



THE RELATIONSHIP BETWEEN HIGH PERFORMANCE WORK ACTIVITIES AND COUNTERPRODUCTIVE WORK BEHAVIORS

Hamid OKATI^{1*}, Javad SARGAZI², Ali KHAMMAR², Amin KHOSRAVI², Mohamadyounes
SARAVANI², Arezoo JAMI²

¹Department of Management, Zabol Branch, Islamic Azad University, Zabol, Iran

²MSc Student, Department of Public Management, Zabol Branch, Islamic Azad University, Zabol, Iran.

***Corresponding Author**

E_mail: Hamidokati@yahoo.com

ABSTRACT

Ethical values act as the most powerful deterrent against counterproductive work behaviors in various environments, especially in work environments. The purpose of this study was to investigate the relationship between high-performance work activities and counterproductive work behaviors with respect to the mediating role of perceived organizational support in the branches of Saderat Bank of Zabol. The statistical population of this research is all employees, managers and experts in branches of Saderat Bank of Zabol. Based on the Cochran sample size formula with limited population, 294 statistical units were selected as the samples. Also, in order to describe the data analysis and to test the hypotheses of the research, inferential statistics and structural equation modeling method have been used which have been analyzed by Amos software. The results of the test of research hypotheses show that (empowerment, reward and promotion) have a positive relationship with perceived organizational support and, on the other hand, a perceived organizational support has a negative relationship with counterproductive work behavior. Also, empowerment and promotion through perceived organizational support have a significant impact on counterproductive work behavior. Empowerment, reward and promotion, as high-performance work activities, are affected by perceived organizational support for counterproductive work behavior.

Keywords: Counterproductive Work Behavior, High Performance Work Activities, Perceived Organizational Support, Branches of Saderat Bank of Zabol.

INTRODUCTION

The counterproductive work behavior, as opposed to organizational norms, has attracted the attention of many researchers. Counterproductive work behavior is a behavior that undermines the organization's usual norms and endangers the health of the organization, individuals, or both (Robinson & Bennett, 1999). These behaviors include burglary, damage to the property of the organization, the spread of rumors, absenteeism, and sexual offenses. Literature review shows us different frameworks or different categories of counterproductive work behavior that best describes behaviors directed at the individual or organization, but such categories are beyond the scope of this research. Based on definitions of counterproductive work behavior, it is clear that such behavior results in financial and unnatural costs for the organization and its members. As for the negative effects of this, the counterproductive work behavior costs billions of dollars annually for company (Bowling & Gruys, 2010). Many investigations have attempted to determine the cause of counterproductive work behavior. In an appropriate approach, Samnani

and Power (2014) found a negative relationship between human resource management activities and counterproductive work behavior. But research in this area is limited. Pining et al. (2014) concluded that the role of human resource management has been neglected in explaining counterproductive work behavior in the literature.

According to Nieohoff and Paul (2000), system-level and organizational factors are associated with counterproductive work behavior. Factors such as internal control, security tools, motivation, job design and process reengineering are factors that predict the probability of stealing (Nieohoff & Paul 2000). Therefore, the existence of high-performance work activities has a negative relationship with counterproductive work behavior. High-performance work activities are a series of human resource activities that focus on employee knowledge increase, selection and recruitment, training and empowerment programs as signs of high-performance work activities (Solent et al., 2010). The purpose of this study is to examine the mediating role of perceived organizational support in the relationship between high-performance work activities and counterproductive work behavior. In the pursuit of previous research, empowerment, reward and promotion are precise indications of high-performance work activities that are appropriate to the position of each employee (Vatankhah et al., 2017). Considering observing the results of the counterproductive work behavior of the Saderat Bank employees (complaints and dissatisfaction of customers and ...) on the organizational performance of the bank, and the propagation of these behaviors by the employees; therefore, the researcher in this study while investigating previous studies and gather information from reliable sources to investigate the relationship between high performance work activities and counterproductive work behavior with the mediation role of perceived organizational support and answer the questions below:

1. Is there a positive relationship between empowerment and perceived organizational support?
2. Is there a positive relationship between rewards and perceived organizational support?
3. Is there a positive relationship between promotion and perceived organizational support?
4. Is there a negative relationship between perceived organizational support and counterproductive work behavior?
5. Does empowerment have a significant effect on counterproductive work behavior through perceived organizational support?
6. Does reward have a significant effect on counterproductive work behavior through perceived organizational support?
7. Does promotion have a significant effect on counterproductive work behavior through perceived organizational support?

