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Emotional Competencies towards Counterproductive Work Behaviour in Banking Sector

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Abstract: ***This research study was designed to understand the cause and effect relationship between Counterproductive Work Behaviour (CWB) and Emotions among junior managers (scale -1 officer) of Indian public sector banks. Total 300 junior managers (scale -1 officers) were chosen through purposive sampling technique from various Indian Public Sector Banks. Data was collected by questionnaire method and analyzed with structure equation modeling and Karl Pearson correlation. Result of research study reveals sabotage a dimension of CWB was positively and significantly correlated with emotions. Withdrawal and theft, another dimension of CWB were found positive and significantly correlated with negative emotions among scale-1 officers of Indian Public Sector Banks. No significant relation was found between production deviance and emotions.***

Keywords: Counterproductive Work Behaviour, Emotions, Indian Public Sector Banks.

Abbreviations: JMS 1- Junior Manager Scale- 1 Officers, CWB- Counterproductive Work Behaviour , HPHA- High Pleasurable High Arousal , HPLA- High Pleasurable Low Arousal, LPHA- Low Pleasurable High Arousal, LPLA-Low Pleasurable and Low Arousal.

1. Introduction

Employees behaviorally interact with supervisors, clients, customers, colleagues, subordinates in workplace environment. Employees perceive the unpleasant interactions as stressors. Incite to aggression, anger and negative emotions, may realizes the feelings of injustice and can leads to Counterproductive Work Behaviour (CWB) which can ultimately slow down the employees performance (Spector and Fox, 2005).Emotions of employees have significant role to play in following CWB acts. It varies from person to person. How one can take up the workplace environment. What are causes behind negative emotions at workplace that influence dimensions of CWB? What is the correlation between dimensions of emotions and counterproductive work behaviour? Still there will be need of attention to be paid by researchers in support to literature of CWB, giving significant consideration to various cultures of the organizations.

2. Counter Productive Work Behaviour

Counterproductive Work Behaviour (CWB) may be defined as any deliberate or unintentional activity on the part of an individual which can hamper the performance of self, others or organization. Counterproductive Work Behaviour may also be understood as the behaviour which can harm or intended to harm self, people and organizational resources. The Counterproductive Work Behaviour is an act which may be directed towards both the organization and individuals. Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006) classified CWBs into five main dimensions. Based on their treatment, we use the following classification in this research:

a) **Abuse** It consists of harmful behaviors directed toward coworkers and others that harm either physically or psychologically through making threats, nasty comments, ignoring the person, or undermining the person's ability to work effectively.
b) **Production Deviance** It is the purposeful failure to perform job tasks effectively the way they are supposed to be performed.
c) **Sabotage** It is defacing or destroying physical property belonging to the employer; intentional wasting of the materials in the organization and Purposely dirtied or littered the place of work.
d) **Theft** Stole something belonging to your employer, delaying the duties to get extra-time salary.
e) **Withdrawl** It is consists of behaviors that restrict the amount of time working to less than is required by the organization. It includes absence, arriving late or leaving early, and taking longer breaks than authorized.

In the study of Rishipal (2012) different levels of managers have been compared for managerial effectiveness and Counterproductive Work Behaviour. Findings revealed that different level of managers differ significantly in their mean values with respect to their psychological characteristics of CWB and managerial effectiveness as well as there is significant correlation between the tendency of CWB and managerial effectiveness among the different levels of managers.

3. Emotions

Emotions are mental state that arises spontaneously rather than through conscious effort and is often accompanied by physiological changes. Emotions can be classified as positive emotions and negative emotions which can further be categorized into four parts under two dimensions:

pleasurableness and arousal (intensity), Van Katwyk, Fox, Spector, & Kelloway (2000).

a) **High pleasurable high arousal (HPHA)** is positive emotions with high pleasurable feeling and high intensity. Example: energetic, excited, ecstatic, enthusiastic and inspired.
b) **High pleasurable low arousal (HPLA)** is positive emotions with high pleasurable feeling and low intensity. Example: at-ease, calm, content, satisfied, relaxed.
c) **Low pleasurable and high arousal (LPHA)** is negative emotions with less pleasurable feeling but high intensity. Example: angry, anxious, disgusted, frightened, and furious.
d) **Low pleasurable and low arousal (LPLA)** is negative emotions with less pleasurable feeling, low intensity. Example: bored, depressed, discouraged, gloomy, fatigued.

