

DETERMINANTS OF COUNTERPRODUCTIVE WORK BEHAVIOR – EVIDENCE FROM THE HOSPITALITY INDUSTRY IN POMERANIAN REGION IN POLAND

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Purpose: The research aims to investigate the factors that contribute to the occurrence of negative behaviors in the hospitality sector.

Design/methodology/approach: The research design involved the use of a structured questionnaire with both close-ended and open-ended questions to gather data from employees across different job positions and levels. The data collected were analyzed using appropriate statistical techniques for the quantitative data, such as descriptive statistics and correlation analysis. The open-ended questions provided qualitative insights into participants' experiences and perceptions, which were analyzed using thematic analysis to identify common themes and patterns, especially among employees with high rate of CWBs.

Findings: The study provide valuable insights into the factors contributing to negative behaviors in the hospitality industry. The results shed light on the complex interplay between individual characteristics, organizational factors, and the occurrence of CWBs. We have found potential discrepancy between employees' self-perceptions and their willingness to disclose involvement in highly harmful behaviors. The position and gender may play a role in the reporting and acknowledgment of CWBs

Research limitations/implications: The study contributes to the literature on CWBs in the hospitality industry, which is an under-researched area and highlights the importance of considering different types of CWBs when investigating the relationship between demographic and organizational variables and CWBs. The generalizability of the findings may be limited and the use of a self-reported questionnaire may be subject to response bias and social desirability bias.

Practical implications: The practical implications of this research suggest that organizations should pay closer attention to demographic and organizational factors when designing interventions aimed at reducing CWBs. Moreover, it is important to consider the varying nature of different types of CWBs when developing intervention strategies to address them.

Originality/value: The originality of this research lies in its focus on the hospitality industry in Poland and the use of a questionnaire specifically developed for this study, including open-ended questions (it allowed for a more nuanced understanding of CWBs). This study contributes to the limited research on CWBs in this context and provides insights into the relationship between demographic and organizational variables and CWBs.

Keywords: counterproductive work behavior (CWB), perception and occurrence of CWB, hospitality industry, demographic variables, organizational variables.

Category of the paper: research paper.

1. Introduction

The development of the hospitality industry is determined by a number of factors, including: the political and economic situation of the country, the geographic and climatic location, the attractiveness of the country and the regions within it, the state of security and communication, the affluence of society and its awareness of tourism, the state of development of domestic and international tourism, as well as the business needs, in terms of the demand for hospitality services (Panasiuk, Szostak, 2009). According to a report compiled by the Polish Economic Institute, the tourism industry suffers most from losses caused by the spread of the Covid-19 pandemic. Two reasons for this situation have been specified - the reduced demand for tourism services under the situation of uncertainty and the administrative restrictions limiting mobility and, above all, the ability to travel abroad (Czernicki et al., 2020). K. Firlej and B. Spychalska draw attention to the fact that the current trends in tourism call for development of an attractive, innovative and comprehensive tourism product economically accessible to a wide range of recipients of such services, simultaneously stressing that the Polish hospitality market has been dominated by two investment trends. The first entails the development of budget hotels guaranteeing the investors high efficiency and low sensitivity to environmental factors. The second involves investments in hotels offering a specific product meeting the requirements and expectations of a small group of hotel guests (e.g., Spa & wellness hotels and resorts) (Firlej, Spychalska, 2015).

Globally, a steady and gradual growth of the hospitality market can be observed over the past few years. An upward trend in hotel occupancy has been observed, which has continued in hotels providing services both in Europe (from 61% in 2009 to 73% in 2019) as well as in the USA (from 55% in 2009 to 66% in 2019) (Statista: Hotel Market in Europe: Occupancy rate of the hotel industry worldwide from 2008 to 2019, by region).

Also in Poland, the number of hotels grew steadily from 2000 (924 hotels) to 2019 (2635 hotels). In 2020, the number dropped to 2498, and in 2021 it slightly increased to 2521. Between 2019 and 2021, the number of hotels in the Tri-City increased from 87 to 97. In 2019, Tri-City had the most facilities with a three star hotel rating (45 hotels), and 47 hotels in the years 2020-2021. (Statista: Hotels in Poland. Industries and Markets). In March 2020, a 65% decrease in the number of tourist accommodation users was recorded, compared to March 2019 (Tourism in Poland in the Face of the COVID-19 Pandemic. Central Statistical Office Report). Despite the significant decline and economic slowdown in the tourism and hospitality industry, brought

on by the Covid-19 pandemic, as many as 97% of companies plan to hire new employees in 2023, a result comparable to the companies operating in the IT (97%), or E-commerce and digital, marketing or transportation (96% each) sectors (Hays Poland. Salary Guide 2023).

