

Individual, Job, and Organizational Predictors of Counterproductive Work Behavior*

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ABSTRACT

The purpose of this study was to investigate the effect of personality (conscientiousness, trait anger), job (skill variety, feedback) and organizational (distributive justice, organizational constraints) factors on counterproductive work behaviors (CWB). A random sample of 185 employees (men and women) of Second Gas Transmission Operational Area in Iran completed the following research questionnaire. Findings indicated that validity and reliability of the questionnaire were acceptable. The research model estimated with structural equation modeling. Results of estimate indicated that there were significant negative relationships between skill variety and perceived distributive justice with total counterproductive behavior and its dimensions. In addition there are significant positive relationships between perceived organizational constraints with total counterproductive behavior and its dimensions. Also it was shown that there were significant relationships between conscientiousness with two dimensions of CWB (sabotage and drugs). Furthermore it was indicated that perceived organizational constraints has the strongest effect on CWB.

KEYWORDS: Counterproductive Work Behavior, Conscientiousness, Trait Anger, Distributive Justice, Organizational Constraints.

INTRODUCTION

The importance of discretionary behaviors (counterproductive work behaviors and organizational citizenship behaviors) has increased so high. These are because of many factors. Researchers have shown that the interpersonal relationships among the employees guaranty the organization health. So, developing healthy relationships by reducing counterproductive work behaviors and increasing the organizational citizenship behaviors lead to the organizational health (Koys, 2001). Discretionary behaviors are located out of the job description, but nevertheless, they've got crucial effects on the organization and its employees. The increasing effects of discretionary behaviors on the organizational and individual performance caused many researchers to search for their predictions (O'Boyle Jr., 2010).

Deviant and counterproductive workplace behaviors have become constant and costly threat in organizations. They have got two main costs: financial costs (such as productivity loss, law suits and compensation, reputation) and social costs (such as mental and physical injuries, psychological withdrawal, Job dissatisfaction). Despite the costs and prevalence of counterproductive behaviors in organizations, the information related to deviance in workplace is limited. So, the abnormal nature of these behaviors makes the studying and identifying their predictions crucial (Vardi and Weitz, 2004).

As Sackett and DeVore (2001) pointed out if we mean to get a deep concept of this case, we should keep a balance between these two items. Some recent researchers have paid attention to this fact (such as O'Boyle Jr.; 2010). In this respect, three factors are effective on the occurrence of the counterproductive work behaviors: personality, job and organizational. Getting a balance among these factors makes up positive attitudes to job and organization among employees and develops ethical human resources. So, it's crucial to identify the counterproductive behaviors. In this way, we can control their effective factors and strengthen organizational citizenship behaviors and increase the organization's efficiency and effectiveness. Identifying the factors which cause behaviors that destroy physical sources, human assets and organization's performance help the managers to avoid employees from these behaviors.

The present research uses structural equation modeling (SEM) analyses to (a) estimate the strength of the relationship between personality, job, and constraints and CWB, (b) estimate these constructs' relationships with a common set of antecedents, and (c) determine whether the demographic variables have relationship with other variables. Several lines of theory and empirical research are presented, some of which argue for a strong negative personality, job, and organizational factors-CWB relationship and others for a weaker relationship.

THE NATURE OF COUNTERPRODUCTIVE WORK BEHAVIOR

In recent years, organizational scholars have increasingly focused on various forms of bad behavior in the workplace. Notable examples of these behaviors include deviance, aggression, antisocial behavior, and violence. Unfortunately, as this body of work has grown, so too has a proliferation of concepts, constructs, and definitions (Griffin and Lopez, 2005). Negative

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workplace behavior has been referred to as organizational misbehavior, antisocial behavior, dysfunctional workplace behavior, employee vice, organizational retaliation behavior, workplace deviance, counterproductive work behavior and aggression in workplace. These behaviors are similar because all of them violate significant organizational norms and in so doing threatens the well being of an organization, its members, or both (Peterson, 2002).

