

AN INVESTIGATION OF THE RELATIONSHIP BETWEEN COUNTERPRODUCTIVE WORK BEHAVIOR AND TURNOVER INTENTION IN SPORTS ORGANIZATIONS

Sevim Güllü

Istanbul University-Cerrahpasa, Faculty of Sport Science, Istanbul-Turkey

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Abstract

This study aims to examine the relationship between the counterproductive work behavior and turnover intention in sports organizations. This research employed descriptive and relational screening techniques. The study enrolled a total of 184 participants (94 females and 90 males) employed in sports organizations, and selected according to the convenience sampling method, which is one of the non-probability sampling methods. As the data collection tools, personal information form, Counterproductive Work Behavior Scale and Turnover Intention Scale were used. The statistical analysis of the obtained data was performed with percentage (%) and frequency (f) tests using SPSS 20 package program. Since the data were distributed normally, t-test and ANOVA test were used. In addition, Pearson's correlation analysis was performed to determine the relationships between the counterproductive work behavior and its sub-dimensions and the turnover intention. Significance level was accepted as $p < 0.05$. According to findings; counterproductive work behavior in the sports organizations examined were found to be very low. Turnover intention was found higher than average. There is no relationship between the scales. Primary school graduate participants exhibit more frequently interpersonal counterproductive work behaviour. The contractual staff has more frequently organizational counterproductive work behaviour than permanent staff. The Turnover Intention scores of general services staff were also found to be higher than other employees.

Key words: *Counterproductive work behaviors, organizational deviation, intent to leave, turnover intention, sport organizations.*

Introduction

In order to sustain their existence and increase their efficiency, organizations must use their resources in line with their objectives. The recruitment of people who are compatible with the aim, goal and vision of the organization, in other words, effective use of human resources will provide long-term benefits to the organization. In addition, the high quality of working life and organizational health in organizations will increase positive organizational behavior and reduce negative organizational behavior. In organizations where the organizational climate is moderate; motivation, employee engagement, and organizational citizenship behavior will increase while stress, counterproductive work behavior and turnover intention will decrease. Positive behavior will be a good supporter on the path to organizational success. Negative behavior, on the other hand, will harm the organization by damaging the organizational climate and increasing the costs. As a matter of fact, there is evidence in the literature that negative behaviors among employees in organizations prevent the emergence of extra role behaviors (Yildiz, 2016). Since negative situations will decrease the performance of the employees, they constitute an obstacle for organizations to show high efficiency. Therefore, minimizing negative

behavior should be among the main objectives of the organizations.

Literature review

Counterproductive work behavior

This concept is also referred to in the literature as workplace deviation. This is one of the topics recently researched in our country. Deliberate harmful behavior of employees against their organizations are called counterproductive work behavior (Martinko et al., 2002: 37; Polatçı & Özçalık, 2015: 217; Spector and Fox, 2005, Robinson and Bennett, 1995). These behavior can lead to significant problems that threaten organizational life (Polatçı et al., 2014: 3,4). Counterproductive work behavior include behavior that have the potential to harm both other employees and the organization (Spector, 2011: 343).

Anasız (2016:14) described a distinctive aspect of counterproductive work behavior, also referred to as workplace deviation in the literature (Demir, 2010), as follows: these behavior should be carried out by the employees of the organization in order to be evaluated within the scope of workplace deviation. The sabotaging or harming behavior of someone

who was employed in the organization in the past cannot be examined in this context. One feature of this type of behavior is that they are repeated weekly or monthly or have been carried out for a long time (Djurkovic et al., 2006: 74).

Figure 1, as reported by Güllü (2018), presents a summary of the typology developed by Robinson and Bennett (1995). As can be seen in the figure, employee deviance is examined under two different dimensions, namely organizational and interpersonal. Organizational deviation is examined under production deviance and property deviance while interpersonal deviation is examined under the dimensions of political deviance and personal aggression. The figure is also important in that it shows another dimension: minor damages are classified as production deviance and political deviance while serious damages are classified as property deviance and personal aggression. With this typology, Robinson and Bennett (1995) conceptually integrated organizational and interpersonal deviance and have bridged the gap between the two unrelated topics (Avcı, 2008: 41, 42). The production deviance consists of negative behavior, such as taking excessive breaks, leaving early, intentionally working slow, and wasting company resources. Equipment deviance is composed of negative behavior such as sabotaging equipment, stealing company equipment or merchandise, stealing money from cash drawer, accepting kickbacks, and lying about hours worked. Political deviance are negative behavior such as showing favoritism, gossiping about co-worker, blaming co-worker for mistakes, and competing with co-worker in non-beneficial way. Personal aggression consists of negative behavior such as sexual harassment, verbal abuse, and endangering co-workers by reckless behavior (İyigün & Çetin, 2012: 17).



