allotted time, others took much longer, while others were permitted to take the questionnaires home to complete. Questionnaires were gathered over a period of one week. Data was collected using a time-lag design and was thus collected at three points in time over nine (9) weeks, using the same format and thus, the same procedure for the second and third administrations of the questionnaires. After each session, the questionnaires were collected from the participants by the principal investigator and research assistants stationed at their respective organizations after they had been completed.

Following data collection, scores were collated and analysed using Statistical Product and Service Solution (SPSS) version 23. After the study was completed, a response rate of 91.45% was obtained, representing 321 (three hundred and twenty-one) out of 351 (three hundred and fifty-one) questionnaires that were distributed, returned, and properly filled. However, only three hundred and thirteen (313) respondents met the study's inclusion criteria, representing an 89.17% response rate. According to reports (Cohen, 1988), a good response rate should be between 70% and 75%. As a result, this study's response rate of 89.17% provided adequate data for analysis. Following that, the 313 usable questionnaires were statistically analysed.

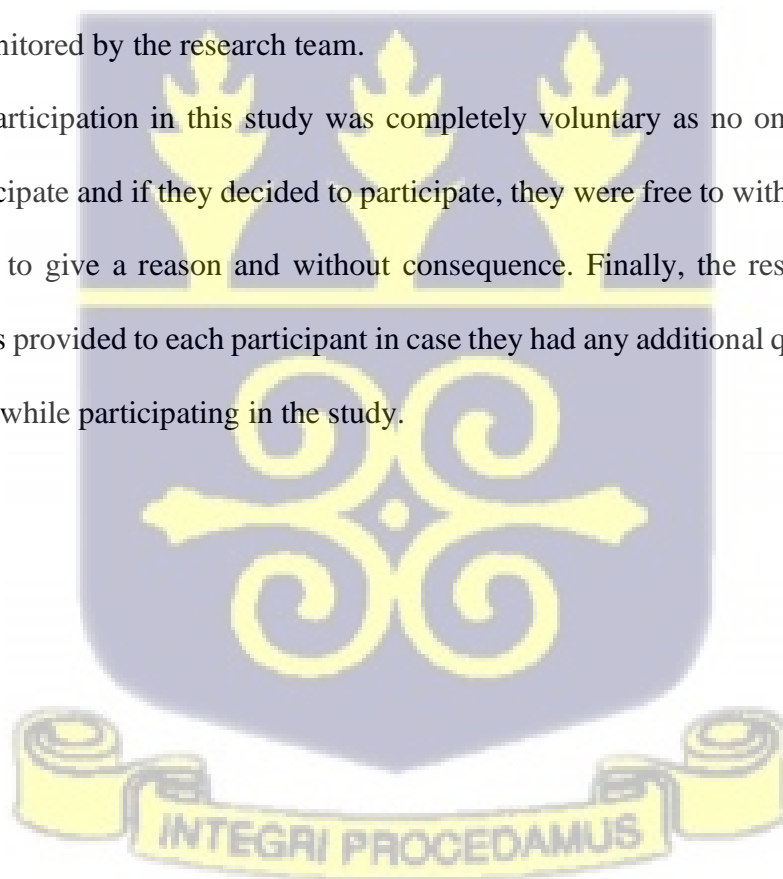
3.8 Ethical Considerations

The researcher applied for, and the study instrument and proposal were approved by the Departmental Research Ethics Committee of the Department of Psychology at the University of Ghana, Legon. The study strictly followed the American Psychological Association (APA) ethical guidelines as this is a requirement for all theses and research projects conducted within

the University of Ghana. The informed consent principle was strictly followed, as it is a standard feature for ethical consideration in all social research, implying that participation in this study was voluntary and that they participants were provided with complete information about what it meant for them to participate, and that they gave consent before entering the research.

The researcher maintained a high level of confidentiality and anonymity by ensuring that any information or personal details gathered in the course of the study was managed such that participants' identities were protected at all times in the publication or communication of the results, and no information was directly traceable to any one participant. The researcher also ensured that access to the data was restricted to persons directly involved in the research and was strictly monitored by the research team.

Furthermore, participation in this study was completely voluntary as no one individual was obliged to participate and if they decided to participate, they were free to withdraw at any time without having to give a reason and without consequence. Finally, the researcher's contact information was provided to each participant in case they had any additional queries or ran into any difficulties while participating in the study.



CHAPTER FOUR

RESULTS

4.0 Introduction

The primary goal of this research was to investigate the effects of the Big Five personality traits at the collective level and authentic leadership on unit-level counterproductive behaviour among bank employees. The results of the computation of means, standard deviation, reliability test, and normality test, as well as the test of hypotheses, are presented in this chapter. The study's goal is to better understand the relationship between authentic leadership and collective personality on the one hand, and unit-level counterproductive behaviour on the other.

4.1 Preliminary Analysis

The analysis was then divided into three sections. The preliminary analysis is presented in the first section, the various hypotheses proposed and tested in the second section, and the results are summarized in the third section. The hypotheses were tested using the Pearson Product Moment Coefficient (Pearson r) and hierarchical multiple regression analysis. Tables and figures are used to present the results gained in the preceding paragraphs.

4.1.2 Normality and Descriptive Statistics of Variables

The use of parametric statistical analysis in research requires that scores be normally distributed. This is usually determined by measuring skewness and kurtosis scores for the constructs under consideration. Normality is usually determined by using Skewness and Kurtosis indices of -2 to +2 (Skewed) and -1 to +1 (normally distributed) (Garson, 2012). As shown in Table 2 below, the Skewness values of the scores in the data range from -0.818 to -0.292, while the Kurtosis scores range from -0.507 to 0.154 (See Table 2). Based on the values obtained, all of the Skewness and Kurtosis values were therefore not significantly deviated

from normality (Field, 2009). As a result, the study could benefit from an appropriate parametric statistical analysis.

Table 2: Summary of the Means, SD, Reliability, Skew and Kurtosis of Predictor and Criterion Variables

| Scale | M | SD | Skewness | Kurtosis |
|---------------------------------|---------|---------|----------|----------|
| Collective Personality | 92.10 | 13.170 | -.342 | -.507 |
| Agreeableness | 19.38 | 4.020 | -.602 | -.246 |
| Conscientiousness | 19.54 | 3.637 | -.345 | -.497 |
| Extraversion | 15.79 | 2.490 | -.292 | .154 |
| Emotional Stability | 19.11 | 3.475 | -.399 | -.309 |
| Openness to Experience | 18.28 | 3.415 | -.616 | .370 |
| Authentic Leadership | 57.67 | 11.536 | -.648 | .279 |
| Relational Transparency | 18.1565 | 3.81013 | -.649 | .337 |
| Internalized Moral Perspective | 14.3674 | 3.20494 | -.539 | .178 |
| Balanced Information Processing | 10.8339 | 2.72886 | -.818 | .297 |
| Self-awareness | 14.3163 | 3.52541 | -.749 | .384 |

$N = 313$, $S.E. \text{ of Skewness} = .138$

4.1.3 Reliability Analysis of Scales

Reliability analysis computes a variety of the most commonly used measures of scale reliability and also provides crucial information about the relationships and associations between the individual items that constitute the scale (IBM, 2021). This study utilised existing scales which made reliability testing imperative. The Cronbach alpha coefficient of the items on the authentic leadership, collective personality and unit-level counterproductive work behaviour were assessed to determine reliability of the scales. Table 3 shows the Cronbach alpha coefficients obtained from the statistical analyses of the scales.

Table 3: Summary of the Reliability Statistics Obtained for the Scales in the Study

| Scale | Number of Items | Cronbach Alpha |
|----------------------------------|-----------------|----------------|
| Counterproductive Work Behaviour | 19 | .873 |
| <u>Authentic Leadership</u> | 16 | .920 |
| Transparency | 5 | .721 |
| Balanced Moral Perspective | 4 | .789 |
| Balanced Information Processing | 3 | .778 |
| Self-awareness | 4 | .862 |
| <u>Collective Personality</u> | 25 | .864 |
| Agreeableness | 5 | .779 |
| Conscientiousness | 5 | .727 |
| Extraversion | 5 | .662 |
| Emotional Stability | 5 | .629 |
| Openness to Experience | 5 | .600 |

$n = 23$

With the use of existing scales in research, it is necessary to determine whether the scales are consistently measuring the constructs amongst the samples tested. To assess reliability, the researcher calculated the Cronbach alpha of the items on the collective personality, authentic leadership, and counterproductive work behaviour scales. The Cronbach alpha coefficients were observed and compared as outcomes of the statistical analyses.

