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Self-Serving Counterproductive Work Behaviors: The Development and Validation of a Scale

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Abstract

Within the body of knowledge in counterproductive work behaviors (CWB), a large majority of researchers categorizes these behaviors under the common rubrics of theft, aggression, violence, sabotage, alcohol use, substance abuse, and absenteeism. However, researchers indicate that the current inventories of counterproductive work behaviors are not applicable to all contexts, situations, and jobs. The current study aims to extend the scope of available inventories of CWB by developing and validating a scale for self-serving counterproductive work behaviors by following scale development guidelines by Hinkin (1998) in two independent studies. An EFA, and CFA performed in study 1 revealed that the finally retained eight items showed an alpha reliability coefficient of 0.83, whereas the CFA results confirmed for the convergent and discriminant validities. Moreover, the replication of the scale psychometrics in study 2 corroborated the convergent and discriminant validity of the developed scale with an internal consistency value of 0.79. This study contributes in the growing body of literature in CWB domain as the first study to develop a scale for the measurement of self-serving CWB as a distinct category of negative behaviors and holds significant implications for theory and practice. The study further discusses theoretical implications, limitations, and directions for future research.

Keywords: counterproductive work behaviors, scale development, self-serving behaviors, machiavellianism, political nature.

1. Introduction

Counterproductive work behaviors (CWB) are commonly known phenomena in organizational life (Pennry & Spector, 2005). Due to their deleterious effects in the form of potential harm to organizational reputation, increased turnover, ramification costs and property loss (Robinson & Bennet, 1995; Vigoda, 2002; Spector & Fox, 2005) they pose a serious threat to the well-being of organizations and their members (Fox et al., 2001; Vardi & Weiner, 1996; Penney & Spector, 2005).

The extant research on CWB broadly categorizes them in two dimensions in terms of their targets: the first one being CWB towards the organization and the second one as CWB towards individuals (Gruys & Sacket, 2003; Spector et al., 2006). Besides these two overarching categories of CWB, research documents a number of subcategories of these behaviors according to their nature and severity. Most of the commonly available

scales of CWB measure these subcategories under the rubrics of theft, aggression, violence, sabotage, substance abuse and absenteeism (Robinson & Bannett, 1995; Martinko et al., 2002; Griffin & Lopez, 2005). However, in spite of having a large volume of work on the nature and severity of CWB, researchers claim that the available scales do not capture a complete domain of negative behaviors. Instead, it is emphasized that the scholarship on CWB is heavily dependent on “one fit to all” scales which do not reflect a broad range of contextual and personal variations in these dysfunctional organizational behaviors (Bowling & Gruys, 2010). It is exactly this limitation of the current scales of CWB which provides a rationale for this study. Moreover, it is important to note that the core concept behind these self-serving acts and other forms of CWB are conceptually overlapping since they fall in the category of discretionary behaviors, which are unsanctioned by the authority and are harmful to the organizations. This conceptual overlap is indicative of the fact that self-serving behaviors are also counterproductive but different from common categories of CWB (material theft, anger, aggression, coming to work late, harassment, absenteeism, physical or verbal abuse, or withdrawal) in terms of their nature and manifestation. Moreover, a majority of these CWB behaviors are based on the overt expression/behavior, which is visible and is manifested in reaction to a number of job stressors (Penney & Spector, 2005) either as a protest (Kelloway et al., 2010) or a display of negative emotions (Yang, & Diefendorff, 2009) and may not follow an ulterior, preplanned motive. On the other hand, self-serving CWB are more strategically planned, covert, and discreet in their nature and exhibition and promise profitable outcomes to their perpetrators (Shalvi et al., 2015). The following section entails the reason, why we argue, that self-serving acts should be categorized and included in the CWB domain as a separate category.

In terms of self-serving behaviors, a large stream of research assimilates them with negative behaviors, which are largely identified as political/self-centric in nature and are characterized by employees’ efforts, “To gain self-interests, advantages, and benefits at the expense of others and sometimes contrary to the interests of the entire organization” (Vigoda & Cohen, 2002). It is, therefore, due to their detrimental nature that a large stream of research has associated these self-furthering behaviors with outcomes, which are counterproductive to both organizations and their members. However, it is interesting to note that the addition in CWB scales to date has taken place with a complete estrangement from the generally known categories of negative behaviors from these self-centric, manipulative and nefarious behaviors. The main reason behind this estrangement is that these behaviors are primarily studied in the domain of organizational politics, which has been developed as a separate and independent domain from CWB. Moreover, it is quite surprising that in spite of their overlapping nature with CWB, the extant research still does not include these self-furthering behaviors in the domain of CWB (Bowling & Gruys, 2010). So far, the only exception to this assertion is found in the work

of Robinson and Bennett (1995) in which they classified such manipulative acts as “political deviance”. These are the acts which reflect attempts which are more focused on various behaviors to get ahead through foul means by indulging into dirty politics (showing favoritism, gossiping about co-workers, blaming co-workers, competing non-beneficially). However, the scope of self-serving behaviors is wider and covers a broader range of reward centric behaviors which are more strategically planned and executed as employees, driven by self-serving motives, are more selective and reward centric in choice of their apparent behaviors (Donia et al., 2016). It is noteworthy that after the work of Robinson and Bennet (1995), none of the subsequent scales for counterproductive work behaviors has attempted to further develop this distinct category of negative behaviors, which demonstrate a covert and manipulative nature and focus on the pursuit of self-furthering agendas of their executors.

