

Counterproductive Work Behavior Towards Organizations and Customers: Alignment with Organizational Values and Psychological Safety in Hotel Industry

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Abstract

Counterproductive work behavior emerges more rapidly and directly in the hospitality sector due to the labor-intensive and service-driven nature of the tourism industry. This study investigates the mediating role of psychological safety in the relationship between alignment with organizational values and counterproductive work behaviors. The sample comprises 336 cases from hotel businesses in Nevşehir, Türkiye. A two-stage structural equation modeling analysis was employed to test the relationships among the constructs, and the bootstrap method was used for mediation analysis. The findings reveal that alignment with organizational values reduces counterproductive work behavior toward organizations but does not significantly impact counterproductive work behavior toward customers. Regarding the mediating role of psychological safety, the results indicate that psychological safety serves as a complementary mediator in the relationship between alignment with organizational values and counterproductive work behavior toward organizations. Additionally, it acts as an indirect-only mediator in the relationship between alignment with organizational values and counterproductive work behavior toward customers. Grounded in social exchange theory, this study aims to elucidate how alignment with organizational values and psychological safety jointly influence counterproductive work behaviors. Accommodation businesses should prioritize fostering alignment with organizational values and enhancing psychological safety to mitigate counterproductive work behaviors. However, the cross-sectional methodology represents a limitation of this study.

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INTRODUCTION

Counterproductive work behavior (CWB) is increasingly recognized as a critical factor in the hospitality and tourism industry (Cao et al., 2023). CWB is generally categorized into two groups: counterproductive work behavior towards colleagues and counterproductive work behavior towards organizations. CWB encompasses actions by employees intended to harm organizations or coworkers (Spector & Fox, 2005). These behaviors, commonly observed in workplace settings, include theft, sabotage, withholding effort and information, lying, refusing to cooperate, and verbal and physical assault (Penney & Spector, 2005).

The hospitality and tourism industry relies heavily on labor-intensive and service-driven environments, focusing on service-oriented outcomes (e.g., service innovation and prosocial service behavior) and mechanisms (e.g., service climate and service recovery) (Hoang et al., 2024). Employees in this sector interact extensively with both coworkers and customers. Reflecting this dynamic, Hunter and Penney (2014) proposed an additional category: "counterproductive work behavior towards customers." In the hospitality sector, employees' counterproductive behaviors can significantly impact not only internal factors such as employee satisfaction, burnout, turnover intention, and organizational performance but also external factors, particularly customer satisfaction (Hunter & Penney, 2014; Wallace & Coughlan, 2023).

Cao et al. (2023) emphasize that the negative consequences of CWB manifest more rapidly and directly in the hospitality sector compared to other industries. As a result, the effects of CWB are generally damaging to job performance, job satisfaction, service quality, customer satisfaction, organizational profitability, and reputation in hospitality and tourism industry.

Studies on CWB are generally categorized into three groups in hospitality and tourism field: those investigating the reasons behind CWB, the consequences of CWB, and strategies to prevent it. Research exploring the reasons behind CWB focuses on individual factors, such as personality traits, including emotional intelligence (Pletzer, 2021; Jung & Yoon, 2012), and environmental factors, such as stressors and perceptions of injustice (Liu et al., 2020; Zhu & Zhang, 2021).

Other studies examine the consequences of CWB, highlighting its detrimental effects, which range from job dissatisfaction to profitability and productivity (Beck-Krala, 2020; Carpenter et al., 2021). A third category of research investigates preventative measures, addressing various factors such as leadership styles (Huang et al., 2021), organizational justice (Biçkes et al., 2020; Komari & Sulistiowati, 2020), meaningful work (Sirbu et al., 2023), and breaches of psychological contracts (Kayani & Alasan, 2021).

Considering the above-stated importance of CWB in hospitality and tourism management, this study proposes to investigate the mediating role psychological safety on the relationship between alignment with organizational values and two dimensions of CWB: counterproductive work behaviors towards organizations (CWB-O) and counterproductive work behaviors towards customers (CWB-C). This framework is grounded in social exchange theory, which posits that workplace relationships are based on reciprocal exchanges of resources (e.g., support, respect, rewards). Employees are likely to reciprocate these exchanges with equitable behaviors in their workplace interactions (Blau, 1964; Wang et al., 2023).

Alignment with organizational values refers to the state in which employees recognize a connection between the

organization's goals, mission, and values, and their own personal goals, mission, and values (Milliman et al., 2003). When employees notice that their own values align with the organization's values, they are more likely to trust it (Yazıcıoğlu 2009; Colquitt et al., 2007). This trust fosters a sense of safety, as employees feel the organization will support and protect their interests (Edmondson et al., 2004). In other words, employees experience psychological safety when they have supportive and trustworthy workplace relationships (Newman et al., 2017).

Psychological safety, in this context, is defined as "a sense of being able to show and employ self without fear of negative consequences to self-image, status, or career" (Kahn, 1990, p. 705). Employees who feel psychologically safe are more comfortable sharing their ideas without fear of being penalized (Edmondson & Lei, 2014). Supporting this connection, social exchange theory suggests that employees who feel supported and valued are more likely to reciprocate with positive behaviors (Blau, 1964).

