Organisational Culture and the Experience of Negative Emotions on Counterproductive Workplace Behaviours

Cheron Chanelle Johnson

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Declaration

I hereby declare that this research report is my own, unaided work. It has not been submitted before for any other degree or examination at this or any other university.

Cheron Chanelle Johnson

Date

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Chapter 1: Introduction

1.1. Introduction

Counterproductive workplace behaviours have been a research concern for organisational practitioners for almost three decades (Samnani, Salamon & Singh, 2014; Gonzalez-Mule, DeGeest, Kiersch & Mount, 2013; Podsakoff, Whiting, Podsakoff & Blume, 2009; Appelbaum, Iaconi & Matousek, 2007; Spector, Fox & Domagalski, 2005, Lim & Cortina, 2005; Peterson, 2002; Robinson & Bennett, 1995; Hollinger & Clark, 1983; Mangione & Quinn, 1975). This is primarily due to the negative implications associated with CWB not only for the organisation but also for the employees within organisations where CWBs are prevalent. Sustained interest in CWB, however, is also due to conceptual and measurement issues dominating research on CWB and its antecedents. In spite of such concerns and in light of the plethora of research performed on CWBs, CWBs remains an alarming focal point for the organisations who have been subjected to its negative implications and the increased liability associated with such negative outcomes.

The liability associated with CWBs for the organisation, have also been found to extend beyond immediate financial boundaries, such that the organisation is now subjected to long term unfavourable consequences which are inclusive of a tainted organisational reputation and in extreme cases sustained hindered efforts aimed at increasing organisational effectiveness (Trevino, den Nieuwenboer & Kish Gephart, 2014). More specifically, sustained efforts nullifying organisational effectiveness may include decreased employee morale; decreased productivity of targeted and non-targeted employees, decreased work performance, high turnover rates and stress related problems which are all negative implications of CWBs and in turn, huge concerns and threats for the organisation's wellbeing

(Grant, & Shin, 2011; Appelbaum, Iaconi & Matousek, 2007; Mangione & Quinn, 1975). Thus considering that the consequences of CWB are of such a dire nature, most research efforts have been and continue to be concerned with identifying factors predictive of CWB. However, such studies have since yielded inconsistent findings and have for the most part only focused on individual level predictors.

Therefore, as a result little remains known about factors that may be fully predictive of CWB which has accordingly left little capacity to remedy and manage the phenomenon effectively in practice (Taylor, 2012). Of the minimal studies conducted in the South African context, most have focused on single behaviours characteristic of counterproductive workplace behaviours such as sexual harassment (Ramsaroop & Parumasur, 2007), fraudulent activities and theft (Naicker, 2006), and bullying (Cunniff & Mostert, 2012). Although such research efforts are significant it has nonetheless contributed to what Bowling and Gruys (2010) argues to be the fractured development of CWB. They further support their argument by substantiating that ill-defined relationships only reinforce the fractured development of research and affect the subsequent recommendations to managing CWB in practice and consequently continually leave the domain of research in its infancy.

Therefore, in light of such gaps in the domain of CWB, the continued need for research becomes apparent. It is thus of great significance to clarify the antecedent conditions of CWB so that practice is better informed on how to curb and prevent the persistent occurrence of CWBs in the 21st century organisation, not only within the South African context but also globally.

1.2 Research aims

It is on this premise that clarification and further exploration of organisational culture as a potential antecedent of CWB was of interest in this study. In other words, this study aimed to explore if organisational culture was a potential determinant of CWB through the mediating effect of negative emotions experienced in the workplace. The aim of this study was largely motivated by the minimal research performed on CWB in the South African context and was also in response to the widespread and sustained demand for more research on antecedent factors of CWB. This study thus aspired to contribute to the literature on CWB as it explored whether organisational culture in terms of ethical quality and the experience of negative emotions in the workplace were contributing factors to CWBs, and how such knowledge could consequently be used to prevent against the harmful effects of CWB for the concerned organisation and its employees.

Chapter 2: Literature Review

2.1 Counterproductive Workplace Behaviour

2.1.1. Defining counterproductive workplace behaviours

Counterproductive workplace behaviours (CWB) have been the focus of research in the organisational behavioural domain for nearly three decades (Samnani, Salamon & Singh, 2014; Gonzalez-Mule, DeGeest, Kiersch & Mount, 2013; Podsakoff, Whiting, Podsakoff & Blume, 2009; Appelbaum, Iaconi & Matousek, 2007; Spector, et.al, 2005, Lim & Cortina, 2005; Peterson, 2002; Robinson & Bennett, 1995, Hollinger & Clark, 1983). This sustained interest in CWBs, has as a result left the domain of research saturated with various definitions and constructs of describing the same behavioural occurrence. These various definitions and of CWB have consequently subjected the research domain on CWBs to an array of conceptual intricacies and methodological concerns. Thus in turn, no long term effective recommendations for how to manage or eradicate CWBs sustainably in practice are known. This is evidenced by the fact that in spite of the large body of research informing knowledge in the area of CWB, there remains uncertainty regarding the factors that are fully predictive of the phenomenon (Taylor, 2012). Taylor (2012) argues that the literature on the subject matter is not scarce but rather insubstantial.

This arguably may be due to the conceptual intricacies evidenced in the numerous definitions of CWB which are expressed under different terms such as deviant workplace behaviours (Robinson & Bennett, 1995), anti- social workplace behaviours (Aquino & Douglas, 2003; Giacalone & Greenberg, 1997), unethical workplace behaviours (Trevino et.al, 2014; Kish-Gephart, Harrison & Trevino, 2010), negative workplace behaviours (Appelbaum, Iaconi &

Matousek, 2007), organisational misbehavior (Peterson, 2002), non-compliant behaviour (Trevino et.al, 2014), dysfunctional work behaviour and counterproductive work behaviour (Gruys & Sackett, 2003). However, upon studying the definitions of these terms, it becomes apparent that each in turn refers to the scope of intentional harmful behaviours performed by employees toward the organisation and other employees. In spite of this commonality, the recurrence of such constructs in the literature has nonetheless, created the impression that each construct is related with distinct types of behaviours which in turn, have different associated consequences or outcomes. However, upon closer examination of such constructs it becomes evident that such an impression is misleading, as these terms synonymously refer to organisational related behaviours that are voluntary, intentional and harmful for the organisation or its employees, which are all characteristic of CWBs.

From the various definitions on CWBs, Robinson and Bennett (1995) has provided a very comprehensive definition of CWB that has since been widely adopted by researchers in the field. According to Robinson and Bennett (1995), CWBs refers to the voluntary behaviours that violate significant organisational norms and in doing so, threatens the wellbeing of an organisation, its members or both. Organisational norms in this definition make reference to the formal and informal prescribed policies, rules and procedures specific to an organisation. They further elucidate that the voluntary and intentional nature of CWBs emanate from the fact that employees may be lacking the motivation to conform to the normative expectations of the organisation or may be provoked to violate such expectations (Robinson & Bennett, 1995).

Reasons why employees may be lacking motivation to conform to normative expectations of organisations may in part be due to employees feeling dissatisfied within their job role or feeling dissatisfied within the organisation or as a result of employees having a decreased sense of commitment to the organisation (Fagbohungbe, 2012; Krischer, 2010). These reasons have since been the most prominent explanations for why employees engage in CWB. However, these reasons do not fully account for, or explain the occurrence of CWBs especially in modern day organisations, as research focusing on employee commitment and job satisfaction as predictors of CWBs, have either found inconsistent or insignificant findings (Hershcovis, Turner, Barling, Arnold, Dupre, Inness & Sivanathan, 2007). Thus, the need for more research to explore which other factors are contributing to the occurrence of CWB is highlighted. This study is one such study, as it aims to contribute to the CWB literature, by exploring whether or not the experience of negative emotions in the workplace mediates the relationship between organisational culture and the occurrence of CWBs. As argued by previous researchers, studies focusing on the antecedents of CWB provide greater insight into why CWBs is still rampant and consequently enables for more effective yet practical recommendations on how to curb its prevalence and negative consequences (Gundlach, Douglas & Martinko, 2002; 2003). However, findings on the predictors of CWBs as previously argued have since yielded inconsistent findings, which has left a limited understanding on what fully predicts CWBs. However, this may in part be due to a lack of a comprehensive and accepted theoretical perspective on CWB and its predictors. Despite such a significant drawback, research efforts has nonetheless made significant with regards to identifying individual and situation level predictors of CWBs (Marcus & Schuler, 2004). More specifically, research efforts have recently moved away from the perspective of either focusing on individual or situational level variables that might be responsible for the prevalence of CWBs, to an approach where the focus is from a dual point of influence, in which the factors from both the individual and situational as “causes” has been considered. Some of the antecedents of CWBs are now briefly reviewed in the section below.

2.1.2. Antecedents of Counterproductive workplace behaviours

Considering that CWBs is a multifaceted organisational phenomenon (Popovich & Warren, 2013; Ansari, Maleki, Mazraeh, Arab-Khazel, 2013), research has nonetheless identified and explored factors specific to the situation, the individual or specific to both the situation and individual as predictors of CWBs. Situational antecedents of CWBs have been found to include perceived injustice, perceived leader/manager unethicality, aggressive organisational climates and abusive supervision (Trevino et.al, 2014; Kish-Gephart et.al, 2010). Antecedents of CWBs from an individual level of influence have been found to range from moral disengagement and tenure to personality variables such as the dispositional trait of negative affect and demographic variables of age and gender (Samnani, et.al, 2014; Ansari et.al, 2013; Marcus & Schuler, 2004). From the plethora of studies conducted on CWBs, researchers such as Samnani et.al (2014) and Peterson (2002) have found that studies focusing on the antecedents of CWBs have since overextended the focus on individual motivated predictors of CWB.

The implication of this observation is that it suggests that continued research in the individual level of influence, is less likely to add any new knowledge to the domain, even more so when no inconsistent findings have been reported on such individual variables (Taylor, 2012). This further implicates how CWBs is managed in practice as it suggests that the over-extended focus has proved not only ineffective but rather insufficient to best curb and prevent the occurrence of CWBs. Therefore, if the argument proposed researchers such as Samnani et.al, (2014) and Peterson (2002) is given due consideration, then it can be argued that the recurrence of CWBs may in part be due to the redundant knowledge on the subject matter and by making recommendations from an area that predominantly over-emphasizes the role of one area of focus may be problematic.

More specifically, the problematic nature of such recommendations lies in the fact that it can perpetuate an inaccurate perception that CWBs is only motivated by individual factors such as demographics and personality variables. This in turn is not only misleading, but consequently also ignores the impact of the organisation as a possible area of influence or determinant of employees' engagement in CWBs. An example of such a recommendation for practice is proposed in the study by Trevino et.al, (2014) who advised management, to implement stringent screening selection processes to prevent the recruitment and selection of individuals who display the individual characteristics predictive of CWB. The neglect of the organisation's impact and other situational factors in this recommendation is clearly apparent, and highlights how such efforts may prove ineffective in practice.

The problems associated with such recommendations are further reported by Chen, Chen and Lui (2013). They advise that caution should be taken when recommendations for practice are proposed especially from an individual level of influence. More specifically, they suggest that researchers should give due consideration to the fact that CWBs is a complex process "as many people who fit violent profiles may not actually behave violently at work" (Chen, Chen & Lui, 2013, p.2905). Thus, the impact of the context on individual behaviour is made apparent. Furthermore, it can also be argued in this regard, that individuals who are selected using such stringent recruitment and selection procedures may in actual fact be the instigators of CWB despite the use of stringent selection processes. This is particularly likely as impression management by prospective employees during the recruitment and selection process may actually conceal such counterproductive behavioural tendencies of an applicant (Tsai, Chen, & Chiu, 2005). Thus, the significance of both the organisation and individual level predictors of CWBs is emphasized, and is argued to be considered for their dual influence on the occurrence of CWBs so that more sustainable and effective recommendations are put into effect as to better manage the occurrence of CWBs in practice (Fine, Horowitz, Weigler & Basis, 2010).

It is for this reason that this study aims to explore how factors from both the individual and situational level may influence the occurrence of CWBs. More specifically, this research is interested in understanding if the organisational culture in terms of ethicality (situation) prompts the experience of negative emotions in the workplace (individual) which may consequently motivate an employee to behave unfavourably at work (engage in CWBs). This particular focus is further necessitated by the lack of studies exploring these specific variables.

2.1.4. Previous research on antecedents of CWB

Of the countless number of studies in the field of CWBs that have focused on identifying predictors of CWBs, Samnani et.al (2014) have recently studied the relationship between negative affect and CWB from the perspective of employee moral disengagement and gender. This study is characteristic of those that have overextended the focus on individual level predictors of CWBs, despite the researchers being among those who are strongly advocating for a shift in perspective. Apart from such inconsistencies, these researchers have nonetheless argued that there was a limited understanding within research on how negative affect related with CWBs. Thus, they explored if moral disengagement and the gender of the employee moderated the relationship between the individual's dispositional tendency to experience negative emotions for extended periods of time and the individual's propensity to engage in CWBs (Samnani, et. al, 2014). Findings from their study suggested that individuals with high negative affect were more likely to engage in CWBs when they had a high inclination to morally disengage, and was particularly true for males than females.

This study has contributed significantly to research focusing on the antecedents of CWBs as it identified that morally disengagement, gender and the dispositional trait of negative affect as predictors of CWBs. However, in their study a few inconsistencies were identified. Firstly, there seemed to be a divergent focus on negative affect and negative emotions in this study. The researchers of this study initially framed the focus of their study from the perspective of negative affect, but then later discussed the findings of their study from the perspective of experiencing discreet negative emotions. Negative affect and the experience of discreet emotions are markedly different affective phenomena. Negative affect primarily refers to the personality variable that describes an individual's predisposition to experience negative emotions for extended periods of time (Brief & Weiss, 2002).

This is relatively distinct from the experience of discreet negative emotions which is momentarily experienced and often prompted by situational variables (Briner, 1999; Briner & Reynolds, 1999; Kieffer, 2005; Brief & Weiss, 2002; Weiss, & Cropanzano, 1996). From the distinctions outlined above and from the definition provided by Samnani et.al, (2014) it was clear that their study was concerned with negative affect and not the discreet experience of negative emotions. The inconsistency in their study was identified when the use of negative emotions instead of negative affect was used to discuss their findings. This is evidenced in an extract of their study where they suggest that "Negative emotions are more likely to trigger engagement in counterproductive workplace behaviours when individuals have a tendency to morally disengage. Moreover, we found that experiencing negative emotions may itself not be sufficient to explain why employees engage in counterproductive work behaviours." (Samnani et.al, 2014: p, 242). From this excerpt the inconsistency becomes apparent and the findings of their study may be questionable as it is not quite clear whether their findings are true for individuals who are genetically predisposed to experience negative emotions for extended periods of time or whether it is applicable to individuals who experience discreet emotions. Such discrepancies may be due to the interchangeable use of the terms in literature. The interchangeable use of these concepts have since revealed that minimal research is conducted on the impact of experiencing discreet emotions in the workplace and how such emotions might explain workplace behaviours such as CWBs.

Furthermore, in addition to the conceptual confusion between negative affect and negative emotions, measurement errors were also identified in this study. Errors included reporting gender, a categorical variable, to have an average. Additionally, one of the study's control variables namely age, initially described as a categorical variable was later analysed as a continuous variable. Not only was it incorrect to report a mean statistic or average for age that was measured categorically, they also reported the mean age to be 3.40 years with a standard deviation of 1.40 years (Samnani, et. al, 2014, p. 240). Although, many of these errors can be assumed to be typographical errors, it nevertheless leaves the area of research flawed. Thus, the argument by Bowling and Gruys (2010) that research on CWB's has developed in a fractured way is supported as evidenced in the lack of rigour with which research in the domain is conducted.

In addition, the recommendation for practice and policy based on the findings in their study are representative of those that have over-stated individual attributes as predictors of CWBs. This is problematic since no consideration is given to the impact of situational variables on such individual attributes. Organisational culture or facets thereof such as ethical leadership, role conflict and ambiguity, perceived unjust practices and lack of supportive organisational climates which employees may use to justify their voluntary engagement in CWBs have not yet been explored.

However, a study performed by Chen, Chen and Lui (2013) has since sought to explore the dual influence of individual and situational level factors of CWBs. More specifically, they explored whether ethical organisational climate moderated the relationship between negative affectivity and workplace deviance. Once more, this study also studied the experience of negative emotions from the personality or trait perspective. The argumentative foundation of their study was informed by Albert Bandura's Social Learning Theory (Chen et. al, 2013). Using social learning theory, they specifically focused on how the behaviour performed by individuals often reflected the influence of the environment and its social cues (Chen et.al, 2013). They hypothesized and found in their study that negative affect was positively related to workplace deviance and that both the caring and rule types of organisational climates motivated employees to be well-behaved and disciplined (Chen et.al, 2013). Thus, they found that the relationship between negative affectivity and engagement in employee deviance grew weaker when the effect of a caring and rules oriented climate was included (Chen et.al, 2013). In addition, they found that an instrumental organisational climate strengthened the relationship between negative affectivity and workplace deviance, as employees within these climates were more inclined or motivated to satisfy their self-interests at the expense of others (Chen et.al, 2013). Employees' self-interest within such an organisational climate seemed to be the predominant source of their moral reasoning, judgement and actions.

The results obtained in the study supported all of their hypotheses and thus empirical supported that organisational climate moderated the relationship between the negative affect and engagement in CWBs. However, the recommendations for practice proposed in this study is also characteristic of the overextended focus on individual determinants of behaviour as the researchers advised management to screen job candidates for the trait of negative affect so to avoid the selection of employees who may be more likely to engage in CWBs. This recommendation is particularly odd since they studied CWBs from a perspective of dual influence. The emphasis was heavily on the role of the individual level predictor despite findings from their study supporting the fact that the context has bearing on how this individual trait might in turn be influenced by the situation which then consequently results in CWBs. It is for this reason that Peterson (2002) argued in his study on ethical climate as an organisational antecedent of CWBs, that the job itself is more likely to predict CWBs compared to individual level determinants of behaviour. He argued that CWBs is less likely a result of whether the employee is young, new to their job, works on a part-time basis or has a low-paying position (Peterson, 2002). He thus maintained that although individual predictors may be significant to CWBs it is unlikely that it will account for CWBs on its own. Instead individual level factors should be studied in the context of the organisation since it has been shown to influence the behaviour and attitudes of the employees (Peterson, 2002).

This dual influence is considered critical for future research efforts as it can offer greater insight on how to reduce the prevalence of CWBs. In other words, in order to understand how individual factors relate to engagement in CWB, it is critical to understand whether these factors are characteristic of, or determined by the organisational context. Fine et.al, (2010) are in support of this as they argue that efforts with such separate foci have left the area of research on its combined effects relatively less understood. These authors in favour of the dual perspective have proposed and since explored how characteristics of the job, perceptions of injustice and interpersonal factors may be antecedents of CWBs via the negative job attitudes they elicit; and how work group characteristics such as security controls and organisational culture are associated with CWBs through socially learned normative organisational behaviours.

Findings from their study highlight the significance of studying situational variables. They argue that factors of the situation should be assessed and managed to help identify and minimise the risk of CWBs (Fine, et.al, 2010). Kelloway, Francis, Prosser and Cameron (2010) further emphasized the importance of the situation as they studied CWBs from a protest perspective, where employees' engagement in CWB is seen as an expression of dissatisfaction with or an attempt to resolve injustice within the organisation. Findings from Kelloway, et.al, (2010) suggest that CWBs are primarily a way of redressing, drawing attention to; or an expression of employees' dissatisfaction and frustration with organisational events from a functional or productive point of departure (Greenberg, 1990). In a study by Colbert, Mount, Harter, Witt and Barrick (2004) it was also reported that unfavourable perceptions of the work situation was negatively related to CWBs. However, they also advised that individual level variables may affect how an individual reacts to unfavourable situational perceptions (Colbert, et.al, 2004). Thus the significance of a dual approach to studying antecedents of CWBs is not only supported but necessitated.

Therefore in light of such arguments, this present study aims to explore whether the experience of negative emotions in the workplace mediates the relationship between organisational culture and CWBs. Approaching CWBs from such a perspective as argued by scholars such as Colbert et.al (2004), may facilitate a better understanding of how situational factors and individual characteristics interact and how they might mutually account for the prevalence of CWBs. The interest underpinning the aim of this study is supported by the argument of Fine et.al (2010), who suggested that the job characteristics and perceptions of injustice together with interpersonal factors may be antecedents of CWBs via the negative job attitudes they elicit. This study thus contends in light of such arguments that an unethical organisational culture may be an antecedent of CWBs as it can elicit the experience of negative emotions in the workplace. Increased understanding of the combined effects of personal and situational level predictors will be of particular significance since an integrative theory on CWBs is currently lacking (Spector & Fox, 2002). To provide greater support for the argument underpinning this study, a discussion pertaining to the role of negative emotions in the workplace is necessary.

2. Negative Emotions

2.1. Emotions in the workplace

To understand whether the organisational context prompts an employee to engage in CWB, the role of experiencing negative emotions is important to consider as this can give greater insight as to the recurrence of CWBs. This is of particular interest as the consequences for employees have been identified as dire. Since emotions have been found to be intrinsic to work behaviours, they are considered to be of particular significance to understanding CWB (Briner, 1999; Briner & Reynolds, 1999). This is further supported by Briner (1999) and Briner & Reynolds (1999) who argued that any attempt to separate emotions from the study of workplace behaviours would be a mistake. Although such arguments highlight the importance of studying the role of experiencing emotions in the workplace, the attempt to do so has actually been limited and even neglected in recent research endeavours. Various reasons have nonetheless been proposed for why the role of emotions in the workplace has been neglected, despite its influence in determining behaviour. One such reason is concerned with the fact that emotions obscure rationality of employees in the workplace (Ashforth & Humphrey, 1995). Emotions such as frustration, grief, love and joy have been found to be an antithesis to rationality and performance (Briner, 1999; Briner & Reynolds, 1999; Ashforth & Humphrey, 1995). In other words, expressing emotions such as frustration in the workplace is believed to drain the individual from making informed decisions which therefore limits the thinking ability of the individual (Lively, 2006; Muchinsky, 2000; Morris & Feldman, 1997). This in turn, apparently hamper's the employee's ability to perform at optimum levels.

Expressing frustration at work according to researchers who argue that emotions are an antithesis of reality and optimal functioning in workplace advocate that when the experience of emotions are encouraged in the workplace, it often results in increased employee turnover rates, decreased morale and decreased job satisfaction and commitment in the organisation (Aquino, Lewis & Bradfield, 1999). Ashforth and Humphrey (1995, p. 99) refute such a reasoning by arguing that the focus on rationality alone has "blinded many practitioners and scholars from seeing the value and importance of emotions in the workplace". Ashforth and Humphrey have consequently encouraged researchers to acknowledge the impact of emotions in the workplace with specific emphasis on how the context of the organisation can evoke emotions, especially since the experience of emotions has some bearing on the behaviour decisions employees make in the workplace. More specifically, acknowledging the impact of emotions in the workplace can give more insight on how organisational determinants of behaviour such as organisational culture, climate and perceived injustice relates to CWBs. For these reasons, greater effort should thus be devoted to understanding the influence of emotions at work despite previous arguments that have suggested that emotions serve as an antithesis of an employee's optimal performance in the organisation.

Thus, having acknowledged the current contention on the role of emotions in the workplace within the research domain of organisational behaviour, it is important to understand then what is meant by the experience of emotions in the workplace. Briner (1999) defines the experience of emotions, as a response to a particular event, situation or entity. Spector and Fox (2002) also suggest that emotions serve to physiologically energise the individual to take appropriate action. However, on the premise of such definitions it becomes apparent that the experience of emotions serves to enable an individual to take some action or respond in some way to a particular source in a specific context. More specifically, in the organisational context, the experience of emotions may be as a result of or in response to perceived organisational politics, processes and policies. More specifically as was previously found, the experience of emotions have often been a result of perceiving unfairness or unjust leadership behaviours or unfavourable perceptions of the rules, values and practices embedded within the culture of the organisation (Aquino et.al, 1999; Krischer, Penny & Hunter, 2010). Also and perhaps more importantly in the definition of emotions proposed by Briner (1999) he emphasized that the experience of discreet emotions were reactions that are rapidly changing, strong in intensity and always in response to specific events. Emphasis on the fact that emotions are always in response to specific events is significant as it distinguishes emotions from other affective phenomena such as moods. Moods are characterised as slow changing, weak to moderate in intensity and not necessarily in response to specific events (Brief & Weiss, 2002).

The definition of emotions also highlights the degree to which the experience of discreet emotions is different to the trait of affect. Affect refers to the dispositional and stable manner in which individuals usually respond to situations as an aspect of personality. The need to clarify the difference between these terms is important as it is often used interchangeably in research, and further explains why the role of experiencing emotions in the workplace have been largely neglected (Brief & Weiss, 2002). Thus having highlighted the current status of research on the role of emotions in the behavioural domain and having gained insight into the differences between the experience of discreet emotions and the trait of affect, makes apparent the need to explore the role of emotions in the workplace and has stimulated a unique interest in this study, to explore how it may affect employees behavioural intentions in CWBs. Arguably, the experience of emotions, especially negative emotions in the workplace, can be a perpetuating factor of CWBs.

