
WHEN HRM PRACTICES MALFUNCTION, 'EVIL IS BORN'. HRM ROLE IN EXPLAINING COUNTERPRODUCTIVE BEHAVIORS¹

Introduction

The positive role of human resource management (HRM) system for stimulating both employee attitudes and behaviors, and companies' economic results, is a fact quite well documented in academic literature [Subramony, 2009; Saridakis et al., 2017; Tzabbar et al., 2017]. It might be stated that the total of activities comprising human resource management i.e., recruitment and selection, motivating and remunerating, assessment, development and de-recruitment, constitutes one of the key factors that increase the effectiveness of work performance. This is the case, in particular, when HRM practices are combined with adequate fit to strategy and objectives of an organization, fair application by the management, as well as flexibility and adjustment to employee expectations and needs.

Over recent years numerous authors have also attempted to understand the 'dark side' of HRM. Research they have conducted focuses on pathological or unethical character of the functioning of those practices [Wooten, 2001; Lewicka, 2014; Simões et al., 2019], their political leverage [Drory, Vigoda-Gadot, 2010], and their potentially harmful influence on employee wellbeing – mostly on stress, emotional exhaustion and intention to leave the organization [Jensen et al., 2013; Oppenauer, Van De Voorde, 2018]. On the basis of to-date analyses it may be concluded that the observable

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negative effects of HRM are present when these practices are used as methods for abuse and exploitation of employees, for manipulation of employees, or as a tool to create pathological intra-organizational relations that are not oriented at work results. A good example of such a situation are studies on the phenomenon of organizational politics [Kacmar et al., 1999], which to a significant extent is a consequence of poor functioning of the HRM system [Atinc et al., 2010]. Politicking may result in deterioration of employee morale and a decrease of behaviors directed at realization of professional tasks, while a number of destructive phenomena may simultaneously occur, including stress, aggression or avoidance of performing work [Miller et al., 2008; Chang et al., 2009], which behaviors are described as counterproductive (*Counterproductive Work Behavior* – CWB) [Turek, 2012]. Another example of potentially negative influence of HRM systems on employees is creating the climate of incivility. Pichler et al. [2016] demonstrate that HRM, due to intensification of expectations towards employees, may trigger off rivalry and conflicts. Higher expectations towards employees together with leaders' need to enforce them, may, in consequence, lead to the climate of incivility, which ultimately affects the tendencies for counterproductive behaviors.

The aim of this paper is to demonstrate how and in which situations HRM practices can contribute to counterproductive behaviors, and thus, behaviors which are detrimental for organizations and professional activities of personnel they employ. On the basis of the assumptions of the cognitive manner of functioning of employees in an organization [Gandz, Murray, 1980], it was assumed that negatively perceived HRM practices may indirectly influence counterproductive behaviors of employees. This takes place when employees, judging the HR policy of an organization as ineffective, begin to display political behaviors. Therefore, organizational politicking forms a mediator between HRM and employee behavior. The relationships between these variables may be the stronger, the more visibly present is the climate of incivility in an organization. In other words, the climate of incivility moderates the relationships between politicking and CWB.

1. Conceptual framework and research hypotheses

1.1. HRM practices and organizational politicking

As stressed by scholars, it is the universal objective of HRM to provide value for stakeholders through achieving and maintaining high work effectiveness and increasing the value of human capital in accordance with overall organizational goals [Pocztowski, 2008: 34]. This objective is realized by creating and implementing a variety of practices (e.g., recruitment and selection, work assessment, or remuneration) which are, finally, to lead to a coherent system of human resource management,

connected with organizational goals. In numerous cases, however, HRM practices do not realize these goals, which often leads to the occurrence of various dysfunctions in the organizational environment. Drory and Vigoda-Gadot [2010] demonstrate that should these practices be strongly linked to organizational politics within which managers (decision-makers) realize their own particular interests, this may lead to the destructive and potentially harmful functioning of the said practices. It can be exemplified by the phenomena of nepotism or promotions for the chosen candidates who are in some way connected with the managerial staff. HRM practices become then an instrument for realization of particular goals and not the goals of the organization as a whole.