Consequently, alignment between personal and organizational values fosters trust (Colquitt et al., 2007) which subsequently enhances psychological safety (Newman et al., 2017). This sense of safety motivates employees to contribute positively to the organization in exchange for fair treatment and support (Wang et al., 2023). The alignment with organizational values and psychological safety create a workplace culture and climate that reduce the likelihood of CWB (Milliman et al., 2003; Edmondson et al., 2004; Spector & Fox, 2005). Conversely, when employees lack trust in their organization and experience insufficient support due to misalignment with organizational values, they feel psychologically unsafe. This lack of safety is likely to increase the occurrence of CWB.

In the hospitality and tourism literature, the relationship between alignment with organizational values and CWB has received limited attention. Kristof-Brown et al. (2005), however, emphasize that value congruence (a form of person-organization fit) significantly influences employees' work attitudes. Similarly, Khan and Siddiqui (2023) note that employees aligned with an organization's value system and vision tend to manage their sick days more effectively. Despite these insights, the relationship between organizational value alignment and CWB remains empirically unexplored in the hospitality and tourism sector (Carpenter et al., 2021).

Regarding the mediating role of psychological safety in the connection between organizational value alignment and CWB, research is similarly sparse. Newman et al. (2017), in their systematic review, suggest that psychological safety mediates the relationship between organizational value alignment and employee behaviors. This highlights a need for further investigation into the mediating effects of psychological safety.

CWB has severe implications for performance, turnover, organizational citizenship, productivity, profitability, and customer satisfaction (Carpenter et al., 2021). These challenges are especially pertinent in the labor- and service-intensive environments of the hospitality and tourism industry (Hoang et al., 2024). On the other hand, psychological safety reduces employee errors and enhances organizational learning (Newman et al., 2017). Alignment with organizational values also contributes to various performance metrics, including customer satisfaction, employee job satisfaction, organizational commitment, and overall success (Carpenter et al., 2021; Kao et al., 2016; Dickson et al., 2006).

Given the significance of these variables and the lack of research on the mediating role of psychological safety between alignment with organizational values and CWB (Newman et al., 2017), this study seeks to address these research gaps. Specifically, it examines whether psychological safety mediates the relationship between alignment

with organizational value and CWB-O and CWB-C. The findings reveal that psychological safety partially mediates the connection between alignment with organizational values and CWB-O and fully mediates the connection with CWB-C. These results contribute to the hospitality management literature by offering a holistic analysis of these variables and providing actionable recommendations for both academics and practitioners.

Theoretical Framework and Hypotheses Development

Social Exchange Theory

Social exchange theory (SET) is one of the most influential frameworks for accounting for organizational behaviors (Cropanzano et al., 2017). The theory posits that workplace relationships are employed by reciprocal exchanges of resources such as support, respect, and rewards (Blau, 1964). These exchanges create obligations, with interactions being interdependent and shaped by the actions of involved parties, whether individuals, groups, or organizations (Cropanzano & Mitchell, 2005; Cook et al., 2013).

SET is founded on three key principles: exchanged resources, rules and norms of exchange, and social exchange relationships (Cropanzano & Mitchell, 2005). Resources exchanged within social exchanges are categorized into tangible and intangible forms. Tangible resources typically fulfill economic needs, such as financial rewards, while intangible resources address social and esteem needs, including trust, support, and commitment. Intangible resources often hold symbolic value, reflecting how much individuals feel valued or treated with dignity in their organizations (Cropanzano & Mitchell, 2005).

Rules and norms of exchange serve as guidelines for reciprocal interactions. These are primarily explained by the rule of reciprocity (Gouldner, 1960), which governs the mutual exchange of both tangible and intangible resources. Reciprocity operates through interdependent exchanges, where one party initiates an action and the other reciprocates, creating a continuous cycle of exchanges (Molm, 2003; Cropanzano et al., 2017).

Reciprocity also encompasses belief exchange and norm orientation. Belief exchange is rooted in the idea that actions yield equivalent outcomes: positive actions are rewarded with positive outcomes, while negative actions result in negative consequences (Cropanzano & Mitchell, 2005; Cropanzano et al., 2017). Norm orientation represents universal principles guiding behavior, where parties adhere to established cultural and ethical standards in their exchanges. This adherence to reciprocity rules is thought to mitigate negative organizational behaviors such as CWBs (Cropanzano et al., 2017).

Social exchange relationships refer to interdependent, interpersonal connections that evolve over time. These relationships, such as those between employees and employers, become stronger through fair and mutually beneficial interactions, fostering positive work environments, attitudes, and behaviors (Kızanlık & Ünlüönen, 2016; Cropanzano & Mitchell, 2005). Cropanzano et al. (2017) describe the social exchange process as being initiated by an actor (e.g., an employer, coworker or supervisor) who treats a target (e.g., an employee or coworker) positively (e.g., with support or fairness) or negatively (e.g., through abusive actions, incivility or bullying). Positive treatment often elicits positive responses, such as enhanced support, trust, commitment and performance, while negative treatment tends to result in counterproductive work behaviors directed toward the organization, coworkers, or customers.

However, individual personality traits and cultural differences can influence how people perceive and reciprocate

these exchanges. For instance, some individuals may respond more strongly to positive treatment, while others may exhibit varying degrees of tolerance or retaliation (e.g., CWBs) in response to negative actions (Cook et al., 2013).

Alignment with Organizational Values and Counterproductive Work Behavior

CWB is defined as "volitional acts that harm or are intended to harm organizations or people in organizations" (Spector & Fox, 2005, p. 151). Ones and Dilchert (2013, p. 647) categorize CWBs from both broader and narrower perspectives. From a broader perspective, CWB encompasses "antisocial behavior, employee vice, general counterproductive behavior, noncompliant behavior, organization-motivated aggression, organizational misbehavior, organizational retaliation behaviors, unethical behavior, workplace aggression, and workplace deviance". Conversely, from a narrower perspective, CWB includes abusive supervision, destructive leadership behavior, mobbing or bullying, social undermining, time banditry, and workplace incivility.