From the perspective of the organisational culture, if the assumptions or content of organisational culture is shown to induce the experience of negative emotions in the workplace, then the experience of negative emotions can be a potential reason underpinning employee engagement in CWB. The experience of negative emotions in particular may convey or show employee’s dissatisfaction with job or the organisation, disengagement in their work, or lack of affective commitment to the organisation which can all in turn be motivating factors for why employees may engage in CWBs (Brief & Weiss, 2002). In support of the aforementioned argument, Kelloway, et.al (2010) found that negative attitudes such as job dissatisfaction, disengagement and a lack of commitment to the organisation are all positively related to the occurrence of CWBs. On this account, it can be proposed that since emotions are reactions to specific events, stimuli or entities, organisational culture by lacking ethical quality may perhaps cause the individual to experience negative emotions, which in turn may explain employees' intention or engagement in CWBs. Furthermore, considering that negative attitudes have been shown to relate to CWB, it can be argued that negative attitudes are a result of employees having experienced negative emotions in relation to a particular entity provoking a response from the employee. A recent study by Bal, Chiaburu & Diaz (2011), also found the psychological contract to be an alternate avenue of understanding how the experience of emotions may account for employees' engagement in CWBs as a function of organisational related aspects. This is particularly interesting as it highlights how organisational aspects or perceptions thereof impacts upon the employees reactions (emotional) which in turn may have bearing on employees behaviour intentions.

2.2. The psychological contracts perspective and the experience of negative emotions in the workplace

The psychological contracts perspective has been found to predict employee attitudes and behaviours in the workplace (Bal, Chiaburu & Diaz, 2011). The psychological contract is the employees' belief about the mutual obligations between the employee and the organisation (Bal, Chiaburu & Diaz, 2011; Robinson, 1996). If employees feel that the contract has been breached by management through unjust and unfair treatment of the employees, or the employee perceives the expectations of management to be incongruent to practice, then employees may more likely be inclined to reduce the perceived imbalance in the contract by engaging in CWBs. From such a perspective CWBs may be seen as a means of reducing the perceived breach and the associated experience necessitated by such a breach. Bal, et.al, (2011) further maintained that an employee's perception of the psychological contract has substantial influence on job attitudes and performance related behaviours through the elicitation of strong emotional reactions. Emotional reactions may range from experiencing contentment, feeling inspired and enthusiastic about the job and the workplace, to feeling discouraged, frustrated, fatigued and depressed (Van Katwyk, Fox, Spector & Kelloway, 2000). However, the experience of emotions in the workplace as previously argued by Colbert et.al (2004) and Spector and Fox (2002) should be studied in the context of the organisation to understand if the organisational context is a determinant of employees' engagement in behaviours such as CWBs in the workplace.

This is further supported by Lazarus in Spector and Fox (2002) who argued that an employee, who perceives and evaluates a situation as enhancing their well-being, will more likely experience a positive emotion in relation to the source evoking the reaction. Similarly, when an individual perceives a threat to their wellbeing then they may be more likely to experience negative emotions. However, the individual may be inclined to mitigate the experience of such feelings through behaviour that either actively or passively enables to them to cope with the emotion of which behaviours may include avoiding work, binge eating or alcohol abuse or workplace assaults (Judge, Scott, & Ilies, 2006). It should be noted that the argument proposed thus far is that CWBs as voluntary behaviours performed by the employee may be an action tendency to ease the experience of negative emotions stimulated by elements in the organisations such climate, leadership or the prevailing organisational culture.

In their model, Spector and Fox (2002) propose that there are a variety of organisational conditions that may elicit emotional reactions and that "negative emotion will tend to increase the likelihood of counterproductive workplace behaviours (harmful in nature) and positive emotions will increase the likelihood of Organisational citizenship behaviours (helpful in nature)" (p.269). The model considers both environmental (organisational) and individual (personal) determinants of both types of voluntary behaviour. In this model, emotion mediates the effects of environmental conditions on behaviour such that "continued exposure to emotion-arousing events will heighten the likelihood for the person to engage in behavioural response" (Spector & Fox, 2002; p. 270).

In support of their argument, Spector and Fox (2002), emphasize that emotions are not automatically and necessarily responsible for all behaviours, such that the experience of emotions will necessarily result in immediate behaviours. Instead they propose that the experience of emotions is more likely to increase the probability of certain behaviour, under certain conditions as it is often through behaviours that employees' emotional reactions or experiences are made evident. Various models and theoretical perspectives have since been proposed to understand the role and importance of emotions in the workplace and how it relates to counterproductive workplace behaviours (Glasø, Vie, Holmdal, & Einarsen, 2011; Judge, Scott, & Ilies, 2006; Spector et.al, 2005; Spector & Fox, 2002; Gundlach, Douglas & Martinko, 2002; Weiss, & Cropanzano, 1996). Among such models is the emotion centered model of voluntary behaviours which has been used to show how emotions may influence employees to engage in CWBs. The emotion centered model is particularly significant considering that "models of counterproductive workplace behaviours do not explicitly deal with the time distinction of emotions (the momentary state of emotions), although much of the writing on these models seems to describe particular events. Instead, according to Spector et.al (2005; p.33) "… these models mainly tend to assess conditions and emotions from chronic, periodic or dispositional traits". Therefore, to understand the role of experiencing negative emotions in the workplace for the purposes of the present study, a discussion of the emotion-centered model of voluntary behaviours by Spector and Fox (2002) is presented in the section below.

2.3. Theoretical Framework Relating the Experience of Emotions to Counterproductive Behaviours in the Workplace

The theoretical perspective discussed in this section provides an approach to understanding the role of emotion as the underlying motivation to why employees may intend to or engage in counterproductive workplace behaviours. This theoretical framework is used to support the argument made in this study, that the experience of negative emotions in the workplace may mediate the relationship between organisational culture and employee engagement in counterproductive workplace behaviours. This argument aims to show how organisations that people work for, affect their thoughts, feelings and actions in the workplace (Brief & Weiss, 2002). More specifically, the objective is to demonstrate how organisations affect the feelings of employees through the experience of negative emotions and also how these feelings in turn may affect organisations through the CWBs (Kiefer, 2005; Brief & Weiss, 2002). The theoretical model discussed in the following section explains how the experience of negative emotions in the workplace may propagate the occurrence of CWB.

2.3.1. The emotion centered model of voluntary behaviours

The model proposes that the employee's perception and appraisal of the environment is influenced by the employee's baseline emotional state, perceptions of control over the situation and personality. However, how the employee appraises or evaluates the environment will affect or determine their emotional state (Spector et.al, 2005). The combined effect of emotions, control perceptions and personality, shapes the behaviour of the employee; yet, the direction of cause is not necessarily one way. In other words this suggests that behaviour can in turn have an impact on emotion and perceptions of control. In addition, the model suggests that behaviour can in turn reinforce environmental conditions that may initially be responsible for the behaviour of concern. (Spector & Fox, 2002; Greenberg, 1990)

Contextualising the theory to the variables under study is to suggest, that how employees perceive the culture of their organisation (either ethical or unethical) will affect their behavioural intentions (engage in counterproductive workplace behaviours or organisational citizenship behaviours). However, the employee's evaluation of their organisation (in terms of culture) will be influenced by their emotional state at the time of the appraisal. That is, if an employee perceives the culture as unethical and has experienced several encounters of contention with management for example, then the employee may more likely appraise the corporate ethical virtue of congruence of management as lacking or incongruent in the organisation (Spector & Fox, 2002; Kaptein, 2008). In relation to this assertion, continued or prolonged emotional experience will be summative as repeated exposure will increase the probability of CWBs compared to an occasional negative experience that will have less of an impact on the behavioural tendencies of the employee (Spector & Fox, 2002)

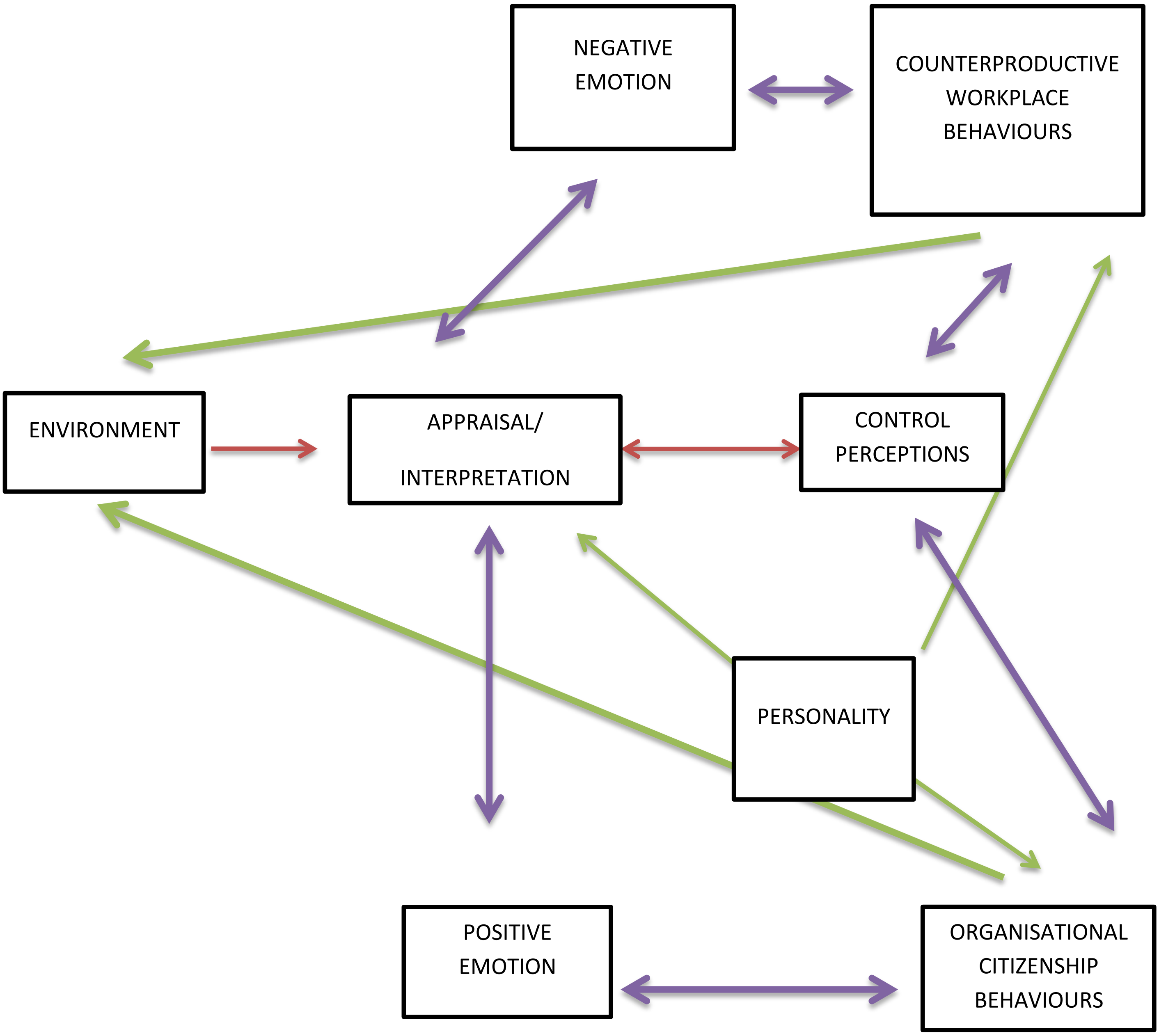

Figure 1: The general Counterproductive workplace behaviours-Organisational Citizenship behaviours emotion model.

Moreover, behavioural intentions based on the employee's appraisal of the culture as negative or positive with respect to ethicality (ethically or unethically), will be influenced by the extent to which the employee perceives that they have the ability to respond in ways intended (control perceptions). This in turn, will either evoke the experience of negative emotions or positive emotions. However, the employee's personality will also in part determine together with control perceptions, the employees' propensity to engage in voluntary behaviour (OCB or CWB). In other words, if the employee has a trait tendency of experiencing anger (personality) and feels they have sufficient latitude to engage in harmful behaviours (control perceptions), then the employee may be more inclined to experience negative emotions, which in turn may encourage employee engagement in CWBs. This is supported by Spector and Fox (2002) who highlights that both control and personality help determine if emotions will lead to counterproductive workplace behaviours or organisational citizenship behaviours. Using this theoretical model, it becomes evident that emotion plays a significant role in determining an employee's intended or actual behavioural tendencies in the workplace. It should however, be realised that emotion may only prompt a readiness or an intention to engage in behaviour, and may require other factors such as specific personality traits to be present (Spector and Fox, 2002; Greenberg, 1990). In this study, the ability of the environment (organisational culture) to prompt the individual through perception or appraisal (experience of emotion either positive or negative) to engage in harmful behaviours namely CWBs is of particular interest as illustrated in the diagram below. However, it should be noted with specific reference to the model below, that the aim of this study is specific to CWBs and not necessarily on organisational citizenship behaviours.

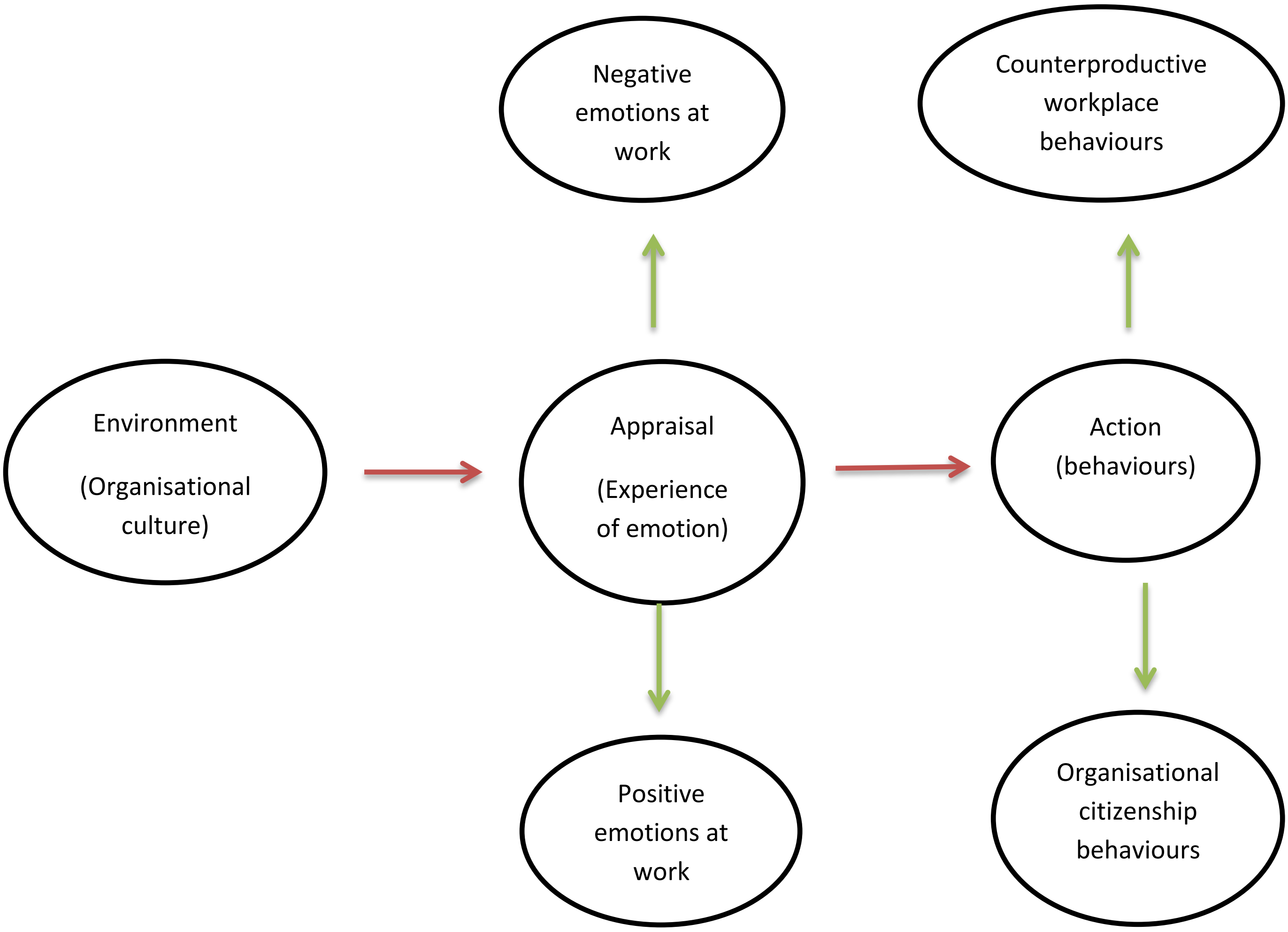

Figure 2: Emotion centered model of CWB: Adapted from Spector and Fox (2002)

From this, it can be argued that if the organisational culture is perceived as ethical by the employee, this will lead to the experience of positive emotions for the employee in the workplace which may motivate them to engage in organisational citizenship behaviours which in turn may benefit the organisation. However, if the culture of the organisation is appraised by the employee as unethical then it may lead employees to experience negative emotions in the workplace which in turn can explain the occurrence of CWB. From this proposed theoretical account it should become apparent that the proposed approach is to explore CWBs from the perspective of whether the organisational culture prompts the employee to engage in CWB through the elicitation of negative emotions at work.

However, to further illustrate how organisational factors may prompt emotional reactions in employees and motivate an inclination to engage in CWBs, issues relating to perceptions of justice in the workplace is particularly insightful. An employee's perception of justice in the workplace also highlights the argument underpinning the emotions-centered model discussed in this section. In relation to the model, employee perceptions of justice in the workplace highlight not only how such an organisational element can evoke emotional reactions in the individual but also how it can create a decreased sense of control for the employee to alter the 'emotion-evoking' stimulus (injustice), which in turn may motivate an intention in the employee to engage in CWBs.

2.4. Eliciting factors of emotions in the workplace

2.4.1. Justice perceptions and negative emotions

Perceptions of justice in the organisation has received substantial attention in the research domain, however, little information pertaining to how it evokes an emotional reaction to explain the occurrence of CWBs exists. This, once again, seems to be a consequence of the interchangeable use of the concepts of affect and the experience of discreet emotions in the workplace specifically in the organisational behaviour research domain. This becomes evident when studies conducted by Aquino et.al, (1999) are reviewed. Aquino et.al, (1999) explored how the perceptions of injustice in the workplace relates to engagement in counterproductive workplace behaviours, through the lens of negative affectivity (personality variable). They found that an employee's unfavorable perceptions of distributive, procedural and interactional justice influenced an employee's behavioural intention to engage in counterproductive behaviours regardless of whether it was specifically directed at the organisation, the employees or at both the organisation and its employees (Aquino, et.al, 1999). These relationships were influenced by the employee's disposition to experience negative affect. Distributive justice, as a perception, refers to the evaluation of organisational outcomes as fair or not, and was found to be negatively related to interpersonal directed counterproductive workplace behaviours (Aquino et.al, 1999; Greenberg, 1990). That is, if the employee perceives distributive justice to be unfair, then employees are more likely to engage in counterproductive workplace behaviours directed at other members in the organisation who they perceive are benefitting from the organisational outcomes that are unequally and unfairly allocated.

This is supported by theories of relative deprivation where the engagement in CWBs is understood from the perspective that the employee lacks control or is unable to change the system that is yielding unfair distribution of organisational outcomes among employees in the workplace (Aquino et.al, 1999). Thus individuals, who perceive the allocation of organisational resources as unfairly distributed, were more likely to engage in CWBs such as employee theft and assault (Aquino et.al, 1999). Previous research asserts that people attribute blame to individuals rather than systems about unfair outcomes because they often lack sufficient information to question the system, or do not want to question the system (Greenberg, 1990). Thus, they are more likely to engage in CWBs that are directed at those who they think are benefitting from the unfair allocation of organisational resources such as incentives, as a way of restoring the imbalance (Robinson & Bennett, 1995). Furthermore, distributive injustice can often emanate from unfavourable perceptions of procedural justice. Perceptions of procedural justice refer to the fair or unfair evaluation of organisational processes used in the organisation to determine the allocation of organisational resources which is also informed by the values embedded in the culture of an organisation (Aquino et.al, 1999).

Aquino et.al (1999) in this regard proposed on the account of previous research findings that perceptions of procedural injustice would be related to CWBs. This assertion was substantiated by previous findings which found that perceptions of procedural justice were more likely influenced by affective responses in the organisation (Ball, Trevino & Sims, 1994; Bennett & Cummings, 1991; Fryxell & Gordon, 1989; Alexander & Ruderman, 1987 cited in Aquino et.al, 1999). Such findings included employee dissatisfaction with the organisation's grievance systems, dissatisfaction with their jobs and supervisors and dissatisfaction with disciplinary procedures and punishments (Greenberg, 1990). However, this hypothesis was not supported by the findings in the study by Aquino et.al, (1999). Instead they found that employees were less likely to violate organisational norms if they have unfavourable perceptions of the procedures practiced in the organisation. Instead, they found that interactional justice which is the un/favourable perception of the quality of interpersonal treatment received by an authoritative figure during the practice of organisational procedures, predicted CWBs (Aquino et.al, 1999). This is indicative of how important the role of leadership is when trying to understand behavioural engagements in the workplace and highlights the significance of experiencing emotions in such engagements.

In the study by Aquino et.al (1999) they found that negative affectivity had a direct unique effect on CWBs. Thus, suggesting that perceptions of justice did not fully mediate the predictive relationship between negative affect and propensity to engage in counterproductive workplace behaviours (Aquino et.al, 1999). The findings of their study especially with respect to perceptions of justice highlight how organisational culture may prompt the experience of negative emotions through negative perceptions of the work environment. To illustrate the aim and argument of this study and to show how unfavourable perceptions of the work situation can stimulate the experience of negative emotions and in turn perpetuate the occurrence of CWBs, the role of organisational culture is now discussed.

3. Organisational culture

Organisational culture has been acknowledged to be a key element of organisational effectiveness but has been neglected in research despite its incremental importance to the existence of an organisation (Popovich & Warren, 2010; Judge & Kammeyer-Mueller, 2012; Appelbaum, et.al, 2007; Schein, 1984). Observations by Morey and Luthans (1985, p.219) proposed that "the concept of culture is slipping into organisational studies through the back door, with little direct reflection on its implications". Edgar Schein a key theorist of organisational culture further argued it to be a missing concept in organisational studies during the 1980s. However, this observation is sustained almost four decades later (Schein, 1984; Trevino & Ball, 1992; Schein, 1996). He argued in 1996 that after studying organisational culture for ten years, its profound impact on organisations remains insufficiently understood (Schein, 1996; Trevino & Ball, 1992). He further maintained that the failure to take it seriously stems in main part from the methods of inquiry used to assess it (Schein, 1996). Methods of inquiry he argued were mainly based and due to abstractions premised on inadequate definitions (Morey & Luthans, 1985) rather than on observations of real organisational phenomenon (Schein, 1996). This is still evidenced in recent literature where inadequate definitions and over-interpretation of the organisational culture is still recurring (Trevino et.al, 2014; Kish-Gephart et.al, 2010; Trevino et.al, 2006). Thus, in light of such findings and concerns, this study aims to understand how the role of organisational culture, in terms of ethicality, may have bearing on or determine employees' behaviours at work.

3.1. Defining organisational culture

Organisational culture refers to the basic assumptions invented, discovered, or developed by a particular group in response to learning how to cope with problems of external adaption and internal integration, that has proved to have work well enough to be considered valid, and consequently taught to new members as the correct way of perceiving, thinking and feeling in an organisation (Schein, 1984). From this definition, key characteristics of organisational culture are highlighted. Organisational culture is learned (passed on and taught to other significant members), it is shared (it is not an idiosyncratic attribute, it is shared and taught to others within a group setting), it is transgenerational (passed down to others over time), and patterned (it is organised and interdependent) (Judge & Kammeyer-Mueller, 2012; Schein, 1996; Morey & Luthans, 1985; Schein, 1984). These characteristics gives organisational culture a distinct identity and function that is markedly different from the associated counter part of organisational climate, despite being used interchangeable in research. A brief account describing the distinct yet complementary functions of these terms are now discussed.

3.2. Organisational culture and organisational climate

Considering that organisational culture and organisational climate has been used interchangeably in research, it is of particular significance to clarify these terms. Organisational climate refers to what people perceive the organisation and how it functions (Victor & Cullen, 1988). However, organisational culture refers to the deeper underlying issues, norms and policies and procedures responsible for determining the organisations operating style (Trevino et.al, 2014 and Kaptein, 2009). From these characteristics one of the distinct differences between the two organisational phenomena is that organisational climate is about employees' perception of the prevailing work environment and organisational culture refers to how things really are in the organisation.

Thus, from the definitions provided it can be argued that an organisation's culture informs how the employees may perceive what is referred to as the organisation's climate, as it is at the organisational climate level that behaviour and values espoused in the organisation's culture manifests. This also explains why research efforts concerned with counterproductive and unethical behaviour in the workplace has focused extensively on assessing the climate of the organisation with respect to the ethical content (Trevino et.al, 2014; Chen et.al, 2013; Peterson, 2002; Barnett & Vaicys, 2000; Victor & Cullen, 1988). However, although such efforts are not dismissed, it only seems to reinforce the observation and argument proposed by Morey and Luthans (1985) that such efforts result in little direct reflection on organisational culture and its profound effect on organisational related phenomenon such as workplace behaviours. Almost three decades later, this tendency is more apparent as evidenced by the limited research efforts invested into the subject matter, especially with respect to the CWBs domain. To understand how organisational culture may account for workplace behaviours, a brief account on the importance of organisational culture is presented in the following section.