Analogical conclusions result from the research of Simões et al. [2019], who demonstrated that in numerous cases HRM practices may favor persons holding power, lead to discrimination or disregard employees' individual needs.

When organizational practices function in that manner, as a result a conviction that 'normal' rules of personnel management do not function in the organization often appears in employees' opinions. This is because employees, observing what is happening in the organization, in what way resources are distributed, what procedures are designed or actions undertaken, formulate individual judgments on the subject of organizational politics. These judgments later find their reflection in various employee behaviors: constructive – when the judgment is consistent with individual's expectations and needs, or destructive – when the evaluation is negative.

As a result of malfunctioning HRM practices – which are, naturally, a consequence of organizational culture, managerial activities and company politics – a tendency for organizational politicking can be observed. This phenomenon is most often defined as individual activities of employees that consist in socially influencing (flattery, manipulation, ingratiation, etc.) the persons who hold power in the organization, in order to gain or maintain privileges [Kacmar et al., 1999]. In situations when HRM system malfunctions, employees may display a tendency to look for other ways to construct their professional position and career development than those included in the formal organizational system.

Organizational politicking is characterized by three elements. The first one consists in *general political behaviors*, which comprise the use of power to achieve one's own goals and maximize personal gains that are not necessarily consistent with organizational goals [Kacmar et al., 1999]. According to Fandt and Ferris [1990], typical political behaviors are: manipulation of information, misstating facts and circumstances of events, or passing incomplete information to coworkers or supervisors, by the same token assuring that privileges and praise would be granted to a particular person. This creates a destructive image of the organization, but for the individual who manipulates this information it is especially significant, as they mostly care about their own goals, potential rewards or perspectives for a prompt promotion.

The second element of politicking is silent approval for organizational practices (*go along to get ahead*). It is displayed through a lack of undertaking activities and a silent acceptance of the past practices so as to protect one's own position. The third element, on the other hand, is formed by perceiving organizational practices and politics in terms of *pay and promotion policies*. Unclear rules and procedures serving a chosen employee group trigger tendencies for individuals to display behaviors connected with fostering their own image and pursuit of rivalry with other employees, so as to achieve individual goals [Kacmar et al., 1999]. Therefore, the more destructive or pathological are the practices in the area of personal function, the stronger is the employee tendency towards organizational politicking.

Atinc et al. [2010] attempted to explain in what situations organizational politicking occurs, as well as what affects it directly and reinforces it. While conducting meta-analyses of predictors of this phenomenon, they considered organizational and environmental factors. After reviewing several dozen of independent studies, they established that politicking occurs most often when organizational structures have centralized character, or there is a lack of: procedural justice, trust, opportunities for personal growth, participation in decision-making, good relations with supervisors, autonomy and receiving feedback.

On the basis of the above analyses, a hypothesis was assumed, stating that:

H1. *Negative perception of HRM practices correlates positively with organizational politicking.*

1.2. Organizational politicking and counterproductive work behaviors

As indicated by a significant number of authors, organizational politicking has destructive character and causes negative outcomes in the form of, for instance, a high level of fear and stress at work, professional burnout among other employees, or a tendency towards changing or leaving a job [Randall et al., 1999]. Convincing studies were presented by Rosen et al. [2006], who stated that political behaviors expressly translate into a decrease in job satisfaction among other participants of organizational life and, moreover, trigger off unethical organizational behaviors among other employees [Valle et al., 2019].

Meta-analyses of 59 independent studies related to the consequences of politicking demonstrate that this phenomenon strongly limits job satisfaction and organizational commitment, as well as job performance, while reinforcing job-related stress and the intention to leave [Miller et al., 2008; Chang et al., 2009].

Similar relationships were also indicated for counterproductive behaviors i.e., for a number of destructive activities on the part of employees, directed at other employees (e.g., aggression), or directly towards organizational processes (e.g.,

absenteeism, ignoring the regulations, sabotage, embezzlement) [Wiltshire et al., 2014; Baloch et al., 2017].

