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The Cushion Effect of Perceived Organizational Welfare Packages and Effective Leadership on Counterproductive Work Behavior among Telecommunication Employees in Nigeria.

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Abstract

This research investigated the cushion effect of perceived organizational welfare packages and effective leadership on counterproductive work behavior among telecommunication employees in Nigeria. Two hundred (200) participants for the study were selected using convenience sampling from two major telecommunication companies in Nigeria. The participants were one hundred and four males (104) and ninety-six (96) females. The perceived organizational welfare package rating scale, the BCE leadership style rating scale, and the counterproductive work behavior checklist (CWB-C) assisted in the data collection. The study made use of predictive research design and multiple regression analysis in testing the three hypotheses postulated. Hypothesis one stated that the perceived organizational welfare packages will significantly and negatively predict counterproductive work behavior. The result showed that perceived organizational welfare packages significantly and negatively predicted counterproductive behavior, Beta = - .35**, P< .01. Hypothesis two stated that effective leadership will significantly and negatively predict counterproductive behavior. The result agreed with the hypothesis, Beta = - .15**, P< .01. Hypothesis three stated that effective leadership will significantly moderate the relationship between perceived organizational welfare packages and counterproductive workplace behavior. The result also agrees with the third hypothesis, Beta = -.02**, P< .01. In line with the findings, it was recommended that organizational welfare packages and effective leadership are recipe for reducing counterproductive work behavior within the work place.

Keywords: *Perceived organizational welfare packages; Effective leadership; Counterproductive work behavior*.

Background

Counterproductive behavior at workplace has become a major concern for organizations because of its disruptive nature and high cost (Anjum & Parvez, 2013). What people say and do within the context of the workplaces are important and constitute their behavior (Robbins & Coutler, 2002). These behaviors can positively contribute or harm the workplace (Anjum & Parvez, 2013; Spector & Fox, 2002). These harmful ones frequently transgress organizational standards and has a detrimental impact on the organization by undermining the long-term objectives and shared interests of all parties (Lau et al., 2003; Mercado et al., 2013). Absenteeism, spreading unfavorable rumors, sabotage, verbal abuse, theft, physical assault, stealing from coworkers, arriving late to work, lying, refusing to cooperate, physical assault, withdrawal, and withholding of efforts are just a few of the behaviors that constitute CWB (Bashir et al., 2012; Robinson & Bennett, 1995).

As at January 2008, Nigeria overtook South Africa as the biggest market for telecom in terms of growth in telephone density and customers base and it has fetched Nigeria foreign

direct investment worth over $12 billion (Embassy of Nigeria, 2008). Considering this huge attraction, looking at this sub-sector becomes interesting. The implications of these behaviors are expensive, it extends beyond financial implications to include psychological and physical well-being of employees, coworkers, customers, and partners (Bowling & Beehr, 2006).

Counterproductive work behaviors (CWB; also termed employee or workplace deviance) are scalable actions and behaviors that employees engage in that detract from organizational goals or well-being and include behaviors that bring about undesirable consequences for the organization or its stakeholders' (Ones & Dilchert, 2013, p.645). These behaviors are of no value and also detract the workplace (Ones & Dilchert, 2013). Sackett & DeVore (2001), is of the opinion that what these behaviors have in common is that they are against the legitimate goals of the workplace. Some categories of these behaviors also extend to destruction of property, theft, misuse of time and resources, misuse of information, unsafe behavior, poor-quality work, poor attendance, alcohol and drug use, and inappropriate verbal or physical actions (Gruys & Sackett, 2003).

Also CWB (sometimes referred to as workplace deviance) is defined as voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both (Robinson & Bennett, 1995, p.556). These behaviors are considered undesirable (Ones & Dilchert, 2013). For Spector and Fox (2005), CWB is that intentional behavior exhibited by employees, which has likely detrimental effect on organizations and their members as well as other stakeholders. In the end, these behaviors hurt the organization by directly affecting its property or operations, or by injuring staff members in a way that lowers their effectiveness (Ugwu et al., 2017). Whether perception of welfare packages and effective leadership have influence on counterproductive behavior relates to this investigation.