The hospitality and tourism industry, being labor-intensive and service-driven, prioritizes service innovation, prosocial service behavior, service climate, and service recovery (Hoang et al., 2024). This workplace environment intensifies interactions among stakeholders, such as supervisors, employees, and customers. Consequently, intangible resources like support, respect, and rewards are frequently exchanged and reciprocated (Cropanzano & Mitchell, 2005). Due to these dynamics, the consequences of interactions in hospitality move more rapidly and directly than in other sectors (Cao et al., 2023).

In the hospitality sector, CWBs significantly affect internal factors such as employee satisfaction, burnout, turnover intention, and organizational performance, as well as external factors like customer satisfaction (Hunter & Penney, 2014; Wallace & Coughlan, 2023). Negative customer-related behaviors can directly affect employees' psychological safety and job performance. In particular, customers' negative attitudes and unfair demands may trigger counter-productive work behaviors by increasing employees' burnout levels. Research shows that perceived risk plays a critical role in this process and mediates the impact of customer behavior on employee outcomes (Boğan, 2021). Moreover, CWBs negatively impact job performance, job satisfaction, service quality, organizational profitability, and reputation in the hospitality and tourism industry (Cao et al., 2023).

Within this context, we propose that alignment with organizational values plays a critical role in mitigating counterproductive work behaviors (CWBs). Values, as a form of social cognition, help employees adapt to their organizations, improve their engagement, and facilitate the distribution and interpretation of workplace information (Kao et al., 2016). Consequently, organizations have increasingly explored the role of value alignment in achieving their goals since the early 21st century (Garcia-Zamor, 2003).

Alignment with organizational values is a dimension of workplace spirituality, which refers to the meaning and purpose of work to achieve their ultimate purpose in life, self-actualization, and their inner life needs (Mitroff and Denton, 1999; Milliman et al., 2003). Alignment with organizational values refers to the state in which employees perceive a connection between the organization's goals, mission, and values, and their own personal goals, mission, and values (Milliman et al., 2003). It creates an opportunity for employees to engage with the organization's purpose. Employees come to understand that their purpose transcends personal goals, contributing instead to a larger societal impact. They also believe their organizations uphold high ethical standards and demonstrate care for the well-being of employees (e.g., "My organization is concerned about the health of employees"), customers, and society at large

(e.g., "My organization is concerned about the poor") (Milliman et al., 2003).

From this perspective, Richard S. Mau (2018–2019, p. 68), vice president of the hospitality department at the Gesit Companies and chairman of the Jakarta Hotels Association, highlights the importance of value alignment by stating: "When we work in an organization where culture aligns with our personal values, we feel energized and liberated. We are able to bring our full selves to work full of creativity, enthusiasm, and a commitment to success." Thus, alignment with organizational values reflects shared values and a common purpose within the organization to contribute to all stakeholders (Garcia-Zamor, 2003). This alignment fosters a strong bond and trust between employees and the organization (Zhang, 2020).

According to SET, reciprocity operates through interdependent exchanges, where one party's actions prompt a reciprocal response (Molm, 2003; Cropanzano et al., 2017). When employees notice that their personal values align with their organization's values, they are likely to trust the organization (Colquitt et al., 2007). This trust fosters a sense of obligation to reciprocate positively, such as through loyalty and productivity (Zhang, 2020). Additionally, employee competence plays a crucial role in ensuring alignment with organizational values and mitigating counterproductive work behaviors, particularly in service-oriented industries like hospitality (Onat et al., 2021). Employees recognize that their organizations uphold high ethical standards, and the alignment of values between both parties contributes to a higher purpose that benefits others and society (Milliman et al., 2003).

Conversely, when these exchanges involve negative resources or behaviors, they are likely to result in CWBs (Cropanzano et al., 2017). In other words, if employees feel that their personal values do not align with the organization's values and fail to contribute to others or society, they may perceive a breach of the psychological contract. This perception increases the likelihood of engaging in CWBs (Wallace & Coughlan, 2023). Very little research has documented that alignment with organizational values decreases CWB in the hospitality and tourism literature. Within this context, Kristof-Brown et al. (2005) suggest that value alignment significantly influences employees' work attitudes. Based on these arguments, the following hypotheses have been proposed:

H1: Alignment with organizational values negatively affects CWB-O.

H2: Alignment with organizational values negatively affects CWB-C.

