

The Impacts Of Perceived Organizational Support And Job-Related Affective Well-Being On Counterproductive Work Behavior: A Study In Service Sector

Ayşen AKBAŞ TUNA

Gazi University
College of Banking and Insurance
Ankara, Turkey
aakbastuna@gazi.edu.tr

Yasin BOYLU

Gazi University
Faculty of Tourism
Ankara, Turkey
yasin@gazi.edu.tr

Extensive Summary

Introduction

Although organizations try to provide the appropriate organizational conditions to increase the performance of their employees, employees, for reasons caused by the work itself and the work environment, exhibit some counterproductive behaviors. In the literature, counterproductive work behavior (CWB) is commonly defined as voluntary or intentional behavior that acts against the interests of the organization. CWB has found itself to be the focus of extensive research recently due to the pervasive and costly consequence of such behaviors which affects both the organizations and their employees. According to Spector et al. (2006) CWBs include acts directed toward both organizations and individuals, including aggression (physical and verbal), sabotage, theft, and withdrawal.

The service sector is a sector where stress is intensely experienced due to one-to-one human relations and the physical or psychological impairment of the responsibility of employees raise the level of stress. In this case, the needs of those who face the threat of crushing under expectations are also increasingly in need of support. Hence, perceived organizational support (POS) is important, for POS reflects the general belief held by an employee that the organization values his or her continued membership and is generally concerned about his or her well-being (Aselage & Eisenberger, 2003; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Another subject of research is "job-related affective well-being" (JAWS). Emotions are a natural part of everyday work experience, and when employees come to work they do not go into business after checking their emotions at the door.

Research Method and Findings

The main purpose of this research is to examine the mediating role of the job-related affective well-being in the relationship between perceived organizational support and counterproductive work behaviors in service sector. The research model is given in

Figure 1 below. The sample of the research is the service sector employees in Turkey. The service sector is a labor-intensive sector and the human factor is the most important factor in this sector. For this reason, the service sector constitutes the universe of this research because the attitudes and behaviors of employees are considered to be different in this sector compared to other sectors. Research was carried out by questionnaire with 706 employees.

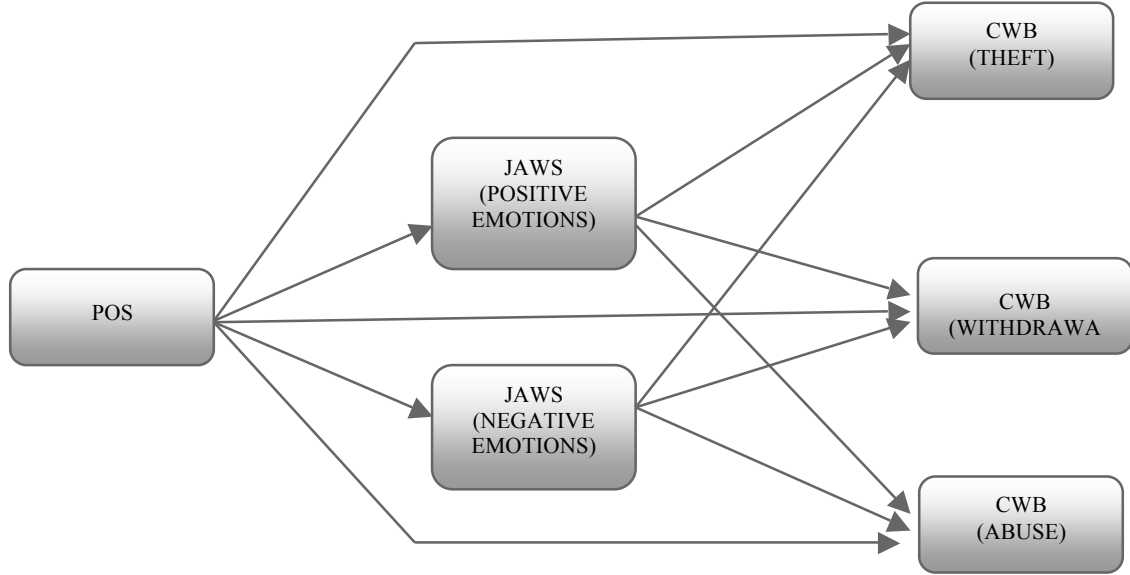


Figure 1: Research Model

POS: Perceived Organizational Support, JAWS: The Job-related Affective Well-being Scale, CWB: counterproductive work behavior

The results of measurement model are found as CMIN/DF: 2,69; GFI:0,87; AGFI: 0,85; NFI:0,98; IFI:0,98; CFI:0,98 and RMSEA: ,049. The results of the structural model are CMIN/DF: 2,81; GFI: ,86,5; AGFI: ,84,5; NFI:0,903; IFI:0,936; CFI:0,935; RMSEA: ,051. These results show that structural model is acceptable.

Conclusion

In the study has a positive impact on positive emotions of employees about their work but it has been seen that perceived organizational support has no impact on exhibiting counterproductive work behaviors such as theft, withdrawal and abuse.

Therefore, it can be said that although the service sector employees feel good about the organizational support they perceive, these feelings do not have any effect of preventing the counterproductive work behaviors. However, negative feelings about work lead to these behaviors.

Accordingly, while it is seen that employees' positive emotions, affected by perceived organizational support do not have any impact on exhibited counterproductive work behaviors by employees, negative emotions cause them to exhibit these behaviors. When it is considered that counterproductive work behaviors are explained in terms of retaliation or revenge in the field, it can be said that the behaviors are exhibited for the reasons of retaliation or revenge.

The following suggestions can be made on the subject. First it can be suggested that organizations should establish their own control mechanisms to prevent such behavior from becoming widespread in the organization and even becoming a culture of it.

It is also suggested that organizations should pay close attention to the reward and punishment policies since an employee who has never had such behavior before can go on to exhibit such behavior when he sees that the other employee has not been punished. Another way to avoid anti-productivity business behaviors is through human resources practices. For example, in the recruitment process, the tendencies of employees to these behaviors can be measured through various tests. Other recommended practices in the recruitment process include investigating the criminal record and arranging the employment contract as required.