



Determining the Effect of Realistic Job Preview on Counterproductive Work Behavior: Evidence from Degree Awarding Institutions Khyber Pakhtunkhwa, Pakistan

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Abstract: This study investigates the interplay between Realistic Job Preview (RJP) and counterproductive work behavior (CWB). The provision of realistic job preview has been a dearth in the education sector as the job in education sector specifically at higher level is not less than a challenging one. The population of the study were the faculty members employed in higher education sector. Data was collected through a structured questionnaire, 300 questionnaires were distributed among employees across Degree Awarding Institutions (DAIs), Khyber Pakhtunkhwa, Pakistan, 223 properly filled questionnaires were used for data analysis, data was analyzed using Structural Equation Modeling (SEM). The findings reveal a significant positive relationship between RJP and CWB. The results of the study showed that the five facets of Realistic job preview i.e. Depth of information, Relevance of information, Volume of information, accuracy of information and credibility of information were found to have significant effect on counterproductive work behavior. The study contributes to organizational behavior literature by highlighting critical psychological mechanisms underlying employee misconduct and provides managerial insights for mitigating CWB by addressing job security and psychological contract fulfillment.

Key words: Realistic Job Preview, Volume of Information, Depth of Information, Relevance of Information, Accuracy of Information, Credibility of Information, Counterproductive Work Behavior

1. Introduction

Workplace behaviors, comprising Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CWB), significantly influence the effectiveness of DAIs. The rise of hybrid work models and the increasing focus on employee well-being have reshaped workplace dynamics in recent years. OCB, characterized by voluntary and constructive employee actions, contributes to organizational efficiency and a positive work environment. On the other hand, CWB, which includes behaviors that harm organizational interests, often stems from misaligned organizational culture and inadequate person-environment fit (Kloutsiniotis & Mihail, 2020; Serenko, 2019). The unique context of DAIs in Pakistan underscores the critical need to address these workplace behavior dimensions. Employees in these institutions often encounter challenges related to job clarity, unrealistic workload expectations, and limited growth opportunities, all of which contribute to stress and counterproductive behaviors. CWB

has been defined as the actions that are taken intentionally, countering the norms of an organization and being harmful to the members and organization as a whole (Serenko, 2019; Cialdini, Li, Samper & Wellman, 2021). CWB that by its nature is an ineffective behavior in the workplace. The CWB denote the nonproductive activities that are not in favor of the organizational goals (Matos, & Hall, 2021; Msuya, 2022). Moreover, CWB also state the violation of legitimate interest of the organization that potentially may harm members of an organization (Ciampa et al., 2021). In connection to the workplace behaviors the realistic job preview (RJP) is also an important factor. Scully-Russ and Torraco (2020) stated that the concept of provision of such information related to the task to be performed at the workplace is called Realistic Job Preview (RJP) (Hakanen, Bakker & Turunen, 2021).

RJP serves as a tool in the initial stages of employee selection to provide the potential applicant information of the job (Shibly, 2019; Schram, 2021). RJP is a component of recruitment process (Darrat, Babin, Darrat, Darrat & Saleh, 2021; Capitano, Thomas & Meglich, 2022). Historically in organizations there is a need to exchange information of work related content needed to be performed (Wood, Lehdonvirta & Graham, 2018). This information can be helpful for workers to enable them to successfully prepare for both the organization and the specific duties of position of employees in the workplace (Huang, Yu, Shao, Yu, & Li, 2020). To avoid micromanagement, pros and cons of a position are discussed with job candidates (Pandita & Ray, 2018; Alfes, Shantz, Bailey, Conway, Monks, & Fu, 2019). In order to attract and retain top talent, RJP is employed Ylimaki, Moyi, Gause, Hardie & Tran, 2020; Schram, 2021).

1.2 Problem Statement

Organization finds it hard to recruit, select and retain talented and qualified individuals in the workplace. Ignorance of realistic job preview (RJP) may not help organizations to find best suited individuals that may fit in the organization's culture and hence show the desired behavior (Weller, Hymer, Nyberg & Ebert, 2019). The difficulties of cultivating successful workplace behaviors at Degree Awarding Institutions (DAIs) are still inadequately examined, especially in developing nations such as Pakistan. Although current research emphasizes the importance of (CWB) in affecting organizational results, there has been insufficient focus on the particular antecedents and consequences of these behaviors within academic environments (Williamson & Peruma, 2021).

1.3 Objectives of the study

- To examine the relationship between volume of information and counterproductive work behavior.
- To study the relationship between relevance of information and counterproductive work behavior.
- To find out the relationship between depth of information and counterproductive work behavior.
- To study the relationship between accuracy of information and counterproductive work behavior.
- To examine the relationship between credibility of information and counterproductive work behavior.

