

# Journal of Management and Research (JMR)

Volume 9 Issue 1, Spring 2022

ISSN(P): 2218-2705 ISSN(E): 2519-7924

Homepage: <https://ojs.umt.edu.pk/index.php/jmr>



Article QR



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**DOI:** <https://doi.org/10.29145/jmr/91/06>

**History:** Received: August 17, 2021, Revised: January 21, 2022, Accepted: June 01, 2022, Published Online: July 19, 2022

**Citation:** Azam, O., Rizvi, S. T. H, & Chaudhry, I. G. (2022). Impact of leader-member exchange relationship and job design on counterproductive work behavior (CWB): The role of job burnout. *Journal of Management and Research*, 9(1), 136–159. <https://doi.org/10.29145/jmr/91/06>

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**Conflict of Interest:** Author(s) declared no conflict of interest



A publication of  
Dr. Hasan Murad School of Management  
University of Management and Technology, Lahore, Pakistan

# Impact of Leader-Member Exchange Relationship and Job Design on Counterproductive Work Behavior (CWB): The Role of Job Burnout

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## Abstract

The aim of this study is to synthesize the effect of Leader-member exchange relationship (LMX) and Job design on Counterproductive work behavior (CWB) through the mediating lens of all three dimensions of Job Burnout that based upon Conservation of Resource (COR) theory. A sample size of 350 respondents was used for collecting data with the help of research survey by distributing questionnaires to the employees who are working in public sector universities of higher education sector that are currently based in twin cities (Islamabad and Rawalpindi) of Pakistan. Techniques of Simple and Multiple linear regressions were carried out for accessing mediation analysis via SPSS version 21.0 and AMOS version 27.0. Findings of this study has revealed that LMX relationship is significantly but negatively related to Counterproductive work behavior (CWB) and Job design is significantly and positively related to (CWB). Also Job Burnout is a significant variable that mediates between Leader-member exchange for developing quality exchange relationships, job design and counterproductive work behaviors. This study gave into new insights and results into the existing body of knowledge along with practical implications and outcomes. Limitations for this study along with future directions of research are also discussed at the end.

**Keywords:** Leader member exchange (LMX), Team-members exchange (TMX), Job design, Job burnout, Counterproductive work behavior (CWB) and Conservation of Resource theory (COR).

## Introduction

In recent year's workplace deviance, counterproductive work/organizational behavior has attained much research attention as this research manifestation has shown to have important social, psychological and economic implications (Chernyak-Hai & Tziner, 2014). Staff attitude considered to be as a vital factor for the success of any company in this era. In the past recent years, workplace deviance or Counterproductive work behavior (CWB) has received much research

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attention and large number of research has been contributed by the researchers in this area of study. CWB can be defined as aggressive behavior or as volitional behavior displayed by the members of an organization as against to their legal and personal interest (Chernyak-Hai & Tziner, 2014). Various examples of deviant work behavior are intimidating, hostile, humiliating, offensive and deviant work behaviors that include sabotage of knowledge, fraud, cyber loafing, abusive against others, harassment, workplace intrusion, theft, withdrawal and use of drugs that create destruction of organizational property. Counterproductive work behavior goes against the legitimate interest of an organization and considered to be costly for both individuals and organizations. Deviant and Counterproductive work behaviors (CWB's) are explained as "Dysfunctional" as they usually rely and contingent upon norms of organization and harmful to an organization that are related to procedures, productivity and profitability (Aubé et al., 2009).

Leading forces behind the deviant work attitude are lack of education, training, staffing and change in the attitude and lives of employees. These voluntary deviant acts declines organization commitment, increase turnover (Lian at al., 2014). Such deviant behaviors can also be considered as ineffective supervision that can be reconciled by applying various strategies and interventions in human resources and by examining and assessing personality, honesty and integrity of the members of an organization (Aftab & Javeed, 2012).

According to LUBBADEH (2021) work exhaustion and job burnout has been studied in this research as a mediating lens between Job rotation and leader member exchange that influences the outcomes of counterproductive work behavior (CWB) that regards to be as deviant behavior that harms the wellbeing of individuals, personals and organizations. Explaining and predicting that why Counterproductive Work Behavior (CWB) issues arise and take place in an organization, practitioners and researchers have studied and explained the situational and individual level behaviors.

The purpose of writing this manuscript is to positively contribute to the literature of organizational behavior by examining the mediating effect of all three dimensions of job burnout such as emotional exhaustion, personal accomplishment and depersonalization. In addition, Conservation of resource theory (COR) has been used as an important underpinning theory that theoretically supports, integrate the linkage and framework of this existing study that Leader-member exchange and job design on Counterproductive work behavior through Job burnout. The Conservation of resource theory has been built upon the view that people are motivated, connected and concerned upon to conserve their resources, as resources mean things they rely and value (Yu et al., 2021). The mechanism that we gave adopted in this research is to connect LMX and job rotation with nonproductive work behaviors through mediating lens of job burnout. Banks et al.