4. Literature Review

Emotional state at a point of time will affect how a person perceives and appraises a situation. Thus an environmental event encountered while in a negative emotional state will be more likely to be perceived as a stressor than when in a positive emotional state. Even personality itself can be the effect as well as cause, for example after continued exposure to extreme emotion-arousing events (Spector, Zapf, Chen, & Frese, 2000). At the heart of the stressor-emotion model is the connection from the environment to perceptions, to emotions, and then to CWB. The CWB process begins at the left with job stressors. A stressor is an environmental condition that induces a negative emotional reaction (Spector, 1998). It is important to distinguish an environmental stressor from a perceived stressor. The environmental stressor is an objective feature of the workplace that tends to be perceived as a stressor by people. There are both intrapersonal temporal differences and interpersonal differences in how given situations are interpreted. Thus there is a less than perfect relationship between environmental and perceived stressors. In terms of the model, it is the perceived stressor that is most critical (Perrewé & Zellars, 1999) as it leads to emotional reactions and CWB.

5. Hypotheses

H1: There will be cause and effect relationship between dimensions of emotions and counterproductive work behaviour.
H2: There will be positive significant correlation between negative emotions and counterproductive work behaviour.

6. Research Method

6.1 Sample

The sample for present study was 300 junior manager scale-1(JMS-1)officers, selected from banking industry of north India. Purposive sampling technique was used in order to select the sample, because selection of JMS-1was of supreme choice.

6.2 Tools

This study was exploratory and descriptive–survey research of various JMS-1public sector bank employees operating in north India. Data was collected by the questions based on several questionnaires.

Counterproductive Work Behaviour Scale (CWB)
We measured counterproductive work behaviour by using the CWB checklist developed by Spector and Fox(2005).The objective was to include behaviours that represented the five categories of CWB that have been validated by the investigator. The scale consists of 23 items covering the five aspects of CWB; Abuse (α = 0.969), Sabotage (α =0.851), Production Deviance (α = 0.86.0), Theft (α = 0.856) and Withdrawal (α = 0.887).The reliability of the total scale was 0.866.For this survey, the instructions asked the respondents to “indicate how much see the following behaviours in your banks” with a scale using a Likert scale ranging from “ 1” = Very little to “5”=Very much.

Emotions Measuring Scale
Emotions was measured using 20 items scale. This scale was developed by Van Katwyk et, al.(2000). The objective of the scale was to assess the emotional reactions of manager to their job. The scale was divided into four categories, consisting of five items each. To test the reliability and validity Cronbach’s alpha was used by the authors. The Cronbach’s alpha of the total scale was 0.91.It was also tested for each categories such as High pleasurable high arousal (HPHA), α = 0.925, High pleasurable low arousal(HPLA), α =0.892, Low pleasurable and high arousal(LPHA), α = 0.917 and Low pleasurable and low arousal(LPLA), α = 0.914.

6.3 Analysis

In this study we used confirmatory factor analysis and structural equation modeling in AMOS software to estimate and test the research model. We investigated the study hypotheses by using direct efficiencies resulted from SEM.

The measurement model
A confirmatory factor analysis (CFA) using AMOS 18.0 was conducted to test the measurement model of emotions and counterproductive work behaviour. It was essential to test whether the measurement model had a satisfactory level of validity and reliability before testing for a significant interrelationship in the structural model (Fornell & Larcker, 1981; Ifinedo, 2006).