3.3. The role of organisational culture

Apart from giving an organisation a distinct identity, organisational culture is also a pervasive tool of control in organisations. The pervasiveness of organisational culture can be seen in processes such as socialisation and internalisation. In these processes, the attitudes and behaviours of employees are informed and shaped by the formal and informal systems (organisational culture) that often consist of the organisations rules, processes and procedures. Anderson and Thomas (1996) define socialisation as the process in which individuals learn to be acceptable members of a group with particular reference to what is considered appropriate or deviant behaviour in the organisation. Similarly, internalisation refers to the process when the culture of the organisation is effectively adopted by the employee as their own (Schwartz, 2013). The processes of socialisation and internalisation if effectively managed and practiced in organisations, may reduce the prevalence of CWBs according to Schwartz, (2013) and Baker, Hunt, Andrews (2006). However, to ensure that these practices actually reduce the prevalence of CWBs, organisations are encouraged to have an ethical organisational culture.

An ethical organisational culture is a subset of an organisation's overarching culture that represents a multidimensional interplay among various formal and informal systems of behavioural control, that are capable of promoting ethical or unethical behaviour (Trevino, Butterfield & McCabe, 1998). Formal systems are inclusive of organisational policies such as codes of conduct, leadership, authority structures, compensation systems and training policies (Trevino et.al, 2006). Informal systems refer to peer behaviours and ethical norms of conduct established through observation (Trevino et.al, 2006). Trevino et.al (2006) and Trevino et.al (2014) furthermore maintain that the extent, to which the formal and informal elements of organisation's culture complement and encourage ethical conduct, is directly related to the degree to which employees are expected to act or behave ethically. Baker et.al (2006) have also argued that the organisation does indeed play a critical role in the behaviours of employees, especially from the perspective of ethical culture, since it leads to higher levels of ethical behaviour. However, in spite of such findings, there is still a considerable lack of research exploring the impact of an organisational culture on workplace behaviours (Trevino et.al, 2014; Kaptein, 2007; 2008; 2011).

Therefore, considering that the role of organisational culture in the research domain of CWBs is still largely neglected, this study aims to specifically explore how organisational culture in terms of ethicality may impact on or determine employees' behaviour at work. This is further warranted as Kaptein (2008; p.844) argued that the ethical culture of an organisation is regarded as important, if not the most important, component of the organisational context to account for unethical behaviour. This is further substantiated by other studies that have also focused on the role of corporate ethical values as a proxy to understanding the occurrence of

CWBs or unethical behaviour in the workplace (Schwartz, 2013; Ramshida & Manikandan, 2013; Kaptein, 2008; 2011; Baker, Hunt & Andrews, 2006). Furthermore, in addition, this study has a distinct focus and will also present a unique contribution to literature, in that it focuses on neglected variables in both the situation and the individual domains of CWB antecedents. Thus to account for how an ethical organisational culture may influence CWBs, the eight corporate ethical virtues proposed by Kaptein (2011) is now discussed.

3.4. Corporate Ethical Virtues as Organisational Culture

The eight facets of an ethical organisational culture are considered desirable organisational virtues such that, the greater the level to which these dimensions are embedded, the higher the ethical quality of the organisational culture and the less likely it is that unethical or counterproductive workplace behaviours will prevail (Kaptein, 2008; 2011). This argument is the main underpinning of this study. More specifically, by exploring the importance of organisational culture in terms of the eight organisational virtues may provide greater insight on why CWBs is still highly prevalent especially in the 21st century organisation. It is for this reason then that the eight corporate ethical virtues are now discussed.

The first organisational virtue is concerned with the clarity of ethical standards which refers to the extent to which employees and managers are aware of the normative expectations regarding how they are to conduct themselves in relation to the procedures, and standards of conduct required by the organisation (Kaptein, 2008). This virtue of organisational culture requires standards to be concrete, comprehensive and understandable since vagueness and ambiguity are antecedents of unethical behaviour (Kaptein, 2008; 2011).

Employees and managers are therefore not expected to rely on their moral intuition and good judgment alone, but require concrete and clear standards. Clearly defined expectations and standards serve to communicate to the employee that the standards are important to the organisation. According to (Kaptein, 2011; p.848), clarity of ethical standards and normative expectations is negatively related to the frequency of counterproductive or unethical workplace behaviours. However, from an emotional perspective, it can be argued that ambiguity and vagueness of organisational procedures and standards may possibly result in the employee experiencing frustration or anger. The experience of such emotions in turn, as discussed earlier may be alleviated if the employee perceives engaging in CWBs as a way of restoring such experiences that are caused by a lack of, or ambiguous or unclear standards.

The second and third ethical virtues focus on the degree to which the behaviour of management and supervisor are exemplary to employees. These virtues have been referred to as congruency, where management and supervisors behaviours serve as a normative standard for employees on what is deemed appropriate and inappropriate behaviour in the organisation (Kaptein, 2008). This is supported by Einarsen et.al (2007) who has found that senior management and supervisors are perceived as role models in the organisation, who are looked to for guidance by the employees they supervise and manage. In addition, Kaptein (2007) argues that normative standards regarding the type of behaviour may be well defined but if management and supervisors contradict these expectations, employees will be confronted with incongruent or inconsistent signals on how to behave.

Therefore, management and supervisors are to act in accordance with the normative standards defined by the organisation, since they are regarded as important role models to employees with respect to how employees are required to conduct themselves in the organisation and toward other members. If management and supervisors are ethical in their conduct, employees may more likely learn these behaviours through observation and consequently see the importance of compliance which in turn may result in employees being less inclined to engage in counterproductive workplace behaviours (Kaptein, 2011 & Kaptein, 2008).

The corporate ethical virtue of feasibility refers to the extent to which the organisation creates sufficient conditions for employees to comply with the standards expected of them in the organisation (Kaptein, 2008). In other words, do employees perceive that they have sufficient capacity in terms of authority, information or equipment to adhere to the standards set by and required of them by the organisation (Kaptein, 2011). If employees perceive that there are ill means of complying with their ethical responsibilities defined by the organisation, or have unfavourable perceptions of the outlets in place, then employees may be more inclined to engage in CWBs (Trevino, et.al, 2006). Thus based on such findings, it can be argued that organisations are thus left with the obligation of ensuring that employees are provided with adequate and sufficient means to adhere to the expected ethical responsibilities especially if the occurrence of CWBs is to be reduced. Kaptein (2011; p.849) also argued using the stakeholder's perspective to CWBs that a lack of feasibility may be more likely in a high pressure culture where managers and employees in such organisations are more motivated to prioritise meeting financial targets over and above with having to comply with ethical standards and practice. Thus, the importance of having clearly defined policies and procedures and sufficient capacity in terms of equipment and other resources to act ethically is highlighted once more.

The fifth corporate ethical virtue of supportability emphasizes the extent to which the organisation creates support among employees to meet the normative expectations (Kaptein, 2011; Kaptein, 2008). Supportability refers to the degree to which an employee relatively identifies with, is involved in and committed to the normative standards of the organisation. It also refers to the degree to which the organisation can stimulate motivation and commitment of the employee to the organisation (Krischer, Penny & Hunter, 2010; Einarsen, et.al, 2007). Supportability also relates to the process of internalisation as discussed previously, where employees ascribe to the norms and values specified by the organisation. This virtue thus centers on the motivation, commitment and satisfaction of employees to behave ethically as required by the standards of the organisation. This is to say, that if employees perceive interactional or distributive justice as unfair (Aquino et.al, 1999), this will lead to weakened morale of the employee that could result in the employee feeling demotivated. This sense of disparity is indicative of decreased affective commitment to the organisation and can be a rationalisation for engaging in counterproductive workplace behaviours. Kaptein (2011) suggests that organisations are thus to encourage their employees to identify and internalise the values of their organisation, so that they can be intrinsically motivated or inclined to abide by the required standards embedded as part of the organisation's culture. It is thus argued that if employees lack motivation, distrust the organisation and its members (management), lack affective commitment to the organisation and have decreased job satisfaction then the frequency of counterproductive workplace behaviours may increase (Grant, & Shin, 2011; Mangione & Quinn, 1975). It has consequently been found that there is a negative relationship between the organisational virtue of supportability and the propensity to engage in counterproductive workplace behaviours (Kaptein, 2011).

The organisational virtue of transparency refers to the degree to which employees are made sufficiently aware of the nature and seriousness of their conduct (Kaptein, 2011). That is if employees are not aware of the consequences of their behaviour, then they lack control to alter their behaviour (Kaptein, 2008). This is to argue that if employees are made aware of the behaviour that is expected and the consequences of deviating from these normative behaviours then employees will more likely reduce or not engage in CWBs. The organisational virtue of transparency stems in part from the organisational virtue of discussability.

Discussability refers to the extent to employees has the opportunity as provided by the organisation to raise and discuss ethical issues or concerns (Kaptein, 2011). Platforms encouraging discussability, if provided by the organisation may enable employees to become aware of the acceptable and unacceptable behaviours and the subsequent consequences of transgressing or abiding by the normative standards required of the employee. According to Kaptein (2007; p.9) "in closed cultures, discussions of such (ethical) issues are neither encouraged nor accepted and is thus characterised as negative information blockage and a tendency to kill the messenger". Therefore, on the premise of such arguments, it can be proposed that when employees are not given the platform to discuss pertinent issues related to ethical conduct without the fear of being victimised, then virtues pertaining to clarity and supportability are automatically disregarded. This is supported by previous research that found that if and when employees are expected to report perceived transgressions in the organisation, the organisation should be perceived to as a safe and secure environment to vent, gain clarity and discuss issues without the fear of reproach (Trevino et.al, 2014; Kaptein, 2008; 2011; Greenberg, 1990). In other words, if such considerations are not available, it may only reinforce a culture that is unethical and unprincipled, which may then increase the likelihood of CWBs.

The last facet of organisational culture which may be important to understand as to why CWBs is still prevalent is related with the degree to which employees' behaviours at work are reinforced through sanctions or punishment (Kaptein, 2011). Reinforcement of behaviour or sanctionability refers to the degree to which positive or acceptable behaviours are rewarded and negative or unacceptable behaviours are punished (Kaptein, 2011; Trevino & Ball, 1992). The corporate ethical virtue model maintains that sanctioning inappropriate behaviour involves creating the perception amongst employees that conduct deemed unacceptable by the organisation is punishable (Kaptein, 2008). The model further suggests that if organisations are to reduce the frequency of counterproductive workplace within the walls of their organisation, then sanctions are to be imposed not just for the sake of the perpetrator and victim but also for the benefit and information of onlookers (Kaptein, 2008). In other words, sanctions and rewards are to be enforced as the values and standards of the organisation and practiced consistently across employees. This has important implications for organisations, such that if organisations do not punish unacceptable behaviour, it will only result in an unethical organisational culture that condones the occurrence of such behaviours. Kaptein (2007) concludes that failing to reward ethical conduct leads to unethical conduct and a lack of recognition for ethical conduct diminishes the willingness of employees to act or comply ethically. Furthermore, if organisations reinforce punishment for unethical behaviour and recognition for ethical behaviour then they communicate to their employees what types of behaviours are clearly acceptable and unacceptable with due consideration to the fact that ethical codes and standards are clearly defined as previously discussed under the ethical virtue of clarity.

Trevino and Ball (1992) have also previously argued that reinforcing behaviours in the workplace through punitive practices has implications beyond the punished employee. In their study on the social implications of punishing unethical behaviour, Trevino and Ball (1992) found that the use of harsh discipline for an employee who is guilty of CWBs or unethical behaviour, influences future ethical behaviour of other employees who are made aware of the discipline taken against such an employee. In addition, they also found that employees' reactions were most negative when management did not respond to the misconduct or when management ordered inadequate punishment that is not fair in relation to the nature of the offense committed (Trevino & Ball, 1992). Trevino and Ball (1992) have also indirectly explained how an unethical culture may induce the experience of emotions in the workplace, which may explain why employees engage in CWBs. Trevino and Ball (1992) explain that injustice is experienced in a highly emotional way and has specifically been associated with negative emotions such as outrage and anger. Such that if management fails to impose deserved punishment for unethical or counterproductive workplace behaviours, the experience of such negative emotions may intensify. Research has thus indicated, however, through disjoint attempts, that organisational culture is related to employee behaviours such as CWBs, and by focusing on the aspects of organisational culture, may lead to important observations being made that account for why employees engage in CWB.

Therefore, in light of the current study's aim, the eight corporate ethical virtues of an ethical organisational culture may give greater insight into why CWBs is still prevalent. Such that if these ethical virtues are found to be lacking in an organisation's culture and CWBs is prevalent in such an organisation, then it can consequently be argued that CWBs may be a consequence of an unethical organisational culture. Furthermore, if an unethical organisational culture is found to be related with the experience of negative emotions in the workplace and negative emotions in turn relates with CWBs, then it can be argued that an unethical organisational culture influences CWBs from the perspective that it elicits the experience of negative emotions in the workplace. The combined effect of these variables may give greater insight into why CWBs is still on the increase. The findings of this study will thus be of great value as it will give insight as to whether such relationships are plausible and if unethical organisational culture and the experience of negative emotions are antecedents of CWBs. This is particularly significant as this study will be the first to explore the dual influence of ethical organisational culture and the experience of negative emotions in the workplace on CWBs as evidenced in the literature reviewed which have either completely ignored the dual influence or have studied such factors disjointedly or not at all as evident in the negative emotions and CWBs literature.

The argument and aim of this study can thus be summarised as follows:

Acknowledging that emotions are in response to particular events, stimuli or persons, the experience of negative emotions in the workplace may be an important motivation underpinning employees' engagement in CWBs. However, the experience of negative emotions may be a response to an organisations lack of an ethical culture. Thus the aim of this study is to explore whether the experience of negative emotions in the workplace mediates the relationship between organisational culture and CWBs.

3.5. Theoretical Summary

In concluding the review of the literature on organisational culture, the experience of negative emotions and how it relates to CWBs, it is useful to summarize the main theoretical arguments of this study. Acknowledging that the 21st century organisation is continually opting for the most effective way of achieving and sustaining competitive advantage and success, it has become imperative to understand what informs and motivates work attitudes and employee behaviours (Marcus & Schuler, 2004). Having established that CWBs can lead to the ruin of organisations with regard to financial costs and a tainted reputation, most efforts in the domain of organisational behaviour have focused on understanding and preventing the prevalence, antecedents and associated outcomes of CWBs. However, it is important to note from literature reviewed that no comprehensive theory yet exists to account for the prevalence, antecedents and outcomes of counterproductive workplace behaviours. This is significant and primarily a consequence of the various antecedents that have been found to explain the occurrence of CWB. The significance of this fact is that it explains why efforts toward an integrative theoretical model have proved minimal (Spector & Fox, 2002). Nevertheless despite the various examined and documented accounts on the antecedents of CWB, there continues to be inconsistencies and to a large extent an absence of efforts examining the role of experiencing discreet emotions as a possible determinant or motivation of such behaviours. It is thus the focus of this study to contribute to the literature by questioning the role of emotion in the workplace as a potential determinant of CWBs.

The main aim specifically, is to explore whether employee perceptions of an ethical organisational culture as a workplace variable, accounts for emotional reactions, and if such reactions in turn prompt employee engagement in CWBs. The emotion centered model of voluntary behaviours have been discussed and used as a theoretical premise to explain the potential mediating effect of emotions on the relationship between organisational culture and engagement in CWBs. Using this model, it can be argued that the central theoretical argument of this study is concerned with how an employee thinks, perceives and feels about the culture of the organisation may explain why workplace behaviours such as CWBs are recurring. To explore this argument, the present study aims to examine the following questions.

3.6. Research Questions

Is there a relationship between Organisational Culture and the experience of Negative Emotions in the workplace?

Is there a relationship between the experience of Negative Emotions in the workplace and Counterproductive workplace behaviours?

Is there a relationship between Organisational Culture and Counterproductive workplace behaviours?

Do Negative Emotions in the workplace mediate the relationship between Organisational Counterproductive workplace behaviours?

Chapter 3: Research methodology

3.1. Introduction

In this chapter, the process that guided this study is discussed. The discussion provides detail on the research design, the sample and procedure used to collect data in the study, as well as information on the instruments used, and the statistical techniques used in this study. To conclude this chapter, ethical issues considered in this study are discussed.

3.2. Research design

The research design in this study is described as a Quantitative Non-Experimental Correlational Cross-sectional Research Design. The data in this study was analysed numerically and is thus quantitative. Moreover, the nature of this study is classified as correlational as no independent variables were under the direct control or manipulation of the researcher (Stangor, 2004; Neale & Liebert, 1986).

Correlational studies are regarded as the most frequently used Non-experimental research designs as they are often utilised to study the nature and degree of relationship between two or more variables of interest (Neale & Liebert, 1986). However, owing to the findings that non-experimental correlational designs are associated with low control, they are often subjected to threats of internal validity that are caused by the effects of extraneous variables (Durrheim & Terre Blanche, 2006). Durrheim and Terre Blanche (2006) however, maintain that these effects can be compensated for through cross-validation and replication.

3.3. Sample and Procedure

Prior to approaching various organisations for permission to access and invite employees to participate in the current study, ethical clearance was obtained from the Human Research Ethics Committee of the University of the Witwatersrand (MORG/14/013/IH, see Appendix G). The sample of the study was obtained from a large South African financial institution in Johannesburg after permission from the respective Head of Department was received to conduct and brief potential participants on the aims of this study. A hundred and forty-five questionnaires were distributed to employees at this financial institution. Attached to the questionnaire was a participant information sheet (Appendix B), which formally briefed employees about the aims of the study. Also stipulated in the participant information sheet were details defining what constitutes participation in this study and other pertinent issues such as informed consent, anonymity and confidentiality. These details are further discussed in the section 3.6 under ethical considerations. In addition to the participant information sheet, the questionnaire also consisted of a Demographic Information Sheet (Appendix C) which requested non-identifying information of the participant for descriptive purposes in the study. In addition, the questionnaire also consisted of the Job Related Affective Wellbeing Scale (JAWS), The Corporate Ethical Virtues Scale (CEVS) and the Unethical behaviour Scale (UBS) (See Appendix D, E, and F respectively).

The data collection period transpired for 7 weeks after permission was granted by the organisation to distribute the questionnaire to members of a department in the organisation. Completed questionnaires were returned in a sealed box situated in the department's staff lounge where all members of the department frequently break for lunch and tea. This box was collected from the staff lounge after the 7 week period in which a total of hundred and ten questionnaires were received. The response rate received from this organisation was 73.3%

which was significant considering the typical low response rates usually associated with self-report questionnaires (Bowling & Gruys, 2010; Peterson, 2002). The questionnaire of this study was further distributed on professional social platforms such as Linkedin where an invitation to participate in this study was extended to employees who were associated to the researcher's professional account. Coupled to the invitation was the link directing participants to the online version of the questionnaire designed on the Googledocs platform. This version of the questionnaire collected an additional 53 responses and was closed after 3 weeks. Thus, a total of a hundred and sixty three (163) employees participated in this study. However, the final sample only consisted of a hundred and fifty three (153) participants who duly completed the questionnaire and whose questionnaires were then subsequently included for analyses. The descriptive composition of the sample is now described in the following section.

Of the 153 of participants that participated in this study, 54 were identified as male (35.3%) and 99 were female (64.7%). With respect to population group classification, majority of the participants were Black (49.7%), followed by Coloured (35.3%), White (9.8%), Indian (3.9%) and the Asian (1.3%). The mean age of the participants was 30.8 years with a standard deviation of 9.4 years. The average number of years worked in the organisation or tenure was 5.98 years with a standard deviation of 6.1 years. This information is summarised and presented in Tables 3.1 and 3.2

<u>Table</u>: 3.3.1. Summary Statistics

	Number (N)	Percentage (%)
Gender		
Male	54	35.3%
Female	99	64.7%
Total	153	100%
Population Group		
White	15	9.8%
Black	76	49.7%
Coloured	54	35.3%
Indian	6	3.9%
Asian	2	1.3%
Total	153	100%

<u>Table</u>: 3.3.2. Summary Statistics

	Mean	Standard deviation
Age	30.81	9.4
Tenure in years	5.98	6.1

3.4. Instruments

3.4.1. Demographic information Sheet

The demographic information sheet in the questionnaire asked non-identifying participant information such as gender, age, tenure, home language and population group which was only used for descriptive purposes in this study. It should be noted that this information was not used in any way to identify individual responses of participants as the data obtained from participants were analysed at the group level.

3.4.2. Job Related Affective Wellbeing Scale (JAWS)

The JAWS instrument measured emotions most likely to be experienced by employees in the workplace such anger and job satisfaction (Van Katwyk et.al, 2000). It is a 20 item self-report questionnaire that measures the experience of emotions along four subscales of high pleasure-high arousal, high pleasure- low arousal, low pleasure- high arousal and low pleasure- low arousal respectively. Items in the questionnaire are introduced with a caption that reads "…In the past 30 days…." However, in the current study this caption was not included since the purpose of this study was to determine what kind of emotions employees typically experienced in organisations and not how frequently such emotions were experienced. As a result of this change, the tense of the items were modified to present tense to fit the purpose of this study. Therefore, sample items such as "My job made me feel calm" and "My job made me angry" measured by the JAWS were changed for the purposes of this study to read as "My job makes me feel calm" and "My job makes me angry". Each item was measured on a five point Likert Scale ranging from (1) "Never" to (5) "Extremely often" (Van Katwyk et.al, 2000) (see Appendix C).

Reliability coefficients for the JAWS reported in previous studies were found to be as high as.93 (Yin, 2010). Such a high reliability coefficient was replicated in this study as the internal consistency of measurement coefficient was .907. Furthermore, the two broad affective subscales also revealed high consistency of measurement coefficients. The negative emotions scale reported an alpha coefficient of .87 and the positive emotions scale revealed an alpha coefficient of .908 as summarised in Table 3.4.2.1. In addition, a factor analysis was conducted to explore the factor structure of the JAWS. The results from the factor analysis confirmed that the JAWS consisted of the two broad affective structures – the results of factor analysis are presented in the results section.

Table: 3.4.2.1. ***The Reliability of the Job Affective Related Scale Subscales of Negative Emotions and Positive Emotions***

Scale	Cronbach's Alpha	Number of items
Negative emotions	.87	10
Positive emotions	.908	10
Total	.907	20

N=153

3.4.3. Corporate Ethical Virtues Scale (CEVS)

The Corporate Ethical Virtues Scale developed by Muel Kaptein (2008) assesses employee's perception of Organisational Culture. It is a self-report measure that consists of 58 items which are defined along eight subscales, each concerned with a different aspect of organisation ethicality. These subscales are referred to as virtues and consist of clarity, congruency of supervisors, and congruency of management, feasibility, supportability, transparency, discussability and sanctionability. Items in each subscale are measured on a six-point Likert type scale ranging from (1) "Strongly Disagree" to (6) "Strongly Agree" (see Appendix D). Each subscale is briefly discussed in the following section.

The first virtue of the CEVS is clarity and refers to normative expectations regarding conduct of employees in the organisation. Items measured in this subscale includes, "The organisation makes it sufficiently clear to me how I should conduct myself appropriately toward others within the organisation". The virtue of congruency of supervisors and congruency of management refer to behaviour of supervisors and management respectively, and the degree to which their behaviours are consistent with normative expectations of the organisation. These virtues serve to reinforce compliance of employees with these behaviours (Kaptein, 2008). The virtue of feasibility refers to the extent to which the organisation creates conditions that enable employees' compliance with normative expectations. The virtue of supportability refers to the degree to which the organisation creates support among employees to meet normative expectations with respect to motivation and commitment (Kaptein, 2008; 2011).

The ethical virtue of transparency refers to the extent to which the conduct and the consequences of employees' conduct are observable to those who can act upon it such as managers, supervisors and other employees. It also refers to the degree to which the employees are aware of the consequences of their conduct. Discussability refers to the opportunities created by the organisation for employees to raise and discuss ethical issues. The virtue of sanctionability pertains to whether employees are either punished for behaving unethically or rewarded for behaving ethically (Kaptein, 2008; 2011). Sample items measured by the CEVS include "My supervisor sets a good example in terms of ethical behaviour", "The conduct of the Board and (senior) management reflects a shared set of norms and values", and "In my immediate working environment, I am sometimes asked to do things that conflict with my conscience" (Kaptein, 2007).

Reliability coefficients of the Corporate Ethical Virtues Scale have previously ranged from .93 to .96 using the Cronbach alpha coefficient (Kaptein, 2007). In this study internal consistency of measurement of the CEVS ranged from .744 to .969 which is indicative of high internal consistency as summarised in Table 3.4.3.1 below. A factor analysis presented in the results section suggested that CEVS has an eight factor structure.