Figure 1. Deviated Work Behavior Typology

(Robinson and Bennett, 1995; İyigün, 2011:59)

This typology, which Robinson and Bennett (1995) examines under two dimensions as organizational and interpersonal, is widely used in the study of counterproductive work behavior (Berry, Ones; Sackett, 2007).

Turnover intention

Turnover intention is a phenomenon that can be seen in almost all service organizations (Yildiz, 2018). Employees' personal rights and working life-related arrangements or administrative practices may affect the level of organizational commitment of employees or may lead to turnover intention in them (Demir, 2011: 453). In organizations where organizational development and change take place, employees' physical, mental and social welfare levels are likely to be high; in other words where there is good working life quality, turnover intention is observed less (Bircan, 2014: 48).

Turnover intention, which expresses the attitudes and behavior of the employees that they consciously and deliberately develop to quit work, has been determined as the most important factor affecting staff turnover. Turnover is one of the subjects that attract the interest of the researchers due to its costs to the organizations. The performance of the employees with turnover intention is expected to be low. Turnover intention has important results in terms of businesses, general economy and employees. Turnover leads to costs arising from finding and training new employees, their adaptation, and occupational accidents while it is reflected on the general economy as work loss and loss of production. For employees, on the other hand, turnover leads to irregularity in income, psychological problems, familial problems, wasted work-related gains, new employment, and new training (Avcı and Küçükusta, 2009:34).

There are many variables that are thought to reduce the turnover intention of qualified labor force. However, organizational behavior variables and the relationships and effects of variables with other dependent and independent variables can vary from culture to culture and from sector to sector (Turunç, 2011: 146).

Therefore, the concept of turnover intention has been examined in relation to many concepts in the literature. Çakar and Ceylan (2005) conducted a study with 84 participants in private and public sector to investigate the effects of work motivation on employee engagement and turnover intention. Accordingly, the turnover intention decreases as the employees' participation in the job their emotional-continuation-normative commitment increase. Emotional commitment is more effective than other types of commitment on turnover intention. McCormack et al. (2006: 8) examined bullying, one of the negative behavior, and found that such behavior reduce organizational efficacy and lead to concentration problems (O'Moore et al., 1998) and an increase in turnover intention (Djurkovic et al., 2004), and is also related to organizational satisfaction (Quine, 1999). The low level of job satisfaction leads to dispiritedness in staff and causes them to lose their interest in their work while leads to reduction in productivity and an increase in staff turnover for organizations (Ödemiş, 2011: 39).

The frequency of negative behavior in an organization increases the stress level. Deviant employees have a tendency to be late for work, to be relatively less efficient, and to have relatively more turnover intention (Appelbaum et al., 2007: 588). Fairbrother and Warn (2003: 9) stated that high stress is associated with low level of job satisfaction and that job stress predicts job dissatisfaction and turnover intention. Chen and Spector (1992) found that stressors were positively correlated with aggressive behavior, stealing behavior and turnover intention (cited in Appelbaum et al., 2005: 50).

The present study, which was conducted to measure the relationship between turnover intention and workplace deviation in hospitality industry, one of the industries where counterproductive work behavior are frequently seen, revealed a significant and positive relationship between workplace deviation and turnover intention (Demir & Tütüncü, 2010: 72,73).

Taking the above literature as a starting point, the hypothesis of this research is as follows;

H1: There is a positive and significant relationship between counterproductive work behavior and turnover intention.

Therefore, this study aims to examine the relationship between the counterproductive work behavior and turnover intention in sports organizations. To date, no study has been conducted to examine the relationship between turnover intention and counterproductive work

behavior in sport organizations in Turkey, which constitutes the originality of this research.

Methods

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Research Model

This research employed descriptive and relational screening techniques.

Research Group

The study enrolled a total of 184 participants (94 males and 90 females) employed in sports organizations in Istanbul, and selected according to the convenience sampling method, which is one of the non-probability sampling methods.

Data Collection Tools

As the data collection tools, personal information form, Counterproductive Work Behavior Scale and Turnover Intention Scale were used.