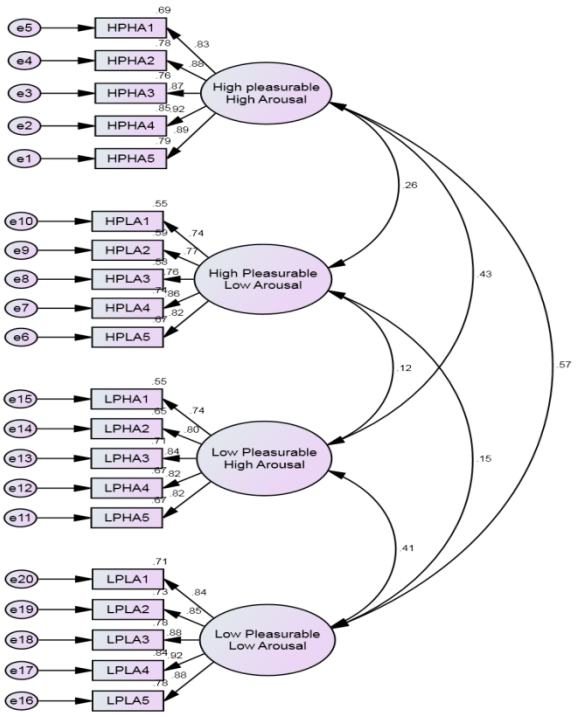

Figure 1: Confirmatory Factor Analyses of Measurement Model of Emotions

For reliability determination internal consistency was calculated, which shows measure of reliability of different survey items intended to measure the same characteristics (statistics.com, 2009). The indicator used to measure internal consistency was Cronbach's alpha. The Cronbach alpha score was computed for each constructs to measure the internal consistency. Table- 1 shows the reliability of each construct. The reliability of the constructs were found to be high. Thus, these measures were relevant and can be used for SEM analysis.

Composite reliability (CR) was used to measure the reliability of a construct in the measurement model. CR offers a more retrospective approach of overall reliability and estimates consistency of the construct itself including the stability and equivalence of construct (Hair et al., 2010). A value of .70 or greater is deemed to be indicative of good scale reliability (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994). Table -1 shows the composite reliability of "HPHA" was 0.945, "HPLA" was 0.893, "LPHA" was 0.902, and "LPLA" was 0.943. So we can conclude that composite reliability of the constructs in measurement model found to be above 0.70. Therefore, all constructs in the measurement model proved reliable.

Convergent validity shows the extent to which indicators of a specific construct converge or have a high proportion of variance in common (Hair et al. 2010). This validity was measured using standardized factor loadings. The significance of standardized regression weight (standardized factor loading) estimates reveals that the indicator variables were significant and representative of their latent variable. The factor loadings of latent to observed variables should be above 0.50 (Hair et al. 2010). The factor loading of all observed variables in Table- 1 were ranging from 0.739 to 0.920 this clearly indicates that observed variables or items were adequate and corresponded to their constructs. So we can confirm the construct convergent validity.

Discriminant validity shows the extent to which a construct is truly distinct from other constructs (Hair et al. 2010). Figure-1 shows the construct "High Pleasurable High Arousal" had low positive correlation .26 with "High Pleasurable Low Arousal", .57 and .43 correlation with "Low Pleasurable Low Arousal" and "Low Pleasurable High Arousal". However, construct "High Pleasurable Low Arousal" had low positive correlation .15 and .12 with "Low Pleasurable Low Arousal"," Low Pleasurable High Arousal". Similarly, construct "Low Pleasurable High Arousal" had .41 positive correlations with "Low Pleasurable Low Arousal". The low and below average positive correlation indicates that all the constructs had independent in the measurement model. Additionally the average variances extracted (AVE) of the individual constructs were higher than the shared variances between the constructs (See Table 1). We can state that Discriminant validity appears satisfactory at the construct level in the case of all constructs.