The considerable dynamism accompanying the development of the hospitality industry leaves the sector particularly vulnerable to the occurrence of counterproductive behavior. The main objective of the article was to identify counterproductive behaviors among employees of Tri-City hotels and determine the factors affecting the frequency of such behavior. Using a convenience sampling technique, six hotels were selected for the study. The survey was conducted on a group of 204 employees, using a designed survey questionnaire containing closed-ended questions on working conditions, wages, atmosphere and the evaluation and occurrence of CWBs, as well as open-ended questions regarding employees' perceptions of problems they perceive in the workplace and factors contributing to their satisfaction.

The first section of the paper presents a review of the literature on the determinants of counterproductive work behavior, including a discussion of the occurrence and effects of such behavior in the hospitality industry. The methodology of the study is explained in the following section, with a brief description of the research tool designed (the questionnaire), the research procedure and the respondent (hotel workers) structure. The results of the research conducted are then presented, showing the complex interdependence between individual personal characteristics and organizational factors and the occurrence of CWB. Finally, the last section illustrates the principal conclusions drawn from the study, in particular, the implications for further research, outlined on the basis of the analysis and findings.

2. Counterproductive behavior and its determinants

Counterproductive work behavior (CWB), also referred to as dysfunctional or deviant behavior, can be defined as any behavior detrimental to the achievement of organizational goals, violating organizational norms or resulting in decreased productivity (Spector, Fox, 2005). Counterproductive behavior can take a variety of forms, which can be assigned to 4 categories: production CWB, property CWB, political CWB, and personal aggression (Robinson, Bennett, 1995). Counterproductive actions can be detrimental not only to an organization, narrowly defined as an organizational and economic system, but to a broad group of stakeholders: company owner/s, co-workers, supervisors, customers, shareholders, stockholders, suppliers, or the community (Ones, Dilchert, 2013). The costs arising from the occurrence of counterproductive behavior can be divided into economic and non-economic ones. The first group encompasses all the losses, expressed in monetary value, incurred by companies due to employee counterproductive behavior. Non-economic costs include, but are not limited to, employee turnover, sickness absenteeism, wasted materials, failure to transmit

information, lower employee morale, as well as social costs, such as an increase in the number of health care and early retirement system beneficiaries or waste of scarce natural resources (Dilchert, 2018). Recently, much attention has been devoted in scientific publications to the study of the incidence of counterproductive behavior, yet there is still a scarcity of publications facilitating the understanding of this behavior and, in particular, the factors influencing its occurrence (Cohen, 2016; Wallace, Coughlan, 2023).

The literature highlights two types of factors affecting the frequency of counterproductive behavior, i.e., factors of an individual nature and organizational factors. Factors of an individual nature can include specific employee characteristics conducive to CWB, such as anger, vindictiveness, narcissism, level of aggression, impulsiveness, anxiety or egotism (Spector, Fox, 2002, 2005). Individual traits (e.g., conscientiousness and agreeableness, resistance to stress), intrinsic motivation, and cognitive abilities can mitigate counterproductive behavior (Smithikrai, 2008; Diefendorff, Metha, 2007; Dilcher et al., 2007; Marcus, Schuler, 2004).

Numerous studies also attest to the relationship between employees' demographic characteristics and the incidence of CWB. These studies indicate a negative correlation between the occurrence of CWB and the age of employees (Berry et al., 2007; Uche et al., 2017; Pletzer et al., 2017). This may be explained by the fact that awareness of behavioral consequences and the degree of control over one's own emotions increases with age (Barling et al., 2009). The negative correlation between the age of employees and the propensity to engage in organizationally harmful behavior is more prevalent in countries offering higher retirement benefits and characterized by stronger social ties (Pletzer et al., 2017). The incidence of CWB may also be interrelated with seniority, however not all studies show significant correlations in this regard (Hafidz, 2012).

The results of research on the relationship between employee gender and the propensity for counterproductive behavior are not conclusive. A small number of publications indicate no correlation between gender and the incidence of aggressive behavior in the workplace (Barling et al., 2009). Most studies indicate the existence of statistically significant differences between males and females in terms of CWB engagement, e.g., studies conducted among workers in Nigeria (Uche et al., 2017) or in the United States (Cohen et al., 2013). A meta-analysis based on the results of studies from 395 publications also indicates a slight correlation between employee gender and the frequency of CWB (Ng et al., 2016). According to the results of the aforementioned studies, women are less likely to engage in such behavior. Hershcovis et al. (2007) indicate that gender constitutes one of the factors influencing the frequency of aggressive behavior toward others. Such behaviors are more prevalent among men. The results of the study, however, primarily show variation in direct aggression. The differences are less pronounced at the level of counterproductive behavior directed at the organization. Likewise, in a study conducted on a group of 221 senior-level students with fulltime work experience, scientists found that males were likely to engage in CWB more frequently than females (Samnani et al., 2014).