According to Table 3, the scale measuring unit-level counterproductive work behaviour had a Cronbach alpha value of 0.87. The overall Cronbach alpha of the authentic leadership scale was 0.92, with the coefficients of its subscales ranging from 0.72 to 0.86. The overall Cronbach alpha of the Goldberg Transparent Bipolar Inventory measuring collective personality was 0.86, and its subscales ranged from 0.60 to 0.77. According to Ursachi et al. (2015), the

generally accepted rules regarding levels of internal scale reliability varies among disciplines and among scholars, but it is typically between 0.60 and 0.70 at the very least. According to the analysis, the Cronbach alpha values for the study's scales were found to be 0.60 and greater and are therefore appropriate for psychometric analysis (Wells & Wollack, 2003).

4.1.4 Intercorrelation among Predictor and Criterion Variables

Pearson Product-Moment Correlation was used to compute intercorrelations between control, predictor, and criterion variables. As a result, Table 4 below displays the correlation matrix for all predictor and criterion variables. According to the table, authentic leadership along with its sub dimensions had significant relationships with unit-level counterproductive work behaviour with coefficients ranging between $r = -.286, p < .01$ and $r = -.215, p < .05$. Collective personality ($r = -.423, p < .01$) and its dimensions also recorded negative relationships with unit-level counterproductive work behaviour with agreeableness ($r = -.385, p < .01$), conscientiousness ($r = -.344, p < .01$), emotional stability ($r = -.137, p < .01$), extraversion ($r = -.410$) and openness ($r = -.293, p < .01$) recording moderate negative relationships. These correlation coefficients were thus adequate for conducting the regression analysis since there was no threat to violating the assumption of multicollinearity. The complete inter-correlation matrix can be found in Table 4 below.

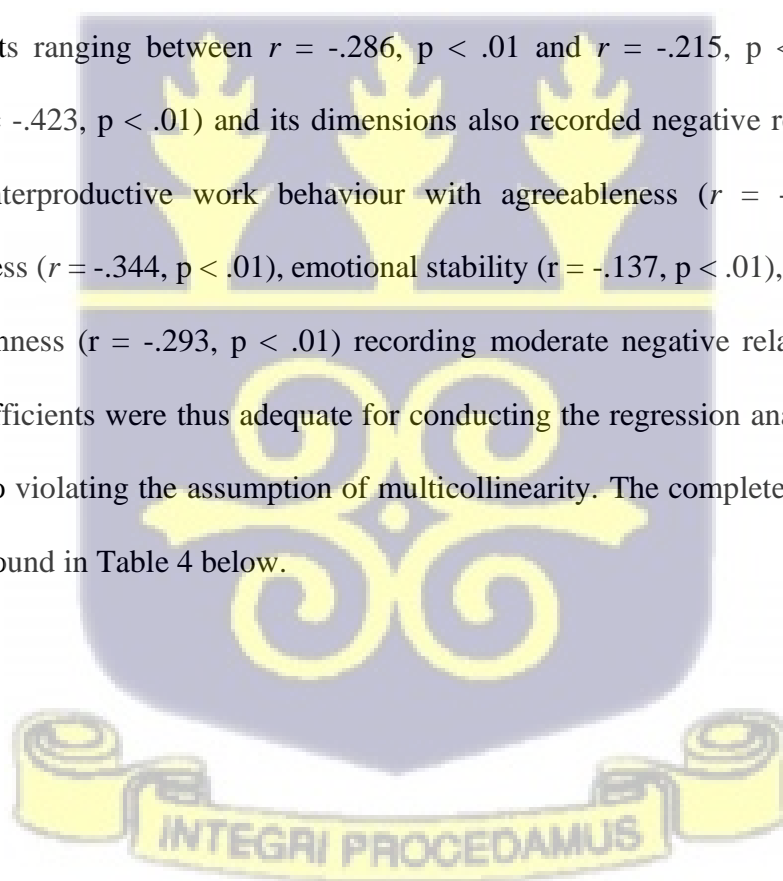
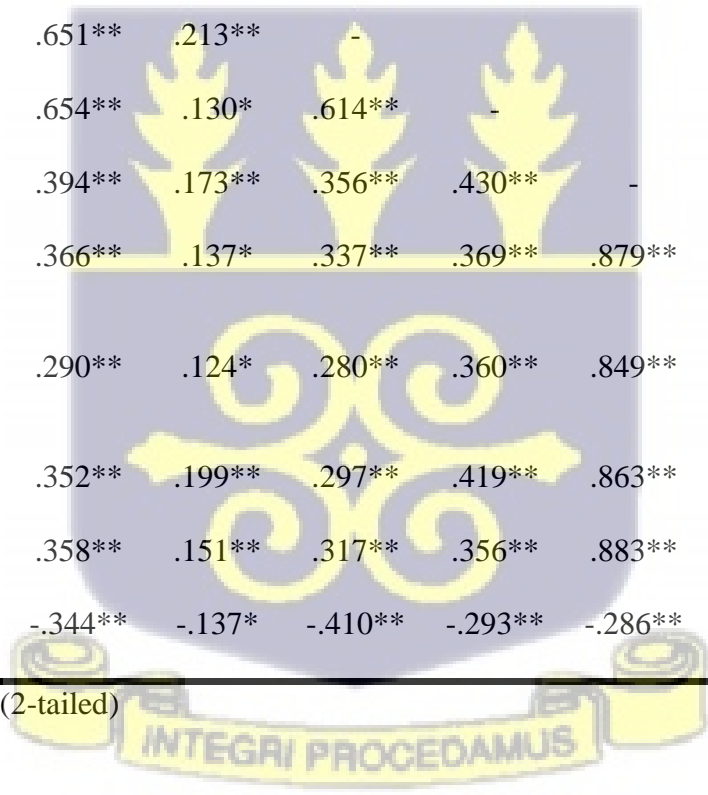


Table 4: Summary of Pearson Correlation Matrix of the Relationships between Study Variables

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------------|---------|---------|---------|--------|---------|---------|---------|---------|---------|---------|--------|----|
| 1 Collective Personality | - | | | | | | | | | | | |
| 2 Agreeableness | .856** | - | | | | | | | | | | |
| 3 Conscientiousness | .861** | .708** | - | | | | | | | | | |
| 4 Emotional Stability | .413** | .308** | .144* | - | | | | | | | | |
| 5 Extraversion | .830** | .614** | .651** | .213** | - | | | | | | | |
| 6 Openness to Experience | .786** | .521** | .654** | .130* | .614** | - | | | | | | |
| 7 Authentic Leadership | .466** | .391** | .394** | .173** | .356** | .430** | - | | | | | |
| 8 Relational Transparency | .423** | .367** | .366** | .137* | .337** | .369** | .879** | - | | | | |
| 9 Internalized Moral Perspective | .365** | .309** | .290** | .124* | .280** | .360** | .849** | .678** | - | | | |
| 10 Balanced Processing | .430** | .357** | .352** | .199** | .297** | .419** | .863** | .650** | .651** | - | | |
| 11 Self-awareness | .403** | .327** | .358** | .151** | .317** | .356** | .883** | .675** | .631** | .756** | - | |
| 12 Unit-level CWB | -.423** | -.385** | -.344** | -.137* | -.410** | -.293** | -.286** | -.299** | -.249** | -.220** | -.215* | - |

** P < 0.01 level (2-tailed), * P < 0.05 level (2-tailed)



4.2 Hypothesis Testing

Based on the objectives of this study, seven hypotheses were proposed and tested using Hierarchical multiple regression analysis.

Hypothesis 1

The relationship between the dimensions of authentic leadership and unit-level counterproductive work behaviour was investigated using Pearson Product Moment (r) Correlation analysis (see Table 4). The simultaneous multiple regression analysis was used to test Hypothesis 1, which stated that authentic leadership will significantly negatively predict unit-level counterproductive work behaviour. After controlling for demographic variables (age, sex, tenure, job position, level of education, sector) and collective personality dimensions, a 2-step hierarchical multiple regression analysis was used to test this hypothesis. The results are shown in Table 5 below.