Counterproductive workplace behavior is a class of behaviours that acts against the interests of the organization, which individuals, usually, consciously choose to engage in (Chang and Smithikrai, 2010). Based on Gruys and Sackett (2003) treatment, counterproductive work behavior is any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interests. Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006) classified CWBs into five main dimensions. Based on their treatment, we use the following classification in this research:

1. Abuse: It consists of harmful behaviors directed toward coworkers and others that harm either physically or psychologically through making threats, nasty comments, ignoring the person, or undermining the person's ability to work effectively.
2. Production Deviance: It is the purposeful failure to perform job tasks effectively the way they are supposed to be performed.
3. Sabotage: It is defacing or destroying physical property belonging to the employer; intentional wasting of the materials in the organization and Purposely dirtied or littered the place of work.
4. Theft: Stole something belonging to your employer, delaying the duties to get extra-time salary.
5. Withdrawal: It consists of behaviors that restrict the amount of time working to less than is required by the organization. It includes absence, arriving late or leaving early, and taking longer breaks than authorized.

As for prevalence of using drugs by employees in organizations, we added another dimension as "drugs" to Spector, Fox, Penney, Bruursema, Goh, and Kessler's model (2006). This means using drugs that consuming or even bringing them to organization are prohibited. With these definitions for dimensions of CWB, the focus is on the behavior itself rather than on the results or consequences of the behavior.

HYPOTHESIS DEVELOPMENT

CWB and personality characteristics

Many resources are spent on attempts to forecast CWBs at the time of hire (Ones, 2002). These behaviors are likely to be influenced by human personality characteristics rather than by ability-related factors because individuals make conscious choices about whether to engage in these behaviors (Mount, Ilies, and Johnson, 2006). Among personality traits, which affect employees' behaviors, have conscientiousness and trait anger been paid attention to by many researchers.

One of the long-held goals of managerial science has been to establish a model that can suitably describe human personality characteristics and predict their effects on behavior at work. There are currently a handful of models that have risen to prominence, although some models are more widely accepted than others, whereas support for others seems to come and go in cycles (McCrae and Terracciano, 2005). One of the more prominent models in managerial science is the Five-Factor Model of personality (FFM: McCrae and Costa, 1997), which incorporates five different variables into a conceptual model for describing personality. Specifically, the FFM dimensions are neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. To Sackett and DeVore (2001), conscientiousness has been shown to be the most consistent predictor of work performance. So we use this variable as the predictor of CWB.

Conscientiousness describes socially prescribed impulse control that facilitates task and goal directed behaviour, such as thinking before acting, delaying gratification, following norms and rules, and planning, organizing and prioritizing tasks (Chang and Smithikrai, 2011). Conscientious individuals are purposeful, hardworking, achievement striving, dependable, and persistent. Conscientious individuals are hardworking, achievement striving, punctual, dependable, and careful. Research has shown that they are more likely to set goals to direct their effort and to exert more effort than less conscientious individuals (Colbert, Mount, Harter, Witt, and Barrick, 2004). Conscientious people are more likely to comply with work policies, making it unsurprising that they admit to a greater likelihood to peer report. Since people who are high in conscientiousness tend to follow the rules, they should be more likely to respond negatively to witnessing a coworker's CWB (Neff, 2009).

Many researchers surveyed employees' personality as the predictor of CWBs. Particularly, several of them focused on conscientiousness because this personality characteristic shows the employee's willing to work hard, be responsible and trustworthy. Ones and Viswesvaran (1996) have suggested a theory of conscientiousness at work, according to which highly conscientious individuals show greater productivity than less conscientious individuals because: (a) they spend more time on task(s) they are assigned; (b) they acquire greater job knowledge; (c) they set goals autonomously and persist in following them; (d) they go beyond role requirement in the workplace; and (e) they avoid counterproductive behaviors. Implicit in this theory is the fact that conscientious individuals are better workers than less conscientious people because they control their work-related behaviors.

Hypothesis 1: Conscientiousness is negatively related to employees' CWB.