Keeping in line with the above discussion, what we see is a dearth of any empirical attempt to operationalize and measure such behaviors. Given the facts that such self-serving behaviors are ubiquitous in organizational life (Mintzberg, 1985), there is a need to direct research efforts to expand the list of available measures of CWB to further develop the understanding of a broader domain of counterproductive work behaviors. However, to the best of our knowledge, there is no attempt, to date, to operationalize such behaviors in a scale. Considering this important gap in the research, the purpose of the current study is to fill this gap by developing an instrument for the measurement of self-serving CWB. Extending the domain of CWB by developing a scale for the manipulative, and self-serving counterproductive behaviors, we build on the earlier work of Robinson and Bennet (1995), in general, and in the realm of CWB domain, in particular.

Our research contributes to the existing literature of CWB in two significant ways. First of all, by theorizing and operationalizing self-serving CWB as a separate category of CWB, we heed the call of researchers who emphasize that researchers should investigate more categories of CWB (Bowling & Gruys, 2010) in order to understand their harmful effects on a broader range of organizational outcomes.

Secondly, by developing a scale for self-serving CWB, we claim this study to be the first one to categorize and operationalize such behaviors into the domain of CWB. Moreover, this attempt also provides an impetus to explore future avenues in extending the current scholarship in CWB domain by investigating antecedents relevant to such behaviors and hence enhances our understanding of a broader range of personal and contextual factors which promote such behaviors.

Finally, this study has important implications for theory and practice. It not only extends the domain of CWB but also focuses researchers’ attention towards self-serving acts of

deviance by opening up new avenues in the exploration of their associated outcomes and antecedents. Moreover, this scale has great relevance for the investigation of other areas of organizational behavior domain. For example; organizational politics, job design literature, leadership, and organizational culture/climate are few relevant areas which can foster self-serving behaviors. Furthermore, this study also adds fruitful dimensions in some of the important theories explaining why people indulge in CWBs. A detailed discussion on this is given in theoretical implications and future directions sections.

2. Literature Review: The Rationale for Scale Development

The extant research on counterproductive work behaviors establishes their prevalence in workplaces as something inherent to the work settings (Robinson & Bennett, 1995). Due to their detrimental nature and far-reaching ramifications for the organizations, the management of counterproductive work behavior is of utmost concern in organizations on a global level. The central theme, around which the conceptualization of CWB is formed, is that they are discretionary behaviors against the organizational norms, intended to harm the organizations as well as their members (Griffin & Lopez, 2005). Due to their deleterious nature, these behaviors levy heavy cost to the organizations, both directly, as well as indirectly; such as a bad name to organizational reputation, loss of customers, productivity and negative effects on the well-being of other organizational members (Bowling & Gruys 2010). Therefore, there has been an extensive investigation to dig out the drivers of these work behaviors so that their underlying causes may be eradicated.

The available research on CWB indicates that various labels have been used for these behaviors by various researchers; for example, Robinson and Bennett (1995) characterized them as deviant workplace behaviors. They were categorized as anti-social behaviors by Robinson and O'Leary-Kelly (1998); organizational misbehavior by Vardi and Weiner (1996) and bad behaviors by Griffin and Lopez (2005) in their conceptualization of CWB. This study uses the most commonly used term, counterproductive work behaviors, which was coined by Fox, Spector and Miles (2001).

2.1 Classification of Counterproductive Work Behaviors

Due to their varying nature and severity, CWBs have been studied in various categories. It is important to note that most of the investigation into such behaviors and their classifications have been fragmented in the sense that most forms of negative behaviors have been studied in isolation (Appelbaum et al., 2007) instead of a single coherent framework. Moreover, a considerable amount of research work, prior to 1995, was primarily focused on isolated attempts to study specific CWBs under the rubrics of sabotage, theft, tardiness, absenteeism, aggression/bullying, and sabotage (Spector et al., 2006; Neuman, & Baron 2005; Cortina et al., 2001; Ambrose et al., 2002; Rayner &

Cooper, 2006; Bartlett, & Bartlett, 2011. Consequently, it was not until 1995, when Robinson and Bennett (1995) presented a single framework by integrating various CWBs under one chart. Since that time, there has been a plethora of CWB scales which have attempted to summarize a large array of negative behaviors in a single scale. Hence, a keen view of the available scales reveals that a large majority of CWB has been subsumed under the categories of theft, sabotage, withdrawal, abuse, drugs, alcohol use, aggression, tardiness, and absenteeism (see Martinko et al., 2002 for a review). It was due to this reason that Bowling and Gruys, (2010) in an attempt to highlight the issues in CWB research, necessitated that given the lack of insights provided by the available CWB scales into a broader array of negative behaviors, there is a need to perform a deeper investigation into a wider range of CWBs so that a better understanding of these behaviors and their relations with other organizational outcomes might be developed. They further asserted that the use of generic measures for the CWB pose two potential problems: The first being the fact that a “one fit to all solutions” scale might have a list of behaviors, not relevant for a job. Secondly, the generic measures for CWBs may not take into account many negative behaviors, which are specifically related to a particular job of the work context. It is exactly this gap which the present research intends to fill by developing a certain category of behaviors, called self-serving counterproductive work behaviors, which are different in their manifestation and scope from the available scales of counterproductive work behaviors. Griffin and Lopez (2005) supported the same view by stating that, “the concept of dysfunctional behavior in organizations is still in its nascent form and there is still a lot to be developed in the fundamental concepts presented to understand its various categories and related concepts”.