Table 1: Measurement model of Emotions in terms of reliability and validity

Main Construct	*Construct*	*Item Statements*	*Standard Factor Loading*	*Cronbach Alpha*	*Composite Reliability CR*	*Average Variance Extracted AVE*	*Average Shared Variance ASV*	*Measured Shared Variance MSV*
Emotions	High Pleasurable-High Arousal (HPHA)	My job made me feel energetic	.832	0.943	0.945	0.773	0.192	0.323
		My job made me feel excited	.885					
		My job made me feel ecstatic	.869					
		My job made me feel enthusiastic	.920					
		My job made me feel inspired	.888					
	High Pleasurable Low Arousal (HPLA)	My job made me feel at ease	.743	0.891	0.893	0.625	0.035	0.067
		My job made me feel calm	.767					
		My job made me feel pleased	.759					
		My job made me feel satisfied	.862					
		My job made me feel relaxed	.817					
	Low Pleasurable High Arousal (LPHA)	My job made me feel angry	.739	0.900	0.902	0.648	0.124	0.187
		My job made me feel anxious	.804					
		My job made me feel disgusted	.843					
		My job made me feel frightened	.819					
		My job made me feel furious	.817					
	Low Pleasurable Low Arousal (LPLA)	My job made me feel bored	.842	0.941	0.943	0.768	0.171	0.323
		My job made me feel depressed	.854					
		My job made me feel discouraged	.884					
		My job made me feel gloomy	.918					
		My job made me feel fatigued	.882					

Table 2: Fit Indices for Measurement Model of Emotions

Model fit indices of emotions	$\chi 2$ / df Chi- Square(CMIN)/degree of freedom	CFI	GFI	NFI	TLI	RMSEA
Value	1.77	.973	.910	.940	.968	.051

It is apparent in Table- 2, the value of Chi-square is CMIN/df =1.77 which is less than 3. Hence, the model is acceptable. The Tucker Lewis Index (TLI), Comparative Fit Index (CFI), GFI and NFI measurement model of emotions are values more than .9. RMSEA has also got the value less than .1.Therefore regarding these values in measurement model of emotions, we can accept model as the statistics society and look forward to apply SEM on measurement model of emotion.

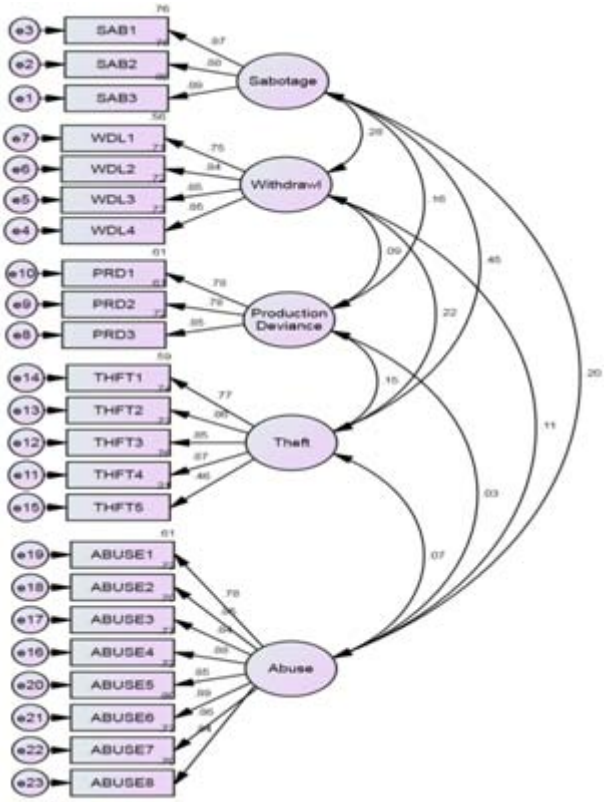

Figure 2: Confirmatory Factor Analyses of Measurement Model Counterproductive Work Behaviour

For reliability determination internal consistency is calculated, which shows measure of reliability of different survey items intended to measure the same characteristics

(statistics.com, 2009). The indicator used to measure internal consistency is Cronbach's alpha, a statistics calculated from the pair wise correlation between items which range between zero and one. The Cronbach alpha score was computed for each constructs to measure the internal consistency. Table- 3 shows the reliability of each construct was tested through Cronbach's alpha. The reliability of the constructs was found to be high. Thus, these measures were relevant and can be used for SEM analysis.