Anger is a basic emotion, experienced by almost all human beings in response to the unwanted and unexpected behavior of others. Yet, there is little consensus as to which characteristics may differentiate people who experience normal versus exaggerated or pathological anger reactions. However, for a subset of individuals, anger may become exaggerated and dysfunctional. Identification of such individuals and understanding their anger episodes is important for a number of reasons. First, high anger is related to, and seems to be causative of, a variety of problems such as heart disease, material violence, self-defeating decisions, etc. the second reason for understanding anger among those having problematic reactions is that identification of a subset of pathologically angry individuals will lead to more formal diagnoses, increases in research funds for

further study of anger, and improved treatments. Such identification will be based not only upon knowledge of the overall relationship of anger to other maladaptive behaviors, as noted above, but also to knowledge of differences between individuals who experience normal anger and those who experience anger that is more frequent, intense, and enduring.

Douglas and Martinko (2001) believe that employees who report higher levels of chronic anger (i.e., ongoing, generalized feelings of anger directed toward others in the workplace) are less likely to believe that they have been treated with dignity and respect by their supervisors and more likely to feel betrayed by their employers than employees who report lower levels of chronic anger.

Hypothesis 2: Trait anger is positively related to employees' CWB.

CWB and job factors

The Job Characteristics Model of job design (Hackman and Oldham, 1976) has provided the impetus for a large number of studies that have attempted to explain the 'motivational' properties of work tasks. This theoretical approach posits that objective attributes of jobs are filtered through the worker's perceptions and result in psychological states that serve to determine his or her affective and behavioral responses. These attributes include skill variety (using different skills and talents and performing a variety of activities), task identity (completion of a whole piece of work), task significance (the impact of the job on others), autonomy (the freedom, independence, and discretion allowed to the employee), and feedback (information from the work activities about the effectiveness of performance) (Dodd and Ganster, 1996). We use two variables, skill variety and feedback, of this model as the predictors of CWB.

Jobs high on the dimension of variety would be expected to provide opportunities for workers to experience this kind of meaningfulness on the job, since high variety jobs typically tap a number of different skills which may be important to the employee (Hackman and Lawler, 1971). Actually variety of employees' tasks and responsibilities causes them to use different skills as they do their tasks. These varieties and different skills cause positive attitudes to work and reduce the feeling of tedium and exhaustion. Different surveys have been shown that skill variety affects emotions of individual using different skills and these positive emotions make up extra energy among the people, and eventually inspire work engagement.

Hypothesis 3: Skill variety is negatively related to employees' CWB.

Feedback is defined as actions taken by an employee's supervisor to provide information regarding task performance (Belschak and Den Hartog, 2009). It means that the information is directly and clearly has been disposed to person from the results of the work. Feedback is an activity that during of it supervisor enclose information about task performance with employee. It helps to increase employees' learning and knowledge of results. Nevertheless, to Belschak and Den Hartog (2009), performance feedback does not only elicit cognitive reactions. It also elicits emotional reactions. The broader literature on emotions suggests that providing positive feedback will generally lead to positive emotions, such as pride and happiness, whereas negative feedback will generally result in negative emotions, such as disappointment or guilt.

In terms of social exchange theory (SET), when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement (Saks, 2006). To Bakker and Geurts (2004), performance feedback on performance at work increased, especially, experiences of absorption (or flow) at work the experience of job attraction. Similarly, Bakker (2005) has shown that four specific job resources, i.e., social support at work, supervisory coaching, job autonomy, and performance feedback at work, were associated with high experiences of flow. Also, a study conducted among Finnish dentists (71% women) indicated that various features of job content, such as job autonomy, the possibility to use one's skills at work and challenges at work as well as feedback on performance, were positively associated with work engagement (Mauno, Kinnunen, and Ruokolainen, 2007).

Hypothesis 4: Feedback is negatively related to employees' CWB.