Table: 3.4.3.1. ***The Reliability For The Corporate Ethical Virtues Subscales Of Clarity, Congruency Of Supervisor, Congruency Of Management, Feasibility, Transparency, Supportability, Discussability And Sanctionability.***

Scale	Cronbach's Alpha	Number of items
Clarity	.939	10
Congruency of supervisor	.929	6
Congruency of management	.855	4
Feasibility	.744	6
Transparency	.849	7
Supportability	.904	6
Discussability	.943	10
Sanctionability	.908	9
Total	.969	58

N=153

3.4.4. Unethical behaviours Scale

Counterproductive workplace behaviours were measured using the Unethical Behaviours Scale developed by Muel Kaptein (2008). It consists of 37 items defined along five subscales measuring counterproductive workplace behaviour directed toward stakeholders, financiers, customers, employees, suppliers and society respectively. It assesses employees' perception of colleagues or other persons in their work group's counterproductive workplace behaviour. Each of the 37 items in the scale is introduced with a caption that reads "In the past 12 months, I have personally seen or have first-hand knowledge of employees or managers in my work group…” Sample items include “Wasting, mismanaging, or abusing organisational resources” and “Discriminating against employees’’ (Kaptein, 2008). Each item is measured on a five-point Likert scale ranging from (1) “Never” to (5) “Almost always”. However, for the purposes of this study, the UBS was utilised to measure CWBs, since it required employees to recall the frequency of problematic behaviours witnessed in their workgroup or organisation. The reporting of such behaviours was used as a proxy for determining whether the employees have themselves engaged in such behaviours. This was particularly essential as previous research has found that employees are less resistant and more truthful about the prevalence and their own engagement in CWBs when the focus is indirect, as was measured by this instrument where employees were asked about colleagues’ behaviours. However, it should also be noted that since the UBS measures frequency of CWBs, for the purposes of this study and its analyses, the items on the scale was analysed in a binary way. In other words, item scores were converted to show a presence and absence of CWBs and not how often or frequently these behaviours occurred as was initially measured on the five point Likert scale. The reasons underpinning this conversion were primarily related to the statistical prerequisites needed by the statistical technique used which required that the distribution of scores obtained on the items of the UBS be normally distributed. More specifically, if the data had not been converted into binary scores then the severe skewedness of the data would have rendered tests for mediation impossible (see Appendix H). Thus, having analysed the scale dichotomously to represent presence and absence of CWBs qualified the data as sufficiently normal for analysis.

Reliability coefficients for the UBS in this study was not sensible as the scores on the scale were converted into dichotomies. However, previous reliability coefficients for the UBS were as high as.84 (Watts, 2013). Nonetheless, an exploratory factor analysis was performed on the UBS to explore the underlying factor structure and results revealed and confirmed that the UBS had a five factor solution structure. In addition results from the exploratory factor analysis also suggested for an item deletion in the scale. More specifically, resulted revealed that item one be deleted as it did not successfully load on any of the five factors measured by the UBS instrument.

3.5. Data analysis

The data obtained in this study was numerical and therefore classified as quantitative. As a result various statistical techniques from the statistical package of SPSS were employed to analyse the data. These statistical techniques are discussed in the respective sections below.

3.5.1. Analysis relating to instruments

Preliminary analyses required each of the instruments, except the UBS to be measured for reliability. The UBS did not qualify for such preliminary analyses considering the modification concerned with having converted the scores on items from a Likert type scale to a dichotomous type scale as to suit the purposes of the study. This modification was justified in subsection 3.4.4. Cronbach Alpha reliability coefficients equal to or greater than .6 were considered acceptable indicators of internal consistency of measurement. All the instruments used in the questionnaire of this study had very good internal consistency alpha coefficients which ranged from .7 to .936. Thus, since all the scales of the instruments used in the questionnaire were reliable, none had to be excluded from any subsequent analyses in this study expect the one item deleted from the UBS. Furthermore, it should be reiterated at this point that only the two broad affective subscales of the JAWS were of relevance to the aim of this study, despite the fact that each of these broad affective domains further consisted of two subscales. Furthermore, exploratory factor analyses were also performed on each of the instruments and their subsequent subscales. This was primarily conducted as additional preliminary analyses to support the coefficients of internal consistency by exploring and confirming the underlying factor and item structure of each of the instruments and their subscales.

Descriptive statistics were also performed for the purposes of describing the sample of this study as well as for testing statistical assumptions such as normality of data distribution as required by the relevant statistical techniques. Distribution statistics such as Kurtosis and the Skewness Coefficients were some of the distribution statistics tested since it primarily underpinned the assumptions of the main statistical techniques used in this study.

3.5.2. Analyses pertaining to the main research questions of the study

The data collected from the three instruments used in this measure were predominantly analysed using simple regressions, and multiple regressions for the purpose of testing for mediation. Furthermore, the Sobel tests of mediation and the four step process defined by Baron and Kenny (1986) and Kenny (2014) for mediation were also performed.

3.6. Ethical considerations

In the current study, the ethical issues were given due consideration as evidenced in the participant information sheet attached to the questionnaire distributed to the participant. This participant information sheet debriefed the individual of the aim of the study and provided information on what constituted as participation in this study (See Appendix B). Furthermore, the participant information sheet communicated to participants that they participation in this study was completely voluntary and that there were no advantages or disadvantages associated with the decision to either participate or decline participation in this study. Individuals were also informed about their right to withdraw from the study at any point with no associated consequence. However, participants were informed that the right to withdraw participation in this study ended upon final submission of the questionnaire. Participants were also notified that final submission of the questionnaire constituted informed consent to participate in this study. Issues of anonymity and confidentiality were also clarified and participants were assured that no identifying information was requested of them upon participation in this study. Participation in this study did not compromise individual anonymity or the anonymity of responses to the questionnaire in this study. Anonymity was furthermore ensured in that the data obtained in the study was analysed at a group level.

Internet protocol (IP) addresses were also deleted for the responses collected from the online version of the questionnaire. Confidentiality was maintained in that no identifying information was requested that would have compromised the identity of the participant to the researcher as participants were not required to provide any identifying information. Therefore, anonymity was ensured and maintained. Moreover, participants were made aware of the fact that the data was going to be safeguarded on a secured and password protected laptop that was only accessible by the researcher and her research supervisor. Participants were further notified that the data was to be destroyed two years after initial data collection period or upon the researcher having been awarded a Master's Degree. Participants were informed that if they wished to inquire about the findings obtained in the current study, it could be accessed on a BlogSpot address provided in the participant information sheet and after the research has been submitted for final examination.

Chapter 4: Results

4.1. Introduction

In this chapter, the results of the study are presented. The results obtained in this study specifically addresses the research questions outlined at the end of chapter 2. In the sections of this chapter, the results obtained from Factor Analysis and the assumptions underpinning the appropriate use of statistical procedures such as multiple regressions and Sobel Tests are presented and discussed.

4.2. Preliminary Analyses

4.2.1. Descriptive statistics

To determine the distribution of each of the scales used to measure the variables in this study, descriptive statistics such as the mean, standard deviation, skewness and kurtosis were used. In this study, all variables were measured on an interval scale and the number of participants were equal across each scale in terms of response rate *(N=153)*. These descriptive statistics are presented in table 4.4 below. The clarity subscale of the corporate ethical virtues scale that consisted of ten items measured on a 6 point Likert scale had a mean of *4.57 (SD=1.067)* which suggests that participants tended to assign high scores to items in this subscale. Congruency of supervisors and congruency of management behaviour subscales which consisted of four and six items respectively, reported means of 4.23 (SD= 1.21) and 4.21 (SD=1.19). These reported means, in turn imply that on average most participants gave a more favourable rating to the questions measured by each of these two subscales. Ethical virtues subscales of feasibility, supportability and transparency, consisting of six and seven items in turn had reported means of *3.90, (SD= 1.2), M=3.70 (SD= 1.06) and M=3.97 (SD=.99),* which suggests that on a 6 point Likert scale, most participants associated low ratings to the items measured by each of these subscales.

The discussability and sanctionability subscales consisting of 9 to 10 items respectively reported means of *4.10(SD= 1.13)and* 4.01 (SD= 1.13) respectively, which indicates on average, most participants were inclined to give favourable ratings to items in these scales on 6 point Likert scale. Furthermore, the ten item negative affect subscale of the JAWS which was measured on a five point Likert scale revealed a mean of *M=3.46(SD= .78),* which suggests that most participants in the study assigned high scores to the items measured in the scale. From the unethical behaviour scale, a mean of *10.35(SD= 11.30)* was found, which implies that the mean count of counterproductive workplace behaviours was on average ten behaviours. Furthermore, the data was normally distributed as the skewness coefficient did not exceed the boundaries of -1 and +1 despite the Unethical Behaviour Scale (UBS) being slightly skewed to the right.

Table: 4.1. Descriptive Statistics

Variables	N	M	SD	Skewness	Kurtosis
Clarity	153	4.5769	1.06798	-.947	.441
Congruence of supervisors	153	4.2391	1.21425	-.433	-.519
Congruency of management	153	4.2196	1.19395	-.410	-.625
Feasibility	153	3.8192	1.06520	-.416	-.008
Supportability	153	3.7011	1.20004	-.051	-.709
Transparency	153	3.9718	.99074	.173	-.683

Discussability	153	4.1065	1.13818	-.258	-.676
Sanctionability	153	4.0134	1.11373	-.246	-.511
Negative emotions	153	3.4692	.77771	-.372	-.356
Counterproductive workplace behaviours	153	10.3595	11.30127	1.075	-.151

4.2.2. Exploratory factor analysis

Exploratory factor analysis was performed to identify the underlying factor structure of the variables under study. The method of extraction used to identify the underlying factor structure of each of the variables was principle component analysis with varimax rotation. This method of extraction was considered relevant and appropriate for the purposes of this study as it revealed not only the "hidden structure" underlying each variable but also allows one to identify any redundancy in data (Abdi & Williams, 2010). Factor analysis thus reduced the dimensionality of the data into factors which explained the maximum variance accounted for by each item (Thompson, 2004).

To ensure the appropriate use of factor analysis as a statistical technique in this study, assumptions such as the Kaiser-Meyer- Olkin (KMO) measure of sampling adequacy which had to be greater than 0.5, obtaining a significant result on the Bartlett's test of spherecity, having item loadings greater than 0.3 and Eigenvalues greater than one were tested for and met. Furthermore, with regards to the testing for the assumptions on the Factor analysis as an appropriate statistical technique, the scree plot - a diagrammatic illustration of extracted factors underlying each variable of interest, was also used to identify the factor structure of each instrument. These assumptions and results for each instrument are presented in the subsequent subsections.

4.2.2.1. Unethical Behaviour Scale

An exploratory factor analysis was performed on the 37 item Unethical Behaviour Scale developed by Kaptein (2008). The purpose underlying this analysis was primarily to ascertain if the items of the scale assessed counterproductive workplace behaviours at the five different stakeholders namely financiers, customers, employees, suppliers and society respectively. Conducting a factor analysis was appropriate for the data of this instrument, as the KMO value was .932 which was greater than 0.5 and the Bartlett's test of spherecity coefficient was statistically significant ($\chi 2$ *(666) = 6121.481,* $p<0.05$*).* The principle component analysis method of extraction with varimax rotation revealed that five factors underlie the Unethical Behaviour Scale as it does measure counterproductive workplace behaviours directed at the five defined levels. The five factors were identified using the eigenvalues greater than 1 method, which accounted for 72.6% of variance explained. In addition, item loadings greater than 0.3 were also used to identify which items associated with which factor as presented in table 4.1.

Table: 4.2.2.1. Factor analysis of the Unethical Behaviour Scale

Item	Description	Stakeholder	Item loading
WB1	Wasting, mismanaging, or abusing organisational resources	4	.538
WB2	Discriminating against employees	2	.418
WB3	Violating workplace health and safety rules or principles	1	.583
WB4	Engaging in (sexual) harassment or creating a hostile work environment	2	.475
WB5	Breaching employee privacy	2	.520
WB6	Violating employee wage, overtime, or benefits rules	1	.559
WB7	Mishandling confidential or proprietary information	1	.619
WB8	Engaging in activities that pose a conflict of interest	1	.611
WB9	Falsifying time and expense reports	1	.646

WB10	Violating document retention rules	1	.676
WB11	Engaging in false or deceptive sales and marketing practices	1	.735
WB12	Breaching computer, network, or database controls	1	.696
WB13	Stealing or misappropriating assets	1	.675
WB14	Violating environmental standards or regulations	1	.645
WB15	Entering into customer contracts relationships without the proper terms, Conditions or approvals.	1	.819
WB16	Breaching customer or consumer privacy	1	.747
WB17	Violating contract terms with customers	1	.847
WB18	Accepting inappropriate gifts, favors, entertainment, or kickbacks from suppliers	1	.745
WB19	Making false or misleading claims to the public or media	1	.809
WB20	Fabricating or manipulation product quality or safety test results	1	.852
WB21	Exposing the public to safety risk	1	.839
WB22	Improperly gathering competitors' confidential information	1	.772
WB23	Violating or circumventing supplier selection rules	1	.867
WB24	Falsifying or manipulating financial reporting information	1	.850
WB25	Engaging in anticompetitive practices	1	.807
WB26	Entering into supplier contracts that lack proper terms, conditions, or approvals	1	.822
WB27	Doing business with disreputable suppliers	1	.858
WB28	Providing regulators with false or misleading information	1	.771
WB29	Submitting false or misleading invoices to customers	1	.832
WB30	Violating contract or payment terms with suppliers	1	.751
WB31	Providing inappropriate information to analysts and investors	1	.852
WB32	Violating the intellectual property rights or confidential information of suppliers	1	.813

WB33	Paying suppliers without accurate invoices or records	1	.851
WB34	Trading securities based on inside information	1	.799
WB35	Violating international labor or human rights	1	.802
WB36	Making improper political or financial contributions to domestic or foreign officials	1	.828
WB37	Doing business with third parties that may be involved in money laundering or are prohibited under international trade restrictions and embargos	1	.829

N=153

However, for the purposes of this study, the CWBs measured by the Unethical Behaviour Scale was not analysed according to the five different subscales; instead the scale in summation was analysed in this study. It should also be noted that although the scale of measure for the UBS is interval, for the purposes of analysis in this study, it was analysed using dichotomies such that a zero indicated (never) and a one indicated that it did occur regardless of frequency of occurrence (presence). The reasons for such analyses have been substantiated in chapter three under the heading 3.4.4. *Unethical behaviours Scale*.

4.2.2.2. Job-Affective Related Wellbeing Scale

Factor analysis assumptions for this instrument were met since the KMO value for this scale was .873 which is substantially greater than 0.5 and the Bartlett's test for Spherecity yielded a significant coefficient which suggested that the data was suitable for an exploratory factor analysis ($\chi 2\ (190) = 1484.6449,\ p<0.05$). Principal component analysis method of extraction with varimax rotation revealed that the JAWS consisted of four factors that each had an eigenvalue greater 1 which cumulatively explained 64.4% of the variance. However, most of the variance (51.99%) was explained by two factors which were the two broad affective dimensions of positive and negative emotions respectively. In this study, the data obtained from this instrument was analysed only according to the two broad affective dimensions of positive and negative emotions. Table 4.2 presents the factor loadings on each factor.

Table: 4.2.2.2. Factor analysis of the Job Affective Related Wellbeing Scale

Item	Description	Affective dimension	Item loading
JAWS 1	My job made me feel angry.	Negative emotion	.731
JAWS 2	My job made me feel anxious.	Negative emotion	.624
JAWS 3	My job made me feel at ease.	Positive emotion	.632
JAWS 4	My job made me feel bored.	Negative emotion	.503
JAWS 5	My job made me feel calm.	Positive emotion	.532
JAWS 6	My job made me feel content.	Positive emotion	.621
JAWS 7	My job made me feel depressed.	Negative emotion	.780
JAWS 8	My job made me feel discouraged.	Negative emotion	.746
JAWS 9	My job made me feel disgusted.	Negative emotion	.799
JAWS 10	My job made me feel ecstatic.	Positive emotion	.666
JAWS 11	My job made me feel energetic.	Positive emotion	.854
JAWS 12	My job made me feel enthusiastic.	Positive emotion	.841
JAWS 13	My job made me feel excited.	Positive emotion	.790
JAWS 14	My job made me feel fatigued.	Negative emotion	.484
JAWS 15	My job made me feel frightened.	Negative emotion	.678
JAWS 16	My job made me feel furious.	Negative emotion	.691
JAWS 17	My job made me feel gloomy.	Negative emotion	.630
JAWS 18	My job made me feel inspired.	Positive emotion	.723
JAWS 19	My job made me feel relaxed.	Positive emotion	.686
JAWS 20	My job made me feel satisfied.	Positive emotion	.718

N=153

4.2.2.3. The Corporate Ethical Virtues Scale

An exploratory factor analysis on the 58 item Corporate Ethical Virtues Scale using principal component analysis and a varimax rotation was appropriate since the Bartlett's test of spherecity was significant (*$\chi 2$ (1653) = 6360.329, p<0.00*)and the KMO value was .894. The factor analysis revealed that the CEVS measured 10 factors that each had an eigenvalue greater than 1 and which cumulatively accounted for 73.6% of variance of the total instrument. However, consistent with the theory informing the CEV Scale, most of the variance (70%) was explained by eight factors. These factor loadings are presented in the table below.

Table 4.2.2.3 ***Factor analysis of the Corporate Ethical Virtues Scale***

Item	Subscale	Factor Loading
CEV1	2	.705
CEV2	2	.694
CEV3	2	.868
CEV4	2	.853
CEV5	2	.470
CEV6	2	.776
CEV7	2	.859
CEV8	2	.743
CEV9	2	.726
CEV10	2	.692
CEV11	3	.720
CEV12	3	.684
CEV13	3	.598
CEV14	3	.777
CEV15	3	.814
CEV16	3	.809
CEV17	3	.736
CEV18	6	.530
CEV19	6	.531
CEV20	6	.660
CEV21	8	.860
CEV22	8	.630
CEV23	8	.756
CEV24	7	.783
CEV25	7	.780
CEV26	7	.687
CEV27	8	.691
CEV28	1	.779
CEV29	4	.573
CEV30	4	.593
CEV31	4	.582
CEV32	4	.589
CEV33	1	.416
CEV34	5	.717
CEV35	5	.633

CEV36	5	.516
CEV37	5	.620
CEV38	5	.505
CEV39	1	.410
CEV40	1	.635
CEV41	1	.633
CEV42	1	.627
CEV43	1	.655
CEV44	1	.745
CEV46	1	.791
CEV45	1	.776
CEV47	1	.766
CEV49	1	.606
CEV50	1	.810
CEV51	1	.526
CEV52	1	.554
CEV53	1	.522
CEV54	1	.592
CEV55	1	.514
CEV56	1	.422
CEV57	1	.722
CEV58	1	.498

N=153

4.2.3. Correlational analysis

Additional preliminary analyses were conducted as a formal prerequisite to test for mediation. These preliminary analyses included performing a series of Pearson-product moment correlations to establish the degree and strength of association between each of the three variables under study. Such analyses were prerequisites for conducting mediation analysis of the variables under study (Baron & Kenny, 1986). According to Baron and Kenny (1986) to test for mediation between variables of interest, the variables need to be inter-correlated with each other. Thus, a series of 24 Pearson-product moment correlations were conducted between the variables understudy. The findings of these analyses are presented in table 4.2.3.

It is important to note that significant correlations at the 0.05 level are flagged with one asterisk (*) and the significant correlations at the 0.01 are flagged with double asterisks (**). Furthermore, the strength of the correlations was interpreted according to the conditions provided by Burns & Burns (2008). A correlation coefficient below 0.4 was considered weak, correlations between 0.4 and 0.7 were considered moderate correlations and correlation coefficients above 0.7 were indicative of strong relationships. Each of the eight subscales of the Corporate Ethical Virtues Scale was correlated with each of the two broad affective dimensions of the JAWS, which in turn, were all correlated with the dependent variable of counterproductive workplace behaviour measured by the Unethical Behaviour Scale. The abbreviation key for the variables in the correlation is provided below.

Abbreviations key for the correlations table in 4.2.3

- **Negative Emotions –** Negative emotion
- **Positive emotions –** Positive emotions
- **Clarity-** Clarity
- **Con_of Supervisor –** Congruence of supervisor
- **Con_of Man -** Congruence of Management
- **Feasibility –** Feasibility
- **Support –** Supportability
- **Transparent –** Transparency
- **Discuss –** Discussability
- **Sanction –** Sanctionability
- **WBC –** Workplace behaviours

Table 4.2.3. Correlations Table

		Pos. Emo	Clarity	Con_of Sup	Con_of Man	Feas	Support	Transp	Discuss	Sanction	WBC	Neg. emo
Positive Emotion	R	1	.213**	.275**	.257**	.173*	.288**	.206*	.310**	.315**	-.071	-.436**
	p		.009	.001	.001	.033	.000	.011	.000	.000	.382	.000
Clarity	R	.213**	1	.473**	.612**	-.104	.490**	.541**	.545**	.502**	-.234**	-.205*
	p	.009		.000	.000	.201	.000	.000	.000	.000	.004	.011
Con_of supervisor	R	.275**	.473**	1	.691**	.040	.594**	.530**	.664**	.677**	-.304**	-.375**
	p	.001	.000		.000	.623	.000	.000	.000	.000	.000	.000
Con_ of Man	R	.257**	.612**	.691**	1	-.124	.655**	.598**	.649**	.652**	-.269**	-.271**
	p	.001	.000	.000		.130	.000	.000	.000	.000	.001	.001
Feasibility	R	.173*	-.104	.040	-.124	1	-.186*	-.197*	-.062	-.172*	-.152	-.209**
	p	.033	.201	.623	.130		.021	.015	.446	.033	.061	.010
Support	R	.288**	.490**	.594**	.655**	-.186*	1	.651**	.686**	.725**	-.345**	-.272**
	p	.000	.000	.000	.000	.021		.000	.000	.000	.000	.001
Transparent	R	.206*	.541**	.530**	.598**	-.197*	.651**	1	.770**	.666**	-.262**	-.198*
	p	.011	.000	.000	.000	.015	.000		.000	.000	.001	.014
Discuss	R	.310**	.545**	.664**	.649**	-.062	.686**	.770**	1	.827**	-.359**	-.382**
	p	.000	.000	.000	.000	.446	.000	.000		.000	.000	.000
Sanction	R	.315**	.502**	.677**	.652**	-.172*	.725**	.666**	.827**	1	-.365**	-.358**
	p	.000	.000	.000	.000	.033	.000	.000	.000		.000	.000
WBC	R	-.071	-.234**	-.304**	-.269**	-.152	-.345**	-.262**	-.359**	-.365**	1	.329**
	p	.382	.004	.000	.001	.061	.000	.001	.000	.000		.000
Negative emotions	R	-.436**	-.205*	-.375**	-.271**	-.209**	-.272**	-.198*	-.382**	-.358**	.329**	1
	p	.000	.011	.000	.001	.010	.001	.014	.000	.000	.000	

****. Correlation is significant at the 0.01 level (2-tailed)** ***. Correlation is significant at the 0.05 level (2-tailed).** **N=153**

4.2.3.1. Correlations between the Eight Corporate Ethical Virtues Subscales and Negative Emotions

The relationship between the ethical virtue of clarity and the experience of negative emotions in the workplace was significantly weak and negative (r= -.205, $p<0.01$). This implies that high scores on items of the clarity scale were associated with low scores on the items of the negative emotions subscale. The second corporate ethical virtue of congruency of supervisor behaviour was significantly weak and negatively related to the experience of negative emotions in the workplace (r= -.375, $p<0.01$). Congruency of management behaviour also yielded a significant weak and negative association with the experience of negative emotions in the workplace (r= -.271, $p<0.01$). The ethical virtue of feasibility in the culture of an organisation was significantly weak and negatively related to the experience of negative emotions in the organisation (r= .209, $p<0.01$).

Furthermore, the ethical virtue of supportability was also weak and negatively related to the experience of negative emotions in the workplace and yielded significance (r= -.272, $p<0.01$). Transparency was weakly and negatively related to the experience of negative emotions in the workplace, however, this relationship was only significant at the $p<0.05$ level (r= -.198). The ethical virtue of discussability was significant but weakly and negatively related to the experience of negative emotions in the workplace (r= -.382, $p<0.01$). A significant weak and negative relationship between sanctionability and the experience of negative emotions in the workplace was found, which suggests that low scores in the ethical virtue of sanctionability were associated with a high degree of negative emotions.

4.2.3.2. Correlations between the eight corporate ethical virtues and the experience of positive emotions in the workplace

Correlational analyses revealed a significant weak and positive relationship between clarity and the experience of positive emotions in the workplace $r= .213$, $p<0.01$. There was also a significant weak and positive relationship between congruency of supervisor behaviours and the experience of positive emotions in the workplace $r=.275$, $p<0.01$. Furthermore, the relationship between congruency of management's ethical behaviour and the experience of positive emotions in the workplace was significantly positive and weak $r=.257$, $p<0.01$. The relationship between feasibility and the experience of positive emotions in the workplace also yielded significance with a correlation coefficient suggesting a weak and positive relationship at a 5% level of significance $r=.173$, $p<0.05$. A significant weak and positive relationship was also found between supportability and the experience of positive emotions in the workplace which was evidenced by the correlation coefficient $r=.288$, $p<0.01$.