Although, as indicated by some researchers, political behaviors may also have a positive/functional side and lead to proactivity for the sake of organization [Eldor, 2017] e.g., through creating non-formal coalitions, non-formal communication and reinforcing trust during the process of organizational changes, in the situations when employees experience destructive functioning of HRM practices, what is to be expected are negative employee behaviors, rather than positive ones. In relation to the above, a hypothesis was formulated, stating that:

H2. *Organizational politicking positively correlates with counterproductive employee behaviors.*

1.3. The role of incivility climate in reinforcing counterproductive work behaviors

The incivility climate is most often defined as deviant behaviors of other persons characterized by low intensity (impolite and rude behaviors), which violate the norms applicable in the workplace and undermine dignity of, and respect for, a given employee or a group of employees [Pearson et al., 2005: 179]. It often occurs as a result of malfunctioning human resource management processes in an organization and of organizational politicking [Miller et al., 2008], as a result of which we may observe the occurrence of ostracism, exclusion of other employees or gossiping on their subject.

While pro-social behaviors are typical and desired within social relations, manifested by treating other actors of the organizational life with consideration, decorum and recognition, as well as respecting their emotions and differing opinions, in the case of the climate of incivility we are faced with transgressions of the above mentioned norms. This is why such situations are sometimes described as inappropriate, improper or rude behaviors [Cortina et al., 2013]. Examples of such practices are: claiming credit for other people's contributions, dissemination of gossip, biased criticism of others' work, or disregarding people when passing on information or exchanging personal greetings. Negative consequences of uncivil working climate, although seemingly fairly harmless for work execution, with time lead to the occurrence of interpersonal conflicts which impinge on behaviors and work outcomes. Numerous studies on the subject of this phenomenon indicate that experiencing incivility in the workplace strongly projects onto employees' functioning, including:

- The emotional dimension – experiencing stress, exhaustion, low level of energy, negative emotions, depression, anger, fear or conflicts outside the workplace;
- Employee attitudes – job satisfaction, engagement, organizational commitment, professional motivation, psychological wellbeing;

- Behaviors – counterproductive behaviors, task execution, creativity, citizenship behaviors, withdrawal, intention to leave, absenteeism [Schilpzand et al., 2016].

The meta-analyses of 36 independent studies performed by Yang et al. [2014] demonstrated that the climate of incivility is related in a statistically relevant way to the following effects: decrease in motivation for work, organizational commitment, job satisfaction, intention to leave, emotional exhaustion, physical exhaustion and work performance.

We may thus assume the occurrence of an interaction between politicking and the climate of incivility. In other words, in a situation when politicking is present in organizations, but the work climate is affable for the employed persons, counterproductive behaviors are displayed less often. However, experiencing the climate of incivility leads to a more frequent occurrence of behaviors which are harmful for the organization and its employees. Thus, a hypothesis was assumed stating that:

H3. *The incivility climate moderates the relationship between organizational politicking and employee counterproductive behaviors.*

2. Method

2.1. Sample

The study was conducted with the help of the *Computer Assisted Telephone Interview* – CATI. The study covered 816 persons from mid-sized enterprises (50–249 employees) – 74%, large enterprises (250–1,000 employees) – 22%, as well as corporations (above 1,001 employees) – 4%. The selection of companies for the study had representative character for the whole Poland and PKD (Polish Classification of Activities) section. The group of companies under study was dominated by enterprises from the sector of industrial processing (41%), construction (17%) and wholesale and retail trade (9%). The most companies recruited for the study were located in Wielkopolskie Region (13%) and Mazowieckie Region (9%).

Out of every enterprise, two persons who evaluated HRM practices were selected for the study – an employee (specialist) and their direct supervisor. Adopting two separate sources of empirical material for the study is connected with methodological recommendations related to testing empirical models [Snijders, Bosker, 2012]. This is because it is indicated that at least one of the variables in the model (predictor or moderator) should have exogenous character. Specifically, empirical material should come from different groups of respondents or independent sources. The sole use of self-description questionnaire (where the respondents answer all the questions) generates errors in quantification of the evaluated effect.