LITERATURE REVIEW

The theoretical framework

Service industry studies suggest that organizations that seek high-quality service processes require high-performance work activity. Indeed, the study of related literature shows that the presence of high-performance work activity with the performance of service organizations is commonplace. Empowerment, reward and promotion are high-performance work activities that organizations use. Employees work on specific conditions that are limited to the resources



available to the bank to meet customer requirements. This leads to the ability of managers to empower employees to respond appropriately at the bank (Vatankhah et al., 2017). Thus the following hypothesis is suggested:

H1: *Empowerment has a positive relationship with perceived organizational support among employees of bank branches.*

According to Rhoades et al. (2001), the motivation of employees with rewards and recognition is one of the hallmarks of the superiority of services in banks (Milliman et al. 1999). In addition, this particular environment, in which employees must have positive and friendly behavior for long hours, and have a very short time to relieve fatigue, makes it hard for them to be refreshed, thus being recognized and rewarded make the working process easier for them; therefore, the following hypothesis is suggested:

H2: *Reward has a positive relationship with perceived organizational support.*

As another sign of high-performance work, job position and promotion are linked to a reduced perception of isolation among employees (Chen & Kao, 2012). The chances of growth, promotion, and developmental experience are signs of an employee's recognition by the organization that leads to perceived positive organizational support. According to Karatepe and Vatankhah (2015), job position is the most important sign of high-performance work among employees. This can be attributed to the fact that working in a bank brings experiences and abilities that are not easily transferable to other jobs. According to Liang et al. (2005), being assured in line with future job has a negative relationship with the employee's job burnout; therefore, the following hypothesis is suggested:

H3: *Promotion has a positive relationship with perceived organizational support.*

Employees who receive benefits are more likely to show positive behavior and may further increase organizational value. Specifically, field research shows that the presence of the best human resource activities is critical to the success of organizations (Kim & Back, 2012), because bank employees have difficult working conditions. The existence of supportive policies in banks is vital for employees (Rhoden et al., 2008). Employees work in an environment where their performance is very important, and thus it may lead to counterproductive work behavior; therefore, management by employing activities with a high performance level should increase the level of perceived organizational support to reduce these behaviors. So, the following hypothesis is suggested:

H4: *Perceived organizational support has a negative relationship with counterproductive work behavior.*

In contrast to the negative impact of counterproductive work behavior, organizations continue to face the issues such as burglary, mistreatment, asset destruction, poor attendance and low quality work. Case (2000) reported that counterproductive worker behaviors such as burglary and corruption in organizations are natural. However, these issues are costly and need to be identified and resolved (Yang et al., 2013). In analyzing the consequences of destructive behavior, job satisfaction, organizational commitment, perceptions of organizational justice and conscience, there is a negative relationship with counterproductive work behavior; therefore, the following hypothesis is suggested:



H5: Empowerment has a significant effect on counterproductive work behavior through perceived organizational support.

Along with signaling theory, the existence of empowerment, reward and promotion as an important sign of high performance activities reflects the organization's attention to employees. Such activities give employees the opportunity and the motivation to have better performance, which enhances perceived organizational support, leads to a better service delivery process, more satisfied customers, and more competitive power. Perceived organizational support, on the other hand, leads to a lack of tendency toward counterproductive work behavior. Thus, it is reasonable to assume that perceived organizational support is the mediator of the relationship between high-performance work activities and counterproductive work behavior (Vatankah et al., 2017); therefore, the following hypothesis is suggested.

H6: Reward has a significant effect on counterproductive work behavior through perceived organizational support.