Table 5: Summary of Hierarchical Regression Analysis for Authentic Leadership Predicting Unit-level Counterproductive Work Behaviour.

| Model | Predictors | B | SEB | Beta | t | Sig. |
|--------|---------------------|-------|-------|-------|--------|------|
| Step 1 | Age | -.065 | .137 | -.029 | -.476 | .634 |
| | Sex | -.347 | .935 | -.019 | -.372 | .710 |
| | Tenure | 1.116 | .777 | .083 | 1.436 | .152 |
| | Job Position | 2.673 | 1.194 | .125 | 2.239 | .026 |
| | Level of Education | 1.060 | .828 | .068 | 1.281 | .201 |
| | Sector | 3.214 | 1.083 | .153 | 2.968 | .003 |
| | Agreeableness | -.404 | .170 | -.182 | -2.372 | .018 |
| | Conscientiousness | -.104 | .204 | -.043 | -.511 | .610 |
| | Emotional Stability | -.087 | .190 | -.024 | -.459 | .646 |
| | Extraversion | -.604 | .189 | -.235 | -3.200 | .002 |
| | Openness | .022 | .183 | .008 | .121 | .904 |

| | | | | | | |
|--------|---------------------------|-------|-------|-------|--------|------|
| Step 2 | Age | -.096 | .137 | -.042 | -.700 | .484 |
| | Sex | -.123 | .936 | -.007 | -.132 | .895 |
| | Tenure | 1.109 | .773 | .083 | 1.434 | .153 |
| | Job Position | 2.881 | 1.192 | .134 | 2.417 | .016 |
| | Level of Education | .972 | .824 | .062 | 1.179 | .240 |
| | Sector | 3.102 | 1.078 | .148 | 2.877 | .004 |
| | Agreeableness | -.371 | .170 | -.167 | -2.178 | .030 |
| | Conscientiousness | -.076 | .203 | -.031 | -.376 | .707 |
| | Emotional Stability | -.056 | .189 | -.016 | -.296 | .768 |
| | Extraversion | -.595 | .188 | -.232 | -3.172 | .002 |
| | Openness to Experience | .106 | .186 | .041 | .569 | .570 |
| | Authentic Leadership | -.091 | .044 | -.117 | -2.047 | .042 |

For Step 1, $R^2 = .256$, $F = 9.398$; Step 2, $R^2 = .266$, $\Delta R^2 = .010$, $F = 9.055$, $\Delta F = 4.189$

In order to test the hypothesis, a hierarchical multiple regression was conducted with two blocks of variables. Demographic variables and dimensions of collective personality were entered at Step 1 and the authentic leadership construct was added at Step 2. When the dimensions of age, gender, tenure, job position, level of education, sector, and collective personality were entered at Step 1, they explained 25.6% of the variance in unit-level counterproductive behaviour [$F_{(11, 301)} = 9.398$, $\rho < .01$, $R^2 = .256$]. The addition of authentic leadership in step 2 explained an additional 1% of the variance in unit-level counterproductive work behaviour after controlling for age, sex, tenure, job position, level of education, sector and collective personality dimensions. The model containing the controls of age, sex, tenure, job position, level of education, sector, dimensions of personality and the authentic leadership construct emerged [$F_{(12, 300)} = 9.055$, $\rho < .01$, $R^2 = .266$] accounting for 26.6% ($R^2 = .266$) of the variability in unit-level counterproductive work behaviour.

According to the findings in Table 5, authentic leadership was a significant negative predictor of unit-level counterproductive behaviour ($\beta = -.117, p < .05$). This means that authentic leadership is associated with decrease levels of unit-level counterproductive work behaviour. Therefore, the hypothesis that authentic leadership will negatively predict unit-level counterproductive behaviour, was supported by the current data.

Pearson Product moment (r) correlation analysis was again used to assess the relationships between the dimensions of authentic leadership and unit-level counterproductive work behaviour as observed in Table 4. Hypotheses 1, which stated that, authentic leadership (transparency, balanced processing, moral perspective, and self-awareness) will negatively predict unit-level counterproductive work behaviour was again tested using a simultaneous multiple regression analysis. A 2-step hierarchical multiple regression analysis was used to test this hypothesis after controlling for demographic variables (sex, age, job position, tenure, level of education, and sector) as well as dimensions of collective personality. The results are shown in Table 6 below.

Table 6: Summary of Hierarchical Regression Analysis for Dimensions of Authentic Leadership Predicting Unit-level counterproductive work Behaviour.

| Model | Predictors | B | SEB | Beta | t | Sig. |
|--------|--------------------|-------|-------|-------|-------|------|
| Step 1 | Sex | -.012 | 1.017 | -.001 | -.012 | .991 |
| | Age | -.039 | .149 | -.017 | -.264 | .792 |
| | Job Position | 3.016 | 1.294 | .141 | 2.331 | .020 |
| | Tenure | .684 | .842 | .051 | .812 | .417 |
| | Level of Education | 1.282 | .902 | .082 | 1.422 | .156 |
| | Sector | 4.847 | 1.155 | .230 | 4.196 | .000 |
| Step 2 | Sex | .372 | .986 | .020 | .377 | .706 |
| | Age | -.116 | .145 | -.052 | -.801 | .424 |
| | Job Position | 3.262 | 1.253 | .152 | 2.604 | .010 |

| | | | | | |
|---------------------|-------|-------|-------|--------|------|
| Tenure | .746 | .816 | .056 | .914 | .362 |
| Level of Education | .941 | .879 | .060 | 1.070 | .285 |
| Sector | 4.077 | 1.132 | .194 | 3.601 | .000 |
| Transparency | -.397 | .184 | -.170 | -2.156 | .032 |
| Moral Perspective | -.318 | .216 | -.115 | -1.474 | .142 |
| Balanced Processing | -.040 | .246 | -.012 | -.161 | .872 |

For Step 1, $R^2 = .094$, $F = 5.308$; Step 2, $R^2 = .164$, $\Delta R^2 = .070$, $F = 6.605$, $\Delta F = 8.427$

In order to test the hypothesis, a hierarchical multiple regression was conducted with two blocks of variables. Demographic variables were entered at Step 1 and dimensions of authentic leadership were added at Step 2. Sex, age, job position, tenure at job, level of education and job sector when entered at Step 1, explained 9.4% of the variance in unit-level counterproductive behaviour [$F_{(6, 306)} = 5.308$, $p < .001$, $R^2 = .094$]. Dimensions of authentic leadership, when entered in step 2 explained an additional 13.9% of the variance in unit-level counterproductive work behaviour after controlling for demographic variables [$F_{(9, 303)} = 6.605$, $p < .001$, $R^2 = .164$]. Step 2 therefore accounted for 16.4% ($R^2 = .164$) of the variability in unit-level counterproductive work behaviour. Comparing the t values, results showed that relational transparency accounted for most of the variance ($\beta = -.170$, $p < .05$) in predicting unit-level counterproductive work behaviour. Moral perspective ($\beta = -.115$, $p > .05$) and balanced processing ($\beta = -.012$, $p > .05$) did not account for significant variance in predicting counterproductive work behaviour. The self-awareness construct, as a result of its high multicollinearity with the other dimensions was removed from the model. This means the characteristic of relational transparency within a unit leader was what explains majority of a unit's engagement in counterproductive work behaviour. Therefore, the ability of a unit leader to demonstrate their true selves when interacting with their subordinates was the most significant factor in reducing counterproductive work behaviour within work units. Relational transparency is therefore associated with decreased levels of unit-level counterproductive work

behaviour. Relational transparency thus negatively predicted unit-level counterproductive behaviour. Therefore, the hypothesis that authentic leadership will be negatively related to unit-level CWB was only partially supported.

Hypothesis 2-6

The relationship between the dimensions of collective personality and unit-level counterproductive work behaviour was first assessed using Pearson Product moment (r) correlation analysis (see Table 4). Hypotheses 2, which stated that, collective conscientiousness, emotional stability, agreeableness and openness to experience will negatively predict unit-level counterproductive work behaviour while collective extraversion will not predict unit-level counterproductive work behaviour was tested with the simultaneous multiple regression analysis. A 2-step hierarchical multiple regression analysis was conducted to test this hypothesis after controlling for the demographic variables. Results are presented in Table 9 below.

Table 9: Summary of Hierarchical Regression Analysis for Dimensions of Collective Personality Traits Predicting Unit-level counterproductive work Behaviour.

| Model | Predictors | B | SEB | Beta | t | Sig. |
|--------|--------------------|-------|-------|-------|-------|-------|
| Step 1 | Age | -.039 | .149 | -.017 | -.264 | .792 |
| | Sex | -.012 | 1.017 | -.001 | -.012 | .991 |
| | Tenure | .684 | .842 | .051 | .812 | .417 |
| | Job Position | 3.016 | 1.294 | .141 | 2.331 | .020 |
| | Level of Education | 1.282 | .902 | .082 | 1.422 | .156 |
| | Sector | 4.847 | 1.155 | .230 | 4.196 | .000 |
| | Step 2 | Age | -.065 | .137 | -.029 | -.476 |
| Sex | | -.347 | .935 | -.019 | -.372 | .710 |

| | | | | | |
|------------------------|-------|-------|-------|--------|------|
| Tenure | 1.116 | .777 | .083 | 1.436 | .152 |
| Job Position | 2.673 | 1.194 | .125 | 2.239 | .026 |
| Level of Education | 1.060 | .828 | .068 | 1.281 | .201 |
| Sector | 3.214 | 1.083 | .153 | 2.968 | .003 |
| Agreeableness | -.404 | .170 | -.182 | -2.372 | .018 |
| Conscientiousness | -.104 | .204 | -.043 | -.511 | .610 |
| Emotional Stability | -.087 | .190 | -.024 | -.459 | .646 |
| Extraversion | -.604 | .189 | -.235 | -3.200 | .002 |
| Openness to Experience | .022 | .183 | .008 | .121 | .904 |

For Step 1, $R^2 = .094$, $F = 5.308$; Step 2, $R^2 = .256$, $\Delta R^2 = .161$, $F = 9.398$, $\Delta F = 13.052$

In order to test the hypothesis, a hierarchical multiple regression was conducted with two blocks of variables. Demographic variables were entered at Step 1 and the dimensions of collective personality (agreeableness, conscientiousness, emotional stability, extraversion, openness to experience) was added at Step 2. Age, sex, tenure, job position, level of education, and sector when entered at Step 1, explained 9.4% of the variance in unit-level counterproductive behaviour [$F_{(6, 306)} = 5.308$, $p < .001$, $R^2 = .094$]. Collective personality dimensions, when entered in step 2 explained an additional 16.1% of the variance in unit-level counterproductive work behaviour after controlling for age, sex, tenure, job position, level of education, and sector [$F_{(11, 301)} = 9.398$, $p < .001$, $R^2 = .256$].