Perception is the process by which employees construe sensory information for interaction with the environment (Agarwal & Dewan, 2016). Employees' actions are dictated by how they perceive it rather than reality itself; employee perception may therefore vary based on their characteristics, education, and exposure level (Agarwal & Dewan, 2016). In order to succeed in the cutthroat business world of today, companies work hard to draw in and keep top talent (Wokoma & Obasi, 2023). Although job duties and financial compensation are important factors in employee satisfaction, a comprehensive welfare package can make all the difference (Wokoma & Obasi, 2023). The term employee welfare refers to a broad category of services, benefits, and amenities provided to workers with the intention of improving their working conditions and career advancement (Giorgi et al., 2016). Welfare measure evaluations are both subjective and objective (Giorgi et al., 2016). Interventions pertaining to housing, transportation, medical insurance, wellness coverage, and allowances are included in the former (Schmitz & Schrader, 2015). The latter comprises less obvious advantages like how employees view their working conditions, the social atmosphere at work, and organizational initiatives and support (Zhong et al., 2016). Determining how to meet the needs of workers in order to propel them to be highly productive falls within the management's primary responsibilities. This assumption assumes that each employee has an inner drive that motivates him in particular directions to achieve his life's goals (Poi, 2020). These needs or desires take different forms for each employee (Anikpo, 2014). It becomes imperative to improve performance and productivity by recognizing and meeting these needs. One strategy used by businesses to enhance workers' quality of life at work is the provision of welfare benefits (Fafure et al., 2023). It is believed that offering welfare services like housing, healthcare, and transportation eases employees' financial concerns and stress

(Fafure et al., 2023). It is believed that offering welfare services like housing, healthcare, and transportation eases employees' financial concerns and stress (Fafure et al., 2023).

In understanding the strength of organizational welfare package, Udemezue et al. (2023), revealed that offering sufficient employee welfare benefits could improve worker performance by encouraging dedication and job satisfaction, as well as increase output and resource efficiency. Causes of CWB have been linked to low job satisfaction (contented workers are less likely to cause problems, while disgruntled workers are more likely to act out), unfair treatment, toxic environment, feeling checked out, burnout, personality clashes, poor job fit, leadership fail, upheaval within the workplace, uncertain expectations (Test Gorilla, 2024). Nwafor et al. (2023), among other things, concluded that the welfare program significantly affects employee's job satisfaction.

The focus of equity theory (Adams, 1965), is on how workers perceive their treatment in relation to others. According to the theory, workers compare their input-output ratio to that of other workers in order to assess how well their benefits (outputs) match their labour (inputs; Armstrong, 2014). Therefore, when their input to output ratio is viewed as favourable, employees feel that they are being treated fairly, and vice versa (Munywoki & Kariuki, 2020). Although research indicates that a number of demographic, psychological, and environmental factors influence employees' responses to perceived equity or inequity differently, this theory is based on the idea that workers are equally sensitive to equity (Huseman et al., 1987). The functional theory of employees' welfare emphasizes efficiency of an employee (Thuo & Wambugu, 2022). According to the theory, welfare work can be utilized to increase, maintain, and safeguard workers' productivity and efficiency (Shekhar, 2013). The theory states that the facilities and benefits that are offered to employees meet their overall welfare needs and increase their productivity and efficiency (Thuo & Wambugu, 2022). Shekhar (2013), argue that programs for housing, education, training, a balanced diet, and family planning are crucial for worker welfare because they boost workers' productivity and job satisfaction in developing nations. A worker who is completely content both mentally and physically is also the most productive and content (Shekhar, 2013), and may not be involved in CWB. The placating theory is premised on the assumption that labour groups are growing more militant and aware of their rights and privileges within the context of the workplace (Legal Aims, 2021). For this theory, it becomes imperative to make welfare available to the satisfaction of the employees in order to foster cooperation (Legal Aims, 2021). Within the placating theory, provision of welfare is borne out of fear that the employees might revolt and resort to destruction, not out of sincerity (Legal Aims, 2021).