Keeping in view the fact that today's work environment is getting complex as more and more organizations are adopting a flatter structure, it is evident that the work dynamics have changed immensely. Moreover, due to a greater emphasis on cross-departmental and cross-boundary collaborations and global competition, organizations are facing greater pressure in terms of acquisition of scarce resources, resolutions of conflicts as integral parts of teamwork, and competing interests of the employees. Hence, crimes like fraud, embezzlement, back-stabbing, and resource misappropriation are very common in organizations of all levels and sizes. Therefore, given the ubiquity of such harmful behaviors in organizations, it is of utmost importance that in order to advance the research in CWB, there should be a valid scale to measure such behaviors in organizations. The available scales, however, fall short of measuring these behaviors and hence leave an important area in the research of CWB unattended. The current study aims to fill this gap in an attempt to develop and validate a scale for the measurement of self-

serving counterproductive work behaviors as a distinct category of CWB. The following sections entail the scale developing process adopted in two independent studies.

3. Study 1: Scale Development

The overarching goal of Study 1 was to develop the self-serving CWB scale. The following sections entail the process adopted for the development of this scale. We followed the recommended practices for scale development by Hinkin (1998) by first providing the definition of self-serving CWB, followed by the generation of an initial pool of items, which was then subjected to item and scale analyses. Moreover, to assess the initial evidence of convergent and discriminant validity of the new scale, political skill, OCB, and Machiavelli variables were also measured. Finally, on the basis of the results achieved by these analyses, the final items, which were selected for the self-serving CWB scale, were factor-analyzed and the initial evidence of construct validity was established.

3.1 Definition of Self-Serving CWB

As a first step, the self-serving counterproductive behaviors were defined as, “Acts of deviance, which are demonstrated in an attempt to further one’s own self-interest at the cost of counterparts or organization. They are thoughtfully planned and executed in a covert and subtle manner in an attempt to hide one’s ulterior motives”. A review of the counterproductive behaviors literature suggests there are three key elements fundamental to the definition of these behaviors. These elements are: “(1) volitional acts (2) against organizational norms and codes of conduct (3) detrimental to organizations as well as their members (Vardi & Weiner, 1996; Penney & Spector, 2005). Similarly, the recurrent theme in self-serving behaviors characterizes them as self-furthering and manipulative acts (Ferris et al., 2012), which are contrary to organizational norms and are detrimental to its wellbeing (Ferris et al., 2002; Vigoda & Talmud, 2010). Hence, the current definition of self-serving CWB reflects all of these key elements.

3.2 Sample and Procedure: Item Generation

The next step in this process was item generation, for which a deductive approach (Hinkin, 1998) was employed. Hence, we contended that the theoretical foundation provided by the extant literature extends enough information to generate the initial set of items. Therefore, the initial items were identified from a study conducted by Marcus and Schuler (2004). This study had a broad scope as it was conducted to make an attempt to develop a CWB scale which could cover a larger domain of behaviors. For this study, twenty items were selected from a broad pool of items included in their study, which fell outside the common categories of theft, aggression, sabotage, and abuse (only these four dimensions were selected by them for their final scale) and were conceptually close to the definition of self-serving counterproductive work behaviors. Additionally, twenty

more items were also chosen randomly from the above mentioned four categories and included in the earlier list to avoid chances of overlapping the self-serving behaviors with these categories.

For content adequacy assessment, a questionnaire, which contained the definition of SSCWB along with all forty items, was presented to a total of twenty Ph.D. scholars and instructors in the organizational behavior domain of a private university. They were asked to match the items which they thought were most relevant to the given definition. Amongst them, 90% of the respondents grouped the same thirteen items into self-serving CWB category (see Table 1). These thirteen items were then selected in the final scale and all the answers were then ranked with a 5 point Likert scale ranging from never, rarely, occasionally, frequently and very frequently in response to the question, “How often might you have engaged into the given behaviors at your current/previous job/s in past one year?”

3.3 Construct Validity

As initial evidence of the construct validity of the self-serving CWB scale scores on this new measure should be related to other theoretically similar constructs without demonstrating redundancy (convergent validity). Similarly, for discriminant validity, this new measure should be unrelated to the theoretically dissimilar measures. Hence, the relationship of self-serving CWB with other constructs, which should be a part of its nomological network, was assessed.

Following a similar practice as employed in past literature (Khan, Moss, Quratulain, & Hameed, 2016), it was postulated that self-serving CWB has a conceptual overlap with Machiavelli. An overarching perspective on the Mach construct indicates that high Machs are prone to engaging in a variety of counterproductive work behaviors (Wilson, Near, & Miller, 1996) and, “are likely to embrace the opportunities to secure personal rewards” (Dahling et al., 2009). Moreover, Ferris et al. (1994) have proposed an intuitive theoretical link between Mach and self-centric behaviors. Therefore, due to this conceptual overlap of Mach with self-serving CWB, notwithstanding that they are distinct constructs, Dahling et al. (2009) scale for Machiavellianism was chosen for the purpose of this study (the alpha reliability of this scale for Study 1 was 0.77) to establish the convergent validity of the scale for self-serving CWB. Hence, hypothesis 1 was formed:

- **H₁:** The self-serving CWB scale’s total score will relate positively to Machiavellianism.

On the other hand, for discriminant validity, self-serving CWB, due to its nefarious nature, was considered to be a conceptually distinct construct from OCB. Smith, Organ,

and Near's (1983) conceptualization of OCB characterizes it with helping behavior towards others and compliance with general rules, norms, and expectations, which are conceptually different behaviors from the manipulative and selfish nature of self-serving CWBs. Hence, this study included OCB scale's (Williams & Anderson, 1991) in-role behavior dimension in the analysis. The alpha reliability of this scale for study 1 was 0.78 (Table 2).