Within the criteria of specialist selection, it was assumed that they should be characterized by at least medium level education, have at least five years of work experience and minimum of one year experience with the current employer. The group of specialists was dominated by women (61%), persons with university education (74%) holding non-executive positions (81%). The age of the respondents most frequently fell within the range of 36–45 years (36%) and 26–35 years (32%), whereas professional experience of the respondents was represented proportionally to individual categories. Among persons in executive positions, the majority were women (59%) and persons with university education (87%). The largest group of the respondents in the study consisted of employees aged 36–45 (41%), and 46–55 (25%), with work experience of 11–20 years (39%) and above 20 years (25%). The largest group of executives was comprised by heads of units with up to five subordinate employees (47%) and above thirty one employees (26%).

2.2. Procedure

The empirical material collected from questionnaire based interviews was entered in the database and subjected to statistical inference. The analyses were performed in SPSS statistical package, version 24. For each tool used in the study, in SPSS package the coefficient of internal consistency α -Cronbach was established and in AMOS software, version 24, CFA (*Confirmatory Factor Analyses*) were conducted.

Within the procedure of estimation of CFA models, the *Maximum Likelihood* method was applied, measures of goodness of fit were selected from the indices recommended by authors [Kline, 2011]: RMSEA (*Root Mean Square Error of Approximation*), CFI (*Comparative Fit Index*), TLI (*Tucker Lewis Index*) and SRMR (*Standardized Root Mean Square Residual*), as well as Chi-square test (χ^2).

The testing of hypotheses and the analysis of correlations between variables were conducted in SPSS software, version 24 with macro PROCESS, version 3.1. [Hayes, 2018]. The materiality threshold for the correlation was $p < 0.05$ and $p < 0.01$. For the quantification of the effects of mediation and moderation, regression models with sampling 5,000 *bootstrapping* were used.

2.3. Measures

In the study, the following questionnaires were used, in which the respondents chose statements from Likert-type 7-item scale, where 1-Never; 7-Always.

HRM practices

For the measurement of HRM practices, the 34-item version of the questionnaire of Boon et al. [2011] was used, diagnosing seven major HRM practices (job crafting, recruitment and selection, training and development, work safety, cooperation, assessment and remuneration, and work-life balance). Due to the need to diagnose the negative side of HRM, the scale of questions was reversed. After verification of the reliability of the tool $\alpha=0.95$ and after conducting CFA ($\chi^2 = 598,506$, $df = 470$; $p = 0.001$; $RMSEA = 0.037$; $CFI = 0.968$; $TLI = 0.962$; $SRMR = 0.165$), the potential for using this tool in the diagnosis of HRM practices was confirmed. Example statements were, among others: *In my organization there is: Lack of opportunity to participate in decision-making processes; Lack of possibility to work in a team; Lack of fair appraisal of my performance.*

Organizational politicking perception

This variable was studied with the help of 13-item questionnaire *Perceptions of Politics Scale* (POPS) by Kacmar and Carlson [1997]. In the process of the tool's adaptation, verification of reliability $\alpha=0.94$ and CFA ($\chi^2 = 61,997$, $df = 52$; $p = 0.162$; $RMSEA = 0.031$; $CFI = 0.994$; $TLI = 0.992$; $SRMR = 0.096$) were conducted. However, factor analysis did not confirm the postulated model of three factors (i.e., general political behaviors, silence and acceptance of organizational practices, perception of practices and organizational politics in the area of remuneration and promotion), but the one factor model. Example statements were, among others: *When it comes to pay raises and promotion decisions, policies are irrelevant; Sometimes it is easier to remain quiet than to fight the system; Rewards such as pay raises and promotions do not go to those who work hard.*