Research background

Shirvani et al. (2014) conducted a research entitled “The Effect of Emotional Intelligence Components on Counterproductive work behavior and Organizational Citizenship Behaviors”. The statistical population of this research is the staff of the Deputy Director and Treasury of the Ministry of Economic Affairs and Finance, n=537. By using a stratified random sampling method, 224 people were selected from the community by the means of the Cochran formula. For collecting the research data, Jang and Yuan standard questionnaires (2012) was used. In this study, data analysis was performed through correlation matrix, regression equations, path analysis and LISREL statistical software. Findings indicate that assessing emotions has not significant effect on counterproductive work behaviors and assessing others' feelings and adjusting feelings on organizational citizenship behaviors. Naami et al. (2013) conducted a research study on the causal relationship between adjustment in the workplace with organizational and civic behaviors and counterproductive behaviors in the workplace, with the mediation of job motivation. The purpose of this study was to investigate the relationship between causal relationship of adjustment in the workplace with organizational and civic behaviors and counterproductive behaviors by mediating role of job incentives in employees of Shiraz Gas Company. The statistical population of this study is all employees of Shiraz Gas Company. Among them 170 people were selected by stratified random sampling. According to the results of the Structural equation modeling, individual-organization and individual-group matching either directly or indirectly and through job motivation have led to an increase in organizational behavior and counterproductive behaviors. Vatankah et al. (2017), done a research entitle “Perceived organizational support as a moderator of the relationship between high-performance work activities and counterproductive work behaviors”. This paper examines the mediator role of perceived organizational support in the relationship between high-performance work activities and counterproductive work behaviors. The sample of the study, which is Iranian stewardess, was used to evaluate this relationship. The results of multi-regression analysis indicated that empowerment, reward and promotion as signs of high work activity had a negative relationship with counter productive work behavior. In addition, confirmatory results are mediators of perceived organizational support in the relationship between empowerment, rewards and promotion. Also, results confirm the full mediator role of perceived organizational support in the relationship between promotional and



counterproductive behavior. Spector (2011), conducted a research entitled “The Relationship Between Counterproductive Behavior and Personality”. The main purpose of this study is to study the effect of personality, emotional intelligence, sentimentality, emotional pressure and fatigue on the counterproductive behavior of the first-line government employees. The main findings are: Personality factors are emotional intelligence, emotional stress, emotional burnout, and their counterproductive behavior. Second, emotional intelligence and being emotional are effective on emotional stress, emotional burnout, and counterproductive behavior.



Figure 1: Conceptual Model (Vatankhah et al, 2017)

RESEARCH METHOD

This research, in terms of practical objective and in terms of collecting information, is a survey with casual-descriptive nature, and among correlation methods is a covariance analysis because of the use of structural equations.

Statistical Population

The statistical population in this research includes all employees of Saderat Bank Branch in Zabol and according to statistics it is about 1248 people. Due to the fact that the total number of personnel is clear, the statistical population is limited. In this research, random sampling was used and the sample size was calculated by using the Cochran formula and the sample size was determined based on this relationship. The way of calculating the sample number based on the Cochran formula is as follows:

$$n = \frac{NZ^2 \cdot p \cdot q}{(N - 1)e^2 + Z^2 \cdot p \cdot q}$$

where :n = Statistical sample size; N=volume of statistical population; Z= is the value of the normal variable corresponding to the confidence level for the 95% confidence interval, which is 1.96.; p= probability of success (.5); q=1-p probability of failure (.5) and e= is the value of allowed error that is equal to "5%".

$$n = \frac{N(Z)^2 \cdot .5 \cdot .5}{(N - 1)(.05)^2 + (Z)^2 \cdot .5 \cdot .5} = \frac{1248 \cdot 0.9604}{1247 \cdot 0.0025 + 0.9604} = \frac{1198.5792}{4.0779} \approx 294$$

Validity and reliability of research

The questionnaire used in this study is a standard questionnaire. With a relatively large amount of work done on the indicators and method of presenting the questions in this research, also,



with the favorable opinions of the experts in terms of validity, this questionnaire is very reliable and its credit rating is high.