In addition, transparency also yielded a significant weak and positive relationship with the experience of positive emotions in the workplace $r=.206$, $p<0.01$. Discussability was significantly weak and positively related to the experience of positive emotions in the workplace $r=.310$, $p<0.01$. Similarly, the eighth corporate ethical virtue of sanctionability was also significantly weak but positively related to the experience positive emotions in the workplace $r=.315$, $p<0.01$. In summary, all the aforementioned relationships were significantly positively and weakly associated the experience of positive emotions in the workplace, which suggests that each of the eight ethical virtues are related with high scores of positive emotions experienced in the workplace.

4.2.3.3. Correlation analyses of negative/positive emotions and counterproductive workplace behaviours

The Pearson-Product moment correlation coefficient revealed that there was a significant weak to moderate positive association between the experience of negative emotions in the workplace and the occurrence of counterproductive workplace behaviours ($r = .329$, $p<0.01$). This correlation coefficient proposes that high values in the experience of negative emotions were related with high values of CWBs. The results further revealed there to be a non-significant relationship between the experience of positive emotions in the workplace and CWBs ($r = -.071$, $p>0.05$). Thus, suggesting that high scores of experiencing positive emotions in the workplace were unrelated with CWBs.

4.2.3.4. Correlation analyses pertaining to the eight corporate ethical virtues and counterproductive workplace behaviours

Correlational analyses revealed that there was a significant weak and negative relationship between the ethical virtue of clarity and the occurrence of counterproductive workplace behaviours ($r = -.234$, $p<0.01$). Thus, suggesting that a low degree of clarity is weakly related with high scores of CWB. There was also a weak and negative relationship between congruency of supervisor behaviour and the occurrence of CWB ($r = -.304$, $p<0.01$), which implies that inconsistency in supervisory behaviour is associated with high scores in CWB. Furthermore, findings suggest that a weak and negative relationship exists between congruency of senior management's ethical behaviour and the occurrence of CWB ($r = -.269$, $p<0.01$). This implies that a decrease in the ethical behaviour of management is related with an increase in the amount of CWB occurrence. However, a non-significant relationship was also found between the ethical virtue of feasibility and CWB ($r = -.152$, $p>0.01$), thus suggesting that feasibility had no effect on the prevalence of CWB. A significant weak and negative relationship between supportability and the engagement of CWB was also observed (r= -.345, p<0.01), which suggests that low levels of supportability were related with high levels of CWB.

A significant weak and negative relationship between transparency and CWB was also reported (r= -.262, p<0.01), which suggests that high levels of transparency are related with low levels of CWB. Furthermore, discussability of ethical issues was also found to be significantly weak and negatively related to the occurrence of CWB (r= -.359, p<0.01), thus indicating that high values on the discussability scale were associated with low levels of CWB. The last corporate ethical virtue of sanctionability also revealed a significant weak and negative relationship to CWB (r= -.365, p<0.01) which suggests that the existence of sanctions for unethical behaviour are related with low levels of CWB.

It was only after these analyses that multiple regressions and mediation analyses were performed. These findings are presented and reported in the following sections.

4.3. Analyses specific to research questions

Multiple regressions with mediation were considered the most appropriate statistical procedure to examine whether the experience of negative emotions in the workplace mediated the relationship between organisational culture and the prevalence of CWB. This was not only determined by the sample size but also by the statistical assumptions underpinning the relevant and appropriate use of multiple regression. Criteria of mediation analyses were also considered using the four step model proposed by Baron and Kenny (1986). These assumptions are now discussed to illustrate the suitability of this statistical technique in the study. Furthermore, these statistical assumptions are discussed to show that none of the assumptions were violated in this study, thus easing the degree to which the findings can be interpreted.

4.3.1. Assumptions of statistical analytic techniques

The assumptions of multiple regressions were first tested to ensure that no violations of these assumptions rendered the findings in the study misleading. These assumptions included testing if a linear relationship existed between the variables in question, and whether the scale of measure of the dependent variable was continuous. It was also necessary to determine if the data contained any outliers and influential data points that would in turn, obscure and violate the assumption of normality. Findings from the residual plots revealed that there was no evidence of outliers and influential data points, however, issues affecting normality were observed as the skewness coefficient of the dependent variable was initially extremely skewed to the left. However, this was accounted for by converting the initial 5 point Likert scale into a dichotomous scale. The dichotomous scale was represented by zero which indicated that CWB never occurred and a one which suggested that CWB did occur regardless of the frequency (see appendix H).

Since multiple regression analyses required the variables understudy to be interrelated, it was important to ensure that such interrelationships did not result in the occurrence of singularity and multicollinearity. Inspection of Collinearity diagnostics such as the Tolerance Level and the Variance Inflation Factor (VIF) provided in the regression tables suggested that there was no evidence of multicollinearity in any of the relationships under study. The Tolerance level is an indicator of singularity which indicates the extent to which variability in the specified independent variable is explained by any other independent variables in the model (Pallant, 2013). It is therefore recommended that the tolerance level be greater than .10 as an indication of no multicollinearity. Furthermore, the VIF indicator should be less than 10; however, if it exceeds 10, this would suggest there is evidence of multicollinearity between the variables. However, it should be noted that these collinearity diagnostics were inspected for each relationship and not in summation, as the summative findings would suggest evidence of singularity and multicollinearity which would thus be misleading. It is therefore important to reiterate that the preliminary analyses in this study were conducted as prerequisites of statistical assumptions that inform for the appropriate use of multiple regressions for the purposes of testing for mediation (See appendix I).

4.3.2. Multiple regressions

To explore if each of the independent variables namely the eight corporate ethical virtues and the experience of negative emotions in the workplace predicted the occurrence of CWB, a series of simple multiple regressions were conducted. The results are reported in the section below. It is essential to emphasize that each of the eight subscales of the corporate ethical virtues scale were analysed individually with regards to their relationship to the experience of negative emotions and CWB respectively. These relationships were important to identify as Kenny, (2014) and Baron and Kenny, (1986) argue that all variables tested for mediation should be interrelated but not to the extent that it results in the dependent variable causing each of the independent variables. Thus, step one of the analyses presented in each of the tables below tests each independent variable's predictive effect on the dependent variable.

The coefficient of determination denoted as R^2 was also used to evaluate the degree to which the independent variable of organisational culture which consisted of the eight corporate ethical virtues and the experience of negative emotions, explained variance in the dependent variable of CWB. An increase in R^2 suggests an increase in the explanatory power of the independent variable on the dependent variable (Pallant, 2013). A decrease in the coefficient is indicative of a decrease in degree of variance explained by the independent variable on the dependent variable (Pallant, 2013).

4.3.3. Mediated multiple regression

4.3.3.1. Summary of Negative emotion as a mediator on the relationship between Corporate Ethical Virtues and CWB

The mediating effect of experiencing negative emotions in the workplace on the relationship between organisational culture and CWBs was explored. According to Baron and Kenny (1986) a variable is considered a mediator if it accounts for or causes a relationship between an independent variable or predictor and a dependent or criterion variable. They further define the presence of a mediating effect as follows:

- (a) variations in levels of the independent variable significantly explain for the variations in the mediator (i.e. Path A),
- (b) variations in the mediator significantly explain for the variations in the dependent variable (i.e. Path B),
- (c) When paths A and B are controlled for, then a previously significant relationship between the independent and dependent variable is no longer significant, with the strongest presence of a mediation occurring when path C is reduced to zero. Apart from full mediation, partial mediation is also likely. Partial mediation is when only part of an independent variable's impact passes through the mediator variable, with the remaining portion of the independent's variable influencing the dependent variable directly. This would be indicated when paths A and B are controlled for, and the relationship between the independent and dependent variable is still significant (Huck, 2012).

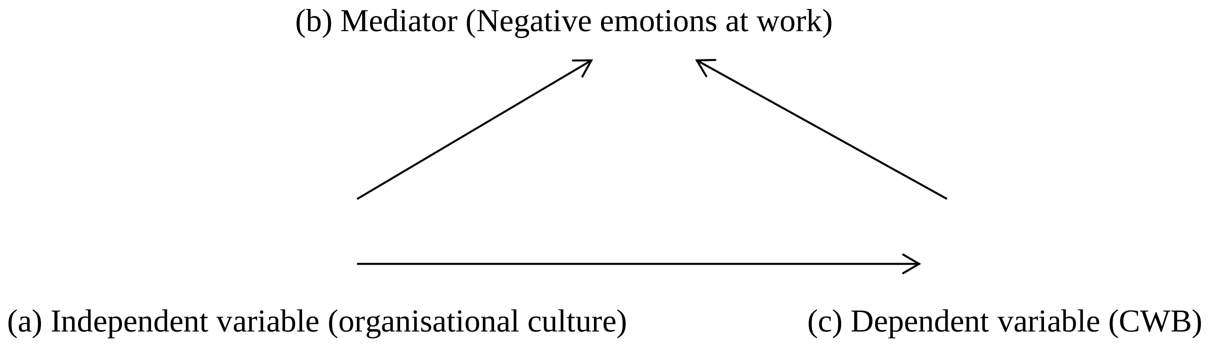

Figure: 3. Mediation model

The mediator role of a third variable on the relationship between an independent and dependent variable is to be determined using the following criteria proposed by Baron and Kenny (1986):

- (a) Regress the mediator on the independent variable (a on b)
- (b) Regress the dependent variable on the independent variable (a on c)
- (c) Regress the dependent variable on both the independent variable and the mediator (a and b on c)

  The required linkage for a mediational model is graphically presented in figure 3.

Therefore, to ensure that the mediator in this study (the experience of negative emotions in the workplace) conforms to the aforementioned criterion, mediation was tested for using a series of 8 multiple regressions. These various regression models enabled for the estimation of the mediator variable on the independent variable, the estimation of the relationship between the independent variable and the dependent variable and finally the estimation of the relationship between each of the independent and mediator variables on the dependent variables. These relationships were regressed on each other firstly to determine if each of the organisational ethical virtues and the experience of negative emotions predicted the occurrence of CWB. These relationships were also tested to investigate if the experience of negative emotions in the workplace accounted for the effect of organisational culture (each of the ethical virtues) on the occurrence of CWB. The results from the regression analyses are now presented in the following sections.

4.4. Results

Table: 4.4.1. Clarity, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
Step 1 Clarity on CWB	.234	0.055	-0.234	0.837	0.004*
Step 2 Clarity on Neg. Emotions	.205	0.042	-0.205	0.058	0.011*
Step 3 Neg. Emotions on CWB	.370	0.137	0.293	1.126	0.000*
Step 4 Clarity on CWB	.370	0.137	-0.174	0.820	0.026*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductiveworkplace behaviours, N=153.*

Table: 4.4.2. Congruence of Supervisor, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
<u>Step 1</u> Con. Supervisor on CWB	.304	0.092	-0.304	0.730	0.000*
<u>Step 2</u> Con. Supervisor on Neg. Emotions	.375	0.140	-0.375	0.049	0.000*
<u>Step 3</u> Neg. Emotions on CWB	.380	0.145	0.247	1.191	0.003*
<u>Step 4</u> Con. Sup on CWB	.380	0.145	-0.211	0.767	0.011*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviour, Con.Supervisor = Congruence of Supervisor, N=153.*

Table: 4.4.3. Congruence of Management, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
Step 1 Con. Management on CWB	.269	0.073	-0.269	0.750	0.001*
Step 2 Con. Management on Neg. Emotions	.271	0.073	-0.271	0.052	0.001*
Step 3 Neg. Emotions on CWB	.377	0.014	0.273	1.149	0.000*
Step 4 Con. Management on CWB	.377	0.014	-0.195	0.752	0.015*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviours, Con.Management = Congruence of Management, N=153.*

Table: 4.4.4. Feasibility, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
Step 1 Feasibility on CWB	.152	0.023	-0.152	0.853	0.061
Step 2 Feasibility on Neg. Emotions	.209	0.043	-0.209	0.058	0.010*
Step 3 Neg. Emotions on CWB	.340	0.115	0.311	1.141	0.000*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviours, N=153.*

Table: *4.4.5.* Supportability, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
Step 1 Support on CWB	.345	0.119	-0.345	0.179	0.000*
Step 2 Support on Neg. Emotions	.272	0.074	-0.272	0.051	0.001*
Step 3 Neg. Emotions on CWB	.423	0.179	0.254	1.117	0.001*
Step 4 Support on CWB	.423	0.179	-0.276	0.724	0.000*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviours, Support=Supportability, N=153.*

Table: 4.4.6. Transparency, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
Step 1 Transparency on CWB	.262	0.069	-0.262	0.896	0.001*
Step 2 Transparency on Neg. Emotions	.198	0.039	-.198	0.063	0.014*
Step 3 Neg. Emotions on CWB	.385	0.148	0.288	1.117	0.000*
Step 4 Transparency on CWB	.262	0.069	-0.205	0.877	0.008*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviours, N=153.*

Table: 4.4.7. Discussability, Negative emotions and Counterproductive workplace behaviours

Analysed Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
<u>Step 1</u> Discussability on CWB	.359	0.129	-0.359	0.754	0.000*
<u>Step 2</u> Discussability on Neg. Emotions	.382	0.146	-0.382	0.051	0.000*
<u>Step 3</u> Neg. Emotions on CWB	.414	0.172	0.225	1.168	0.001*
<u>Step 4</u> Discussability on CWB	.359	0.129	-0.273	0.798	0.006*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviours, N=153.*

Table: 4.4.8. Sanctionability, Negative emotions and Counterproductive workplace behaviours

Relationship	R	R^2	Beta β	Standard error	Change in Significance *p value*
<u>Step 1</u> Sanctionability on CWB	.365	0.133	-0.365	0.769	0.000*
<u>Step 2</u> Sanctionability on Neg. Emotions	.358	0.128	-0.358	0.053	0.000*
<u>Step 3</u> Neg. Emotions on CWB	.422	0.178	0.227	1.152	0.000*
<u>Step 4</u> Sanctionability on CWB	.365	0.133	-0.284	0.804	0.05*

*Note: *p<0.05 Neg.Emotions=Negative emotions, CWB=counterproductive workplace behaviours, N=153.*

From each of the tables presented in 4.5.1 to 4.5.8, it becomes evident that the ethical virtues of clarity, congruence of supervisor, congruence of management, supportability, transparency, discussability and sanctionability are significant predictors of counterproductive workplace behaviours. The findings from these tables imply that the existence of these virtues in the culture of an organisation is predictive of low levels of CWB. However, the virtue of feasibility was a non-significant predictor of CWB and as a result had no predictive effect on the occurrence of CWBs β= -0.152, *p>0.05*. In addition, results also revealed that each of the eight corporate ethical virtues of organisational culture predicted the experience of negative emotions in the workplace. Thus, suggesting that high levels in each of the eight corporate ethical virtues were associated with low levels of negative emotions experienced in the workplace. Furthermore, it is can also be deduced from the respective tables that the experience of negative emotions was a significant predictor of CWB. It was positively and moderately associated with the occurrence of CWB, which implies that high levels of negative emotions were related with high levels of CWB. However, analyses regarding the degree of mediation explained by negative emotions revealed that the experience of negative emotions was a partial mediator of the relationships between seven of the eight ethical virtues and CWB. This can be observed by the decrease in the Beta value in step 4 of the analyses which still yielded significance in each of the respective tables.

The ethical virtue of clarity was a significant predictor of CWB $\beta= -0.234$, $p<0.05$, however, when the effect of negative emotions as experienced in the workplace was included, a substantial decrease in the Beta value was observed $\beta= -0.174$, $p<0.05$. Congruence of supervisor and management's behaviour respectively have also been found to predict the occurrence of CWB $\beta= -0.304$, $p<0.05$ and $\beta= -0.269$, $p<0.05$, however, after including the effect of negative emotions, a decrease in the Beta value was evident in the congruence of supervisor and management behaviours. Therefore, suggesting that negative emotions partially mediated how these two corporate ethical virtues related to CWB $\beta= -0.211$, $p<0.05$ and $\beta= -0.195$, $p<0.05$. The ethical virtue of feasibility did not predict the occurrence of CWB and as such was not included when testing for mediation as it did not meet the prerequisite assumption, which required a significant relationship between the independent variable and the dependent variable.

The presence of supportability and transparency were also significant predictors of CWB in step 1 $\beta= -0.345$, $p<0.05$ and $\beta= -0.262$, $p<0.05$. However, these relationships were also partially affected by the experience of negative emotions in the workplace as indicated by the decrease in the respective Beta values $\beta= -0.276$, $p<0.05$ and $\beta= -0.205$, $p<0.05$. The ethical virtues of discussability and sanctionability were also significant predictors of CWB β= -

0.359, $p<0.05$ and β= -0.365, $p<0.05$ respectively. However, when the mediating effect of negative emotions was included, it was found that the experience of negative emotions in the workplace partially mediated the relationship between discussability and CWB β= -0.273, $p<0.05$ and between sanctionability and CWB β= -0.284, $p<0.05$ respectively.

Additional analyses such as the Sobel test were also performed to confirm if the experience of negative emotions in the workplace mediated the relationship between organisational culture, in terms of its eight corporate ethical virtues and the occurrence of CWB. The Sobel Test analyses are presented in table 4.7 below. According to Kenny (2014), complete mediation occurs when the independent variable no longer affects the dependent variable even after the mediator has been included, which results in the path between the independent variable and the dependent variable to be equated to zero. However, partial mediation occurs when the path representing the relationship from the independent variable to the dependent variable is not reduced in absolute size but is still significantly different from zero when the effect of the mediator is included (Kenny, 2014; Huck, 2012).

Therefore, from the results it can be deduced that Clarity, Congruence of Supervisor behaviour, Congruence of management behaviour, Supportability, Transparency, Discussability and Sanctionability and its relationship to CWB were all partially determined by the experience of negative emotions in the workplace, as the absolute size of each relationship was reduced, but was still remained significantly different from zero. However, it is important to note that the predictive effect of feasibility on CWB was not significant and was consequently excluded in the Sobel analyses for mediation. These results can be seen in the table 4.4.9.

Table: 4.4.9. Sobel Test results of mediation

Virtue	Sobel Test Statistic	Standard error of measurement	Significance value *p- value*
Clarity	2.21	0.219	0.025
Congruence of Supervisor	2.43	0.303	0.014
Congruence of Management	2.23	0.225	0.025
Supportability	2.98	0.237	0.002
Transparency	2.03	0.227	0.004
Discussability	3.09	0.334	0.001
Sanctionability	3.167	0.325	0.001

**p=0.05 level of significance*

The practical and theoretical implications of these results are discussed in the chapter that now follows.

Chapter 5: Discussion

5.1. Introduction

The aim of this chapter is to discuss the results presented in chapter four using the theoretical arguments reviewed in chapter two. In this chapter, the conceptual and practical implications of the study's findings are discussed. This chapter also provides detail on the study's limitations and concludes with a section recommending suggestions for further research exploration.

However, before the findings of the study are discussed, it is useful, at this stage to reiterate the research questions under study. In this study the mediating role of negative emotions on the relationship between organisational culture (which consisted of eight ethical virtues) and the occurrence of counterproductive workplace behaviours was explored. This was addressed by four specific questions namely:

- Is there a relationship between organisational culture and counterproductive workplace behaviours?
- Is there a relationship between the experience of negative emotions in the workplace and counterproductive workplace behaviours?
- Is there a relationship between organisational culture and the experience of negative emotions in the workplace and;
- Do negative emotions in the workplace mediate the relationship between organisational culture and counterproductive workplace behaviours?

5.2. Summary of Theoretical Argument underpinning the current study

The argument underpinning the current study suggests that when the culture of an organisation lacks ethical quality with specific reference to the eight corporate ethical virtues of clarity, congruence of supervisors and management, feasibility, supportability, transparency, discussability and sanctionability, then CWBs may increase. Similarly, when the organisational culture lacks these ethical qualities, it may increase the degree to which negative emotions are experienced in the workplace. In addition, the theoretical argument also suggests that the experience of negative emotions in the workplace may in part be due to the organisational culture lacking these virtues which in turn may then further perpetuate the occurrence of CWBs. This argument was tested using the four specific research questions outlined at the beginning of this chapter. The key findings in relation to each of these questions are discussed throughout this section.

5.3. Key Findings

Key findings in this study have revealed that organisational culture and the experience of negative emotions in the workplace are significant predictors of CWB. Furthermore, an unethical culture was found to be a significant predictor of negative emotions in the workplace. In other words, if the culture of an organisation lacks the eight corporate ethical virtues, findings suggest that employees of such an organisation are more likely to experience negative emotions. This, in turn, may increase the probability of CWBs. In addition, the role of experiencing negative emotions in the workplace on the relationship between organisational culture and CWB was also explored. Findings revealed that the experience of negative emotions in the workplace was a partial mediator of this relationship. These results are discussed elaborately in the sections below.

5.4. Discussion of results specific to research questions

5.4.1. Research question one

Is there a relationship between organisational culture and counterproductive workplace behaviours?

To answer research question one, each of the eight corporate ethical virtues were correlated and regressed on CWB.

The ethical virtue of clarity, which refers to the extent to which employees and managers are aware of the normative expectations prescribed by the procedures, practices and codes of conduct, was found to be a significant predictor of CWB (β= -0.234, $p<0.05$*)*. A significant weak and negative relationship was also found between the ethical virtue of clarity and CWB ($r=.234$, $p<0.01$). Thus, suggesting that high degrees of clarity are associated with low levels of CWB. Therefore, it can be argued that having clearly defined, concrete and comprehensive policies, rules and systems that inform employees about the normative expectations valued by the organisation, relates to a decrease in CWBs. The significance of communicating the normative expectations of the organisation clearly through comprehensive and concrete ways convey to employees the importance of complying with such stipulated requirements and expectations (Schwartz, 2013; Baker, Hunt, Andrews, 2006).

Thus, in other words, normative expectations that are ill defined in that they are, for example, vaguely and ambiguously phrased may only propagate the occurrence of CWB as evidenced by the results of this study. In practice this is undesirable; as the culture of the organisation is integral in any effort directed at socialising employees in the organisation. Previous research has found that having clearly defined policies are pertinent to organisational practices of socialisation or induction, as it is through these practices that employees are informed on which behaviours are considered acceptable and unacceptable in the organisation (Schein, 1984; 1996; Morey & Luthans, 1985). This is significant as it highlights, if policies and codes of conduct are ambiguous and vague with regards to communicating what is expected conduct in the organisation, then employees may be more inclined to engage in unacceptable behaviours. This is supported by Peterson (2002) who highlighted the importance of considering the impact of organisational factors on the attitudes and behaviours of employees. This is further supported by Kaptein (2008) who found that clarity of ethical standards or normative expectations were negatively related to the frequency of CWBs. Researchers such as Trevino (1990) further proposed that a strong ethical culture that clearly communicates the range of acceptable and unacceptable behaviours (through role modelling, reward systems, and informal norms) are often associated with fewer unethical decisions in the workplace.

The second and third ethical virtues of organisational culture refer to the degree to which supervisor and management behaviours are consistent with the defined normative expectations of the organisation (Kaptein, 2008). In other words, these two ethical virtues focus specifically on the behaviour of supervisors and senior management and whether the behaviours of such high level employees exemplify the expected appropriate behaviour required or expected by the organisation. Of interest, most participants in this study responded favourably to questions in these subscales ($M=4.23$; $SD= 1.21$) and ($M=4.21$; $SD=1.19$). The Pearson-Product moment correlation coefficient also revealed that a significant weak and negative relationship existed between congruency of supervisor behaviours and CWB ($r= -.304$, $p<0.01$), and between congruency of management's behaviour and CWB ($r= -.269$, $p<0.01$). These findings suggest that if supervisor and management behaviours are congruent or consistent with the normative standard required then there may be a decrease in the frequency of CWB in the organisation as evidenced by the regression values ($\beta = -0.304$, $p<0.05$) and ($\beta = -0.269$, $p<0.05$).

Therefore, stated otherwise, if management and supervisor behaviours contradict what is otherwise prescribed by any organisational medium communicating normative expectations, then employees may be more likely to engage in CWBs since they are confronted with conflicting or contradictory information. This finding is interesting as it implies that senior management and supervisors are perceived as role models in the organisation, who are looked to for guidance by the employees they manage and supervise (Einarsen, Aasland & Skogstad, 2007). They are thus implicitly responsible for setting the norm or ethical standards of practice. Findings from this study are consistent with those found in previous studies in that it highlights the importance of having the behaviours of supervisors and management exemplify those prescribed as the normative expectations of the organisation (Kaptein, 2008; 2011). However, this finding does not seem to suggest that organisations have to ensure that employees are coerced into obey authority figures, so that compliance with such normative expectations are achieved.

Instead, findings by Trevino et.al (2006) found that such practices instead of achieving compliance rather achieve the opposite. Trevino et.al (2006) in this respect found that organisations who forced employees to obey authority figures were more likely to have higher levels of unethical behaviour relative to other organisations that did not employ coercive methods. This arguably may be a result of the inherent unequal power relations between management and employees, which does not promote open communication between these leaders and subordinates in the organisation. This consequently may only exacerbate unclear normative expectations in the organisation. Therefore, on the premise of such arguments and in light of the current finding in this study, organisations are encouraged to ensure that supervisors and management at all times behave in accordance with the ethical and normative standards of practice defined and required by the organisation while ensuring that they are rewarded for doing as expected (Kaptein, 2011; 2008). Furthermore, by having supervisors and senior management role-model the normative expectations of the organisation may also be an additional and perhaps a more effective way of socialising employees to the ethical or organisational prescripts of behaviour (Einarsen et.al, 2007; Trevino & Ball, 1992; Trevino, 1990).