The incivility climate

Measurement of this variable was conducted with the help of 12-item questionnaire *Workplace Incivility Scale* (WIS) by Cortina et al. [2001]. In the process of adaptation of this tool for realization of own study, factor analysis was conducted, confirming good fit to data ($\chi^2 = 48,353$, $df = 33$; $p = 0.041$; $RMSEA = 0.048$; $CFI = 0.992$; $TLI = 0.984$; $SRMR = 0.022$) and α -Cronbach coefficient of internal consistency was verified ($\alpha = 0.94$). Example statements were, among others: *Doubted your judgment on a matter over which you had responsibility; Accused you of incompetence; Addressed you in unprofessional terms, either publicly or privately.*

Counterproductive behaviors

This variable was diagnosed with the help of six items from *Individual Work Performance Questionnaire* (IWPQ) by Koopmans [2014]. After verification of the tool's reliability $\alpha = 0.72$ and conducting CFA ($\chi^2 = 10,294$, $df = 9$; $p = 0.327$; $RMSEA = 0.019$; $CFI = 0.997$; $TLI = 0.994$; $SRMR = 0.045$), the possibility to use this tool for own study was confirmed. Example statements were, among others: *I behaved rudely towards someone at work*; *I purposely left my work so that someone else had to finish it*; *I purposely worked slowly*.

3. Results

During the first stage of analyses descriptive statistics and analyses of correlations of the tested variables were presented (Table 1).

Table 1. Descriptive statistics and values of correlation coefficients for tested variables

Variables	M	SD	1	2	3
1. HRM Practices	2.72	0.92	1		
2. Organizational politicking (OP)	2.87	1.38	0.162**	1	
3. Climate of incivility (CI)	1.37	0.68	-0.025	0.403**	1
4. Counterproductive behaviors (CWB)	2.19	0.89	0.050	0.351**	0.307**

* $p < 0.05$; ** $p < 0.01$;

Source: own study.

HRM practices evaluated by managerial staff positively correlate only with organizational politicking ($r = 0.162$; $p < 0.01$), however, they do not correlate with either the climate of incivility or counterproductive behaviors. The discussed behaviors are, on the other hand, explained by the climate of incivility ($r = 0.307$; $p < 0.01$), and by organizational politicking ($r = 0.351$; $p < 0.01$).

In order to perform the testing of hypotheses, a regression model was constructed in which HRM practices were the predictor, organizational politicking – the mediator, and the climate of incivility – the moderator of the relationship. Counterproductive behaviors constituted the output variable (Table 2).

The results of the analysis presented in Table 2 demonstrate that none of the control variables (gender, education, age, etc.) explained CWB. It is also visible that HRM practices do not explain counterproductive behaviors directly, but they explain them via the mediating role of organizational politicking ($\beta = 0.082$; 95% CI: 0.054; 0.126). At the same time, the climate of incivility explains CWB both directly ($\beta = 0.579$;

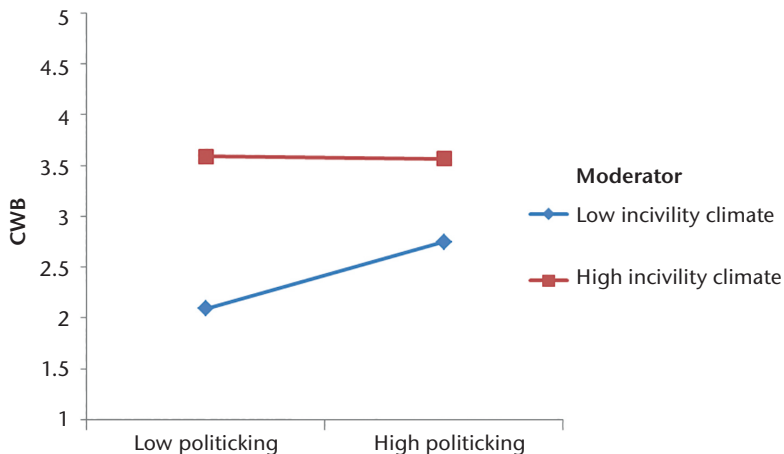
95% CI: 0.207; 0.950), and as a moderator of the relationship between politicking and CWB ($\beta = -0.169$; 95% CI: -0.284 ; -0.055). The graphic presentation of the results of the interaction is presented in Figure 1.

