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## The Effect of Organizational Climate on Counterproductive Behaviors: An Empirical Study on the Employees of Manufacturing Enterprises

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### Abstract

*This study investigates the impact of organizational climate on counterproductive behaviors. In organizational behavior studies, organizational climate is suggested as an important determinant or precursor of counterproductive behaviors. However, in the literature, there are limited studies on the relationship between counterproductive behaviors and organizational climate. In this respect, significant findings have been collected as a result of a research conducted on 204 employees of two enterprises in the field of metal and solar energy. Based on the findings, significant and negative relationships have been observed between counterproductive behaviors and dimensions of organizational climate such as reward, warmth, support/commitment, organizational structure and organizational standards. Moreover, warmth relationship environment, support/commitment and organizational standards dimensions are found out to have effect on counterproductive behaviors.*

Keywords: *Organizational Climate, Counterproductive Behavior, Organizational Behavior*

### 1. Introduction

As today's businesses continue to struggle to survive or acquire sustainable competitive advantage, it is important for organizations to better understand the factors that influence employees and important employee-oriented work outcomes. The growing significance placed on understanding employees and their behavior within the organization has produced a great deal of interest in investigating employee perceptions of climate within the organization (Riggle, 2007: 1). Work environment or climate perception of employees has significant consequences for both individuals and organizational. Climate or atmosphere in workplace has impact on employee's motivation, behavior, attitudes and potentials, which, in turn is predicted to influence organizational productivity (Adenike, 2011: 155). In other words, the climate or the organizational climate is considered very important in the life of organizations due to its clear effects and relations to the various regulatory activities. It affects employees' satisfaction and performance and, thus, the success of the organization and its ability to continue (Al-Saudi, 2012:

15). For these reasons, organizational climate has been a topic of considerable research over the last thirty years, both theoretically and empirically (Dawson et al., 2009: 89). Organizational climate is defined as the set of characteristics that describe an organization and that distinguish the organization from other organizations and influence the behavior of people in the organization (Farooqui, 2012: 296). Organizational climate attempts to identify the environment that affects the behavior of the employees. Due to the organizational climate importance on employee's attitudes and behaviors, researches increasing attention in organizational behavior literature (Holloway, 2012: 13).

In literature, researchers have found links between organizational climate and employee attitudes and behaviors. Researchers suggest that organizational climate related with positive behaviors like innovative behavior, organizational citizenship behavior and negative organizational behaviors like counterproductive behaviors. (Bellou and Andronikidis, 2009: 295; Scheuer, 2010: 10; Farooqui, 2012: 298; Fagbohunge et al., 2012: 213; Al-Saudi, 2012: 15; (Wolf et al., 2012: 666). Because, people tend to accept and internalize the climate of the organization in which they work, and the perception of climate has an important impact on their behavior (Vardi, 2001: 327). If employees perceive that the organization stands behind them and performs employee oriented politics, they are more likely to be persistent, innovative and helpful when faced with unexpected problems. Conversely, employees who perceive their work environments as being non supportive or unwelcoming they are more likely to exhibit negative or counterproductive behaviors (Wolf et al., 2012: 666).

Counterproductive behaviors are directly harmful to the organization or to other individuals in the organization and can range from relatively minor to very serious. Counterproductive behaviors are likely to be affected by both individual and organizational factors (Biron, 2010: 877). Organizational climate is one of the organizational factors that affect counterproductive behaviors. There are a few researches that show the relationship between organizational factors and counterproductive behaviors. For instance, most studies focus on the relationship of counterproductive behaviors with some of the variables such as job satisfaction, job performance, organizational justice, leader-member exchange, turnover intention, well-being etc. However, there are limited researches existing literature investigating the impact of perceived organizational climate on counterproductive behaviors. Due to limited studies on the effects of organizational climate on the counterproductive behaviors, this study attempts to add to the area of organizational behavior research. In this context, the purpose of this study is to investigate the effect of the organizational climate upon the employees' counterproductive behaviors.