(2012) assessed the relationship between emotional exhaustion and Counterproductive work behavior (CWB) which can be categorized as (Individual) and (Organizational) counterproductive work behavior. Stressors in the workplace such as interpersonal conflict, workplace deviance, and disruptive workplace behaviors are all commonly associated with Counterproductive workplace behavior (CWB).

This article attempts to extend the area of research by checking effect of (LMX) with (CWB). LMX can be described as the degree of trust, feelings, confidence, empathy, care and respect that subordinates have in their quality of relationship with their leaders. Hence, this study investigates the dynamics that relays upon the mechanism that affects intensity and direction associated variables in the study. In addition, in leader member exchange dimension there is influence of all three dimensions to counterproductive work behavior and among all the above dimensions, the professional respect dimension has the greatest contribution to the emergence of counterproductive work behavior (Arif et al., 2018). The concept of leader member exchange (LMX) is a form of theory that studies the multiple forms of relations between supervisor and subordinate. Also the relationship between employees and supervisors can be gauged and categorized on two extreme points of contract i.e. the relationship with high quality and low quality links (Ramli, 2020).

The problem statement that can be derived or delineated from all of the above discussion is “To what extent does the Leader-member exchange relations and Job design effect on non-productive work behavior along with the mediating role of Job burnout?” Under the theoretical foundation and support of Conservation of resource theory to support the underline concentrated model of the study.

### **Research Objectives**

- To analyze the effects of LMX on CWB?
- To assess the impact of Job Rotation on CWB?
- To ascertain the mediating effect of Job burnout between LMX and CWB?
- To explore how Job burnout mediates the relationship between Job rotation and CWB?

### **Literature Review**

#### **Link between LMX and CWB**

One of the basic factor that determines how employees feel and react in the workplace is the quality of relationship with their immediate supervisor i.e. Leader-member exchange relationship. Research consistently demonstrates the pivotal role of leader-member exchange relationship with regard to subordinates reactions and behavior (Götz et al., 2020). The leadership theory says that leaders

create in groups and out groups those in the in-group will have higher performance ratings, less turnover and greater job satisfaction (Robbins et al., 2009). The concept of Leader-member exchange is essentially based upon theory of Social exchange theory (DeConinck, 2010). As LMX approach relies on two-way relationship between workers and supervisors. So, it is also important to assess the quality of proximal relationship between team members of an organization as most of organizations do not specifically work with individuals rather they work along with other organizations and teams and this concept is known as Team-members exchange relationship (TMX) (Daft, 2020). Team-member exchange theory moves around the quality of exchange relationship between of an employee or worker between his or her worker, unit, team not the supervisor or manager of a company.

In contrary to low quality of exchange relationship would lead towards negative outcomes such as Counterproductive work behavior (CWB) and there is very scant research available that originally explain the relationship between LMX, TMX and CWB (I) and CWB (O). Primarily the quality of leader-follower relationship should also afford a place for those employee who are productive as compared to employees with high quality followers to peer relationships and are reported as engaging in more challenging and productive tasks as compared to other co-workers who have low leader-member exchange quality (Liden & Graen, 1980). In addition, Martin et al. (2016) resorted to explain the concepts of absenteeism, psychological withdrawal, social loafing and reported that LMX has negative effect of Counterproductive performance. Thus our empirical and theoretical evidence provides evidence for a negative relationship between Leader-member exchange and deviant work performance. Thus, on the basis of all the above discussion the following hypothesis can be conceptualized as

*Hypothesis 1: Leader-member exchange is negatively related with Counterproductive work behavior.*

### **Link between Job Design and CWB**

Job design is considered to be as a method which helps to enhance the commitment of employees, motivates them and make wider observations as well for them. It has been examined on practical methods such as the enhancement and growth of jobs (Khan et al., 2014). The influence of job design has been studied widely against the behaviors, attitude and wellbeing of employees. It is also may be the option that employees of an organization don't considers to accept unsatisfactory job design. Thus, this research has also recognized the need to explore employee's behavioral reactions when coping with non-stimulating and unsatisfactory job design and some of those behaviors may have dysfunctional behavior with the organization (Balducci et al., 2011). We combine the elements of job design and Counterproductive work behavior.