The position held by an employee can also be a factor in the frequency of engaging in certain forms of counterproductive behavior. Lower-level employees are more likely to intentionally engage in behaviors falling within the category of production deviance (e.g., deliberate slow performance of work, resource wasting) (Sims, 2002). What is more, the literature indicates existence of differences between 'white-collar workers' and 'blue-collar workers.' The former are less likely to engage in counterproductive behavior than executive workers. Such behaviors as arbitrary reduction of working hours, vandalism, theft and absenteeism occur with greater frequency in the latter group of workers in particular. Lower levels of satisfaction among executive employees, less autonomy in their actions (Finstad et al., 2019), and weaker interpersonal ties, compared to office workers, can be indicated here as factors (Martinko et al., 2002).

Furthermore, the incidence of counterproductive behavior may be driven by the organizational factors present in the workplace. CWB antecedents can stem from four sources—supervisors, coworkers, private life and the organization. With regard to the group of organization-related antecedents, study results show that such unfavorable antecedents as organizational constraints, workplace aggression and psychological contract breach correlate more strongly with CWB, compared to such favorable antecedents as organizational support, ethical climate (Liao et al., 2020) and organizational climate (Lipińska-Grobelny, 2021). Other organizational factors affecting counterproductive behavior include role overload and role ambiguity (Yean et al., 2022), communication overload (Lv et al., 2021), atmosphere of job insecurity (Shi et al., 2013), or perceived potential for individual promotion (Sagioglou et al., 2023). Another factor correlated with the incidence of CWB is the so-called organizational injustice (Cohen-Charash, Spector, 2001) and, particularly, unfair reward allocation. Employees not only compare their own pay to the pay of their colleagues performing similar tasks, but they also compare it against that of employees in similar positions at other organizations. Therefore, pay should not only be sufficient but also equal for employees holding similar positions.

Identification of the causes of counterproductive behavior enables implementation of preventive measures. The complex nature of this phenomenon, however, necessitates both elimination of and counteraction to the occurrence of such harmful labor practices (Turek, 2012).

3. Occurrence and effects of counterproductive behavior in the hospitality industry

The specific nature of service sector employees' work exposes organizations to the occurrence of counterproductive behavior (Sarwar et al., 2023; Sahabuddin et al., 2023; Yousaf

et. al., 2022). Diverse factors lead hotel employees to be more susceptible to such behaviors (Cao et al., 2023; Wallace, Coughlan, 2023; Gip et al., 2023; El-Sawalhy et al., 2022; Kim et al., 2020), in particular, the challenges arising from the large workload, long working hours, and emotional strain (Kotera et al., 2019). Companies operating in the service sector, where employees have direct contact with customers, are particularly vulnerable to high losses resulting from the occurrence of counterproductive behavior. The nature of the work exposes those performing it to customer incivility, which leads to increased levels of work-related stress and emotional exhaustion (Boukis et al., 2020), which is in turn one of the causes of increased incidence of counterproductive behavior (Penney, Spector, 2005). Moreover, customer incivility, can result in withdrawal, which is categorized as counterproductive behavior, manifested in reduced levels of work engagement/avoidance of duties, lateness or absenteeism (Sliter et al., 2012; Boukis et al., 2020; Cortina et al., 2001).

Studies conducted among hospitality industry managers show that high levels of job insecurity also affect employee turnover and increase job change intentions (McGinley, Mattila, 2020).

Furthermore, the need for research on employee behavior should be highlighted, as the hospitality industry has been among the sectors most affected by the restrictions surrounding the COVID-19 pandemic (Dang-Van et al., 2022). The rationale behind the study of counterproductive behavior lies in the change in the frequency and type of such behavior. This stems from the weakening of social ties in organizations and the need to continuously improve the efficiency of organizational processes (Macko, 2009).

4. Research - methods and results

4.1. The aim of the research and methodology

The objective of the study conducted among hospitality industry employees was to identify the occurrence of counterproductive behaviors and the factors affecting the frequency thereof. To realize the stated objective, a systematic literature review was first carried out, compiling the results of existing studies on the intensity of the occurrence of particular counterproductive behaviors as well as on the impact of individual personal and organization-related factors on the occurrence of these behaviors. This was followed by an empirical study using a purpose-built questionnaire. A self-report survey of CWB was used in the study. Despite the concerns regarding this type of a research tool, i.e., the possible underestimation of the scale of counterproductive employee behavior, the meta-analysis results (Berry et al., 2012) have revealed higher counterproductive work behavior than reported by the observers (peers or

supervisors), as well as moderate to strong correlations between the self-reports and other ratings of CWB.

