EMPLOYEE OBSOLESCENCE AND COUNTERPRODUCTIVE WORK BEHAVIOUR AMONG EMPLOYEES OF SELECT GOVERNMENT ORGANIZATIONS

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Abstract: Survival of the fittest is the rule of the game. Two organizations can afford to have same amount of capital, infrastructure and technology. But one thing that differentiates them is their human resource. Employees are considered to be the most important asset of the organization. In today's dynamic environment, employees can survive in the organizations only if they adapt themselves to this change. And those employees who are not able to keep themselves at pace with the change get frustrated, which in turn results into Counterproductive Work Behavior by employees. Present research has focused on the issues of Employee Obsolescence and Counterproductive Work Behavior among employees. To conduct the research, a sample of 103 employees working in NHPC and CGWB was selected randomly on availability basis. Chosen employees were tested for employee obsolescence and Counterproductive Work Behavior by using Professional Obsolescence Scale (Chauhan 2000) and Counterproductive Work Behavior Checklist (CWB-C) (Paul E. Spector, 2006) respectively. Tested employees were divided into two groups of obsolete and non-obsolete employees, who in turn were tested for their Counterproductive Work Behavior. Findings of the study show that mean value for Counterproductive Work Behavior of obsolete employee's (121.34) was very high in comparison to the mean value (62.02) of non-obsolete employee's. To examine the difference between mean values for Counterproductive Work Behavior among obsolete and non-obsolete employee's, independent t-test was used. T-test value (t = 3.43, p < 0.05) shows that there was significant difference between the mean values of obsolete employee's and non-obsolete employee's which means there was positive and significant difference in the tendency of Counterproductive Work Behavior among obsolete and non-obsolete employee's. Obsolete employees were having higher tendency of Counterproductive Work Behavior in comparison to non-obsolete employees.

Keywords: Counterproductive Work Behavior, Employee Obsolescence, NHPC, CGWB, Obsolete, Non-Obsolete

I.   INTRODUCTION

Contemporary business organizations are changing rapidly and as a result products, operational processes, customer expectations, and even business models are constantly changing. It simultaneously requires upgrading of the skills need and the expected outcome levels of the employees. Whenever skill requirements and expected performance levels are increased, organizations usually expect their current employees to adapt and to meet those higher expectations. The literature of human resource management elaborates various ways that ensure higher productivity and exceptional performance level of employees. Many organizations make use of these ways in different areas and with varied success rate. As a result, some organizations are able to upgrade their employees, while others suffer from the problem of Employee Obsolescence. Upgraded knowledge plays an important role, as a solution to Employee Obsolescence. Even though, the older employees possess experience and knowledge, but many of them become less passionate as their careers come to a closure. Obsolescence has a very intense impact on employee's attitude towards work. As a result of this impact, employees may indulge themselves in Counterproductive Work Behavior, which in turn may have harmful effects on organization as well as other employees working in the

organization. The present research predicts the impact of Employee Obsolescence and Counterproductive Work Behavior.

Employee Obsolescence

Obsolescence results when an employee no longer possesses the knowledge or abilities needed to perform successfully. It may results from a person's failure to adapt to new technology, new procedures and other changes. The more likely environment changes, more likely employees will become obsolete. Jones & Cooper (1980) defines obsolescence as the extent to which a manager's knowledge and skills have failed to keep pace with the current and likely future requirements of his job. Two type of obsolescence can be seen among employees, one is ability obsolescence i.e. employee's abilities and skills are no longer sufficient to keep up with the requirements of job and other is attitudinal obsolescence i.e. employees failed to maintain flexibility in attitude to update their selves (Mahler, 1965). Obsolescence occurs when there is a gap between the job needs and employee's capabilities which means that skills and knowledge are inadequate to perform the job efficiently and effectively. Drucker (1995) emphasizes the importance and relevance of knowledge. According to him knowledge has become the key economic resource and the dominant, even the only source of competitive advantage. So, obsolescence is the deviation between work performance and expected level of competence.