CWB and perceptions of organizational factors

In this study, we use two factors affected on CWB that are related to organization and organizational mechanisms. These factors are distributive justice and organizational constraints. Organizational justice is often related with the perceptions of the employees about justice. Organizational justice concept was first used by Greenberg (1996) as a concept expressing the employees' perceptions about how fair they were treated in the organization and how these perceptions affected loyalty and satisfaction in terms of organization (Tastan and Yilmaz, 2008). According to Cohen-Charash and Spector (2001), the study of fairness in management commenced with Adams' work (1965) on equity theory, which emphasize the perceived fairness of outcomes (i.e., distributive fairness). Distributive justice refers to people perceptions of the fairness of the outcomes they receive relative to their contributions and to the outcomes and contributions of others (Chang and Smithikrai, 2010). Due to its focus on outcomes, distributive justice is predicted to be related mainly to cognitive, affective, and behavioral reactions to particular outcomes. Thus, when a particular outcome is perceived to be unfair, it should affect the person's emotions (e.g., experience anger, happiness, pride, or guilt), cognitions (e.g., cognitively distort inputs and outcomes of himself/herself or of the other), and ultimately their behavior (e.g., performance or withdrawal) (Cohen-Charash and Spector, 2001). Perceptions of justice affect employees' job attitudes such as job satisfaction and turnover intention and organizational outcomes. Deviant behavior can be seen as retaliation to being treated inequitably in the workplace (Justice). If organizations and its leaders are perceived as fair and supportive, employees are more committed to their firms (Rogojan, 2009).

Hypothesis 5: Positive perception of distributive justice is negatively related to employees' CWB.

There can be conditions at work that create necessities for engaging in extra-task behavior in order to remain productive on the job. Organizational constraints are conditions at work that interfere with performing job tasks. These constraints are such as inadequate information, materials and supplies, tools and equipment, and task preparation (Spector and Fox, 2010). Organizational constraints create feelings of frustration and animosity towards the organization. These negative emotions and cognitions decrease incentive and performance. Frustration leads to aggression but more constraints increase feeling of burnout and eventually lead to employee indicates absurd behaviors (O'Boyle Jr., 2010). Best, Stapleton, and Downey (2005), found that organizational constraints have a direct relationship to job burnout. On the other hand, Sonnetag (2003) surveyed the workplace constraints that influence the levels of employees' engagement. His study showed that organizational constraints are one of the best tools to predict engagement.

Hypothesis 6: Negative perception of organizational constraints is positively related to employees' CWB.

METHOD

Sample

Our population is men and women employees in Iranian Second Gas Transmission Operational Area. They are some 622 people. As questions were of multi values and distant scale ones, and since the society was a limited one, we have used Cochran formula to determine the sample volume. First, 30 questionnaires were distributed among the employees. They were gathered then. After that, the standard deviation was measured and the volume of sample was identified. Finally, using the formula, with the 95% certainty, we measured the sample of 185 people in the case. So data gathered randomly via 185 employees.

Measures

This study is a descriptive-survey research of field branch. Data were collected by the questions based on several questionnaires.

CWB. We measured counterproductive work behaviors using the CWB Checklist developed by Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006). The objective was to include behaviors that represented the 5 categories of CWB that have been empirically validated by them. The scale consists of 20 items covering the five aspects of CWB: abuse, production deviance, sabotage, theft, and withdrawal. The reliability of the total scale was .97. For this survey, the instructions asked the employees to "indicate how much see the following behaviors in your organization" with a scale using a Likert scale ranging from '1 = very little' to '5 = very much'. Sample items included: "Taken a longer break than you were allowed to take," and "Littered the work environment."

Personality characteristics. Conscientiousness was measured using the 5-item scale. This was a scale developed by the authors and to test the unidimensionality and reliability, cronbach's alpha was used. The cronbach's alpha was .80. Participants indicate their agreement on a 1 (very little) to 5 (very much) Likert scale. Sample items include, "I am a reliable employee". To measure trait anger, we used the State-Trait Anger Expression Inventory-Version 2 (STAXI-2; Spielberger and Sydeman, 1994). Cronbach's alpha for has been reported at .76. This measure utilized a 5-point Likert-type scale ranging from very little (1) to very much (5). Sample items include, "I am quick-tempered".