-Counterproductive Work Behavior Scale: It was developed by Bennett and Robinson (2000) and adapted into Turkish by Öztürk (2015). The scale consists of 19 five-point Likert type items and two sub-dimensions: Interpersonal CWB and organizational CWB.

Turnover intention scale was adapted into Turkish by Demir (2009) the studies conducted by Arnold and Davey (1999), and Bedeian, Kemery and Pizzolatto (1991). The scale consists of 5 five-point Likert type items and one dimension.

Table 1. Scale score values

	n	Ort	Ss	Cronbach Alfa for the present study	Cronbach Alpha for the original study
Interpersonal CWB	7 (1-7)	1,319	,475	,831	0,908
Organizational CWB	12 (8-19)	1,463	,501	,876	0,923
TURNOVER INTENTION	5	3,407	,973	,846	0,820

According to the scale score values indicated in Table 1, counterproductive work behavior levels of the participants surveyed are quite low in both overall scale and in the sub-dimensions. The average of organizational counterproductive work behavior is higher than that of the interpersonal counterproductive work behavior. The turnover intention has higher than average score. According to the results of the reliability analysis, the counterproductive work behavior and its sub-dimensions and the turnover intention scale have a high Cronbach's alpha value, which means that the reliability of the scales is high.

Data Analysis

The statistical analysis of the obtained data was performed with percentage (%) and frequency (f) tests using SPSS 20 package program. Since the data were distributed normally, t-test and ANOVA test were used. In addition, Pearson's correlation analysis was performed to determine the relationships between the

counterproductive work behavior sub-dimensions and the turnover intention. Significance level was accepted as $p < 0.05$.

Results and discussion

Table 2. Demographic Characteristics of the Participants

		n	Percentage (%)
SEX	Female	94	51,1
	Male	90	48,9
	Total	184	100,0
EDUCATIONAL BACKGROUND	Primary education	18	9,8
	High school	42	22,8
	Associate Degree	29	15,8
	Undergraduate	65	36,4
	Master Degree	30	15,2
	Total	184	100,0
POSITION	Director and Chief	48	26,1
	Specialist	33	17,9
	Sport Trainer	30	16,3
	Officer	27	14,7
	Service (Guard, Cleaner, Drivers etc)	46	25
	Total	184	100
EMPLOYMENT TYPE	Permanent	102	55,4
	Contractual	82	44,6
	Total	184	100,0

It can be inferred from Table 2 that of the participants, 94 are females and 90 are males; 18 are primary school graduates, 42 high school, 29 have associate degree, 65 are undergraduates and 30 are master degree; 48 are director-chief, 33 are specialist, 30 are sport trainer, 27 are officer, 46 are service (guard, cleaner, driver); 102 are permanent employees while 82 are contractual employees.

Table 3. Relationship between Counterproductive Work Behavior Sub-Dimensions and Turnover Intention by Employment Type

		n	ort	Ss	t	p
Interpersonal CWB	Permanent	102	1,432	,450		
	Contractual	82	1,588	,712	-1,726	0,087
Organizational CWB	Permanent	102	1,279	,313		
	Contractual	82	1,452	,569	-2,464	0,015
TURNOVER INTENTION	Permanent	102	3,290	,916		
	Contractual	82	3,552	1,028	-1,825	0,070

According to Table 3, there was statistically meaningful variance between the mean scores of the organizational CWB scores of the participants based on the employment type, at the end of the t-test ($t = -2,464$; $p > 0,05$). Contractual participants are higher points than permanent participants.

Table 4. Relationship between Counterproductive Work Behavior and its Sub-Dimensions and Turnover Intention by Educational Background

		N	Ort	Ss	Sd	F	p	Difference
Interpersonal CWB	Primary education	18	1,627	1,010				
	High school	42	1,207	,353				
	Associate Degree	29	1,315	,338				
	Undergraduate	65	1,353	,408	4	3,059	0,018	1 > 2,5
	Master Degree	30	1,209	,276				
	Total	184	1,319	,475				
Organizational CWB	Primary education	18	1,939	,972				
	High school	42	1,476	,466				
	Associate Degree	29	1,410	,398				
	Undergraduate	65	1,412	,375	4	5,434	0,000	1 > 2,4,5
	Master Degree	30	1,312	,287				
	Total	184	1,463	,501				
TURNOVER INTENTION	Primary education	18	3,574	,674				
	High school	42	3,587	,995				
	Associate Degree	29	3,356	,999				
	Undergraduate	65	3,383	,921	4	1,038	0,389	
	Master Degree	30	3,142	1,173				
	Total	184	3,407	,973				

