I’m bad & mad! Predicting interpersonal sabotage in the workplace

Kendrick Settler jr
Murray State University

Follow this and additional works at: https://digitalcommons.murraystate.edu/scholarsweek
Part of the Industrial and Organizational Psychology Commons


This Oral Presentation is brought to you for free and open access by the The Office of Research and Creative Activity at Murray State's Digital Commons. It has been accepted for inclusion in Scholars Week by an authorized administrator of Murray State's Digital Commons. For more information, please contact msu.digitalcommons@murraystate.edu.
I’m bad & mad!
Predicting interpersonal sabotage in the workplace

Kendrick Settler & Jana Hackathorn, Ph.D.
Why Investigate Sabotage

- April 2016 Verizon announced over 1,000 customers lost their services due to employee sabotage.
- The annual costs of Sabotage $4.2 to $120 billion
- By predicting sabotage companies can reduce the cost of damages from this type of behavior.
Sabotage

• There are three types of: destroying objects, goods, or machinery, stopping production, or reducing the amount of work being done.

• This research focuses on interpersonal sabotage.

(Giacalone & Rosenfeld, 1987), (Dubois, 1979).
Counterproductive Behaviors

Organizational Deviance
- Defined as voluntary behavior that violates significant organizational norms
  - Organizational norms are basic moral standards the company makes.

Hostility
- Expressive motivation to release, express one's outrage, anger, or frustration.
  - Worker 1 thinks they are overworked therefore, they belittle worker 2 who works different hours.

(Judge, Scott, & Ilies, 2006)

(Robinson & Bennett, 1995)
Overall Model

3-Stages

5-variable model

3-Variable model

Replication using different population

Overall Model
Study 1
Methods

Essay
Hostility
Sabotage
Organizational Deviance
Demographics
Social Desirability
Demographics

N = 91

Race
- Caucasian 72%
- African American 14%
- Asian 1%
- Hispanic 1%
- Bi-Racial 6%
- Other 6%

Gender
- Male 29%
- Female 71%

Currently Employed
- Yes 60%
- No 40%
Study 1 Results

- People are more likely to engage in sabotage if they are high in organizational deviance and expression of hostility is present.

$F (2,88) = 58.00, p < .0001, R^2 = .57$

Indirect Effect: .20 CI [ .38, .90]
Discussion

- People who engage in organizational deviance are more likely to sabotage if they are high in hostility.

- To address Adams (1995) Equity theory, study two looks at expanding the model.
Additional Variables

Organizational Citizenship

- Altruistic behaviors done in the workplace directed towards coworkers or the organization. (e.g. Stayed late to finish up work that had to be done.)

Workplace Fairness

- Assess employees' perceptions of the interpersonal treatment in their work environment.

(Fox, 2011)

(Donovan, Drasgow, & Munson, 1998)
Proposed Model

- Workplace Fairness
- Organizational Deviance
- Organizational Citizenship
- Hostility
- Interpersonal Sabotage
Methods

Essay
Hostility
Sabotage
Organizational Deviance
Demographics
Social Desirability
Citizenship
Workplace Fairness
Workplace Engagement
Demographics

N= 163

Race
- Caucasian
- Bi-Racial
- African American
- Asian
- Hispanic
- Other

Currently Employed
- Yes
- No

Gender
- Female
- Male
- Nonbinary
## Correlation Table

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational Deviance</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.83</td>
<td>.81</td>
</tr>
<tr>
<td>2. Expression of Hostility</td>
<td>.39**</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td>1.66</td>
<td>.70</td>
</tr>
<tr>
<td>3. Sabotage</td>
<td>.43**</td>
<td>.62**</td>
<td>--</td>
<td></td>
<td></td>
<td>1.31</td>
<td>.54</td>
</tr>
<tr>
<td>4. Organizational Citizenship</td>
<td>.24*</td>
<td>.07</td>
<td>.06</td>
<td>--</td>
<td></td>
<td>53.33</td>
<td>17.53</td>
</tr>
<tr>
<td>5. Organizational Fairness</td>
<td>.25**</td>
<td>.11</td>
<td>.07</td>
<td>-.03</td>
<td>--</td>
<td>26.15</td>
<td>8.19</td>
</tr>
</tbody>
</table>

Note. N = 163, p < .001** p < .05*
Results

$x^2 = .43, p = .363, CFI = .998, RMSEA = .023, SRMR = .039$

Note. $p < .05** p < .001***$
Discussion

- People are more likely to express hostility in a variety of situations that leads to interpersonal sabotage.
  - Anderson's general aggression model
  - Equity Theory
Future Research

- Look at the difference between highly stressful jobs and less stressful jobs when using this model.
- Research should additionally look at programs/trainings to increase fairness and civility to help decrease these risky behaviors.
QUESTIONS?