Table 2. Results of regression model for CWB

	coeff.	SE	t	p	95% CI
Constant	-1.608	0.438	3.667	0.001	0.741; 2.468
HRM	0.01	0.075	0.028	0.978	-0.145; 0.149
OP	0.159	0.054	2.974	0.003	0.053; 0.265
CI	0.579	0.188	3.075	0.002	0.207; 0.950
Education	0.162	0.144	1.124	0.263	-0.122; 0.446
Gender	0.113	0.147	0.789	0.431	-0.169; 0.396
Age	-0.019	0.073	-0.256	0.799	-0.163; 0.126
Work experience	0.101	0.058	1.747	0.082	-0.013; 0.214
PO \times KN	-0.169	0.058	-2.914	0.040	-0.284; -0.055
R ²			0.236		
F			5.630 (9.190)***		
Mediatory role of OP	0.082	0.031	-	-	0.054; 0.126

Source: own study.

Figure 1. Results of analysis of interaction between politicking and climate of incivility for the variable CWB



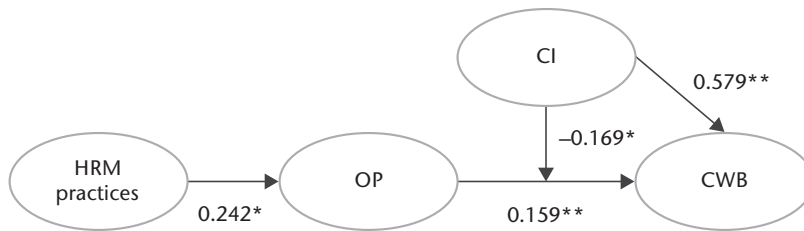
Source: own study.

On the basis of Figure 1 it is possible to state that in the situations when high level of the climate of incivility is present in organizations, the occurrence of politicking

does not change the tendency for counterproductive behaviors. However, in the organizations where a low level of climate of incivility is observable, with the increase of politicking an increase of the tendency for CWB is visible.

The to-date analyses allow to draw conclusions as to the postulated research hypotheses. Hypothesis 1 indicated that malfunctioning HRM practices may trigger a tendency for organizational politicking. This hypothesis found empirical support. This is because employees engage in politicking more frequently when personnel-related processes in organizations do not fill their constructive and stimulating role. Hypothesis 2 suggested that organizational politicking is a direct predictor of employee behaviors which are detrimental to the organization. The results of the analyses confirm these assumptions, thus allowing to confirm this hypothesis. Finally, Hypothesis 3 predicted that the climate of incivility may diversify the reactions of the employees to the influence of politicking on CWB. The tested interactions confirmed the validity of this prediction. Graphic representation of the results is presented in Figure 2.

Figure 2. Graphic representation of analysis results



* $p < 0.05$; ** $p < 0.01$.

Source: own study.

Conclusions

The conducted statistical inference allows to formulate several conclusions in the context of current knowledge of the influence of HRM architecture on employee functioning. Poorly developed or ineffectively functioning personnel policy does not translate directly into behaviors of the personnel. It is consistent with the to-date knowledge indicating that HRM influences employee attitudes the most (commitment, engagement, satisfaction, etc.) [Boon et al., 2011]. However, these practices may influence employee activity through triggering other negative organizational phenomena. For instance, Werbel and Balkin [2010] demonstrate that HRM practices may reinforce tendencies for rivalry and, ultimately, lead to deceit