The conventional definition of a charismatic individual leader is not the same as modern ideas of leadership (Klingborg et al., 2006). Today, leadership is viewed as a role that one continuously enters and exist based on the situation, whereas historically, leadership has been vested in positions (Klingborg et al., 2006). The concepts of leadership have changed over time, and today's leaders must be able to inspire others to take action, build teams, think strategically and creatively, and act with honesty and integrity (Klingborg et al., 2006). Robbins (2000), sees leadership as the ability to influence a group toward the achievement of goals. Yukl (2006), defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

Effective organizations need a major ingredient of effective leadership (Dean, 2018). Effective leaders are flexible, moral and able to make wise choices while creating a welcoming and inclusive workplace (McCann, 2024). Trust and vision are key to a leader's effectiveness, but employees should also believe that a leader is working together to promote

sustainability and other crucial actions to meet objectives (Zhang et al., 2011). A criterion that is expressed through assessments of their leaders and seeks to disclose the impact of the leader on an organization is the perceived effectiveness of the leader (Prati et al., 2003). The ability of a leader to guide and influence their actions in order to achieve the goals is seen as effectiveness (Dabke, 2016). Effective leaders ensure that the goals of the organization are executed in line with their vision and mission (Cakir & Adiguzel, 2020). It is imperative that communicating effectively between managers and staff is critical to accomplishing goals and ensuring that all parties are satisfied (Cooper & Nirenberg, 2004). Effective leadership behaviors are crucial and ultimately have a big, positive impact on workers. They also show personal sacrifice and are believed to inspire a desire to work hard (Lowe et al., 1996). Effective leaders are able to establish a vision for the organization's future, make sure that its member are focused on it, and demonstrate their dedication to it (Conger, 1999). Primarily, making personal sacrifices by a leader is one of the most direct ways of showing the value that a leader has for the welfare of the organization (Jacobson & House, 2001). Choi and Mai-Dalton (1988), views leadership effectiveness as the leader's sacrifice for the organization and increasing the desire of the employees to stay in the organization.

Bridging communication gaps (providing clarity on information passed to followers), contingencies (shows the degree to which leaders tell others what to do in order to be rewarded emphasizes what leaders expect from them, and recognize their accomplishments; Xiaoxia et al., 2006), and evocative orientation (an attribute that explains the followers of the goals the leader hopes to achieve), are special skills of effective leadership (Nwafor et al., 2014).

One of the main ways to assess a leader's efficacy is to look at indicators of employee dissatisfaction with their leadership, especially when it comes to employee attitudes and perceptions that are based on several factors: the level of leaders in meeting expectations and needs of followers, the ability to increase business life quality and the skills of followers, the ability to contribute to the psychological developments of followers, the followers' respect and gratitude to their leaders, beliefs related to the honesty of leaders, willingness and commitment to fulfill a leaders' request, absenteeism, leave of employment, complaining, slowdowns, and sabotaging tools (Yukl, 2013). Shen and Lei (2022), agrees that everything about a leader affects the subordinates' counterproductive work behavior. They submit that leadership psychological characteristics (refer to the intrinsic traits and inherent states of leaders, including personal characteristics, attitude toward others, and psychological qualities) negatively affected CWBI and CWBO. Also, leadership behavioral characteristics (refer to the behavioral performance of leaders and are changeable external states of leaders, including positive and negative behaviors) negatively affected CWBI and leadership ability (refer to leaders' performance and attitude at work, professionalism, management ability, and work attitude) negatively affected CWBI and CWBO (Shen and Lei, 2022).

Transformational leadership reflects an effective leadership style that involve communicating with the group, creating a shared vision, creating unity, developing bonds, creating energy, and instilling passion (Leadership, 2024). However, transformational leadership focuses on change and transformation, by utilizing their potential, transformational leaders use strategy of hope to motivate their followers to accomplish more than they previously believed was possible, and when an organization desires a major change or transformation, this style of leadership can be very successful (Leadership, 2024). Akbari et al. (2023), submits that transformational leadership has a negative effect on CWBs and an undeniable impact on the development of organizations via enabling them to achieve their goals through talent management and prevention of workers' destructive behaviors.