- **H₂:** A CFA model in which self-serving CWB and OCB are allowed to freely covary will display significantly better fit than a model in which they are fixed to be unitary.

The finalized questionnaire was administered among 206 students of the Executive MBA program of a private university. These participants were all professionals, currently employed in diverse private sector organizations (including service and manufacturing). Employees from service industries belonged to telecom, banking, construction, and software sectors, whereas employees from the manufacturing industry belonged to pharmaceutical, automobiles, textile, and food sectors. Hence, they represented a diversified and rich sample, generalizable to all types of organizations. The average age of the respondents was 31 years, the average experience was 6 years and 85 % of the respondents were males.

3.3.1 EFA for Final Items in the Scale

For the above set of respondents, data was split half and the factor analysis was done to keep a more parsimonious set of items. By following the EFA guidelines by Hinkin (1998), factor analysis of the available set of data was done to reduce the observed variables to a more parsimonious set of variables. For this purpose principle axis factoring method as suggested by Hinkin (1998) was used. We used the recommended criterion of Eigenvalues of greater than 1 (Kaiser-Criterion) along with a screen test of the percentage of variance explained. The results showed the Eigen values for the retained items under one factor was 5.32 and scree plot indicated one predominant factor (Figure 1).

Moreover, for the item retention, 0.40 criterion level was used. Therefore, items with loadings >0.5 were retained and those who had cross-loadings on more than one factor were deleted which resulted in containing eight items as a result (Table 1) with >0.5 item loading as per the given criteria. The final items that were retained along with their item loadings are shown in bold in Table 1. In addition to this, the cumulative percentage of total variance explained by chosen items was found to be 58%, which met the acceptable criteria by Hinkin, (1998). Hence, the initial support for the scale to represent the content domain of self-serving CWB was achieved.

Table 1: Item Analysis and Exploratory Factor Analysis of Self-Serving CWB Scale Item Pool (Study 1)

	Items	Mean	SD	Factor Loading
1	Misused personal position to favor someone for own benefit.	2	0.89	0.64
2	Concealed information, even if it were important for my colleagues to undermine their work.	1.8	0.84	0.47
3	Tried to hide my own errors by masking them covertly.	2	0.78	0.72
4	Presented ideas of colleagues as my own to get credit for them.	1.6	0.87	0.73
5	Passed confidential information onto someone outside the organization to take some advantage.	1.5	0.82	0.38
6	Searched through documents belonging to my coworkers to see if I could use the information for myself.	1.5	0.83	0.71
7	Tempered with business documents to take a benefit or to create a favorable impression of my work.	1.8	0.65	0.68
8	Put the blame on colleagues for mistakes I personally made, to get away.	1.7	0.63	0.43
9	Misrepresented or exaggerated my work results to get credit.	2	0.92	0.70
10	Manipulated/misguided coworkers if I had a personal advantage from doing so.	1.7	0.72	0.41
11	Asked inexperienced coworkers to do awkward jobs for me to get their advantage.	1	0.5	0.40

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12	Used my contacts to access confidential information/documents of the coworkers to see if it could be used for a personal benefit.	2	0.76	0.65
13	Used my position or resources to oblige colleagues and took undue advantage of the favor.	2	0.8	0.72
	Percentage of variance explained			58%
	The coefficient alpha reliability estimate			0.83



Figure 1: Scree Plot Showing Proposed Number Of Factors For The Scale

3.3.2 Convergent Validity and Reliability

For the support of hypothesis 1, the inter-correlations of the three constructs were calculated and are shown in Table 2. The results revealed that self-serving CWB was positively and significantly related to Machiavellian ($r = .43, p < .01$) but not to an extent which points to empirical redundancy (correlation < 0.5) and hence showing convergent validity and also providing support for Hypothesis 1. Moreover, the interitem correlations were also strong and significant (Cronbach alpha for the eight retained items was 0.83), which showed a good internal consistency of the developed scale (Nunnally, 1978) as shown in Table 2.

Table 2: Descriptive Statistics and Zero-Order Correlations (Study 1)

Variable	M	SD	1	2	3
1. OCB	2.5	0.62	0.78		
2. Machiavellian	2.4	0.83	-0.47**	0.77	
3. Self-Serving CWB	1.58	0.48	-0.37**	0.43***	0.83

Note. N = 250. Numbers in parentheses along the diagonals indicate internal consistency reliabilities. OCB= organizational citizenship behavior, CWB=counterproductive work behaviors

3.3.3 Dimensionality

The item analyses were followed by examining the dimensionality of the resulting eight-item self-serving CWB Scale. For this, a common factor analysis using the oblimin rotation was used. Based on the results, only a single factor emerged in the component matrix, indicating a unidimensional scale.

