



Examining the Relationship between the Presence of Legalism in an Organization and Counterproductive Employee Behavior in the Industry and Mine Bank

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Abstract

Given that the respected officials of the Industry and Mine Bank consider human resources as the bank's primary capital and regard them as one of the main factors in achieving organizational goals, they continually emphasize improving the quality of employees' work life. Since counterproductive employee behaviors, whether interpersonal or organizational, are deliberate and conscious actions that harm the organization and reduce efficiency and effectiveness, ultimately hindering the organization from achieving its set goals, and since a bank is a financial institution where such behaviors can cause irreparable damage, this study examines the relationship between the presence of legalism in the organization and counterproductive employee behavior in the Industry and Mine Bank. This research is applied in terms of purpose and descriptive-correlational in terms of method. Data analysis was performed using SPSS software, and it was ultimately determined that the presence of legalism among the employees of the Industry and Mine Bank reduces counterproductive behaviors in the organization.

Keywords: Counterproductive behavior, Quality of life, Presence of legalism, Industry and Mine Bank

Introduction

In any organization, there are certain activities that are contrary to organizational goals and are known as counterproductive behaviors. These are defined as the behaviors of employees who deliberately obstruct the achievement of organizational goals. Counterproductive behavior consists of deliberate actions by employees, not actions taken by chance. Although there are many different



types of counterproductive behaviors, research has classified them into two specific categories: interpersonal counterproductive behaviors and organizational counterproductive behaviors (Colquitt et al., as cited by Feyzi et al., 2011, p. 42). Counterproductive behaviors are a series of intentional actions taken by employees to harm the organization, including:

1. Personal Deviations: Behaviors that damage the organization's assets, such as sabotage (intentional destruction of physical equipment) and theft.
2. Production Deviations: Actions that reduce the assets and output of work results, such as wasting resources (wasting materials and time) and misuse or inappropriate use of tools and equipment.
3. Political Deviations: Actions that intentionally harm the interests of individuals rather than the organization, such as spreading rumors, insolence, and rudeness.
4. Personal Aggression: Unfriendly physical and verbal confrontations, such as harassment and abuse (Colquitt et al., as cited by Feyzi et al., 2011, pp. 42-44).

Contemporary organizations view human resources strategically, considering them an intelligent and valuable asset. They pay more attention to improving employee performance and job satisfaction. Enhancing the quality of work life requires management's commitment to developing supportive policies for human resources (Mehdizadeh Ashrafi & Ilka, 2009, p. 2). Improving the quality of work life has become one of the most important goals of organizations and employees. Since there is a direct relationship between human resource management practices and the quality of work life, rejuvenation for employees through the enhancement of work life quality is considered the key to an organization's success (Khodavi, 2007).

The term "quality of work life" has become widely used in recent years, but there is little consensus on its meaning. There are at least three common uses of this term. First, it refers to a set of outcomes for employees, such as job satisfaction, opportunities for psychological growth, job security, appropriate employer-employee relationships, and low accident rates. This might be the most common use of the term. Second, quality of work life also refers to a set of organizational actions or practices, such as participatory management, job enrichment, performance-based pay systems, job security, and safe working conditions. Finally, quality of work life often refers to a type of organizational change program (Mir Sepasi, 2007, p. 145). Overall, quality of work life means employees' subjective perception of the desirability of their physical and psychological work environment and conditions. Despite differences in perceptions, research shows that some indicators are common in most societies, such as wages and benefits, welfare services, and retirement insurance, which many scholars have identified as components of the quality of work life (Salmani, 2005, p. 16).



Walton (1973) identified eight key variables in analyzing the quality of work life, all of which are interrelated:

1. Fair and adequate compensation
2. Safe and healthy working environment
3. Continuous growth and security opportunities
4. Legalism in work organization
5. Social integration of work life
6. Overall living space
7. Unity and cohesion in the work organization
8. Development of human capabilities (Mir Sepasi, 2007, p. 145).