2. Literature Review

2.1 Realistic Job preview

A realistic job preview is a process that helps job candidates gain a clear understanding of the job they are applying for (Baur, Ronald, Bagdasarov & Dharmasiri, 2014). It involves providing candidates with an honest and accurate depiction of the job duties, work environment, and

expectations. The purpose of a realistic job preview is to ensure that candidates have a realistic view of the job and can make an informed decision about whether the job is a good fit for them (Todd, Magnusen, Andrew & Lachowetz, 2014). Many researchers have emphasized on the significance of the provision of RJPs. In fact, most researchers conducted a considerable research on this topic and concluded that it does affect the sum of tangible and intangible outcomes such as turnover, job satisfaction employees' performance, employees' behavior etc. RJPs serve as a tool/ device used in the earlier stage of employee selection to provide potential applicants with information on both negative and positive aspects of the job (Premack & Wanous, 1985). The marketplace of academia is progressively global, where a prevalent characteristic of many scholarly professions is international mobility (Baruch & Hall, 2004; Kaulisch & Enders, 2005). Realistic Job Previews (RJPs) provide candidates with both positive and negative information about a job, aiming to align their expectations with organizational realities Bennett, (2021). . Studies have shown that RJPs can enhance job satisfaction by ensuring that employees' pre-hiring expectations match their post-hiring experiences . In the context of managerial roles, providing realistic previews helps potential managers understand the challenges and rewards of the position, aiding in better self-selection and preparedness (Jackson, (2022) Furthermore, incorporating RJPs into training programs has been associated with enhanced training fluency and job performance . These findings underscore the value of RJPs in recruitment and training strategies.

2.2 Counterproductive Work Behavior

Counterproductive Work Behavior (CWB) encompasses intentional actions by employees that harm organizations or their members. Recent studies have explored various antecedents and moderators of CWB. For instance, a systematic review found that dark personality traits, particularly psychopathy, Machiavellianism, and narcissism, are positively correlated with CWB, with psychopathy showing the strongest association . Another meta-analysis by Liao et al. (2021) examined the influence of multiple factors on CWB, highlighting the significant roles of both individual dispositions and situational contexts . Organizational environment also plays a crucial role; research indicates that a positive organizational climate is associated with reduced instances of CWB, with gender moderating this relationship . Additionally, supervisor incivility has been linked to increased CWB among subordinates (Vasconcelos, 2020), though this effect can be mitigated by personal resources like internal locus of control and job resources such as social job crafting . Furthermore, social undermining in the workplace is positively related to CWB (Mustafa, Durrani & Durrani, 2023), with studies showing that males may exhibit higher levels of CWB in response to social undermining compared to females . These findings underscore the multifaceted nature of CWB and suggest that both individual characteristics and organizational factors contribute to its occurrence.

2.3 Relationship between Realistic job preview and counterproductive work behavior

It can be difficult for organizations to find, hire, and retain the most qualified workers. The job expectation of candidate can be lowered in order to align them with the reality by using RJP particularly in technical jobs, among the many strategies that organizations can use to align job seekers' expectations with the job's reality (Cunningham, 2015). RJP's primary objective is to reduce costly expenses incurred by hiring ill-informed candidates who leave the organization voluntarily when the job is against the expectations (Graef et al., 2002). As a way of expressing their negative feelings, such employees do not cooperate with their coworkers (Chambel et al., 2021a). This goal is directly linked to a reduction in employee turnover, and indirectly linked to enhanced performance and greater job satisfaction (Pane Haden, 2012). CWB refers to a

person-job mismatch that endangers employees' comfort and promotes bad behavior. When investigating the relationship between POQ and CWB, we used the person job fit theory. Overqualified employees, according to Biçkes et al. (2020), are more likely to understand the cognitive implications of this mismatch. Employees' reactions include low self-esteem, worry, and annoyance. Employees have negative emotional reactions when their needs are not met (Andel et al., 2022). The RJP implementation was deemed unsuccessful if it was not sufficiently "realistic." CWBs show violation of legitimate interests of the organization that potentially damages its members or the organization as a whole (Sackett & De Vore, 2001). Previously, the impact of recruiter traits and behaviors was studied, and some significant correlations between applicant attraction and intention to accept a job were discovered (Carless & Imber, 2007).

2.4 Hypotheses

H1: Volume of Information has significant effect on counterproductive work behavior.

H2: relevance of Information has significant effect on counterproductive work behavior.