3.3.4 CFA for Discriminant Validity of the Scale

Next, the discriminant validity of the scale was assessed by conducting a series of confirmatory factor analysis following the guidelines of Anderson and Gerbing (1988). For CFA, the other half of the data ($n=103$) was used. For this, a series of CFA was performed by testing two models to see the distinctiveness of self-serving CWB scale from both OCB and Machiavellian measures; the first model with all the items of OCB and self-serving CWB on their respective factors and the second one as a single factor model with all these items loaded on one factor. In first model (two factor model 1), all the items revealed good loadings on their respective constructs along with reasonably

good model fit indices, χ^2 (131, $n = 103$) = 170, comparative fit index (CFI) = 0.902 (Hu & Bentler, 1999), Tucker-Lewis Index (TLI) = 0.885 (Tucker & Lewis, 1973) and root mean square error of approximation (RMSEA) = 0.05 (Kline, 2005) and Standardized Root Mean Square Residual (SRMR) = 0.08. The data were then tested for a one-factor solution in which all the items were loaded on a single factor. The common-factor model one showed poor fit to data, χ^2 (135, $n = 103$) = 320, CFI = 0.54, TLI = 0.48, RMSEA = 0.116 and Standardized Root Mean Square Residual (SRMR) = 0.14 with $\Delta \chi^2$ (4) = 150, $p < 0.01$. The same procedure was repeated with self-serving CWB scale and Machiavelli scale and the results showed that two-factor model 2 showed much better fit indices as compared to a common factor model 2. The results in Table 3 showed that the OCB, self-serving CWB, and Machiavelli constructs more accurately reflected the data when not constrained to one combined factor and hence are distinct from each other. These results also provided support for hypothesis 2.

Table 3: Fit Indices for Tests of Discriminant Validity (Study 1)

Model	χ^2	df	Standardized Root Mean Square Residual	Root Mean Square Error of Approximation	Comparative Fit Index	Tucker- Lewis Index	$\Delta \chi^2$
Common Factor Model 1	320.25	135	0.14	0.11	0.54	0.48	
Two Factor Model 1	170.37	131	0.08	0.05	0.90	0.89	150***
Common Factor Model 2	660.33	137	0.16	0.11	0.62	0.56	
Two Factor Model 2	282.17	129	0.07	0.06	0.87	0.85	378.16***

*** $p < .01$

4. Study 2: Replication of Scale Psychometrics in Study 1

Study 2 used a new sample in order to replicate the findings, highlighting the psychometric properties of the scale for the self-serving counterproductive work behaviors, in study 1. The aim was to achieve similar findings for the new sample for their generalizability.

4.1 Sample and Procedure

As the next step, this scale development process was replicated to measure the self-serving CWB behaviors of the employees in study two, which comprised of a sample of 250 private sector employees working in both services as well as manufacturing

organizations in Lahore. Lahore, being one of the main industrial areas of Pakistan, is a hub of business activities both in service and manufacturing sector. The sample included ten organizations from software, electricity, automobile, engineering, packaging, banking, telecom, manufacturing, education, and insurance. Hence, this diversified cluster of industries made a reasonably good representative sample of the target population of Pakistan's industrial sector. The self-serving CWB were filled by the focal employees by keeping in line with the findings of Sackett, Berry, Wiemann and Laczó (2006), who suggested that discretionary behaviors (for example CWBs) are best explained by a person him/herself, whereas evaluation of other people may be contaminated by Halo effect or their interpersonal relationship.

Participants were given an online survey to complete. In order to facilitate forthright reporting, the forms were kept incognito. There was a minimum threshold of six months working experience with their organizations for the participants for their eligibility to take part in the survey. This time period gave us reasonable confidence that the participants had spent sufficient time with their organizations to report the survey with confidence.

The respondents had an average age of 35 years and an average work experience of 8.8 years with 81% of the respondents as males, which was not an uncommon phenomenon due to a relatively quite small representation of females in workplaces in Pakistan. The measures used for this study were, the eight-item self-serving counterproductive work behaviors scale (alpha reliability of this scale for the study was 0.79), OCB scale by Williams and Anderson (1991) (alpha reliability was 0.84), and for Machiavellianism, Whitaker, and Levy (2009) scale was used for the replication of results. The alpha reliability of this scale for study two was 0.82 (Table 4).

Table 4: Descriptive Statistics and Zero-Order Correlations (Study 2)

Variable	M	SD	1	2	3
1. OCB	2.5	0.63	0.84		
2. Machiavelli	2.3	0.78	-0.43**	0.82	
3. Self-Serving CWB	1.6	0.51	-0.33**	0.41***	0.79
Note. N = 250. Numbers along the diagonal indicate internal consistency reliabilities. OCB= organizational citizenship behavior, CWB=counterproductive work behaviors p < .05, **p < .01, ***					

4.2 CFA for Construct Validity

In order to cross-validate the results in study one, the data in study two was analyzed through the same procedures to verify the psychometric properties of the new scale for self-serving CWB.

4.2.1 Convergent Validity

For convergent validity, the same procedure was repeated as in study 1. The zero-order correlations among the three constructs (self-serving CWB, OCB, and machiavillianism) were found out. Results, as shown in Table 4, revealed that OCB had negative correlation with the self-serving CWB ($r = -.33$, $p < .05$), which gave a preliminary indication that OCB and self-serving CWB are two conceptually different constructs. On the other hand, the correlation between Machiavellianism and self-serving CWB for this sample was found to be positive ($r = .41$, $p < .01$) to the extent that they are conceptually close, yet empirically different constructs. Thus hypothesis 1 found support in sample 2 also.