In this research, Cronbach's alpha coefficient was used to measure the validity of the questionnaire. The Cronbach's alpha coefficient was calculated by using SPSS software and its value for this questionnaire is 0.915, which indicates that this questionnaire enjoys high validity. The Cronbach's alpha for the dimensions of the research questionnaire is shown in the table below.

Table 1. Cronbach's Alpha Coefficient Values

Variables	Number of questions (criteria)	Cronbach's alpha
Job empowerment	Questions 1 to 5	0.740
Reward	Questions 6 to 10	0.767
Promotion	Questions 11 to 14	0.757
Perceived organizational support	Questions 15 to 20	0.708
Counterproductive work behavior	Questions 21 to 36	0.865

Data analysis tool

In this paper, structural equation modeling has been used to study the relationships among the components of the model. The researcher has also used structural equation modeling for confirmatory factor analysis. The Lisrel software was used to analyze the hypotheses, and a structural model that describes possible causal relationships between variables is used.

FINDINGS

The first hypothesis Test: Empowerment has a positive relationship with perceived organizational support

In this hypothesis, the effect of empowerment on perceived organizational support has been investigated; the value of the T statistics is equal to 2/00 and is not within the unacceptable range [1.96, -1.96]. Therefore, the effect of empowerment on perceived organizational support is significant and the effect size is 0.16 with an error of 0.051. In other words, 16% of perceived organizational support changes are justified based on empowerment, and the positive sign of the path coefficient shows a direct relationship. In other words, with increased empowerment, perceived organizational support increases.

The second hypothesis: Reward has a positive relationship with perceived organizational support.

In this hypothesis, the effect of rewards and perceived organizational support has been studied; the value of T statistics is equal to 2.37 and is not within the unacceptable range (1.96, -1.96); therefore, the effect of reward on perceived organizational support is significant and the size of this effect is 0.30 with an error of 0.051, that is, 30% of the perceived organizational support changes are justified based on the reward, and the positive sign of the path coefficient indicates their direct relationship. In other words, with increased rewards, perceived organizational support will increase.