The corporate ethical virtue of feasibility, which refers to the extent to which the organisation creates sufficient conditions for employees to comply with expected standards (Kaptein, 2008), was found to be a non-significant predictor of CWB (β= -0.087, $p>0.05$). Mean analyses, in addition, revealed that most of the participants in this study were less inclined to respond favourably to the questions in this subscale (M=*3.90, SD= 1.2)*. The Pearson-Product moment correlation coefficient also revealed that feasibility was unrelated to CWB. Thus suggesting, that regardless of whether high or low levels of feasibility prevailed in an organisation; it may not have any bearing on the occurrence of CWB. This is an interesting finding as it suggests that despite organisational efforts of ensuring sufficient means are in place so that employees are enabled to comply with ethical expectations, it may in fact be insubstantial to explain and safeguard against the prevalence of CWB.

This finding is relatively inconsistent with previous findings found by researchers such as Trevino et.al, (2006) who found that employees who engage in CWBs often rationalise such behaviours on the premise of having inadequate means to fulfill their ethical responsibilities. However, findings in this study reveal, that just because the organisation provides the necessary mechanisms and conditions for employees to act ethically, does not mean it is necessarily suffice to guarantee that CWB will not prevail. This is supported by Aquino et.al (1999) who maintained that employees were less likely to violate organisational norms if they had favourable perceptions of the procedures practiced in the organisation. Therefore, in light of such a finding, organisations are encouraged to maybe consider issues related to potential decreased employee morale, a lack of employee motivation, and perceptions of justice as well as job dissatisfaction as possible reasons for why such provisions are proving ineffective. This finding may also arguably be due to ineffective and perhaps inconsistent modelling of organisational expectations by the leaders in the organisation. This is particularly likely since previous research has found that having increased leadership participation in organisational directed initiatives decreased negative attitudes and behaviours of employees (Aasland et.al, 2010; Dalal, 2005). Thus, ineffective conduct by the organisation's leadership with specific reference to inconsistent supervision over employees, inconsistent conduct relative to stipulated norms and interactional injustice remains a huge organisational problem and has been found to influence employee engagement in CWBs (Einarsen et.al, 2007).

As a result, organisations are thus encouraged to move beyond just providing employees with measures that serve to enable ethical compliance, of which generic ethical programmes are an example, and progress toward the practical application of such initiatives so as to achieve ethical compliance of employees. Role-modelling for example, is one such practical application which has been show by previous research to be effective (Aasland et.al, 2010; Einarsen et.al, 2007; Dalal, 2005). However, further research may be needed to validate the finding obtained in this study, as the non-significant finding may be due to sample characteristics of the study. This likelihood is particular great given that the sample consisted of employees from different organisations, whose organisations might practice or have different systems or mechanisms of equipping employees with means to ensure ethical and behavioural compliance.

The corporate ethical virtue of supportability was also a significant predictor of CWB ($\beta = -0.345$, *$p<0.05$)*. Supportability refers to the relative strength of an employee to identify with, become involved in and be committed to the normative standards of the organisation

(Kaptein, 2007). It also refers to the extent to which the organisation provides support to its employees at work. This virtue, in essence centers on the commitment and satisfaction of employees, and the motivation to behave ethically as required by the standards of the organisation. Most of the participants in this study were inclined to respond unfavourably to items on the supportability scale, which suggests that employees gave low scores to the item questions (*M=3.70; SD= 1.06).* A significant weak and negative relationship was also found between supportability and the occurrence of CWB ($r = -.345$, $p<0.01$), such that low levels of supportability were related with high levels of CWB.

This finding is consistent with that reported by Kaptein (2011) who found that there was a negative relationship between the organisational virtue of supportability and counterproductive workplace behaviours. It was on this premise that Kaptein (2011) argued for the importance of having management encourage their employees to identify with and internalise the values of their organisation, so that they are intrinsically motivated to abide by the required standards embedded in the culture of the organisation (Grant & Shin, 2011; Krischer, Penny & Hunter, 2010; Laschinger, Finegan & Shamian, 2001; Mangione & Quinn, 1975).

In other words, findings suggest that a lack of supportability may stimulate CWB if employees identify less with the culture and its associated doctrine, and were less involved and consequently less committed to the organisation. This was supported by Kelloway et.al (2010) who argued that the dysfunction underpinning the prevalence of these behaviours (CWBs) are often an attempt by employees to redress, draw attention to; or express dissatisfaction and frustration with organisational events from a functional or productive point of departure. Such rationalisations in the long term may increase turnover in the organisation (Muafi, 2011; Krischer, Penny & Hunter, 2010). However, arguments by Einarsen et.al (2007) on the role of leadership on CWBs highlights, that leader who act in accordance with the organisational policies and within the legitimate interests of the organisation, enhanced the motivation, wellbeing and job satisfaction of their subordinates. This was found to be an outcome of leaders' role modelling ethical and legitimate behaviours to their subordinates, thus stressing once more the importance of constructive leadership (Einarsen et.al, 2007) through active role-modelling (Trevino, 1990). Trevino, Butterfield and McCabe (1998) similarly also found that CWBs were lower in organisations where leaders and organisational norms encouraged and supported ethical conduct.

The ethical virtue of transparency was found to be a significant predictor of CWB (β= -0.262, $p<0.05$). The ethical virtue of transparency refers to the degree to which employees are aware of the impact of their conduct and the degree to which their behaviours are observable to other employees, management or supervisors (Kaptein, 2011). Mean analyses revealed that participants in this study were more inclined to respond unfavourably or negatively to the item questions in this subscale ($M=3.97$; $SD=.99$). The correlation analysis revealed that low scores on the transparency subscale were related with high levels of CWB ($r= -.262$, $p<0.01$). This was supported by the significant weak and negative relationship revealed in the regression analyses between transparency and CWB (β= -0.262, $p<0.05$), which suggests that high levels of transparency may result in decreased CWBs. These findings are supported by Kaptein (2008) who argued in light of this, that when employees are not aware of the consequences of their behaviour, they lack control to alter their behaviour (Kaptein, 2008). This finding is related to the ethical virtue of clarity in the sense that when employees are made aware of what is expected of them and the consequences associated with non-compliant behaviour then they are more likely to alter their behaviour to ensure conformity with normative expectations of behaviour (Trevino et.al, 2014; Greenberg & Barling, 1999; Trevino & Ball, 1992).

The corporate ethical virtue of discussability, which refers to the extent to which employees have the opportunity in the organisation, to raise and discuss ethical issues or concerns (Kaptein, 2011), was found to be a significant predictor of CWB (β= -0.359, *p<0.05)*. Mean analyses revealed that most participants responded positively to item questions in this subscale (M=*4.10; SD= 1.13)*. In other words, low scores to items in the discussability subscale were also associated with a decrease in CWB. This is further substantiated by the significant weak and negative relationship between discussability and CWB (r= -.359, p<0.01) which indicates that low levels of discussability were related to an increase in CWBs. This is consistent with previous findings by Kaptein (2007; 2008; 2011) who found and consequently argued that when employees are not given the platform to discuss pertinent issues related to ethical conduct and are fearful of being victimised, then employees may be more inclined to engage in CWBs. A lack of discussability also disregards efforts made toward ethical principles of clarity and supportability in the organisation (Trevino et.al, 2014).

On this premise the significance of ensuring that sufficient and open platforms are availed within organisations for employees to discuss and deliberate over any behaviours or concerns warranting ethical clarity, are thus emphasized. If such platforms are not prioritised in organisations then employees may be more likely to perceive the organisation as an unsafe and an inappropriate platform to discuss concerns directly pertaining to work and the organisation (Everton, Jolton, Mastrangelo, 2007; Litzky, Eddleston & Kidder, 2006). However, it should be noted that, such perceptions may also be a result of employees being unaware of the normative expectations due to ill-defined and unclear policies and a lack of transparency to discuss any concerns. Thus, perceptions of this nature and the lack of avenues to discuss such discrepancies may only reinforce the prevalence of CWB and consequently escalate the associated negative implications.

The eighth ethical virtue of sanctionability, which refers to the extent to which inappropriate behaviours are punished and desired behaviours are rewarded (Kaptein, 2011), was also found to be a significant predictor of CWBs (β= -0.365, *$p<0.05$)*. Mean analyses revealed that most participants gave high scores to the item questions in this subscale (M=4.01; SD= 1.13). Furthermore, a significant weak and negative relationship was also found between sanctionability and CWB. Therefore, suggesting that high levels of sanctionability for CWB were associated with a decrease in CWB (r= -.365, $p<0.01$). This finding is consistent with the argument proposed by Kaptein (2011) and Trevino and Ball (1992) who maintained that reinforcement of ethical behaviour involves creating the perception to employees and managers that conduct related to CWBs is unacceptable and punishable.

In addition, as argued by Kaptein (2007) and Kwok, Au and Ho (2005), failing to reward ethical behaviour leads to unethical conduct and consequently, a lack of recognition for ethical conduct diminishes the willingness of employees to act or comply ethically. Trevino, Butterfield and McCabe (1998) similarly argued that CWBs should be lower in organisations where leaders and norms encourage and support ethical conduct and where ethical conduct is rewarded and unethical conduct is punished. Therefore, if organisations reinforce punishment for unethical behaviour and ensure that ethical behaviour is rewarded and acknowledged, then employees are more likely to be aware of the types of behaviours clearly acceptable and unacceptable in the organisation, particularly so if the corporate ethical virtues of clarity and transparency are prioritised.

Therefore, in light of the aforementioned findings, it should become apparent that organisational culture with respect to seven of the eight corporate ethical virtues, predicted the occurrence of CWBs in this study. The findings of this study were supported by previous research in that it highlighted the significance of the organisational context in any attempt to account for the occurrence of CWB. These findings are interesting and of practical significance since it have highlighted the importance of establishing and maintaining an ethical quality within the culture of the organisation and its associated doctrine. However, it should be noted that the strength of these relationships were relatively weak which may suggest that other factors such as personality may have had an influence.

5.4.2. Research question two

Is there a relationship between the experience of negative emotions in the workplace and counterproductive workplace behaviours?

From the results obtained in this study it was found that the experience of negative emotions in the workplace was a significant predictor of CWB. Mean analyses revealed that participants tended to give high scores to the item questions in the negative emotions scale ($M=3.46$; $SD= .78$). Furthermore, a significant positive and moderate relationship was also found between the experience of negative emotions in the workplace and the occurrence of CWB ($r= .329$, $p<0.01$). In light of this finding, it can thus be argued that the experience of negative emotions in the workplace may perpetuate the occurrence of CWBs. This is particularly likely since emotions only prompt a readiness to engage in behaviour or intention to act (Spector and Fox, 2002).

Furthermore, additional analyses revealed that positive emotions in the workplace were not significantly related with the occurrence of CWB. This finding implies that the experience of positive emotions in the workplace has no bearing on the occurrence of CWB. This was an interesting finding as it suggests that the experience of positive emotions in the workplace, are not sufficient to prevent against the occurrence of CWB.

However, on the premise of the findings obtained in this study, organisations are encouraged to prioritise ways of ensuring that the experiences of negative emotions are avoided as it has been shown to increase CWBs. One such way, is to ensure that the employee does not perceive a breach in the psychological contract, as the psychological contract has been found to be a significant avenue of explaining why employees may be motivated to engage in CWBs (Bal, Chiaburu & Diaz, 2011; Robinson, 1996). This is because an employee's evaluation of the psychological contract has substantial influence on job attitudes and performance related behaviours through the elicitation of strong emotional reactions (Bal, Chiaburu & Diaz, 2011). Emotional reactions have been found to range from experiencing contentment, feeling inspired and enthusiastic about the job to feeling discouraged, frustrated, fatigued and depressed (Van Katwyk et.al, 2000).

However, in light of avoiding the experience of negative emotions in the workplace, organisations are forewarned from assuming that the experience of positive emotions will decrease CWBs, as findings in this study suggest that the experience of positive emotions may not be sufficient to ensure that CWB will not occur. This was evidenced by the non-significant relationship found between positive emotions and CWBs ($r= -.071$, $p>0.05$).

This reasoning is supported by Spector and Fox (2002) who have argued that negative emotions will tend to increase the likelihood of Counterproductive workplace behaviours (harmful in nature) and positive emotions will increase the likelihood of Organisational citizenship behaviours (helpful in nature)" (p.269). However, acknowledging that the experience of emotions is in response to particular situations, events or entities, it was of particular interest to understand whether a un/ethical organisational culture was such an entity. Specifically, in this study the role of an (un)ethical organisational culture was explored to ascertain if it elicited the experience of negative emotions in the workplace, which may then give greater insight into whether the experience of negative emotions perpetuates the recurrence of CWBs. This is particularly likely considering that Spector and

Fox (2002) argued that "continued exposure to emotion-arousing events will heighten the likelihood of the person to engage in behavioural response" (p. 270).

5.4.3 Research question three

Is there a relationship between organisational culture and the experience of negative emotions in the workplace?

Results revealed in this study that all eight corporate ethical virtues were significantly and negatively related to the experience of negative emotions in the workplace. In other words, if the organisational ethical virtues of clarity, congruency of supervisors and management, feasibility, supportability, transparency, discussability and sanctionability are practiced in organisations, findings suggest that there may be a decrease in the extent to which negative emotions are experienced in the workplace. Therefore suggesting that when unclear, insubstantial and inconsistent expectations are communicated, when supervisor and senior management's behaviours are inconsistent with that required of policy or dictated by rules, and when no provisions are made on part of the organisation to help employees fulfil the stipulated expectations then the experience of negative emotions may increase. Likewise, when there are insufficient means of ensuring that employees identify with, become involved in and are committed to the culture of the organisation, and when employees are unaware of the impact of their behaviour, results suggest that there may be an increase in the degree to which negative emotions are experienced in the workplace.

Additionally when employees perceive the organisation to be unsafe to discuss any misconceptions or concerns and when CWB are punished inconsistently in the organisation and across employees, then the experience of negative emotions are more likely to escalate. This was supported by Spector and Fox (2002) who claimed that the experience of emotions will either tend to increase or decrease under certain conditions. More specifically, in light of the findings obtained and with specific reference to the variables under study, this argument suggests, that an unethical organisational culture may serve to increase the experience of negative emotions in the workplace, whereas an ethical organisational culture may stimulate positive emotions in the workplace.

This is confirmed as all eight corporate ethical virtues were significant predictors of the experience of positive emotions in the workplace. Thus, implying if an organisation's culture encompasses the positive dimensions of the eight corporate ethical dimensions, then employees may more likely experience positive emotions in the workplace. The experience of positive emotions in turn has previously been found to result in organisational citizenship behaviours (Spector & Fox, 2002). Similarly, when the culture of the organisation is perceived as lacking ethical quality, employees of that organisation may as a result be more inclined to experience negative emotions as was evidenced with the findings of this study. Therefore, considering that the experience of negative emotions was found to be a significant predictor of CWB and since an unethical organisational culture was found to predict the experience of negative emotions, it was of particular interest to explore whether the experience of negative emotions explained how organisational culture relates to the occurrence CWBs.

5.4.4 Research question four

Do negative emotions in the workplace mediate the relationship between organisational culture and counterproductive workplace behaviours?

A mediation analysis has revealed that the experience of negative emotions in the workplace only partially explains the relationship between organisational culture and CWBs. A partial mediation suggests that there is both a direct effect between the independent variable and dependent variable, as well as an indirect effect between the independent variable and the dependent variable through the mediating variable (Kenny, 2014; Huck, 2012). Findings from this study revealed that the impact of a un/ethical organisational culture directly affects the likelihood of CWBs and also indirectly influences CWBs through the experience negative emotions in the workplace. In other words, an unethical culture does not only affect CWBs directly but also affects the experience of negative emotions, which is consequently related to the occurrence of CWBs. This finding supports the argument by Spector and Fox (2002) who proposed that the experience of emotions in the workplace is not automatic, and necessarily responsible for all behaviours, such that the experience of emotions will result in immediate behavioural responses. Instead, the experience of emotions may increase the probability of certain behaviours (CWBs), under certain conditions such as within an unethical organisational culture as was evidenced with the findings of this study. Furthermore, the finding obtained in light of this research question, emphasizes the significance of considering the impact of the organisation on the workplace behaviours of employees.

The findings obtained in this study, however, have revealed that the experience of negative emotions in the workplace partially explains why an organisational culture that lacks ethical quality may result in CWBs. This finding highlights the need for more research to investigate which other factors may better explain the occurrence of CWB. These factors are encouraged to be looked at within the context of the organisation, since previous research has advocated the need to understand whether factors such as negative emotions are characteristic of, or determined by the organisational context (Fine et.al, 2010; Spector et.al, 2005; Spector & Fox, 2002; Peterson, 2002). However, it should also be emphasized at this point that the strength of the predictive relationships in this study were relatively weak, which may be indicative of how other aspects such as personality may constrain the role of organisational factors on employee workplace behaviours (Colbert, 2004). Spector and Fox (2002) using the emotion centered model have similarly argued that the impact of the employee's personality will also in part determine the propensity of engaging in voluntary behaviour (OCB or CWB).

Therefore, future researchers are advised to further explore the mutual effect of individual and situational level predictors on CWBs, so that greater insight is continually gained on why such behaviours are still prevalent. More specifically, future research endeavours should continue exploring what other factors besides the experience of negative emotions in the workplace explains the effect of un/ethical organisational culture on the occurrence of CWBs. Thus, highlighting that the area of research on CWBs still require extensive research to explore and identify other antecedents predictive of the phenomenon. Furthermore, a call for more replicative studies is necessary especially as a lot of the studies conducted in the domain of counterproductive workplace behaviours have been of a cross sectional nature, which has consequently rendered the findings of such studies tentative. However, this study has nonetheless contributed significantly to the domain of research on CWBs as it has identified the experience of negative emotions in the workplace and an unethical organisational culture as antecedents of CWBs. Furthermore, this study has highlighted how individual and situational level variables interact to mutually account for the occurrence of CWBs. Although this research is not without limitations, it has however made efforts toward reconciling the gap in the literature and is amongst the few studies on CWBs conducted in the South African context (Cunniff & Mostert, 2012; Ramsaroop & Parumasur, 2007; Naicker, 2006). The limitations encountered during this study and the theoretical and practical implications of the findings are now discussed.

5.5. Limitations

Within this study a few limitations were encountered that has bearing on the findings obtained especially when the nature of the research and its associated negative perceptions are taken into account.

Firstly, the process of gaining access to a sample was met with great difficulty due to the highly sensitised nature of CWB. Although several organisations were formally approached by means of a letter detailing the purpose of the study and requesting permission to access employees, to invite them to participate in the study, only one organisation formally granted access (See Appendix A). This may have been due to the sensitised nature of CWB and fear of the organisation being exposed for CWB, which might have led to resisting consequences of having the organisation's reputation tarnished and jeopardized. Thus, management's reluctance to accommodate this research can be seen as a way of protecting the organisation's reputation, competitive advantage and organisational effectiveness. Nonetheless, such rationalisations have limited the amount of participants in this study and also the scope of the findings in this study.

The instruments used in this study were all self-report based questionnaires which can be particularly problematic with respect to response bias. However, previous researchers such as Samnani, et.al (2014) and Bowling and Gruys (2010) have argued that even though self-report measures tend to be problematic, they have proven to be a valid way of measuring CWB from the employee perspective. However, in this study response bias was highly probable as none of the instruments used, were designed to detect response biases such as social desirability, impression management and acquiescence, which might have affected the findings of this study. However, several efforts were employed to compensate for such effects. The Unethical Behaviour Scale introduced each of the 37 item questions with a

caption that redirected the focus from the participants unethical conduct to ask if participants had in the past 12 months, personally seen or had first-hand knowledge of employees or managers in their work group do any of the 37 behaviours defined in the scale. This might have reduced social desirability as participants were not made to believe that they were under direct investigation or study. This is specifically important, as previous findings found that if employees perceived that they were under direct investigation, then they are more likely to hide or underreport, or not at all report on CWB (Bowling & Gruys, 2010; Kaptein, 2007).
This technique has been highly recommended when using self-report based questionnaires of CWBs and has been found to be highly valid. Bowling & Gruys (2010) in this regard have argued that by framing the questions on CWBs in such a way, enables employees to reflect more accurately on their own behavioural tendencies, as they often use the other to make reference to themselves and their own behaviours. Thus, having asked the questions in such a way might have enabled participants to accurately report the occurrence of CWB in their organisation. However, this was not directly compensated for as the instruments were not designed with the direct intention to detect such biases.

Trevino et.al (2006) support the assertion made by Bowling and Gruys (2010) in that they argue that the effects of social desirability become more problematic when participants have to report on their own unethical or counterproductive work behaviours. In this study, to curb against effects such as social desirability, participants were also assured anonymity of their identity as well as anonymity of their responses in the questionnaire. This may also have encouraged participants to respond as truthfully as possible. The JAWS, even though it lacks built in social desirability checks, may have controlled for social desirability indirectly as it the item questions are originally ordered in non-leading way such that no groupings of items were obviously apparent to the participant. Having the mixed item questions in this manner, may have controlled for possible response bias such as acquiescence, more so since it enables the researcher to easily detect the occurrence of such biases.

Furthermore, the questionnaire that was distributed in this study was quite long as it consisted of three different scales, which consisted of a hundred and fifteen questions in total. This may have had particular bearing on the sample size initially obtained in the study, since ten participants who participated in this study had to be excluded from the sample due to incomplete questionnaires. Furthermore, the sampling strategy used was non-probability convenience sampling which did not allow for random selection of participants into the study. Non-probability convenience sampling may have limited the degree to which the sample of this study was representative of the population.

Another limitation of this study was that the cross sectional nature of the data had implications on how the results were reported. Findings from cross sectional data cannot be reported from a causal stance (Stangor, 2004) and as a result the findings of this study were reported very tentatively (Trevino et.al, 2006). However, having performed preliminary and additional analyses as required did strengthened the findings and the subsequent arguments inferred from these findings.

The sensitised nature of the research topic may also further have limited the scope of this study as participants did not fully complete biographical details such as race and age despite having been informed about the anonymity of responses and identity upon participation in this study. The reluctance of such participants to complete biographical information suggests that participants may have been determined to not have their identity exposed. This may be due to employees not wanting to be disadvantaged by their organisation in any way. Although, this was a limitation to the scope of the study, it was nonetheless very interesting to have found that such reservations were still lurking despite the researcher having formally informed the participants that this study was in no way associated with their respective organisations. This may also allude to the possibility that CWBs may still be perceived as a serious individually rooted problem that is stimulated by employee specific factors such as sex, age and race and not influenced in any way by the organisation.

Another serious limitation encountered in this study was the inability to compare results across departments and organisations especially since the sample consisted of employees from various organisations. Requesting information such as name of department and organisation would have compromised the degree to which participants believed their identity were concealed. Furthermore, it might also have increased dishonesty from employees answering the questionnaire, and increased the probability of social desirability in this study.

Lastly, considering that the data obtained from the Unethical Behaviour Scale was initially highly skewed to the left, this did not allow the frequency of CWBs to be explored in this study.

5.6. Implications for practice

From the findings of the study, some significant implications can be identified for practice. Having found a significant positive relationship between the experiences of negative emotions in the workplace, may suggest to management that the experience of negative emotions in the workplace is a perpetuating force underpinning the prevalence of CWB. Although the experience of negative emotions can be triggered by multiple causes, in this study it was specifically found that an organisational culture lacking ethical qualities is one such factor. In other words, a reason why CWBs may be persisting incident includes amongst other factors the influence of an unethical organisational culture. Therefore, in order to decrease the prevalence of CWB, management is advised on the premise of the findings obtained in this study to ensure that the culture of the organisation encourages ethical behaviour by prioritizing the seven organisational ethical virtues namely; clarity, congruency of supervisor and management behaviour, the presence of supportability, transparency, discussability and sanctionability within their culture. More specifically, management is advised to ensure that policies, norms, codes of practice and conduct amongst many other organisational prescripts are comprehensive, clearly and sufficiently detailed, formally stipulated and consequently clearly articulated, and communicated to employees. This will potentially increase the likelihood of ethical conduct and compliance as members are clearly and formally informed about what is appropriate and inappropriate behaviour respectively.

Management may also want to make certain that the conduct of supervisors and managers are consistent with that formally prescribed and stipulated in the organisation's prescripts, particularly since empirical evidence has shown that leaders within the organisation are considered as role-models. Trevino et.al (2006) have found and argued in their study that management is to encourage leaders to model ethical behaviour by complying with the stipulated expectations. This recommendation is further supported by theoretical arguments that advocate the pervasiveness of observational learning of which role-modelling is a prime example (Einarsen et.al, 2007). Therefore, suggesting that if supervisors and managers adhere to the prescribed codes of conduct for example, then it is highly likely that employees under the supervision and management of such leaders will learn compliance on the premise that it has been modelled to them.

However, issues of justice can also explain the importance of ethical leadership especially perceptions of interactional justice (Aquino et.al, 1999). In other words, if employees perceive their leaders as treating them fairly and just in relation to everyone else, the employee may be less motivated to engage in CWB in attempt to rectify the perceived unfairness (Fine et.al, 2010; Kelloway, Francis, Prosser and Cameron, 2010; Aquino et.al, 1999). Acknowledging that the 21st century organisation is driven by increased competition, ensuring that supervisor and managers behaviours is of an ethical quality can be increasingly difficult as competitive advantage is defined by achieving the bottom line in the most effective way (Einarsen et.al, 2010). This has proven highly probable as there are real-life examples where ethical conduct was compromised for the bottom line (profit accumulation) objective. Thus from such a perspective, it becomes evident why congruency of supervisor and management's behaviour have been found to be fundamentally influential in curbing the frequency of CWB.