Table -3 shows the composite reliability of "Sabotage" was 0.914, "Withdrawl" was 0.894, "Production Deviance" was 0.846, "Theft" was 0.881 and for "Abuse" was 0.953. So we can conclude that composite reliability of the constructs in measurement model found to be above 0.70. Therefore, all constructs in the measurement model proved good reliability. The factor loading of all observed variables in Table 3 were ranging from .745 to .894 This clearly indicates that observed variables or items were found to be adequate and corresponded to their constructs. So we can confirm the construct convergent validity.

Discriminant validity shows the extent to which a construct is truly distinct from other constructs (Hair et al. 2010). To assess Discriminant validity, there are two common methods used by most of the researches. First the correlation between measures of theoretically different constructs should not be high, meaning different instrument used to measure different constructs, should not correlate too strongly with instruments of a comparable but distinct characteristics(Trochim,2006). Second average variances extracted (AVE) of the individual constructs are higher than the shared variances between the constructs and the level of square root of AVE should be greater than the correlations involving the constructs. Figure-2 shows the construct "Sabotage" found to be low in positive correlation .20 with "Abuse", .28, .16 and .45 correlation with "Withdrawl", "Production Deviance" and "Theft" however construct "Withdrawl" found to be low in positive correlation .09, .22 and .11 with "Production Deviance", "Theft" and "Abuse". Similarly construct "Production Deviance" had .15 and .03 Low positive correlation with "Theft" and "Abuse" and construct "Theft" .07 positive correlation with "Abuse". The low and below average positive correlation indicates that all the constructs noted to be independent in the measurement model. Additionally the average variances extracted (AVE) of the individual constructs were higher than the shared variances between the constructs. We can state that Discriminant validity appeared satisfactory at the construct level in the case of all constructs.

Table 3: Measurement model of Counterproductive Work Behaviour in terms of reliability and validity

Main Construct	*Construct*	*Item Statements*	*Standard Factor Loading*	*Cronbach Alpha*	*Composite Reliability CR*	*Average Variance Extracted AVE*	*Average Shared Variance ASV*	*Measured Shared Variance MSV*
Counter Productive Work Behaviour	Sabotage	Purposely wasted your employer's materials/ supplies	.874	0.913	0.914	0.780	0.086	0.201
		Purosely damaged a piece of equipment or property	.881					
		Purposely dirtied or littered your place of work	.895					
	Withdrawl	Came to work late without permission	.745	0.891	0.894	0.679	0.037	0.080
		Stayed home from work and said you were sick when you weren't	.844					
		Taken a longer break than you were allowed to take	.848					
		Left work earlier than you were allowed to	.853					
	Production Deviance	Purposely did your work incorrectly	.780	0.845	0.846	0.648	0.014	0.025
		Purposely worked slowly when things needed to get done	.783					
		Purposely failed to follow instructions	.850					
	Theft	Stolen something belonging to your employer	.769	0.877	0.881	0.607	0.068	0.201
		Took supplies or tools home without permission	.861					
		Put in to be paid for more hours than you worked	.854					
		Took money from your employer without permission	.872					
		Stole something belonging to someone at work	.763					
	Abuse	Started or continued a damaging or harmful rumour at work	.779	0.953	0.953	0.719	0.015	0.080
		Been nasty or rude to a client or customer	.851					
		Insulted someone about their job performance	.839					
		Blamed someone at work for error you made	.877					
		Started an argument with someone at work	.848					
		Verbally abused someone at work	.894					
		Threatened someone at work, but not physically	.856					
		Said something obscene to someone at work to make them feel bad	.837					

Table 4: Fit Indices for Measurement Model of Counterproductive Work Behaviour

Model fit indices of Counter productive Work Behaviour	χ2 / df Chi-square/degree of freedom	CFI	GFI	NFI	TLI	RMSEA
Value	1.59	.973	.906	.931	.969	.045

The respective χ2/df, CFI, GFI, NFI, and TLI values are 1.59, .973, .906, .931 and .969 The RMSEA shows a value of .045.All the value meet goodness of model fit standards. Therefore we can accept the model and look further to apply SEM on CWB model.