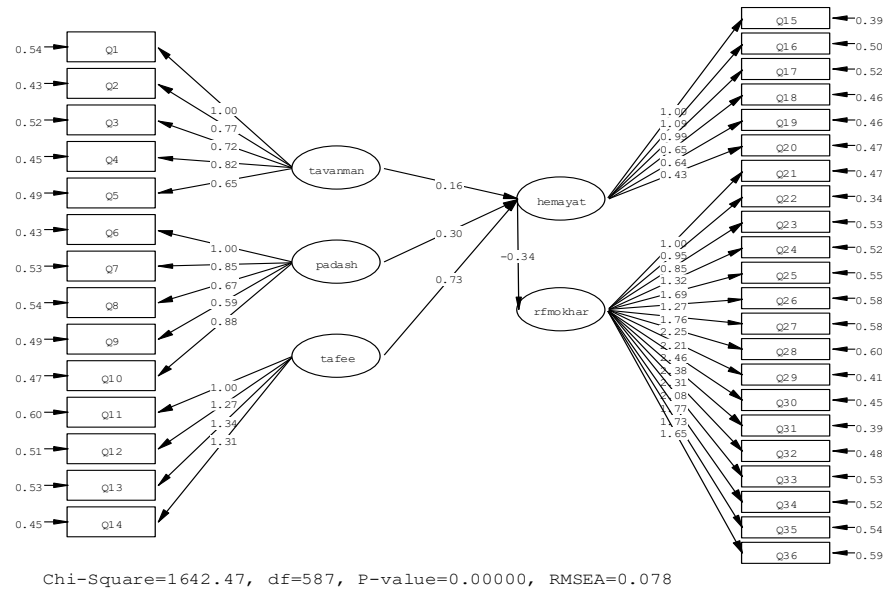


Figure 2. Structural model diagram based on path coefficients

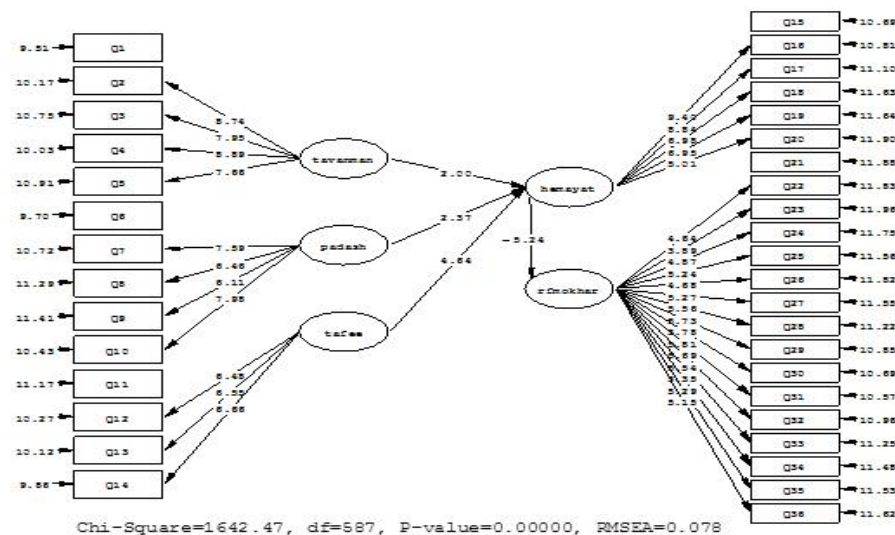


Figure 3. The diagram of the relationships between the research latent variables in terms of t value

The third hypothesis: Promotion has a positive relationship with perceived organizational support.

In this hypothesis, the impact of promotion with perceived organizational support has been studied, the value of the T-statistic is 4.63 and is not within the unacceptable range [1.96, -1.96]; therefore, the effect promotion of perceived organizational support is significant and the size of this effect is 0.73 with an error of 0.051. In other words, 0.73 percent of the perceived organizational support changes are justified based on the promotion and the positive sign of the path coefficient shows a direct relationship. In other words, as promotions increase, perceived organizational support increases.

The fourth hypothesis: Perceived organizational support has a negative relationship with counterproductive work behaviors

In this hypothesis, the effect of perceived organizational support with counterproductive work behavior has been studied, the value of the T-statistic is $-5/25$ and it is not at the unacceptable range $[1.96, -1.96]$. Therefore, the effect of perceived organizational support on significant behavioral destructive behavior is significant and the size of this effect is -0.34 with an error of 0.051 . In other words, 0.34% of the changes in counterproductive work behavior are based on perceived organizational support and the negative sign of the path coefficient reflects their inverse relationship, in other words, with increased perceived organizational support, counterproductive work behavior decreases.

The fifth hypothesis: empowerment has a negative and significant effect on counterproductive work behavior through perceived organizational support

In this hypothesis, the effect of empowerment on counterproductive work behavior through perceived organizational support has been investigated, and the value of T is significant due to the significant effect of empowerment on organizational support and meaningful organizational support on counterproductive work behavior. Therefore, the effect of empowerment on counterproductive work behavior through perceived organizational support is significant and the size of this effect with the error of 0.051 is 0.0544 . In other words -0.554 percent of the change in counterproductive work behavior based on empowerment effect is justified through organizational support understanding and the negative sign of the path coefficient indicates their inverse relationship.

The sixth hypothesis test: The reward has a negative and significant effect counterproductive work behavior through perceived organizational support

In this hypothesis, the effect of reward on counterproductive work behavior through perceived organizational support has been investigated; the value of T is significant due to the reward effect on the organizational support and the meaningfulness of organizational support on counterproductive work behavior. Therefore, the effect of reward on counterproductive work behavior through perceived organizational support was significant and the size of this effect was -0.102 with an error of 0.051 , that is, 0.102% of the change in counterproductive work behavior based on the effect of rewards through organizational support of perception is justified and the negative sign of the path coefficient indicates their inverse relationship.

The seventh hypothesis test: Promotion has a negative and significant effect on counterproductive work behavior through perceived organizational support

In this hypothesis, the effect of promotion on counterproductive work behavior through perceived organizational support has been studied; the value of T is significant due to the reward effect on organizational support and organizational support on counterproductive work behavior. Therefore, the effect of promotion on counterproductive work behavior through perceived organizational support is significant and the size of this effect is -0.248 with an error of 0.051 , which means 0.248% of the changes in counterproductive work behavior based on the promotion effect through the perceived organization support is justified, and the negative sign of the path coefficient indicates their inverse relationship.