Counterproductive work behavior is defined as intimidating, hostile, humiliating, deviant behavior that may take place at any situation in an organization such as arriving late to the work, absence from the work, cursing co-workers (Spector et al., 2006). Past experience indicate that employees tend to show deviant work behaviors against the source of their discomfort and displeasure. As employees are responsible for job design so perception of task variety will be more strongly affected by CWB-O than with CWB-I. But low task variety may also provoke Counterproductive work behavior (individual). In sum, this has been hypothesized that negative states in the workplace can be caused by unsatisfactory work conditions may become manifest as workplace aggression, including Counterproductive work behavior (individual) and conclusively it has been hypothesized that

*Hypothesis 2: Job design is negatively related with Counterproductive work behavior.*

### **Link between LMX and Job Burnout**

LMX theory remained popular theory and approach of studying leadership which posits that subordinates and followers often posits that leaders often differentiate among subordinates and develops different exchange relationships with their subordinates. High quality LMX relationships based upon relationship of mutual trust, reciprocity, mutual obligations and mutual liking (Jawahar et al., 2018). Leaders who possess high quality of leader-member exchange relationships are likely to be invited for effective problem solving and decision making, additional responsibility and have greater access and working relationships with other leaders. Leaders grant special favors and advancement to those subordinates in exchange for their commitment, dedication, loyalty and above average-performance (Dilshani, 2015). Graham & van Witteloostuijn (2010) revealed that individuals who maintain high quality Leader-member exchange are more likely to enjoy positive leadership and smooth working relationships. Also make contacts with their supervisors and bosses on regular bases that results in increased mastery, influence and control in the workplace. Whereas, poor quality of LMX exchange relationships among the supervisor is likely to result in higher issues of stress management and job burnout which is particularly denoted as emotional exhaustion (Dilshani, 2015). But contrary to this employees who remain unable to interact consonantly with their immediate supervisor may encounter and expects poor quality of exchange relationship causing some events of unfavorable social support which has already been proven to impact work strain (Job burnout) and psychological health (Huang & Simha, 2018).

The three main constructs of burnout include depersonalization, personal accomplishment and emotional exhaustion. Hence, resultantly it can be concluded that burnout is the disorder of increased sense of emotional exhaustion among the

employees of the organization (Maslach & Jackson, 1981). In addition, Kang (2013) revealed that Leader-member exchange relationship is negatively related to Job burnout and high quality LMX interaction creates job satisfaction, respect and other related work support (Lee, 2011). Hence, on the basis of all the above discussion the following hypothesis can be conceptualized as

*Hypothesis 3: Leader-member exchange is negatively related to Job burnout.*

### **Link between Job Design and Job Burnout**

Job design is also defined as Job characteristics model and job sharing model, which can also be stated as the job outcome and has received considerable attention in the literature of management. Job characteristic model (JCM) suggests five core job dimensions including skill variety, task significance, task identify, job autonomy and feedback (Özbağ & Ceyhun, 2014).

Job Characteristic Model suggest that those all elements of job design offer employees of the organization with favorable feedback, feelings and experiences which will in return will boost beneficial work outcomes such as job satisfaction, job commitment and intrinsic work motivation for working in an organization. Whereas, contrary to this absence of Job characteristic design absence of these following characteristics will lead towards to experience decreased job performance, undesirable work performance, increased intentions to quit, higher level of burnout and undesirable work outcomes (Maslach et al., 2001; Kim & Stoner, 2008). Bakker & de Vries (2021) emphasized that combination of high job demand and low job resources represent and exhibit high stress work environment that may eventually lead to enduring burnout. Emphasized that job burnout considered to be as a state of frustration and fatigue that result from professional relationships that failed to produce the expected results (Poghosyan & Sloane, 2009). It is also evident from the previous research findings that job characteristics are important in designing behavior and attitude of employees (Devi & Nagini, 2014). Hence resultantly organizations continually optimize and monitor characteristics and designs of the job. Consequently, on the basis of all the above given viewpoints it can be conceptualized that

*Hypothesis 4: Job design is positively related to job burnout.*

### **Link between Job burnout and CWB**

Burnout is the pervasive occupational hazard in many industries. Job burnout is reaction to prolonged chronic stress which is characterized by emotional exhaustion, cynicism, and reduced level of personal accomplishment among those employees who have to do some kind of people work (Makhdoom et al., 2019). Researchers have investigated the causes, prevalence and consequences of job burnout in various work settings. The literature findings suggest that burnout

which is chronic condition of stress and professionals are likely to burnout due to high degree to relation and interaction with customers and clients and changing work environment and revealed the results that professionals who demonstrate high burnout also report high turnover (Lee, [2011](#)).