In any organization, there are certain activities that are contrary to organizational goals and are known as counterproductive behaviors. These behaviors are defined as actions taken by employees who deliberately obstruct the achievement of organizational goals. Counterproductive behavior consists of deliberate actions by employees, not actions taken by chance. Although there are many different types of counterproductive behaviors, research has classified them into two specific categories: interpersonal counterproductive behaviors and organizational counterproductive behaviors (Colquitt et al., as cited by Feyzi et al., 2011, p. 42).

Organizational Counterproductive Behaviors:

Includes:

1. **Personal Deviations:** such as sabotage and theft.
2. **Production Deviations:** such as wasting resources and misuse of objects.

Interpersonal Counterproductive Behaviors:

Includes:

1. **Cultural Deviations:** such as spreading rumors, insolence, and rudeness.
2. **Personal Aggression:** such as harassment and abuse (Colquitt et al., as cited by Feyzi et al., 2011, p. 42).

Therefore, the main research question was whether there is a relationship between a safe and healthy work environment and counterproductive behavior among employees of the Bank of Industry and Mine.

Legalism in the Workplace:

This refers to the presence of an environment where freedom of expression is allowed without fear of retaliation from higher authorities and the dominance of law over human authority. This variable is defined by hope in fairness and adherence to regulations in job promotion, freedom of speech



(the right to oppose supervisors' views without fear), the right to respond to all issues including wages and rewards, job security, and assurance of non-discrimination regarding gender, ethnicity, religion, and beliefs (Mehdizadeh Ashrafi & Ilka, 2010, pp. 3-4). The grievance system, as part of the legalism aspect in the organization, provides a method for employees to address problems with their supervisors or the organization. A grievance is any dissatisfaction of an employee that is brought to the attention of the organization's management. Grievance procedures offer a way for employees to escape the direct and total control of their immediate supervisor. The existence of these procedures assures employees that if they have a legitimate complaint against the organization, justice and law will prevail (Eslami et al., 2011, pp. 5-6). Legalism in the workplace means having clear rules and regulations, strict adherence to laws and regulations, enforcement of directives, appointment of managers based on merit, observance of the organizational hierarchy, and employment regulations (Pardakhtchi et al., 2009, pp. 30-32).

Organizational behavior books address the relationship between various management variables and counterproductive behaviors. Additionally, many studies have examined the relationship between quality of work life components and other management variables, but the relationship between quality of work life components and counterproductive behaviors has been overlooked. Given that a bank is a financial institution and the consequences of counterproductive behaviors can be severe in this organization, the intensity of the relationship between these two variables among employees of the Bank of Industry and Mine is significant and considered an innovation. Thus, this study examines the relationship between legalism in the organization and counterproductive behavior among employees of the Bank of Industry and Mine.

Literature Review:

Sarashi (2018):

Studied the relationship between a safe and healthy work environment and legalism with the empowerment of employees at Shahid Modarres Hospital in Saveh. The main objective was to examine the relationship between a safe and healthy work environment and legalism (as quality of work life variables) and the empowerment of employees at Shahid Modarres Hospital in Saveh. The statistical population included all 350 employees of the hospital, with a sample size of 184 determined by the Morgan table. The sampling method was stratified random sampling, and data collection was done through library research and questionnaires. The quality of work life questionnaire was based on Walton's 2003 model, and the employee empowerment questionnaire was based on Spritzer and Mishra's 2010 model. Hypothesis testing was conducted using Pearson's test. The results indicated a significant relationship between both quality of work life components



(legalism and a safe and healthy work environment) and employee empowerment at Shahid Modarres Hospital in Saveh (Sarashi, 2018).