H1 : Structural Model

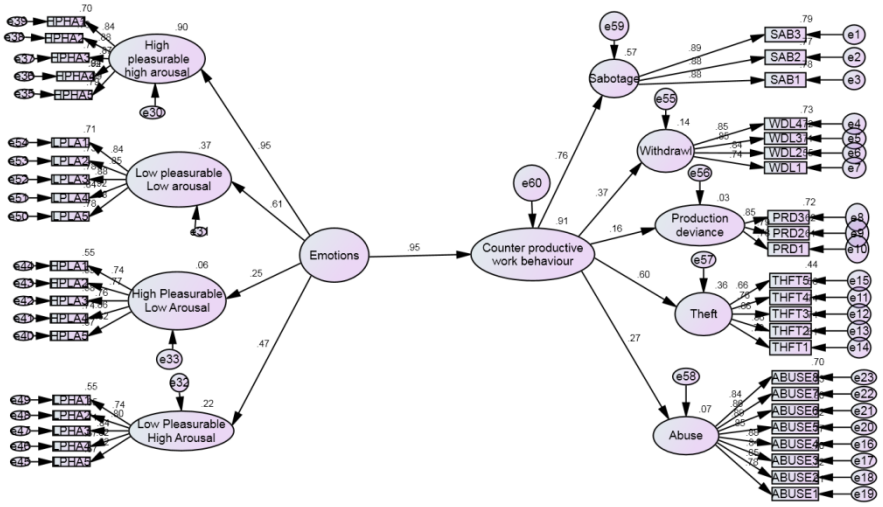

Figure 3: Impact of Emotions to Counterproductive Work Behaviour, structural model

Table 5: Impact of Emotions on Counterproductive work behavior on Junior Manager Scale-1 officers in Indian public sector banks

Endogenous Construct	Exogenous Construct	Standardised Regression β coefficient Estimate	Un Standardised Regression Estimate	S.E	CR	P	Squared Multiple Correlation
Counter Productive Work Behaviour	Emotions	0.952	0.327	0.060	5.404	***	0.906

β = *standardized beta coefficients* S.E. = standard error; C.R.= critical ratio P < 0.05

Properties of the structural model (standardized path coefficients (β), standard error, critical ratio and hypotheses result) are indicated in Table -5. The level of significance (α) is set at 0.05. Table-5 also reports the Squared multiple correlation R^2. The R-squared value is used to evaluate the strength of the proposed model. The R^2 was the results of the multivariate test of the structural model. Show that the model, as a whole, explains 90.6% of the variation in impact of emotions towards counterproductive work behaviour could be explained by the exogenous emotion latent constructs. Figure- 3 depicts the structural model. Table- 5 presents the results of hypotheses testing, where the beta coefficients which also means standardized regression estimate (β= 0.952, P < 0.05) explains the relative importance of the effecting factors of emotions towards counterproductive work behaviour. All expected relationship were found positive in nature.

The result of the analysis shown in Table-5 indicates that the probability value of the impact of the emotions on CWB is less than five percent. Hence with 95 percent confidence level the null hypothesis of no impact of the construct emotions on CWB cannot be accepted. Thus, it can be concluded that there exists positive significant impact of cause and effects of emotions on CWB in Indian Public Sector Banks. In the research study, during survey in the Indian public sector banks with the managers, it was explained by JMS-1 officers to the researchers. Whenever, the workplace environment is influenced by awkward circumstances or negative perceptions, which may be because management, colleagues, customer, and subordinates attitude. Manager's emotions were found to be significantly affected. They may be noted in pensive mood and distress conditions which realize them to turn toward CWB acts like abuse, giving low performances, willful disobedience of superior orders, following long breaks and spreading rumors.