in the area of the generated professional outcomes. Thus, a mediating mechanism is present here. The study presented here demonstrated that such a phenomenon, explaining the negative effects of HRM practices, may be the occurrence of the tendency for politicking. When transparent rules of recruitment, remuneration, rewarding, or professional development are not applied, this may increase the tendencies for building non-formal relationships with the supervisors or claiming credit for other people's contribution. The purpose of such behaviors is connected with an opportunity for gaining promotion to a higher position, or receiving a higher salary. Thus, a conviction that the organization which employs us is 'politicized' triggers tendencies for behaviors that affect both the wellbeing of other employees, and the functioning of the organization itself – which is to say, to counterproductive behaviors [Wiltshire et al., 2014; Baloch et al., 2017]. In such environments more aggression, conflicts or prejudices appear in interpersonal relations. As a result, employees devote less time to realization of tasks, and more to dealing with difficulties and creating various inter-organizational coalitions. Politicking does not always, however, result in an increase of counterproductive behaviors. It happens when the climate of incivility is also observable in the organization, and when employees perceive this climate as harmful to their professional functioning. Incivility becomes then a predictor of CWB [Schilpzand et al., 2016], and it interacts with politicking.

Therefore, the mechanism which explains counterproductive behaviors, presented in this study, allows to understand the intensity of (when politicking occurs) and circumstances in which (when the climate of incivility is present) HRM practices cause the occurrence of negative organizational phenomena.

Although the presented studies fill in a gap in the modern understanding of the negative consequences of HRM, they are not without certain weak points which are worth mentioning.

Firstly, longitudinal analyses, which might reveal a more precise and fuller perspective on the influence of HRM on employee behaviors, were not conducted. The nature of cross-sectional studies may lead to evaluations which are not fully credible, especially with regard to phenomena where 'chains' of causal relations are present (e.g., studies with mediation of variables). It is recommended here to apply at least three reference moments (separately for independent variables, mediators and moderators) and to guarantee an interval between them [Timmons, Preacher, 2015].

Secondly, the presented direction of the relationships between the variables is not fully clear. Despite numerous cited studies indicating the correct theoretical conceptualization of the research model, it might be presumed that there is a feedback loop between the phenomena. In other words, organizational politicking, the climate of incivility, and behaviors displayed by employees might impinge on the functioning of HRM practices and their effective influence on the professional environment.

Therefore, in the future studies it might be worthwhile to perform longitudinal analysis, diagnose the feedback loop of individual phenomena, as well as understand – by conducting qualitative studies – in what way employees perceive and evaluate the effectiveness of the personnel policy in the organization.

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WHEN HRM PRACTICES MALFUNCTION, 'EVIL IS BORN'. HRM ROLE IN EXPLAINING COUNTERPRODUCTIVE BEHAVIORS

Abstract

The purpose of this article is to describe how and in what situations the HRM practices may contribute to counterproductive behavior. Based on the cognitive framework of employee behavior in the organization, it was assumed that negatively perceived HRM practices may indirectly affect the counterproductive behavior of employees. Organizational politics became the mediator of the relationship, and the incivility climate was adopted as a moderating variable. The research covered 816 employees of medium-sized, large enterprises as well as corporations. The selection of companies for the study was representative of the entire Poland and the PKD sections. Regression models were used to test hypotheses and quantify the effects of mediation and moderation. The results show that HRM practices indirectly explain counterproductive behaviors, through the mediating role of organizational politics. At the same time, it has been shown that in situations where there is a high incivility climate, the organizational politics does not increase the tendency to counterproductive behavior. Research has shown the important role of HRM practices in counteracting counterproductive behavior and building a professional climate. It also indicates the need for longitudinal research, which will better explain the nature of the impact of the HRM system on the activity of employees in the professional environment. Ineffectively functioning personnel policy does not translate directly into counterproductive employee behavior. On the other hand, it may contribute to the emergence of a tendency to organizational politicization and incivility climate, which explain the negative behavior of the employed staff. It can be indicated that properly functioning personnel policy of the company not only leads to a better professional climate, but indirectly can reduce the tendency of employees to counterproductive behavior.

KEYWORDS: HRM PRACTICES, ORGANIZATIONAL POLITICKING, INCIVILITY CLIMATE, COUNTERPRODUCTIVE WORK BEHAVIORS

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