Job factors. We included two scales from the Job Diagnostic Survey (Hackman and Oldham, 1980), feedback and skill variety. Skill variety ($\alpha = .74$) contains five items (i.e., I get to use a number of complex skills on this job.) and the feedback scale ($\alpha = .73$) contains six items (i.e., my job gives me considerable freedom in doing the work.).

Organizational factors. The distributive justice measures were taken from Colquitt (2001). It is consist of four items scales. The reliability of the scale was .88. Organizational constraints were measured with the Organizational Constraints Scale (OCS; Spector and Jex, 1998) which is based on Peters and O'Connor (1980) taxonomy. This eleven item scale has participants report the frequency that various constraints interfere with their ability to do their job on a 1 to 5 Likert scale ranging from '1 = very little' to '5 = very much'. The cronbach's alpha for this scale was .77. A sample item is "I find it difficult or impossible to do my job because of poor equipment or supplies".

Analyses

In this study we used descriptive statistics such as frequency distribution table and SPSS software to describe the demographic variables. Also we used confirmatory factor analysis and structural equation modeling in AMOS software to estimate and test the research model. We investigated the study hypotheses by using the direct efficiencies resulted from the structural equation modeling.

RESULTS

Descriptive statistics

Table 1 displays the demographic profile of the participants in relation to six different variables: gender, age, marriage, education, years working in organization.

Table 1. Frequencies and percentages of participants

Demographic variables	Categories	Frequency	Percentage
Gender	Female	50	27.03%
	Male	135	72.97%
Age	29 or less	32	17.30%
	30 to 39	51	27.57%
	40 to 49	58	31.35%
	50 to 59	39	21.08%
	60 or more	5	2.70%
Marriage	Single	39	21.08%
	Married	146	78.92%
Education	Diploma	64	34.60%
	Associate degree	36	19.46%
	B.S.	60	32.43%
	M.S. or more	25	13.51%
Job background	4 years or less	33	17.84%
	5 to 9 years	39	21.08%
	10 to 14 years	39	21.08%
	15 to 19 years	24	12.97%
	20 years or more	50	27.03%

Bivariate correlations (Pearson’s r two-tailed), presented in Table 2, were used to measure the association (strength) of the relationship between the variables. The findings suggest that counterproductive work behavior has a positive correlation with trait anger, and organizational constraints, and negative correlation with skill variety. On the other hand, no significant correlation was revealed between counterproductive work behavior and feedback. Similarly, counterproductive work behavior has no significant correlation with conscientiousness.

Table 2. Means, standard deviations, and correlations between the variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	3.52	1.02	-											
2. Marriage (Single=0,Married=1)	.82	.38	.37**	-										
3. Gender (Male=0, Female=1)	.17	.38	-.35**	-.55**	-									
4. Education	2.06	1.11	-.24**	-.19*	.26**	-								
5. Job background	1.83	1.49	-.83**	-.38**	.39**	.27**	-							
6. Skill variety	2.98	.60	.09	-.03	-.01	.03	-.07	-						
7. Feedback	3.01	.64	-.11	-.17	.05	.31**	.11	.33**	-					
8. Conscientiousness	3.71	.68	-.02	-.01	.16	.15	.03	.39**	.27**	-				
9. Trait anger	2.39	.60	-.02	-.03	.00	.05	.05	-.11	-.07	-.05	-			
10. Distributive justice	2.39	.89	.10	.04	-.09	.21*	-.12	.20*	.31**	.13	-.07	-		
11. Organizational constraints	2.70	.63	-.13	-.00	-.04	-.01	.22*	.07	.12	-.01	.27**	-.27**	-	
12. CWB	2.17	1.09	-.18*	.04	-.11	.00	.22*	-.19*	-.00	-.06	.18*	-.41**	.52**	-