The findings in table 9 indicate that, agreeableness was a significant negative predictor of unit-level counterproductive work behaviour ($\beta = -.182$, $p < .05$). This means that agreeableness is associated with decreased levels of unit-level counterproductive work behaviour. Therefore, the hypothesis that collective agreeableness will be negatively related to unit-level CWB was supported. Also, collective extraversion was observed to be a significant negative predictor of unit-level counterproductive behaviour ($\beta = -.235$, $p < .01$). This implies that extraversion is associated with decreased levels of unit-level counterproductive work behaviour. As such, the

hypothesis that collective extraversion will be significantly positively related to unit-level CWB was not supported. Collective conscientiousness ($\beta = -.511, p > .05$) was discovered to be negatively related to unit-level CWB (see Table 9). However, this relationship was not significant. This implies that collective conscientiousness, as a dimension of collective personality, failed to contribute significant variance in predicting unit-level counterproductive work behaviour. As a result, the hypothesis that collective conscientiousness will be significantly negatively related to unit-level CWB was not supported. Again, as seen in Table 9, collective emotional stability was observed to negatively predict unit-level CWB ($\beta = -.459, p > .05$). However, the relationship between the two constructs was not significant. This indicates that collective emotional stability, as a component of collective personality, did not contribute significantly to predicting unit-level counterproductive work behaviour. Therefore, the hypothesis that there will be a significant negative relationship between collective emotional stability and unit-level CWB was not supported. Lastly, it was observed from the current study that collective openness to experience ($\beta = .121, p > .05$) was positively related to unit-level counterproductive work behaviour (see Table 9). This relationship was however not significant. This means that collective openness to experience, as a component of collective personality, did not contribute significantly to predicting counterproductive work behaviour within the units under study. That being said, the hypothesis that openness to experience will be significantly negatively related to unit-level CWB was not supported.

Hypothesis 7

The researcher employed the use of hierarchical multiple regression to test the moderation effect of collective personality on the relationship between authentic leadership and unit-level CWB. The primary requirement for testing for moderation effect is that the predictor

variable(s) and the criterion variable(s) be related (Holmbeck, 1997), which was achieved as shown in Table 4. Furthermore, the predictor variable (authentic leadership) and the moderator variable (collective personality) were centred to reduce issues associated with multicollinearity (high correlations) among the variables in the regression equation (Frazier et al., 2004). In addition, a product term was created by simply multiplying the centred predictor and moderator variables together, yielding a centred interaction term. The researcher entered the variables into the regression equation through a series of three specified blocks or steps to structure the hierarchical multiple regression equation to test for the moderator effects as proposed by Cohen et al. (2003). In the first step, the predictor variable (authentic leadership) was entered, followed by authentic leadership and collective personality in the second step, and finally the interaction term (authentic leadership*collective personality) in the third step. The model containing the interaction term [$\Delta F_{(3, 309)} = 1.140, p > .05$] failed to contribute significantly as it explained 0.3% ($R^2 = .003, p > .05$) of the variance in predicting unit-level counterproductive work behaviour. The results are explained further in Table 10 below:

Table 10: The Results of Hierarchical Regression Analysis to test the moderation effect of Collective Personality on the relationship between Authentic Leadership and Unit-level Counterproductive Work Behaviour

| | | Unit-level Counterproductive Work Behaviour | | |
|-----------|------------------------|---|------|----------|
| Predictor | | B | SE | β |
| Step 1 | | | | |
| | Authentic Leadership | -.221 | .042 | -.286*** |
| Step 2 | | | | |
| | Authentic Leadership | -.087 | .045 | -.113 |
| | Collective Personality | -.250 | .039 | -.370*** |
| Step 3 | | | | |
| | Authentic Leadership | -.083 | .045 | -.107 |
| | Collective Personality | -.246 | .039 | -.364*** |

| | | | |
|-----------------------|------|------|------|
| Authentic | | | |
| Leadership*Collective | .003 | .003 | .056 |
| Personality | | | |

*For Step 1, $R^2 = .082$, $F = 27.613$; For Step 2, $R^2 = .189$, $\Delta R^2 = .107$, $F = 36.034$; For Step 3, $R^2 = .192$, $\Delta R^2 = .003$, $F = 24.414$; *** $p < .001$, ** $p < .01$*

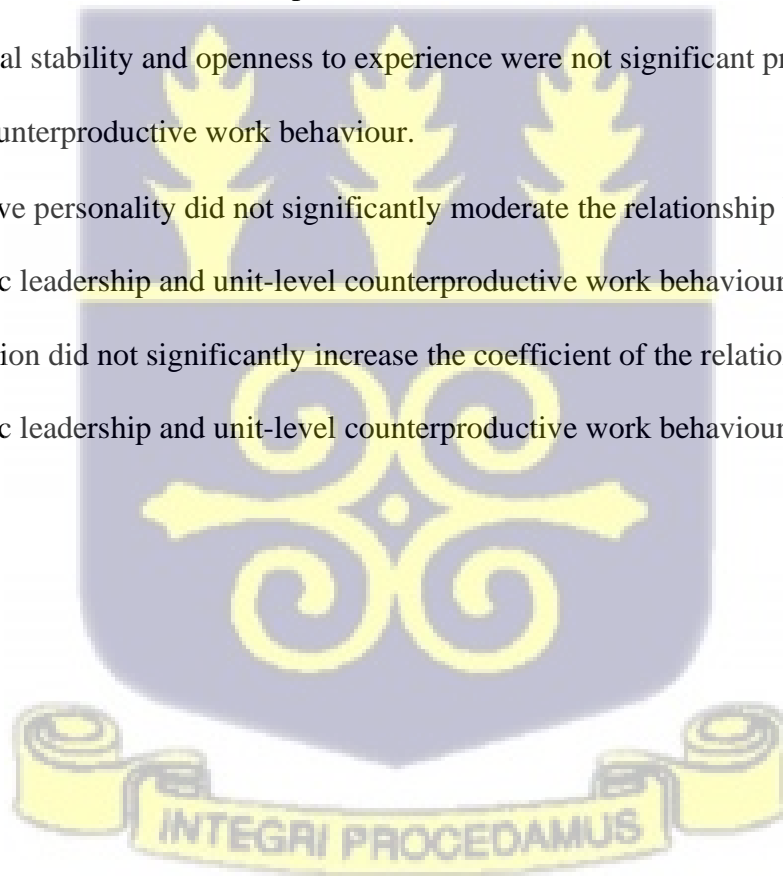
Step 1 indicated that Authentic Leadership significantly accounted for 8.2% variance in predicting unit-level counterproductive work behaviour ($R^2 = .082$, $\beta = -.286$, $p < .01$). This signifies that as scores on authentic leadership increase within an organization, there is a decrease in display of, and engagement in counterproductive work behaviour among units. In Step 2, Collective Personality as a moderator significantly accounted for an additional 10.7% of the variance in predicting unit-level counterproductive work behaviour [$\beta = -.370$, $\Delta F_{(1, 310)} = 40.912$].

In Step 3, the interaction of the product term was not significant as it accounted for 0.3% of the variance in predicting unit-level counterproductive work behaviour [$\beta = .056$, $\Delta F_{(3, 309)} = 24.414$, $p > .05$]. This implies that collective personality, as a moderator of authentic leadership, failed to contribute significant variance in predicting unit-level counterproductive work behaviour. Also, as demonstrated, the values of the standardized coefficients describing the relationship between authentic leadership and unit-level counterproductive work behaviour decreased from ($\beta = -.286$) in Step 1 to ($\beta = .056$) in Step 3. This means that the interaction term weakened the predictor-criterion relationship. It was observed that collective personality decreased the rate at which unit's engagement in counterproductive work behaviour and as a result, does not increase engagement in CWB. Therefore, the hypothesis that collective personality will moderate the relationship between authentic leadership and unit-level CWB such that low scores on personality traits will be associated with greater levels of CWB was not supported.