The Mediating Role of Psychological Safety

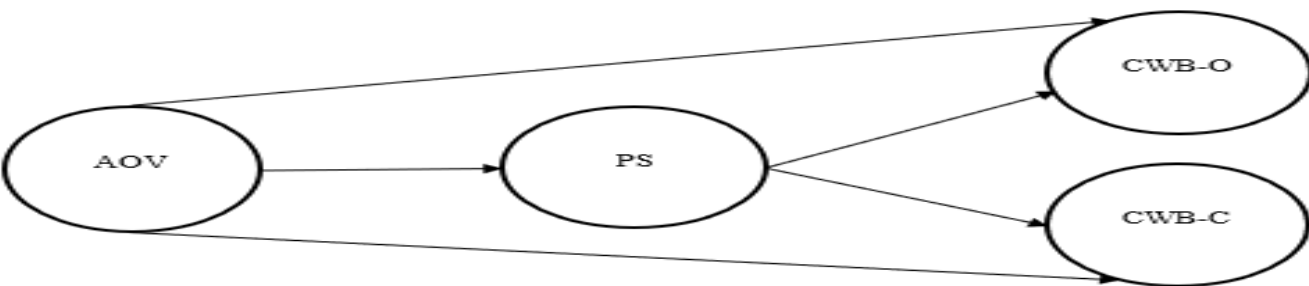
Maneethai et al. (2024) argue that relational motives and moral motives play a crucial role in employee behavior. Relational motives satisfy the need for belonging through values such as trust, pride, and reputation. Moral motives fulfill the need for meaningful existence by upholding moral norms. These motives also encompass alignment with organizational values, which relate to social values, responsibilities, and a sense of meaningful existence (Maneethai et al., 2024). Thus, employees seek alignment with organizational values, meaning their personal values match those of the organization (Milliman et al., 2003). When organizational values align with employees' moral values and satisfy their need for a meaningful existence (Maneethai et al., 2024), employees recognize that their organization values their well-being, spirit, and societal contributions. This alignment encourages employees to contribute to society through their organization, fulfilling their need for meaningful existence (Milliman et al., 2003).

Additionally, meaningfulness and safety significantly shape employees' roles. Employees evaluate the meaning and safety of their actions, considering their alignment with organizational values (Kahn, 1990).

Psychological safety is conceptualized at three levels: individual, team, and organizational (Edmondson & Lei, 2014). At the individual level, psychological safety refers to an employee's sense of security and confidence to commit to change (Schein & Bennis, 1965). Kahn (1990, p. 705) further defines it as "a sense of being able to show and employ oneself without fear of negative consequences to self-image, status, or career." At the team level, psychological safety is grounded in the belief that team members feel secure enough to take interpersonal risks (Edmondson et al., 2004). At the organizational level, it refers to employees' perception of how safe they feel engaging in changes and positive behaviors without fear of penalties (Edmondson & Lei, 2014; Maneethai et al., 2024). For example, Rabiul et al. (2023) found that psychological safety positively influences work engagement and fosters thriving among frontline hotel employees in Cambodia. Similarly, Roh et al. (2023) demonstrated that psychological safety reduces CWBs across various sectors, including the service industry, in South Korea.

Psychological safety is essential for changing employee behavior to address organizational challenges (Edmondson & Lei, 2014). Employees who feel psychologically safe are more likely to express themselves physically, cognitively, and emotionally at work. In such environments, employees can exchange information and build trustworthy relationships (Gong et al., 2012). Furthermore, employees feel psychologically safe when supported and trusted by their coworkers (Newman et al., 2017), enabling them to form bonds with their organization and engage in positive behaviors (Maneethai et al., 2024). For instance, Su and Swanson (2019) surveyed employees of Huatian Industry hotels in Chania and found that well-treated and supported employees are more likely to commit to their organizations.

SET posits that workplace relationships operate through reciprocal and interdependent exchanges (Cropanzano et al., 2017). These exchanges often involve intangible resources such as trust, support, and commitment, which address social and esteem needs. These resources hold symbolic value, reflecting how much employees feel valued and treated with dignity in their organizations (Cropanzano & Mitchell, 2005). SET also suggests that employees who feel supported and valued are more likely to reciprocate with positive behaviors (Blau, 1964). Based on this perspective, Ehrhart and Raver (2014) propose that organizational values such as fairness, empathy, honesty, and ethics influence employee behaviors and may inhibit CWBs, which are voluntary harmful actions toward the organization, its members, or its customers (Spector & Fox, 2005; Hunter & Penney, 2014). Based on SET, we assert that psychological safety has a mediating role on the relationship between alignment with organizational values and CWBs (see Figure 1).



AOV: Alignment with organizational values; PS: Psychological safety; CWB-O: Counterproductive work behaviors towards organizations; CWB-C: Counterproductive work behaviors towards customers.

Figure 1. Research model

Newman et al. (2017) observed that 38 studies, ranging from supportive organizational practices to workplace outcomes (e.g., learning, performance, and communication), have examined the mediation role of psychological safety. For example, Roh et al. (2023) investigated the role of psychological safety between servant leadership and CWB. Their findings confirmed that the relationship between servant leadership and CWBs is mediated by psychological safety.

However, to the best of our knowledge, very little research has investigated the mediating role of psychological safety in the relationship between alignment with organizational values and CWBs in the hospitality and tourism sector. Theoretically, Newman et al. (2017) argue that psychological safety mediates the connection between organizational value alignment and employee behaviors.

As a conclusion, Ehrhart and Raver (2014) assert that the quality of workplace relationships depends on mutual trust, loyalty, and commitment. Similarly, Schein (2010) emphasizes that many workplace issues stem from a lack of value alignment. Grounded in SET, alignment with organizational values fosters trust and psychological safety (Colquitt et al., 2007), motivating employees to contribute positively to the organization in exchange for fair treatment and support (Wang et al., 2023). Conversely, when employees lack trust in their organization and perceive insufficient support due to misalignment with organizational values, they are likely to feel psychologically unsafe. This lack of safety may lead to an increased occurrence of CWBs. So, based on the above arguments, the following hypotheses have been developed:

H3: Psychological safety mediates the connection between alignment with organizational values and CWB-O.