The questionnaire consisted of closed-ended questions regarding the perception of the harmfulness of particular behaviors and the declared frequency of those behaviors, as well as questions assessing selected working conditions, which, in line with conclusions of earlier studies presented in the literature, can be correlated with the intensity of counterproductive behavior. The criterion for the selection of the counterproductive behaviors included in the questionnaire was the likelihood of their occurrence in a specific workplace, i.e., a hotel. The questions referring to the respondents' subjective assessment of individual counterproductive behaviors as well as the questions regarding the frequency of engagement in such behaviors were based on a four-point Likert scale, where 1 indicated answers "I do not mind such behavior"/"I happen to do it often", whereas 4 - "I condemn such behavior"/"I never behave such manner". Additionally, the survey questionnaire featured open-ended questions which allowed for a more detailed specification of the problems occurring in the workplace, according to the respondents' assessment, and identification of the relationship between these phenomena and the occurrence of counterproductive behavior. The use of open-ended questions facilitated non-standard responses regarding the workplace-related problems noted by the respondents. Categorization was used to structure the responses. In the analysis of the results, particular focus was placed on the group of those employees who indicated engagement in counterproductive behavior more frequently (the group of respondents whose average of counterproductive behaviors was higher than the average for the total respondents).

A convenience sampling technique was used to select the hotels participating in the study. Ultimately, permission to conduct the study was obtained from six hotels located in the Tri-City area. A total of 204 respondents took part in the survey. The characteristics of the survey participants are presented in the table 1.

Table 1.

Respondent profile (n = 204)

Characteristics	Frequency (n)	Percentage (%)
Gender		
Female	132	67.35
Male	64	32.65
Age (years)		
Under 28	85	42.93
29-45	92	46.46
More then 45	21	10.61
Tenure		
Less then 1 year	49	24.87
1-15 yearas	137	69.54
More then 16 years	11	5.58
Position		
Managers	62	31.47
Specialist	39	19.8
Other	96	48.37

Source: own elaboration based on the study results.

Females predominated among the respondents. Most of the surveyed employees were under the age of 45, with less than 15 years of work experience in the hospitality industry. The majority of the surveyed employees were executive personnel.

Descriptive statistics and correlation factor calculation were used in the analysis of quantitative survey results. To analyze the open-ended question responses, categorization was used

4.2. Results

Analysis of the frequency of each counterproductive behavior and the average value of its declared occurrence was carried out in breakdown by groups of employees classified by demographic characteristics (Table 2).

Table 2.
Self-assessment of engagement in counterproductive behavior by employee groups categorized by age, gender and position

Behavior	Age			Gender		Position	
	Under 28 y/o	29-45 y/o	Over 45 y/o	Female	Male	Executive (Group 1)	Managerial (Group 2)
Gossiping in the workplace	2.51	2.46	2.74	2.48	2.60	2.52	2.53
Intentional misleading of a visitor/customer	3.68	3.74	4.00	3.75	3.72	3.78	3.66
Lateness to work	3.23	2.94	3.21	3.09	3.11	3.14	2.96
Leaving work early	3.00	2.91	3.00	3.07	2.70	2.97	2.89
Prolonging work breaks	3.38	3.49	3.26	3.44	3.37	3.34	3.60
Impoliteness to co-workers and superiors	3.57	3.46	3.68	3.64	3.30	3.53	3.52
Impoliteness to or disregard for customers	3.86	3.85	3.95	3.89	3.81	3.86	3.88
Feigning a work overload when in reality not as many tasks need to be performed	3.50	3.66	3.63	3.63	3.50	3.53	3.72
Hiding one's work errors	3.46	3.57	3.47	3.56	3.42	3.50	3.54
Use of sick leave despite good health	3.84	3.98	3.79	3.95	3.78	3.88	3.92
Taking extra money for what entails one's responsibilities/tasks anyway	3.88	3.88	3.95	3.92	3.82	3.92	3.80
Refusal to carry out or failure to carry out work orders or assigned work	3.73	3.74	3.95	3.80	3.69	3.81	3.64
Performance of work slower than one's capabilities	3.48	3.63	3.68	3.64	3.44	3.53	3.65
Generating additional/other income during working hours	3.78	3.73	4.00	3.81	3.74	3.82	3.68
Wasting company-owned supplies/resources/raw materials	3.57	3.68	3.68	3.72	3.43	3.71	3.45
Not reporting a problem hoping that the situation will resolve itself	3.59	3.63	3.58	3.62	3.56	3.62	3.57
Reading other people's messages or looking through their personal belongings	3.83	3.89	4.00	3.90	3.82	3.93	3.75
Blaming others for one's own error/s	3.87	3.89	3.95	3.94	3.76	3.90	3.87

Cont. table 2.