Transactional leadership, on the other hand, hugely depends on rewards and punishments, relies on structure, and establishes specific team objectives or tasks using this reward-based system (Leadership, 2024). Transactional leaders make it clear to their teams how their efforts will be rewarded or penalized (Leadership, 2024). Although they can take many different forms, rewards usually consist of monetary compensation, like a bonus or salary and relationship is hugely on the basis of "give and take" (Leadership, 2024). Transactional leadership style is shown to have the capability to effectively reduce the counterproductive work behavior of employees and leader-member exchange is the partial intermediary variable (Liu and Sun, 2014).

Given the background on counterproductive work behavior, perceived welfare package, and effective leadership, this current research is aimed at understanding the relationships and roles these variables played within the context of the telecommunications industry in Nigeria.

Hypotheses

The following hypotheses guided the research:

Hypothesis 1: perceived welfare packages will significantly and negatively predict counterproductive work behavior

Hypothesis 2: Effective leadership will significantly and negatively predict counterproductive work behavior

Hypothesis 3: Effective leadership will significantly moderate the relationship between perceived welfare packages and counterproductive work behavior

Theoretical Framework

The Theory of Social Exchange

Blau (1964), posits that derived from economic exchange theory, social exchange theory (SET) describes how people behave in social situations. He maintained that social interactions are the only way to foster a sense of duty and trust. According to the social exchange theory (Blau, 1964), when one person gives something valuable to another, the recipient is obligated to return the favour. Additionally, the LMX theory, any initial effort made by one party to build a relationship must be reciprocated through a sequence of exchanges. Furthermore, Gouldner (1960), a social exchange theorist, listed a variety of tangible and intangible goods that could be traded between the parties. The "norm of reciprocity" was the term used to describe this exchange process. Also, Goulder maintained that people develop a sense of duty to assist those who have assisted them.

Blau's distinction has limitations when applied to LMX, according to Sparrowe and Liden, who claimed that the distinction between social and economic exchanges has been crucial in characterizing the differences between low and high quality leader-member

exchanges (Hwang et al., 2016). Three dimensions were used to distinguish between different exchange behaviours: the degree of interest each party has in the exchange, the equivalency of returns, and the immediacy of returns (Hwang et al., 2016). Using those social exchange perspectives to LMX, high-quality relationship require that subordinates not only perform their jobs well but also go above and beyond the call of duty to act in ways that directly benefit the leader. Likewise, the leader would experience the same sense of duty to return those "extra-role" actions by providing his followers with assistance, benefits, and privileges (Hwang et al., 2016).

Conceptual Diagram/Framework

A conceptual diagram represents a set of relationships between variables, with the direction of the arrow representing what we are treating as either the direction of casual flow, or merely denoting which variable is considered predictor (with an arrow pointing away from it) and which is considered outcome (with an arrow pointing at it) in the process one is describing or theorizing (Hayes, 2022, p. 19). A conceptual framework relates the ideas involving relationships, which could be casual, noncausal, or moderated, between variables (Hayes, 2022). The conceptual framework for this study presents the relationship among the variables under consideration. The framework designed is based on the researcher's expectations that the variables of perceived organizational welfare packages relate to effective leadership as variables that may predict counterproductive work behaviour within the organizational context. This conceptual framework is shown in figure below:
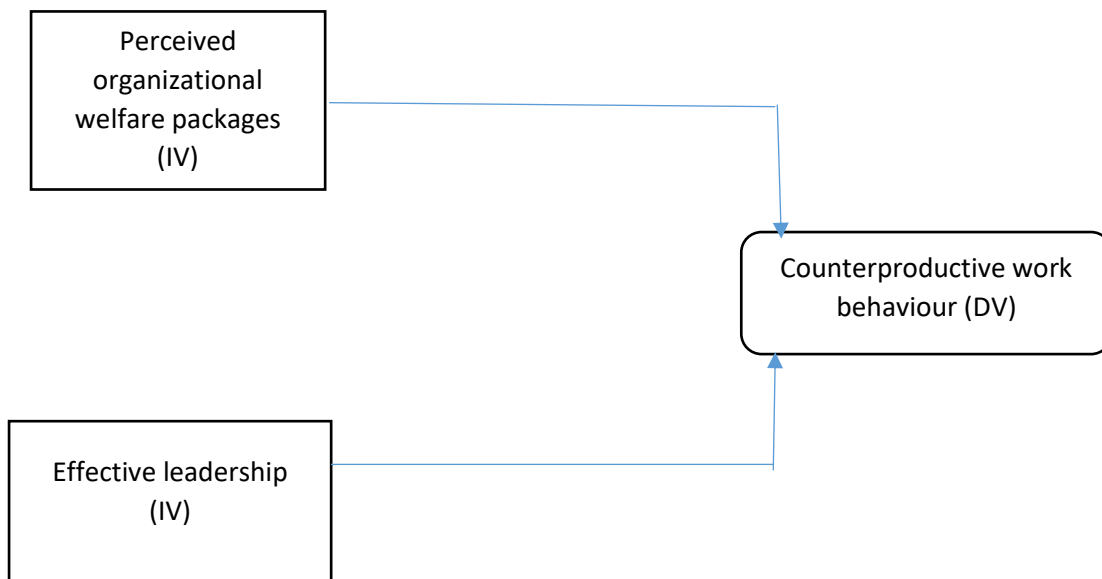