Counterproductive Work Behavior

Counterproductive work behavior (CWB) refers to intentional or unintentional behaviors of employees that have the potential to harm an organization, its members, or both (Spector & Fox, 2005). Neuman and Baron (2005) explains CWB as a general aggression framework and emphasize that employees acts of CWB are either as a reaction to a provocative event (i.e., hostile) or to obtain some desired end (i.e., instrumental). Counterproductive behaviors can range in severity from minor offences such as stealing a pen to serious offences such as embezzling millions from an organization. They can occur at either the interpersonal level or at an organizational level. Counterproductive behaviors at the interpersonal level are behaviors that affect the employees within the organization and include acts such as favoritism, gossip, and harassment (Bennett, R. J., & Robinson, S. L., 2000).

II. REVIEW OF LITERATURE

Allen; Grip, (2007) In this paper the researcher intended to investigate whether technological change induces skill obsolescence and early labor market exit, and to what extent lifelong learning reduces these risks. The aim of this paper is to explores the effects of technological change, training and on-the job learning on the chance of losing one's job. The estimated results show that previous skill obsolescence is a strong predictor of current skill obsolescence; IT-intensity and training participation have no effect, while induction time has a positive effect on current skill obsolescence.

Allen; Velden, (2002) In this study the researcher intended to explain the importance of a well-trained workforce and the impact of technological and organizational developments on the skills needed in the economy. Much of the skill based technological change is due to shifts in the sectoral and occupational structure, with an increase in demand for higher skilled positions and a decrease in demand for lower skilled labor.

E. Kevin Kelloway et al (2010) In this study the researcher conducted research on Counterproductive work behaviour as protest. As per the study counterproductive work behaviours can be viewed as a form of protest in which organizational members express dissatisfaction with or attempt to resolve injustice within the organization. Incorporating the three key predictors (injustice, identity and instrumentality), from the protest literature leads to propose that counterproductive behaviours can be both individual and collective.

Fox & Spector, (1999) In this study the researcher suggested that individual differences do not necessarily independently explain acts of workplace violence or aggression but instead require theoretical frameworks to model the joint effects of situational factors and individual differences in order to understand CWB. Individuals prone to trait anxiety are those with a stable tendency to experience elevated feelings of tension and apprehension across a multitude of situations.

Grip (2004) In this study the researcher intended to examine the typology of various possible causes of Human Capital Obsolescence and the different ways to measure the obsolescence of human capital. The research explores the various kinds of human capital obsolescence in firms in Netherlands. In this the researcher tried to describe the training participation in various sectors of industries in Netherlands with reference to various risks of human capital obsolescence the workforce in the sector concerned faces. Finally, the paper concluded that all kinds of human capital obsolescence distinguished occur in practice and therefore cause a slowdown of productivity at the firm level as well as the macro level.

Loo; Grip; Steur (2001) In this study the researcher intended to investigate the relation between Risk Factors & Skills Obsolescence and whether additional training or workers' employability is an antidote for skills obsolescence. It explores the two types of Skills Obsolescence: Technical & Economic Obsolescence and different types of skill obsolescence are caused by different risk factors. Finally, it was concluded that Risk factors are expected to increase the risk of skills obsolescence; remedies are expected to lower this risk. Remedies for skills obsolescence have no countering effects, which suggest that, in the case of wear, the preferred way to prevent skills obsolescence is to improve working conditions.

Skarlicki and Folger (1997) In this study the researcher summarize research linking employees' perceptions of unfair treatment with negative emotions such as anger, outrage, and resentment and in turn to behavioral responses that we would call CWB and they call ORB (organizational retaliatory behavior).

Spector (1997) The given study presents a meta-analysis of 12 early studies that related to experienced frustration included lack of autonomy, interpersonal conflict, organizational constraints, role ambiguity, role conflict, and workload. Behavioral and other outcomes that were correlated with experienced frustration included job satisfaction, work anxiety, physical health symptoms, employee withdrawal behavior (e.g., intention to quit, but not absence), aggression, hostility, and sabotage.