4.4 Summary of Results

According to the findings of the data analysis:

- Authentic leadership significantly negatively predicted unit-level counterproductive work behaviour
- Authentic leadership dimension of relational transparency significantly predicted unit-level counterproductive work behaviour but moral perspective, balanced processing and self-awareness were not significant predictors.
- Collective personality dimensions of agreeableness and extraversion were significant predictors of unit-level counterproductive work behaviour but conscientiousness, emotional stability and openness to experience were not significant predictors of unit-level counterproductive work behaviour.
- Collective personality did not significantly moderate the relationship between authentic leadership and unit-level counterproductive work behaviour. The moderation did not significantly increase the coefficient of the relationship between authentic leadership and unit-level counterproductive work behaviour.



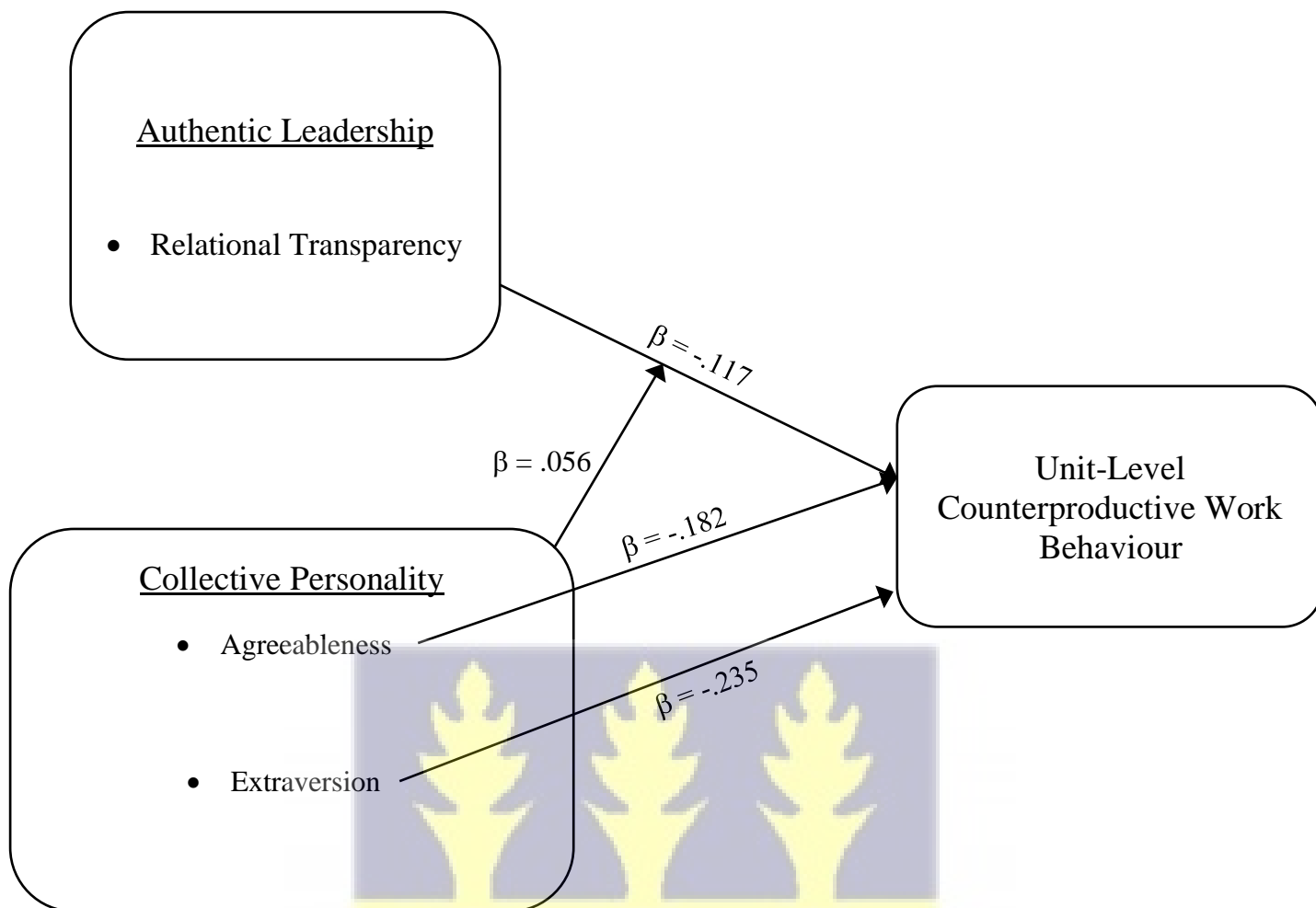


Figure 1: A summary of the observed relationships between independent, dependent and moderating variables.

The final conceptual framework, shown in Figure 1, highlights the important connections between the different study variables. Findings reveal that both authentic leadership ($\beta = -.117$) and collective personality are significantly related to unit-level counterproductive work behaviour. More specifically, the findings reveal that authentic leadership dimension of relational transparency significantly negatively predicted unit-level counterproductive work behaviour whilst moral perspective, balanced information processing and self-awareness were not significant positive predictors of unit-level counterproductive work behaviour. Additionally, it was found that the agreeableness and extraversion personality trait dimensions predicted counterproductive work behaviour at the unit level. However, openness to

experience, emotional stability and conscientiousness did not significantly predict unit-level counterproductive work behaviour. Collective personality however was not observed to be a significant moderator of the relationship between authentic leadership and unit-level counterproductive work behaviour such that collective personality decreased the standardized coefficient of the relationship and thus failed to contribute significant variance in predicting unit-level counterproductive work behaviour.



CHAPTER FIVE

DISCUSSION

5.0 Introduction

The present study examined the role of authentic leadership and collective personality in predicting engagement in unit-level counterproductive behaviour. More specifically, this study assessed the dimensions of authentic leadership and collective personality traits to determine bank employees' engagement in unit-level counterproductive work behaviour. The study also examines the moderation effect of collective personality on the relationship between authentic leadership and unit-level counterproductive work behaviour in order to determine whether collective personality strengthens or weakens this relationship. Many variables come into play to influence engagement in unit-level counterproductive work behaviour. This chapter therefore discusses the findings of each of the research hypotheses using previous studies and theories. This chapter also discusses future research directions, practice recommendations, and limitations.

5.1 Discussion of Findings

5.1.1 Relationship between Authentic Personality and Unit-Level CWB

The relationship between Authentic Leadership and Unit-level CWB was examined, and it was discovered that authentic leadership significantly and negatively predicted the occurrence of CWB among units. This shows that units with authentic leaders are less likely to engage in CWB than units without authentic leaders. The presence or absence of an authentic leader within any organization therefore determines the levels to which unit-level counterproductive work behaviour is displayed within the organization. However, when the authentic leadership construct was tested as a composite variable, relational transparency was found to be the only significant determinant of unit-level counterproductive work behaviour. This finding implies that the authentic leadership component of relational transparency directly affects units'

engagement in counterproductive work behaviour. This supports the hypothesis and suggests that leaders with high scores on the dimension of relational transparency can more easily influence the levels of counterproductive work behaviour in their units.

The findings above are consistent with the Social Information Processing theory in which Salancik and Pfeffer (1978) suggest that the work unit constantly seeks out cues within their environments to make sense of their surroundings and a leader's behaviour is one of the main providers of such cues. The theory espouses that the leader's behaviour most likely influences the behaviours expressed within the unit, suggesting that if the unit's perception and evaluation of the environment are negative, the unit will, based on their evaluation, most likely express negative behaviour. As a result, the cues provided within a unit, as well as unit members' perceptions of the authenticity of their leader, are the primary drivers of unit-level behaviour in the workplace (Mubarak & Noor, 2018).

By implication, it could be said that work units who have leaders that do not display crucial behaviours such as relational transparency within the work unit in terms of fairness in decision making and objectivity as well as a poor moral backing are likely to display high levels of counterproductive work behaviours. This is so because their evaluation of their environments, based on their perception of their leader, is poor and therefore results in a trickle-down effect leading to the creation of a poor ethical climate which results in negative employee attitudes, behaviours and outcomes (Qureshi & Hassan, 2019). On the other hand, authentic leaders who display higher scores on the transparency, fairness and high moral standards items are more likely to shape the behaviour displayed within the work unit towards achieving the goals of the unit and group.

Similarly, the social support and social learning theories of Albert Bandura (1977) reinforces the arguments made by the social information processing theory by espousing that employees and units who perceive their supervisors to be respectful, supportive, fair, and authentic may

feel obligated to reciprocate with good performance in return (Duarte et al., 2021). Correspondingly, Gouldner's norm of reciprocity (Gouldner, 1960) emphasizes these findings with the assertion that employees who perceive their leader to be authentic may feel compelled to reciprocate the leader's positive behaviours in order to keep the exchange relationship balanced.