Using a company phone, printer or other materials for private purposes	3.25	3.14	3.47	3.18	3.29	3.44	2.72
Failure to provide or withholding important information	3.85	3.85	3.84	3.87	3.78	3.90	3.74
Pursuance of overtime work when the amount of work to be performed does not indicate such need	3.76	3.84	3.95	3.86	3.73	3.83	3.79
Average	3.52	3.57	3.66	3.59	3.49	3.59	3.48

Source: own compilation based on the study results.

The significance of the relationship between employee age, seniority, gender and CWB was further examined by calculating the correlation coefficient. The results are presented in the following Table 3.

Table 3.

Correlation between demographic factors and the occurrence of counterproductive behavior

Variable	Correlation (Hotel calculations)				
	Average	SD	Job position	Age	Gender
Gossiping in the workplace	2.53	1.07	-0.01	0.00	0.08
Intentional misleading of a visitor/customer	3.76	0.56	-0.13	0.10	0.06
Lateness to work	3.04	1.02	-0.12	-0.09	0.11
Leaving work early	2.92	1.02	-0.07	-0.05	-0.06
Prolonging work breaks	3.47	0.87	0.10	0.02	0.03
Impoliteness to co-workers and superiors	3.53	0.81	-0.05	-0.02	-0.15
Impoliteness to or disregard for customers	3.86	0.47	0.01	0.04	-0.04
Feigning a work overload when in reality not as many tasks need to be performed	3.63	0.74	0.04	0.06	-0.06
Hiding one's work errors	3.46	0.88	0.05	-0.02	-0.11
Use of sick leave despite good health	3.89	0.50	0.03	-0.00	-0.18*
Taking extra money for what entails one's responsibilities/tasks anyway	3.90	0.41	-0.12	0.01	-0.19*
Refusal to carry out or failure to carry out work orders or assigned work	3.74	0.66	-0.15	0.07	-0.08
Performance of work slower than one's capabilities	3.55	0.76	0.03	0.13	-0.12
Generating additional/other income during working hours	3.81	0.56	-0.17*	0.02	-0.15
Wasting company-owned supplies/resources/raw materials	3.62	0.77	-0.21*	-0.01	-0.22*
Not reporting a problem hoping that the situation will resolve itself	3.58	0.90	-0.03	0.02	-0.07
Reading other people's messages or looking through their personal belongings	3.86	0.50	-0.20*	0.08	-0.10
Blaming others for one's own error/s	3.89	0.43	-0.03	0.05	-0.24*
Using a company phone, printer or other materials for private purposes	3.15	0.99	-0.36*	0.02	0.05
Failure to provide or withholding important information	3.83	0.54	-0.18*	-0.06	-0.09
Pursuance of overtime work when the amount of work to be performed does not indicate such need	3.82	0.57	-0.08	0.06	-0.16

* correlations significant at $p < 0.05$.

Source: own compilation based on the survey results.

Analysis of the survey results shows that counterproductive behavior decreases with age, which is not true of all behaviors, however. When it comes to evading work by unjustified sick leave, for example, the frequency of such practices increases with age.

The average of the declared counterproductive behaviors in which the employees surveyed engaged indicates that such behaviors occur less frequently or are declared less often by women, compared to men. In the case of such behaviors as the use of sick leaves and taking extra money for work falling within the scope of one's duties and responsibilities, statistically significant ($p < 0.05$) correlations between the gender of the respondents and the occurrence of these behaviors can be observed. Only behaviors such as gossiping in the workplace, lateness to work or the use of employer-owned items or materials were declared more often by women than by men. To determine whether the difference among employee groups categorized by pay was significant, a t-test was performed for each specified behavior. The t-test showed a statistically significant difference in the frequency of male and female CWB for such behaviors as: leaving work early ($t = 2.21$, $df = 169$, $p = 0.03$), impolite behavior ($t = 2.67$, $df = 169$, $p = 0.01$), illegitimate use of sick leave ($t = 2.25$, $df = 171$, $p = 0.03$), material/supply wasting ($t = 2.34$, $df = 170$, $p = 0.02$), blaming others for one's own errors ($t = 2.64$, $df = 167$, $p = 0.01$).

