

**The Causes of Counterproductive Behavior**

Your Name

Affiliation

Course

Instructor

Due date

### The Causes of Counterproductive Behavior

Counterproductive behavior (CWB) is a complex problem that has various causes. The most striking among them are personal problems of an individual and hostile environment conditions. In other words, counterproductive behavior is usually caused either by an individual's personal flaws, or because of the environment in which an individual is placed, but more often both these groups of factors play an equal role.

There are many ways in which an individual can behave counterproductively because of his or her personal inadequacies or character flaws. For example, a person can be forced to work, but find no pleasure or meaning in being productive (Jex & Britt, 2014, p. 51). Such factors as a lack of motivation, low self-esteem, extreme pride, stress, depression, problems in life, laziness, and illnesses can also cause a person to behave in a counterproductive manner.

Beyond the individual's fault, external conditions of the environment can also cause counterproductive behavior. For example, an individual can be offended by other people in a group or find the conditions to be inappropriate, but be unable to change them. It can cause a person to consciously or unconsciously behave in an unproductive way, revolting against what he or she finds offensive (Cohen, 2018, p. 45). Lack of respect or gratitude can also discourage a person from behaving productively.

All in all, counterproductive behavior is usually caused either by certain individual features of a person, or by the environment. However, most often these two sets of factors can intermix with each other. A hostile environment can cause a person to behave unproductively, and at the same time, unproductive behavior makes the environment hostile towards the individual. Therefore, both the environment and the individual attitude of a person play an equal role in causing unproductive behavior.

References

Cohen, A. (2018). *Counterproductive work behaviors: Understanding the dark side of personalities in organizational life*. New York: Routledge.

Jex, S., Britt, T. (2014). *Organizational Psychology: A scientist-practitioner approach*. New York: John Wiley & Sons.