## **2. Literature Review**

Organizations are characterizing forums where a variety of different behaviors are expressed, each with a different consequence to the individuals within the organization as well as the entire organization. These behaviors usually harmonize with the organizational climate. Organizational climate includes organizational norms which are a grouping of expected behaviors, languages, principles and postulations that allow the workplace to perform at a suitable pace (Appelbaum et al., 2007: 587). Besides, organizational climate is formed of sharing values, beliefs and behavioral norms in an organization (Ahmad et al., 2012: 11880). Concordantly, it can be said that organizational climate occurs as a result of attitudes, behaviors and emotions of employees and adopted rules of organization. Due to this feature, organizational climate is expected to affect

the employees' attitudes and behaviors. When employee's expectations are met with organizational goals and they perceive support, they feel organizational climate positive, thus exhibit positive behaviors. On the other hand, when their expectations uncomfortable with the organization's mission and they perceive unpleasant working conditions, they tend to show counterproductive behaviors. In this work, primarily we will explain concepts of organizational climate and counterproductive behaviors. Following them we will discuss the relationship between these concepts.

### 2.1. *Organizational Climate*

Litwin and Stringer (1968) defined organizational climate as the set of measurable properties of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior (Holloway, 2012: 13). Organizational climate is defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization more related to atmosphere and values (Aiswarya and Ramasundaram, 2012: 353). An organizational climate refers to the values, beliefs that are not visible but exist within the employee's behavior and action. (Moghimi and Subramaniam, 2013: 3). In literature, there is no generally accepted definition of organizational climate. Because it is a complex, multilevel, and multidimensional phenomenon derived from employees' perceptions of their experiences within an organization, stable over time and widely shared within an organizational unit (Dawson et al., 2008: 89-90).

Organizational climate is based on the premise that the overall health of an organization can be assessed by measuring individual employees' perceptions of their work environments. Together these individual observations serve as aggregate data describing how well the organization performs and how well it treats its employees (Giles, 2010: 68). In other words, organizational climate represents how the employees feel about the atmosphere in the organization. For the development of an organization, it is necessary to make employee's feel good as employees are the key resources of an organization. With changing scenarios in the world economy if companies want very smart, professional, innovative and positive team members, companies will promote a healthy work environment and organizational climate so that the employees feel free to exhibit positive behaviors (Choudhury, 2011: 112).

In a fiercely competitive global setting, achieving organizational effectiveness and organizational survival is based on employee's attitudes and behaviors. For this reason, organizational climate has gained importance in organizational behavior researches. Researches in this area has examined organizational climate in various organizational contexts and related it to several outcomes at an individual, group, and organizational level. In particular, researchers have found links with organizational climate and employee performance, organizational effectiveness, productivity, job satisfaction, organizational commitment, organizational justice, work motivation, organizational alienation, anxiety, propensity to leave (Dickson et al., 2006: 352-353; Bellou and Andronikidis, 2009: 294-295; Ahmad et al., 2012: 11880; Zhang and Liu, 2010: 191-192; Heyart, 2011: 18; Rahimic, 2013: 131). However, researchers suggest that organizational climate promotes positive behaviors in organizations such as organizational citizenship behavior, innovative behavior, creative and proactive behaviors (Patterson et al., 2004: 194; Lin and Lin, 2011: 586; Bindl ve Parker, 2011: 32; Moghimi and Subramaniam, 2013: 3). On the other hand, it triggers negative work behaviors such as absenteeism, lateness, putting little effort into work,

taking excessive breaks, wasting resources, arguing workmates, acting rudely towards them etc. (Appelbaum et al., 2007: 588-589; Pena-Suarez et al., 2013: 137; Dawson et al., 2008: 92).

Organizational climate researches can be traced back to the 1930s. Since then, many studies conducted to date have been dealt with issues such as the definition of the organizational climate, measurement and dimensions of this concept. (Zhang and Liu, 2010: 189-190). The measurement and dimensions of organizational climate have been the causes for much of the debate surrounding the concept. However, there is no unanimous agreement on the dimensions of organizational climate (Riggle, 2007: 17; Pena-Suarez et al., 2013: 137). One of the best-known general measures of organizational climate is the Organizational Climate Questionnaire (OCQ) by Litwin and Stringer (1968). It comprises eight dimensions of climate (Patterson et al., 2005: 383). In this study, we will examine organizational climate Litwin and Stringer's view on organizational climate. Litwin and Stringer categorized organizational climate into the following eight typical variables (Mok and Au-Yeung, 2002: 130; Giles, 2010: 12; Holloway, 2012: 14).