N = 185. Pearson Correlations are reported for categorical variables; * p < .05; ** p < .01

Measuring the model

The existence of different parts in model causes the researchers stay on track to test all measurement models before estimating the conceptual research model (Figure 1). So each of the models (on the whole there are nine uni-factor models) have been estimated through confirmatory factor analysis. For the apparent variables in the research (such as conscientiousness, trait anger, skill variety, feedback, distributive justice and organizational constraints), the level of significant (P-value) of questions regarding the variables were surveyed. Based on the results taken from the factor analysis were been adjusted all measurement models, as a question about skill variety (“The demands of my job are highly routine and predictable”), a question about feedback (“Just doing the work provides me with opportunities to figure out how well I am doing”), and a question about organizational constraints (“I find it difficult or impossible to do my job because of inadequate training”) deleted from the questionnaires.

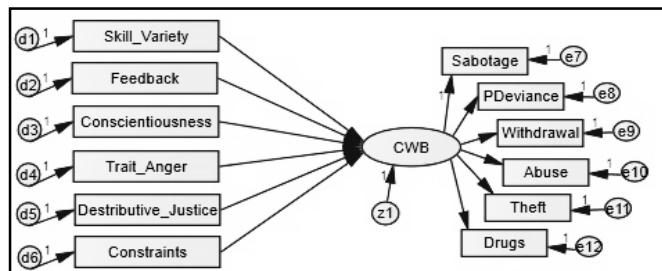


Figure 1. The conceptual research model

After it, the differences which were been made turned over to the primary research model. In this part, to estimate the primary model, three categories of fit indices (absolute fit indices (CMIN, P, and PCLOSE), comparative fit indices (TLI, CFI)

and parsimonious fit indices (PNFI, PCFI, RMSEA, and CMIN/DF)) have been evaluated. The values related to these indices are showed in Table 3.

Table 3. Fit indices for conceptual model (n=185 participants)

CMIN	P	CMIN/DF	TLI	CFI	PNFI	PCFI	RMSEA	PCLOSE
130.982	.000	2.519	.901	.922	.692	.727	.115	.000

As for Table 3:

Although the differences of values regarding chi-square (CMIN) of research model (130.982) and independent model (563.082) were very high, with the meaningful value of chi-square for research model ($P < .05$), we can infer that the model which has been assigned has got to be improved. Also PCLOSE is less than .05. It is not acceptable. Furthermore, regarding the comparative fit indices (TLI and CFI) low values, which are lower than .9, the whole research model is not acceptable. It needs to be improved. Also, Root Mean Squared Error of Approximation (RMSEA) is gotten .115. So the research model is not acceptable ($RMSEA > .1$) (Ghasemi, 1389). Consequently, the final research model has illustrated in Figure 2, after its corrections. The fit indices of the final model are summarized in Table 4.

Table 4. Fit indices for final model

CMIN	P	CMIN/DF	TLI	CFI	PNFI	PCFI	RMSEA	PCLOSE
84.914	.060	1.458	.955	.966	.698	.731	.078	.059

As it is apparent in Table 2, the value of chi-square (CMIN) of the final model compared the primary model (Table 1) significantly decreased. Although the value is a lot far from zero, regarding relative value of comparative chi-square ($CMIN/DF = 1.458$), and PCLOSE is more than .05, the final model is acceptable. The Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI) for the final model are values more than .9. RMSEA has got less than .1 and Parsimonious Normed Fit Indices (PNFI) and Parsimonious Comparative Fit Indices (PCFI) have the values more than .5 (Ghasemi, 1389). So regarding these values in the final research model, we can accept research model as the statistics society.