Sahar Sadeghi Neyeri (2017):

Studied the relationship between Islamic ethical management and organizational indifference and counterproductive behavior among employees of the Ardabil Province Education Department. The objective was to examine the relationship between Islamic ethical management and organizational indifference and counterproductive behavior among employees of the Ardabil Province Education Department. The study was applied in nature and descriptive-correlational in method. The statistical population included all 270 employees of the department. Simple random sampling was used, and the sample size was determined by the Morgan table, resulting in 159 participants. Standard questionnaires were used to measure Islamic ethical management, organizational indifference, and counterproductive behavior. Validity and reliability tests of these questionnaires were conducted. Data analysis was performed using SPSS and Pearson's test. The results showed a significant inverse relationship between Islamic ethical management dimensions (healthy and humane relations, ethical behavior, religious responsibility, and diligence) and organizational indifference and counterproductive behavior among employees (Sahar Sadeghi Neyeri, 2017).

Vaziri et al. (2017):

Studied the relative importance of human resource mobility dimensions in the occurrence of counterproductive and withdrawal behaviors among employees of Mugan Agriculture and Livestock Company. This research aimed to determine the relative importance of human resource mobility dimensions in avoiding counterproductive and withdrawal behaviors among employees. The statistical population included all managers and employees of Mugan Agriculture and Livestock Company, totaling 560 employees. Using Cochran's formula, the sample size was 218, with 217 questionnaires collected through simple random sampling. The research tools included three questionnaires: 1) standard human resource mobility based on Martinez and Carnicer (2004), 2) researcher-made withdrawal behavior, and 3) researcher-made counterproductive behavior. The validity and reliability of the tools were confirmed. The relative importance of mobility dimensions, including job satisfaction, gender role, family importance, employment stability, work-family conflict, and fairness in promotion and pay, in avoiding withdrawal and counterproductive behaviors were calculated. The findings indicated a significant relationship between all mobility dimensions and avoiding withdrawal and counterproductive behaviors, with varying weights for different dimensions (Vaziri et al., 2017).



Mahrouz et al. (2014):

Studied the relationship between quality of work life components and counterproductive behaviors among employees of Ardabil Education Department. The objective was to examine the relationship between quality of work life components and counterproductive behaviors among employees. The statistical population included all 900 employees of Ardabil Education Department, with a sample size of 160 determined by the Morgan table and selected through random sampling. Data were collected using a questionnaire with 66 items, divided into quality of work life components based on Walton's standard questionnaire and counterproductive behavior items. Descriptive statistics were used to describe demographic characteristics and prepare frequency tables and graphs, while Pearson's correlation and multiple regression were used for inferential statistics. The independent variables of a safe and healthy work environment (0.74), continuous growth and security opportunities (0.64), overall work-life space (0.63), and fair and adequate compensation (0.46) explained and predicted the dependent variable of counterproductive behavior (Mahrouz et al., 2014).

Nima Pad and Karami (2023):

Studied the prioritization of factors influencing productivity in employee participation at NGL 1300 company in Gachsaran. The objective was to prioritize factors influencing productivity in employee participation at NGL 1300 company. The statistical population included 52 employees of the company, and data were collected using a researcher-made and standard questionnaire with 15 questions. Data were analyzed using SPSS, with prioritization based on t-values and regression coefficients. The results indicated that employee participation had the greatest impact on productivity (Nima Pad and Karami, 2023).

Research Methodology

This research is applied in terms of its objective and descriptive-correlational in terms of its method. Data collection methods included both field and library research, with information gathered through a questionnaire. Questions related to quality of work life were formulated using Richard Walton's 35-item standard questionnaire to measure quality of work life. To assess dimensions of counterproductive behavior, 11 questions were used, covering items 36 to 46 of the questionnaire. The reliability of the questionnaire was evaluated using Cronbach's alpha, with the results showing a Cronbach's alpha of 0.86 for the counterproductive behavior items and 0.92 for the quality of work life items. For a questionnaire to be reliable, the minimum Cronbach's alpha coefficient for the items should be 0.70. According to statistics obtained from the personnel department of the Bank of Industry and Mine, the total number of employees is 1100, which is



considered the statistical population for this study. The sampling method used in this research is simple random sampling. Descriptive statistics were used to describe demographic characteristics, employing one-dimensional tables, frequency distribution, percentage, charts, etc. Inferential statistics were used to test the relationships between variables. Data analysis and information processing were conducted using SPSS software.