According to Table 4, the one-way analysis of variance (ANOVA) conducted to determine whether the counterproductive work behavior sub-dimensions and the turnover intention show a significant difference according to the educational background variable revealed that the difference between the group averages was statistically significant ($F=3,059$; $p=0,018$) for interpersonal CWB. A post hoc analysis was conducted to determine the sources of differences. Interpersonal CWB scores of primary school ($1,627\pm 1,010$) were found to be higher than high school ($1,207\pm 0,353$) and masters degree ($1,209\pm 0,276$). Also, there is a significant difference between the group averages for organizational CWB ($F=5,434$; $p=0,000$). Organizational CWB scores of primary education ($1,939\pm 0,972$) were found to be higher than, high school ($1,476\pm 0,466$), undergraduate ($1,412\pm 0,375$) and master degree ($1,312\pm 0,287$).

Table 5. Relationship between Counterproductive Work behavior and its Sub-Dimensions and Turnover Intention by Job Title

		N	Ort	Ss	Sd	F	p	Difference
Interpersonal CWB	Director and Chief	48	1,345	,499				
	Specialist/Assistant specialist	33	1,255	,246				
	Training staff	30	1,338	,413				
	Office staff	27	1,269	,372	4	1,702	0,151	
	Service (Guard, Cleaner, Drivers etc)	46	1,354	,647				
	Total	184	1,319	,475				
Organizational CWB	Director and Chief	48	1,349	,479				
	Specialist/Assistant specialist	33	1,409	,277				
	Training staff	30	1,436	,417				
	Office staff	27	1,543	,486	4	0,326	0,861	
	Service (Guard, Cleaner, Drivers etc)	46	1,592	,663				
	Total	184	1,463	,501				
TURNOVER INTENTION	Director and Chief	48	2,854	1,102				
	Specialist/Assistant specialist	33	3,697	,481				
	Training staff	30	3,433	1,072				
	Office staff	27	3,419	1,052	4	6,836	0,000	2>1 5>1
	Service (Guard, Cleaner, Drivers etc)	46	3,753	,728				
	Total	184	3,407	,973				

According to Table 5, the one-way analysis of variance (ANOVA) conducted to determine whether the counterproductive work behavior sub-dimensions and the turnover intention show a significant difference according to the job title variable revealed that the difference between the group averages was statistically significant ($F=6,836$; $p=0,000$). A post hoc analysis was conducted to determine the sources of differences. Turnover intention scores of the general services staff ($3,753\pm 0,728$) and specialist/assistant specialist ($3,697\pm 0,481$) were found to be higher than those of director and chief ($2,854\pm 1,102$).

Table 6. Table of Relationship between Counterproductive Work behavior and its Sub-Dimensions and Turnover Intention

		1	2	3
Interpersonal CWB Sub-Dimension	r	1		
	p			
	N	184		
Organizational CWB Sub-Dimension	r	,743**	1	
	p	,000		
	N	184	184	
TURNOVER INTENTION	r	,111	,122	1
	p	,133	,099	
	N	184	184	184

Table 6 indicates that there is no statistically significant relationship between interpersonal CWB and turnover intention ($r=1,133$, $p>0.05$); also organizational CWB and turnover intention ($r=0,099$, $p>0,05$). There is a statistically significant, positive and low relationship between interpersonal CWB and organizational counterproductive CWB ($r=0.743$; $p=0.000$).

Discussion and Conclusion

Counterproductive work behavior in the sports organizations examined were found to be very low. On the other hand turnover intention rate is higher than average. Also, there is no significant relationship between the scales; that is the hypothesis is rejected. So turnover intention could be related any other organizational behaviors.

Primary school graduate participants exhibit more frequently interpersonal and organizational counterproductive work behavior, which can be explained by the level of awareness acquired with education. As the level of education increases, individuals learn to be more emotionally-balanced and to change their undesirable traits and feed their positive traits. People with low levels of education tend to behave more according to their instincts.

The turnover intention scores of specialists/assistant specialists and service staff (Guard, Cleaner, Drivers etc) were found to be higher than senior executives. It is related to other findings. Because service staff is usually graduated from primary school. So, they don't feel organizational commitment, they tend to leave from their job.

To date, several studies have been conducted in the literature about our research subject.