- **Organizational structure:** The feeling that employees have about the constraints in the organization. Organizational structure refers to how many rules, regulations, procedures have been implemented in organization and is there an emphasis on “red tape” or is there a loose and informal atmosphere.
- **Standards:** It measures the feelings of pressure to improve performance and the degree of pride employees have in doing a good job. However standards refer to clearly defined high standards for performance.
- **Responsibility:** The feeling of become one's own boss, not having to double-check all decisions in organization. A sense of high responsibility signifies that employees feel encouraged to solve problems on their own.
- **Support:** Support reflects the feeling of trust and mutual support that prevails in organizations. Support is high when employees feel that they are part of an organization and when they sense that they can get help from their managers.
- **Commitment:** The feeling that you belong to a company and you are a valuable member of an organization. Commitment reflects employees' sense of pride in belonging to the organization and their degree of commitment to the organization's goals.
- **Reward:** It indicates employees' feelings of being rewarded for a job well done. Reward is the feeling of being rewarded for a job well done; emphasizing the perceived fairness of the pay and promotion policies.
- **Warmth:** The feeling of general good solidarity that prevails in the organization. In other words, warmth working conditions emphasis on being well-liked; the prevalence of warm and informal social groups.
- **Risk and Conflict:** Conflict refers to feeling of managers and other employees want to hear different opinions; the emphasis placed on getting problems out in the open, rather than smoothing them over or ignoring them. Risk refers to people avoid risks to protect themselves in organizations and employee's risk taking encouraged by organization.

## 2.2. Counterproductive Behavior

In recent years, counterproductive work behaviors research has proliferated in organizational behavior literature. Counterproductive behavior broadly are defined as unproductive activities

that are damaging to organizational goals and harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness (Mann et al., 2012: 142; Klotz and Buckley, 2013: 115). Robinson and Bennett (1995) defined counterproductive behaviors as voluntary behavior that violates important organizational norms and threatens the well-being of organizations, its members, or both (Yen and Teng, 2012: 2). The common underlying themes of counterproductive behaviors harm the organization by directly affecting its functioning or property, or by impacting on employees in a way that reduces their effectiveness (Roy et al., 2012: 1342). However, there has even been disagreement about what to call this set of behaviors. In literature these negative oriented behaviors have been labelled antisocial organizational behavior, organizational misbehavior, organizational deviance, employee withdrawal, dishonesty, dysfunctional behavior, counterproductive behavior (Everton et al., 2007: 118).

Today, counterproductive behaviors have become an important concern for organization because of their impact on organizations and employees. Several researchers documented that counterproductive behaviors have financial, social and psychological effects on both organizations and employees. (Fagbohunbe et al., 2012: 208). In other words, counterproductive behaviors induce increasing organizational costs, decreasing commitment, organizational citizenship behaviors, and productivity. On the other hand, it brings about lateness, absenteeism and turnover (Brooks, 2012: 238). Because of the counterproductive behaviors significance and its costs, these behaviors properly manage by the organizations and managers. However, organizations make an effort to identify factors which are conducive to such behaviors. (Biron, 2010: 876). Researches in this area suggest that two group of factors are causes of counterproductive behaviors in organizations. These factors are based on individual-related factors and organizational-related factors. The individual-related factors include conscientiousness, negative affectivity, agreeableness, moral philosophy, age, gender, education level, seniority, marital status and emotional intelligence. Organizational-related factors comprise organizational justice, perceived organizational support, social pressures to conform, negative and untrusting attitudes from managers/co-workers, disagreement with organizational goals and expectations, ambiguity about jobs, management styles, organizational ethical climate, organizational climate (Vardi and Weitz, 2002: 54; Litzky, 2006: 93; Chirasha and Mahapa, 2012: 417; Priesemuth et al., 2013: 231-232; Alias et al., 2013: 167).

Counterproductive behaviors have been classified based on different views in the literature. For example, theft, destruction of property, misuse of information, misuse of time and resources, unsafe behavior, poor attendance, poor quality work, alcohol use, drug use, and inappropriate physical actions, lateness, rude and cynic behavior to workmates like etc. (Mann et al., 2012: 143). Because of diversity, there has even been disagreement about these behaviors. This lack of agreement means that researchers use different theoretical frameworks to discuss these behaviors. Therefore, (Robinson and Bennett, 1995) typology of counterproductive behaviors is most widely used in organizational behavior researches since it includes all of these behaviors. However, this typology has allowed researchers to present and discuss the information in an organized way and it presents broad and comprehensive perspective (Everton et al., 2007: 119). In addition, this typology can be used to classify counterproductive behaviors according to organizational climate (Appelbaum et al, 2007: 589). Consequently, we will examine counterproductive behaviors in accordance with Robinson and Bennett's typology. With reference to this typology, there are two specific types of counterproductive behaviors. One of them is interpersonal counterproductive

behaviors aimed at individuals; the other is organizational counterproductive behaviors targeting the organization (Klotz and Buckley, 2013: 115).