Table 6: Fit Indices for structural model Emotions with respect to Counterproductive Work Behaviour

Model Fit Indices of emotions with respect to Counterproductive Work Behavior	χ2 / df Chi-square/degree of freedom	CFI	GFI	NFI	TLI	RMSEA
Value	1.559	.952	.836	.877	.949	.043

Further, In order to examine the hypothesized conceptual research model, the test of the structural model was performed using SEM to understand cause and effect relation between emotions and counterproductive work behaviour. Table-6 shows the Goodness-of-fit for the model was marginally adequate: X2/df, CFI, GFI, NFI, and TLI values were 1.559, 0.952, 0.836, 0.877 and 0.949. The RMSEA shows a value of .043. Although the GFI and NFI value of 0.836 and 0.877 did not meet the threshold of 0.90, its value was very close to the threshold, thus we can conclude that the structural model is accepted as per fit indices and we can further continue to analyze the research hypotheses defined in our model

H2: Karl Pearson Correlation between Dimensions of Emotions and Counterproductive Work Behaviour

The Karl Pearson correlation analysis was done in order to find the relation between the various measures of emotions and counterproductive work behaviour. The result of correlation analyses between counterproductive work behaviour and emotion is shown in Table -7

Table 7: Karl Pearson correlation analysis between counterproductive work behaviour and emotion

Counter Productive Work Behaviour	Emotions			
	High pleasurable High arousal HPHA	High pleasurable Low arousal HPLA	Low pleasurable High Arousal LPHA	Low pleasurable Low arousal LPLA
Sabotage	.641** (.000)	.123 * (.033)	.284** (.000)	.361** (.000)
Theft	.497** (.000)	.033 (.569)	.246** (.000)	.338** (.000)
Abuse	.258 (.000)	.042 (.464)	.044 (.447)	.090 (.118)
Withdrawl	.281** (.000)	.071 (.223)	.263** (.000)	.293** (.000)
Property Deviance	.104 (.071)	.061 (.294)	.021 (.715)	.059 (.309)

** Correlation is significant at p< 0.01 level (2-tailed)
*Correlation is significant at p< 0.05 level (2-tailed)

7. Correlation

The result indicates that p < 0.05 of Karl Pearson correlation statistics of significance in case of following pairs:

Sabotage and HPHA (High pleasurable high arousal), Sabotage and HPLA (High pleasurable low arousal), Sabotage and LPHA (Low pleasurable high arousal), Sabotage and LPLA (Low pleasurable low arousal), Theft and LPHA (Low pleasurable high arousal), Theft and LPLA (Low pleasurable low arousal), Abuse and HPHA (High pleasurable high arousal), Withdrawl and HPHA (High pleasurable high arousal), Withdrawl and LPHA (Low pleasurable high arousal), Withdrawl and LPLA (Low pleasurable low arousal)

Hence, the null hypothesis of no correlation cannot be accepted for the above mentioned pairs of variables. Therefore, it can be concluded that there exist statistical significant positive correlation between these pairs.

However, in case of following pairs the p-value of Karl Pearson correlation statistics p>0.05 was more than 5 % level of significance. Hence the null hypotheses of no correlation between of following pairs can be accepted:

Theft and HPHA (High pleasurable high arousal), Abuse and HPLA (High pleasurable low arousal), Abuse and LPLA (Low pleasurable low arousal), Abuse and LPHA (Low pleasurable high arousal), Withdrawal and HPLA (High pleasurable low arousal), Production deviance and HPHA (High pleasurable high arousal), Production deviance and HPLA (High pleasurable low arousal), Production deviance and LPHA (Low pleasurable high arousal), Production deviance and LPLA (Low pleasurable low arousal).

8. Result and Discussion

The study support the stressor-emotion model developed by Spector and Fox (2005) which shows a causal flow from the environment to perception/ appraisal of the environment to emotion to behavior. CWB has effects on the environment, and may well make it more stressful. Emotional state at a point in time will affect how a person perceives and appraises a situation. Thus an environmental event encountered while in a negative emotional state will more likely to be perceived as a stressor than when in a positive emotional state. Even personality itself can be the effect as well as cause, for example after continued exposure to extreme emotion-arousing events (see Spector, Zapf, Chen, & Frese, 2000).