4.2.2 Discriminant Validity and Internal Consistency

For discriminant validity, a series of CFA tests were conducted and compared for a baseline three-factor model with 1) a common factor model having all the items of machiavellianism, OCB, and self-serving CWB on one factor, and 2) with two factor models (with OCB and self-serving CWB items as one factor and machiavellian items as the second factor as two factor model 1, followed by OCB and machiavellianism items as one factor and self-serving CWB as the second factor as two factor model 2) indicated that the baseline model (having three factors) was a better fit as compared to a single or two factor models with fit indices (CFI = 0.89, RMSEA = 0.06, SRMR = 0.8, and Tucker-Lewis Index = 0.84) and hence showed the distinctiveness of the variables under study (See Table 5 below). Moreover, all the items loaded on their relative factors with

standardized item loadings >0.5 except for SSCWB 7 and 8 which show decent loadings, both >0.45 and 0.4. Figure 2 below shows the CFA measurement model for the self-serving CWB (SSCWB) scale.

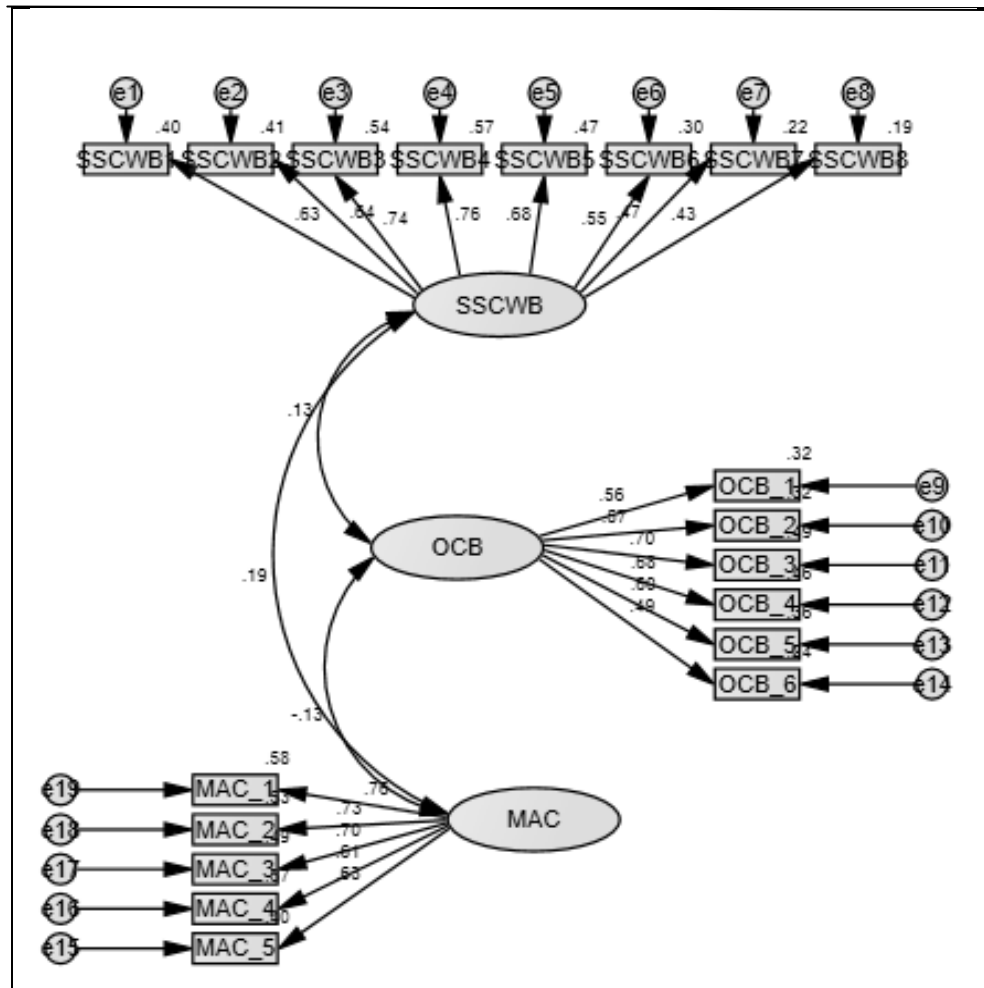


Figure 2: CFA Results from Study 2 showing Discriminant Validity and item loadings of SSCWB Scale

Table 5: Fit Indices for Tests of Discriminant Validity and Model Fit (Study 2)

Model	χ^2	df	Standardized Root Mean Square Residual	Root Mean Square Error of Approximation	Comparative Fit Index	Tucker- Lewis Index	$\Delta\chi^2$
Three Factor Model	821	428	0.80	0.06	0.89	0.84	
Two Factor Model 1	989	481	0.09	0.08	0.70	0.69	168***
Two Factor Model 2	919	440	0.09	0.08	0.73	0.70	98***
Common Factor Model	1429	560	0.17	0.11	0.40	0.35	440***

***p < .01

The better fit indices of a three factor model in table 5 verified that the psychometric properties of the self-serving CWB scale as shown in study one were generalizable to another independent sample (sample 2) with discriminant and convergent validities. Moreover, the alpha reliability coefficient of the developed scale with the sample 2 was 0.79, which was a satisfactory value as per the research conventions (Nunnally, 1978). For the final scale see Appendix A.

5. Discussion

In summary, the purpose of this study was to demonstrate the importance of self-serving behaviors as a distinct category of CWB and develop and validate a new measure for them to facilitate future research. Today's organizations face a rapid change in work dynamics with work relationships more socially and politically driven towards the attainment of scarce resources. Moreover, the diverging interests of organizational members and inherently political nature of organizations (Mintzberg, 1985) are the key factors to engage organizational members into pursuing the advancement of their personal agendas, which are most of the times, against organizational good. However, most of the available scales provide an all-encompassing solution to measure the counterproductive behaviors in form of theft, aggression, substance abuse, sabotage, withdrawal, drug and alcohol use, aggression, harassment, and abuse, which do not cover a broader spectrum of counterproductive work behaviors; self-serving CWB are one such category. It is noteworthy that the commonly available scales of CWB, in general, and

research on negative behaviors, in specific, do not provide any tool to measure these selfish behaviors which are commonplace in today's organizations.