- ***Interpersonal counterproductive behaviors:*** these behaviors are displayed between individuals in the workplace and involve behaviors such as: belittling others, playing pranks on others, acting rudely, arguing, and physical aggression. Interpersonal-directed aggression includes minor normative violations labelled as political deviance (i.e., favoritism and gossip) and serious violations labelled as personal deviance (i.e., verbal abuse etc).
- ***Organizational counterproductive behaviors:*** these are directed against the organization and include such actions as stealing, withholding effort, sabotage, lateness. Organizational-directed aggression, on the other hand, includes minor normative violations labelled as production deviance (i.e., leaving work early and taking excessive breaks) and serious violations labelled as property deviance (i.e., sabotaging equipment and stealing) (Appelbaum et al., 2007: 587-588; Scheuer, 2010: 7; Yen and Teng, 2012: 2).

### **3. The Relationships Between Organizational Climate and Counterproductive Behaviors**

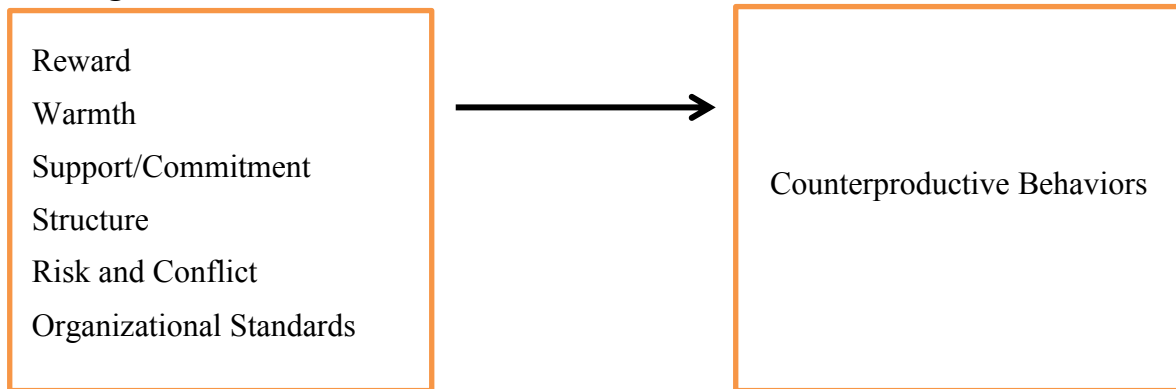
Organizational climate refers to the durable features of an organizational environment that is experienced by its members, that influences their behaviors and attitudes. Employees' perceptions of their organization's climate can influence their tendencies to behave positively, negatively or ethically. Because organizational climate encompasses structure and standards of organization, division of responsibility, reward system, support and warm working conditions dimensions. Therefore, if organizations treat their employees with trust and respect, adopt fair policies, positive rules and procedures concerning with employees' well-being, so employees behaviors can be progress positive levels (Litzky et al., 2006: 100-101). In other words, organizational climate affect the prevalence of employees positive or counterproductive behaviors. When organizational climates are perceived as more supportive socially and emotionally by employees, they generally tend to lower the level of counterproductive behaviors (Kidwell and Valentine, 2009: 16).

Counterproductive behavior has gained importance due to its influences on organizations and employees. Recently, researches have conducted studies which show its causes on individual and organizational levels (Appelbaum et al., 2007: 592). Individual and organizational factors are known to influence the behavior and attitudes of the employees. One organizational factor that has been demonstrated to have a significant effect on employee behavior is the organizational climate (Peterson, 2002: 49). It is plausible that perceived organizational climate influence the attitudes and behaviors of employees in organizations as climate perceptions are believed to be the functional link between the employees and objective characteristics of the work environment like formal and informal policies, procedures, and practices (Scheurer, 2010: 10). Organizational climate is the extent in which employee expectations from the organization are being met, so when employee's expectations for receiving support for their performance are perceived to be met, they both feel "good" about the organization's climate and effectively perform their tasks. Thus, when the climate is "employee oriented", the employee would orient his or her behavior to attain organization goals. But when the climate is mainly directed toward obtaining organization goals and not to take any notice of employee's well-being, employees will generate more negative behaviors such as counterproductive behaviors (Vardi, 2001: 327-328).