H3: Depth of information has significant effect on counterproductive work behavior.

H4: Accuracy of information has significant effect on counterproductive work behavior.

H5: Credibility of information has significant effect on counterproductive work behavior.

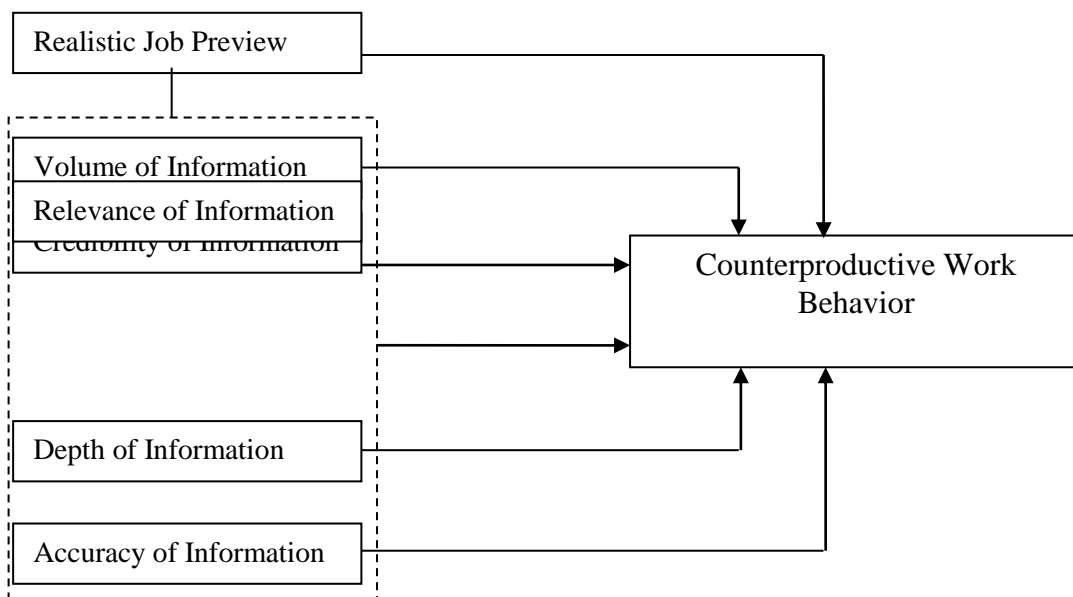


Figure 1: Theoretical Framework

3. Methodology

The study was quantitative in nature. Questionnaire was used to collect data from the respondents using 5 point likert scale. The population of the study was the faculty members of Degree Awarding Institutions (DAIs) in Khyber Pakhtunkhwa. Data was collected using simple random sampling technique. 300 questionnaires were distributed among the respondents, 237 questionnaires were returned. 14 questionnaires were rejected because of improperly filled. The analysis of the study is based on 223 questionnaires. There were 83.45% male Respondents and 16.55% Female Respondents. Andresson and Gerbing (1988) suggested a two step approach analysis. First Confirmatory Factor Analysis (CFA) was performed while in the second step the structural equation modeling (SEM) was performed.

Measurement Model: Overall

Table1: CFA of Measurement Model

Construct	Items	Factor Loading	AVE	CR	Cronbach's Alpha
Depth Information	of Dep1	0.810	0.815	0.925	.946
	Dep2	0.928			
	Dep3	0.932			
	Dep4	0.893			
	Dep5	0.985			
Relevance Information	of Rel1	0.935	0.794	0.926	.923
	Rel2	0.787			
	Rel3	0.867			
Volume Information	of Vol1	0.943	0.735	0.937	.914
	Vol2	0.867			
	Vol3	0.869			
Accuracy Information	of Acr1	0.842	0.746	0.889	.879
	Acr2	0.866			
	Acr3	0.963			
Credibility Information	of ICr1	0.943	0.725	0.868	.867
	ICr2	0.826			
	ICr3	0.835			
Counterproductive Work Behavior	CWB1	0.765	0.784	0.917	.906
	CWB2	0.778			
	CWB3	0.913			
	CWB4	0.879			
	CWB5	0.923			
	CWB6	0.885			
	CWB7	0.869			

