EAWOP Small Group Meeting (SGM)

Why people engage in counterproductive work behaviour and what can prevent this? Understanding the underlying psychological and social processes

EXECUTIVE SUMMARY

1. Meeting overview

The SGM took place at the University of Amsterdam in June 22-24. It has been co-organised by Roberta Fida, Norwich Business School, University of East Anglia, Rosalind Searle, University of Glasgow; and Deanne den Hartog, University of Amsterdam. The topic of the meeting was about understanding counterproductive work behaviour. Two keynotes have been given: 1) Celia Moore (Imperial College London): Leading Responsibly: Moral Agency At Work; 2) Karen Renaud (University of Strathclyde): Wielding negative emotions to make people care about cyber security: wise or ill-advised? A total of 16 participants registered for the meeting, coming from several European (UK, France, Netherlands, Croatia, Spain, Finland) and non-European countries (Pakistan and USA).

2. Key Highlights:

- The three days were organised as plenary sessions with keynote presentations at the beginning of Day 1 and Day 2. This format worked smoothly and there was a very good level participation. Some of the sessions were hybrid due to some COVID related issues. On average, each session was attended by 15-20 participants. The time allocated to each presentation (30 minutes) allowed to have a good level of discussion.

- The fourteen presentations were of very high quality and addressed a variety of key topics related to CWB such as psychological contract breach, collective moral disengagement, inconsistent leader behaviour, third party observation, bottom line mentality, moral self-efficacy.

- The studies presented adopted mainly quantitative studies with multiple waves, showing that the field is moving beyond the traditional cross-sectional designs.

3. Meeting Outcomes:

- New networks have been established within subgroups of participants based on common research interests. Some subgroups have already planned organising a new SGM in 2023 to develop concrete collaborations.

- Organisers have already organised a special issue for the EJWOP (deadline of the submission 30/12/2022) and are making plans for developing an editorial/position paper on preventing CWB.

<center>**Activity Report**</center>

<center>**Why people engage in counterproductive work behaviour and what can prevent this?**
Understanding the underlying psychological and social processes</center>

1. Event General Information

The SGM has taken place at the University of Amsterdam in June 22-24. It has been co-organised by Roberta Fida, Norwich Business School, University of East Anglia, Rosalind Searle, University of Glasgow; and Deanne den Hartog, University of Amsterdam. Initially, it was planned for March 2022, however due to the COVID pandemic, it was decided to postpone to June.

A total of 16 participants (including the three organisers) attended the meeting either in person or online. Participants came from several different countries, namely United Kingdom of Great Britain and Northern Ireland, Belgium, Finland, Croatia, Spain, France, Pakistan, USA (see ANNEX 1).

2. Program overview and course of the meeting

The main topics addressed by the meeting were related to understanding the key antecedents of CWB and UPB (unethical pro-organisational behaviour) and how to prevent them. We chose these two main topics because we identified important gaps in the literature in these areas. The two keynote presentations were strictly related to the chosen topics. The first keynote was delivered by Celia Moore at the beginning of the first day and dealt with understanding the role of moral disengagement and moral agency. The presentation specifically focused on the justification processes which allow individuals to misbehave without feeling guilty or with the need to repair. The second keynote opened the second day of the meeting and was delivered by Karen Renaud and dealt with the use of negative emotions to establish behavioural change regarding cybersecurity. The presentation specifically focused fear, shame, and guilt. Although these negative emotions can have some effects on increasing cybersecurity they can also have negative effects on the individual and the organisation.

The presentations (see Annex 2) addressed the following main topics:

- Psychological contract (2 papers);
- Leadership (3 papers);
-Social mechanisms (2 papers)
- Personality and Emotions (4 papers);
- Unethical pro-organisational behaviour (2 papers).

An additional paper was focused on cybersecurity.

Each presenter was addressed to a time slot of 30 minutes (20 minutes for presenting the study plus 10 minutes for discussion and questions and answers). This ensured sufficient time for having an exchange between presenters and audience and for accommodating different questions and elaborated answers following each presentation. The two keynotes had 40 minutes for presenting. After the keynote there was intense discussion reflecting on how to prevent misbehaviours in the workplace.

Each day was organised with a keynote presentation at the beginning, followed by six paper presentations and a final discussion chaired by one of the organisers. All the meetings were in plenary session.