H4: Psychological safety mediates the connection between alignment with organizational values and CWB-C.

Methodology

Measures

The data were collected using a questionnaire that included three constructs: alignment with organizational values, psychological safety, and CWB. The alignment with organizational values construct consisted of eight items adapted from Milliman et al. (2003), measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The psychological safety construct included seven items adapted from Edmondson (1999), measured on a five-point scale from 1 (very inaccurate) to 5 (very accurate). The CWB-O construct comprised six items adapted from Dalal et al. (2009), while the CWB-C construct consisted of six items adapted from Hunter and Penney (2014). Both were measured on a five-point scale ranging from 1 (never) to 5 (always).

The original response scales for alignment with organizational values, psychological safety, and CWB-O were based on a seven-point Likert-type format. However, we modified them to a five-point Likert-type format for this study. We employed the back-translation method described by Brislin (1976) to ensure the accuracy of both translated scales and the modified format.

Data Collection and Sample

Ethical approval for this study was obtained from the Nevşehir Hacı Bektaş Veli University Ethics Review Board on 30/07/2024 with 2024.08.209 issue number. The study constructs included 27 items in total. To ensure an acceptable sample size, we aimed to exceed 270 responses, aligning with Hair et al.'s (2013) recommendation of a

10:1 ratio. This ratio translates to 270 participants for 27 items. We utilized the convenience sampling method (Guest, 2014) to collect data. The sample comprised employees from hotels located in Nevşehir province, Türkiye. After briefing the hotel authorities about the study's purpose, 400 survey forms were distributed, and 355 responses were collected over two months. Of these, 336 responses (84%) constituted valid data sets.

The majority of participants are female (63.4%) and single (62.8%). Most participants (80.1%) are under the age of 36. Additionally, 62.7% have less than five years of work experience. In terms of education, 62.5% hold associate or bachelor's degrees, 19% hold high school diplomas, and a minority (18.5%) have master's degrees. Furthermore, most participants (70.7%) do not hold managerial positions.

Data Analysis

Initially, missing values and extreme outliers were examined. Following the suggestion by Hair et al. (2013) that outliers with a ratio of 4 or greater may be excluded from large-scale analyses, it was observed that the highest Mahalanobis distance ratio was below this threshold ($Mahalanobis\ D > 81.84437 / 27 = 3.03$; $p < .001$). Therefore, no responses were excluded, and the analysis proceeded with a dataset of 336 cases.

Subsequently, skewness and kurtosis tests were conducted to assess the multivariate normality of the data. The results indicated that the dataset followed a normal distribution, with skewness scores ranging from -0.365 to 1.813 and kurtosis scores from -1.239 to 2.676 (Kline, 2016). Hypotheses were tested using CB-SEM with Amos software. Both the measurement model and the structural model were employed to investigate relationships between constructs (Anderson & Gerbing, 1988). Additionally, the bootstrap method was applied for mediation testing (Hayes, 2013).

Findings

Measurement Model

Confirmatory factor analysis (CFA) was conducted on the measurement model. CFA is used to evaluate the individual and collective performance of observed variables when the researcher has a theoretical basis for the constructs (Hair et al., 2013; Bowen & Guo, 2011). Initially, each variable was treated as a first-order construct. The CFA results for the measurement model revealed that one item from the CWB-C variable, "I argued with a customer," had a factor loading value below 0.50. To ensure construct validity, this item was removed from the analysis (Hair et al., 2013).

After excluding the CWB-C item, CFA was conducted again. The fit indices and construct validity were re-evaluated (Hair et al., 2013). The results are presented in Table 1.

Table 1. Measurement model and correlations

First-order constructs and items	Loadings	t	CR	AVE
Alignment with organizational values			.901	.533
I feel positive about the values of the organization	.710	Fix.		
My organization is concerned about the poor	.813	14.009		
My organization cares about all its employees	.772	13.341		
My organization has a conscience	.732	12.669		
I feel connected with my organization's goals	.695	12.028		
My organization is concerned about health of employees	.728	12.590		
I feel connected with my organization's mission	.704	12.195		
My organization cares about whether my spirit is energized	.678	11.749		

Table 1. Measurement model and correlations (cont.)

Psychological safety			.906	.580
If you make a mistake in this organization, it is often held against you.	.768	Fix.		
Members of this organization are able to bring up problems and tough issues.	.764	17.101		
People in this organization sometimes reject others for being different.	.705	12.792		
It is safe to take a risk in this organization.	.789	14.477		
It is difficult to ask other members of this organization for help.	.785	14.497		
No one in this organization would deliberately act in a way that undermines my efforts.	.741	13.459		
Working with members of this organization, my unique skills and talents are valued and utilized.	.778	14.373		
Counterproductive work behaviors towards organizations (CWB-O)			.878	.546
I did not work to the best of my ability.	.725	13.105		
I spent time on tasks unrelated to work.	.644	11.537		
I criticized organizational policies.	.826	15.052		
I took an unnecessary break.	.707	12.763		
I worked slower than necessary.	.769	13.977		
I spoke poorly about my organization to others.	.751	Fix.		
Counterproductive work behaviors towards customers (CWB-C)			.844	.526
I made fun of a customer to someone else	.697	Fix.		
I lied to a customer	.846	13.800		
I made a customer wait longer than necessary	.852	13.861		
I ignored a customer	.636	10.695		
I acted rudely toward a customer	.547	9.258		
Fornell-Larcker				
	Alignment with organizational values	Psychological safety	CWB-O	CWB-C
Alignment with organizational values	.730			
Psychological safety	.535***	.762		
CWB-O	-.295***	-.316***	.739	
CWB-C	-.170**	-.212**	.674***	.725
Goodness-of-fit statistics: $\chi^2/df = 2.080$; CFI = .94; RMSEA = .057; SRMR = .050; ***p<.001				

Goodness-of-fit statistics, including χ^2/df , CFI, RMSEA, and SRMR, were reported (Kline, 2016). The fit indices for the measurement model fell within acceptable limits: $\chi^2/df = 2.080$, CFI = 0.94, RMSEA = 0.057, and SRMR = 0.050 (Schermelleh-Engel et al., 2003; Hair et al., 2013).