Figure 1: Conceptual Diagram

Method

Participants

The participants comprised of 200 employees drawn from two telecommunications companies in Nigeria – 104 (52%) males and 96 (48%) females. They are both junior and senior level workers, married and unmarried irrespective of their age   brackets.

Procedure

Participants for this study were from different departments in the telecommunications companies involved in the study. These participants were selected using convenience sampling technique which entails choosing study participants who fit the inclusion criteria and are willing to take part. The study's inclusion requirements were that participants had to be legitimate employees of the telecommunication companies and had to indicate that they were willing to take part in the study on their own volition.

The aim of the study was explained and rapport established prior to administering the instruments. 227 instruments were distributed among participants, but 200 respondents completely filled the instruments.

Instruments

The instruments employed in this study are the Counterproductive Work Behavior Checklist (CWB-C), BCE Leadership Style Rating Scale, and the Perceived Welfare Package Rating Scale.

Counterproductive Work Behavior Checklist (CWB-C)

The Counterproductive Work Behavior Checklist (CWB-C) was developed by Paul Spector (2010). The 10 item instrument provided assessment of counterproductive work behavior. It is scored on a 5-point Likert system ranging from 1 (Never) to 5 (Everyday). Sample items on the scale include – Purposely wasted your employer's materials/supplies; Complained about insignificant things at work. To justify its use within our cultural and organizational environment, Cronbach alpha reliability of 0.916 and a convergent validity coefficient of 0.82 were obtained.

Perceived Welfare Package Rating Scale

 The Perceived Welfare Package Rating Scale was developed in the course of the research by the researcher, Prof E.C Nwafor, and Dr. C.O Joe-Akunne of the Psychology Dept. Nnamdi Azikiwe University, Awka, Anambra State. The Perceived Welfare Package Rating Scale assess the rating of the workplace regarding items on welfare packages in the organization. It is a 16-item scale. The scale adopted the Likert system that ranges from 1 (Not available) to 6 (Excellent). Samples of items in the scale include Health Care; Vacation Allowance; Training Availability; and the participants responded by ticking on the basis of Not available, Poor, Fair, Good, Very Good, and Excellent. The scale was found to have a good internal consistency (a Cronbach's alpha) value of 0.878 and a positive concurrent validity when correlated with a psychological well-being scale (Perceived Organizational Support Scale, Eisenberger, 1986), r = 0.48, *p <.001*.

BCE Leadership Style Rating Scale

The BCE Leadership Scale was developed by Nwafor et al. (2014). The instrument measures the effectiveness of leadership styles. The 30-item instrument is designed on a 6-

point Likert system ranging from 1 (Totally Disagree) to 6 (Totally Agree). Cronbach alpha value of 0.849 and a convergent validity coefficient of 0.70 were established.