The findings from hypothesis one revealed authentic leadership as a whole, as well as the dimension of relational transparency significantly relate and predict unit-level counterproductive work behaviour. This finding is consistent with Laschinger (2012) who opined that leaders who express themselves clearly and fairly while maintaining the highest moral standards are more likely to be valued by their followers who are consequently more likely to behave in similar and consistent ways. Liu et al. (2018) underscored the results of the present study by revealing that authentic leadership reduces counterproductive work behaviour among work units by emphasizing the influence of psychological safety and job engagement. Forthrightly, authentic leaders who promote fairness and objectivity in their daily activities by promoting high-quality relationships based on the principles of social exchange are likely to promote positive organizational behaviours, thereby reducing counterproductive ones (Ilies et al., 2005). Similarly, findings from Mira and Odeh (2018) revealed that authentic leadership was positively related to employee performance. This thus emphasizes authentic leadership as contributory to higher employee performance, and thereby crucial to reducing negative employee work behaviours such as counterproductive work behaviours within work units. Again, the results of this study are consistent with findings from Qureshi and Hassan (2018) whose study revealed that authentic leadership was a factor to reducing workplace incivility and emphasized that authentic leaders' ability to create positive ethical climates using strong internalized moral value systems were key to reducing incivility and thus, counterproductive work behaviours among the various work units.

The results of the present study highlight the role of authentic leadership in determining engagement in counterproductive work behaviours across work units, especially among bankers in Ghana. This buttresses the point that even though work units are composed of many different individuals, their perception of the influence of their leader more often than not, determine whether or not they display counterproductive work behaviours.

5.1.2 Relationship between Dimensions of Collective Personality Traits and Unit-Level CWB

Collective agreeableness and collective extraversion was observed to significantly predict unit-level CWB while collective conscientiousness, collective openness to experience and collective emotional stability were not significant predictor of unit-level CWB.

The findings of this study report that collective agreeableness within a work unit is a significant predictor of unit-level counterproductive work behaviour. Agreeableness is typified by harmony, trust, altruism, cooperativeness, and maintaining social order. This finding was therefore consistent with the social information processing theory which has consistently suggested that work units which possess these traits are much more likely to create a positive ethical organizational climate which is likely to drive the display of expected positive behaviours (Qureshi & Hassan, 2019). By implication, it could be said that employees within units who are less agreeable and act against the social order tend to be very difficult and detached and are usually found engaging in behaviours such as counterproductive work behaviour. This implies that the more agreeable individuals there are in a work unit, the less likely it is that this work unit members will engage in counterproductive work behaviours. This is further buttressed by the conservation of resources theory which revealed that agreeable employees who expend more resources creating social harmony and order and have less

resources available to direct toward goal setting and task performance at work and are therefore more likely to display counterproductive work behaviours.

The current finding is in line with Ozbag (2019) who found a negative relationship between agreeableness and organizational counterproductive work behaviour. This is consistent with the study's findings, which indicate that employees who are agreeable are less likely to engage in organizational counterproductive work behaviour. Kozako et al. (2013) in their study, also reported a negative relationship between employees high on agreeableness and organizational counterproductive work behaviour, indicating that the higher the levels of agreeableness within an organization's employees, the lower their engagement in organizational counterproductive work behaviour. This study however is contrary to findings in the literature, as revealed by Abdullah and Marican (2016) and Lim et al. (2016) who found no relationship between agreeableness and both interpersonal and organizational deviance.

Again, the findings from this study indicates that extraversion is a significant negative predictor of unit-level counterproductive work behaviour. This finding is further maintained by the conservation of resources theory which explains that employees high on the extraversion trait have sufficient energy and resources and are thus able to direct these resources towards goal attainment and goal achievement. They are therefore more likely to work in ways that reduce inclinations to display counterproductive work behaviours. This study's findings, however, contradict much of the existing literature (Pletzer et al., 2019; Raman et al., 2016; Scherer et al., 2013), as extraversion was found to be a significant negative predictor of unit-level counterproductive work behaviour. This finding could be attributed to the respondents' working environments, as well as the collectivist nature of the country in which the study was conducted.

Extraverts are excited and outgoing, and these characteristics reduce counterproductive work behaviour. (Bateman & Crant, 1999). They are more likely to exhibit higher levels of self-

confidence, dominance, optimism, and ambition, and to devote a greater portion of their energy to forming and maintaining relationships. Individuals with low extraversion are more likely to experience anger, emotional exhaustion, and are more sceptical, making them more likely to engage in CWB (Kozako et al., 2013). According to Major et al. (2006), people high on extraversion are active, assertive, and prefer to be in groups. They are more likely to use up a lot of energy and resources that could be directed toward goal setting and achievement in an organization. According to research by Barrick et al. (2001), extraverts are goal achievers who have the drive to finish tasks. These characteristics make the trait a reliable predictor of performance, which lowers the amount of counterproductive work behaviour displayed by those who score highly on the trait. Tahir and Shinwari (2019) discovered a negative relationship between extraversion and counterproductive work behaviour in employees. As a result, these findings contradict the study's hypothesis and agree that extraversion is negatively associated with unit-level counterproductive work behaviour.

Collective conscientiousness was not found to significantly predict unit-level counterproductive work behaviour. This indicates that collective conscientiousness has no significant bearing on the levels of counterproductive work behaviour displayed within units. The Big Five personality theory describes conscientious people as purposeful, persistent, and hardworking and therefore achievement striving. They are highly organised people as opposed to being laid-back and are able to set high, yet realistic goals for themselves, and are therefore usually described as task-oriented individuals (Ozbag, 2019). They possess a high sense of moral obligation and place high premiums on being and honest.

These people are very honest, goal-oriented, and focus their efforts on achieving those goals, according to Marsh et al. (2013). According to McCrae and Terracciano (2006), they also have a sense of preparedness and are constantly meticulous and aware of their actions. Individuals high on the conscientiousness trait are therefore assumed to be more likely to avoid CWB as

their energies are most often directed towards goal and task achievement (Kozako et al., 2013; Penney et al., 2011). However, a less conscientious person is perceived as being very laid-back and less attention to detail (O'Connor, 2002). According to the theory, it is evident that individuals who score highly for conscientiousness display traits that prevent counterproductive workplace behaviour. This is in contrast to the study's findings which revealed that Collective conscientiousness did not predict unit-level counterproductive work behaviour.

Again, the findings of this study revealed that emotional stability is not a significant predictor of unit-level counterproductive work behaviour. By implication, the likelihood of the display of counterproductive behaviours does not depend on the levels of emotional stability within a unit. Thus, whether unit members are generally able to manage their emotions or not does not influence their engagement in counterproductive work behaviour. According to Szostek (2020), the trait of emotional stability offers individuals greater emotional management leading to clear and calm minds, good decision making and judgment. On the contrary, individuals who lack emotional stability are usually found on a continuum between emotional stability and neuroticism and typically experience nervous breakdowns, moodiness, and unease (Poropat, 2009). These individuals are usually controlled by their feelings and emotions and more often than not, are overcome with negative emotions such as anxiety, depression and frustration, which affects their situational evaluation across many occasions. (McCrae & Terracciano, 2006).

Contrary to this study's findings, Sudha and Khan (2013) indicated that employees who were emotionally stable were found to display less organizational deviant behaviour. This goes to suggest that emotionally stable individuals use less energy to control, manage and regulate their emotions and therefore are able to focus these energies on goal-directed behaviours and situations which effectively makes them less counterproductive. Similarly, Lim et al. (2016)

indicated that emotional stability was generally negatively related to workplace deviance which implied that emotionally stable employees were found to engage less in workplace deviant behaviour.

Collective openness to experience was similarly, not found to be predictive of unit-level CWB. The trait of openness to experience characterizes individuals who are creative, imaginative and adventure-seeking. These individuals are risk-taking and therefore, are always likely to try out new ideas and concepts. These characteristics tend to make individuals with heightened openness to experience traits more readily prepared to find ways to accomplish tasks and objectives, making them less likely to engage in CWB. The opposite is true of individuals who lack openness to experience as they are more resistant to change and new ideas making them less likely to adjust to changing situations. According to McCrae and Terracciano (2006), individuals who lack this trait are more abstract in their thinking and unconventional making them more likely to engage in counterproductive work behaviour.

Despite the findings of Ozbag (2019) and Lim et al. (2016) which found no relationship between openness to experience and counterproductive work behaviour and thus support the findings of this study, Kozako et al. (2013) found a positive relationship between openness to experience and organizational deviance. This finding implies that employees who were high on the openness to experience trait were discovered to engage in more counterproductive work behaviour. It was also discovered in a separate study that openness to experience and organizational deviance were negatively related (Abdullah & Marican, 2016), indicating that employees who engaged less in counterproductive work behaviour had greater levels of the openness to experience trait.