Among the employee groups characterized by the variable of the position held, the highest number of counterproductive behaviors were declared by managerial personnel. Statistically significant correlations (significant at <0.05) were found for five of the behaviors specified. To identify possible differences in the incidence of CWB in the two groups, a t-test was performed. The t-test showed a statistically significant difference in the frequency of such behaviors as material/supply wasting ($t = -2.04$, $df = 170$, $p = 0.04$), reading other people's messages ($t = -2.27$, $df = 168$, $p = 0.02$) and use of company equipment for personal purposes ($t = -4.73$, $df = 168$, $p = 0.00$). In addition, correlations between organizational factors (assessment thereof from the employees' perspective) and counterproductive behavior were examined.

Table 4.

Correlation between organizational factors and occurrence of counterproductive behavior

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Expectation of promotion	0.01	-0.01	-0.00	-0.00	0.16	0.03	-0.05	-0.01	0.00	0.19*	0.12	0.02	-0.10	-0.01	-0.06	-0.13	-0.08	0.10	-0.10	0.04	0.06	-0.00
Expectation of a salary increase	0.04	-0.07	0.10	0.08	0.19*	0.15	-0.03	-0.09	0.04	0.08	0.12	0.00	-0.12	0.02	-0.09	0.01	-0.03	0.06	-0.21*	0.16	-0.08	0.03
Job change intentions	0.01	0.05	0.03	0.27*	0.07	0.12	0.32*	0.19*	0.06	0.04	0.22*	0.10	0.21*	0.07	0.06	0.12	0.00	-0.03	0.09	0.00	-0.03	0.18*
Work atmosphere assessment	-0.04	0.08	-0.03	-0.05	0.08	-0.09	0.00	-0.13	-0.07	-0.00	0.08	0.13	-0.09	-0.02	0.02	-0.08	0.23*	0.12	-0.05	0.01	0.01	-0.01
Number of responsibilities/duties	0.11	0.13	0.02	0.18*	-0.08	0.18*	0.19*	0.01	0.13	0.11	0.09	0.02	-0.03	0.10	0.04	0.12	0.09	-0.01	0.05	0.16	-0.02	0.15
Frequency of task performance in overtime	0.07	0.10	0.02	0.06	-0.08	0.28*	0.12	-0.06	0.11	0.00	-0.04	0.00	0.09	0.10	0.13	0.06	0.07	0.00	0.15	0.21*	0.17*	0.15

Cont. table 4.

Assessment of the current level of remuneration in relation to other hotels' offers	-0.02	0.17	0.02	0.13	0.07	0.07	0.08	0.07	0.02	-0.01	-0.03	-0.09	0.02	-0.04	0.00	-0.01	-0.17*	-0.06	0.01	0.02	0.17*	0.05
Exploitation of employee's qualifications	-0.01	-0.06	-0.04	0.05	0.05	0.03	0.03	0.03	-0.06	-0.12	-0.01	-0.01	0.10	0.03	-0.02	-0.06	-0.11	-0.02	0.01	-0.04	0.04	-0.01
Would the employee recommend the job	-0.02	-0.07	0.08	0.04	0.08	0.14	0.14	0.07	0.05	0.04	-0.04	-0.16	0.10	0.05	-0.10	-0.03	-0.16	-0.00	-0.06	-0.08	-0.01	0.01

1. Gossiping in the workplace
2. Intentional misleading of a visitor/customer
3. Lateness to work
4. Leaving work early
5. Prolonging work breaks
6. Impoliteness to co-workers and superiors
7. Impoliteness to or disregard for customers
8. Feigning a work overload when in reality not as many tasks need to be performed
9. Hiding one's work errors
10. Use of sick leave despite good health
11. Taking extra money for what entails one's responsibilities/duties anyway
12. Refusal to carry out or failure to carry out work orders or assigned work
13. Performance of work slower than one's capabilities
14. Generating additional/other income during working hours
15. Wasting company-owned supplies/resources/raw materials
16. Not reporting a problem hoping that the situation will resolve itself
17. Reading other people's messages or looking through their personal belongings
18. Blaming others for one's own error/s
19. Using a company phone, printer or other materials for private purposes
20. Failure to provide or withholding important information
21. Pursuance of overtime work when the amount of work to be performed does not indicate such need
22. Average of counterproductive behavior

* correlations statistically significant at $p < 0.05$.

Source: own elaboration based on the study results.