A measurement model was developed and CFA was performed for the sake of evaluating measurement quality. CFA was performed in determining the items' internal consistency of latent variable ascertains construct validity and used maximum likelihood method. The results of the study shows that an adequate fit ($X^2 = 98.321$, $df = 193$, $p < .05$, $X^2/df = 2.238$, $RMSEA = 0.050$, $CFI=0.996$, $IFI = 0.996$, $TLI= 0.935$). The table shows significant values of standardize loading i.e $p < .01$. Result shows that measurement model was an adequate fit thereby showing measures' unidimensionality (Hattie, 1985). For realistic job preview AVE was calculated and the values are, Dep_of_Info=.815, Rel_of_Info = .794, Vol_of_info=.735, Acc_of_info=.746 and Cred_of_info=.725. The AVE value for CWB calculated was 0.784. The convergent validity for Realistic job preview was calculated. All values were above 0.50 (Foenell and Larcker, 1981). The estimated values of composite reliability values for RJP are as, Dep_of_Info=.925, Rel_of_Info = .926, Vol_of_info=.937, Acc_of_info=.889 and Cred_of_info=.868 while for CWB the calculated value is .917 thereby showing a satisfactory values.

Table 2: Discriminant validity analysis based on Fornell-Larcker criterion

	Cre_of_info	Dep_of_info	Rel_of_info	Vol_of_info	Acc_of_info	CWB
Cre_of_info	0.845					
Dep_of_info	0.067	0.846				
Rel_of_info	0.056	-0.048	0.867			

Vol_of_info	0.038	0.155	0.037	0.883		
Acc_of_info	-0.072	-0.019	-0.086	-0.054	0.859	
CWB	-0.053	0.327	-0.043	0.214	-0.087	0.872

Table 3: Results of Structural Model

	Hypothesis		Beta Weight	S. Error	t-value	p-value	comments
H1	Depth of Info -> CWB		0.343	0.0343	5.484	0.000	Supported
H2	Relevance of Info > CWB	-	0.355	0.089	6.156	0.000	Supported
H3	Volume of Info -> CWB		0.186	0.049	4.446	0.000	Supported
H4	Accuracy of Info -> CWB		0.135	0.067	3.754	0.001	Supported
H5	Credibility of Info > CWB	-	0.078	0.045	2.354	0.017	Supported

In order to achieve objectives of the study, SEM was calculated with maximum likelihood estimation method. Result of the study showed an adequate fit ($\chi^2 = 1494.423$, $df = 869$, $p < .05$, $\chi^2/df = 1.764$, $RMSEA = .043$, $CFI = .956$, $IFI = .956$, $TLI = .947$).

The proposed structural model was calculated adopting systematic assessment of indices, like beta weights between the variables (Hair et al., 2016). The above table 3 shows Results of the study, where the hypothesized model was calculated using bootstrapping with 5,000 subsamples. All hypotheses were supported. Out of 5 relationship tested 3 were found to be significant at $p < .001$, 2 were found to be significant at $p < .05$. Depth of Information was found to have significant effect on Counterproductive Work Behavior ($\beta = 0.343$, $P < 0.01$), H_1 was accepted, Relevance of information had significant effect on CWB ($\beta = 0.355$, $P < 0.01$), Volume of Information was found to have significant effect on CWB ($\beta = 0.186$, $P < 0.01$), Accuracy of Information had significant effect on CWB ($\beta = 0.135$, $P < 0.05$) and Credibility of Information as found to have significant effect on CWB ($\beta = 0.078$, $P < 0.05$). Hence H_2 , H_3 , H_4 and H_5 were supported

4. Conclusion and Discussion

This study aimed to examine the impact of Realistic Job Preview (RJP) on Counterproductive Work Behavior (CWB). RJP was assessed through five dimensions: depth of information, volume of information, relevance of information, accuracy of information, and credibility of information. The research was conducted in higher education institutions across Khyber Pakhtunkhwa, Pakistan, with teaching faculty serving as the respondents.

The findings revealed that all five dimensions of RJP had a significant effect on CWB. These results align with previous studies such as Brockbank & Ulrich (2003), as well as Earnest, Allen & Landis (2011), who also found RJP to have a notable influence on CWB. Additionally, the findings are consistent with the work of Olendo & Muindi (2017), further validating the relationship between realistic job previews and positive workplace behavior.

4.1 Practical Implications

The study offers valuable insights for managers and HR professionals. Emphasizing the provision of realistic job information can help promote Counterproductive Work Behavior

within the workplace. Ensuring that job incumbents receive accurate, relevant, and credible information about their roles can lead to better employee-organization fit, which in turn contributes to the overall growth and success of the organization.

4.2 Directions for Future Research

While this study focused on RJP's effect on CWB, it did not explore other variables that may also influence workplace behaviors. Future research could expand by comparing public and private sector institutions to understand sectoral differences. Additionally, incorporating variables such as Counterproductive Work Behavior (CWB) alongside OCB could offer a more comprehensive view of employee behavior in relation to RJP.

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