According to the above, some of the findings of the present study are consistent with the reviewed literature and theories underlying this study, while others contradict the reviewed literature. These results can be attributed, in part, to the nature of the job that bankers engage

in, as well as the levels of supervision and leader-member exchanges that take place within every phase of the job. The nature of the work that bankers engage in do not allow for much manipulation of the process and of the resources available to be used to execute each job. These controls allow staff to conduct their work in a straight-forward and conventional manner. Again, the checks and balances offered by the presence of a supervisor ensures that bank employees are always doing their jobs, and their jobs alone. This acts as a substantive control that checks behaviour of employees while ensuring that the work gets done in a seamless manner.

5.2 Contribution and Implications for Practice

The study has made key contribution, to the discipline of industrial and organisational psychology, and the work environment out there.

This research adds to the field of Industrial and Organizational Psychology in Ghana and beyond by assisting professionals in understanding the concepts of collective personality and authentic leadership and how the concepts influence unit-level counterproductive work behaviour in Ghana. This contribution is especially significant as it will serve as a reference point for researchers conducting additional studies on these topics. Furthermore, the findings make significant contributions in that majority of the studies looked at how the concepts as whole constructs relate to one another. This study however analysed in particular, the various aspects and dimensions of authentic leadership, collective personality and unit-level counterproductive work behaviour. According to this study, relational transparency and internalized moral perspective are significantly negatively related to unit-level counterproductive work behaviour. Again, openness to experience, conscientiousness and emotional stability are not significantly related to unit-level counterproductive work behaviour. Furthermore, both extraversion and agreeableness are inversely related to unit-level

counterproductive work behaviour. These contributions will benefit future industrial and organizational psychology research and practice.

5.3 Limitations and Recommendations for Future Research

Despite the significant contributions, there were a few areas that could have been handled more effectively. To begin with, the study could have benefited from doing some follow ups with a few interviews to probe further for clarifications on some of their responses. Furthermore, since this study applied a purely quantitative method, the researcher was unable to assess units' unique experiences of authentic leadership and counterproductive work behaviour. As a result, future researchers should employ both qualitative and quantitative research methods. Qualitative methods, particularly interviews, allow the researcher to learn about respondents' personal experiences with authentic leadership and unit-level counterproductive work behaviour, as well as whether or not these or other factors caused unit-level counterproductive work behaviour.

Another potential limitation of the current study was that the researcher only focused the aggregate construct of authentic leadership. Future studies should therefore identify and focus on the dimensions of the constructs rather than the aggregate as a whole. Again, this study looked at collective personality as it relates to the Big 5 dimensions of conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability. Future studies could include more personality variables, such as the HEXACO and the Dark Triad, to broaden our understanding of collective personality. Furthermore, the use of the less demanding research design would have saved the participants the task of going through the study three times, which could have exposed them to fatigue and loss of interest. The use of a time lag design was avoidable because the variables under study did not change rapidly. Personality traits, leadership style, and work behaviour are known to be stable over time and are not susceptible to rapid change. Again, limited this study because the current study is limited to

only one industry, banking, it is suggested that future studies be expanded to include other workplace settings. Again, this study did not investigate the potential moderation of Authentic Leadership on the Collective Personality-CWB relationship. Investigating this potential moderation would be very interesting because the results could really provide insight into the value of Authentic Leadership for organisations. This will not only aid theory development, but will also significantly improve the predictive power of the theoretical models, thereby increasing the practical relevance of the Authentic Leadership construct. Finally, this study was conducted in a Ghanaian context; future studies should examine the model in other developing countries to increase the generalizability of the findings.

5.4 Recommendations of the Study

Despite the limitations stated above, the contribution from this study makes this project worthwhile. The findings of the study and the reviewed literature served as the foundation for the recommendations for this study. As a result, the following recommendations are presented below.

5.5 Recommendations for Practice

To begin, the study recommends that management of banks in Ghana should consider the authentic leadership scores among unit heads and supervisors. Based on the study's findings, management should ensure that supervisors who lead the various units within their respective banks have high levels of relational transparency and internalised moral perspective. This would ensure that the organization has the right people leading the respective units within the banks, as well as the necessary attitude to reduce the display of and involvement in unit-level counterproductive work behaviour. Second, the organization can create leadership development programs to train current leaders and supervisors to exhibit the authentic leadership traits that reduce unit-level counterproductive work behaviour. These training

should help the leaders and supervisors understand their units better, and to create a conducive atmosphere where leaders act in accordance with their moral values and beliefs and show their true self to subordinates by openly sharing their feelings and motives, which helps with trust building, cooperation and fostering team work.

Again, the study suggests that banks implement a holistic recruitment process that takes into account the various core elements of authentic leadership and collective personality that are required for any organization in order to create and maintain consistently low levels of unit-level counterproductive work behaviour. This reduces the influence of existing staff on counterproductive behavioural tendencies in new hires, thereby limiting the overall display of unit-level counterproductive work behaviour.

5.6 Conclusion

The results of the present study strongly suggest that the big five collective personality traits and authentic leadership play critical roles in determining engagement in unit-level counterproductive work behaviour. According to the findings, agreeableness and extraversion negatively predicted unit-level counterproductive behaviour, whereas openness to experience, emotional stability, and conscientiousness did not. Again, results showed that authentic leadership predicted unit-level counterproductive work behaviour negatively. These findings shed more light on the fact that, in order to manage the levels to which bank units engage in counterproductive work behaviour, Industrial psychologists must place a high priority on personality profiling in order to hire candidates with the best behavioural tendencies and decrease counterproductive work behaviour at the unit level. In order to ensure that units have the best role models and are thus encouraged to give their all to reduce unit-level counterproductive work behaviour, the leadership culture within the organization must be stimulating, serene, and authentic enough. Therefore, organizations who want to reduce engagement in unit-level counterproductive work behaviour must place large emphasis on a

mix between authentic leaders and the right personality profiles as units who have this they play a significant role in nurturing and enhancing employee attitudes and behaviours in the workplace.



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APPENDICES
UNIVERSITY OF GHANA



DEPARTMENT OF PSYCHOLOGY

Participant Information and Informed Consent
Authentic Leadership and Unit Level Counterproductive Work Behaviour Survey

Dear respondent,

If you are at least 18 years old and are a permanent employee of your organization, we would like you to complete our confidentiality survey on authentic leadership and unit-level counterproductive work behaviours. The study aims to establish the predictive relationship between various aspects of authentic leadership and unit-level counterproductive work behaviour; and the extent to which these relationships are moderated by collective personality. This study is being conducted to meet the requirements of Mawuli Amegah's MPhil. Thesis, under the supervision of Dr Inusah Abdul-Nasiru and Dr Eric Delle of the Department of Psychology, University of Ghana, Legon.

If you decide to participate, you will be invited to complete a paper survey, which should take you approximately 15 minutes to complete. In the questionnaire, we will ask you to give your opinion on work resources and behaviours that you are exposed to as well as the personality demonstrated by employees within your work unit. The survey questions should be straightforward, as they mostly involve **circling** numbers to indicate what you think or how you feel.

Any information or personal details gathered in the course of the study are confidential, except as required by law. Access to the data will be limited to persons directly involved in the research and will be strictly monitored by the research team. No individual will be identified in any publication or communication of the results, which will take the form of broad conclusions emerging from the statistical analysis of multiple participants. If you would like a summary of the research findings, you can contact Mawuli Amegah at mkamegah@st.ug.edu.gh.

Participation in this study is completely voluntary; you are not obliged to participate and if you decide to participate, you are free to withdraw at any time without having to give a reason and without consequence. It is important that you answer as honestly as you can. We will be asking you to complete *two more surveys* after this one, each after a period of two weeks. The reason for this is that we need to reduce the bias in answering questions on several variables at a single point in time.

To link your responses across the three surveys, while also keeping your responses anonymous, we would like you to generate a code that you can use in each of our surveys. Each time, we will prompt you with the same instruction to generate this code:

Use the *first three (3)* letters of your **FIRST NAME** and the **LAST THREE (3) NUMBERS** of your most frequently used mobile phone number.

Example:

If your first name is **Mawuli** and your phone number is 050 234 2**567**, your unique code would be **Maw567**.