Keeping in view the above-mentioned limitation of the available scales, Bowling and Gruys (2010) in their review indicated that negative behaviors like harassment, employee revenge, and self-furthering behaviors also have immense relevance and importance to be formally included in the domain of counterproductive behaviors. Hence, by making an effort to conceptualize and develop a scale of self-serving counterproductive behaviors, we heeded this call and expanded the domain of CWB to assist the investigation of a wider range of negative behaviors through developing a scale.

Following the scale development recommendations of Hinkin (1998), our results, based on two independent studies, supported an eight-item, single-factor structure of the scale with strong loadings and fairly good internal consistency reliability (0.83 in study one and 0.79 in study two). Moreover, a series of CFA tests in two studies confirmed that our new measure is similar to but distinct from related constructs (Machiavellianism), and it is different from conceptually different constructs (OCB) and hence, has sufficient evidence for its discriminant validity.

The data for study one was collected from professionals pursuing their executive MBA from a local university and was used for final item selection and established the preliminary convergent and discriminant validity and internal consistency of the scale. Whereas, the data from study two was collected on filed from employees working in diverse organizations in the private sector. The scale as tested on this independent sample confirmed the results of the previous study and showed consistent results for discriminant and convergent validity with satisfactory alpha reliability of 0.79. Due to the richness of both samples collected from a variety of private organizations, both in service and manufacturing sectors, we had reasonable confidence that the results are generalizable to a variety of organizations and contexts. Hence, we find it to be a valid measure to investigate a distinct type of CWB in the form of self-serving behaviors in different job situations and contexts where other forms of counterproductive behaviors might not tap such behaviors. The scale has potential to extend the current theories of CWB (theory of planned behavior, personality theories, and integrative theory of counterproductive work behaviors) in the explanation of self-serving CWB as a distinct category of negative behaviors. The theoretical implication section entails a detailed account of these theories.

5.1 Relevance of the Scale in our Local Context

We argue that this scale is specifically relevant to measure the self-serving behaviors in our local context, which is marked by a high power distance culture (Naseer, Raja, Syed, Donia, & Darr, 2016). Research indicates that high power distance is an important factor

which fosters negative behaviors (Wang, Mao, Wu, & Liu, 2012) due to weak work ethics owing to the fact that the higher authorities don't have to justify their decisions (Nasierowski & Mikula, 1998). These weak work ethics foster more reward centric behaviors by organizational members. In addition to this, Pakistan has a high index in corruption due to its turbulent and political and economic conditions. Hence, it provides a conducive environment for self-serving behaviors in organizations as they reflect a part of its larger social context. Therefore, given the prevalence of high power distance culture in Pakistan with an overall deplorable economic conditions and general poverty, the development of self-serving CWB scale has all the more relevance and impact on indigenous research in the domain of counterproductive work behaviors and their related antecedents and outcomes in Pakistani context.

6. Theoretical Implications

The development and validation of this scale for the measurement of self-serving CWB provides important implications for research in this area. First of all the very nature of self-furthering behaviors calls for the investigation of the drivers, particularly relevant for these behaviors. It is important to note that majority of the work on CWB is the proliferation of theories, aimed to understand the CWBs. Hence, the current work has strong potential to build on and extend many important theoretical perspectives guiding CWB research. For example, in an attempt to explore the antecedents of self-serving CWB, the theory of planned behavior (Ajzen, 1991) can provide many fruitful insights for the understanding of the type of employees which are more likely to perpetrate self-serving behaviors. Earlier, Stone, Jawahar, and Kisamore (2009) have used this theory to predict academic misconduct. The five components of the model provided by Ajzen as, "1) attitude toward the behavior; (2) subjective norms; (3) perceived behavioral control; (4) intentions; and (5) behavior." (Stone et al., 2009, p. 224) can be extended in the realm of self-serving CWBs to investigate how individuals' behaviors vary across these factors to be exhibited in these negative behaviors in organizations.

Similarly, this study also has the potential to extend one of the most comprehensive works of Martinko, Gundlach, and Douglas (2002) in their effort to incorporate various perspectives to come up with an integrative theory of CWB involving a causal reasoning model with an attribution process as its core element. The very selfish and covert nature of self-serving behaviors indicates that their antecedents may be located in specific personal and contextual factors other than the common drivers. For this purpose, the investigation and association of self-serving behaviors in the realms of organizational politics, political skill, influence tactics, and power can bring fruitful insights as these contexts and personal factors have been associated with self-centric behaviors (Vigoda, & Talmud, 2010, Ferris et al., 2007, Keltner, Gruenfeld, & Anderson, 2003). Hence, having its roots in these personal and contextual factors, the scale for self-serving

counterproductive work behaviors provides an impetus to expand the causal reasoning model (Martinko et al., 2002) to come up with a richer explanation of self-serving acts.