Everything worked as planned and the event can be regarded as a success. The relatively low number of participants ensured an open, friendly, and informal the atmosphere. Two presenters were not able to present at the very last minute due to COVID. These were replaced by other two presentations: one made by Roberta Fida on the role of moral self-efficacy in preventing the routinisation of CWB "How to prevent unethical conduct at work from a moral agency perspective. The role of moral self-efficacy in withstanding moral disengagement." And the second one by Yingjie Li on the effect of broken promises on CWB through revenge "W*hy do good people do bad things?* When your supervisor breaks a promise you can either forgive or revenge".

3. Short Description of the SGM Topic Discussion

It is well known that Counterproductive work behaviour (CWB) is a widespread phenomenon creating serious concerns for organisations across the globe. In line with the literature in the field highlighting that these types of behaviour are not the prerogative of ruthless and unprincipled individuals (Bandura, 2016; Moore & Gino, 2013; Newman et al., 2019), the scholars attending the meeting investigated the broad range of factors which can explain this type of conduct. Discussions among participants were generally around the specific mechanisms explaining engagement in CWB and the factors which could moderate these relationships. Overall, it was clear during the meeting discussion that researchers are adopting more complex frameworks to understand CWB and how to prevent them.

The role of leaders and of the social context was discussed broadly. It was recognised the importance of doing more research on collective mechanisms and social dynamics which can affect the engagement in CWB. There is currently limited attention on cross-cultural dimensions to CWB. These might include temporary influences such as of drugs or alcohol. Another area which was discussed in depth was the role of personal dimensions and

emotions. It was recognised the need of looking at more complex personality profiles and adopting discrete emotion approach. There is a need to look beyond bad apples and into prevention. A further topic concerned research matter, specifically the measurement and operationalisation challenges of this field.

We also outlined the key stakeholders in this area for further policy engagement. These included researchers, and academics. Then outside academia specifically: managers and employees; human resources and security professionals, but also the police and those in government security sector; organisation leaders; and trade unions. An interesting category identified included investors and pensions fund managers. Health and safety and other regulators were also a further category. Finally, NGOs with interest in specific areas, such as fraud.

## 4. Meeting Implications/Outcomes

In terms of scientific output, the organisers of the SMG have planned a special issue in EJWOP on preventing CWB and some participants have already planned submitting their work. Additionally, new collaborations among participants have been started leading to a proposal for symposium at the next SIOP conference. There was also a conversation on a new SGM on psychological contract

4. Small Group Meeting evaluation.

The meeting worked very well, in our opinion, despite some sessions being hybrid. However, have the means of a face to face meeting was appreciated by the PhDs and ECR. We believe that the success is related to the small number of participants (< 30), adequate time allocated to each presentation including time for discussion (30 minutes), and the fact that several participants already collaborated before the meeting adding to an informal and productive climate. The coffee breaks, the informal reception (Day 1) and dinner (Day 2) were very useful to build a collaborative and joyful climate. It was a shame that some people had to leave due to Covid and we appreciated all the attention UoA paid to these matters and to providing means of PCR testing.

Annex 1: List of participants

Name	Surname	Affiliation	Country
Elisabeth	Jäckel	ABS	The Netherlands
Yannick	Griep	Radboud University	The Netherlands
Emma	van Gerven	ABS	The Netherlands
Johannes	Kraak	School	France
Irene	Skovgaard-Smith	Anglia	United Kingdom
Barbara	Nevicka	UvA	The Netherlands
Yingjie	Li	Radboud University	The Netherlands
Nadine	Michaelides	UCL	United Kingdom
Peikai	Li	Ghent University	Belgium
Mamoona	Arshad	Lahore University	Pakistan
Katrin	Riisla	ABS	The Netherlands
Mitja	Ruzojcic	University of Zagreb	Croatia
Marc	Ohana	School	France
Sidra	Liaqat	Barcelona	Spain
Minnie	She	ABS	The Netherlands
Marjo-Riitta	Diehl	Aalto University	Finland
Armin	Pircher Verdorfer	ABS	The Netherlands
Deanne	den Hartog	ABS	The Netherlands
Roberta	Fida	School	United Kingdom
Rosalind	Searle	Glasgow	United Kingdom
Mallory	McCord	Minnesota	USA