The effects of burnout considered to be as negative most of the times include decreased commitment and performance, job satisfaction, increased turnover, humiliation and use of violence Martinko et al. ([2002](#)). Another research suggests that negative events are attributed toward internal reasons and they often lead to negative feeling and reduced work achievement and accomplishment in the organization. The relationship of job burnout and counterproductive work behavior has been explored in various settings and occupations and different explanation were given by the different groups at various occasions and consequently found that emotionally exhausted employees become less satisfied, less devoted to the organizations which lead towards the deviant behavior (Lubbadeh, [2021](#)). Also those employees who report high job burnout demonstrates a higher tendency to participate in counterproductive work behavior than employees who didn't report job burnout. Hence, on the basis of all the above aforementioned viewpoints the following hypothesis can be derived as

*Hypothesis 5: Job burnout is positively related with Counterproductive work behavior of an organization.*

### **Relationship between LMX, Job Design, Job Burnout and CWB**

Studies on Leader-member exchange define that leaders and followers puts the dyadic intentions into the center of the issue. In the context of LMX approach, followers focus toward becoming team individuals that depends on how well they interact along with the leaders and whether they will perform extended job duties (Derindag et al., [2020](#)). In addition emotional exhaustion is the strained dimension of job burnout construct. It is also defined as the general sense of emotionally overload and detached from performing the duties of the organization (Maslach & Leiter, [2008](#)). In another dimension of Job burnout is the depersonalizations which refer to be as loss of feelings, empathy and dehumanization of personal relationships. The third dimension of job burnout is regarded as the personal accomplishment and employees feel low sense of accomplishment when they are emotional unstable and burnout form their jobs and duties (Lebrón, [2018](#)). As such with the absence of high quality leader member exchange relationships predicts the limitation and scarcity of important job related resources and will more likely to result in counterproductive or deviant sort of work behaviors.

Job characteristics model or job design suggests that existence of skill variety, task significance, task identity, feedback and autonomy grant employees with favorable feelings and experiences and the absence of those characteristics will

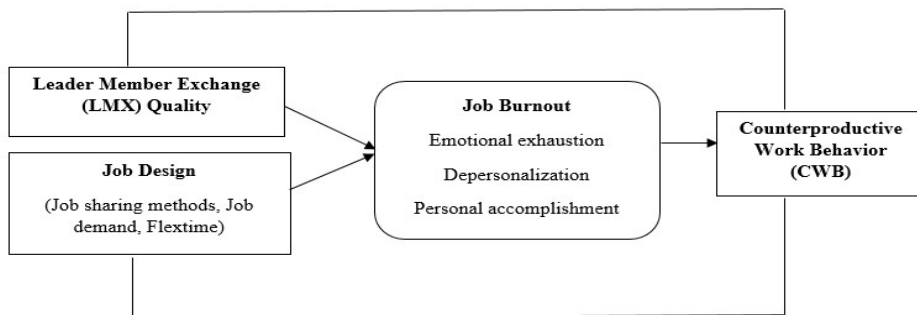


lead to experience undesirable work outcomes and experiences at the workplace (Özbağ & Ceyhun, 2014). In addition to this, past research studies on job burnout suggest that job burnout is not only harmful to the individuals but also to the organizations as well. Consequently, job burnout results absenteeism, lower job satisfaction, high turnover intentions, less organization citizenship behavior, low morale and loss of productivity and efficiency at work which considered as counterproductive to individuals and organization (Schaufeli et al., 2009). This assertion will consequently lead to formulate following hypothesis

*Hypothesis 6: Relationship between Leader-member exchange and Counterproductive work behavior (CWB) is being mediated by job design.*

*Hypothesis 7: Relationship between Leader-member exchange and Counterproductive work behavior is being mediated by Job Burnout.*

### Conceptual Framework



### Theoretical support and Gap analysis of study

In a recent quantitative study by Lebrón et al. (2018) highlighted the importance of Leader-member exchange (LMX) job engagement and emotional exhaustion that affects upon the deviant work behavior study that further directed to extend his research on by studying all indicators of Job burnout including depersonalization, personal accomplishment and emotional exhaustion. Further it also suggested important avenues of job demand such as methods of job sharing, job design, job rotation, instituting the flexible work flows, work scheduling or telecommunicating for effectively performing their jobs by reducing their level of stress. In addition to theoretical and underpinning support for our research model, Conservation of Resource Theory (COR) has been used as an important overarching underpinning theory for the baseline or the foundation of our conceptual model that theoretically supports to our conceptual model. Conservation of resource theory (COR) assumes that organizations may influence and suffered by lower productivity and lower level of job performance when key input and resource are not easily accessible to employees (Hobfoll, 1989). This study aims to highlight that quality of exchange relationships between employees

and supervisors serves as an important job related resource for effective relationship between a leader and a subordinate. Contrary to this, the absence of high quality leader member exchange relationship is an indicator of limited job resources and more likely to portray and contingent upon counterproductive and deviant work behaviors that directly influence upon the work performance of an organization (Bakker & Demerouti, 2008). In addition emotion exhaustion as one of the dimension of Job burnout can be conceptualized as loss of property and resources necessary to respond towards work demand hence COR framework is the appropriate resource to COR theory (Bolton et al., 2012).