In this context, it can be expected that organizational climate will expect employee's attitudes and behaviors. If employees perceive organizational climate more supportive they will exhibit positive behaviors such as organizational citizenship behavior, proactive behavior, innovative behavior etc. If they perceive destructive and unfavorable climate, they will avoid positive and extra role behaviors, tend to exhibit more counterproductive behaviors. Consequently, organizations create an organizational climate in which employees feel themselves as a member of the company, team or group. When they internalize organizational climate and pleasing by all of the policies that are conducted in the organization, they are unwilling to show counterproductive behavior. They are satisfied with their organizations and jobs so they don't show organizational counterproductive behaviors such as lateness, absenteeism, sabotaging equipment, taking excessive breaks, putting little efforts into work. In addition, they refrain from belittling workmates, playing pranks on them, acting rudely, arguing and physical aggression with them.

Prior literature suggests that organizational climate and ethical climate affect counterproductive behaviors. There are some researches (Vardi, 2001; Peterson, 2002; Appelbaum et al., 2005; Litzky et al., 2006; Kidwell and Valentine, 2008; Biron, 2010; Fagbohungebe et al., 2012; Saidon et al, 2012; Alias et al., 2013) that examine the relationships between ethical climate and counterproductive behavior. But, there are limited researches that have discussed the relationships between organizational climate and counterproductive behaviors. Thus, this study aims to investigate these relationships. In order to test the relationships, research model and hypothesis that shown below is developed.

**Figure 1: Research Model**  
**Organizational Climate**



H1: There is a statistically significant relationship between the reward policies and counterproductive behaviors.

H2: There is a statistically significant relationship between warm working environment and counterproductive behaviors.

H3: There is a statistically significant relationship between support/commitment and counterproductive behaviors.

H4: There is a statistically significant relationship between organizational structure and counterproductive behaviors.

H5: There is a statistically significant relationship between risk/conflict and counterproductive behaviors.

H6: There is a statistically significant relationship between organizational standards and counterproductive behaviors.

#### **4. Research Methodology**

##### *4.1. Sample and Procedures*

This study encompassed employees from production oriented companies in solar energy and metal industries in Turkey. The research has been conducted through surveys, using convenience sampling method. The sample used for the study consists of approximately 300 staff, who serve in various positions. From the 300 questionnaires that have been sent, 210 (%70) have returned and 204 (%68) have been accepted as valid and included in the evaluations. Questionnaire survey method is used for data collection. Questionnaire form contains two measurement related to perceived organizational climate and counterproductive behaviors.

##### *4.2. Measurement*

Measures used in the questionnaire are adapted from questionnaires used in the studies from literature. The variables used in the organizational climate measure; are taken from Giles (2010) study and Heyart (2011) study, the variables in counterproductive behaviors measure are taken from Bennett and Robinson (2000) study. For answers to the statements of survey, a Likert-type metric, that is, expressions with five intervals has been used. Anchored such; "1- strongly disagree, 2- disagree, 3- neither agree or nor disagree, 4- agree, 5-strongly agree". There are also 7 demographic questions in the questionnaire. As a result of the conducted pilot study, it's been observed that the items in the factor analysis, where (n=30) has been applied, displayed a proper distribution, in accordance with the theoretical characteristics.

##### *4.3. Analysis Techniques*

The data obtained from the study, have been evaluated via SPSS for Windows 20.0 program. Factor analysis is used to test the variables related to perceived organizational climate and counterproductive behaviors dimensions. Cronbach Alpha values determine the reliability levels of the scales that have been computed. In order to test the hypotheses the analyses of Pearson Correlation has been used and multiple regression analysis has been used to explain the relationships between the perceived organizational climate and counterproductive behaviors.

#### **5. Results**

##### *5.1. Demographical Findings*

48% of employees, who have participated in the research, are male and 52% are female. Approximately 64% of the employees are between the ages 25-34, 18% of them are between the ages of 35-39, 6% of them are older than 40 and 12% of them younger than 25. 35% of employees have education of a high school, 19% have graduated from vocational school. 41% of employees have bachelor's degree and 5% of the employees have master's level education. 24% of employees are worker; 10% of them accounting staff and 10% of them are human resource staff. 9% of employees are sales assistant, 6% of them are working in manager status and 6% are



working as an engineer, 25% of the employees are working as a secretaries and office staff. 25% of employees have been working less than one year, 44% of them have been working between 1-5 years, 17% of them have been working between 6-10 years and 14% of the employees have been working more than eleven years in the this firm.