Discussion

In this section, both descriptive and inferential statistical methods are used to analyze the collected data. First, the descriptive characteristics of the sample population are addressed, presenting the demographic features of the employees according to frequency and percentage distribution tables and charts. Then, to test the research hypotheses and answer the formulated questions or to decide on the acceptance or rejection of the hypotheses considered for the study, inferential statistics are used. It is important to note that merely analyzing the obtained data is not sufficient to answer the research questions; interpreting these data is also necessary. Initially, the data must be analyzed, followed by the interpretation of the results obtained from this analysis.

Description of Demographic Characteristics

The table below shows the frequency distribution of respondents by gender:

Table 1: Frequency Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	146	93.1%
Female	11	6.9%
Total	160	100%

According to the results of the above table, 93.1% of the respondents are male and 6.9% are female.

The table and chart below show the frequency distribution of respondents by age:

Table 2: Frequency Distribution of Respondents by Age

Age group	Frequency	Percentage
Under 30	15	9.4%
30 to 40	67	41.9%
41 to 50	76	47.5%
Over 50	2	1.3%
Total	160	100%



Based on the results from the table showing the frequency distribution of respondents by age, it is observed that out of the total sample size of employees at the Bank of Industry and Mine, 15 respondents (9.4%) are under 30 years old, 67 respondents (41.9%) are between 30 to 40 years old, 76 respondents (47.5%) are between 41 to 50 years old, and 2 respondents (1.3%) are over 50 years old. This indicates that the highest percentage frequency belongs to those aged 41 to 50, and the lowest percentage frequency belongs to those over 50.

The table below shows the frequency distribution of respondents by educational level:

Table 3: Frequency Distribution of Respondents by Educational Level

Educational level	Frequency	Percentage
Below high school	43	26.9%
Associate degree	22	13.8%
Bachelor's degree	90	56.3%
Masters degree	5	3.1%
Total	160	100%

According to the results obtained from the table showing the frequency distribution of respondents by educational level, it is observed that out of the total sample size of employees at the Bank of Industry and Mine, 43 respondents (26.9%) have an education level below high school, 22 respondents (13.8%) have an associate degree, 90 respondents (56.3%) have a bachelor's degree, and 5 respondents (3.1%) have a master's degree. This indicates that the highest percentage frequency belongs to those with a bachelor's degree, and the lowest percentage frequency belongs to those with a master's degree.

The table and chart below show the frequency distribution of respondents by years of service:

Table 4: Frequency Distribution of Respondents by Years of Service

Years of service	Frequency	Percentage
Under 5 Years	4	2.5%
5 to 10 Years	31	19.4%
11 to 15 Years	36	22.5%
Over 15 Years	89	55.6%
Total	160	100%

Based on the results obtained from the table showing the frequency distribution of respondents by years of service, it is observed that out of the total sample size of employees at the Bank of Industry and Mine, 4 respondents (2.5%) have less than 5 years of service, 31 respondents (19.4%) have between 5 to 10 years of service, 36 respondents (22.5%) have between 11 to 15 years of service,



and 89 respondents (55.6%) have over 15 years of service. This indicates that the highest percentage frequency belongs to those with over 15 years of service, and the lowest percentage frequency belongs to those with less than 5 years of service.

Descriptive Statistics

The tables below show the central tendency and dispersion indices of the components of job quality of life and counterproductive work behavior.

Table 5: Central Tendency and Dispersion Indices of Counterproductive Work Behavior

Statistics	Deviations in Personality	Production Deviance	Political Deviance	Individual Aggression	Counterproductive Work Behavior
Mean	4.94	5.69	4.27	4.61	19.53
Standard Deviation	2.07	2.48	1.95	2.07	6.87
Variance	4.31	6.18	3.81	4.31	47.29
Range	12	12	8	8	39
Minimum score	3	3	2	3	11
Maximum score	15	15	10	11	50

According to the results of the above table, the mean for deviations in personality is 4.94, the mean for production deviance is 5.69, the mean for political deviance is 4.27, the mean for individual aggression is 4.61, and the mean for counterproductive work behavior is 19.53.