Thijssen; Walter, (2005) In the present study the researcher investigated the impact of obsolescence among older employees and associated factors. In this the researcher tried to find out the four factors which causes obsolescence among Elderly Employees: - Individually related factors, Work-related factors, Organization-related factors and External organizational factors. The measurement of Obsolescence was done through Confirmatory Factor Analysis (CFA). The results revealed that the correlation between age and perspective obsolescence is minor, correlation between perspective obsolescence and the demand of workers for premature retirement is evident but low.

III. NEED FOR THE STUDY:

Survival of the fittest is the rule of the game. Two organizations can afford to have same amount of capital, infrastructure and technology. But one thing that differentiates them is their human resource. Employees are considered to be the most important asset of the organization. In today's dynamic environment, employees can survive in the organizations only if they adapt themselves to this change. And those employees who are not able to keep themselves at pace with the change get frustrated, which in turn results into Counterproductive Work Behavior by employees. Intense competition is forcing companies to develop innovative strategies to capture customer needs and improve customer satisfaction in the external business environment. This demand of external business environment is further forcing the companies to bring a transformational change in their internal business scenario, for which the employees need to keep them upgraded. So, there is need to focus on the matter of Employee obsolescence and Counterproductive Work Behavior by employees, which have negative effects on organizations especially in government organizations.

IV. OBJECTIVES:

1. To find out the level of Employee Obsolescence among employees working with NHPC and CGWB.
2. To find out the tendency of Counterproductive Work Behavior among employees working with NHPC and CGWB.
3. To investigate the impact of tendencies of Counterproductive Work Behavior and Employee Obsolescence.
4. To compare the tendency of Counterproductive Work Behavior among obsolete and non-obsolete employees of NHPC and CGWB.

V. RESEARCH METHODOLOGY

Research Design:

Employee's Counterproductive Work Behavior is one of the most important parameter of organizational productivity. Some of the factors which play significant role in depicting employee's behavior are technology, skills, attitude and knowledge. But, due to globalization and innovative technology all these factors are not static in nature. Consequently, the present world is changing dramatically. The world is coming closer. Things which were not possible yesterday are possible today. Things which are not possible today will become possible tomorrow. The dynamism of all the elements of current era leads to the obsolescence of techniques, infrastructure, human skills and knowledge. The present research predicts the impact of Employee Obsolescence and Counterproductive Work Behavior of two Indian government organizations namely NHPC and CGWB. To conduct the research, a sample of 103 employees was selected randomly on availability basis, working at various positions from top to lowest level of NHPC and CGWB. Employee Obsolescence of these employees was calculated by using Professional Obsolescence Scale (Chauhan 2000). Further, the sample was divided into two categories, first category was consists of obsolete employees and second of non-obsolete employees. This division was made on the basis of score range given in Professional Obsolescence Scale (Chauhan 2000). As per the scale, employees having minimum score range of 34 to 134 are considered to be Obsolete whereas employees having minimum score range of 135 to 170 are considered to be non-obsolete. 40 employees from each group were tested for their Counterproductive Work Behavior by using questionnaire method, developed by researchers. Collected data for employee obsolescence and Counterproductive Work Behavior were analyzed by using statistical techniques such as mean, standard deviation, correlation, simple linear regression and independent t-test. Results and findings were discussed in the light of existing literature.

Sample:

Employees of NHPC and CGWB were surveyed for Employee Obsolescence and their Counterproductive Work Behavior. Initially a sample of 103 employees was randomly selected on availability basis. Selected sample were then divided into the categories of obsolete and non-obsolete employees. From these two categories, two groups each having 40 employees were selected randomly from obsolete and non-obsolete employees. Employees of both the groups were then tested for their Counterproductive Work Behavior.

Method of Data Collection:

For the purpose of data collection, questionnaire method was used. To collect the data for employee obsolescence, Professional Obsolescence Scale (Chauhan 2000) was used and Counterproductive Work Behaviour Checklist (CWB-C) developed by Paul E. Spector (2006) was used to collect information for employees Counterproductive Work Behaviour.

