



## Investigating the Relationship Between a Safe and Healthy Work Environment and Counterproductive Behavior of Employees in the Industry and Mine Bank

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### Abstract

Undoubtedly, human resources in any country are considered the primary step toward the economic growth and development of that country. This is because all economic and technological sectors always thrive through the efforts of skilled and creative personnel. Improving the quality of work life has become one of the most important goals for both organizations and employees. Since there is a direct relationship between human resource management practices and the quality of work life, the revitalization of employees through enhancing the quality of work life is deemed a key to the success of any organization. Therefore, this study investigates the relationship between a safe and healthy work environment and counterproductive behavior among employees of the Industry and Mine Bank. The present research is applied in terms of its goal and descriptive-correlational in terms of its method. The software used for data analysis was SPSS. Ultimately, it was determined that improving safe and healthy work conditions for employees of the Industry and Mine Bank reduces counterproductive behaviors in the organization.

**Keywords:** Counterproductive Behavior, Quality of Life, Safe Work Environment, Industry and Mine Bank

### Introduction

Contemporary organizations strategically consider human resources as intelligent and valuable assets and increasingly focus on enhancing employee performance and job satisfaction. Improving employees' work life necessitates organizational management's attention to developing supportive human resource policies (Mahdizadeh Ashrafi & Ilka, 2009, p. 2). Enhancing the quality of work life has become one of the foremost goals for both organizations and employees (Khodaiwi, 2007). Given the direct relationship between human resource management practices and the quality of work life, revitalizing employees through improved work life quality is crucial for organizational success (Mirsepasi, 2007, p. 145).



The term "quality of work life" has gained significant prevalence in recent years, although there is little consensus on its exact definition. At least three common uses of this term exist. Firstly, quality of work life refers to a set of outcomes for employees such as job satisfaction, psychological growth opportunities, job security, and positive employer-employee relationships, as well as low accident rates, making this perhaps the most common usage of the term. Secondly, quality of work life also refers to a set of organizational practices or functions such as participative management, job enrichment, and a compensation system that rewards high performance and guarantees job security and safe working conditions. Finally, quality of work life often refers to a type of organizational change program (Mirsepasi, 2007, p. 145). Generally, quality of work life refers to employees' perceptions and interpretations of the physical and psychological desirability of their work environment and conditions. Despite differences in interpretations, research shows that some indicators are common in most societies, including salaries and benefits, welfare services, retirement insurance, and other elements that numerous scholars have introduced as components of quality of work life (Salmani, 2005, p. 16).

Walton (1973) focuses on eight main variables in the analysis of the quality of work life as the target for improving quality of work life, all of which are interrelated. These variables include: 1- Fair and adequate payment, 2- Safe and hygienic work environment, 3- Providing growth opportunities and continuous security, 4- Organizational lawfulness of work, 5- Social dependency of work life, 6- General living environment, 7- Unity and coherence in the organization, 8- Development of human capabilities (Mirsepasi, 2007, p. 145). In every organization, there are some activities that are contradictory to organizational goals and are known as anti-productive behaviors and are defined as employee behaviors that deliberately prevent the organization's goals. Anti-productive behaviors are actions that employees consciously perform, not actions that they do accidentally. While there are many different types of counterproductive behaviors, research has categorized these behaviors into two distinct categories: interpersonal counterproductive behaviors and organizational counterproductive Bankbehaviors (Cool Quit et al., 2011, p.

### **Interpersonal Counterproductive Behaviors**

Include: 1- Political deviances (spreading rumors, insolence, and impoliteness) 2- Personal aggression (harassment, exploitation). (Cool Quit et al., cited in Feizi et al., 2011, p. 42). Therefore, the main question of the current research has been whether there is a relationship between safe and hygienic work environment and counterproductive behaviors among employees of the Industry and Mine .

### **Research Background:**

In 2018, Sarshti conducted a study entitled "Identifying the Relationship between Safe and Hygienic Work Environment and Lawfulness with Employee Empowerment at Shahid Modarres Hospital, Saveh." The main objective of this research was to investigate the relationship between safe and hygienic work environment (which are variables of quality of work life) and employee empowerment at Shahid Modarres Hospital, Saveh. The statistical population of the study included all employees of Shahid Modarres Hospital, Saveh, totaling 350 individuals. According to



Morgan's table, the sample size was determined to be 184 individuals. The sampling method was stratified random sampling. Data collection was conducted through library research and distribution of questionnaires. The questionnaire on quality of work life was based on Walton's model (2003), and the questionnaire on employee empowerment was based on Spritzer and Mishra's model (2010). Hypothesis testing was performed using Pearson's correlation test. The results indicated that both components of quality of work life (lawfulness and safe and hygienic work environment) have a significant relationship with employee empowerment at Shahid Modarres Hospital in Saveh (Sarshti, 2018).