### 5.2. *Factor and Reliability Analysis*

In the study, the structural validity and reliability levels of measures have been tested. First, data of the variables related to organizational climate have been put into factor analysis and the varimax rotation has been obtained. In the principal component analysis, the Kaiser-Meyer-Olkin test result (KMO value, 0.788) and the result of Bartlett test (1723.176;  $p < 0.01$ ) were significant. As a result of the varimax rotation of the data related to organizational climate variables, removing the items with factor loadings under 0.40 from the analysis, six factor solutions has been obtained. Emerged factors, explain 63.328% of the total variance. It can be seen that the remaining 22 items are grouped under the relevant factors as per theoretical structure. It can be said that the scales used which are used can measure a single structure that complies with the theory and has structural validity. The findings on the resultant factors, factor loadings, explained variances, and internal consistency coefficients which are calculated for each factor (measure) are summarized in Table 1.

The data of the variables related to counterproductive behaviors have been put into factor analysis and the varimax rotation has been obtained. In the principal component analysis, the Kaiser-Meyer-Olkin test result (KMO value, 0.906) and the result of Bartlett test (2242,082;  $p < 0.01$ ) are significant. As a result of the varimax rotation of the data related to counterproductive behaviors variables, removing the items with factor loadings under 0.40 from the analysis, two factor solutions has been obtained. Emerged factors, explain 62.618% of the total variance. It can be seen that the remaining 16 items are grouped under the relevant factors as per theoretical structure. It can be said that the scales which are used can measure a single structure that complies with the theory and have structural validity. The findings on the resultant factors, factor loadings, explained variances, and internal consistency coefficients which are calculated for each factor (measure) are summarized in Table 2.

**Table 1: Rotated Factor Loadings with Calculated Organizational Climate Measures**


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<b>Factor 1: Reward (explained variance = 14.665% ; Cronbach's Alpha = 0.82)</b>	
1. In this organization there is a fair reward and recognition procedures.	0.847
2. Employees are rewarded in proportion to the excellence of their job performance.	0.830
3. There is a promotion system here that helps the best man to rise to the top.	0.808
4. There is not enough reward and recognition system for doing good work	0.632
<b>Factor 2: Warmth (explained variance = 12.007% ; Cronbach's Alpha = 0.71)</b>	
5. A friendly atmosphere prevails among the people in this organization	0.830
6. There is a warmth relationship between management and workers in this organization.	0.724
7. This organization is characterized by a relaxed, easy-going working climate.	0.589
8. Employees in this organization tend to be cool and aloof toward each other.	0.550
<b>Factor 3: Support and Commitment (explained variance= 10.587%; Cronbach's Alpha= 0.73)</b>	
9. I feel that I am a member of a well-functioning team.	0.788
10. When I am on a difficult assignment I can usually count on getting assistance from my boss and co-workers.	0.590.
11. In this organization people pretty much look out for their own interests.	0.560
12. People in this organization don't really trust each other enough.	0.451
<b>Factor 4: Structure (explained variance= 10.201%; Cronbach's Alpha= 0.66)</b>	
13. It is sometimes unclear who has the formal authority to make a decision.	0.728
14. In some of the projects I've been on, I haven't been sure exactly who my boss was.	0.688
15. The jobs in this organization are clearly defined and logically structured.	0.659
<b>Factor 5: Risk and Conflict (explained variance= 8.686%; Cronbach's Alpha= 0.55)</b>	
16. The attitude of our management is that conflict between competing units and individuals can be very healthy.	0.667
17. The best way to make a good impression around here is to steer clear of open arguments and disagreements.	0.658
18. The philosophy of our management is that in the long run we get ahead fastest by playing it slow, safe, and sure.	0.561
19. In meetings the goal is to arrive at a decision as smoothly and quickly as possible	0.457
<b>Factor 6: Standards (explained variance= 7.182%; Cronbach's Alpha= 0.62)</b>	
20. Our management believes that no job is so well done that it couldn't be done better.	0.726
21. In this organization we set very high standards for performance.	0.617
22. Around here there is a feeling of pressure to continually improve our personal and group performance.	0.615

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**Table 2: Rotated Factor Loadings with Calculated Counterproductive Behavior Measures**