UNIVERSITY OF AMSTERDAM
Amsterdam Business School

impact
INCUBATOR
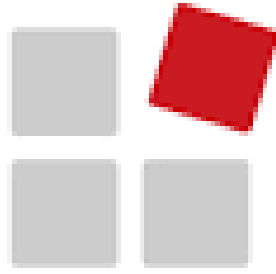
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Small Group Meeting

Why people engage in counterproductive work behaviour and what can prevent this?
Understanding the underlying psychological and social processes

JUNE 22-24, 2022 AMSTERDAM

M-building, Plantage Muidergracht 12, 1018 TV Amsterdam

University of Glasgow | Adam Smith Business School

UEA
University of East Anglia

NORWICH
BUSINESS SCHOOL

Programme Overview

DAY 1 - 22.06.22

10.00-10.30 Registration

10.30-11.00 Formal welcome: Introduction and aim of the SGM

11.00-12.00 Keynote Presentation by Prof. Celia Moore

12.00-13.00 Lunch

13.00-14.30 Research presentations

14.30-15.00 Coffee Break

15.00-16.00 Research presentations

16.00-17.00 Extended discussion: bridging the gap

17.00-18.30 Evening Reception

DAY 2 - 23.06.22

09.00-10.30 Keynote Presentation by Dr. Karen Renaud

10.30-11.00 Coffee break

11.00-12.00 Research presentations

12.30-13.30 Lunch

13.30-15.00 Research presentations

15.00-15.30 Coffee Break

15.30-16.30 Extended discussion: bridging the gap

18.00 Conference Dinner

DAY 3- 24.06.22

09:30 – 10:30 Research presentations

10.30-11.00 Coffee break

11.00-12.00 Final Discussion

***Food and Drinks**: Coffee, tea, juice and croissant will be served every morning. Coffee breaks will include coffee, sweets and snacks. Lunch will include sandwich, salad, fruits, juice and water. Drinks and snacks will be served during the Day 1 evening reception.*

Useful Information

VENUE

the M-building, Plantage Muidergracht 12, 1018 TV Amsterdam

HOTEL SUGGESTIONS

- Lancaster Hotel **** Plantage Middenlaan 48 Website: https://www.thelancasterhotelamsterdam.com/en/
- Sofitel The Grand *****   Oudezijds Voorburgwal 197. Website: http://www.thegrand.nl
- NH Amsterdam Schiller**** Rembrandtplein 17 Website: http://www.nh-hotels.nl/hotel/nh-amsterdam-schiller
- NH Doelen ***** Nieuwe Doelenstraat 24, Website: http://www.nh-hotels.com
- Eden Hotel **** Amstel 144, Website: https://www.edenhotelamsterdam.com/en/
- Hotel Arena **** 's Gravesandestraat 51, Website http://www.hotelarena.nl
- Park Plaza Vondel**** Koninginneweg 34-36, Website: http://www.parkplaza.com/amsterdam-hotel-nl-1075-cz/netvonde
- Amsterdam Tropen Hotel**** Linnaeusstraat 2c, Website http://www.amsterdamtropenhotel.com/en
- Le Coin *** Nieuwe Doelenstraat 5, Website http: http://www.lecoin.nl
- The Bridge *** Korte Amstelstraat 18, Website: https://the-bridge-hotel.hoteleamsterdam.net/nl/
- Volkshotel *** Wibautstraat 150, Website: http://volkshotel.nl/

FEE

Standard: 100euro; Student: 50euro
You will receive an email with all the information on how to pay the fee

CONTACTS

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Deanne den Hartog: D.N.denHartog@uva.nl
Emma van Gerven: e.j.g.vangerven@uva.nl

Provisional Program

DAY 1 - 22.06.22

10.00-10.30 Registration

10.30-11.00 Formal welcome: Introduction and aim of the SGM

11.00-12.00 Keynote Presentation by **Celia Moore**
Leading Responsibly: Moral Agency At Work

12.00-13.00 Lunch

13.00-14.30 Research presentations
Yannick Griep (presenter), JM Kraak, A Jiménez, & XD Lub
You Scratch My Back, I'll Scratch Yours: Unethical Pro-Organizational Behavior and Deviance in Response to Different Psychological Contract States
Irene Skovgaard-Smith (presenter), R Fida, C Barbaranelli, R Searle, & M Paciello
Collective Moral Disengagement
Marjo-Riitta Diehl (presenter)
Bad Apples or Bad Barrels – or Rotten Relationships? A Psychological Contract Perspective to Employee Unethical Behaviour