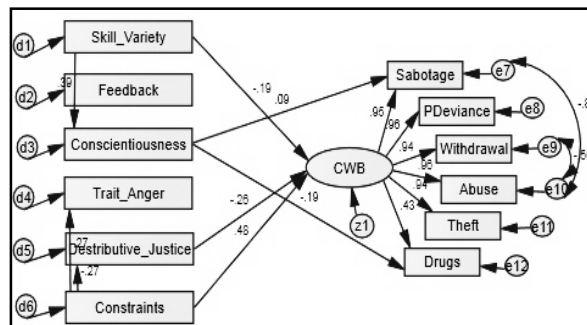


Figure 2. The final research

Standardized direct effects of variables are shown in Table 5. Based on the values related to standardized effects, all study hypotheses have been investigated.

Table 5. Standardized direct and indirect effects of variables

Variables	Skill variety		Conscientiousness		Distributive justice		Organizational constraints	
	Direct Effects	Indirect Effects	Direct Effects	Indirect Effects	Direct Effects	Indirect Effects	Direct Effects	Indirect Effects
Conscientiousness	.389	-	-	-	-	-	-	-
Trait anger	-	-	-	-	-	-	.272	-
Distributive justice	-	-	-	-	-	-	-.273	-
CWB	-.190	-	-	-	-.259	-	.480	.070
Sabotage	-	-.143	.094	-	-	-.245	-	.522
Production deviance	-	-.182	-	-	-	-.249	-	.528
Abuse	-	-.181	-	-	-	-.247	-	.526
Withdrawal	-	-.178	-	-	-	-.242	-	.515
Theft	-	-.178	-	-	-	-.243	-	.517
Drugs	-	-.157	-.193	-	-	-.111	-	.236

DISCUSSION AND CONCLUSION

The human resources, these days, are regarded as the most important advantages in every organization. In fact, the human resources are more important than any other time in the history. These resources can help the organizations do well in the competitions, but it can also be a serious barrier ahead of them. Some of the disasters in the organizations causing problems are absentees, dodging responsibilities, violence and revenge. These behaviors cause to develop malfunctions in the organizations, and as a result, reduction of income. It, finally, lead to undermine the reputation of organizations and it will have consequences

for society. Thus, what is important twice as before is to identify the fundamental factors of these negative behaviors and making a peaceful work environment in order to prevent these behaviors.

The purposes of this study were to test theory specifying how various types of personality, job and organizational factors relate differentially to CWB, and whether desires for revenge underlie some of these relationships. Our results support the idea that the six types of CWB tend to have different potential correlates. Age and job background had effects on the CWB and gender, education, and marriage were found not to be related to CWB.

Results provided support for some study hypotheses, suggesting that the model provides a good account of organizational constraints–CWB relationships. Among the different potential factors, organizational constraints have the strongest effect on CWB. Bayram, Gursakal, and Bilgel (2009), Penney and Spector (2005), and Monnastes (2010) found similar results whereas Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006), and Penney and Spector (2005) addressed the importance of interpersonal conflict and O’Leary-Kelly, Griffin, and Glew (1996) pointed to, organization motivated aggression. In fact, we can define that high perception of organizational constraints at work places causes the employees hopelessness, indifference, and frustration. In the end, the employees perform special behaviors, such as getting away from their tasks and being late at work, etc.

As it is apparent in final model and in Table 5, conscientiousness is not related to employees’ CWB. But it has low effects on two dimensions of CWB (sabotage and drugs). But Salgado (2002) in a meta-analysis indicated that among personality characteristics, conscientiousness is the strongest predictor for CWB. Also Berry, Ones, and Sackett (2007) showed conscientiousness is related to CWB-O.

We found that skill variety has a direct effect on CWB. In fact the increase variety in tasks and responsibilities causes employee’s enthusiasm and reduction of CWB. The quality of the case depends on the development of individuals’ perception of tasks in organization. Developing individuals’ perception of tasks causes they understand the worth of their roles and activities better and thus, their enthusiasm to work well and more and organization will improve. On the other hand, we found no relationship between feedback and CWB. O’Boyle Jr. (2010) found different results in both cases.