The measurement model results indicated that the factor loadings for all items exceeded 0.50, and the AVE values for the constructs were greater than 0.50. Additionally, construct reliability (CR) values were above 0.70. These findings confirm that adequate convergent validity was achieved (Schermelleh-Engel et al., 2003; Hair et al., 2013). Discriminant validity was also evaluated using the criteria established by Fornell and Larcker (1981). The results showed that the square roots of the AVE values for all constructs exceeded their correlations with other variables (Hair et al., 2013), ensuring that discriminant validity was met.

After analyzing the first-order measurement model, CFA was conducted again on the second-order measurement model, as CWB consists of two dimensions: CWB-O and CWB-C. The results are depicted in Table 2.

Table 2. Second-order measurement model and correlations

Second-order construct	Loadings	t	CR	AVE
Alignment with organizational values (AOV)	.678 - .813		.901	.533
Psychological safety	.705 - .789		.906	.580
Counterproductive work behaviors (CWB)			.849	.747
Counterproductive work behaviors towards organizations (CWB-O)	1.035	Fix.		
Counterproductive work behaviors towards customers (CWB-C)	.651	4.274		
Fornell-Larcker	Alignment with organizational values	Psychological safety	CWB	
Alignment with organizational values	0.730			
Psychological safety	.535***	0.762		
CWB	-.284***	-.306***	0.865	
Goodness-of-fit statistics: $\chi^2/df=2.074$; CFI=.94; RMSEA=.057; SRMR=.050; ***p<.001				

The results of the second-order measurement model indicated that the factor loading for the CWB-O dimension exceeded 1.0, as CWB consists of only two dimensions (Table 2). This result challenges the assumption of convergent validity (Schermelleh-Engel et al., 2003; Kline, 2016) while the model satisfies discriminant validity. However, considering the study's objectives, and given that the first-order measurement model meets both convergent and discriminant validity, the analyses of structural model were based on the first-order measurement model (Table 1).

Structural Model

SEM was applied to test the model and hypotheses. The results indicate that the indices of the structural model fall within acceptable limits ($\chi^2/df = 2.515$; CFI = 0.91; RMSEA = 0.067; SRMR = 0.071). The findings are summarized in Table 3.

Table 3. Structural model results

Relations	Std. factor loadings (β)	Lower Bounds	Upper Bounds	t	R ²
AOV→PS	.535**	.446	.631	8.136	.286
AOV→CWB-O	-.173*	-.283	-.055	-2.393	.130
PS→CWB-O	-.237**	-.351	-.094	-3.220	
AOV→CWB-C	-.081	-.227	.052	-1.100	.057
PS→CWB-C	-.185*	-.313	-.027	-2.449	

Goodness-of-fit statistics: $\chi^2/df=2.515$; CFI=.91; RMSEA=.067; SRMR=.071; AOV: Alignment with organizational values; PS: Psychological safety; CWB-O: Counterproductive work behaviors towards organizations; CWB-C: Counterproductive work behaviors towards customers; ***p<.001; **p<.01 *p<.05

Consistent with Hypothesis 1, the structural model results reveal that alignment with organizational values significantly affects CWB-O, supporting H1. However, contrary to Hypothesis 2, the results indicate that alignment with organizational values does not significantly affect CWB-C, leaving H2 unsupported.

Additionally, alignment with organizational values accounts for a substantial proportion of psychological safety (54%). Furthermore, alignment with organizational values and psychological safety together explain 13% of CWB-O. Conversely, the combination of alignment with organizational values and psychological safety accounts for only a minor portion of CWB-C (6%).

Mediating Effect of Psychological Safety

Zhao et al. (2010, p. 204) explain that the indirect effect must be significant to establish the mediation role of a variable in mediation analysis. Therefore, we employed the bootstrap method, a reliable approach for determining the limits of indirect effects under various conditions (Hayes, 2013, p. 197; Preacher & Hayes, 2008), to examine the mediation role of psychological safety.

The mediation role of psychological safety was analyzed using the bias-corrected bootstrap method with 1,000 subsamples (Hayes, 2013). Following the classification of mediation types outlined by Zhao et al. (2010), the results are summarized in Table 4.

Table 4. Psychological safety as a mediator

Hypotheses	Relations	Indirect effect (β)	Direct effect (β)	Lower Bounds	Upper Bounds	Result
H3	AOV→CWB-O	-.127**	-.173*	-.200	-.053	Complementary mediation Supported
H4	AOV→CWB-C	-.099*	.081	-.182	-.020	Indirect-only mediation Supported

AOV: Alignment with organizational values; CWB-O: Counterproductive work behaviors towards organizations; CWB-C: Counterproductive work behaviors towards customers ; **p<.01 *p<.05

The indirect effect of psychological safety on the relationship between alignment with organizational values and CWB-O is significant and negative, while the direct effect of alignment with organizational values on CWB-O is also significant and negative. This finding indicates that psychological safety plays a complementary mediating role in the relationship between alignment with organizational values and CWB-O, supporting H3.