Some of these studies are as follows: According to a study conducted with 250 hotel employees, organizational learning and turnover intention are negatively related, which shows that employees tend to stay in the businesses where they can realize themselves and learn new things (Avcı and Küçükusta, 2009). According to the results of the study conducted by Özer and Günlük (2010) with accounting employees to investigate the relationship between job satisfaction and turnover intention, as the perception of organizational injustice in an organization increases, job dissatisfaction and

consequently turnover intention increases. Akın (2007) proved the existence of a negative relationship between job satisfaction and turnover intention. Ünsar (2011) proved that the turnover intention of motivated employees is low. Ünsar and Karaman (2011) found a positive significant relationship between alienation and turnover intention.

According to a study investigating organizational commitment, organizational support and turnover intention, there is a positive relationship between organizational support and organizational commitment and there is a negative relationship between organizational support and turnover intention. Support factors that motivate employees positively contribute to organizational commitment and decrease turnover intention (Demir, 2012). According to Sökmen and Şimşek (2016), an increase in organizational commitment will lead to an increase in identification with the organization while a decrease in stress and turnover intention.

Çekmecelioğlu (2006) examined the relationship between job satisfaction, organizational commitment, turnover intention and productivity. The results demonstrate that attitudes affect each other and that employees' job satisfaction and their emotional attachment to the organization are the factors that adversely affect their turnover intention. The results of the study show that job satisfaction and organizational commitment have positive effects on productivity which is necessary for enterprises to survive and develop in dynamic markets and negative effects on turnover intention. According to a study conducted on primary school inspectors, there is a moderate and negative relationship between organizational commitment, turnover intention and occupational burnout while there is a moderate significant and positive relationship between occupational burnout and turnover intention (Polat, 2009).

A study conducted with teachers reported a positive relationship between burnout and turnover intention (Çiftçi et al., 2015). A survey conducted with hotel staff found workers to have low levels of burnout. The study also concluded that the relationship between burnout sub-dimensions and turnover intention is statistically significant. In addition, it was found that as emotional exhaustion and depersonalization increased, turnover intention increased and while personal success increased turnover intention decreased. Therefore, the research revealed that the burnout levels of the employees affect their turnover intention (Aslan and Etyemez, 2015).

Emotional efforts of service sector employees were found to have significant effects on their job performances and turnover intention. In particular, employees who exhibit false commitment were found to have low job performances while high turnover intention. Poor interpersonal relationships were found to have a negative effect on the job performance of the employees while a positive effect on their turnover intention (Beğenirbaş and Çalışkan, 2014).

According to the research conducted with 203 people working in tourism, food and transportation enterprises to determine the relationship between leader-member interaction and turnover intention; there is a significant and negative relationship between leader-member interaction and turnover intention (Şahin, 2011). According to another study by Çekmecelioğlu (2014), people-oriented leadership style has a positive impact on emotional commitment and job performance and a negative effect on turnover intention.

According to a study conducted with 100 textile workers working in a textile factory in the Republic of South Africa, as the perception of distributive,

procedural and interactional justice, which are the three elements of organizational justice, increases, turnover intention decreases (Örücü and Özafşarlıoğlu, 2013). Another study with two different groups of workers working in the public and private sectors investigated the effects of organizational justice on organizational identification and turnover intention. The research found that there was a significant difference between public and private sector employees' perceptions of justice, identification and turnover intention. The research found that employees' perceptions of distributive justice significantly affected their organizational identification and turnover intention and that the organizational identification was an intermediary between distributive justice and turnover intention (Turunç, 2011). Kanten (2014) found a positive relationship between work incivility and turnover intention.

Consequently, even if no relationship between counterproductive work behaviors and turnover intention in this research, we can recommend some regulations that will reduce the negative behavior of employees as much as possible. First of all, effective leadership in organizations can improve the quality of relations between employees (Yildiz, 2011). Thus, possible counterproductive work behaviors in the business environment may not emerge, further, while the organizational commitment and organizational citizenship behaviors of the employees increase, their turnover intentions may decrease. Therefore, a more efficient and productive business environment can be created. We can suggest that studies similar to this study be conducted on employees in other sectors. Thus, clearer conclusions can be drawn with new findings from future studies.

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Corresponding information:

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Correspondence to: Sevim Güllü

University: Istanbul University-Cerrahpasa, Istanbul-TURKEY

Faculty: Faculty of Sport Science

Phone: 00905068553562

E-mail: sevim.gullu@istanbul.edu.tr