DISCUSSION AND CONCLUSION

According to the findings of first hypothesis, the effect of empowerment on perceived organizational support is significant and the 16% of perceived organizational support changes are justified based on empowerment, and the positive sign of the path coefficient shows a direct relationship. In other words, with increased empowerment, perceived organizational support increases. According to the findings of second hypothesis, the effect of reward on perceived organizational support is significant and the 30% of the perceived organizational support changes are justified based on the reward, and the positive sign of the path coefficient indicates their direct relationship. In other words, with increased rewards, perceived organizational support will increase.

In third hypothesis, the effect promotion of perceived organizational support is significant and the 0.73 percent of the perceived organizational support changes are justified based on the promotion and the positive sign of the path coefficient shows a direct relationship. In other words, as promotions increase, perceived organizational support increases. In fourth hypothesis, the effect of perceived organizational support on significant behavioral destructive behavior is significant and the 0.34% of the changes in counterproductive work behavior are based on perceived organizational support and the negative sign of the path coefficient reflects their inverse relationship, in other words, with increased perceived organizational support, counterproductive work behavior decreases.

According to the findings of fifth hypothesis, the effect of empowerment on counterproductive work behavior through perceived organizational support is significant and the 0.554 percent of the change in counterproductive work behavior based on empowerment effect is justified through organizational support understanding and the negative sign of the path coefficient indicates their inverse relationship. According to the findings of sixth hypothesis, the effect of reward on counterproductive work behavior through perceived organizational support was significant, that is, 0.102% of the change in counterproductive work behavior based on the effect of rewards through organizational support of perception is justified and the negative sign of the path coefficient indicates their inverse relationship.

In seventh hypothesis, the effect of promotion on counterproductive work behavior through perceived organizational support is significant and the 0.248% of the changes in counterproductive work behavior based on the promotion effect through the perceived organization support is justified, and the negative sign of the path coefficient indicates their inverse relationship. Given the confirmation of the first hypothesis, and accepting a positive relationship between empowerment and perceived organizational support, suggestions are presented as follows:

1. Encourage staff to resolve customer problems personally.
2. Training employees in order to empower them and better performing duties
3. Increase and improve staff incentives to persuade employees to provide their best performance and participate actively in organizational procedures.

Given the confirmation of the second hypothesis, and to accepting the positive relationship between rewards and perceived organizational support, suggestions are presented as follows:

1. To provide a good employee service to customers, they will be rewarded.



2. An employee will be rewarded with advancement in work on the job path.

3. Occasionally employee's performance will be reviewed by customers.

Given the confirmation of the third hypothesis, and accepting the positive relationship between the promotion and the perceived organizational support, suggestions are presented as follows:

1. Employees have a certain career path in the bank.

2. Managers and officials are aware of the employees' dreams and career intentions.

Given the confirmation of the fourth hypothesis, and accepting the negative relationship between perceived organizational support and destructive behavior, suggestions are presented as follows:

1. The bank considers employee activities valuable to improve working conditions.

2. The Bank considers the values and objectives of the employee well.

3. The bank will help me when needed.

Given the confirmation of the fifth hypothesis, and accepting the impact of empowerment on counterproductive work behavior through perceived organizational support, the following suggestion is proposed:

1. By employees' participation, the bank provided them with organizational support, in addition to empowering the staff.

Given the confirmation of the sixth hypothesis, and accepting the reward effect on counterproductive work behavior through perceived organizational support, the following proposition is proposed:

1. Support and encourage employees to properly perform their duties, for example, in matters such as obtaining complainant customer satisfaction by the employees.

Given the confirmation of the seventh hypothesis, and accepting the impact of organizational promotion on counterproductive work behavior through perceived organizational support, the following suggestion is proposed:

1. Setting up a career path for each employee in the bank and facilitating more than the preconditions for employee development.

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