Additionally, the indirect effect of psychological safety on the relationship between alignment with organizational values and CWB-C is significant and negative, whereas the direct effect of alignment with organizational values on CWB-C is not significant. This result demonstrates that psychological safety serves as an indirect-only mediator in the relationship between alignment with organizational values and CWB-C, supporting H4.

Discussion and Conclusion

Very few studies have investigated the effect of alignment with organizational values on CWBs, as well as the mediating role of psychological safety between these variables, particularly in the hospitality and tourism literature. Thus, this study extends previous research on CWB by empirically demonstrating the mediating role of psychological safety in the relationships between alignment with organizational values and both CWB-O and CWB-C.

Theoretical Implications

This study provides two fundamental theoretical implications, expanding the existing body of research on CWB by showing the role of alignment with organizational values through psychological safety.

First, the findings suggest that alignment with organizational values negatively impacts CWB-O through

psychological safety. Limited research has explored the relationship between alignment with organizational values and CWB-O. Consistent with this finding to some extent, Kristof-Brown et al. (2005) argue that alignment with organizational values significantly influences employees' work attitudes. SET posits that workplace relationships concentrate on reciprocal exchanges of resources (e.g., support, respect, and rewards). When employees perceive alignment between their personal values and their organization's values, they are more likely to trust the organization (Colquitt et al., 2007). This trust fosters a sense of obligation to reciprocate positively, demonstrated through loyalty and productivity (Zhang, 2020).

Furthermore, employees recognize that their organizations uphold high ethical standards, and the alignment of values between both parties contributes to a higher purpose that benefits others and society (Milliman et al., 2003). This perception of shared values enhances trust and psychological safety (Colquitt et al., 2007), encouraging employees to contribute positively to the organization in exchange for fair treatment and support (Wang et al., 2023). Consistent with our findings to some degree, Kayani and Alasan (2021) found that breaches in the psychological contract between employees and employers may lead to CWBs toward the organization.

The other finding indicates that psychological safety fully mediates the link between alignment with organizational values and CWB-C. To the best of our knowledge, no empirical research has specifically investigated the connections between these variables. However, Newman et al. (2017) conducted a systematic review of psychological safety, examining its antecedents, outcomes, and moderating and mediating role. They suggest that psychological safety serves as a mediator between organizational value alignment and employee behaviors.

According to SET, workplace relationships function through reciprocal exchanges (Cropanzano et al., 2017). These exchanges such as support, respect, and rewards often address social and esteem needs, holding symbolic value by reflecting how much employees feel valued within their organizations (Cropanzano & Mitchell, 2005). SET also posits that employees who feel supported and valued are more likely to reciprocate with positive behaviors (Blau, 1964).

Consistent with this view, Ehrhart and Raver (2014) propose that organizational values such as fairness, empathy, honesty, and ethics shape employee behaviors and may reduce CWBs. Supporting this perspective, Schein (2010) emphasizes that many workplace issues, including CWB-O and CWB-C, stem from a lack of value alignment. Alignment with organizational values facilitates information exchange and fosters trustworthy relationships (Gong et al., 2012; Colquitt et al., 2007).

This trust cultivates a sense of psychological safety, as employees feel confident they will be supported and can build reliable relationships within their organizations (Newman et al., 2017; Edmondson et al., 2004). This psychological safety perception strengthens employees' bonds with their organizations and encourages positive workplace behaviors (Maneethai et al., 2024).

For instance, employees who are well-treated and supported, such as those working in Huatian Industry hotels in Chania, tend to demonstrate stronger organizational commitment (Su & Swanson, 2019). Employees who perceive that their values align with those of their organizations believe that their purpose extends beyond personal goals, contributing to a larger societal impact. Furthermore, they feel that their organizations prioritize the well-being of employees, customers, and society at large (Milliman et al., 2003). This alignment fosters a sense of trust and

psychological safety at work. Consequently, they become more likely to involve in positive workplace behaviors and refrain from CWBs targeting the organization or its customers.

Practical Implications

This study provides managerial implications for hospitality and tourism enterprises aiming to reduce or eliminate counterproductive work behaviors (CWB-O and CWB-C). The findings indicate that psychological safety plays a complementary mediating role between alignment with organizational values and CWB-O and an indirect-only mediating role between alignment with organizational values and CWB-C. In other words, alignment with organizational values reduces both CWB-O and CWB-C through psychological safety. Therefore, hotel managers should implement strategies to foster alignment between hotel and employee values while creating a psychologically safe work environment.

To achieve this, hotel managers should prioritize value alignment between employees and the organization to cultivate a culture of trust, which enhances employee satisfaction. When employees perceive that their work serves a higher purpose such as benefiting others and society through organizational activities (Milliman et al., 2003), they feel more engaged. To support this, hotels could organize community-based leisure activities (e.g., games) for children and individuals with disabilities, extending their services beyond guests. As a result, employees may experience greater fulfillment in their inner life needs (Mitroff & Denton, 1999), leading to higher work engagement (Mau, 2018–2019).

Additionally, hotels can reinforce a value-aligned environment by prioritizing cultural fit during the hiring process to ensure candidates share similar values with the organization. Another strategy is implementing training programs to help employees internalize hotel values (Maneethai et al., 2024). Leadership also plays a critical role, so hotel managers should exemplify organizational values in their actions to reinforce the importance of alignment.