Table 6: Central Tendency and Dispersion Indices of Job Quality of Life Component

Statistics	Legality	Quality of Work Life
Mean	11.68	103.20
Standard Deviation	3.22	19.71
Variance	10.39	38.78
Range	15	115
Minimum score	4	35
Maximum score	19	150

According to the results of the above table, the mean for legality is 11.68, and the mean for quality of work life is 103.20.

Hypothesis Testing

Null Hypothesis (H_0): There is no significant relationship between legality in the organization and counterproductive work behavior among the employees of the Bank of Industry and Mine.



Research Hypothesis (H₁): There is a significant relationship between legality in the organization and counterproductive work behavior among the employees of the Bank of Industry and Mine.

Table 7: Spearman Correlation Coefficient Results for Determining Correlation Relationship

Statistics	Counterproductive Work Behavior
Legality	Spearman Correlation Coefficient
	0.511
Significance Level	0.002
Sample Size	160

Given the results of the above table and the fact that the significance level of the test error for a confidence level of 0.95 is 0.002, which is less than 0.05, it can be concluded that the research hypothesis is accepted, and the null hypothesis is rejected. Thus, there is a significant relationship between legality in the organization and counterproductive work behavior among the employees of the Bank of Industry and Mine. Given that the correlation coefficient between the two variables of legality in the organization and counterproductive work behavior is -0.511, and since the correlation coefficient is negative, it can be said that the relationship between the two variables is inverse. In other words, as legality in the organization increases, counterproductive work behavior among the employees of the Bank of Industry and Mine decreases, and vice versa. Additionally, since the correlation coefficient is greater than 0.5, the strength of the relationship is strong.

Conclusion

In the present study, the relationship between a safe and healthy working environment and counterproductive work behavior among employees of the Bank of Industry and Mine was examined based on the Walton model. The quality of work life was measured with eight components, which are: 1) fair and adequate compensation, 2) safe and healthy working environment, 3) provision of growth and continuous security opportunities, 4) legality in the workplace, 5) social dependence of work life, 6) overall life space, 7) cohesion and integration in the workplace, and 8) human capabilities development. Counterproductive work behaviors were also measured and analyzed with four dimensions: 1) individual aggression, 2) deviations due to job authority, 3) cultural deviations, and 4) personality deviations.

The statistical population of this research includes all employees of the Bank of Industry and Mine, totaling 1100 people. The sample size was calculated using Cochran's formula, and 160 people were selected through random sampling. Data was collected using a questionnaire comprising 46



questions, designed in two parts: the first part related to quality of work life indicators based on Richard Walton's standard questionnaire, and the second part related to counterproductive work behavior indicators. The questionnaire's validity was confirmed by consultation and approval from experienced and specialized professors, and its reliability was confirmed using Cronbach's alpha coefficient (0.86 for counterproductive work behavior indicators and 0.92 for quality of work life indicators).

In data analysis, descriptive statistics were used to describe demographic characteristics, classify, and prepare frequency tables and charts, and inferential statistics were used to test the relationships between variables. The average obtained from all indicators in the quality of work life from the employees' viewpoint was 103.2 (with a minimum of 35 and a maximum of 150), which is above average, indicating that the quality of work life is above average from the respondents' perspective. Also, the averages obtained from individual quality of work life components indicate that, except for fair compensation and overall life space which are below average, other components are at an average level.

The average obtained from all indicators in counterproductive work behavior from the employees' viewpoint was 19.53 (with a minimum of 11 and a maximum of 50), which is below average, indicating that counterproductive work behaviors are below average in the organization from the respondents' perspective. Also, the averages obtained from individual components of counterproductive work behavior indicate that all components are below average. Ultimately, it was determined that with an increase in legality in the Bank of Industry and Mine, counterproductive work behaviors in that organization decrease.

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