In addition, it is also advised that management stimulate enough opportunity for employees to identify with, become involved in and be committed to the values and expectations of the organisation. Opportunities directed toward such objectives may include having regular ethics-related programmes or team and organisational cohesion promoting events which all have the underlying purpose of providing education on ethical related behaviour, development and compliance. This may further increase employee affective commitment and job satisfaction, as intrinsic motivation enables for sufficient capacity to behave ethically (Aquino et.al, 1999; Mangione & Quinn, 1975). In light of such initiatives, management may want to ensure that employees are sufficiently informed and aware of the impact of CWB and the associated consequences of such behaviour. This would create transparency on part of the organisation, such that unacceptable behaviour is clearly stipulated and prohibited and its consequences are clearly expressed and punishable and thus made evident to employees.

It is also proposed that management create a safe platform for employees to discuss any discrepancies, misconceptions and concerns regarding conduct in the organisation such that no fear of reproach from management and other employees is perceived. This has also been proposed from other researchers in the domain, who have similarly argued that if management expects employees to report any deviations from the stipulated codes, management is to make certain that a safe and secure environment is promoted (Kaptein, 2011; Appelbaum, Iaconi & Matsousek, 2007; Gundlach, Douglas & Martinko, 2002). In other words, if such an arrangement is lacking in the organisation then the probability of reinforcing and perpetuating the occurrence of CWB is increased. Thus, rendering any principle made by the organisation in this regard insignificant or insubstantial.

Furthermore, in light of the aforementioned, management is also advised to make sure CWBs is consistently punished and OCBs is continually rewarded so that the importance of compliance is highlighted. If clearly defined sanctions are conditioned within the prescripts of organisational culture and effectively practiced in organisations, then CWBs can be expected to decrease. Findings of this study, however, interestingly caution management from merely providing employees with information on how behaviours that are inappropriate will be sanctioned; instead this information should be sufficiently practiced if employee compliance is to be achieved. In other words, to decrease CWB, management is to ensure that ethical behaviour is effectively modelled so that employees learn through vicarious or observational learning. Furthermore, although it has been found that the experience of negative emotions is not the only factor affecting how organisational culture acts as a determinant of CWB; the preceding recommendations should nonetheless be considered when the objective is to curb the prevalence of CWB. Thus, the value of the proposed recommendations should not be underestimated.

5.7. Recommendations for future research

Suggestions for future research includes replicating this study with due consideration to the previously discussed limitations. Findings from replicative studies will serve to confirm whether the results found in this study are truly reflective of counterproductive workplace behaviours in the South African context.

Furthermore, with specific reference to the South African context, more studies are needed to focus on counterproductive workplace behaviours as a collective phenomenon. This should be of high priority since studies in the South African context has predominantly focused on very specific counterproductive workplace behaviours such as fraud (Naicker, 2006), workplace bullying (Cunniff & Mostert, 2012), sexual harassment (Ramsaroop & Parumasur, 2007) and vandalism (Dzansi, Rambe, Mathe, 2014).

Furthermore, a call for longitudinal studies should be devoted to the study of counterproductive workplace behaviours. This is highly important as cross sectional data prevents the ability to conclusively argue and defend the findings obtained.

Moreover, future research may want to explore who the recipients of CWBs are using the Unethical Behaviour Scale, since this was beyond the scope of this research study. Such findings may give more insight into the motivations of counterproductive workplace behaviour.

5.8. Conclusions

In conclusion, this study sought to explore whether organisational culture with particular reference to ethicality, influenced the prevalence of counterproductive workplace behaviours (CWBs). In addition, this study also sought to explore if an ethical organisational culture influenced CWBs by eliciting the experience of negative emotions in the workplace. Findings revealed that an unethical organisational culture was directly related to CWBs and that the experience of negative emotions in the workplace in part accounted for this relationship between organisational culture (in terms of ethical quality) and CWBs. Thus, the importance of studying variables from the both the situation and individual level of influence as antecedents of CWBs is highlighted in this study. Findings from this study revealed that an organisational culture that valued ethical virtues of clarity, having supervisors and senior management behaviour congruent with policies, ensuring that support for employees are provided and that consequences and impact of behaviours are communicated to employees, will reduce the probability of CWBs. Similarly, if the organisation clearly ensures that sufficient platforms are available for employees to discuss ethical concerns without fear of reproach and when CWBs are consistently punished and desired behaviours are continually rewarded, then the occurrence of CWBs is less likely.

However, interestingly in this study, one of the ethical virtues, namely feasibility was found to be unrelated to the occurrence of CWBs. This finding was is relatively inconsistent with that found in previous research. However, the insignificant relationship found between feasibility and CWBs in this study may imply that organisations are to move beyond just providing employees with conditions or mechanisms that will allegedly enable employees to behave ethically. Instead, management is to ensure that policies are clearly defined, ensure that these policies adequately inform employees about the impact and consequences of CWBs, and ensure that supervisor and senior management behave ethically and provide support for employees to behave ethically. Furthermore, and perhaps more importantly organisations are encouraged to ensure that corrective processes are in place that will ensure CWBs are punished and that desired behaviours are well rewarded. Thus, in other words, findings from this study seems to be suggesting a shift in practice from an organisational culture perspective in that a more active and participative approach is implied.

In addition, an unethical organisational culture was also found to relate with the experience of negative emotions in the workplace. Therefore, suggesting that the experience of negative emotions in the workplace can be an indication of an organisation’s culture lacking ethical quality. Similarly, the experience of positive emotions in the workplace was also found to relate with organisational culture, which suggests that an ethical culture may more likely stimulate the experience of positive emotions in the workplace. Similarly, results further revealed that the experience of negative emotions in the workplace also predicted CWBs. However, to examine the role of experiencing negative emotions in the workplace on how organisational culture may influence intention to behave counterproductively, it was found that the experience of negative emotions in the workplace was only a partial mediator of this relationship. This was due to organisational culture also having a direct impact on CWBs.

Therefore, on the premise of the findings in this study, suggested recommendations for practice includes having organisations ensure and prioritise the seven of the eight ethical corporate virtues as part of their organisational culture and minimise the extent to which employees may be experiencing negative emotions in the workplace as these factors have been found to influence the prevalence of CWBs. Even more specifically, organisations are recommended to ensure that an ethical culture is established and practiced so as to minimise the degree to which negative emotions are experienced in the workplace, since findings found a significant moderate and negative relationship between an unethical organisational culture and the experience of negative emotions in the workplace. It should be noted however, that the recommendations for practice were also advised with caution since the strength of the relationships found in this study were relatively weak. Therefore, more research is needed to explore this dual relationship to confirm if the findings obtained in this study are indeed valid and representative of employees in South African organisations. In spite of such a drawback, this study has nonetheless provided great insight on how individual and situation level characteristics mutually accounts for workplace behaviours such as CWBs.

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Appendix A: Letter requesting access

Psychology

School of Human & Community Development

University of the Witwatersrand

Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Dear Sir/Madam

My name is Cheron Johnson and I am currently conducting research for purposes of obtaining a Master's Degree in the field of Industrial/Organisational Psychology at the University of the Witwatersrand. My research explores whether perceptions of organisational culture and the experience of negative emotions in the workplace relate to counterproductive workplace behaviour. Previous research has shown that organisational culture relates to counterproductive workplace behaviours. I aim to expand these research findings by exploring whether the experience of negative emotions in the workplace predicts the relationship between organisational culture and counterproductive workplace behaviours. I would like to invite your organisation to participate in the study.

Participation would involve inviting as many employees from your organisation as possible to complete a questionnaire that will take approximately fifteen to twenty minutes to complete. Participation is voluntary. Participants will have the right to withdraw and decline participation in this study up until the point of submitting the questionnaire. Submission of the questionnaire is considered informed consent to participate in this study. The data collected will not be accessed by anyone besides by my research supervisor and I, to ensure confidentiality of responses. Participation in this study is completely anonymous, as no identifying information will be requested from employees. In addition, all data will be analysed at the group level, further assuring the participant anonymity in the study. Furthermore, participation and non-participation will not benefit or disadvantage a person in any way and there is no foreseen harm associated with participation. The data will be safeguarded on a password-protected laptop that no one will have access to apart from my supervisor and I.

A summary of results obtained in this study can be accessed from the BlogSpot address provided (www.blogspotworkbehaviours.com). Should you have any queries, please do not hesitate to contact me or my supervisor at the email addresses below. Your accommodation of this research in your organisation will be greatly appreciated.

Thank you for reading this.

Yours sincerely

Cheron Johnson

Email: cheroncj@gmail.com

Supervisor: Mr Ian Siemers

Email: Ian.Siemers@wits.ac.za

Appendix B: Participation Information Sheet

Psychology

School of Human & Community Development
University of the Witwatersrand
Private Bag 3, WITS, 2050
Tel: (011) 717 4500 Fax: (011) 717 4559

Dear Sir/Madam

My name is Cheron Johnson and I am currently conducting research for purposes of obtaining a Master's Degree in the field of Industrial/Organisational Psychology at the University of the Witwatersrand. My research explores whether perceptions of organisational culture and the experience of negative emotions in the workplace relate to counterproductive workplace behaviour. Previous research has shown that organisational culture relates to counterproductive workplace behaviours. I aim to expand these research findings by exploring if negative emotions experienced in the workplace predict the relationship between organisational culture and counterproductive workplace behaviours. I would like to invite you to participate in the study.

Participation involves completing a questionnaire that will take fifteen to twenty minutes. Participation is voluntary. Participants will have the right to withdraw and decline participation in this study up until the point of submitting the questionnaire. Submission of the questionnaire is considered informed consent to participate in this study. The data collected will not be accessed by anyone besides by my research supervisor and I, thus ensuring confidentiality. Participation in this study is completely anonymous as no identifying information will be requested from employees, and all data will be analysed at the group level. Participation and non-participation will not benefit or disadvantage a person in any way and there is no foreseen harm associated with participation. The data will be safeguarded on a password-protected laptop that no one will have access to apart from my supervisor and I. the data collected in this study will be destroyed after the study is completed and the Master's degree has been obtained.

A summary of results obtained in this study can be accessed from the BlogSpot address provided (www.blogspotworkbehaviours.com). Should you have any queries, please do not hesitate to contact me or my supervisor at the email addresses below. Your accommodation of this research in your organisation will be greatly appreciated.

Thank you for reading this.

Yours sincerely

Cheron Johnson

Email: cheroncj@gmail.com

Supervisor: Mr Ian Siemers

Email: Ian.Siemers@wits.ac.za

Appendix C: The Demographic Information Sheet

The demographic information sheet

Please answer the following questions by ticking the box most appropriate to you.

Please note that these questions are asked purely for statistical purposes and are not meant to offend in any way.

Gender:

Male	Female

Age: ___________

Population Group:

White	Black	Coloured	Indian	Asian

Other (Please specify): ______________

Home language:

English	Afrikaans	IsiZulu	Sesotho	Xitsonga	IsiNdebele	Sepedi	SiSwati	Setswana	Tshivenda	IsiXhosa

Other (Please specify): ________________

Tenure (years of employment in your current organisation): __________

Appendix D: The Job-related Affective Wellbeing Scale, JAWS

Job-related Affective Well-being Scale, JAWS

Below are a number of statements that describe different emotions that a job can make a person feel. Please indicate the amount to which any part of your job (e.g., the work, coworkers, supervisor, clients, pay) has made you feel that emotion in the past 30 days.

Please check **one** response for each item that best indicates how often you've experienced each emotion at work over the past 30 days.	Never	Rarely	Sometimes	Quite often	Extremely often
1. My job made me feel angry.					
2. My job made me feel anxious.					
3. My job made me feel at ease.					
4. My job made me feel bored.					
5. My job made me feel calm.					
6. My job made me feel content.					
7. My job made me feel depressed.					
8. My job made me feel discouraged.					
9. My job made me feel disgusted.					
10. My job made me feel ecstatic.					
11. My job made me feel energetic.					
12. My job made me feel enthusiastic.					
13. My job made me feel excited.					
14. My job made me feel fatigued.					
15. My job made me feel frightened.					
16. My job made me feel furious.					
17. My job made me feel gloomy.					
18. My job made me feel inspired.					
19. My job made me feel relaxed.					
20. My job made me feel satisfied.					

Appendix E: The Corporate Ethical Virtues Questionnaire, CEVS

The Corporate Ethical Virtues Questionnaire

Below are 58 items describing organisational or corporate culture, please tick the most applicable responses to these questions.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The organisation makes it sufficiently clear to me how I should conduct myself appropriately toward others within the organisation						
The organisation makes it sufficiently clear to me how I should obtain proper authorizations						
The organisation makes it sufficiently clear to me how I should use company equipment responsibly						
The organisation makes it sufficiently clear to me how I should use my working hours responsibly						
The organisation makes it sufficiently clear to me how I should handle money and other financial assets responsibly						
The organisation makes it sufficiently clear to me how I should deal with conflicts of interests and side-line activities responsibly						
The organisation makes it sufficiently clear to me how I should deal with confidential information responsibly						
The organisation makes it sufficiently clear to me how I should deal with external persons and organisations responsibly						
The organisation makes it						

sufficiently clear to me how I should deal with environmental issues in a responsible way						
In my immediate working environment, it is sufficiently clear how we are expected to conduct ourselves in a responsible way						
My supervisor sets a good example in terms of ethical Behaviour						
My supervisor communicates the importance of ethics and integrity clearly and convincingly						
My supervisor would never authorise unethical or illegal conduct to meet business goals						
My supervisor does as he says						
My supervisor fulfils his responsibilities						
My supervisor is honest and reliable						
The conduct of the Board and (senior) management reflects a shared set of norms and values						
The Board and (senior) management sets a good example in terms of ethical behaviour						
The Board and (senior) management communicates the importance of ethics and integrity clearly and convincingly						
The Board and (senior) management would never authorise unethical or illegal conduct to meet business goals						
In my immediate working						

environment, I am sometimes asked to do things that conflict with my conscience						
In order to be successful in my organisation, I sometimes have to sacrifice my personal norms and values						
I have insufficient time at my disposal to carry out my tasks responsibly						
I have insufficient information at my disposal to carry out my tasks responsibly						
I have inadequate resources at my disposal to carry out my tasks responsibly						
In my job, I am sometimes put under pressure to break the Rules						
In my immediate working environment, everyone is totally committed to the (stipulated) norms and values of the organisation						
In my immediate working environment, an atmosphere of mutual trust prevails						
In my immediate working environment, everyone has the best interests of the organisation at heart						
In my immediate working environment, a mutual relationship of trust prevails between employees and management						
In my immediate working environment, everyone takes the existing norms and standards seriously						
In my immediate working environment, everyone treats one another with respect						

If a colleague does something which is not permitted, my manager will find out about it						
If a colleague does something which is not permitted, I or another colleague will find out about it						
If my manager does something which is not permitted someone in the organisation will find out about it						
If I criticise other people's behaviour, I will receive feedback on any action taken as a result of my criticism						
In my immediate working environment, there is adequate awareness of potential violations and incidents in the organisation						
In my immediate working environment, adequate checks are carried out to detect violations and unethical conduct						
Management is aware of the type of incidents and unethical conduct that occur in my immediate working environment						
In my immediate working environment, I have the opportunity to express my opinion						
In my immediate working environment, reports of unethical conduct are handled with caution						
In my immediate working environment, there is adequate scope to discuss unethical conduct						
In my immediate working environment, reports of unethical conduct are						

taken seriously						
In my immediate working environment, there is adequate scope to discuss personal moral dilemmas						
In my immediate working environment, there is adequate scope to report unethical conduct						
In my immediate working environment, there is ample opportunity for discussing moral dilemmas						
If someone is called to account for his/her conduct, it is done in a respectful manner						
In my immediate working environment, there is adequate scope to correct unethical conduct						
If reported unethical conduct in my immediate working environment does not receive adequate attention, there is sufficient opportunity to raise the matter elsewhere in the organisation						
In my immediate working environment, people are accountable for their actions						
In my immediate working environment, ethical conduct is valued highly						
In my immediate working environment, only people with integrity are considered for promotion						
If necessary, my manager will be disciplined if s/he behaves Unethically						
The people that are successful in my immediate working environment stick to the norms and standards of the organisation						

In my immediate working environment, ethical conduct is rewarded						
In my immediate working environment, employees will be disciplined if they behave unethically						
If I reported unethical conduct to management, I believe those involved would be disciplined fairly regardless of their position						
In my immediate working environment, employees who conduct themselves with integrity stand a greater chance to receive a positive performance appraisal than employees who conduct themselves without integrity						

Appendix F: The Unethical Behaviours Scale, UBS

Workplace behaviours

Below are 37 items of workplace behaviours. Please tick the most applicable responses to these questions.

In the past 12 months, I have personally seen or have first-hand knowledge of employees or managers in my work group…

	Never **(1)**	**Rarely** **(2)**	**Sometimes** **(3)**	**Often** **(4)**	**Almost always** **(5)**
Wasting, mismanaging, or abusing organisational resources					
Discriminating against employees					
Violating workplace health and safety rules or principles					
Engaging in (sexual) harassment or creating a hostile work environment					
Breaching employee privacy					
Violating employee wage, overtime, or benefits rules					
Mishandling confidential or proprietary information					
Engaging in activities that pose a conflict of interest					
Falsifying time and expense reports					
Violating document retention rules					
Engaging in false or deceptive sales and marketing practices					
Breaching computer, network, or database controls					
Stealing or misappropriating assets					
Violating environmental standards or regulations					
Entering into customer contracts					

relationships without the proper terms, Conditions or approvals.					
Breaching customer or consumer privacy					
Violating contract terms with customers					
Accepting inappropriate gifts, favors, entertainment, or kickbacks from suppliers					
Making false or misleading claims to the public or media					
Fabricating or manipulation product quality or safety test results					
Exposing the public to safety risk					
Improperly gathering competitors' confidential information					
Violating or circumventing supplier selection rules					
Falsifying or manipulating financial reporting information					
Engaging in anticompetitive practices					
Entering into supplier contracts that lack proper terms, conditions, or approvals					
Doing business with disreputable suppliers					
Providing regulators with false or misleading information					
Submitting false or misleading invoices to customers					
Violating contract or payment terms with suppliers					

Providing inappropriate information to analysts and investors					
Violating the intellectual property rights or confidential information of suppliers					
Paying suppliers without accurate invoices or records					
Trading securities based on inside information					
Violating international labor or human rights					
Making improper political or financial contributions to domestic or foreign officials					
Doing business with third parties that may be involved in money laundering or are prohibited under international trade restrictions and embargos					

APPENDIX G: ETHICS LETTER

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

HUMAN RESEARCH ETHICS COMMITTEE (SCHOOL OF HUMAN & COMMUNITY DEVELOPMENT

CLEARANCE CERTIFICATE **PROTOCOL NUMBER: MORG/14/013 IH**

PROJECT TITLE:	Counterproductive Workplace Behaviours, Negative Emotions and Organisational Culture.
INVESTIGATORS	Johnson Cheron Chanelle
DEPARTMENT	Psychology
DATE CONSIDERED	05/05/13
DECISION OF COMMITTEE*	Approved

This ethical clearance is valid for 2 years and may be renewed upon application

DATE: 19 June 2014

CHAIRPERSON ______
(Professor M. Nduna)

cc Supervisor: Mr. I Siemers
Psychology

DECLARATION OF INVESTIGATOR (S)

To be completed in duplicate and **one copy** returned to the Secretary, Room 100015, 10th floor, Senate House, University.

I/we fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure, as approved, I/we undertake to submit a revised protocol to the Committee.

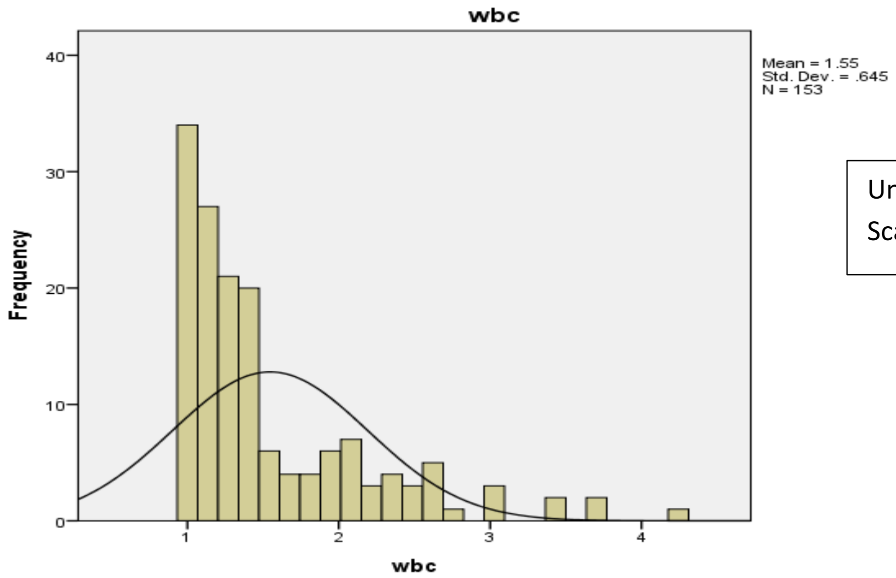
This ethical clearance will expire on 31 December 2016

PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES

Appendix H

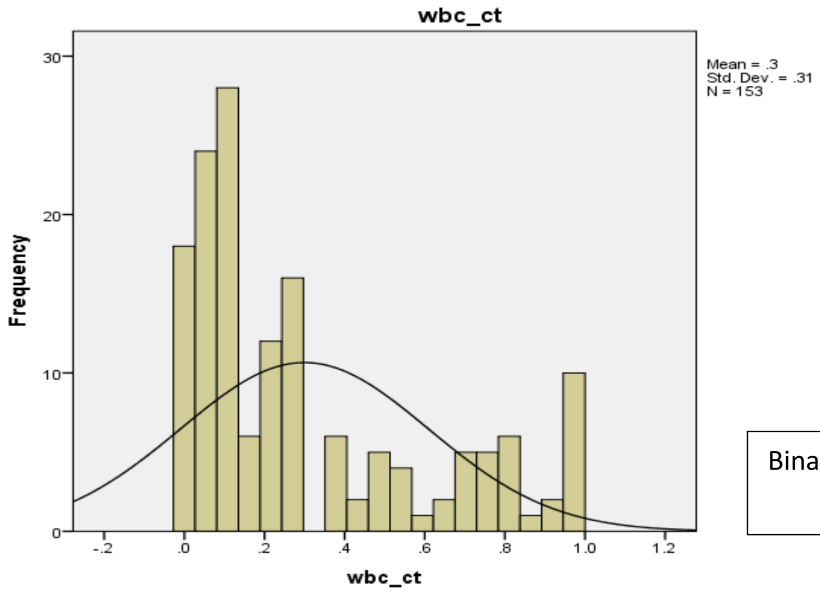
Normality distribution curves of variables under study

<u>Normality distribution curve of the total unmodified Unethical Behaviour Scale (UBS)</u>



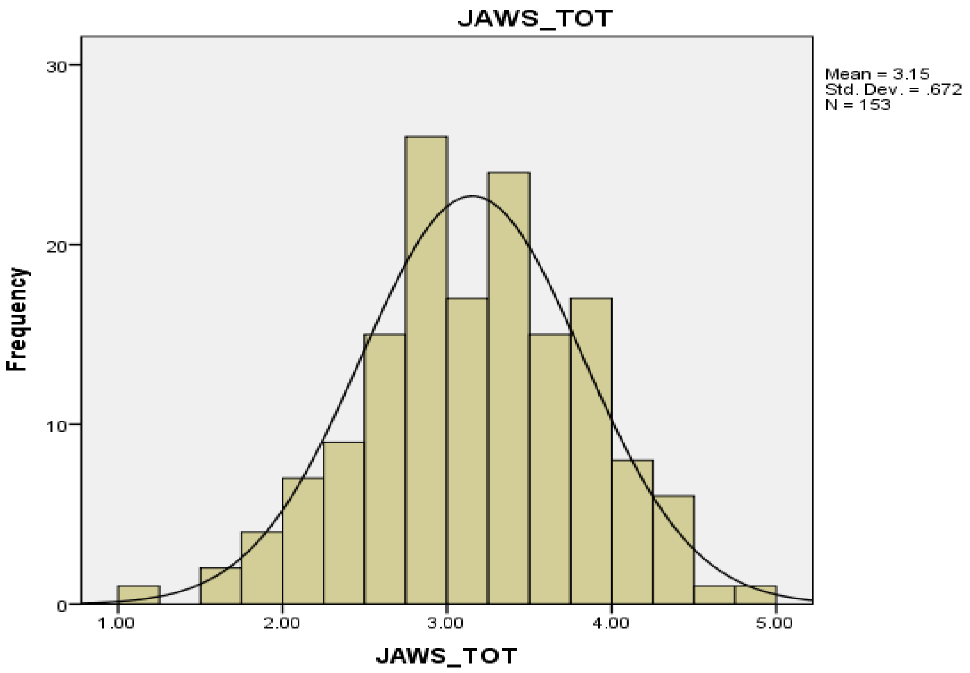
Unmodified Unethical Behaviour Scale

<u>Normality distribution curve of the total modified Unethical Behaviour Scale (UBS)</u>