**Factor 1: Interpersonal Counterproductive Behaviors (explained variance= 31.560%; Cronbach's Alpha= 0.93)**

1. Cursed at someone at work.	0.880
2. Played a mean prank on someone at work.	0.865
3. Acted rudely toward someone at work.	0.851
4. Publicly embarrassed someone at work.	0.818
5. Said something hurtful to someone at work .	0.775
6. Made an ethnic, religious, or racial remark at work	0.764
7. Made fun of someone at work.	0.663

**Factor 2: Organizational Counterproductive Behaviors (explained variance= 31.057%; Cronbach's Alpha= 0.89)**

8. Neglected to follow your boss's instructions.	0.811
9. Littered your work environment.	0.765
10. Intentionally worked slower than you could have worked.	0.763
11. Come in late to work without permission.	0.724
12. Discussed confidential company information with an unauthorized person.	0.708
13. Taken an additional or longer break than is acceptable at your workplace.	0.672
14. Put little effort into your work.	0.670
15. Dragged out work in order to get overtime.	0.639
16. Used an illegal drug or consumed alcohol on the job.	0.586

5.3. Findings on the Research Hypotheses

Obtained through correlation analysis which is performed to test the existence of relationships, the findings in the research hypothesis denote the relationships between the dimensions which are summarized in Table 3.

**Table 3. The Correlation Between The Dimension of Organizational Climate and Counterproductive Behaviors**

1.	Reward	1						
2.	Warmth	.260**	1					
3.	Support and Commitment	.378**	.531**	1				
4.	Structure	.248**	.375**	.463**	1			
5.	Risk and Conflict	.164*	.069	.172*	.167*	1		
6.	Standards	.365**	.318**	.393**	.252**	.235**	1	
7.	Counterproductive Behaviors	-.278**	-.541**	-.537**	-.384**	-.103	-.401**	1

\*\*p<0.01

In correlation analysis findings, a negative significant relationship ( $r=-.278$ ,  $p<0.01$ ) is observed between the reward dimension of organizational climate and counterproductive behaviors. There is a negative significant relationships between warmth ( $r=-.541$ ,  $p<0.01$ ) and counterproductive behaviors. There is a significant negative relationship between support/commitment ( $r=-.537$ ,  $p<0.01$ ) and counterproductive behaviors, also significant negative relationship between structure ( $r=-.384$ ,  $p<0.01$ ) and counterproductive behaviors, significant negative relationship between standards ( $r=-.401$ ,  $p<0.01$ ) and counterproductive behaviors. Accordingly, the H1, H2, H3, H4 and H6 hypothesis are accepted.

**Table 4. The Regression Analysis For Counterproductive Behaviors**

	R <sup>2</sup>	F	β	p
	.416	23.367		.000
Reward			-.015	.805
Warmth			-.308	.000
Support and Commitment			-.253	.001
Structure			-.107	.089
Risk and Conflict			.023	.683
Standards			-.177	.005

\*\*p<0.01

Table 4 indicates the results of the regression analysis, which explain effects of the perceived organizational climate dimensions on counterproductive behaviors. Model summary Table.4 shows how much perceived organizational climate variables can explain counterproductive behaviors. 41.6% counterproductive behaviors of the variance are explained by perceived organizational climate dimensions. The regression model, explaining the impact of perceived organizational climate on counterproductive behaviors, is valid (with  $F=23.367$ ;  $p=0.001$ ). Positive beta values show that the increase in independent variables leads to an increase in counterproductive behaviors, or a decrease in independent variables results in a decrease in

counterproductive behaviors. Accordingly; it can be said that warmth, support/commitment and standards dimension of organizational climate affect the counterproductive behaviors negatively. In other words, if employees perceive warmth and support in working environment, they feel committed to the organization and comply with the standards which are oriented well-being of them, they will avoid exhibiting counterproductive behaviors. According to beta values; the counterproductive behaviors are affected mostly from warm working environment.