We found statistically significant relationships between distributive justice and CWB. This negative relationship indicates that employees with an increase in perception of distributive justice show less CWB. Employees, who believe that they are behaved injustice, use different legal and illegal tools to restore justice. So they may work slowly and leave work earlier than they were allowed to. Jones (2009), Lim (2002), Aquino, Lewis, and Bradfield (1999), and Chang and Smithikrai (2010) found similar results whereas O’Boyle Jr. (2010) addressed no relationship between them.

Based on the final research model, there is onrelationship between trait anger and CWB. This finding isn’t similar to findings in O’Boyle’s study (2010).

Practical implications

Understanding the factors that are related to workplace deviance has practical implications. Some implications are prepared following:

1) If organizations are having problems with their employees engaging in organizational deviance, they should take steps to improve their relationships with the employees so that the employees feel more supported and valued by them. Employers could implement recognition programs or work-life balance initiatives to help show employees that they are valued by the organization.

2) Managers and bosses should develop justice concepts among their employees. Justice appreciation in organizations causes employees to increase their self-confidence and decrease their revenge and negative attitudes about the laws and regulations. Repairing the systems for the rewards through correct factors and criteria causes the constituent competitions and justice appreciation in performance evaluation. The performance evaluation systems in organizations should be based on correct standards. In this way, employees feel that the regulations are fair and this causes to decrease their deviances.

3) Managers are suggested to have more varieties at workplace. It causes employees to use their personal talents and skills more and more. These varieties are such as job rotation and job enrichment.

4) Managers should take steps to decrease constraints in order to make work conditions better and better. We suggest some cases to facilitate this case: (1) Using educational courses; (2) Giving different facilities and equipments to the employees; (3) Supporting and cooperating employees; and (4) Surveying job descriptions to adjust them so that employees enable to understand tasks and methods of doing those better (sharing more information about tasks).

5) In addition, conscientiousness was the personality constructstrongly related to CWB. In all but one instance, this personality construct were more strongly correlated to the CWB constructs than perceived organizational support. This suggests that if an employer is having problems with CWB, or would like to prevent CWB in the workplace, selecting employees based on their personality traits (e.g., conscientiousness) might have a greater impact on reducing bad behaviors than taking measures to increase perceived organizational support felt by their employees.

6) By creating a unitary and cohesive organizational culture around core ethical values employees receive clues about the behavior that is expected from them. The employees must share and value this culture which has to possess the ability to affect their behavior. Top management has to transfer the values down to the operational ranks. Hence, the two main points in order to establish an ethical culture are: (1) “Formulate a clear philosophy or mission statement”; (2) “Actions of top managers must reflect the moral climate that is desired”.

Limitations and recommendations for future research

On the whole, we had some limitations in this study. Since an organization is directly affected by the customs in every country, we can’t generalize the findings to other places. On the other hand, there was no possibility to use the managers’ ideas

in this respect. Also, because of impossibility of using more questions in study questionnaire, it was not possible to investigate more organizational, job and personality variables.

In line with limitations, our suggestions for researchers are (1) doing more researches on managers' responds about study questions compare with the employees' responds; (2) studying deviant behaviors in different cultures and compare the results for better understanding about the moderating role of culture on the effect of different factors on counterproductive behaviors; (3) surveying the relationship between organization's communication system and deviance behaviors; and (4) investigating the link between organizational structure and deviant behaviors.

Conclusion

This study provides a first attempt to understand the joint effects of personality, job factors and perceptions of the work situation on counterproductive work behavior. The factors that contribute to an employee's likelihood they will engage in counterproductive behavior is complicated and multifaceted. Our model recognizes the importance of individual perception and appraisal of organizational conditions and events. Clearly, perceived organizational support and personality characteristics play a role in deviance, but whether that relationship is direct or moderating is still to be seen. One thing that is clear is that this is a very expensive problem for organizations and more research should be conducted to help answer these questions. Fortunately, there is much you can do to reduce the occurrence of employee counterproductive behavior: Be fair, be empathetic, be informative and be supportive. Also, training programs and performance appraisal programs aimed at making employees aware of the potential impacts of CWBs could contribute to reducing the prevalence of these behaviors and thus enhance wellbeing at work.

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