Design/Statistics

The study employed a predictive research design. Multiple regression analysis was engaged to analyze the data considering that organizational welfare packages and effective leadership are been used to understand how they predict counterproductive work behavior using SPSS version 3.5.3

Result

Table 1: Summary table of Multiple Regression analysis on perceived welfare packages and effective leadership as predictors of counterproductive work behavior

	R^2	df1(df2)	F	beta	se	LLCI	ULCI
Model	.36	5(194)	21.69**				
Age				.17**	.07	.02	.31
Gender				.09	1.14	-2.16	2.35
Welfare (A)				-.35**	.06	-.47	-.26
Effective Leadership (B)				-.15**	.05	-.25	-.05
A*B				-.02**	.03	-.02	-.01

A close look at the table showed that there is a significant model $R^2 = .36$; F (5,194) = 21.69**, P <.00. The table revealed that perceived welfare package significantly and negatively predicted counterproductive work behavior, Beta = -.35**, p<.01. To this end, however, the hypothesis which stated that perceived welfare packages will significantly and negatively predict counterproductive behavior was supported. This presupposes that increased perceived welfare packages within the framework of the workplace will likely lead to reduced counterproductive work behavior and its costly implications. Similarly, it was found that effective leadership significantly and negatively predicted counterproductive work behavior, Beta = -.15**, p<.01. The second hypothesis which stated that effective leadership will significantly and negatively predict counterproductive work behavior was also supported. This indicates that having effective leaders in place will reduce employees counterproductive work behavior. Also, it was revealed that effective leadership significantly moderated the relationship between perceived welfare packages and counterproductive work behavior, Beta = - .02**, p<.01. Therefore, the third hypothesis which states that effective leadership will moderate the relationship between perceived welfare packages and counterproductive work behavior was supported. This indicates that an effective leadership can prevent counterproductive behavior, even if the company is not offering the best benefits.

Discussion

This research investigated the cushion effect of perceived organizational welfare packages and effective leadership on counterproductive work behavior among telecommunication employees in Nigeria. Three hypotheses were postulated and tested. The first, perceived welfare packages will significantly and negatively predict counterproductive work behavior. Second, Effective leadership will significantly and negatively predict counterproductive work

behavior, and the third, effective leadership will significantly moderate the relationship between perceived welfare packages and counterproductive work behavior.

The result showed that perceived organizational welfare packages significantly and negatively predicted counterproductive work behavior. In its simplest sense, this connotes that when employees feel like their company is taking good care of them through things like healthcare, vacation allowance, training availability, and fair treatment, they are less likely to engage in behaviors that are harmful to the company or their co-workers. This falls in line with the theory of equity that when their input to output ratio is viewed as favorable, employees feel that they are being treated fairly, and vice versa (Munywoki & Kariuki, 2020). When this happens, it is believed that a worker who is completely content both mentally and physically is also the most productive and content (Shekhar, 2013), and may not be involved in CWB. Also the social exchange theory (Blau, 1964), posits that when one person gives something valuable to another, the recipient is obligated to return the favour. Therefore, when workers perceive that organizations are extending valuables in terms welfare packages, favours are returned in terms of reduction or an outright drop in counterproductive behaviours.

Effective leadership was found to significantly and negatively predict counterproductive work behavior. Therefore, hypothesis 2 which stated that effective leadership will significantly and negatively predict counterproductive work behavior, was supported. This implies that when leaders are effective, employees are less likely to engage in counterproductive work behaviors. Shen and Lei (2022), agrees that leadership psychological characteristics, behavioural characteristics, and leadership ability negatively affect CWBI and CWBO. Applying the social exchange perspectives to LMX, high-quality relationship require that subordinates not only perform their jobs well but also go above and beyond the call of duty to act in ways that directly benefit the leader. Likewise, the leader would experience the same sense of duty to return those "extra-role" actions by providing his followers with assistance, benefits, and privileges (Hwang et al., 2016).