## 6. Conclusion

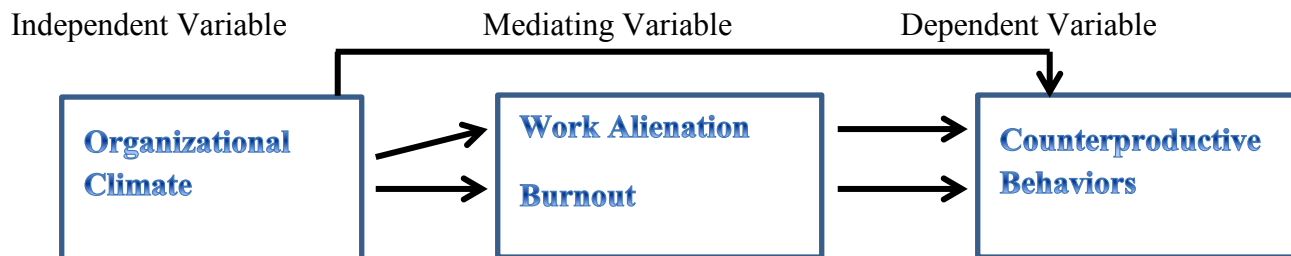
Employees create the key element for organizations to achieve sustainable competitive advantage in today's dynamic and changing operating conditions. Organizations try to attract qualified employees, take advantage of them at the maximum level and keep employing them in working conditions in which the workforce have a critical role. Therefore, creating a healthy and positive organizational climate, which cares about the welfare of employees, is thought to be important. Because, it is thought that a positive working environment which appreciates employees is expected to positively affect their performance levels, so they will undertake additional roles in organizational processes and act in an innovative and creative way. In other words, organizational climate has either a positive or negative effect on performance levels, attitudes and behaviours of employees. It is possible that employees can perceive organizational climate with a positive perception and consider it to be matching with their personal objectives and so, they can demonstrate positive attitudes towards colleagues and the organization. However, a negatively perceived organizational climate which does not support its employees is expected to promote counterproductive behaviour among employees. Thus, organizational climate is considered as one of the precursors which are effective on employees' exhibiting negative behaviour. In the literature, it is possible to see lots of studies dealing with many variables such as personality, emotional intelligence, organizational justice, trust, perceived organizational support and ethical climate which lead employees to show counterproductive behaviours. Among all these, limited numbers of studies referring to organizational climate are available. In this respect, this study aims to investigate the impact of organizational climate on counterproductive behaviours. Therefore, it is believed that this study will contribute to and fill the gap in the literature.

As a result of the research carried out to determine the effect organizational climate on counterproductive behaviours, it has been found out that there is a significant relationship among organizational climate and warm environment, support/commitment and the structure; moreover, H1, H2, H3, H4, H6 hypothesis have been accepted. No significant relationship between the counterproductive behaviour and risk/conflict dimensions of organizational climate has been observed; thus, H5 hypothesis has been rejected. Besides, when the impact of organizational climate on counterproductive behaviours is examined, it has been found out that organizational climate adversely affects warm relationship environment, support and commitment, and standards. In other words, warm relationship environment, perceived support, employees' sense of commitment to the organization, and organizational standards reduce the level of counterproductive behaviours shown by employees. If the research findings are analysed, warm relationship environment reduces counterproductive behaviours in the organizational climate dimensions most. In addition, although there is a relationship between reward and structure dimensions of organizational climate and counterproductive behaviours, these dimensions do not affect counterproductive behaviours. It can be said that counterproductive behaviours affect reward policies and the structure of an organization. That is, employees exhibiting

counterproductive behaviours may face negative reward policies in the organization or those exhibiting these behaviours may have to work in organizational climate which is more bureaucratic and has higher levels of formalism.

The findings of the research can be regarded as appropriate for the theoretical basis. Because, a warm working environment perceived by the employee and support of colleagues or managers are expected to influence the attitudes and behaviours. Besides, if employees are committed to the organization and if standards applied in the organization are in accordance with the objectives, then they are thought to be effective in employees' positive or negative behaviours. In this context, it can be said that perceiving a warm working environment and support within the organization, feeling commitment to organization, and thinking that organizational standards are for their own well-being, employees will avoid from counterproductive behaviours towards their colleagues and their organizations. In other words, employees who perceive a positive organizational climate are expected to show positive behaviour rather than counterproductive behaviours such as absenteeism, coming late, wasting organization's resources, slowing down, showing little effort, teasing colleagues, and attempting to physical abuse. As a result, organizational climate reflecting the psychological environment in the organization can be said to affect employees' behaviour, either positively or negatively.

The study can be expanded by studying instrumental variables in order to contribute to the literature on organizational behaviour, or further researches can be conducted with different and larger samples. For example, it is possible to contribute to the literature with a proposal of model dealing with studying the instrumental effect of work alienation and burnout variables on counterproductive behaviours. So, the following model can be presented as a proposal for future research:



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