The result of present study generates valuable findings and also established causes and effect relationship among various emotions and acts of CWB.

1) Both the dimensions of emotions. Positive emotions with type High pleasurable high arousal, High pleasurable Low arousal and Negative emotions with type Low pleasurable high arousal, Low pleasurable low arousal were tested and positive significant relationship were noticed with these types of emotions with Counter Productive Work Behaviours in the JMS-1 officers in Indian Public Sector Banks which shows cause and

effect link between emotions and CWB and support stressor-emotions model of Spector and Fox (2005). When employees fail to control their emotions are likely to fail in social interactions (Lopes et al., 2005) and experiencing negative emotions which resulted in counterproductive work behaviour. In general, the evidence seems to suggest that negative emotions are more highly related to aggressive and counterproductive behaviors than positive emotions (e.g. Bruursema, 2007, Judge, Scott, & Ilies, 2006, Lee & Allen, 2002, Spector & Fox, 2005). In addition, Hersey (1932) reported that negative emotional states lead to a decrease in productivity but positive emotional states did not lead to an increase in productivity but, later were less harmful than negative emotions.

2) Sabotage was noticed to be positively significant with emotions in Indian Public Sector Banks. Sabotage is linked to production deviance of CWB. In this act employees are engaged in disloyal activities and can cause harm to the physical asset in organization (Chen and Spector, 1992). Despite the fact that production deviance is a passive and sabotage is an active approach, theoretically both are intertwined (Spector et. al. 2006). Defaming your organization by criticizing its publically. Also falls under purview of sabotage (Tucker 1993) while in the new era misuse of information and communication technology against organizational interest is also referred to sabotage (Weatherbee 2010). According to Porath's (2004) mistreatment by customers may lead to negative employee behaviors directed toward them—such as employee sabotage of customers—a counterproductive work behavior whereby an employee intentionally harms the legitimate interests of a customer. Service sabotage include a boundary spanning employee being rude to a customer, purposely overcharging or undercharging a customer's purchase, intentionally working slower than expected, and showing favoritism to certain customers. The limited research in service sabotage has found that more than 85% of customer-contact employees admitted to engaging in some form of service sabotage in a one week period (Harris and Ogbonna 2002). This indicates that these negative service sabotage behaviors may be common in the services industry. The emotional exhaustion of a boundary spanning employee may lead that employee to withdraw from the organization or provide decreased performance (Cordes and Dougherty 1993).
3) Theft was noticed positively significant with dimensions of negative emotions in Indian public sector banks employees. Theft is a dimension of CWB, through which the employee intends to intentionally harm the organization (Niehoff and Paul 2000) and it can be a form of falsified records, forgery, payroll frauds(Gabbidon et al. 2006) and stealing cash (Schmidtke 2007). It is a problem for all business and all sectors including the public sector organizations (Saucer 2007). Similarly when employee remain absent, takes unauthorized breaks, attends late, leaves early or take a fake sick leave, the employee is involved in time theft. Penney and Spector (2002) asserted that when employees confronted with stressful conditions, high-negative affectivity individuals may ascribe more malicious motives to the actor leading to increased negative emotional arousal which may lead to CWB.
4) Employee withdrawal also found positively significant among Indian Public Sectors Banks Junior Managers with emotions. Employee withdrawal consists of behaviors such as absence, lateness, and ultimately job turnover. Indian banking sector is influenced by world level business changes like restructuring, acquisition and technological changes. Applied to employee withdrawal, individual are motivated to avoid or mitigate harms or threats due to mentioned above changes at work or conversely motivated to pursue or realize benefits and challenges in case, avoidance or motivation approach. Fugate et.al. (2008) showed that both positive and negative change related emotions were directly related to employee withdrawal.

For further, future research studies the designed model results can be tested by conducting cross-cultural studies in public sector banks of various countries.

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