In 2017, Sahar Sadeghi Neiri conducted a study titled "Investigating the Relationship between Islamic Ethical Management with Organizational Indifference and Counterproductive Behavior of Employees at the Education Department of Ardabil Province." The aim of this study was to examine the relationship between Islamic ethical management with organizational indifference and counterproductive behavior of employees at the Education Department of Ardabil Province. The research was applied in terms of purpose and descriptive-correlational in terms of method. The statistical population of this research included all employees of the Education Department of Ardabil Province, totaling 270 individuals. Simple random sampling was used as the sampling method, and the sample size was determined to be 159 individuals based on Morgan's table. Standard questionnaires were used to measure Islamic ethical management, organizational indifference, and counterproductive behavior. The validity and reliability of these questionnaires were confirmed. Data analysis was performed using SPSS software and Pearson correlation test, revealing a significant inverse relationship between dimensions of Islamic ethical management (healthy and humane relationships, faith, responsible religious behavior, and diligence and perseverance) with organizational indifference and counterproductive behavior of employees at the Education Department of Ardabil Province (Sahar Sadeghi Neiri, 2017).

In 2017, Vaziri et al. conducted a study titled "The Relative Importance of Human Resource Mobility and Displacement Factors in the Occurrence of Counterproductive and Absenteeism Behaviors among Employees of Agriculture, Industry, and Animal Husbandry in Moghan." This research aimed to explore the relative importance of human resource mobility and displacement factors in preventing counterproductive and absenteeism behaviors among employees of Agriculture, Industry, and Animal Husbandry in Moghan. The statistical population of this study included managers and employees of Agriculture, Industry, and Animal Husbandry in Moghan, with a total of 560 individuals. Using Cochran's formula, the sample size was estimated to be 218, and 217 questionnaires were collected through simple random sampling. The research tools included three questionnaires: 1) Standard questionnaire on human resource mobility and displacement based on Martinez and Carnicer (2004), 2) Researcher-made questionnaire on absenteeism behavior, and 3) Researcher-made questionnaire on counterproductive behavior. The validity and reliability of these tools were confirmed. The impact of human resource mobility



dimensions, including job satisfaction, gender role, family importance, employment stability, work-family conflict, justice in promotion, and justice in payment, on the avoidance of counterproductive and absenteeism behaviors was calculated. The findings of the study indicated a significant meaningful relationship between all dimensions of mobility and the avoidance of absenteeism and counterproductive behaviors, albeit with varying degrees of importance (Vaziri et al., 2017).

In 2015, Mehrouz et al. conducted a study titled "Investigating the Relationship between Components of Quality of Work Life and Counterproductive Behaviors of Employees in the Education Department of Ardabil Province." The purpose of this research was to examine the relationship between components of quality of work life and counterproductive behaviors among employees of the Education Department of Ardabil Province. The statistical population of this study included all employees of the Education Department of Ardabil Province, totaling 999 individuals, and the sample size was determined to be 160 individuals using Morgan's table and simple random sampling. Data collection was performed using a questionnaire consisting of 66 items divided into two sections: the first section related to quality of work life dimensions based on Richard Walton's standard questionnaire, and the second section related to counterproductive behaviors. Descriptive statistics were used to describe demographic characteristics, and inferential statistics, including Pearson correlation and multiple regression, were used to test the relationships between variables. The findings indicated that the dimensions of quality of work life (providing a safe and hygienic work environment, ensuring growth opportunities and continuous security, overall quality of work life, and fair and adequate compensation) significantly explain and predict counterproductive behaviors of employees (Mehrouz et al., 2015).

In 2023, Nima Paad and Karami conducted a study titled "Prioritizing Factors Affecting Employee Participation in NGL 1300 Company, Gachsaran County, Impacting Productivity." The aim of this research was to prioritize factors affecting employee participation and productivity in NGL 1300 Company, Gachsaran County. This study examined one hypothesis, and the statistical sample included 52 employees of NGL 1300 Company, Gachsaran County. Data collection tools included a researcher-made questionnaire and a standard questionnaire consisting of 15 questions. SPSS software was used for data analysis, and factors were prioritized based on t-values and regression coefficients. Results showed that employee participation had the greatest impact on employee productivity (Nima Paad and Karami, 2023).