Another key finding of this study is that employees who feel psychologically safe at work are less likely to involve in CWBs, whether directed toward the organization or customers. Thus, hotel managers should focus on establishing a psychologically safe environment where employees feel safe explaining their ideas without fear of humiliation or retribution (Kahn, 1990; Edmondson & Lei, 2014). A psychologically safe workplace encourages employee involvement in their work and creative activities (Alzyoud, 2019) rather than engagement in CWBs.

To achieve this, hotel managers should ensure transparent and respectful communication at work. Their behavior should signal empathy, fostering an environment where concerns can be addressed without criticism (Maximo et al., 2019). Regular meetings can serve as valuable opportunities to demonstrate that speaking up and sharing ideas are encouraged rather than criticized.

Another important strategy is providing diversity, inclusion, and psychological safety training to emphasize the value of different perspectives (Creon & Schermuly, 2019). These programs should promote mutual respect and ensure that no employee is ridiculed for their opinions. Additionally, hotels should focus on continuous learning and improvement (Carmeli et al., 2009). Implementing anonymous feedback mechanisms can encourage employees to share their insights. Managers should act on this feedback to demonstrate that employee voices are valued (Tayfun et al., 2016).

Handling mistakes constructively is also essential for psychological safety. Rather than blaming employees for

errors, managers should provide solution-oriented feedback (Guchait et al., 2016).

Since the tourism industry is a high-stress environment that can negatively impact psychological safety, hotels should offer mental health support and counseling resources to help employees manage workplace stress (Chen et al., 2025). Additionally, revising the reward system to recognize employees who share ideas and take initiative could further reinforce a psychologically safe work culture (Singh, 2024).

Limitations and implications for future research

The first limitation of this study is that its findings cannot be generalized, as the sample consists solely of hotels in Nevşehir, Türkiye. Future researchers may replicate this study in various sectors, including healthcare, the military, education, manufacturing, and other tourism-related businesses such as travel agencies and food and beverage establishments.

Additionally, limited research has examined the relationship among alignment with organizational values, psychological safety and CWBs. Expanding research in this area would contribute to a deeper understanding of these dynamics.

Another limitation is the use of a cross-sectional methodology, which may affect the validity of mediation tests. Mediation analyses require longitudinal methodologies to accurately determine whether a third variable functions as a mediator or moderator, as time plays a critical role in mediation processes. Future scholars should consider employing longitudinal studies to explore the effects of alignment with organizational values and psychological safety on CWBs more comprehensively.

Finally, this study does not address counterproductive work behavior directed toward colleagues. Future research could provide valuable insights by examining how alignment with organizational values and psychological safety influence CWBs toward organizations, colleagues, and customers.

Declaration

Ethical approval for this study was obtained from the Nevşehir Hacı Bektaş Veli University Ethics Review Board on 30/07/2024 with 2024.08.209 issue number.

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Appendix 1. Ethics Committee Permission



T.C.
NEVŞEHİR HACI BEKTAŞ VELİ ÜNİVERSİTESİ REKTÖRLÜĞÜ
Bilimsel Araştırmalar ve Yayın Etik Kurulu

TOPLANTI SAYISI
08

KARAR SAYISI
2024.08.209

TOPLANTI TARİHİ
30.07.2024

Üniversitemiz İktisadi ve İdari Bilimler Fakültesi Öğretim Üyesi Prof. Dr. Durdu Mehmet BİÇKES'in "Üretkenlik Karşısı İş Davranışları: Örgüt Değerleri İle Uyum ve Psikolojik Rahatlık" isimli bilimsel araştırma projesi hakkında alınan 30.06.2024 tarih ve 2400058525 sayılı yazının görüşülmesi.

2024.08.209 Üniversitemiz İktisadi ve İdari Bilimler Fakültesi Öğretim Üyesi Prof. Dr. Durdu Mehmet BİÇKES'in "Üretkenlik Karşısı İş Davranışları: Örgüt Değerleri İle Uyum ve Psikolojik Rahatlık" isimli bilimsel araştırma projesi hakkında alınan 30.06.2024 tarih ve 2400058525 sayılı başvuru dosyası görüşüldü.

Yapılan görüşmeler sonucunda, aşağıdaki tabloda isimleri belirtilen araştırmacılar tarafından hazırlanan **"Üretkenlik Karşısı İş Davranışları: Örgüt Değerleri İle Uyum ve Psikolojik Rahatlık"** isimli araştırma projesi dosyası ve ilgili belgeler araştırmanın gerekçe, amaç, yaklaşım ve yöntemleri dikkate alınarak incelenmiş olup, projenin gerçekleştirilmesinde etik sakınca bulunmadığına kurulumuz üyeleri tarafından oy birliği ile karar verilmiştir.

YÜRÜTÜCÜ	ARAŞTIRMACI/UZMAN
Prof. Dr. Durdu Mehmet BİÇKES	Öğr. Gör. Dr. Celal YILMAZ

- * Prof. Dr. Muhammet Şevki AYDIN toplantıya katılmadı.
- * Prof. Dr. Lütfi BUYRUK toplantıya katılmadı.
- * Prof. Dr. Suzan ÇOBAN toplantıya katılmadı.
- * Prof. Dr. Zübeyde KUMBIÇAK toplantıya katılmadı.

Belge Doğrulama Kodu: 3MH9EEH

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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