### **Research Methodology**

Research methodology section covers the methods and elements of research design which includes purpose of the study, sampling technique, sampling method, data analysis methods and techniques.

### **Measures and Scales Used**

Responses were gathered and collected on the 5 points continuum Likert scale that ranges from “1 to 5” for the variables offered in the study of “Impact of Leader-Member Exchange Relationship and Job Design on Counterproductive Work Behavior (CWB): The Role of Job Burnout.” Whereas, 1 denotes to “strongly agree” and 5 denotes to “Strongly disagree.”

### **Leader member Exchange**

Leader member exchange of respondents was measured by using 12 points item scale adapted from Liden and Maslyn (1998). Multidimensionality of leader-member exchange: The Cronbach’s alpha of 12 items for Leader member exchange was found to be 0.765. Sample items of leader-member exchange includes “I like my supervisor very much as a person”.

### **Job Design**

Job design of respondents was assessed and measured by using 15 points item scale originally developed by Siengthai & Pila-Ngarm (2016). The Cronbach’s alpha of 15 items for Job Design was found to be 0.706. Sample items of Job Redesign include “Does your job require you using a variety of skill and ability?”

### **Counterproductive Work Behavior**

Counterproductive work behavior of our study participants was carried out and measured by 19 points item scale originally developed by Bennett & Robinson (2000). The Cronbach’s alpha of 19 items of Counterproductive behavior was found to be 0.677. A sample item of Counterproductive work behavior includes “Made fun of someone at work.”

## **Job Burnout**

Job Burnout of our study participants was carried out and measured by 17 points item scale originally developed by Poghosyan et al. (2009). The Cronbach alpha of 17 items of Job Burnout was found to be 0.821. Sample items of Job burnout includes “Feel emotionally drained from work.”

## **Purpose of Study**

The purpose of the study is to conduct cause and effect relationship between the variables of interest of our study.

## **Sampling Method**

Probability sampling has been used as a sampling method considered in this study.

## **Sampling Technique**

Simple random sampling technique (SRS) was used to collect the responses from those senior employees who are working in universities of educational sector that are based in twin cities including (Rawalpindi and Islamabad). The reason to adopt this sampling technique was to collect data from those respondents who were most readily available and all the study respondents were considered to be as true representatives of our entire population of our research study.

## **Data Collection and Sample Size**

A sample size of 350 respondents was used by collecting data with the help of research survey by distributing 500 questionnaires amongst the employees who are working in public sector universities of higher education sector that are currently based in twin cities (Islamabad and Rawalpindi) of Pakistan. Whereas, a total of 400 questionnaires were received back out of which a total of 50 questionnaires were incompletely filled by the respondents and were rejected from analysis section of the study while remaining 350 questionnaires were usable.

## **Analysis and Results**

In this study we used Mean, standard deviation, correlation, Simple linear regression, multiple linear regressions were used to validate and verify the results of research framework. Demographic factors that were used in this study were Gender, Marital Status, Age, Qualification level and job experience. The values of Cronbach’s alpha of the variables and constructs shows that items of the variable are highly reliable and valid.

**Table 1***Descriptive, Scale Reliability and Factor Analysis*

Variable	Mean	S.D	Cronbach's Alpha	CR	AVR
CWB	3.56	1.95	0.677	0.80	0.75
LMX	3.97	2.03	0.765	0.76	0.58
Job Burnout	4.63	1.54	0.821	8.21	0.60
Job Redesign	5.44	0.82	0.706	0.706	0.70

**C.R** Composite Reliability, **AVR** (Average Variance Extracted), **\*\*Cronbach** Alpha test was carried out at  $P < 0.0$

**Table 2***Frequency Distribution of Demographics*

Demographics	Frequency	Percentage	
Gender	Male	228	0.59
	Female	172	0.41
Marital Status	Single	149	0.33
	Married	251	0.67
Age	Below 20	27	0.05
	20-30	64	0.18
	30-40	124	0.38
	40-50	91	0.27
	Above 50	44	0.11
Qualification	Matriculation	82	0.24
	Intermediate	60	0.17
	Bachelors	82	0.24
	MS/MPhil	81	0.24
	PhD	44	0.11
Experience	Less than 2 Year	54	0.11
	3-5 Years	81	0.24
	6-10 Years	133	0.41
	Above 10 Years	82	0.24

Result of demographics has been presented in the above table # 2. Sample size of study based upon 350 respondents including employees who are working in public sector universities of higher education departments. A total number of

distributed questionnaires were 500 out of which 400 were received and remaining 350 questionnaires were usable.