The third hypothesis stated that effective leadership will significantly moderate the relationship between perceived welfare packages and counterproductive work behavior. This means that effective leadership can change the way that employees respond to their benefits. However, this underscores the relevance of a leader and its styles within the context of the workplace. Effective leaders ensure that the goals of the organization are executed in line with their vision and mission (Cakir & Adiguzel, 2020). Within this framework, transformational leadership reflects an effective leadership style that involve communicating with the group, creating a shared vision, creating unity, developing bonds, creating energy, and instilling passion (Leadership, 2024). To this extent, however, Akbari et al. (2023), submits that transformational leadership has a negative effect on CWBs and an undeniable impact on the development of organizations via enabling them to achieve their goals through talent management and prevention of workers' destructive behaviors. For transactional style, they can take many different forms, rewards usually consist of monetary compensation, like a bonus or salary and relationship is hugely on the basis of "give and take" (Leadership, 2024). Transactional leadership style is shown to also have the capability to effectively reduce the counterproductive work behavior of employees and leader-member exchange is the partial intermediary variable (Liu and Sun, 2014). Whichever style, the ultimate goal from studies show that they have the capacity to moderate and show effectiveness.

Implications of the study

The findings of this research presents some practical implications for organizations generally. This becomes imperative because human beings interact and leaderships are formed within the ambience of organizations. The result showed that perceived organizational welfare packages significantly and negatively predicted counterproductive work behavior. The lessons to learn here are huge considering the cost implications of counterproductive work behavior. This study also presents solutions that having welfare packages in place and the employees perceiving as such, play a significant role in reducing the propensity of the occurrence of workplace counterproductive behavior. Organizations and leadership must understand this especially at this moment that the economy is battered and may force institutions to withdraw some benefits. Caution and engagement is necessary at this time.

Effective leadership was found to significantly and negatively predict counterproductive work behavior and third, its potency to moderate relationships was established in the study. This lays to bare the impact of effective leadership in any human space. It is imperative for organizations and leaders alike to understand the capacity and influence they can exercise over employees or subordinates. They can exercise the capacity to stir the ship. Practical instances to learn from abound. Nwafor et al. (2014), presented a practical case that Egboka's administration at the Nnamdi Azikiwe University, Awka, Anambra State, was highly rated and that the secrets of its success were embedded in bridging communication gaps, contingencies, and evocative orientations. This could serve a basis for understanding of what leadership could do to be visible and move workplaces forward.

Recommendations

In view of the findings of the study, following recommendations were put forward.

The study recommends that organizations should take these findings seriously and consistently understand the variables of counterproductive work behavior, welfare packages, and effectiveness of leadership that operate within. These variables are so important that non-reduction, non-implementation, or wrong implementation may signal huge cost to organizational existence.

For leadership, it defines in its entirety, the direction of the organization. Therefore, the institutions of work are recommended to be concerned about the leadership and their styles considering the significance it brings.

Limitations of the study

Requesting participants to complete copies of questionnaires is a form of self-report. Response bias may result from participants' underreporting or over-reporting of their perceptions and feelings. This could jeopardize the research validity.

The entire research process was hectic. The pace of work was slowed by my repeated visits to different offices in order to engage research participants. It was a source of panic and pressure.

Suggestions for further study

The followings are suggested for further studies:

1. Employing other sources of data collection is recommended. Interviewing the management level staff would have expanded the scope and base of the data collected.
2. The study suggests wider involvement and the engagement of participants to expand the number so as to build more confidence in terms of generalizations.

Conclusions

This research investigated whether perceived welfare packages will significantly and negatively predict counterproductive work behavior. Also it explored whether effective leadership will significantly and negatively predict counterproductive work behavior and if effective leadership will significantly moderate the relationship between perceived welfare packages and counterproductive work behavior. It was found that perceived welfare packages significantly and negatively predicted counterproductive work behavior. The result yielded that effective leadership significantly and negatively predicted counterproductive work behavior. Additionally, effective leadership also significantly moderated the relationship between perceived welfare packages and counterproductive work behavior. The study added to the existing literature in understanding the relationships between perceived welfare packages and effective leadership on counterproductive work behavior. The equity theory and the social exchange theory presented a classical solution to organizations and leaders on how to address some organizational issues like the ones addressed in the study. Extended and expansive researches are needed in these areas of welfare packages, effective leadership, and counterproductive work behavior. Organizations can implement these findings alongside the adopted theories and weigh the practical results.

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