Statistical Tools and Techniques:

Analysis of data was done using various statistical techniques such as measures of central tendency. To find out intra group relationship and in between variables, Karl Pearson coefficient of correlation, t-test and regression analysis techniques were used.

VI. HYPOTHESIS OF THE STUDY

1. H_a: Employees of NHPC and CGWB would be found obsolete.
2. H_a: Employees will have tendencies of Counterproductive Work Behavior.
3. H_a: There will be positive and significant relationship between Counterproductive Work Behavior and Employee Obsolescence.
4. H_a: Obsolete employees will have higher tendency of Counterproductive Work Behavior in comparison to non-obsolete employees.

VII. RESULTS AND FINDINGS:

Results of the study were calculated by using various descriptive and statistical techniques with the help of SPSS software. Following are the findings of the study:

Table (1): Exhibit the Mean Score and Range of Scores for Employee Obsolescence.

N	Minimum	Maximum	Mean
103	47	162	132.04

Table (1) shows the mean score for Employee Obsolescence, which is 132.04. The range of scores lies in between 47 to 162. The present sample consists of both the obsolete and non-obsolete employees. So for the purpose of research, sample divided into two categories i.e. obsolete and non-obsolete employees.

Table (2): Criteria for Divsion on the Basis of Obsolescence and Non-Obsolescence.

Division	Criteria	N
Obsolete	Score range from 34 to 134	56
Non-Obsolete	Score range from 135 to 170	47

As shown in Table (2) Employees under obsolete category were having the score range of 34 to 134 and score range of 135 to 170 for non-obsolete employees. Out of 103 employees, total isf 56 employees were found obsolete and rest 47 employees were found non-obsolete according to the score range given in Professional Obsolescence Scale (Chauhan 2000). 40 employees from each group were randomly

selected and tested for their Counterproductive Work Behavior by using questionnaire method, developed by researchers.

Table (3): Showing Descriptive Statistics for Counterproductive Work Behavior among Both Groups

Groups	N	Mean
Obsolete	40	121.34
Non-Obsolete	40	62.02

Table (3) shows Counterproductive Work Behavior of obsolete employees was 121.34, which was very high in comparison to the mean score of non-obsolete employees, which was 62.02. This means that sample selected for obsolete employees were having higher tendency of Counterproductive Work Behavior as comparison to non-obsolete employees.

Table (4): Independent T-Test for Comparing the Tendency of Counterproductive Work Behavior among Obsolete and Non-Obsolete employees groups.

Groups	N	Mean	t value	p value
Obsolete	40	121.34	3.43	0.002
Non-Obsolete	40	62.02		

To examine the difference between mean values for Counterproductive Work Behavior mong obsolete and non-obsolete employees group, t-test was used. Findings shown at Table (4) t = 3.43, p < 0.05 shows that there was significant difference between the mean values of obsolete employees group and non-obsolete employees group which means there is positive and significant difference in the tendency of Counterproductive Work Behavior among obsolete and non-obsolete employees groups.

Table (5): Correlation to show Relationship between Counterproductive Work Behavior among Obsolete & Non-Obsolete Employees Groups.

Groups	N	Karl Pearson Correlation (r)	R^2
Obsolete	40	0.982	0.934
Non-Obsolete	40	0.612	0.567

Table (5) shows that there was positive and significant relationship between the Employee Obsolescence and the tendency of Counterproductive Work Behavior for both the groups. There is high degree of positive relationship between obsolete employees and Counterproductive Work Behavior whereas; non-

obsolete employees were having moderate degree of positive relationship with tendency of Counterproductive Work Behavior.

VIII. RESEARCH LIMITATATIONS/ IMPLICATIONS

The study of Employee Obsolescence and CWB will remain a rich area for researchers as the boundaries between work and personal life continue to blur, as employees develop new forms of CWB, and as employers update themselves.

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