In this study a total of 350 respondents filled the questionnaires that were chosen after detecting and adjusting the missing values. Out of from 350 respondents, there were 228 male respondents and remaining 172 were female respondents. Under the category of marital status there were 149 respondents who were single and 251 respondents were married. For the demographic of age out of 350 respondents, 27 respondents were lying under the age bracket of below 20, 64 respondents were between the age limit of 20-30. 124 respondents were falling under the age limit of 30-40 and 91 respondents were lying under the age limit of 40-50 and remaining 44 were falling in the age limit of Above 50. For the fourth category of education level most participants held Bachelors and Matriculation degree with 82 respondents, followed by 81 respondents were held in MS/Mphil category, 61 individuals were falling in Maters level and remaining 60 individuals were included in for Intermediate level. In experience category, most participants held in the brackets of 6-10 years of working experience along with 133 respondents, followed by 72 respondents were lying between above 50 years, 81 individuals were falling in between 3-5 years and remaining 54 were lying in experience of less than 2 years.

**Table 3**

*Correlation Analysis*

Variables	1	2	3	4	5	6	7	8	9
CWB	1								
LMX	-.235*	1							
Job Burnout	.000	.490**	.434	1					
Job Redesign	.000	.000	.285**	.125*	.183	1			
Gender	.000	.000	.001	.165	-.236	.296**	.128	1	
Marital Status	.051	.000	.000	.000	.000	.080	.285**	1	
Age	.000	.065	.000	.000	.545	.000	.000	.000	1
	-.008	.392	.217	.148*	.178	.307**	1		

Variables	1	2	3	4	5	6	7	8	9
	.892	.000	.000	.010	.002	.000			
Qualification	.327**	.135*	.062	.305**	.217**	.324**	.328**	1	
	.000	.000	.125	.000	.000	.000	.009		
Experience	.450**	.284	-.73	.380	.316**	.234**	.298**	.267	1
	.000	.000	.345	.000	.000	.000	.000		

\*\*Correlation is significant at level of 0.01 (2 tailed).

\*Correlation is significant at the level of 0.05 (2 tailed)

Hypothesis for first variable previously assumed to be negative as Leader-member exchange (LMX) is having negative relationship with Counterproductive work behavior (CWB). This result found to be supported against the formulated hypothesis as the LMX ( $r = -.235^{**}$ ,  $p < 0.01$ ) has negative correlation with CWB. Job Redesign was assumed to have negative relationship with Counterproductive Work Behavior (CWB) and this relationship was found to be contradictory as Job redesign ( $r = .285^{**}$ ,  $p < .000$ ) has positive correlation with Counterproductive Work Behavior (CWB) and this provide initial support for the acceptance of H2. Relationship of third hypothesis was assumed to be negative as LMX is having negative relationship with Job Burnout. This relationship found to be contrary to our developed hypothesis as LMX ( $r = .125^*$ ,  $p < .000$ ) has positive relationship with Job burnout. Relationship of our fourth hypothesis was assumed to be positively related between job redesign and job burnout. This relationship was found to be in support of our developed hypothesis as job Redesign ( $r = .183$ ,  $p < .000$ ) has positive relationship with job Burnout. The relationship of our fifth hypothesis for job redesign was found to be significant and positive related with Job Burnout and Counterproductive Work Behavior is positively related to each other as Job Burnout ( $r = .490^{**}$ ,  $p = .000$ ) has positive relationship between Counterproductive Work Behavior (CWB).

