

NEED FOR IMPLEMENTATION OF EMPLOYEE ASSISTANCE PROGRAM (EAP) FOR PROMOTING ORGANIZATION CITIZENSHIP BEHAVIOR (OCB) AND DECREASING COUNTERPRODUCTIVE WORK BEHAVIORS (CWB) IN PAKISTANI ORGANIZATIONS

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Dear Editor,

Organizational citizenship behaviours (OCB) and counterproductive behaviour (CWB) of employees at work is a vital area of concern to the industrial and organizational field. Productive behaviour, job performance, absence, and the turnover have been a major focus of attention for both research and practice¹. Organizational Citizenship behaviour (OCB) is the productive behaviour that goes beyond the core task requirements of the job and is beneficial to the organization. It includes both altruistic and compliance behaviour. OCB is important because it can contribute to organizational well-being, prosperity and growth. Hence, OCB are the actions that are not nominated or demanded by the formal job responsibilities² whereas, counterproductive behaviour (i.e., withdrawal behaviour, absence, lateness, delay, and turnover to name just a few) can create tremendous problems for organizations and the organization productivity is threatened. Some commonly observed counter productive behaviours in work place settings are harassing, bullying, back-stabbing, showing favouritism, displaying negativity, ostracizing someone, rumour spreading, not listening, taking advantage of someone, complaining, withdrawing, not getting along with people etc. Studies showed that OCB and CWB are likely unrelated and not necessarily oppositely related to other variables.³ whereas, different personality traits are related to these productive or counterproductive behaviours. For example, work stressors are more strongly related to CWBs among those workers who have low in conscientiousness, or high in negative affectivity than among workers who are high in conscientiousness, or low in negative affectivity.⁴ The present editorial is aimed to raise interest of the stakeholders and strategy/policy makers to the need of implementation of employment assistance program to promote productive behaviour and minimize the CWB among the employees. Several factors have been suggested as the cause of OCB. These factors range from the intrapersonal to interpersonal. However, Meta analyses of OCB studies^{5,6} suggest that OCB is more probable when employees are satisfied with their jobs; they have higher levels of effective commitment, feel that they are dealt with decently, and have good relations with supervisors/ bosses. Besides, employee perceptions of procedural justice, empathic concern, and perspective taking function jointly as determinants of OCB. OCB role definitions not only predict OCB directly but also moderate the effects of procedural justice perceptions on OCB.⁷ Individuals who are low on agreeableness, conscientiousness, and emotional stability are more likely to engage in CWB^{8,9}. Cognitive Resource Theory (CRT) proposes that employees under high levels of stress, perception of work overload and feelings of lack of control, are more inclined to confer indiscipline.¹⁰ furthermore, Lack of vocational preference, absence of control, indiscipline, and low job satisfaction believed to trigger CWB.¹¹

There is need to design Employee Assistance Program (EAP) to deal with emotional problems of the employees that involves clinical rather than I/O psychologists. As one of the reasons behind the CBW are the emotional related problems of the employs. Psychological counselling programs will not only help in resolving personality issues associated with CWB, stress and emotional problems that are the potential antecedents and/or correlates of CWB, but also it will help in enhancing productive behaviours (job performance). Additionally, it will help in handling the challenges like, computerization in the industry, in association with forms of work organization, has resulted in changes that reflect on the workers' health. In addition to physical sickening due to occupational diseases directly related to work intensification, the results also show an increased incidence of mental suffering and a feeling of loss of professional identity.¹² to improve OCB is lowest cost and best way for businesses to reach organizational effectiveness. Findings from the past studies indicate that positive work climate, organization resources, employee's personality, organizational culture and so on are all related to OCB. This employee assistance program would enhance adaptive behaviors and promote adaptiveness, self-esteem, coping abilities, hope, optimism and would ultimately lead to job satisfaction and life satisfaction. Moreover, it would not only contribute to individuals' growth and wellbeing but also to organizational well-being, prosperity and growth.

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