Despite the lack of a statistically significant correlation between the average occurrence of counterproductive behavior and workplace-related factors, the results of the study indicate such correlations for individual counterproductive behaviors. For instance, survey respondents expecting a promotion in the near future make less use of sick leave. Moreover, respondents with fewer duties/responsibilities show less counterproductive behavior involving abuse of other employees or inappropriate behavior toward customers. The occurrence of some counterproductive behaviors was also influenced by the need to carry out tasks overtime. Employees performing less overtime were less impolite toward co-workers and more likely to share information.

The intention to change jobs was positively correlated with the declared frequency of counterproductive behavior, which means that reduced counterproductive behavior is also associated with lower employee turnover. Correlation analysis in stratification by employee gender showed that the frequency of female counterproductive behavior was correlated with the need to work overtime (the correlation between overtime work frequency and the average with the declared frequency of counterproductive behavior engagement was 0.20). Reduced overtime work was most highly correlated with the occurrence of such behaviors as hiding one's

own mistakes (0.22), impoliteness to co-workers (0.27), and failure to transmit information (0.20).

The analysis of the survey results further indicated a statistically significant correlation between job change intents and the frequency of counterproductive behavior (0.18), whereby this correlation was much stronger for male respondents (0.26) than for women (0.12).

The responses to the open-ended survey questions were analyzed using a systematized approach of response categorization. The respondents were divided into two groups categorized by the frequency of declared counterproductive behavior, where the median was the point of the division. In the analysis of the group of the respondents who reported higher incidence of counterproductive behavior, higher frequency in the indication of low pay, poor work atmosphere and communication problems were observed as the causes of CWB. This suggests that these factors may be relevant to the growth and persistence of counterproductive behavior. Moreover, the respondents declaring a higher frequency of counterproductive behavior indicated insincerity in their dealings with their superiors, a lack of appreciation of their efforts, or a high level of hierarchy. The second group of respondents, who reported fewer counterproductive behaviors, likewise indicated a problem with employee appreciation. Unlike the former group, however, these employees did not report problems in their interactions with the management personnel. A difference in the responses regarding positive aspects of work was also observed. The group of employees who reported fewer counterproductive behaviors were more likely to indicate a positive workplace atmosphere, while they were less likely to indicate job stability, compared to the second group of the respondents. These results suggest that employees who engage in fewer counterproductive behaviors value the benefits of a positive work environment more than job security.

In the context of counterproductive work behavior research, a problem often arises with the reliability of the results obtained, particularly when, as is the case with most research on CWB (Fox et al., 2007), self-reports are used to identify such behaviors. Employees can underreport their engagement in this type of behavior, due to fear of the consequences resulting from the disclosure thereof, but also as a result of a general tendency to avoid a negative self-image (Berry et al., 2012).