### Regression Analysis

Results of first hypothesis indicated that Leader member exchange (LMX) relationship is significant related to Counterproductive work behavior (CWB) where significance level was found to be .000 and (Path coefficient  $\beta = -.483$ ,  $p > .001$ ). Results of our second hypothesis between Job Redesign and Counterproductive Work Behavior found to be positively related where level of significance was found to be .000 and (Path coefficient  $\beta = -.236$ ,  $p > .001$ ) but very little approximate 36.5 percent of variation in Counterproductive Work Behavior was accounted by Job Redesign. Results of third hypothesis indicated that LMX relationship is negatively related with Job Burnout where level of significance  $p = .000$  and (Path coefficient  $\beta = -.355$ ,  $p > .001$ ) also with very weak approximate 28.8 percent of variation in Job Burnout was explained by Leader member

exchange relationship. Results of our fourth hypothesis between Job Redesign is positively related with Job Burnout where level of significance  $p = .021$  and (Path coefficient  $\beta = .367$ ,  $p > .001$ ). Result of 5<sup>th</sup> hypothesis between Job Burnout is positively related with Counterproductive Work Behavior where level of significance  $p = .000$  and (Path coefficient  $\beta = .548$ ,  $p > .001$ )

**Table 4**

*Results of Simple Linear Regression Analysis (SLR) for H1, H2 and H5  
Counterproductive Work Behavior*

Model 1	$\beta$ Sig level	R2	$\Delta R2$	F stat	t stat
Step 1 Control		.265	.65		
Step 2 Job Burnout	.548 .000	.790	.740	4.229	17.07
Step 3 LMX	-.483 .000	.355	.252	102.112	-10.10
Step 4 Job design	.236 .000	.365	.377	22.475	4.741

**Table 5**

*Results of Simple Linear Regression Analysis (SLR) for H3 and H4  
Job Burnout*

Model 1	$\beta$ Sig	R2	$\Delta R2$	F stat	t stat
Step 1 Control		.995	.990		
Step 2 LMX	-.355 .000	.288	.286	69.121	8.314
Step 3 Job design	.367 .021	.767	.777	2.080	2.442

**Table 6**

*Results of Multiple Regression Analysis (MLR) for H6 and H7  
Counterproductive Work Behavior*

Model 1	$\beta$	R <sup>2</sup>	$\Delta$ R <sup>2</sup>	F stat	t stat	Sig level
Step 1 Control		.240	.238			
Step 2 Job Burnout	4.22	.590	.540	8.408	7.522	.000
Step 3 LMX	.502	.740	.738	4.229	-6.137	.000
Step 4 Job design	.308	.834	.8330	4.573	6.478	.000

We assessed the effect of control factors on our outcome variables of our study and it is also of paramount importance to rule out the impact of other possible effects that are unrelated to the hypothesized relationship (Kock et al., 2008). In this study demographic variable has been used as the control variable of the study. Factors such as marital status, qualification and experience has been used as the as control variables by using the post-hoc analysis. Control variables have been tested in the correlation analysis of the study were entered in the step 1 of Regression analysis. In step 2 mediating variable was entered and in step 3 predictor or criterion variables were entered to provide firm evidence that Job Burnout mediates the relationship between LMX and Counterproductive work behavior where ( $\beta = .502$ ,  $p > .001$ ,  $\Delta R^2 = .738$ ,  $p > .001$ ) and there is full mediation exist between those variables, hence H6 was supported. Furthermore, the relationship between Job design and Counterproductive work behavior is mediated by Job burnout where ( $\beta = .308$ ,  $p > .001$ ,  $\Delta R^2 = .8330$ ,  $p > .001$ ) and there exists full mediation between those variables and consequently H7 was supported.

### Discussion and Findings

In this article we developed conceptual and empirical relationship of Counterproductive work behavior (individual) and (organization) by specifically focusing on Leader member exchange relationship, job design, job burnout and counterproductive work behavior. Findings of the first hypothesis between Leader-member exchange were found to be supported but negatively related to each other. The related results of this study are in line with the past study of Lebrón et al. (2018) where we suggest that low quality of leader and subordinates exchange relationships would be associated with deviant work attitudes and behaviors that result to effect limitations of resources in our research we have found valuable findings that advance further findings of effective leader member relationships on examining counterproductive work behaviors of the organization. The results of



2<sup>nd</sup> hypothesis between Job design and Counterproductive Work Behavior were found supported and the results revealed from this study are consistent with the prior study of (Shantz et al., 2013) which revealed that five job design methods including identity of task, significance of task, variety of skills, autonomy in jobs and effective methods of feedback are rated high by the supervisors and engage in fewer deviant acts because they are positively engage in their work. The relationship of our 3<sup>rd</sup> hypothesis between Leader-member exchange (LMX) and Job Burnout was found supported and significant but LMX have negative relationship with Job Burnout. The results of this study are in line with the previous study of Jiang et al. (2014) which concluded and reasoned that Supervisors with low LMX quality causes stress and increases anxiety while supervisors and managers with high LMX quality will have higher expectations and increased duties will induce stress. The relationship of our fourth hypothesis between Job design and Job burnout also found to be supported and positively related to each other. The results of this study are in line with the prior study of Yip and Rowlinson (2009) which directs that companies should make use of some job techniques to reduce stress and help employees to boost their morale. The offices should be designed to suit their employees better to be more comfortable so that they will not be stressed by their work designs. Studies show that role overload, role conflict, long working hours plays a significant role in the development of burnout and such intervention strategies focuses upon job design that likely to reduce level of stress and job burnout.