Using the above instructions, please print your code here:

Three letters

Three numbers

APPENDIX A

| Please indicate the extent to which you agree or disagree with the following statements, as they relate to your leader/supervisor by circling the appropriate number. There are no right or wrong responses, so please answer honestly. | | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|--|--|-------------------|----------|----------------------------|-------|----------------|
| 1 | My supervisor says exactly what he or she means | 1 | 2 | 3 | 4 | 5 |
| 2 | My supervisor admits mistakes when they are made | 1 | 2 | 3 | 4 | 5 |
| 3 | My supervisor encourages everyone to speak their mind | 1 | 2 | 3 | 4 | 5 |
| 4 | My supervisor tells you the hard truth | 1 | 2 | 3 | 4 | 5 |
| 5 | My supervisor displays emotions exactly in line with feelings | 1 | 2 | 3 | 4 | 5 |
| 6 | My supervisor demonstrates beliefs that are consistent with actions | 1 | 2 | 3 | 4 | 5 |
| 7 | My supervisor makes decisions based on his or her core values | 1 | 2 | 3 | 4 | 5 |
| 8 | My supervisor asks you to take positions that support your core values | 1 | 2 | 3 | 4 | 5 |
| 9 | My supervisor makes difficult decisions based on high standards of ethical conduct | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|---|---|---|---|---|---|
| 10 | My supervisor solicits views that challenge his or her deeply held positions | 1 | 2 | 3 | 4 | 5 |
| 11 | My supervisor analyses relevant data before coming to a decision | 1 | 2 | 3 | 4 | 5 |
| 12 | My supervisor listens carefully to different points of view before coming to conclusions | 1 | 2 | 3 | 4 | 5 |
| 13 | My supervisor seeks feedback to improve interactions with others | 1 | 2 | 3 | 4 | 5 |
| 14 | My supervisor accurately describes how others view his or her capabilities | 1 | 2 | 3 | 4 | 5 |
| 15 | My supervisor knows when it is time to re-evaluate his or her positions on important issues | 1 | 2 | 3 | 4 | 5 |
| 16 | My supervisor shows he or she understands how specific actions impact others | 1 | 2 | 3 | 4 | 5 |

APPENDIX B

Please rate the accuracy with which each of the following words describes the atmosphere or character of your organization by **circling** the appropriate number.

| Think about the extent to which each of the following words describes the behaviour of the employees working within the organization | | To a very small extent | To a limited extent | To some extent | To a considerable extent | To a great extent |
|--|------------|------------------------|---------------------|----------------|--------------------------|-------------------|
| 1 | Active | 1 | 2 | 3 | 4 | 5 |
| 2 | Uncreative | 1 | 2 | 3 | 4 | 5 |
| 3 | Relaxed | 1 | 2 | 3 | 4 | 5 |
| 4 | Careless | 1 | 2 | 3 | 4 | 5 |

| Think about the extent to which each of the following words describes the behaviour of the employees working within the organization | | To a very small extent | To a limited extent | To some extent | To a considerable extent | To a great extent |
|--|------------|------------------------|---------------------|----------------|--------------------------|-------------------|
| 7 | Bold | 1 | 2 | 3 | 4 | 5 |
| 8 | Sloppy | 1 | 2 | 3 | 4 | 5 |
| 9 | Innovative | 1 | 2 | 3 | 4 | 5 |
| 10 | Systematic | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--|-----------------|------------------------|---------------------|----------------|--------------------------|-------------------|
| 5 | Efficient | 1 | 2 | 3 | 4 | 5 |
| 6 | Not Envious | 1 | 2 | 3 | 4 | 5 |
| Think about the extent to which each of the following words describes the behaviour of the employees working within the organization | | To a very small extent | To a limited extent | To some extent | To a considerable extent | To a great extent |
| 13 | Imaginative | 1 | 2 | 3 | 4 | 5 |
| 14 | Organized | 1 | 2 | 3 | 4 | 5 |
| 15 | Not Dependable | 1 | 2 | 3 | 4 | 5 |
| 16 | Creative | 1 | 2 | 3 | 4 | 5 |
| 17 | Agreeable | 1 | 2 | 3 | 4 | 5 |
| 18 | Energetic | 1 | 2 | 3 | 4 | 5 |
| 19 | Not Organized | 1 | 2 | 3 | 4 | 5 |
| 20 | Touchy | 1 | 2 | 3 | 4 | 5 |
| 21 | Helpful | 1 | 2 | 3 | 4 | 5 |
| 22 | High-strung | 1 | 2 | 3 | 4 | 5 |
| 23 | Unsophisticated | 1 | 2 | 3 | 4 | 5 |
| 24 | Rude | 1 | 2 | 3 | 4 | 5 |
| 25 | Inefficient | 1 | 2 | 3 | 4 | 5 |
| 26 | Unexcitable | 1 | 2 | 3 | 4 | 5 |
| 27 | Selfish | 1 | 2 | 3 | 4 | 5 |
| 28 | Assertive | 1 | 2 | 3 | 4 | 5 |
| 29 | Bashful | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--|-----------------|------------------------|---------------------|----------------|--------------------------|-------------------|
| 11 | Intellectual | 1 | 2 | 3 | 4 | 5 |
| 12 | Calm | 1 | 2 | 3 | 4 | 5 |
| Think about the extent to which each of the following words describes the behaviour of the employees working within the organization | | To a very small extent | To a limited extent | To some extent | To a considerable extent | To a great extent |
| 32 | Temperamental | 1 | 2 | 3 | 4 | 5 |
| 33 | Talkative | 1 | 2 | 3 | 4 | 5 |
| 34 | Steady | 1 | 2 | 3 | 4 | 5 |
| 35 | Simple | 1 | 2 | 3 | 4 | 5 |
| 36 | Moody | 1 | 2 | 3 | 4 | 5 |
| 37 | Reserved | 1 | 2 | 3 | 4 | 5 |
| 38 | Considerate | 1 | 2 | 3 | 4 | 5 |
| 39 | Timid | 1 | 2 | 3 | 4 | 5 |
| 40 | Not Kind | 1 | 2 | 3 | 4 | 5 |
| 41 | Conscientious | 1 | 2 | 3 | 4 | 5 |
| 42 | Pleasant | 1 | 2 | 3 | 4 | 5 |
| 43 | Not Adventurous | 1 | 2 | 3 | 4 | 5 |
| 44 | Cold | 1 | 2 | 3 | 4 | 5 |
| 45 | Unimaginative | 1 | 2 | 3 | 4 | 5 |
| 46 | Complex | 1 | 2 | 3 | 4 | 5 |
| 47 | Shallow | 1 | 2 | 3 | 4 | 5 |
| 48 | Cooperative | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|-------------|---|---|---|---|---|
| 30 | Unemotional | 1 | 2 | 3 | 4 | 5 |
| 31 | Emotional | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|-----------------|---|---|---|---|---|
| 49 | Introverted | 1 | 2 | 3 | 4 | 5 |
| 50 | Not Cooperative | 1 | 2 | 3 | 4 | 5 |

APPENDIX C

| This scale contains items about various counterproductive behaviors at work. All responses are anonymous so please rate by circling the number from the scale below that you feel most accurately characterizes your response to the statement. | | Never | Once or twice | Once or twice per month | Once or twice per week | Every day |
|--|---|-------|---------------|-------------------------|------------------------|-----------|
| 1 | Purposely wasted your employer’s materials/supplies | 1 | 2 | 3 | 4 | 5 |
| 2 | Daydreamed rather than did your work | 1 | 2 | 3 | 4 | 5 |
| 3 | Complained about insignificant things at work | 1 | 2 | 3 | 4 | 5 |
| 4 | Told people outside the job what a lousy place you work for | 1 | 2 | 3 | 4 | 5 |
| 5 | Purposely did your work incorrectly | 1 | 2 | 3 | 4 | 5 |
| 6 | Came to work late without permission | 1 | 2 | 3 | 4 | 5 |
| 7 | Stayed home from work and said you were sick when you weren’t | 1 | 2 | 3 | 4 | 5 |
| 8 | Purposely damaged a piece of equipment or property | 1 | 2 | 3 | 4 | 5 |
| 9 | Purposely dirtied or littered your place of work | 1 | 2 | 3 | 4 | 5 |
| 10 | Stolen something belonging to your employer | 1 | 2 | 3 | 4 | 5 |
| 11 | Purposely worked slowly when things needed to get done | 1 | 2 | 3 | 4 | 5 |
| 12 | Refused to take on an assignment when asked | 1 | 2 | 3 | 4 | 5 |
| 13 | Purposely came late to an appointment or meeting | 1 | 2 | 3 | 4 | 5 |
| 14 | Failed to report a problem so it would get worse | 1 | 2 | 3 | 4 | 5 |
| 15 | Taken a longer break than you were allowed to take | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|---|---|---|---|---|
| 16 | Purposely failed to follow instructions | 1 | 2 | 3 | 4 | 5 |
| 17 | Left work earlier than you were allowed to | 1 | 2 | 3 | 4 | 5 |
| 18 | Took supplies or tools home without permission | 1 | 2 | 3 | 4 | 5 |
| 19 | Tried to look busy while doing nothing | 1 | 2 | 3 | 4 | 5 |
| 20 | Put in to be paid for more hours than you worked | 1 | 2 | 3 | 4 | 5 |
| 21 | Took money from your employer without permission | 1 | 2 | 3 | 4 | 5 |

Please provide the information that best represents your current circumstance.

1. What is your gender? Male [] Female []
2. What is your age?.....
3. What is your current job position? Manager [] Non-manager []
4. How many years have you worked in your current organization?.....
5. Which department in your organization are you? (e.g., HR)
.....
6. What is your highest level of education? HND [] First degree [] Postgraduate []
Other (please state).....
7. Which sector does your organization belong? Public [] Private []