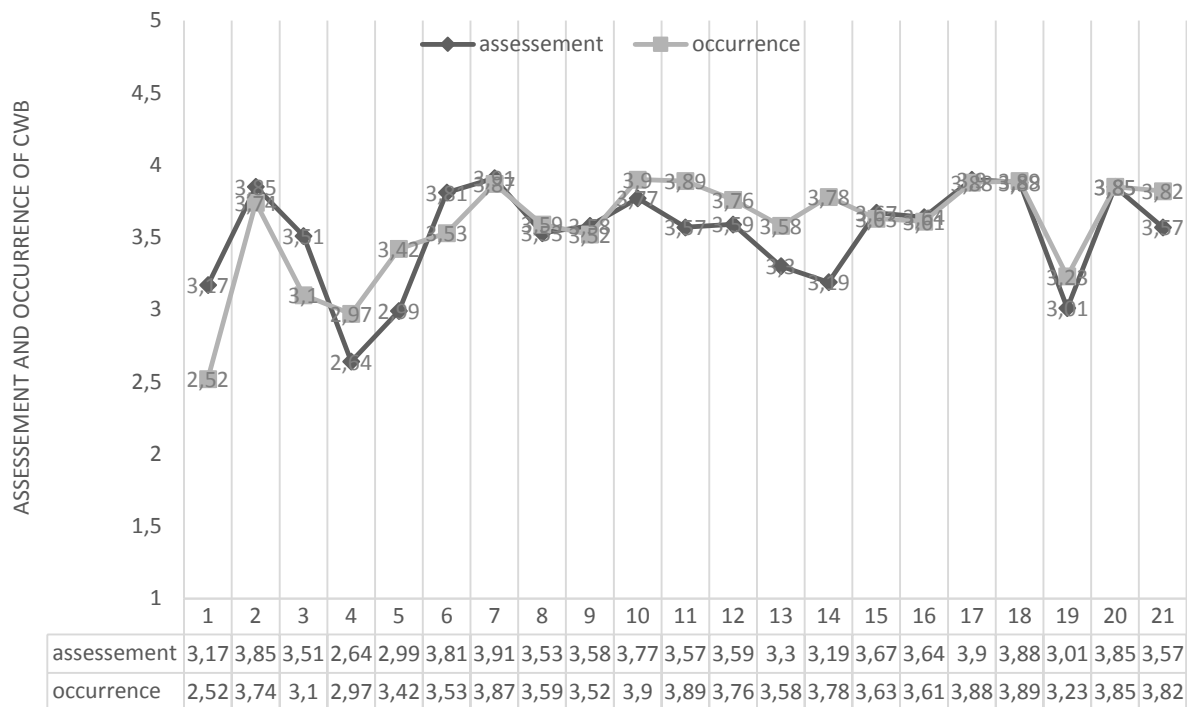


Figure 1. Variation between perception and occurrence of CWB. Legend as for table 4.

Source: own compilation based on the study results.

According to the analysis illustrated in the above chart (Figure 1), lower frequency of declared counterproductive behaviors, which respondents rated as more negative, have been observed. An additional comparative analysis of the differences between the assessment of the behaviors and the declared frequency thereof was carried out, distinguishing the surveyed employee groups by salary and position (management/executive personnel). A comparison of the results obtained in the groups of both males and females indicates an observed trend, according to which men declared a higher frequency of counterproductive behavior, which they themselves rated as more negative. These results suggest a smaller discrepancy between the negative assessment of behaviors and the reported engagement in such behaviors. Similarly, managerial personnel showed a smaller discrepancy in terms of the assessment of CWB and the actual occurrence of such behavior.

5. Discussion

The results of the survey conducted among hospitality industry employees on the impact of individual factors on CWB confirm earlier conclusions presented in the literature indicating that the incidence of counterproductive behavior, especially behavior related to the misuse of work time, decreases with age (Berry et al., 2007; Uche et al., 2017; Pletzer et al., 2017).

Such a correlation also exists for workers of other sectors, e.g., in the shipbuilding industry (Białas, Litwin, 2021). Moreover, the study, similarly to what was indicated in earlier publications (Spector, Zhou, 2014; Baka et al., 2015), confirmed the relationship between employee gender and the frequency of certain counterproductive behaviors. With regard to the differences between the incidence of such behaviors among employee groups categorized by job position, however, the study conducted among hotel employees did not confirm the previous findings (e.g., Finstad et al., 2019) indicating that managerial personnel are less likely to engage in counterproductive behaviors, compared to executive personnel. This may be related to employees' greater fear of admitting, even in an anonymous survey, to this type of behavior. The difference between the rating of the harmfulness of CWB and the declared engagement in such behaviors, which was smaller for executive employees, can also be indicative of this problem.

Although the correlation analysis allows identification of a relationship between the assessment of the workplace atmosphere and the occurrence of counterproductive behavior for only one of the specified behaviors (reading other people's messages or going through other people's belongings), the answers to the open-ended questions show that the organizational climate can influence the frequency of such behavior, particularly if it is linked to what the respondents consider inadequate communication and negatively evaluated management. This confirms previous research findings on the impact of these factors on the occurrence of counterproductive behavior (Lipińska-Grobelny, 2021).

6. Conclusion(s)

The presented research facilitates a better understanding of the underlying causes of CWB, which is of particularly significance in the hospitality industry, due to the nature of the work and the potential consequences of such behaviors. Hospitality workers are often required to interact with customers in a friendly and professional manner, and CWB can significantly damage the reputation of a business. What is more, CWB can lead to decreased job satisfaction and employee turnover, which can be costly for employers. Thus, discernment and cognizance of the causes and consequences of CWB allows development of effective strategies to prevent or mitigate the negative consequences of CWB, leading to improved customer satisfaction and employee well-being. Through comparison of employees' self-reported assessments of the level of the detrimental influence of CWB with their self-reported frequency of engagement in such behaviors, the present research provides better comprehension of employees' perceptions of the gravity of such behavior and the association thereof with actual behavior.

Despite the potential contribution of the present study, two main limitations ought to be considered. First, the present study is focused on a single industry, which allows for an in-depth understanding, but limits its generalizability to other industries. Second, the reliance on a CWB self-report survey may have entailed a response bias and social desirability effects (Paulhus, 1984), which could have affected the accuracy of the results.

Future research should address these limitations by inclusion of a more diverse sample of industries and incorporation of multiple data sources to measure CWB. Future research should also explore the impact of leadership styles and different dimension of workplace atmosphere on CWB in the hospitality industry. Overall, these directions can provide more comprehensive insights into the dynamics of CWB in the hospitality industry and facilitate development of effective interventions to prevent and manage CWB.

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