## Research Methodology

The current research is applied in terms of purpose and is descriptive and correlational in terms of type of method. In this research, the method of data collection was through the field and library method, and the tool of data collection was through a questionnaire. The questions related to the quality of work life have been organized using Richard Walton's 35-question standard questionnaire to measure the quality of work life. In the questionnaire of this research, 11 questions





have been used to measure the dimensions of anti-productive behavior, which includes items (36 to 46) of the questionnaire. In this research, Cronbach's alpha coefficient has been used for the reliability of the questionnaire, and the results have been such that the Cronbach's alpha coefficient for the variable items of anti-productive behavior is 86. And for the variable items of quality of working life, 0.92 was obtained. that for the reliability of a questionnaire, the minimum Cronbach's alpha coefficient for the items should be 0.7. According to the statistics obtained from the recruitment department of Sanat Va Madan Bank, the total number of employees of Sanat Va Madan Bank is 1100 people and our statistical sample is in 282 people are considered in this research. The sampling method in this research is simple random sampling. In this research, descriptive statistics were used to describe the demographic characteristics, and one-dimensional tables, frequency and percentage distributions, graphs, etc. were used to describe the data. and inferential statistics were used to test the relationships between the variables, SPSS software was used for data analysis.

## Discussion and result

In this section, both descriptive and inferential statistical methods are utilized to analyze the collected data. Initially, the descriptive characteristics of the sample members are addressed, presenting the demographic features of employees in terms of frequency tables, percentage distributions, and diagrams. Subsequently, inferential statistics are employed to test the research hypotheses and provide answers or decisions regarding the validation or rejection of the formulated hypothesis for the study. It is crucial to note that merely analyzing the obtained data alone is insufficient to answer the research questions; interpretation of these data is also necessary. First, the data are analyzed, and then the results derived from this analysis are interpreted.

## Description of Demographic Characteristics

The following table illustrates the frequency distribution of respondents based on gender:

**Table 1: Frequency Distribution of Respondents by Gender**

Percentage	Frequency	Gender
1/93	149	Male
9/6	11	Female
100	160	Total



According to the results in the above table, 1.93% of the respondents are male and 9.6% are female.

Table and Graph Below: Frequency Distribution of Respondents by Age

**Table 2: Distribution of Respondents by Age**

Percentage	Frequency	Age Group
4/9	15	Under 30 years old
9/41	67	Aged 30 to 40 years
5/47	76	Aged 41 to 50 years
3/1	2	Over 50 years
100	160	Total

Based on the results obtained from the frequency distribution table of respondents by age, it is observed that out of the total sample size of employees from the Bank of Industry and Mines, 15 individuals (4.9%) are under 30 years old, 67 individuals (9.41%) are aged between 30 and 40 years, 76 individuals (5.47%) are aged between 41 and 50 years, and 2 individuals (3.1%) are over 50 years old. This indicates that individuals aged 41 to 50 years constitute the highest percentage of the sample, while those over 50 years old constitute the lowest percentage.

The table below shows the distribution of respondents by educational level

**Table 3: Distribution Frequency of respondents by educational level**

Percentage	Frequency	Educational Level
9/26	43	Below diploma and diploma



8/13	22	Post-diploma
3/56		Bachelor's degree
1/3	5	Master's degree
100	160	Total

According to the results obtained from the frequency distribution table of respondents by educational level, it is observed that out of the total sample size of employees at the Bank of Industry and Mines, 43 individuals (26.9%) have education levels below diploma and diploma, 22 individuals (13.8%) have post-diploma education levels, 90 individuals (56.3%) have bachelor's degrees, and 5 individuals (3.1%) have postgraduate education levels. This indicates that individuals with bachelor's degrees constitute the highest percentage of frequency, while those with postgraduate degrees constitute the lowest percentage of frequency.

According to the table and chart below, it shows the distribution of respondents by years of service.

**Table 4: Distribution of respondents by years of service**

Percentage	Frequency	Years of service
5/2	4	Less than 5 years
4/19	31	<b>5 to 10 years</b>
5/22	36	<b>11 to 15 years</b>
6/55	89	<b>15 years and above</b>
100	160	Total



According to the results obtained from the frequency distribution table of respondents by years of service, it is observed that out of the total sample size of employees at the Bank of Industry and Mines, 4 individuals (2.5%) have less than 5 years of service, 31 individuals (19.4%) have 5 to 10 years of service, 36 individuals (22.5%) have 11 to 15 years of service, and 89 individuals (55.6%) have 15 years or more of service. This indicates that individuals with 15 years or more of service constitute the highest percentage of frequency, while those with less than 5 years of service constitute the lowest percentage of frequency.

Descriptive statistics The following tables depict the central tendency and dispersion components of work-life quality and counterproductive work behavior indicators

**Table 5: Central Tendency and Dispersion Measures of Counterproductive Work Behavior Variables**

Count erprod uctive behavi or	Person al aggres sion	Politi cal devia tion	Devi ation from prod uctiv ity	Perso nalit y devia tions	Statistic
53/19	61/4	27/4	69/5	94/4	Mean
87/6	07/2	95/1	48/2	07/2	Standard deviation
29/47	31/4	81/3	18/6	31/4	Variance
39	8	8	12	12	Range
11	3	2	3	3	Minimum scores
50	11	10	15	15	Maximum scores

According to the results in the table above, the average personality deviation is 94.4, the average deviation from productivity is 69.5, the average political deviation is 27.4, the average personal aggression is 61.4, and the average counterproductive behavior is 53.19.