In addition to the above, a more recent stream of research indicates that individual variation in perpetrating the CWB largely depends on the personality traits (Spector, 2011). Aggression, negative hostile bias, negative affectivity, narcissism, locus of control (Spector, 2011), integrity, and core self-evaluation (Martinko et al, 2002) are some of the relevant traits which connect personality theories (for example, Big five) to the available categories of CWB (theft, abuse, aggression, absenteeism, withdrawal etc). This study provides fruitful insights for future researchers in personality domain to extend these findings to find out what personality traits are more predictive of this distinct category of counterproductive work behaviors. For example, an investigation into the types of people who are high in political skill and have high needs for power and achievement can unfold many interesting avenues in the investigation of personal factors responsible for such negative behaviors. Moreover, it is important to note that these domains have special relevance with our local organizational context being a power distance culture (Naseer et al., 2016), weak in work ethics (Nasierowski, & Mikula, 1998) and high in political behaviors (Bodla & Danish, 2009). Due to these socio-political dynamics, the scale for self-serving CWB has all the more relevance and utility to explore the antecedents and outcomes of these behaviors with their special reference to our local context.

Furthermore, this research also bears significant theoretical implications for scholarship on job design model. It would be an interesting area to investigate as to what kinds of jobs provide an opportunity and motivation to indulge in self-centric behaviors for their incumbents.

Finally, this study offers important avenues to be investigated in the domain of leadership. It would be worthwhile to have empirical investigation of the self-serving behaviors of leaders and their effects on different followers' behaviors. Research indicates that leaders' self-serving behaviors are detrimental to the organizations (Peng, Wang, & Chen, 2018). The current self-serving CWB scale promises deeper insights into a broader array of self-serving behaviors of the leaders and how they reflect upon the organizations and their members.

7. Limitations

The contributions and findings of this study should be considered in light of certain limitations, which need to be discussed. Firstly, although the respondents were selected from a mix of organizations representing both manufacturing and services sectors to enhance the generalizability of the findings, the chances that the results might show a specific pattern for a particular organization could not be ruled out. Moreover, due to the

modest size of the current data set, it was not possible to make an organization specific analysis to see possible variations in results.

Next, although the study followed all the necessary conventions regarding scale construction (Hinkin, 1998), but used a limited nomological network for self-serving CWB scale. Therefore, more elaborated work in different contexts and with different samples is required to build upon this initial work.

Additionally, it could be argued that due to the discreet nature of self-serving counterproductive behaviors, the respondents may have suffered from self-presentation bias and may not be very forthright in reporting the self-serving acts. Since research supports arguments both in favor and criticism of self-report measures for negative discretionary behaviors (Barry, Carpenter, & Barrat, 2012; Fox, Spector, Goh, & Bruursema, 2007), we took our position by keeping in line with the view which supports that negative discretionary behaviors are best explained by a person him/herself (Berry, Carpenter, & Barratt, 2012). Hence, we believe that with the researchers' assurance (regarding the integrity of the information received and the anonymity of the questionnaire) ensured that the self-presentation bias did not pose a threat on the validity of our results.

8. Future Research Directions

Based on the results of our validation process, we open up many other interesting directions for future research involving the self-serving CWB construct. One of such important dimension is the investigation into the drivers of such behaviors. Research on CWB indicates that these negative acts are mostly an outcome or reaction to negative work experiences or events like, workload, role ambiguity, role conflict, interpersonal conflict, organizational constraints and workplace incivility (Chen & Spector, 1992; Fox et al., 2001; Andersson & Pearson, 1999; Miles, Borman, Spector, & Fox, 2002; Penney & Spector, 2002; Fox & Spector, 1999). Hence, by identifying self-serving CWB as a distinct category, above and beyond the known antecedents of CWBs, future research endeavors should focus on digging out factors which could invoke such behaviors in the workplace.

In addition to the above, the use of self-serving CWB scale holds currency in measuring the self-serving behaviors in groups. Beyer, Sidarus, Bonicalzi, and Haggard, (2017) demonstrated that an individual's behavior alters in social context especially for those group decisions which are marked with negative consequences and owe their explanation to diffusion of responsibility concept. Hence, indulging in self-serving behaviors for certain group members might come with a lesser sense of responsibility leading to negative group behavior of a higher degree when a corrupt person is working in a group

as compared to working alone. Hence, the development of this scale opens up an interesting future avenue in group research investigating CWBs.

Additionally, the self-serving CWB scale also has implications for the type of jobs, which provide a gateway to use them in pursuing one's selfish motives. For example, jobs, which are lucrative and enterprising in nature, have more scope for their incumbents to indulge in such behaviors. Moreover, since self-serving CWB violate organizational norms and are unethical, the future studies will benefit from exploring the contextual conditions, which facilitate or hamper such acts; for example, ethical climate, ethical leadership, and organizational politics could act as important contextual conditions for a deeper understanding of the moderators and antecedents of self-serving CWBs.

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Self-Serving Counterproductive Work Behaviors

Appendix A: Self-Serving Counterproductive Work Behaviors Scale

Instructions: Please cross the box against the choices, which indicates how often you might have engaged in the given behaviors in your current/ previous job/s in past one year.

Very frequently	Frequently	Occasionally	Rarely	Never
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1-	Misused personal position to favor someone for own benefit.
2-	Tried to hide my own errors by masking them covertly.
3-	Presented ideas of colleagues as my own to get credit for them.
4-	Searched through documents belonging to my coworkers to see if I could use the information for myself.
5-	Tempered with business documents to take a benefit or to create a favorable impression of my work.
6-	Misrepresented or exaggerated my work results to get credit.
7-	Used my contacts to access confidential information/documents of the coworkers to see if it could be used for a personal benefit.
8-	Used my position or resources to oblige colleagues and took undue advantage of the favor.