14.30-15.00 Coffee Break

15.00-16.30 Research presentations
Emma van Gerven (presenter) AHB de Hoogh, DN den Hartog, & FD Belschak
Retaliating against unpredictable leaders: The relationship between inconsistent leader behavior and follower counterproductive work behavior
Mallory A. McCord (presenter) & G Sawhney
Reciprocal Deviance: The Ramifications of State Affect on the Relationship Between Workday Incivility and CWB
Mamoona Arshad (presenter) & Muhammad Abdur Rahman Malik
Third-Party Observation Matters: How and When Third-Party Observation of Workplace Deviance Effects Workplace Thriving

16.45-17.30 Extended discussion: bridging the gap by **Rosalind Searle**

17.30-19.00 Evening Reception

DAY 2- 23.06.22

9.30-10.30 Keynote Presentation by **Karen Renaud**
Wielding negative emotions to make people care about cybersecurity: wise or ill-advised?

10.30-11.00 Coffee break

11:00: 12:30 Research presentations
Nadine V Michaelides
Examining attitudes towards cybersecurity compliance through the lens of the psychological contract
Mitja Ružojčić (presenter) & Zvonimir Galić
Bad apples, bad barrels and hot heads: Investigating interplay of personality, situation and emotions in determining counterproductive work behavior
Marc Ohana & Ghulam Murtaza
Does Corporate Social Irresponsibility lead to counterproductive work behaviors? The role of collective shame and fear of death

12.30-13.30 Lunch

13.30-15.00 Research presentations
Sidra Liaquat (presenter) J Escartín & J Coyle-Shapiro
Mediating Role of Job Stress in the Association of Systems Intelligence, Counterproductive Work Behaviours and job Performance
She M (presenter), R Ronay, & D den Hartog
The Light, the Dark, and the Deviant: A Latent Profile Analysis of HEXACO and the Dark Traits
Ranran Li, **Peikai Li (presenter)**, K Yin, Q Zhi, S He, & R Meng
Antecedents of Employee Unethical Pro-Organizational Behaviors: A Literature Review and Meta-Analysis

15.00-15.30 Coffee break

15.30-16.30 Extended discussion: bridging the gap by **Deanne den Hartog**

18.30 Conference Dinner

DAY 3- 24.06.22

09:30 – 10:30
Katrin Riisla (presenter), Hein Wendt, Martin Euwema & Mayowa
Babalola
*Pushing for results, but at what cost? Leader bottom-line mentality,
behavior and differing perceptions*
Armin Pircher Verdorfer (presenter)
Who displays Exploitative Leadership and who Bears the Brunt?

10.30-11.00 Coffee break

11.00-12.00 Final Discussion by **Roberta Fida**
KEYNOTE PRESENTATIONS

Celia Moore: Leading Responsibly: Moral Agency At Work
Wherever we go, whatever we do, we cannot escape the importance
of managing morally complex decisions at work. How well we think
through and execute on those decisions defines our legacy as
humans, and can mean—literally—life or death for those affected by
them. However, from Partygate to Putin, we continually see leaders
model the wrong morally consequential decisions. Why is this so
common, and what can we do about it? In this lecture Professor
Moore will provide an overview of how individuals enact their moral
agency at work, offering insight on why truly taking responsibility for
our actions is so difficult, and how we can build our organizations
and develop leadership competencies to make doing so more likely.

**Karen Renaud: Wielding negative emotions to make people care
about cybersecurity: wise or ill-advised?**
Cybersecurity is a relatively young field, and many cybsecurity
professionals consider the human the weakest link the cybsecurity
perimeter. To deal with human fallibility and perceived indifference,
many organisations use negative emotions like fear and shame. This
makes sense, intuitively. I'm going to talk about whether intuition is
correct in the cyber context.

Information for presenters

Each presenter will have 20 minutes plus 10 minutes for questions.

We don't have any restrictions on presentation format: wide screen is OK as well as normal, PDF, PPT, Prezzi… all accepted.

It will be highly appreciated if you could send your presentation in advance by the 20th of June. Please save your presentation with your last name and day of the presentation (e.g. Fida 24) and email it to roberta.fida@gmail.com

For the colleagues presenting online we will email you the Zoom link a week in advance.