**Table 6: Central Tendency and Dispersion Measures of Work-Life Quality Components**

Quality of work life	Safe and hygienic work environment	Statistic
20/103	17/17	Mean
71/19	15/4	Standard deviation
78/38	30/17	Variance
115	20	Range
35	6	Minimum scores
150	26	Maximum scores

Based on the results in the table above, the average safe and hygienic work environment is 17.17, and the average quality of work life is 20.103.

### Hypothesis testing research:

Null Hypothesis ( $H_0$ ): There is no significant relationship between safe and hygienic work environment and counterproductive work behavior among employees of Bank of Industry and Mines.

Alternative Hypothesis ( $H_1$ ): There is a significant relationship between safe and hygienic work environment and counterproductive work behavior among employees of Bank of Industry and Mines.

**Table 7: Spearman's Correlation Coefficient Results for Assessing Correlation**

<i>Counterproductive work behavior</i>	<i>Statistics</i>	
303/0-	<i>Spearman's correlation coefficient</i>	<i>Safe and hygienic</i>



039/0	Significance level	work environment
160	Sample size	

Based on the results from the table above, and considering that the significance level for the 95% confidence interval was 0.039, which is less than 0.05, it can be concluded that the alternative hypothesis is supported and the null hypothesis is rejected. There is a significant relationship between safe and hygienic work environment and counterproductive work behavior among employees of Bank of Industry and Mines.

The correlation coefficient between safe and hygienic work environment and counterproductive work behavior is -0.303, indicating a negative relationship. This means that as the safe and hygienic work environment improves for employees of Bank of Industry and Mines, counterproductive behaviors decrease, and vice versa. However, because the correlation coefficient is less than 0.5, the strength of the relationship is not strong.

### Results:

In the present study, the relationship between a safe and hygienic work environment and employees' counterproductive work behavior in Bank Sanaat va Madan was investigated using Walton's model. The quality of work life was examined through eight components: 1- Fair and adequate compensation, 2- Safe and hygienic work environment, 3- Continuous growth opportunities and security, 4- Organizational lawfulness, 5- Social dependency in work life, 6- Overall work life space, 7- Organizational unity and cohesion, and 8- Development of human capabilities. Additionally, counterproductive behaviors were assessed across four dimensions: 1- Personal aggression, 2- Deviations from production, 3- Political deviations, and 4- Personality deviations. The study population included all employees of Bank Sanaat va Madan, totaling 282 individuals, with a sample size of 163 selected using random sampling. Data collection employed a questionnaire consisting of 46 questions divided into two sections: the first section addressed quality of work life using Richard Walton's standardized questionnaire, and the second section focused on counterproductive work behaviors. The validity of the questionnaire was ensured through consultation with experienced experts, while reliability was confirmed using Cronbach's alpha coefficient (0.86 for counterproductive behavior variables and 0.92 for quality of work life variables).

Descriptive statistics were used to describe population characteristics, and inferential statistics were employed to test relationships between variables. The mean score obtained for the overall quality of work life from the employees' perspective was 103.2 (ranging from 35 to 150), indicating an above-average situation. Individual components such as fair compensation and overall work life space were rated slightly below average. In contrast, the mean score for counterproductive



work behavior was 19.53 (ranging from 11 to 50), indicating a situation below average. Similarly, all components of counterproductive behaviors were rated below average.

Ultimately, it was concluded that improving the safe and hygienic work environment for Bank Sanaat va Madan employees reduces counterproductive work behaviors within the organization. The study also observed that increased organizational cohesion and social unity, safe work environment, continuous growth opportunities, organizational lawfulness, human capability development, and social dependency in work life lead to decreased counterproductive behaviors among employees.

Furthermore, the findings align with Paydari et al. (2009), who demonstrated a significant and inverse relationship between safe and hygienic work conditions, continuous growth opportunities, social compatibility, organizational lawfulness, individual capability development, and occupational burnout among teachers and managers in Tākestān schools. Additionally, Golparvar and colleagues (2010) found that senior management support for ethical behaviors reinforces ethical leadership and professional ethical values, while also deterring organizational deviant behaviors among middle managers and staff. Finally, Mahdizadeh Ashrafi and Ilka (2010) highlighted a meaningful and direct relationship between human capability development and organizational commitment. These studies collectively underscore the importance of workplace conditions in influencing employee behaviors and organizational outcome

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