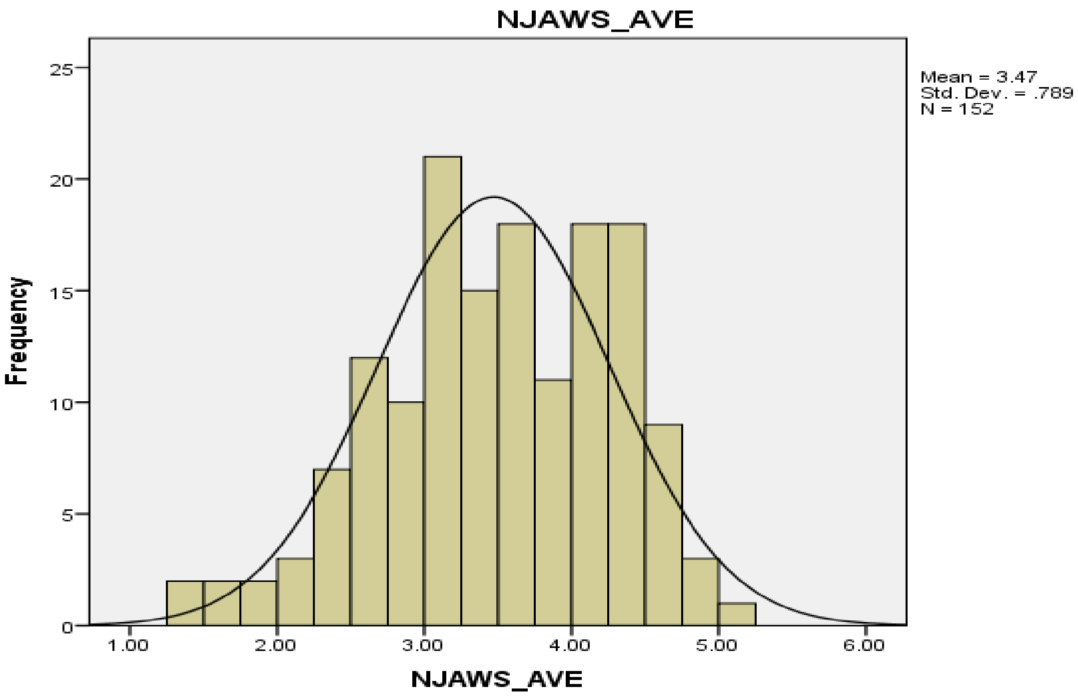


Binary analysed Unethical Behaviour Scale

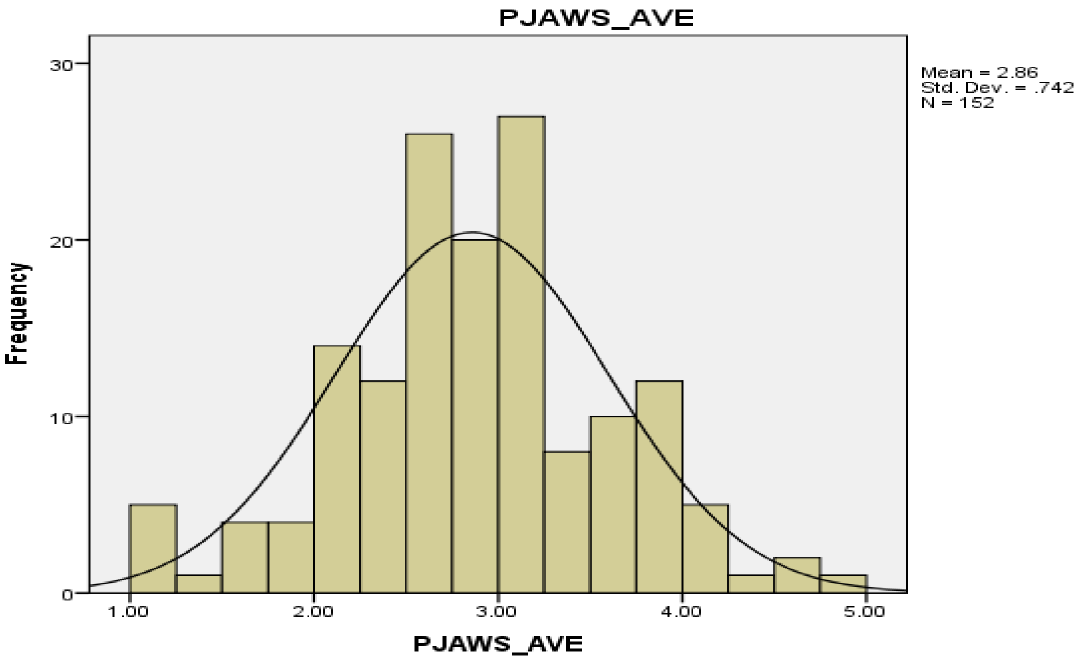
<u>Normality distribution curve of the total Job-related Affective Wellbeing Scale (JAWS)</u>



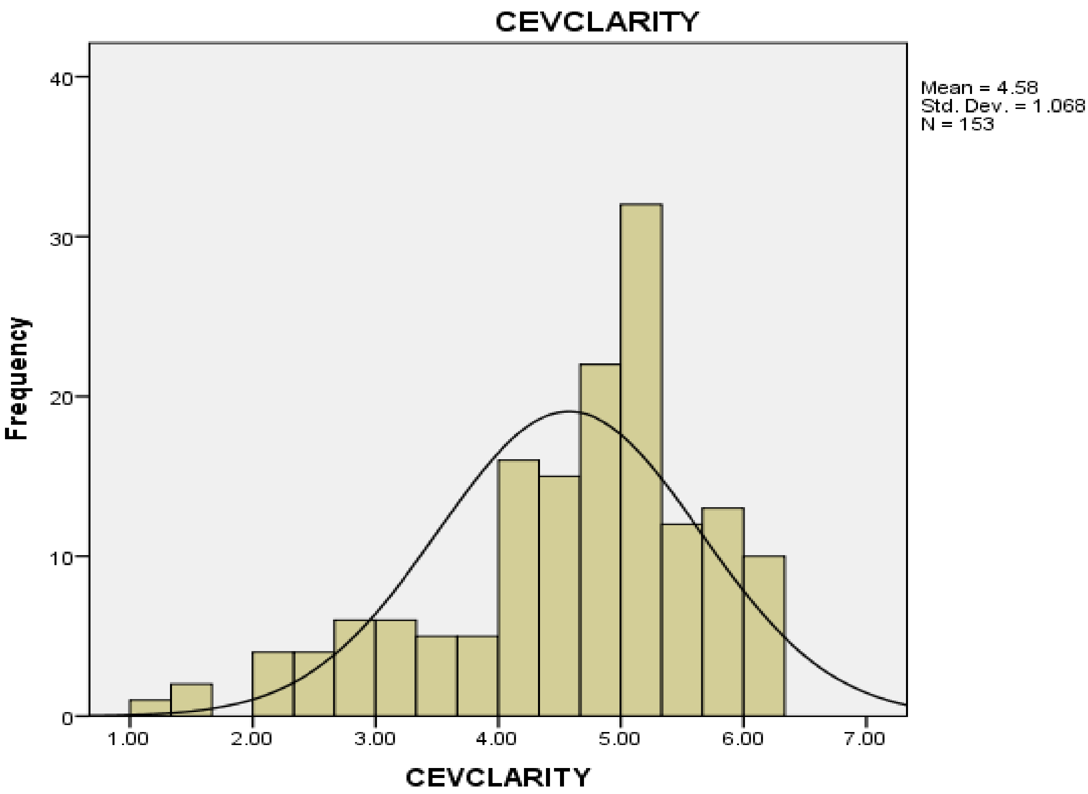
<u>Normality distribution curve of the negative emotions subscale of the JAWS</u>



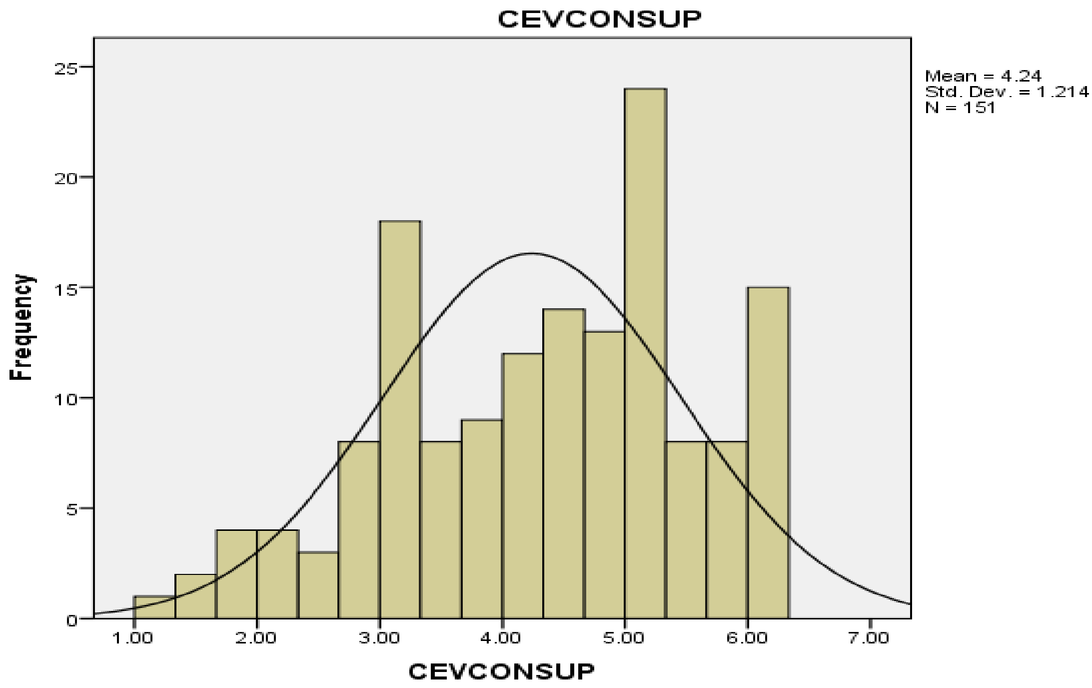
<u>The normality distribution curve of the positive emotions subscale of the JAWS</u>



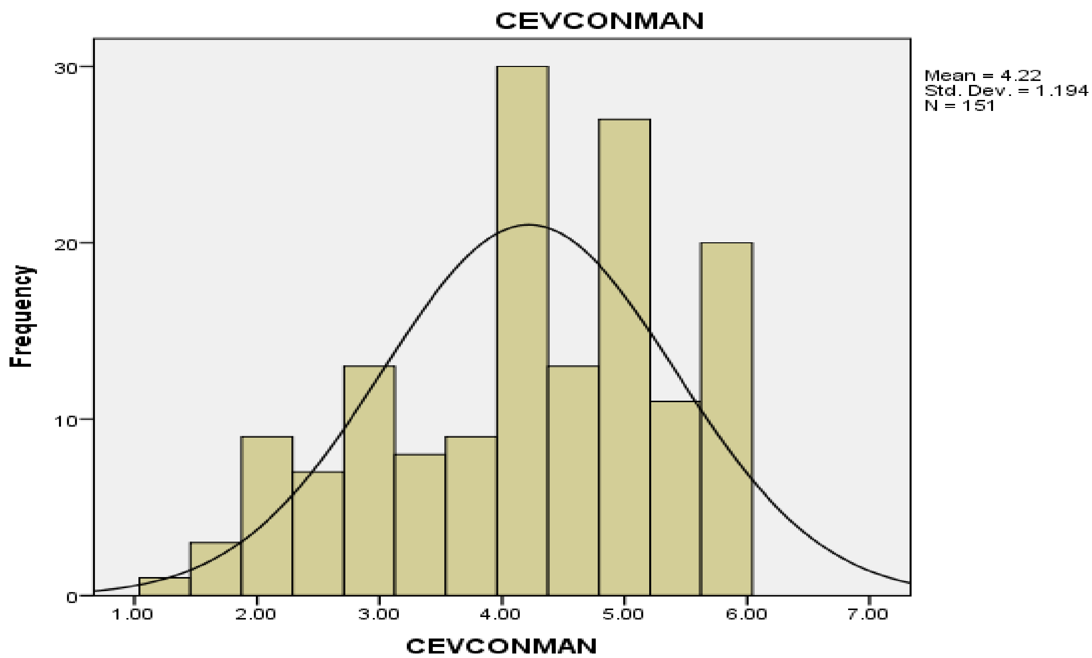
Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Clarity



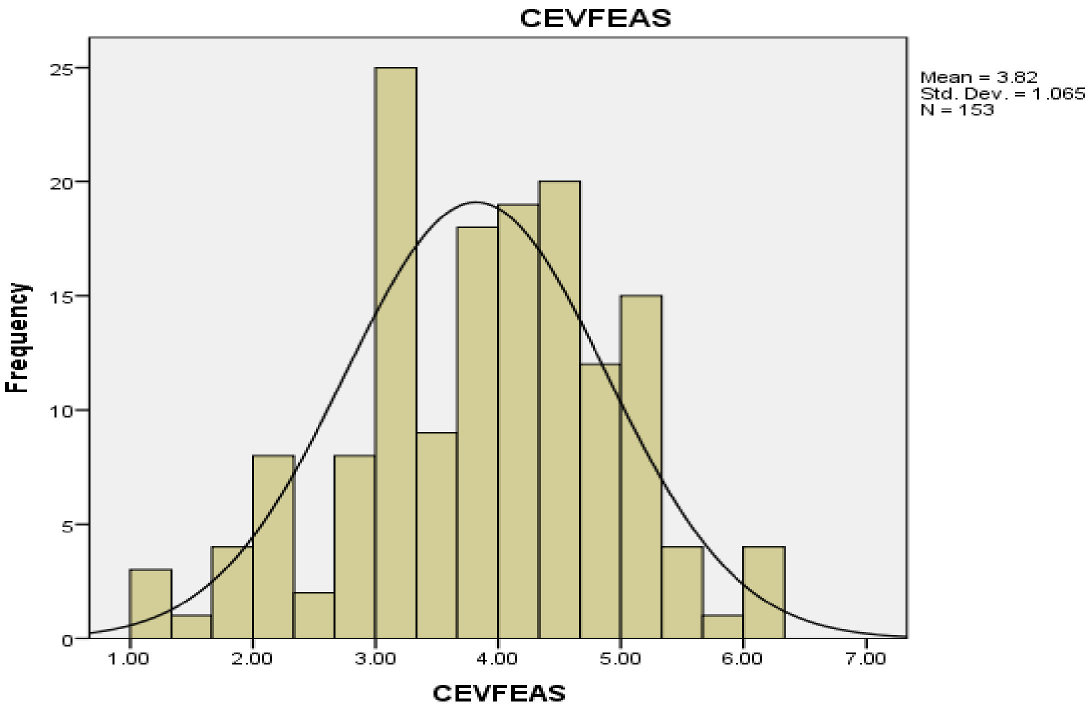
Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Congruence of Supervisor behaviours



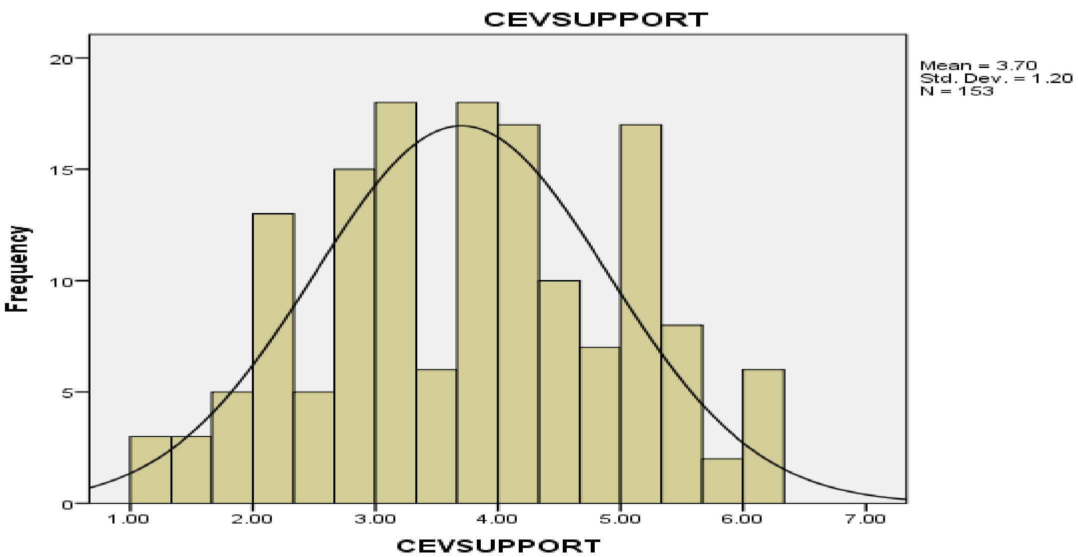
Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Congruence of Management behaviour subscale



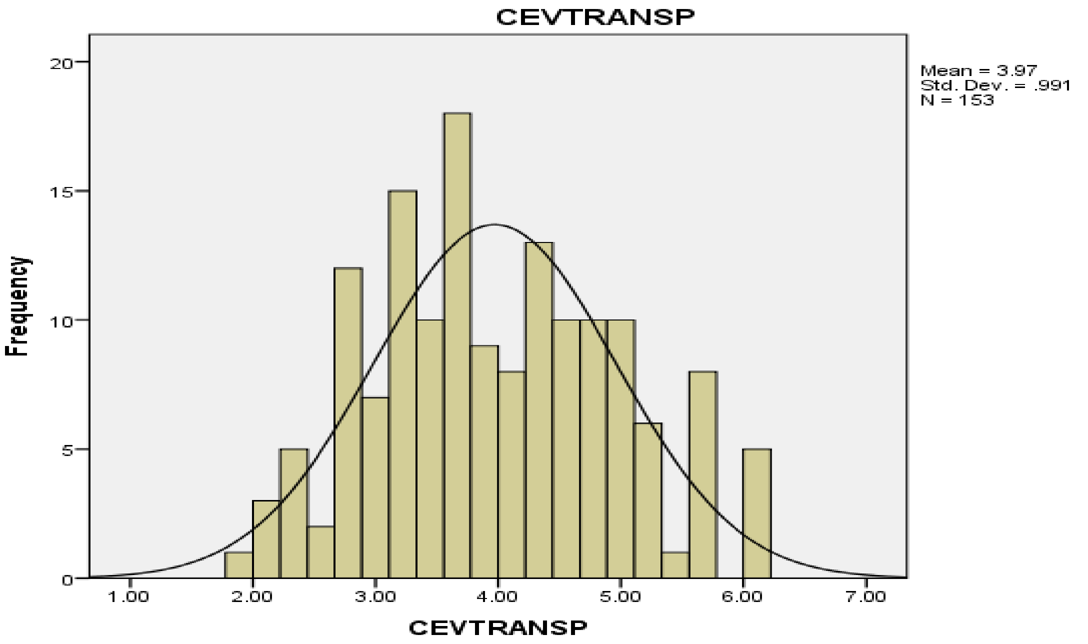
Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Feasibility



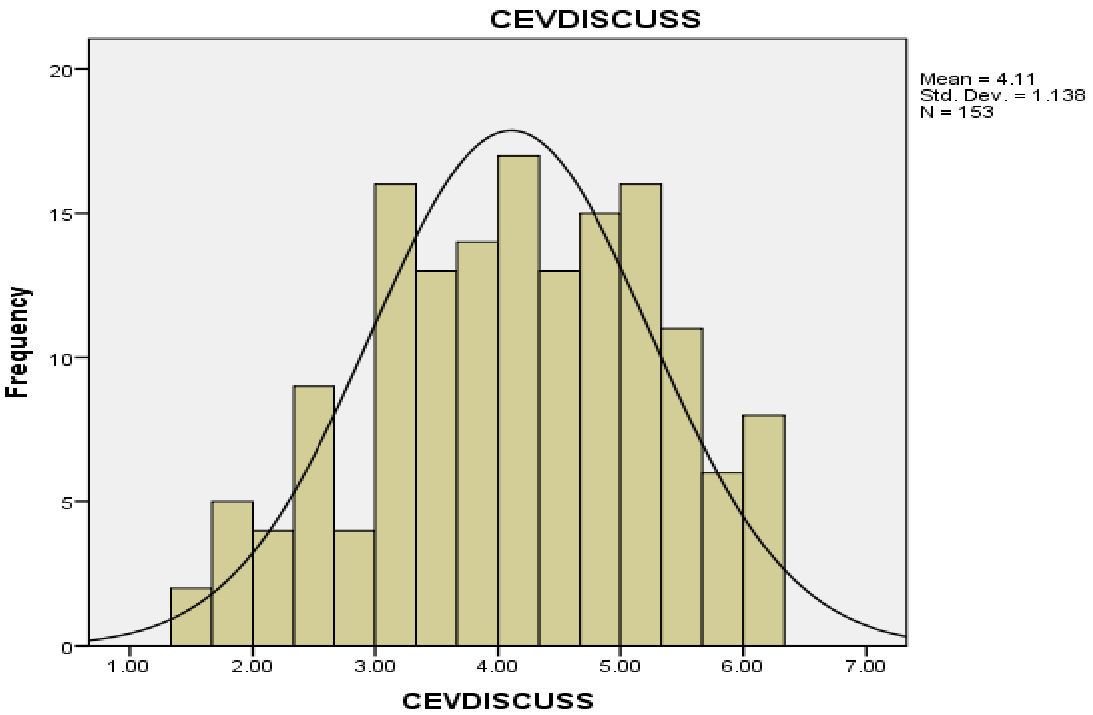
Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Supportability



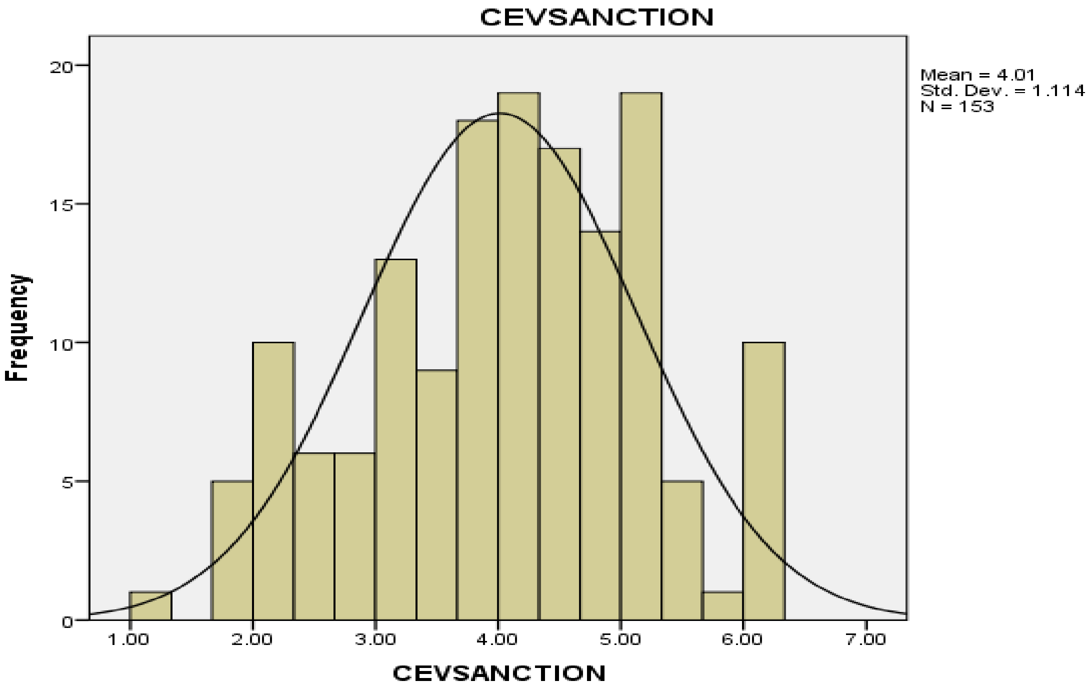
Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Transparency



Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Discussability



Normality distribution curve of the Corporate Ethical Virtues (CEVS) subscale of Sanctionability


CEVSANCTION
Mean = 4.01
Std. Dev. = 1.114
N = 153
Frequency
20
15
10
5
0
1.00
2.00
3.00
4.00
5.00
6.00
7.00
CEVSANCTION

Appendix I: Collinearity Diagnostics

Collinearity Diagnositics: Tolerance Level indicators

Regression relationship	Tolerance Level Value
Clarity and negative emotions on CWB	.958
Congruence of Supervisor and negative emotions on CWB	.860
Congruence of Management and negative emotions on CWB	.927
Feasibility and negative emotions on CWB	.957
Supportability and negative emotions on CWB	.926
Transparency and negative emotions on CWB	.961
Discussability and negative emotions on CWB	.854
Sanctionability and negative emotions on CWB	.861

**Tolerance level should be greater than .10 to suggest that no singularity exists*

Thus no evidence of collinearity existed based on the tolerance level indicator, therefore suggesting that the variability of each variable on the dependent variable was not explained by any other variable in the study.