The relationship of our fifth hypothesis between Job burnout and Counterproductive Work Behavior found supported and positively related to among each other and the results obtained from this study are related with the study of (Makhdoom et al., 2019) which states that counterproductive work behaviors includes abusive, hostile, intimidating, withdrawal and sabotage. Reduced depersonalization and personal accomplishment is significant contributor of withdrawal and office sabotage while depersonalization and emotional exhaustion significantly predict abusive and humiliating behavior. The relationship of our 6<sup>th</sup> hypothesis between Leader-member exchange and Counterproductive work behavior was found significant in which job burnout theoretically and conceptually mediates the relationship between these two variables and the results of this study are consistent with the prior study of (Lebrón et al., 2018) which asserts that if employees has limited resources its leader-member exchange, emotional exhaustion and job burnout will lead towards a distinctive and deviant behavior that considers to be counterproductive in the workplace. Also with the high quality leader member exchange relationship affect negatively with the CWB by providing job based resources to the employees when there is a perceived scarcity and hence that negatively impact job burnout. Ashkanasy and Daus (2002) states that Job burnout in the form of work exhaustion helps to reduce job satisfaction,

organizational productivity and performance. Emotional exhausted employees can sense chronic stress, undercompensated in their works and consequently they reach to meet the deviant work behavior at their workplace such as taking office supplies to their homes, coming late and remain absent from their jobs, talking negatively about their organizations. Employees who maintain positive relationship with their supervisor in their work flows are not possibly emotionally exhausted but they commit themselves in lower Counterproductive Work Behaviors (Organizational) (Bennett & Robinson, 2000). The relationship of our 7<sup>th</sup> hypothesis of Job design and Counterproductive Work Behavior was also found supported in which Job burnout positively mediates the relationship between these two variables. The outcomes of this hypothesis are in line with the study of (Smoktunowicz et al., 2015). The findings of that study relate that Job burnout mediates the relationship between Job demands (Quantitative work load on an employee) and counterproductive work behavior. It may be considered that job demand may lead towards employee exhaustion and in response to exhaustion, employees may likely to reduce productive behaviors such as In-role behavior and OCB and in other words high level of indifference at work of job performance are the primary indicator of work disengagement and are likely effect high Counterproductive work behavior (Luksyte et al., 2011). Also it has been noted that effective job designs in the form of job crafting found to be positively related with adaptability, work engagement and fewer job stress during change. However, some employees' caution that job crafting is an exciting area of research as employees design their own work that may cause them to remain away from the office, resulting in disruption and counterproductive work behaviors.

### **Managerial Implications**

In this study we aim to contribute into Leader-member exchange and Job design on Counterproductive work behavior (CWB) along with the role of job burnout. We hypothesized an effect of Leader-member exchange and Job design on Counterproductive work behavior through Job burnout. We composed the sample from the employees who are working in public sector universities of higher education sector that are currently based in twin cities (Islamabad and Rawalpindi) of Pakistan. The analysis of this study is particularly deemed to be particularly important for employees of top and middle level employees those who are working in higher educational sectors that are currently based in twin cities (Islamabad and Rawalpindi) of Pakistan. Thus managerial implications of this study help to provide powerful lessons for senior employees while supporting middle-level employee in the change process and to control the deviant or counterproductive work behavior of employees.

## Limitations and Future Directions

This study has various limitation and drawbacks such as there might be some alternative mediators and moderators that have been omitted and could best describe theoretically the framework of this study. Second, employees were fearful about providing true and honest answers related to the organizationally deviant behaviors research that leads towards the validity of self-reported answers. Third a potential limitation of this study is related to the data collection from senior employees of universities. Future studies should use more diversified and larger pool of data and collect all the important data regarding job characteristics. Social networking and sense of communities may influence team-members exchange relationships and perceptions of employee burnout may also affect deviant work behaviors. So individuals are associated with different practices of network themselves in a social desirable manner within an organization so plans related to deviant work behaviors may also processed via those networks and can be shared in team environments that may affects relationships. In future other variables can also be incorporated that moderate the relationship of our study by perceived distributive justice and CWB as it illuminates employee counterproductive work decisions. Future studies can also incorporate theories of Social Exchange in which positive exchange experiences with leader and supervisors can rule out the influence of negative exchange experiences in which employees are less inclined towards destructive workplace behaviors in the form of reciprocation.

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